

PIONEER INSTITUTE

PUBLIC POLICY RESEARCH

Focus on What Works



2008 Annual Report



Pioneer's Mission

Founded in 1988, Pioneer Institute is a non-partisan public policy think tank committed to keeping Massachusetts economically competitive and to strengthening the core values of an open society. To inspire market-driven policy reforms, Pioneer promotes individual freedom and responsibility and limited, accountable government.

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Center for School Reform

Mission: Increase educational options available to students and parents, drive system-wide reform, and ensure accountability in public education. The Center's work builds on Pioneer's legacy as a recognized leader in the charter public school movement and as a champion of greater academic rigor in Massachusetts' elementary and secondary schools. Current initiatives promote *choice and competition, school-based management, and enhanced academic performance in public schools.*



Shamie Center for Better Government

Mission: Promote limited, accountable government, competitive delivery of public services, elimination of unnecessary regulation, and a focus on core government functions. Current initiatives promote *reform of the state transportation system, public employee benefit reform and sound fiscal management in state and local government.*



Center for Economic Opportunity

Mission: Keep the Commonwealth competitive by promoting a healthy business climate and reducing the cost of doing business in Massachusetts. Current initiatives promote *affordable housing, high-quality healthcare, transparent regulation and the revitalization of our urban areas.*

Pioneer Institute is a tax-exempt 501(c)3 organization funded through the donations of individuals, foundations and businesses committed to the principles Pioneer espouses. To ensure its independence, Pioneer does not accept government grants.



1988
2008

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Gifts listed reflect Pioneer's 2008 fiscal year
(October 1, 2007 to September 30, 2008)

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Pioneering Spirit



*Ruth Stott Peters
(1916-2009)*

Pioneer is a pretty straightforward place. We take pride in working constructively with legislators, business groups and policymakers to move our beloved Bay State closer to being that City on a Hill about which John Winthrop sermonized.

We stand for something though—common sense. We acknowledge that the public pension system is out of control; that our transportation agencies are too focused on their lists of new construction projects and too little on consumer interests like congestion, reliability, and safety; that every child needs access to a good school now, not five years hence. We see the good in the new healthcare reform act, but have been a leading voice for healthcare cost containment.

Perhaps Winthrop's call for an example for the world "specially ordained by God" was marked by hubris. But it evinced strong optimism—driven by a conviction that entrenched interests can be overcome when required. Winthrop was

largely right. For much of our history, Americans have played a role for good in the world; as models of individual responsibility with a thirst for freedom from unneeded government intrusion and an entrepreneurial spirit. Massachusetts has played no small part in our ability to walk tall.

These qualities—being straightforward, optimistic and wedded to core American values—were on display at every Pioneer event Ruth Stott Peters attended. On January 4th of this year, Pioneer Institute said a sad goodbye to our longtime friend and supporter.

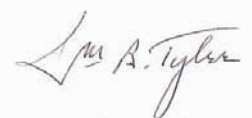
We will miss Ruth. But we choose to be inspired by her deep involvement in civic affairs; by her avid support of charter schools and "what works"; by her community involvement, such that even at the age of 90, she was reading weekly to young children at the Salvation Army School in Dorchester. We were inspired by Ruthie's ability to tell it like it is, but always in a way that brought out our best.

In our business of public policy, that means helping people identify the right ideas. Sometimes it means helping them find the courage to embrace them.

To Governor Winthrop, we would say that though our Commonwealth is perhaps not specially ordained by God, we still love it and commit ourselves to improving it. To you, our supporters, we thank you for standing with us as we do this work.



James Stergios
Executive Director



William B. Tyler
Chairman



1988
2008

Pioneer By the Numbers: 2008

16 PUBLICATIONS
research papers, policy briefs, and event transcripts

161 MEDIA HITS
articles, interviews, and editorials in newspapers,
trade journals, TV and radio in Massachusetts
and across the nation

>100 ATTENDEES
average per Pioneer event

16 EVENTS
hosted by Pioneer

*All figures reflect Pioneer's 2008 fiscal year:
October 2007 through September 2008*





The Center for School Reform

2008 marked the 15th anniversary of the Massachusetts Education Reform Act. How did the Bay State celebrate the legislation responsible for making the Commonwealth the nation's undisputed leader in K-12 education and among the world's best in mathematics and science?

