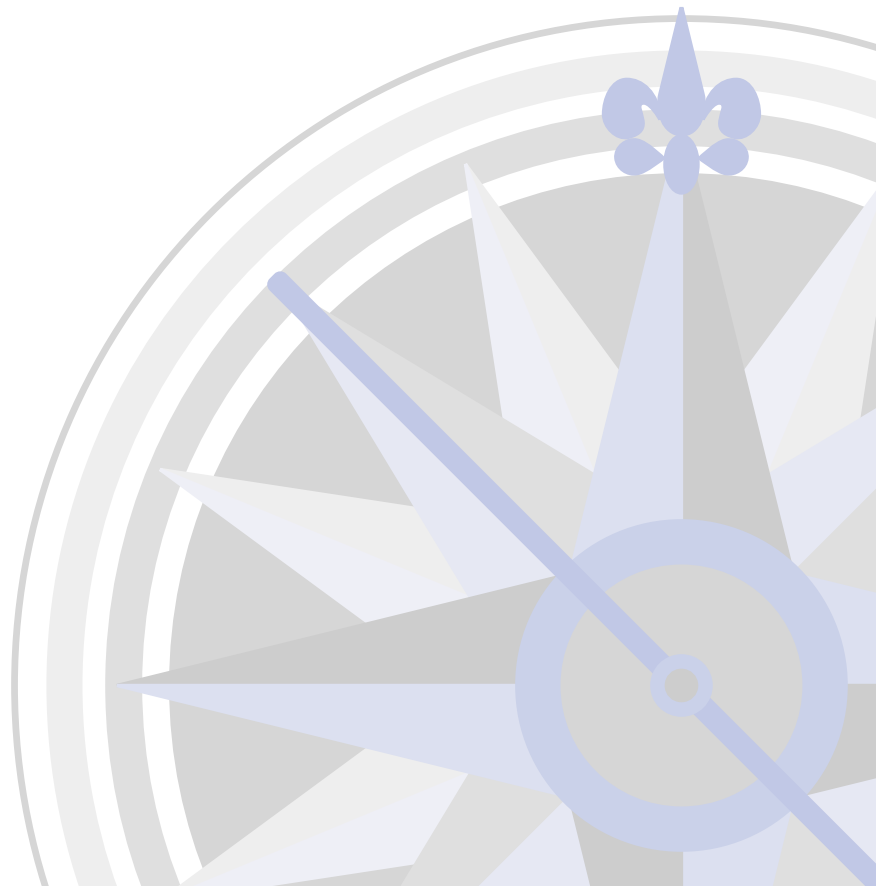


PIONEER INSTITUTE
FOR PUBLIC POLICY RESEARCH

Annual Report 1998

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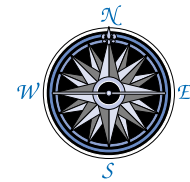


It is usually our pleasure to chronicle Pioneer's accomplishments in the Annual Report. This year, however, we are deeply saddened to mark the deaths of two of Pioneer's Directors, Thornton Stearns and Ray Shamie. As important contributors and members of Pioneer's Board since our founding in 1988, Thorny and Ray were instrumental in determining Pioneer's course. Our success over the past eleven years is yet another testament to the leadership and vision that both brought to every task they set their minds to.

This Annual Report is dedicated with great respect and affection to two Pioneers whose wisdom, kindness, and friendship are sorely missed.

PIONEER INSTITUTE FOR PUBLIC POLICY RESEARCH

Building on Strength



Pioneer's greatest strength has been our ability to convert ideas into action, by combining credible policy research and effective promotion with focused and sustained implementation projects. Research and the development of innovative policy ideas are at the core of our mission. But, it is through continuing efforts like the Charter School Resource Center and the Center for Restructuring Government that Pioneer develops deep issue expertise, while attracting support across the ideological spectrum.

To build on our strength and clarify our image as we enter our second decade, Pioneer has launched something we call "E4," a strategy to focus our work in key areas that leverage our strengths and capitalize on the most promising opportunities for broadening our constituency and affecting public policy. This four-pronged approach emphasizes educational excellence, effective public management, economic opportunity, and emerging issues.

- **Educational Excellence** – Driving broad-based educational reform through the expansion of competition and parental choice. Of particular importance in this area is the continuation and expansion of successful programs, such as Pioneer's Charter School Resource Center and the Charter School Leadership Academy. In addition, Pioneer will undertake its first study of higher education, a *White Paper* evaluating the potential of applying the charter concept to Massachusetts' system of public colleges.
- **Effective Public Management** – Identifying and analyzing opportunities for improving the quality and reducing the cost of Massachusetts government through competitive contracting, regulatory reform, innovation and restructuring. Pioneer's efforts in this area are led by the Center for Restructuring Government. The Center operates the acclaimed Better Government Competition (a citizens' idea contest, now in its ninth year), publishes *White Papers* providing practical recommendations to policy makers, and sponsors a series of events and conferences.
- **Economic Opportunity** – Developing a policy framework for reducing urban poverty through economic opportunity, focusing on barriers to self-sufficiency and small business development.

Letter from the Chairman, Founding Chairman, and Executive Director



Colby Hewitt, Chairman



Lovett C. Peters,
Founding Chairman



James A. Peyser,
Executive Director

Letter from the Chairman, Founding Chairman, and Executive Director

Pioneer's research department has already begun work on an index that will identify government-imposed obstacles to "micro-businesses," which will be followed by a paper making recommendations for policy reforms.

- **Emerging Issues** – Studying the cost-effectiveness of those public policies that help define the role of government or the limits of individual freedom. Promising research in this area may be selected for sustained focus and investment. In addition, for the past two years, Pioneer has sponsored the Lovett C. Peters Lecture in Public Policy, featuring original thinkers from the worlds of government, academia, and politics. This year the Lecture attracted 300 influential business, government, and academic leaders to hear Václav Klaus, former prime minister of the Czech Republic. Events such as the Lecture Series aid in Pioneer's continual search for new, cutting edge policy ideas.

By tightening our focus, we hope to improve the depth and quality of our work, broaden our constituency, clarify our public image, and expand our impact.

Colby Hewitt

Colby Hewitt
Chairman

Lovett C. Peters

Lovett C. Peters
Founding Chairman

James A. Peyser

James A. Peyser
Executive Director

Harvard University's Kennedy School of Government published a case study on Pioneer Institute in 1998.

GOING AGAINST THE GRAIN: A "Conservative" Think Tank in Massachusetts

CASE PROGRAM
John F. Kennedy School of Government
Harvard University



Beginning in August, 1998, Pioneer has provided twice-monthly opinion pieces to the *Boston Herald*.

A ray of hope in urban education

One of the main messages from the opponents of real school reform is that it is almost impossible to educate students from disadvantaged backgrounds. Though many quality urban schools have gone into dramatic decline during their lifetime, it need not be that way. Economic and social scientist Thomas Sowell has chronicled the success of such schools, Dunbar High School in Washington, D.C., and the Colby Hewitt Black, equalized or exceeded national standardized tests. In 1997, 83 percent of students from two of the white high schools in the city of the black educator Horan studied the backgrounds of students with doctorates, he had graduated from Dunbar other school in the country. And to one could argue that a school for middle-class parents were labeled a doctor. Starting in the mid-1950s, changed due to various government and education reform teachers, who were such a Dunbar's success, started to blame Washington's problems as one of the highest in the country. In contrast, Dunbar's glory years, average more than 40 and the lunch program that students often had.

We now see proof that students suffering from poverty and shattered homes

By any standard, many schools are falling far behind standardized tests. In 1997, 83 percent of students from two of the white high schools in the city of the black educator Horan studied the backgrounds of students with doctorates, he had graduated from Dunbar other school in the country. And to one could argue that a school for middle-class parents were labeled a doctor. Starting in the mid-1950s, changed due to various government and education reform teachers, who were such a Dunbar's success, started to blame Washington's problems as one of the highest in the country. In contrast, Dunbar's glory years, average more than 40 and the lunch program that students often had.

parents at all. The overwhelming majority of students who were expelled from the school in the previous June. Moreover had the Twelve Non-negotiable Rules that students had to follow at all times.

