

2015 ANNUAL REPORT

30 PEARLS OF
WISDOM



Celebrating
30 Years
The
Research
Bureau

www.wrrb.org



Commerce Bank Congratulates The Research Bureau on 30 Years of Outstanding Work.

Commerce Bank is proud to be this year's Presenting Sponsor of The Research Bureau's 30th Annual Meeting. This important milestone reflects The Research Bureau's efforts and solidifies its position as a leading source of information for government, business and society.

Like The Research Bureau, Commerce Bank has a strong commitment to the communities we serve. From volunteering time to investing in neighborhoods, our employees believe in building a better future, and we are proud to support The Research Bureau for 30 years of outstanding work.

Since our founding in 1955, Commerce Bank has become one of the largest independent banking companies in the region. And as we continue to grow, we remain a strong, local bank committed to supporting the needs of the people and businesses we serve through our adherence to core principles and our ability to deliver the innovative products, services and capabilities our customers need and deserve.

Again, I would like to congratulate The Research Bureau on 30 years of outstanding work and dedication to researching public policy.

Brian W. Thompson

A handwritten signature in black ink that reads "Brian". The signature is written in a cursive, slightly stylized font.

President and Chief Executive Officer
Commerce Bank



www.BankAtCommerce.com

CHAIR OF THE BOARD AND EXECUTIVE DIRECTOR

Dear Friends of The Research Bureau:

Thirty years ago, the City of Worcester government adopted a new Charter and hired a new City Manager. While municipal resources were in high demand to address significant social and economic change, the municipal budget labored under the limitations of the Commonwealth's Proposition 2½ and the decline in Federal funding for cities. The Research Bureau's establishment in 1985 represented a joint commitment by the civic and business communities to maintaining smart, efficient government focused on promoting sustainable economic growth, educating our children, protecting our residents, and maintaining our infrastructure.

In our initial year, The Research Bureau published three major reports, the first focused on the loss of Federal General Revenue Sharing Funds (one part of the Gramm-Rudman deficit reduction law), the second focused on revenue and expenditure trends highlighting an increasing dependence on State aid, and the third focused on the long-term needs, and costs, of the City's water and sewer system. A special report was prepared at the request of the City Council's Housing Committee on the arguments for and against rent control. The Bureau held one forum that first year, entitled "The Financial Plight of our Cities."

The Research Bureau has expanded its focus from the City of Worcester to the region, but often the same issues consume local leadership in both urban and rural communities. Continued stress on local budgets from a challenging tax structure, unpredictable State and Federal aid, and increasing operational costs and post-employment obligations mean an ongoing desperate need to prioritize efforts and identify efficient, cost-effective delivery of government services.

The Research Bureau's mission – conducting independent, non-partisan research and analysis of public policy issues to promote informed public debate and decision-making – remains as necessary today as it was in 1985. A new City Manager balances public priorities with limited resources. The City and the region seek to tap economic growth by redeveloping public and private property, providing business and real estate incentives, and promoting the arts, culture, and tourism. Communities look to strengthen partnerships with neighborhood stakeholders to create jobs and develop affordable workforce housing. Greater Worcester municipalities struggle to increase funding for public education without negatively impacting local services. The City of Worcester works to curb violence in schools and neighborhoods and address the issues of substance abuse.

The Research Bureau has a well-earned reputation as a respected advocate of responsible government and a resource for financially-challenged municipalities seeking public policy guidance. For thirty years, The Research Bureau has worked to protect the public interest in Greater Worcester by identifying issues, investigating impacts, and

educating the public and government officials about opportunities and best practices. The Bureau is committed to building a factual basis for discussion. The *Worcester Almanac* and our reports and briefs lay a foundation for discussion about managing municipal resources and assets and prioritizing municipal activities. We remain a strong voice for excellence in government and in public policy.

Many thanks to all who contribute to The Research Bureau's success. The diversity of our support reflects the continued generosity of Worcester's civic, business, and philanthropic communities. The dedication of our Board of Directors, past and present, who have given time, money, and insight, shaped our storied history and ensure a strong future. We are deeply grateful to the corporate and foundation communities, as well as individual supporters, who provide valuable resources to further good public policy in Worcester. We thank our friends in government and the non-profit sector who offer invaluable insights into issues and opportunities. Finally, we thank the dedicated staff of The Research Bureau for their enthusiasm, diligence, and commitment to building a healthy and successful region. Sadly, we highlight the passing of our good friend Christo Cocaine of Table Talk Pies. A member of The Research Board for two decades, Chris was stalwart in his support of our efforts. He is a clear example of the civic pride that runs through Worcester's corporate leadership.