By watching vested interests and the Patrick administration slowly, steadily undo the policies that made Massachusetts a school reform beacon to the nation. The state's school auditing and accountability office was eliminated; the state's Board of Education was stripped of its independence; and Massachusetts' commitment to the highest academic standards in the nation is in peril.

Conversely, Pioneer is focused on what works. Much of our work this year defended the policies vested interests attempted to undo—accountability and high academic standards. As we did, we continued to promote the innovative ideas that will make our schools even better.

Defending What Works

School and District Accountability

In op-eds, public testimony, and outreach to legislative, business and school leaders, Pioneer has consistently underscored the need to:

- Restore the Massachusetts Board of Education to its rightful place as an independent policymaking body. Only in this way can we be sure that politics are removed from our classrooms.
- Re-establish the independent school district auditing and accountability office. Until its elimination, this office ensured that the roughly \$9 billion annually dedicated to our schools was spent properly and focused on maximizing student achievement.
- Use data in our classrooms to improve teaching and achievement. Those satisfied with the status quo may attack the MCAS and objective assessments, but tests are just the messengers. They tell us where we excel and what we need to improve. Watering down student and teacher assessments will not eliminate the achievement gap; it will only hide it.

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High Academic Standards

Massachusetts' success is also a function of being unafraid to set high academic goals for students. Experts agree, Massachusetts' curriculum frameworks are the richest in the nation. As others pressed to dilute the existing academic standards and to delay implementation of the high school graduation requirement to pass the MCAS history exam, Pioneer was active—in the media, producing research and hosting events like *History and Civic Education: The Learning of Liberty for Civic Life*, with the Bancroft and Pulitzer prize-winning historian Gordon Wood.

Building On What Works

Pioneer has long promoted innovations in the Commonwealth's public schools. Massachusetts was one of the first states to establish charter public schools, and from the first Pioneer has supported that effort. With each year data confirm the benefits of the "Massachusetts" charter school model, one unique in requiring business and educational planning and in objectively closing those schools that do not fulfill their promise. The result? Our charter schools are among the nation's best.

Because they work, Pioneer is committed to expanding Massachusetts' charter schools. In 2008, we hosted *Why Democrats Support Charter Schools* to demonstrate that we are not alone in our support.

But Pioneer recognizes that charter schools will not suffice to ensure every child access to a high-quality education. The scale of the problem in urban districts requires a menu of options to boost student achievement. Pioneer's report *Scaling Up Educational Innovation* lays out a variety of successful school delivery mechanisms, including charter schools, independent vocational-technical schools, pilot schools, METCO, school-based management, and university partnerships.



Pioneer further recognizes that we must not allow our Catholic schools, which provide urban parents high-quality school options, to disappear before our eyes.

Following on our work related to private school capacity to serve inner city youth, Pioneer released *School Choice Without Vouchers*, a study that draws practical lessons from other states to outline a responsible tax credit strategy for putting private and parochial schools within the financial reach of urban parents. We also co-sponsored the release of the Fordham Institute's latest research on the nation's Catholic schools.



Finally, Pioneer is working with local districts to decentralize education dollars down to the school level. Principals are closer to the needs of students and teachers. Allowing school principals to manage their school budgets, as charter schools do, will provide them flexibility to boost student achievement. This model, which is obvious to business leaders, but to date mostly absent from our district schools, has been pioneered in Edmonton, Canada, and Barnstable, Massachusetts.

Improving Mathematics and Science Education in the Commonwealth

Mathematics and science are the keys to prosperity in the 21st century. Pioneer aims to ensure that our children can compete in the global economy. We believe that two elements are necessary to meet this challenge: great teachers and outstanding academic content.