BOSTON Herald

Don't study charter schools to death

The drive to raise the cap on Massachusetts charter schools has been in progress since last month. Several large numbers of visitors to their schools have been filed that would authorize the number of public schools from their current 30 to 100 and increase the percentage of total state public school funding from 10 to 20 percent. Paul Cellucci, the cap entirely. Charter school supporters cite the long waiting lists to get into schools, longer school days and other improvements to demonstrate the concept. After a year of study, the state is expected to vote on the proposal.

Two charters have already been received. In a recent University of Washington study of charter schools, visitors in Iowa to attend a Massachusetts state law in effect of a state "going beyond" the current law.

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Overhaul leadership at bad schools

Colby Hewitt

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Judge for-profit hospitals on merit

Companies should not be making money off sick people for shareholders. So say opponents of for-profit hospitals. The moral dilemma of this statement is only if it is irrelevant to the facts on the ground. At issue is whether the hospital is a public-spirited institution or a public-spirited business.

Conventional wisdom faulty

First it was \$70 million for a convention center that would be the silver bullet of economic development. Then another \$20 million for the 600- to 1,200-room hotel. Now we are now told it is necessary for the convention center to succeed. More than a year before convention center construction is scheduled to begin, the state is expected to vote on the proposal.

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Behold Massachusetts the unfree

Gabriola
We may no longer be "Tatachustits," but the commonwealth still has a long way to go. A recent study comparing economic freedom among the 50 states placed Massachusetts in the bottom five, ranking the commonwealth among the least hospitable states for taxpayers and businesses. The report, published by the Center for Policy and Legal Studies at Clemson University, analyzed more than 100 measures of economic freedom. Before Bogen it was the New England Patriots, and now it appears that the Boston Red Sox will be next with at least \$20 million in public funds likely to be devoted to a new Fenway Park. It's one thing if voters favor these expenditures out of civic pride or for some other non-economic reason. Yes, amazingly, these projects are pitched as economic development, despite a plot of studies showing that sports teams do virtually nothing for a local economy. Never mentioned during the race to subsidize is the simple fact that each special package assembled for a particular team or industry results in increased state debt or higher taxes for everyone else. The practice reeks of a basic misunderstanding on the part of policymakers about how to foster economic growth. Government projects tend to alter the composition of investment and spending rather than the aggregate amount. In other words,

government investments usually just replace private investments or redirect spending. This doesn't spur growth if just transfers one group of investors or consumers over others. The states at the top of the economic freedom index share a philosophy of creating fiscally tight and regulatory environments that apply equally to all. This doesn't mean that short-sighted "victories" paid for by everyone accept the recipient of the subsidy. The top five states in the index were Idaho, Virginia, Utah, Wyoming and South Dakota. Each did well in at least four categories, Massachusetts was in the bottom 10 in four categories and 47th in the judicial and regulatory categories. The bright spot for the commonwealth was ranking third in government size, which is based on the number of state employees as a percentage of overall population. Instead of gaining a reputation for high-profile business subsidies, sports stadiums, convention centers and the Big Dig, imagine if Massachusetts became famous for efficient government, excellent schools and an economic opportunity such as expanded in Massachusetts.

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If building a convention center boosts economic development, where are the private hotel developers?

It is indeed an engine for economic development, where are the private hotel developers? The usual argument is that the convention center will create jobs and attract hotel development. But even in the mercenary world of the Massachusetts Convention Center Authority, this one corner of the economy would reap the benefits of the boom. The same reports that never recognize that such a facility not be built despite the alarming number of convention centers in the state. But even in the mercenary world of the Massachusetts Convention Center Authority, this one corner of the economy would reap the benefits of the boom.

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Pioneer's mission of changing the intellectual climate of the Commonwealth by applying market-based solutions to the public policy issues of the day has led us into a variety of issues. From studies on auto insurance, to our work on charter schools, to analyzing privatization alternatives, the aggressive cultivation of new ideas has been a trademark of Pioneer since its founding eleven years ago. Thorough peer reviews of papers and books before publication ensure the quality of Pioneer's work, and we are proud of the reputation that we have earned for rigorous academic studies.

Research and Publications

BOOKS:

Is Welfare Working?: The Massachusetts Reforms Three Years Later, 1998. By M. Anne Hill, Professor and Chairman of the Economics Department at Queens College, City University of New York, and Thomas J. Main, Assistant Professor in the School of Public Affairs, Baruch College, CUNY. An analysis of the 1995 Massachusetts welfare reforms, and their effects on caseload decline.

WHITE PAPERS: A series of brief research papers on timely policy issues:

"Nonprofit to For-Profit Conversion in Health Care: A Review," February, 1999. By Jack Needleman, Assistant Professor of Economics and Health Policy, Harvard School of Public Health. An analysis of conversions among hospitals and health plans from non-profit to for-profit status.

POLICY DIRECTIONS: A series of publications that provides specific technical information or guidance on current policy issues.

"Poll Finds Higher Satisfaction Rate Among Charter School Parents," June, 1998. An overview of the results of a telephone survey of charter school and district school parents, commissioned by Pioneer Institute, reveals that charter school parents are far more satisfied with their children's schools than are district school parents.

"Study Finds Charter School Teachers Are Stakeholders," July, 1998. In the first study of its kind, Massachusetts charter school teachers report that it is easier to participate in decision-making at charter schools than other schools where they have worked. The study also reveals that the most common reason charter teachers choose charter schools is the school's mission and educational philosophy.

"Demand for Charter Schools Continues to Rise," June, 1999. Since the first charter schools opened their doors in 1995, the demand for seats has far exceeded the supply. Pioneer has tracked the number of applications received and spaces available in each school. This study shows that, overall, the demand for Commonwealth charter schools has been much greater than the number of seats.

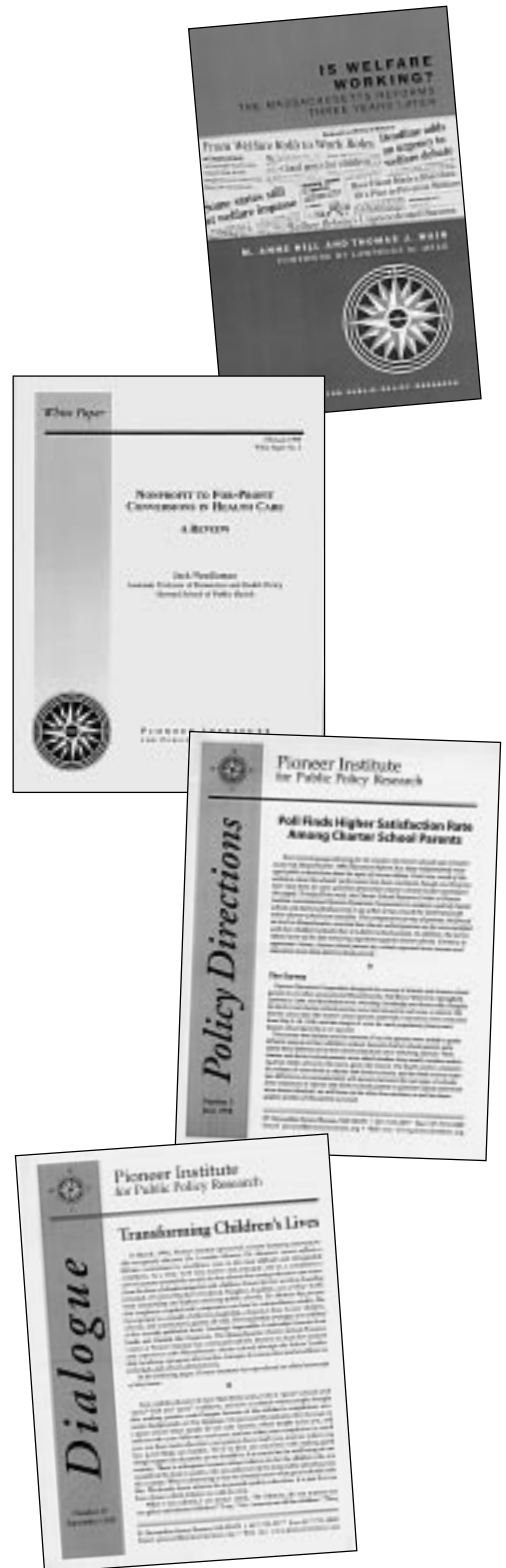
DIALOGUES: A series of focused papers and edited transcripts on timely policy issues.

