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’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.
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  
Chairman

Lovett C. Peters  
Founding Chairman

James A. Peyser  
Executive Director

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

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

**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:


**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
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, policymakers, 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 Luboff, 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, 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 McIntyre, 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).
1998–1999 PIONEER IN THE NEWS:

The Boston Globe: “Gabriel’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)


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)


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


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


WLVI-Channel 5c: 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)


WNBC 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)


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


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

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


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)


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

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


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


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

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
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:
- 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.
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 government 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.

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.”

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.
**1998 BGC Winner**

“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 frontline 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.
In May of 1998, Pioneer Institute launched Pioneer Network (www.pioneernet.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 communications. 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*
- **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*
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

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.
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.

Corporations & Foundations

Anonymous (4)
The Acushnet Foundation
Advantage Research Corporation
Altreet Peabody Incorporated
Anchor Capital Advisors
The Arcadia Charitable Trust
Architectural Resources Corporation
The Armstrong Foundation
Atlas Economic Research Foundation
Boston Private Bank and Trust
Brookline Bancorp, MHC
Brunie Philanthropic Fund
The Cambridge Trust Company
Charter Friends National Network
Chartwell Insurance Brokers
The Croll Foundation Trust
Danforth Associates, Incorporated
Irene E. & George A. Davis Foundation
Shelby Cullom Davis Foundation
Dec-E-Tech
Delta Dental Plan of Massachusetts
Drew Consultants, Incorporated
Dynatech Corporation
Eaton Vance
EBCO Enterprises
The Egan Family Foundation
The Charles Engelhard Foundation
Ernst & Young
Essex Investment Management Company
Exeter Realty Capital Partners
J.M. Forbes & Company
H.N. Gorin, Incorporated
Grantham, Mayo, Van Otterloo & Company
The Charles Hayden Foundation
HFL Foundation
The High Meadow Foundation
High Street Associates
HM Consulting Group
Hyde Charitable Foundation
I Have a Dream Foundation
IMI, Incorporated
InfoGraphix
International Business Machines
International School of Minnesota
Jatalere & Company
John Hancock Mutual Life Insurance Company
Moses Kimball Fund
KNF&T
Koch Industries, Incorporated
William L. Law Foundation
L.T. & L. Resources Unlimited
Loring, Wolcott & Coolidge
Medical Savings Insurance Company
R.K. Mellon Family Foundation
Mestek, Incorporated
Middlecott Foundation
George H. and Jane A. Mifflin Memorial Fund
Millbank Foundation for Rehabilitation
Millipore Foundation
Morgan, Brown & Joy, LLP
Morgan-Worcester, Incorporated
New England Electric System
Old Boston Restorations
Opinion Dynamics Corporation
Peabody & Brown
Peggy Lawton Kitchens, Incorporated
Ruth & Lovett Peters Foundation
PNC Bank New England
Random House, Incorporated
Retail Management & Development, Incorporated
Glenn Ricciardielli, P.C.
Mabel Louise Riley Foundation
Roe Foundation
Seaward Management
Joseph & Edna Slavik Charitable Trust
Silvergate & Good
Slade Gorton & Company, Incorporated
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In 1998, our $1.2 million revenue stream came from almost 500 different donors. Foundation grants and contributions consisted of 57% of our total, while another 5 percent came from corporate gifts. Thirty-seven percent of Pioneer’s 1998 revenue came directly from individuals who share our belief in limited and accountable government, and who understand that citizens, working together, can better their communities. To ensure that our donors are getting the best possible return on their investment, 82% of our 1998 revenue was applied directly to research and programs. Pioneer accepts no government funding.

The Institute’s financial statements are audited each year. An audited financial statement for fiscal year 1998, prepared by Glenn Ricciardelli, P.C. will be available upon request.
The belief in the power of individuals and organizations to make things better for themselves and their communities energizes the Pioneer staff to “explore new directions.” From diverse backgrounds, including banking, education, government, insurance, electronics, the oil industry, and the arts, these Pioneers band together to bring solid, credible research and ideas to the policy arena.

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.

(continued on next page)
Charles Chieppo is Director of the Center for Restructuring Government at Pioneer. Prior to coming to Pioneer, his experience included serving as special assistant to the Massachusetts Secretary of Administration and Finance, and New York Coordinator for Paul Tsongas’ 1992 presidential campaign. Mr. Chieppo holds a law degree from Vanderbilt University and a bachelor’s degree from Boston University.

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 her 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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