Massachusetts' success is also a function of being unafraid to set high academic goals for students.

With the generous support of the Broad Foundation, Pioneer released *Differential Pay for Math and Science Teachers*, calling for higher wages for teachers in these hard-to-staff subject areas and for a particular focus on performance-based compensation measures.

Pioneer also published *How to Strengthen K-12 Mathematics Education in Massachusetts*, to date the only report in the country to craft state policy recommendations from the President's National Mathematics Advisory Panel (NMAP). Pioneer's report was authored by Dr. Sandra Stotsky, an appointee to the NMAP, and member of both the Massachusetts Board of Elementary and Secondary Education, and Pioneer's Center for School Reform Advisory Board.

The Lovett C. Peters Lecture in Public Policy

In November 2007, with Dr. Peter Diamandis, founder of the X Prize Foundation, we celebrated the 9th Annual Lovett C. Peters Lecture in Public Policy. Every year, the Lecture honors distinguished individuals who evince both intellectual stature and tangible accomplishment.



Peter Diamandis,
Founder, X Prize Foundation
2007 Lovett C. Peters Lecturer

- | | | | |
|-------------|--|-------------|--|
| 1998 | Arne Carlson,
Governor of Minnesota | 2004 | Robert Herbold,
COO, Microsoft Corp. |
| 1999 | Vaclav Klaus,
President, Czech Republic | 2005 | Angus McBeath,
Superintendent,
Edmonton, Alberta
Public Schools |
| 2000 | Walter Williams, Author and
Economics Professor,
George Mason University | 2006 | Robert George,
Jurisprudence Professor,
Princeton University |
| 2001 | Bob Kerrey, U.S. Senator | 2007 | Peter Diamandis,
Founder, X Prize Foundation |
| 2003 | Charles Krauthammer,
Pulitzer Prize-winning
Columnist | | |



The Better Government Competition: “Our Greatest Export”

“The bottom line is that public education is supposed to be the great equalizer in our country.”

- Michelle Rhee

The body of Pioneer’s work—for high academic standards, accountability and innovation—was neatly encapsulated in this year’s Better Government Competition, with keynote speaker Michelle Rhee, Washington D.C.’s School Chancellor.



Chancellor Michelle Rhee

Ms. Rhee leads a district of 50,000 students and 144 schools. Chancellor Joel Klein, whose work in New York City’s public schools is a model of effective change, said of her appointment that she is “the choice D.C. needs.” Noting the number of mayors and superintendents at the Awards dinner, Jim Stergios thanked Rhee for her work in inspiring local leaders everywhere—that bold local leadership was the needed ingredient she so amply demonstrated.

This year’s group of judges consisted of Jim Campanini, Cornelius Chapman, Gary Gut, Mark Rickabaugh, and State Representative Marie St. Fleur. Tom Birmingham, former Senate President and an architect of the Massachusetts Education Reform Act, offered introductory remarks.



Tom Birmingham

The winner was the Florida Virtual School, a national leader in K-12 e-learning solutions.

“We can never rest on our laurels, especially with the achievement gap in our inner cities.”

- Tom Birmingham



The Shamie Center for Better Government

Shamie Center

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We hear a lot about reform these days. Pioneer doesn't mind pointing out we were focused on these issues before they were on anyone else's radar.

Addressing Unsustainable Liabilities

In 2006 Pioneer published a series of reports highlighting the state's outstanding public employee pension and benefit liabilities, outlining solutions that would ensure fairness and affordability. Since then, one pension scandal after another has rocked Beacon Hill. Our goal is, as Steve Poftak noted in the *Boston Herald*, "a pension system that is fair to employees, protects taxpayers, attracts a high-quality work force and restores public trust."

A World-Class Transportation System

The Governor wants to fix the state's crumbling bridges. He and the Legislature want to reform our (too) many transportation departments.