"Choices for Educational Success," Minnesota Governor Arne Carlson

"Transforming Children's Lives," Dr. Lorraine Monroe

"Student-Centered Funding," Lisa Graham Keegan

"Transition from Communism: A Decade After," Václav Klaus



Programs and Outreach

Even the most innovative, sensible solution to a policy problem will never be implemented without a forum. To broaden our constituency and to establish public dialogue, Pioneer works

diligently to make our ideas accessible to a broad audience of opinion leaders, policy-makers, business executives, and the media through regular public events and programs.

PIONEER FORUMS: A breakfast and luncheon series featuring nationally recognized experts addressing timely policy issues. Hundreds of people a year attend these interactive sessions which are designed to encourage discussion and provide networking opportunities. In the past year we have co-sponsored events with the Taubman Center for State and Local Government at the John F. Kennedy School of Government, READ Institute, and Action for Boston Community Development (ABCD).

Evaluating Infrastructure Projects. Co-sponsored with the Taubman Center for State and Local Government at the John F. Kennedy School of Government. Panelists: Alan Altshuler, Director, Taubman Center for State and Local Government; Heywood Sanders, Professor of Urban Administration, Trinity University; David Luberoff, Assistant Director & Senior Research Analyst, Taubman Center for State and Local Government; Peter Zuk, Project Manager, Third Harbor Tunnel/Central Artery Project (June, 1998).

School Centered Funding. Co-sponsored with the Taubman Center for State and Local Government at the John F. Kennedy School of Government. Panelists: Lisa Graham Keegan, Superintendent of Public Instruction, State of Arizona; Paul E. Peterson, Director, Program on Education Policy and Governance, Taubman Center for State and Local Government; Robert M. Costrell, Professor of Economics, University of Massachusetts at Amherst (September, 1998).

Bilingual Education. Co-sponsored with READ Institute, hosted by Boston University. Panelists: Charles Glenn, Professor, School of Education, Boston University; Diane August, Researcher, National Academy of Sciences, Washington, DC; Mark Lopez, Assistant Professor, School of Public Affairs, University of Maryland; Rosalie Porter, Executive Director, READ Institute, Amherst, MA; Christine Rossell, Professor, Political Science Department, Boston University; Maria Brisk, Professor, School of Education, Boston University; Mary Cazabon, Coordinator of Bilingual Education, Cambridge, MA; Tom Doluisio, Superintendent, Bethlehem Public Schools, Bethlehem, PA; James Peyser, Executive Director, Pioneer Institute; Representative Hal Lane, Co-Chairman, Education Committee, Massachusetts State Legislature; Eugene Creedon, Superintendent, Chelsea Public Schools, Chelsea,



John O'Leary, a panel moderator, with panelist James Kerasiotes, Massachusetts Turnpike Authority Chairman, at Pioneer's conference on competitive government.

MA, Richard Estrada, *The Dallas Morning News* (October, 1998).

Welfare Reform. Co-sponsored with Action for Boston Community Development (ABCD). Panelists: Bob Coard, President and CEO, ABCD; Claire McIntire, Commissioner, Massachusetts Department of Transitional Assistance; M. Anne Hill, Professor & Chair, Economics Department, Queens College, CUNY, and co-author of *Is Welfare Working: The Massachusetts Reforms Three Years Later*; Larry Bailis, Associate Research Professor, Heller Graduate School, Brandeis University; Donna Haig Friedman, Director, Center for Social Policy at the McCormack Institute, UMass; Thomas Main, Assistant Professor in the School of Public Affairs, Baruch College, CUNY, and co-author of *Is Welfare Working: The Massachusetts Reforms Three Years Later*; Bruce Goodro, Director of Quality Evaluation, Massachusetts Department of Transitional Assistance; Jim Peyser, Executive Director, Pioneer Institute (December, 1998).

Competitive Government. Featuring keynote speaker, David Osborne, Author of *Reinventing Government* and *Banishing Bureaucracy*. Panelists: John O'Leary, Co-author of *Revolution at the Roots: Making Our Government Better, Smaller, and Closer to Home*; Charles D. Baker, Jr., CEO, Harvard Vanguard, former Massachusetts Secretary for Administration & Finance; John A. Cline, President, Project America, Washington, DC; Professor E.S. Savas, Founder/Director, Privatization Research Organization, Baruch College, City University of New York; Cornelius J. Chapman, Jr., Hutchins, Wheeler, & Ditmar; Karen Hedlund, Nossaman, Guthner & Elliot, LLP, Los Angeles; James J. Kerasiotes, Chairman, Massachusetts Turnpike Authority; Anne Spray Kinney, Executive Director, Milwaukee Metropolitan Sewerage District (December, 1998).

Issues & Options in Non-Profit and For-Profit Healthcare. Panelists: Jack Needleman, Ph.D., Assistant Professor of Economics and Health Policy, Harvard School of Public Health, and author of the *White Paper*, "Non-profit to For-Profit Conversions of Hospitals and Health Plans: Issues & Options for Massachusetts;" Atul Gawande, M.D., moderator, columnist on science and policy for *Slate*, contributor to *The New Yorker*; Alan Sager, Ph.D., Professor, Boston University of Public Health; David W. Johnson, Managing Director of Healthcare Finance, Merrill Lynch, Chicago, IL (February, 1999).

BusinessWeek
Economic Viewpoint
BY GARY S. BECKER

GUESS WHAT? WELFARE REFORM WORKS

The welfare reform act of 1996 is one of the most important pieces of legislation since the mid-1990s began. Over 10 million people who had been on welfare for a long time are now off the rolls. The number of welfare recipients has fallen by 10 million, from 18 million in 1994 to 8 million in 1996. This is a remarkable achievement. It shows that the welfare system is not a permanent fixture. It is a temporary safety net. The number of welfare recipients has fallen by 10 million, from 18 million in 1994 to 8 million in 1996. This is a remarkable achievement. It shows that the welfare system is not a permanent fixture. It is a temporary safety net.

BIG BOOST: The 1996 law has both cut the number of welfare recipients and increased the number of people who are employed.

Boston Sunday Globe
PUBLIC WORKS

Big ticket items require bigger backers
Taxpayers still will pay—but not forever and not without benefit

BY THOMAS P. MALONE

Un-conventional projections

THE STATE'S NEW highway program, made by a 10-year highway trust fund, will be a major source of revenue for the state. The program will be a major source of revenue for the state. The program will be a major source of revenue for the state.