Building on 2007 research on the extent of the disrepair of Massachusetts' bridges and roads (*Our Legacy of Neglect*), Pioneer launched a campaign to prioritize maintenance over new projects. In 2008, when the

Governor signed into law a bond bill intended to fix or rebuild 800 bridges across the state, Pioneer's report *Additional Reforms for the Governor's Accelerated Bridge Repair Proposal* provided specific recommendations for the implementation of the program. These included everything from eliminating the transportation silos currently plaguing transportation oversight in the Commonwealth and combining responsibility for the state's bridges under a single transportation entity, as well as greater transparency of ongoing projects and the need to tap private capital through the implementation of public-private partnerships.

While we recognize the wisdom of repairing existing infrastructure, through outreach, media and testimony, Pioneer has also continued to press to rein in reliance on long-term debt to pay for short-term activities and unsustainable practices, such as MassHighway payroll, police cars, and computers.

"[Our goal is] a pension system that is fair to employees, protects taxpayers, attracts a high-quality work force and restores public trust."

Steve Poftak
Boston Herald



The State Budget

Over-reliance on highly volatile capital gains taxes as a source of revenue and a nearly 20 percent increase in government expenditures from 2006 to 2008 have left the state unprepared to deal with the stock market's precipitous decline. We are in a state of crisis; and in crisis lies opportunity — to rethink state government's priorities and the way it does business. As the state faced the need to make emergency cuts in the fall, Pioneer published *Hard Decisions, Needed Leadership*, which argued that, rather than making across-the-board cuts, the Governor needed to set priorities, eliminating unneeded programs altogether, while fully funding essential services.



Pioneer's work on the budget came on the heels of its research during the summer that highlighted the crushing \$13,000 in debt and other liabilities the state carries for every man, woman and child in Massachusetts.

Municipal Finance

The fiscal crisis is being felt hardest at the local level. For that reason, we have, through our Middle Cities Initiative, focused on solutions to help our largest cities outside of Greater Boston face the twin challenges of reducing the cost of government while attracting new businesses and residents to build a brighter future. One of the actions Pioneer has undertaken is to highlight the successful reforms in the City of Springfield.

“Given the staggering debt we already face and the difficult economic times that are upon us, we should be very careful about taking steps that would put us even deeper in the hole.”

Steve Poftak and Charlie Chieppo
New Bedford Standard-Times

But even our smaller municipalities are struggling. For that reason, we have focused on highly practical actions to help our cities and towns cut costs. In *Regionalization: Case Studies of Success and Failure in Massachusetts*, Pioneer argues that Massachusetts' 351 cities and towns cannot afford to remain individual fiefdoms, that providing certain services on a regional basis only makes sense. The services Pioneer examined included 911 dispatch, special education, firefighting, purchasing and veterans' services. Pioneer followed by collecting

regionalization agreements from cities and towns and making them available to interested local officials at Pioneer's website (www.pioneerinstitute.org/clearinghouse.php).

In addition, recognizing that local solutions cannot wait for changes in state legislation, Pioneer built an online tool to help local leaders as they seek to engage employees on the potential benefits of joining the state's GIC. www.gicestimator.com allows local employees to input their average use of the healthcare system and see the difference in cost between their current health plans and GIC options.



A Statewide Media Strategy

Pioneer works hard to engage the public through the state's network of regional newspapers, radio and television stations.

“Middle Cities can either play a central role in moving Massachusetts forward or be a drag on the state's global competitiveness. Moving forward will require a sustained effort...”

-Jim Stergios

New Bedford Standard-Times
May 13, 2008

“America's Catholic schools are in crisis. In the last two decades, at least 1,300 of them have closed.”

-Liam Day

Boston Herald
April 28, 2008

“Manual toll collection is the past. Ignoring the future wastes the tollpayer's money and time.”

-Steve Poftak

Boston Globe
July 3, 2008

“[T]he Massachusetts Constitution has two Know-Nothing-style amendments, which still thrust their mid-19th century bigotry into our world.”

- Jamie Gass,

Lowell Sun
March 17, 2008

“One tool that has proven effective at combating the achievement gap is charter schools.”

-Charles Chieppo

Springfield Republican
October 28, 2007

“Any prudent approach to addressing our strained state finances must begin with capturing savings.”

- Lovett C. Peters

Boston Globe
November 24, 2007



Jim Stergios
on NECN's *NewsNight*



Steve Poftak
on WBZ-TV



Jamie Gass
on CBS' *Keller at Large*



Engaging the Public in Thoughtful Debate

Pioneer Institute seeks to improve the intellectual climate in Massachusetts by commissioning timely and rigorous academic studies from leading scholars, and by injecting new ideas into the public debate through forums and lectures, publications, media campaigns, and outreach to legislators, business groups and the general public.



In 2008, we held numerous education events including *Tax Credits for Scholarships* and *Data-Driven Student Achievement* at the Boston University School of Education. On April 29th we held *Who Will Save America's Urban Catholic Schools?* and on June 16th *Implications of*

the National Mathematics Advisory Panel Report, with NMAP members and mathematics curriculum experts Dr. Wilfried Schmid of Harvard University and Dr. Sandra Stotsky of the University of Arkansas. On September 4th, we held *Differential Pay for Math and Science Teachers*. The capstone to 2008's education events was the Better Government Competition, which focused on K-12 education reform.



Pioneer's events continued to attract interest from all fields of study and professional backgrounds. Changing minds means engaging them. This year, Pioneer's membership grew markedly. Pioneer is only as strong as its community of supporters — its ambassadors.



**Changing minds means
engaging them.**



As well as events to mark the release of new research and to outline our Middle Cities Initiative, Pioneer continued to enrich Greater Boston with our Member Breakfasts, an event marking CATO Institute fellow Gene Healy's new book *The Cult of the Presidency: America's Dangerous Devotion to Executive Power*, and a celebration of the life and legacy of Milton Friedman featuring Harvard University's Edward Glaeser. Of course, the main event of 2008 was Pioneer's 20th Anniversary, held in November.



We appreciate the support of our Members, who by contributing over \$1,000, receive special benefits and invitations to our quarterly Member Breakfasts with speakers of state and national prominence.

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(\$1,000+)**

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Pioneer's Middle Cities Initiative

Pioneer's Middle Cities Initiative supports greater civic involvement in Massachusetts' historic industrial centers. Based on our 2007 report, *Rehabbing Urban Redevelopment*, the initiative works with mayors, city managers and citizens to create and disseminate clear information on city performance in education, economic development, public safety, and fiscal management.

We kicked off the initiative at our April 2008 conference, *The Middle Cities at Work*, with city leaders and economic development officials from Amesbury, Fitchburg, Lowell, Somerville, Springfield, and Worcester participating, and a keynote address by the state's Secretary of Housing and Economic Development Greg Bialecki.

Other 2008 activities included quarterly meetings of the Middle City Mayors' Coalition, where city leaders discussed performance data and shared what works in their cities. Special guests included Treasurer Timothy Cahill and the head of MassDevelopment Robert Culver. Also, in partnership with the Worcester Regional Research Bureau, Pioneer organized Citizen Advisory Committee meetings in four of the participating cities to hear residents' thoughts on what municipal performance measures would be meaningful for them.

In addition, Pioneer undertook the following projects to assist city leaders:

- *Learning from Springfield*, a how-to manual for city leaders, details the innovations and policies that helped the City move from a free cash position of negative \$41 million to plus \$17 million in three years.
- *New Business Creation and the Urban Economy* provided an overview of small, medium and large business creation trends in the Middle Cities since 1998.
- Our brief on *GIC Consolidation* outlined the framework city leaders should use for deciding whether to join the state's Group Insurance Commission.

Helping Entrepreneurs

The viability of our Middle Cities is a function of supporting small business entrepreneurs. Pioneer supports entrepreneurs through mentoring and publication of the *Navigating Through Regulations & Licensing Requirements* series. With new guides for New Bedford and Taunton in 2008, ten cities now have access to this regulatory roadmap.