Projection made in 1998

Year	Actual number	New projections
1998	4000	4000
1999	4000	4000
2000	4000	4000

Source: U.S. Census Bureau, Bureau of Economic Analysis

1998–1999 PIONEER IN THE NEWS:

The Boston Globe: “Gabrieli’s gamble in the 8th,” by Jon Keller, features results of Pioneer’s charter school/district school comparative satisfaction survey. (June, 1998)

Fall River Herald News: “Charter schools get high marks,” by Kathleen Durand. (June, 1998)

Boston Herald: “Charter schools help the poor,” editorial “Clapprood flunks school debate,” column by Wayne Woodlief. (June, 1998)

Telegram & Gazette: “Bay State charter schools producing satisfied customers,” by Russ Donnelly. (June, 1998)

New England Cable News: Jim Peyser discusses Wisconsin Supreme Court decision upholding Milwaukee program and Pioneer school choice poll. (June, 1998)

Providence Journal-Bulletin: “Survey gives big boost to charter schools,” by Matt McKinney. (June, 1998)

New Bedford Standard-Times: “School chief rips study,” by Mary Jo Curtis. (June, 1998)

Education Week: Summary of comparative charter school study. (June, 1998)

The Boston Globe: “Big ticket items require bigger backers,” by Tom Palmer, Sunday Focus section. (July, 1998)

The Boston Globe: “Charter school changes,” by Muriel Cohen, Sunday Learning section. Focuses on teacher survey conducted for Pioneer by Opinion Dynamics. (July, 1998)

Boston Herald: “Charter school myths dispelled,” op ed by Jim Peyser. (July, 1998)

The Wall Street Journal/New England: “Convention Center Is a Bad Idea,” letter, by Charlie Chieppo. (July, 1998)

Lawrence Eagle-Tribune: “Report: City charter schools thriving,” by Hernan Rozemberg. (July, 1998)

Boston Herald: “Tough decisions ahead on ed reform,” op ed by Jim Peyser. (August, 1998)

Boston Business Journal: “Several ways to reinvent Boston government,” op ed by Charlie Chieppo. (August, 1998)

Boston Herald: “A charter school demands the best,” op ed by Charlie Chieppo. (September, 1998)

Boston Herald: “Let private sector serve humanity,” op ed by Jim Peyser. (September, 1998)

Telegram & Gazette: “Stakeholder teachers: Charter school survey suggests new paths,” editorial. (September, 1998)

Boston Herald: “Chartering beyond untruths,” op ed by Charlie Chieppo. (October, 1998)

Boston Herald: “Tutor program is one for the books,” op ed by Jim Peyser. (October, 1998)

The Boston Globe: op ed by Harvard Professor Howard Husock summarizing his chapter in *Agenda for Leadership*, 1998. (October, 1998)

Boston Herald: “It’s time to revisit bidding out services,” op ed by Charlie Chieppo. (November, 1998)

Boston Herald: “Getting down to good government,” op ed by Jim Peyser. (November, 1998)

Boston Herald: “Tell it to the judge,” editorial on the Judge Daniel Winslow, winner of the 1998 Better government Competition. (November, 1998)

NPR/“*The Merrow Report*”: broadcast of Pioneer/Harvard Graduate School of Education Forum on school choice. (November, 1998)

Patriot Ledger/AP: “Judge urges streamlining court system” (December, 1998)

New England Cable News: Jim Peyser live interview w/Julia Bovey on welfare reform. (December, 1998)

The New Republic: “Schoolyard tussle,” article on charter schools by Dana Milbank. (December, 1998)

AP: “Effects of welfare reform already significant, researchers say,” by Leslie Miller. (December, 1998)

Boston Herald: “How charter schools fared,” by Linda Brown. (December, 1998)

Boston Herald: “Welfare reform gains outweigh the down side,” op ed by Jim Peyser. (December, 1998)

WLVI-Channel 56: Jim Peyser appears on Jon Keller show to discuss ed reform. (December, 1998)

Mass High Tech: “Government as business model is easy to say, hard to achieve,” editorial by Mark Pillsbury. (December, 1998)

The Wall Street Journal/New England: “First a Convention Center; Now Pay for the Hotel, Too,” by Sara Goo. (December, 1998)

MetroWest Daily News: “The politicians fail school test,” by Rob Meltzer. (December, 1998)

The Boston Globe: “Public education critic eyed for top state position,” by Jordana Hart. (December, 1998)

WNYC Radio, New York: Jim Peyser appears on “On the Line” show to discuss NY charter school law and how Massachusetts charter schools are working. (December, 1998)

Mass High Tech: Column on Better Government Competition, by Mark Pillsbury. (December, 1998)

Cape Cod Times: “School, town team up for grant money,” by Robin Lord. (December, 1998)

The Boston Globe: “Crucial test of welfare reform begins,” by Scot Lehigh. (January, 1999)

WBUR: Jim Peyser discusses charter schools on “Hear and Now” with Tovia Smith. (January, 1999)

Boston Herald/AP: “Think tank chief resigns with eye on top ed post.” (January, 1999)

Boston Herald: “Conventional wisdom faulty,” op ed by Charlie Chieppo. (January, 1999)

Boston Herald: “A truly bad hotel idea,” editorial. (January, 1999)

Telegram & Gazette: “State can improve judicial system,” op ed by Charlie Chieppo. (January, 1999)

Boston Herald: “Overhaul leadership at bad schools,” op ed by Pete Peters. (February, 1999)

Boston Herald: “It’s time to extend our welfare gains,” editorial. (February, 1999)

Boston Herald: “Judge for-profit hospitals on merit,” op ed by Jim Peyser. (February, 1999)

Boston Herald: “Twisting the facts to muzzle a judge,” editorial. (February, 1999)

Boston Herald/AP: “No cuts in care at for-profits: study,” by Leslie Miller. (February, 1999)

The Boston Globe: “Study: For-profits maintain level of care for poor,” by Alex Pham. (February, 1999)

The Wall Street Journal/New England: “Outspoken Judge Sees a Setback,” by Sara Goo. (February, 1999)

AP: “Ethics Committee Advises Against Judge’s Research.” (February, 1999)

Telegram & Gazette: “Health Care Models,” editorial. (February, 1999)

Telegram & Gazette: “For-profit hospitals not cutting free care,” by Kathleen A. Shaw. (February, 1999)

Attleboro Sun Chronicle: “Winslow says he’ll keep speaking out,” by Dave Wedge. (February, 1999)

Attleboro Sun Chronicle: “Judge Winslow sets pace for Court Reform,” editorial. (February, 1999)

Boston Herald: “A ray of hope for Hub school reform,” op ed by Charlie Chieppo. (March, 1999)

WCVB-Channel 5: “5 on 5.” “No one has done more for public education in Massachusetts than Pioneer Institute,” Avi Nelson. (March, 1999)

WGBH-Channel 2: “Greater Boston.” Jim Peyser discusses welfare reform. (March, 1999)

Boston Herald: “A Ray of Hope in Urban Education,” op ed by Colby Hewitt. (April, 1999)

Boston Herald: “Expanding the prize of school choice,” op ed by Con Chapman. (April, 1999)

The Boston Globe: “Klaus pays attention to the details,” Names & Faces, Beth Carney. (April, 1999)

Lawrence Eagle-Tribune: “Let’s make government run better,” editorial. (April, 1999)

Boston Herald: “Don’t study charter schools to death,” by Jean Krasnow. (May, 1999)

Boston Herald: “T contract won’t clean out taxpayers,” by Charlie Chieppo. (May, 1999)

WBUR/“The Connection”: Jim Peyser discusses vouchers. (May, 1999)

Business Week: “Guess What? Welfare Reform Works,” by Gary Becker. (May, 1999)

Boston Herald: “Behold Massachusetts the unfree,” op ed by Gabriela Mrad. (June, 1999)

Massachusetts Charter School Resource Center

Since its founding in 1988, Pioneer has devoted half of its efforts to the reform of K-12 education. Its principal focus in this is the expansion of parental choice and school competition. From the very beginning of the charter school movement in Massachusetts, which started with the publication of Steven Wilson's book *Reinventing the Schools: A Radical Plan for Boston* in 1992, Pioneer has championed the concept of entrepreneurial public schools. When the first piece of charter legislation was passed in 1993, Pioneer established the

Massachusetts Charter School Resource Center to facilitate the launch of charter schools in the state, and to lay a foundation for their success and future expansion. The first schools opened in September of 1995. In 1997, the Massachusetts legislature raised by 50 percent the statutory cap on the number of charter schools authorized to operate in the state. The Massachusetts Charter School Resource Center responded by expanding its technical assistance services, provided to the schools free of charge.