We support good leadership and engage residents, and build from single successes to broader change. With well-delivered core services and a strong entrepreneurial culture, our Middle Cities can once again be centers of civic pride and economic growth, rather than domains left exclusively to non-profit activity and social policy.

Middle Cities Mayors' Coalition

- Mayor Edward Caulfield
Lowell
- Mayor Robert Correia
Fall River
- Mayor James Harrington
Brockton
- Mayor Scott Lang
New Bedford
- Mayor Konstantina Lukes
Worcester
- Mr. Bernard Lynch
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Worcester*
- Mayor James Ruberto
Pittsfield
- Mayor Lisa Wong
Fitchburg



The Center for Economic Opportunity

Massachusetts is an expensive place to do business. Since 2006, when we commissioned *The Cost of Doing Business in Massachusetts*, a comprehensive analysis of business costs from the international consulting firm Global Insight, the report's findings have set the institute's business agenda—from unemployment insurance costs to taxes and from housing to healthcare.

Unemployment Insurance

Unemployment insurance costs to employers in Massachusetts are among the nation's highest. Not only that, loopholes allow seasonal employers to use unemployment insurance to supplement salary, a fact that is fundamentally unfair to the Commonwealth's steadiest employers. In *Unemployment Insurance in Massachusetts: Burdening Businesses and Hurting Job Creation*, John O'Leary and Steve Poftak outlined concrete recommendations for reforming a broken system.

Pioneer's work became the point of reference for trade groups and legislators as they debated the merits of increasing the rates. As a result, in 2008 the legislature froze unemployment insurance rates.

A Sensible Tax Structure

State government increasingly uses fees on businesses and "loophole closures" to balance its budget. At the same time it offers tax credits to select industries, giving itself the power to pick winners and losers. This is fundamentally unfair and counterproductive to

“State government is not a venture capital firm. It neither has the expertise to pick winners and losers, nor is that its appropriate role.”

- Jim Stergios
Boston Globe

the goals of providing equal access to the American dream of prosperity. Pioneer believes the state should set a competitive baseline tax that applies equally to businesses in every sector of the economy, from financial services to manufacturing. Pioneer led a media campaign on the proposed and existing tax credits for the biotechnology and film industries. The result was a 50% reduction in the size of the biotechnology tax credit.

Putting Housing Within Reach

Though the bubble has been somewhat deflated, housing costs in Eastern Massachusetts remain among the nation's highest, which in turn drives up salary costs for local businesses. Finding innovative ways to increase the housing supply without harming the environment was the focus of Pioneer's 2008 report on *Shades of Green: The Patchwork of Wetlands Regulations in Massachusetts*.

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Gifts designated for the Colby Hewitt
Endowment include only those donated
for the purpose of endowing a Healthcare
Research and Lecture Program.

Healthcare

Pioneer's legacy in healthcare policy dates to our very first publication in 1988, *The Massachusetts Health Plan: The Right Prescription?* and continued through the long-term interest of our late and beloved bow-tied Chairman, Charles "Colby" Hewitt, Jr. Since 2006, the generosity of our supporters has allowed Pioneer to increase its healthcare programs and endow the Hewitt Healthcare Lecture Series.

2006

Getting the Incentives Right; with Hewitt Lecturer Dr. Daniel H. Johnson, Jr., past President of the American and World Medical Associations.

Massachusetts Health Care Reform: A Blueprint for the Future, with John Goodman, President of the National Center for Policy Analysis, Regina Herzlinger of the Harvard Business School, and Tim Murphy, Secretary of the Commonwealth's Executive Office of Health and Human Services.

The Elephant in the Room: A groundbreaking study of the Commonwealth's \$13 billion liability for retired public employee healthcare benefits. Core recommendations, including the creation of a separate trust and down payment of \$425 million, were adopted by the Governor.

2007

Who Killed Health Care? with Hewitt Lecturer Regina Herzlinger, who outlined a consumer-driven system to contain costs and increase the quality of care.

2008

GIC Consolidation: Study detailing the potential cost savings for 14 Massachusetts communities through GIC consolidation.

GIC Decision Support Tool: An online tool (www.gicestimator.com) that allows individual municipal employees to understand the difference in cost between their existing health insurance plans and GIC options.

Pioneer educated the public, as well as state and federal officials, on the need to create a more transparent system for healthcare reform-related funding. As a result, major changes were undertaken.



Hewitt Healthcare Initiative



Pioneer Institute's 20th Anniversary November 13, 2008

2008 marked Pioneer Institute's 20th year. To commemorate the occasion, Pioneer hosted a gala celebration at the Mandarin Oriental Hotel in downtown Boston. The evening was filled with guest speakers such as John Blundell, Director General of the Institute of Economic Affairs in London, which served as a basis when Pioneer was founded in 1988. The keynote address was delivered by Edwin Feulner, President of the Heritage Foundation.



Edward Crane,
CATO Institute

State Senators Steven Baddour and Bruce Tarr issued a State House Declaration, honoring Pete and Pioneer for 20 years of service and positive, intellectual change. Testimonials paid homage to Pete and the work he and Pioneer have done to make Massachusetts a better place to live and work. A wonderful tribute from Ruth Stott Peters and a few words from Pete closed the evening's festivities.

The celebration also kicked off Pioneer's *Raise the House That Pete Built!* capital campaign. With over \$350,000 raised, Pioneer is poised to take advantage of a weak real estate market and purchase a permanent home.

A commemorative pictorial highlighting Pete's family and business career, together with letters from longtime friends from across the country, was released at the event.



John Blundell,
Institute for Economic Affairs



Edwin Feulner,
Heritage Foundation



William Egerly,
State Street Corporation, ret.



Governor Mitt Romney and Pete Peters



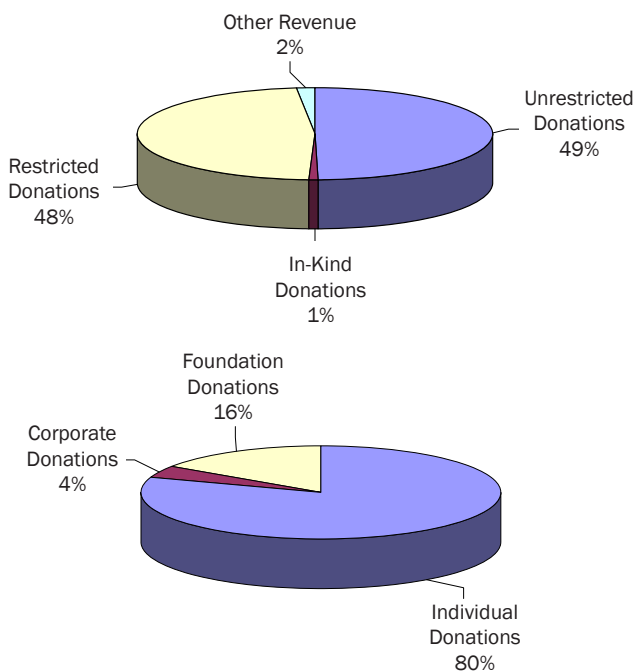
Profit & Loss

Income	
Unrestricted Donations	\$773,127
In-Kind Donations	15,250
Restricted Donations	741,488
Other Revenue	27,815
Total Income	\$1,557,681
Expenses	
Employment Costs	\$696,941
Outside Services	101,697
Research	92,823
Printing & Publishing	71,800
Distribution Costs	12,572
Events and Meetings	97,844
Staff Business Expenses	17,270
Office Operations	123,461
Internet/Website	1,814
Total Expenses	\$1,216,220
Total Other Income	\$(85,573)
Total Other Expenses	11,460
Net Income/(Loss)	\$244,427