ON-GOING TECHNICAL ASSISTANCE

The Resource Center is committed to improving academic performance, and to that end offers on-going technical assistance not only to all of the Massachusetts charter schools, but also to groups interested in applying for a charter. The Resource Center programs over the past year have included:

- Workshops for urban charter school principals focusing on strategies for evaluating and improving MCAS results.
- Saturday preparatory sessions for charter applicants.
- Pre-opening site visits for new charters.
- Consultation for schools which are up for their five year charter renewal.
- A series of technical assistance workshops on a range of topics, including securing a facility, financial management, governance, student assessment, and special education.
- A job bank for schools seeking staff, available by e-mail.
- A conference sponsored in partnership with Boston College School of Education on accountability, which included 105 representatives of local charter schools and 17 directors of charter school resource centers across the nation.
- The expansion of a program to help charter schools develop standards, assessment, and evaluation procedures.

THE MASSACHUSETTS CHARTER SCHOOL LEADERSHIP ACADEMY

The charter schools that have opened their doors in the Commonwealth are as diverse as the state's many communities and neighborhoods. They all, however, share one important thing: a deep-seated commitment to educational excellence, innovation, and parental choice. To help the Massachusetts charter schools deliver on their promise of world-class education, the Massachusetts Charter School Resource Center initiated the Leadership Academy in 1997.

Headed by Dr. Lorraine Monroe, the nationally acclaimed school leader from New York who founded the Frederick Douglass Academy in Harlem, the Leadership Academy is designed to develop and support school leaders who have the capacity to lead consistently high-performing schools and who view solid academic achievement as a necessity for transforming children's lives. The Academy provides participating charter school leaders with regular, sustained feedback and support, grounded in practice and customized to the specific circumstances of each school. Twelve of the Commonwealth's charter schools participate in the program, serving approximately 2,000 students. Plans to expand the Academy will ensure that as many children as possible reap the benefits of exceptional leadership.

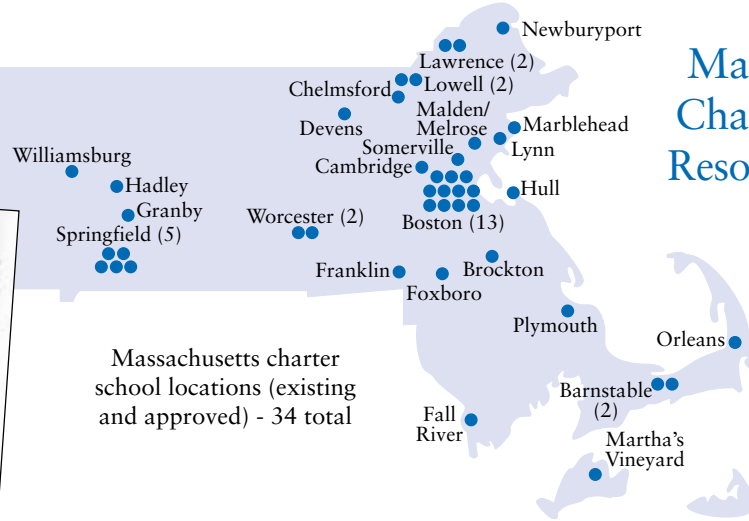
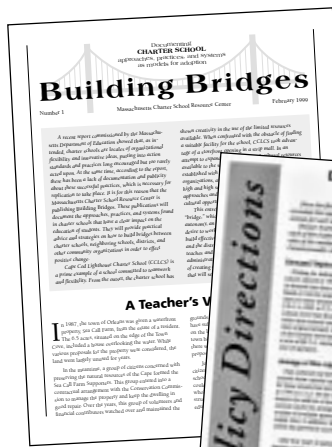
In the past year the Leadership Academy has:

- Helped each school develop building-level action plans, followed up by written evaluations and recommendations.
- Sponsored a two-day overnight retreat for ten principals and their action teams with a focus on management issues and strategic planning.
- Conducted a series of site visits to each school, including consultations with school principals and their senior staff.

According to a survey of Massachusetts charter schools conducted by the Heller Graduate School of Social Policy at Brandeis University, close to 90 percent of the participating school leaders reported that the Academy helped them to "translate my vision into a viable strategic plan." One hundred percent of the schools surveyed by Heller were interested in participating in the Leadership Academy.

THE CHARTER SCHOOL DEVELOPMENT INITIATIVE

Although charter school operations are funded with per-pupil allocations from the state, they do not receive funding for any capital expenses. Charter schools must rely on private sources to finance facilities, as well as enrichment



Massachusetts Charter School Resource Center

Massachusetts charter school locations (existing and approved) - 34 total

activities such as summer programs, before school and after school activities, tutorials and mentoring programs.

Understanding the need of charter schools to raise funds to enhance their long-term stability and improve the quality of their educational services, the Massachusetts Charter School Resource Center has begun a collaboration with the George H. & Jane A. Mifflin Memorial Fund. The Massachusetts Charter School Development Initiative (MACSDI) was launched in February 1999 to support urban charter schools as they broaden their base of philanthropic support.

Following an application process, eight urban charter schools were selected to participate in the first phase of the Initiative. The schools were selected based on a variety of criteria including Board of Trustee involvement, school leadership, and demonstrated success at increasing student achievement.

Participating MACSDI charter schools are:

- Academy of the Pacific Rim Charter School, Hyde Park
- Community Day Charter School, Lawrence
- Conservatory Lab Charter School, Boston
- Lawrence Family Development Charter School, Lawrence
- Lowell Middlesex Academy, Lowell
- Neighborhood House Charter School, Dorchester
- Roxbury Preparatory Charter School, Roxbury
- South Boston Harbor Academy Charter School, South Boston

The first phase of the Massachusetts Charter School Development Initiative involves:

- Placement of a development director in each of the eight urban charter schools. These development positions are fully funded by the sponsoring foundation.
- Orientation and training of development directors by the Initiative's Program Director.

- Consultation with development directors and charter school leaders on the design and implementation of school development strategies.
- Development and implementation of a program to actively involve the school's Board of Trustees in development efforts.

The MACSDI is a uniquely designed capacity-building program, which not only makes a grant to the selected schools to cover the salary and benefits of full-time development directors, but provides an overarching, coordinating organization to support the creation and successful implementation of comprehensive development programs at each school.

PUBLICATIONS

With an eye to providing policy makers and opinion leaders with the most current information about charter schools, Pioneer produces and distributes a range of publications:

- *Massachusetts Charter School Profiles, 1997-1998*, the third in an annual series reviewing the basic statistics of each charter school, including testing data.
- *In the News*, a compilation of charter school print media stories.
- *Building Bridges*, case studies documenting charter school practices and systems that may serve as models for adoption by district schools.
- *Charter School Newsletter*, a quarterly publication designed to inform the legislature, business leaders, and foundations of the latest developments in the schools.
- *Massachusetts Charter School Handbook*, an A-Z practical manual for charter applicants and charter holders. The *Handbook* has been used at the Harvard Graduate School of Education, Boston University, Fitchburg State College, Worcester State College, and the J.F. Kennedy School of Government at Harvard.

Center for Restructuring Government

Following its mission to advocate for limited and accountable government, Pioneer established the Center for Restructuring Government in January of 1997, in order to increase interest in competitive government and deregulation. By exposing outdated govern-

ment functions to public scrutiny, calculating compliance costs of burdensome regulations and monitoring the progress of privatization proposals, the Center for Restructuring Government seeks to ensure that citizens and taxpayers are placed ahead of special interests.

PUBLICATIONS & PROGRAMS

In addition to a quarterly newsletter highlighting developments in government efficiency throughout the state and nation, the Center for Restructuring Government also produces a series of *White Papers* designed to apply the concepts of competition and deregulation to specific public policy issues. Past *White Papers* have included a case study in human services, and an analysis of a plan to contract competitively for MBTA bus service.