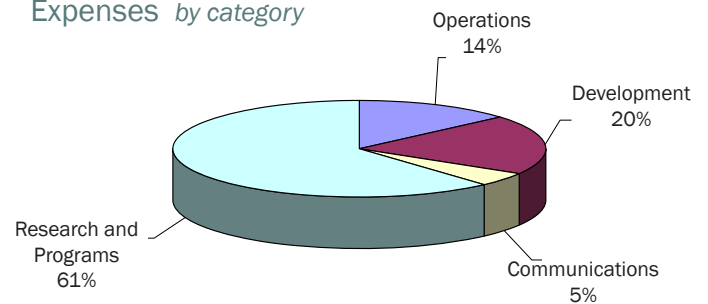
Balance Sheet

Assets	
Cash	\$753,099
Accounts Receivable	10,103
Investments	855,431
Fixed Assets	5,423
Other Assets	32,137
Total Assets	\$1,656,192
Liabilities and Equity	
Liabilities	
Accounts Payable	\$20,099
Other Current Liabilities	16,018
Total Liabilities	\$36,117
Equity	
Unrestricted Funds	\$864,805
Temporarily Restricted Funds	324,951
Permanently Restricted Funds	185,892
Net Income	244,427
Total Equity	\$1,620,075
Total Liabilities and Equity	\$1,656,192

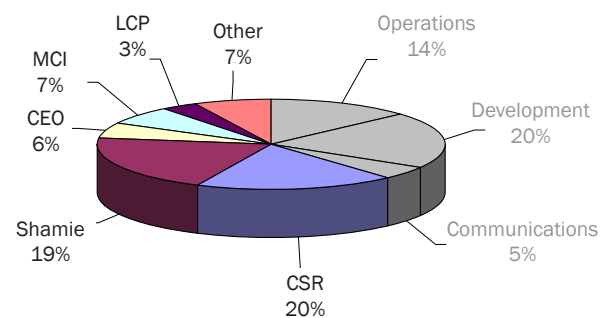
Revenues



Expenses by category



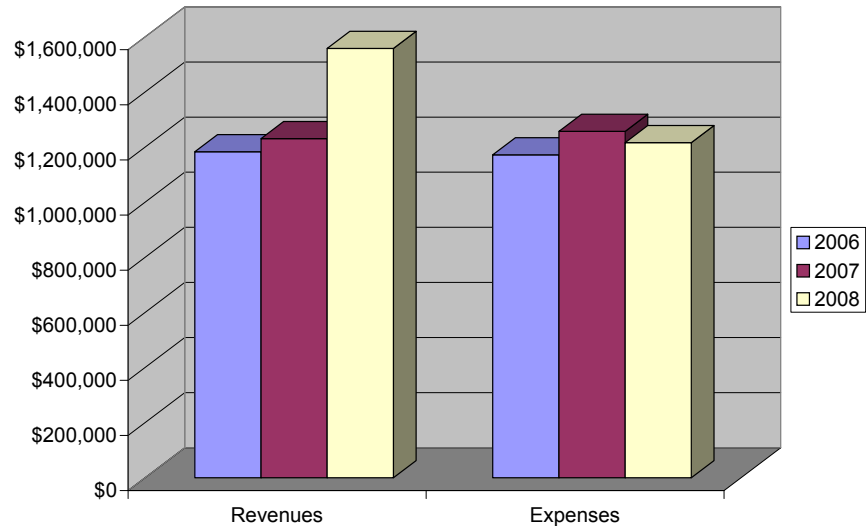
Expenses research programs' shares of total expenditures





Year-to-Year Revenues and Expenses

2006	
Revenues	\$1,182,849
Expenses	\$1,171,847
2007	
Revenues	\$1,230,829
Expenses	\$1,256,770
2008	
Revenues	\$1,557,681
Expenses	\$1,216,220



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The gifts listed reflect Pioneer's fiscal year 2008, which ran from October 1, 2007 to September 30, 2008.

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The belief in the power of individuals and organizations to make things better for themselves and their communities energizes the Pioneer staff to “focus on what works.” From diverse backgrounds that include banking, education, government, real estate development, consulting, law, the oil industry, and the arts, these Pioneers band together to bring solid, credible, market-based research and ideas to the Commonwealth.



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