The Center also sponsors an annual conference designed to bring together experts on a topic affecting the performance of government. The 1998 conference, entitled "Bringing Competition Back to Massachusetts," featured such notable guests as Charles D. Baker, Jr., then CEO of Harvard Vanguard and former Massachusetts Secretary of Administration and Finance, James J. Kerasiotes, Chairman of the Massachusetts Turnpike Authority, and Professor E.S. Savas of Baruch College. Two panels focused on how competitive contracting has progressed over the past five years since the passage of Massachusetts' anti-privatization Pacheco Law, and the exciting new topic of infrastructure privatization.

BETTER GOVERNMENT COMPETITION (BGC)

Now in its ninth year, Pioneer's annual citizens' ideas contest, the Better Government Competition, continues to produce sensible ideas for solving a range of policy problems. Past Competition topics have included privatization, the environment, children, welfare, local government and public safety. The BGC has been replicated in six other states, Canada, and Great Britain. The 1998 Competition produced not only a number of top-quality ideas to improve a range of government services, but also some controversy.

Reaction was swift after Judge Daniel B. Winslow was named winner of the 1998 Competition for *Justice Delayed: Improving the Administration of Civil Justice in Massachusetts District and Superior Courts*. Bar associations and litigants loved his Smart Calendar, a trial scheduling system under which almost every trial was reached the first time it was called at Winslow's Wrentham District Court, and his Economical Litigation Alternative, which would dramatically cut the time and expense of civil trials without sacrificing quality. Many in the judiciary, however, were not as receptive to Winslow's ideas. Although he focused on solutions rather than criticisms, consistently noting that the situation in Massachusetts was improving and that the problem is the system and not the people, some still took offense.

Based on the quality of his work, Pioneer's Research Department asked Judge Winslow to write a series of additional papers to be bound together in book form. As he had done previously during his relationship with Pioneer, Judge Winslow consulted the Supreme Judicial Court's Committee on Ethics. After lengthy consideration, the Committee advised Judge Winslow not to write the papers, because "a judge should...not lend the prestige of his office to advance the private interests of other." The Committee went on to explain its ruling, saying that Pioneer is a "law reform organization" and that Winslow's work was "in accord with its agenda for promoting change." In fact, Pioneer had never published on judicial administration reform prior to Judge Winslow's proposal for the Better Government Competition. Nonetheless, Judge Winslow acceded to the Committee's recommendation.

A flurry of media coverage underscored Pioneer's own sense of outrage that the Judge had been unfairly silenced. *The Wall Street Journal*, *Boston Herald* and others (see top of next page) ran articles or editorials questioning the Committee's decision. As a nationally recognized expert on judicial administration, Judge Winslow deserves a forum to express his ideas. Although he will not be writing for Pioneer, we will continue to fight for the common sense reforms he proposes in "Justice Delayed."

THE SUN CHRONICLE
Judge Winslow sets pace for court reform
Advocate won't be stifled by ruling

The state's courts will be a better place for the efforts of Daniel B. Winslow, presiding justice of Wrentham District Court. They'll be better for victims, defendants, prosecutors and defense attorneys alike.

Winslow has been in the news a lot for his innovations over the last couple of years, and he made headlines again this past week when it came out that he had been advised by an ethics panel not to write papers for a conservative think tank.

Winslow did not do anything wrong. In fact, it was he who sought the opinion of the state high

near Institute's Better Government Contest, but that doing the additional papers, for which he would have been paid \$24,000, would give the appearance of a conflict of interest.

Winslow has advocated for greater efficiency in the court system. He keeps a portable computer beside him on the bench and thinks computers should be used more to speed up court cases.

He once proposed identifying the vehicles of repeat drunk drivers, and tested the idea by putting a bumper sticker on his personal car.

Winslow, who has

THE WALL STREET JOURNAL
Outspoken Judge Sees A Setback

By SARA KEHAULANI GOO
Staff Reporter of THE WALL STREET JOURNAL

A Massachusetts judge whose controversial research blasted the state court system has agreed not to do any more research for a Boston think tank.

Last November, Judge Daniel B. Winslow of Wrentham District Court won \$10,000 for a paper in which he criticized the Massachusetts Superior and District Courts for unnecessary and harmful delays and suggested improvements. The prize came from the Pioneer Institute for Public Policy Research, a nonprofit, conservative think tank in Boston, as part of its Better Government competition.

BOSTON Herald
Twisting the facts to muzzle a judge

The Judicial Ethics Committee of the Supreme Judicial Court has trashed honesty and decency in rejecting Wrentham District Court Judge Daniel Winslow's plan to publish his ideas on court reform.

Winslow's proposal for the scheduling of civil cases won the Better Government Competition sponsored by the Pioneer Institute, which asked him to expand his submission into three papers to be made into a book (for which he was to be paid \$24,000).

The judge's entry criticized the way civil cases often are scheduled: more than one case called for the same time and the judge deciding at the last minute which to hear.

university law book publisher that publishes books and papers taking a wide variety of positions." Pioneer has never before published anything on the organization or operation of the courts, and indeed frequently publishes on topics where it disagrees with the author.

In addition to its advocacy of charter schools, Pioneer says it believes in "individual freedom and responsibility, limited and accountable government, and the expanded application of free market principles to public policy." This is policy reform, not law reform.

The committee said the deal would make Winslow appear to be an "employee or agent" of Pioneer.

1998 BGC Winner



The Honorable Daniel B. Winslow

"Justice Delayed: Improving the Administration of Civil Justice in the Massachusetts District and Superior Courts,"
The Honorable Daniel. B. Winslow

Judge Winslow proposes to improve the administration of the courts by establishing meaningful performance measures, simplifying procedures, and adopting a "smart calendar" to eliminate multiple false starts for civil trials. The Economical Litigation Alternative presented in an appendix in draft form, is a subset of procedural rules that if adopted would move eligible cases through the civil justice system more quickly and with less expense.

1998 BGC Runner Up

The Promise of Performance: Massachusetts' Environmental Results Program

The Environmental Results Program (ERP) redirects Department of Environmental Protection resources to improve regulatory compliance in small and mid-sized industrial facilities in Massachusetts. ERP replaces the traditional command-and-control regulatory model with environmental performance standards tailored to specific sectors; corporation heads must certify compliance with these standards on an annual basis.

1998 BGC Honorable Mentions

The Private Industry Partnership

The Private Industry Partnership (PIP) program, part of New York's Wildcat Service Corp., takes a fresh approach to training welfare recipients for work—classroom instruction in life skills as well as work skills prepares participants for a paid internship with the program's employer partner. Program components include on-going performance monitoring, workshops, and job retention support service.

Gainsharing in Baltimore County, Maryland

The Gainsharing program in Baltimore County recruits front-line public employees to develop cost-saving strategies; participating employees share in the financial benefits that are realized. Results have been improved service to citizens, heightened morale in the county workforce, and more efficient use of government resources.

The PEACEWEAR Project

The PeaceAmerica Foundation's PEACEWEAR project would establish a pilot program in Massachusetts to employ prison inmates in the manufacture of a line of denim clothing. Profits from the sale of the clothing would fund development grants for community-based programs; deductions from wages paid to inmates would help defray the cost of incarceration, pay restitution to victims, and support inmate's families.

UPDATE ON PAST COMPETITIONS

- 1995 winner, "Using the Tort System to Improve Government Service," by former Attorney General Scott Harshbarger, was passed by the Legislature and signed into law by Governor Cellucci. The new law provides financial incentives to deter state agency employees from engaging in negligent acts for which the state must pay damages.
- Boston is just a step away from creating its first Business Improvement District in the downtown area around Washington Street. The BID concept was endorsed in a 1996 winner, "BIDs and Main Streets:

Two Paths to Community Revitalization," by Kate Horrigan and Richard T. Reinhard.

- Wildcat Services Corporation, a private, non-profit organization that provides education, training, job placement assistance, and a variety of work experience and supported work programs to ex-addicts, ex-offenders, and welfare recipients, was awarded a competitive job-training grant from the federal government. "The Private Industry Partnership," which earned Honorable Mention in the 1998 BGC, has achieved success at training welfare recipients for jobs in the financial services industry.

Pioneer Network

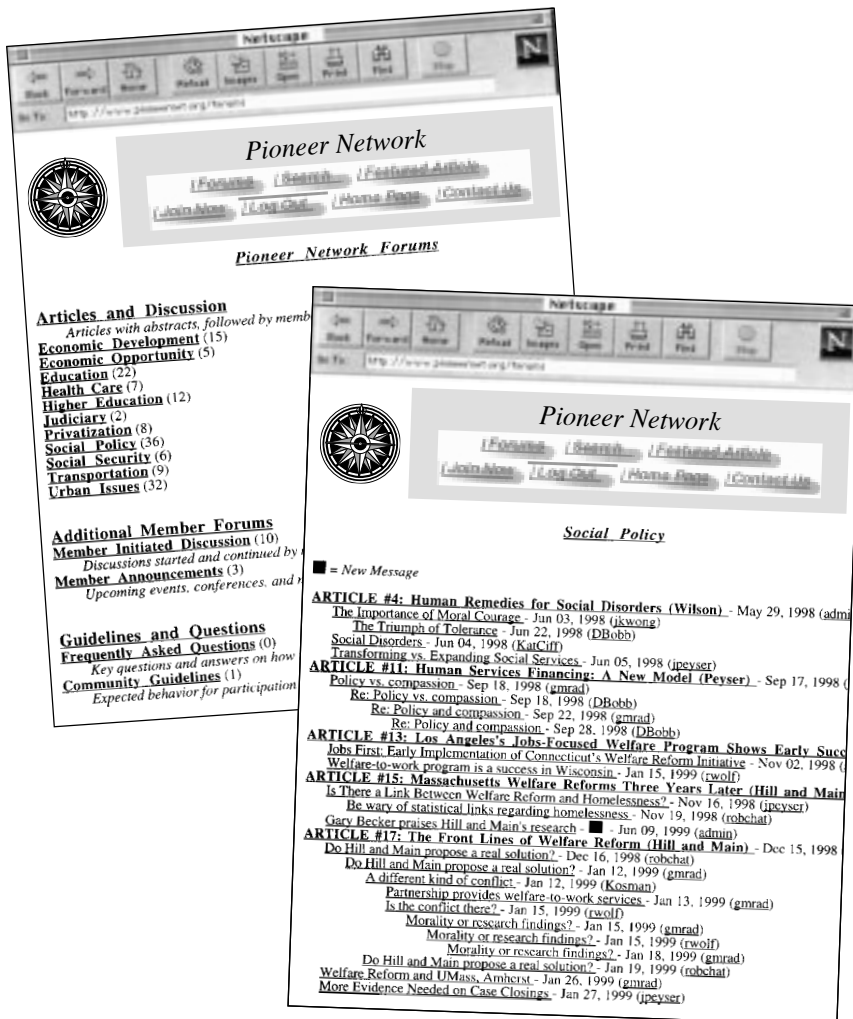
In May of 1998, Pioneer Institute launched Pioneer Network (www.pionernet.org), an internet forum for individuals to review and discuss recent research and developments in public policy from a market-based perspective. Pioneer Institute is committed to challenging the conventional wisdom that is applied to policy making. To this end, Pioneer Network fosters cross-disciplinary dialogue in order to encourage innovative approaches to today's policy problems.

Twice per month, Pioneer Network posts a substantive and timely article of interest to the virtual community. Each posting is preceded by an abstract of the research, providing our membership with access to cogent summaries of important published work. In addition to the featured articles, further information on the topic is provided in companion postings. Our message board software allows members to engage in a continuing dialogue on featured research, providing a mechanism for improving com-

munications. The forum gives its participants an opportunity to establish new relationships and to build a broader support network.

Since its launch, the membership of Pioneer Network has grown to over 250 individuals, including professors, students, businessmen, opinion leaders, journalists, and public policy experts from across the nation. As of June 1999, 27 articles have been posted on topics ranging from social policy to economic development to privatization. Over time, the postings and comments will comprise a valuable archive of easily accessible articles and summaries. Through these ongoing discussions, the ideas in the articles will be more fully developed and perhaps transformed into entirely new ideas that will identify new authors and lead to further research and publications.

Pioneer Network is a powerful tool for finding and developing innovative approaches to the public policy issues of today and tomorrow.



SAMPLE OF FEATURED ARTICLES

- Clearing the Way for Urban Entrepreneurs, Howard Husock, *Agenda for Leadership*, Pioneer Institute
- Human Remedies for Social Disorders, James Q. Wilson, *The Public Interest*
- Remediation in Higher Education: A Commentary, Robert Costrell, The Fordham Foundation
- Working Poor: Low Wage Employment in the Lives of Harlem Youth, Katherine Newman, Columbia University
- Effective Marginal Tax Rates on Low-Income Households, Daniel Shaviro, Economic Policy Institute
- The Sprawling of America: In Defense of the Dynamic City, Sam Staley, Reason Public Policy Institute
- Sports Pork: The Costly Relationship between Major League Sports and Government, Raymond Keating, Cato Institute
- Government's Role in Primary and Secondary Education, Lori L. Taylor, Federal Reserve Bank of Dallas

The Lovett C. Peters Lecture in Public Policy

Pioneer recognizes that vision is at the root of all reform. The great challenge is translating that vision into reality. To encourage individuals in this pursuit, Pioneer established the Lovett C. Peters Lecture in Public Policy in 1998. Our honorary guest lecturers are distinguished by their intellectual stature and national or international reputation. Individuals whose ideas and accomplishments have left their mark on society, they are recognized as original thinkers, drawn from the worlds of government, academia, business, religion, and the arts. By honoring those with that rare combination of brilliance, creativity, and understanding of the world, the Lecture is designed to enrich the intellectual debate surrounding great public issues of the day.

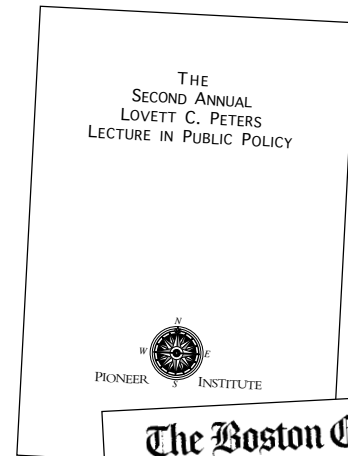
The second annual Lovett C. Peters Lecture, held in May of 1999, celebrated the outstanding contributions made by Professor Doctor Václav Klaus, former Prime Minister of the Czech Republic and President of the Chamber of Deputies of the Czech Parliament. Three hundred guests turned out to honor Dr. Klaus.

After the fall of Communism, the Czech Republic made the most successful transition to democracy of any eastern European country. As the first non-communist finance minister in more than 40 years, Dr. Klaus led the reforms that put the Czech Republic on the road to a free market economy.

Influenced by the writings of Friedrich von Hayek and Milton Friedman, Dr. Klaus was a strong advocate for the market liberalism they espoused. His economic program included the immediate lifting of price controls, currency convertibility and devaluation, and tight monetary policies. Massive privatization was also an earmark of the Czech overhaul. As early as 1990, property that had been confiscated under communist rule was returned to private citizens. Dr. Klaus became Prime Minister in June of 1992 after victory in the parliamentary elections, a position he held until December of 1997. He was elected President of the Chamber of Deputy of the Czech Parliament in July, 1998.

The Lecture series, which is modeled after the Manhattan Institute's Wriston series, is administered by Pioneer Institute. To date, the Lecture has been fully funded through the generosity of:

- The Shelby Cullom Davis Foundation
- William S. Edgerly
- The Ruth & Lovett Peters Foundation
- Frederick G.P. Thorne



Klaus pays attention to the details

Vaclav Klaus, former prime minister of the Czech Republic, joked about America's woes to policy types at a dinner for the Pioneer Institute Wednesday night. "You have big problems here. Like only policemen being able to perform paid construction details," said Klaus, who heard about the detail issue at an earlier lunch. Among those who turned out for the event at the Four Seasons were MIT president **Charlie Vest**, former US envoy to Switzerland **Faith Whittlesey**, **Nader Darchshori** of Houghton Mifflin economists **Kathleen** and **Martin Feldstein**, Pioneer Institute executive director **Jim Peyser**, and his wife, **Mindy D'Arbeloff**, who does PR for the Lyons Group nightclubs.



Pioneer Executive Director Jim Peyser with invited speaker Václav Klaus, former Prime Minister of the Czech Republic.



Introducer John C. Weaver, Raytheon International, Inc. Chairman and Chief Executive Officer, with Lovett C. Peters, Pioneer's Founding Chairman.

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You are the cornerstone of our success!

Pioneer's accomplishments are rooted in the loyalty and dedication of those of you who support us. You make our work happen. Your consistent investment in the Institute's projects ensures that we can continue to offer the Commonwealth well-researched, sensible

solutions to the state's policy problems.

Thank you for your support over the past year, and for sharing our belief in the power of individuals to make their communities better places to live and work. Because of you, we have entered our second decade positioned to continue translating vision into reality.

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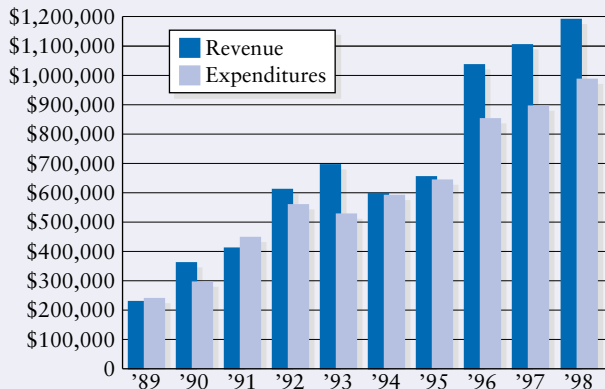
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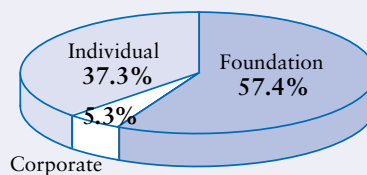
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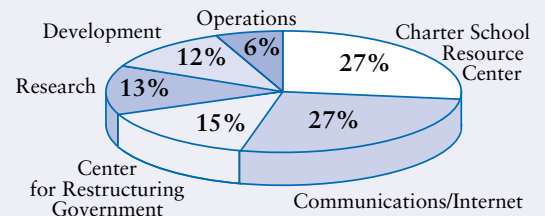
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LOVETT C. PETERS is the Founding Chairman of Pioneer Institute. “Pete” Peters is also the longest standing trustee for the Foundation for Economic Education, a member of the Mont Pelerin Society, and a trustee of Hillsdale and Nichols Colleges. He is currently a director of IMI, Inc. and Specialty Aluminum. His long business career included executive positions with Energy Ventures, New England Energy Company, Cabot Corporation, Conoco, Laclede Gas Company, and Bankers Trust.

Mr. Peters is a graduate of Phillips Academy in Andover ('32) and Yale University ('36). He and his wife, Ruth Stott, reside in Chestnut Hill, Massachusetts.

COLBY HEWITT, JR. was elected Chairman of Pioneer for the purpose of supporting the efforts of Pioneer’s Founding Chairman, Pete Peters. For forty-five years he led Aon Risk Services, an insurance business in Boston. A Harvard graduate, he has devoted many years to Massachusetts education (as Past Chairman, Hampshire College, Chairman of Wheelock College Corporation, Trustee of Northeastern University, and Treasurer, Dexter School). His service as Chairman of Deaconess Hospital and Co-Chairman of the Health Action Forum has provided Mr. Hewitt with considerable experience in healthcare issues.

JAMES A. PEYSER is the Executive Director of Pioneer. Mr. Peyser took a four-month leave of absence from Pioneer in 1995 to serve as Under Secretary of Education and Special Assistant to the Governor for Charter Schools. He currently serves as Chairman of the Massachusetts Board of Education.

Prior to joining Pioneer in 1993, Mr. Peyser worked for over seven years at Teradyne Inc., a world leader in the manufacture of electronic test systems. He also served for three years in Washington, D.C. as director of the Export Task Force, a bi-partisan congressional caucus on international trade.

Mr. Peyser holds a Master of Arts in Law and Diplomacy from The Fletcher School (Tufts University) and a Bachelor of Arts from Colgate University.

ERIN ANDERSON is Pioneer’s Development Associate. Before coming to Pioneer in 1998, she worked for the Massachusetts Bar Association. She is a graduate of McGill University and holds a Bachelor of Arts in Political Theory and History. She is currently pursuing a law degree from Suffolk University.

LINDA BROWN is the Director of the Institute’s Charter School Resource Center, working along with the education entrepreneurs as they break new ground in education reform. Prior to joining Pioneer, Ms. Brown held the position of associate head of school at an independent school in Cambridge, Massachusetts.



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MARCI CORNELL is Program Director of the Charter School Development Initiative, a program launched to support charter schools as they broaden their base of philanthropic support. Previously, Ms. Cornell held positions with Advantage Schools, Inc., the Student Conservation Association, the United Nations High Commissioner for Refugees, and the U.S. Peace Corps. Ms. Cornell completed her undergraduate degree at Bowdoin College and she holds a Master's in International Education from the Harvard Graduate School of Education.

WENDY EDWARDS is Pioneer's Administrative Assistant. Prior to joining Pioneer, she lived in England on a work abroad program for students and recent graduates; she graduated from the University of Texas at Austin with a degree in Studio Art.

MORRIS GRAY is Pioneer Institute's Treasurer. A Harvard graduate ('43, M.B.A.'47), he was previously Vice President in the National Division for State Street Bank. Mr. Gray is currently overseer for the Huntington Theater Company and WGBH, Life Trustee of the Museum of Science, Corporate Trustee of the Trustees of Reservations and Trustee of the USS Constitution Museum.

JEAN KRASNOW is the Charter School Resource Center's Associate Director. Most recently, she served as the Interim Dean and Associate Dean of the Graduate School at Wheelock College in Boston. Before joining Wheelock she worked for the Institute for Responsive Education and the Stone Center at Wellesley College, where she led projects addressing family involvement in schools, teacher research and social skills instruction. Dr. Krasnow holds an Undergraduate Degree in History from Cornell University, an MBA from Simmons College and a Doctorate in Educational Policy from Boston University.

GABRIELA MRAD is Pioneer's Research Director. She oversees Pioneer's book projects, finds new authors for the Institute's studies and is the liaison with the academic community in Massachusetts. Prior to coming to Pioneer, Ms. Mrad worked in the research department at ESEADE, a market-oriented School of Economics and Business Administration in Buenos Aires, Argentina, where she received her graduate degree.

KIT NICHOLS is the Director of Operations and Communications at Pioneer. Before joining Pioneer in 1995, she worked as Assistant to the Director at a historical museum in Woodstock, Vermont and taught English in Italy. She is a graduate of Phillips Academy and holds a Bachelor of Arts from Middlebury College.

REBECCA WOLF is the Special Projects Associate at Pioneer, working with the Research Department and the Charter School Resource Center. Before starting at Pioneer in 1997, she taught for two years in Honduras in Central America. She received her degree from the University of Virginia, majoring in Foreign Affairs and Spanish.

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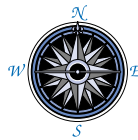
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