In our inaugural annual report in 1986, then President George W. Tetler, III wrote "A solid foundation for the Bureau has been laid and its future is promising. I hope you will join us in fulfilling the Bureau's promise in the years to come." Like The Research Bureau's original mission, these words remain so very true today.

On behalf of The Research Bureau, we thank you for your continued friendship and support and look forward to your partnership in the decades to come.



Sincerely,

A handwritten signature in black ink that reads "Karen E. Duffy".

Karen E. Duffy
Chair of the Board



A handwritten signature in black ink that reads "Timothy J. McGourthy".

Timothy J. McGourthy
Executive Director

The Year In Review

30 PEARLS OF WISDOM



A THIRTIETH ANNIVERSARY is traditionally celebrated by the gift of pearls. As evident from our many reports and forums, The Research Bureau has been providing pearls of wisdom to the Greater Worcester community every year for thirty years. From an early focus on public finance, the Bureau has expanded its purview to include best practices in public administration, education, economic development, safety, and community engagement. Like the oyster crafting a gem, The Research Bureau identifies nagging issues, isolates facts, wraps them in layers of analysis, and puts forth for consideration rare insights into the issues of the day.

The past year has been no exception. Since our last annual meeting in 2014, The Research Bureau has been actively engaged on a broad agenda. We have reconnected with civic, business, and political leadership to identify challenges and develop new areas for consideration. We have built new partnerships, working collaboratively with local and regional entities to highlight pressing public concerns. We have expanded our influence, embracing new formats and technologies to engage new audiences. We are working diligently to fashion new pearls for The Research Bureau's already long strand.

During this time, we have embraced our 30th Anniversary with enthusiasm. Since our founding in 1985, The Research Bureau has held over 200 public forums and released more than 225 reports and briefs. These efforts, supported by business, civic, and philanthropic partners, have led discussion locally on key issues of municipal importance. In recognition of these accomplishments, we hosted a reception at the Worcester Art Museum in honor of our Board, highlighting the long history and bright future of the organization. We have also worked with our college and university partners to host the Fairman Cowan Collegiate Lecture Series – an opportunity to highlight the groundbreaking research underway on local campuses. From indexing the Worcester economy to understanding global migrations, the twelve higher education

institutions in Greater Worcester have each partnered with The Research Bureau to showcase their valuable contributions to world knowledge and to Worcester's role as an intellectual capital.

Our core work, however, remains and The Research Bureau continues to inform key issues.

Public Finance

In 2014, The Research Bureau initiated its "Breaking Down the Budget" series, to annually highlight the operating and capital budgets of the new fiscal year and review the financial strength of the City. In conjunction with the Worcester Education Collaborative, the Bureau held a series of forums including the Mayor, City Manager, and Superintendent of Schools among others to improve public understanding of the Massachusetts Chapter 70 funding formula and its impact on State and Local budgets. The panel focused on the challenge of balancing the needs of an urban education system with the demands of an active municipality. In anticipation of the Worcester City Council's discussion of the topic, we also released a Bureau Brief on Other Post-Employment Benefits (OPEB) and the staggering (and increasing) \$727 million liability the City currently faces.

Public Administration

2014 was an important year for the City of Worcester as a permanent City Manager was identified and appointed. The Research Bureau released a Bureau Brief highlighting best practices from the International City/County Management Association (ICMA) and hosted a discussion with three experienced City Managers from the Massachusetts Gateway Cities of Chelsea, Lowell, and Worcester. The Bureau also offered briefs outlining the process for modifying the City Charter and explored non-profit exemptions to municipal taxation and local regulation. In recognition of The Research Bureau's important work, the Bureau's Executive Director was appointed to Governor Charlie Baker's

1986

The Aftermath of Proposition 2½: Shrinking Revenues and Increased Dependence

1987

Real Estate Transfer Tax: The Case for and Against

1988

Is There Still a Housing Problem in Worcester?

1989

Getting In and Out of Worcester: Our Regional Transportation Network

1990

Worcester City Hospital, Part I & Part II

Transition Team focusing on government best practices. The Research Bureau has also worked closely with the Central Massachusetts Regional Planning Commission (CMRPC) on the Central Massachusetts DataCommon initiative – an effort to build an online, public repository for data on Worcester and the region to improve the understanding and administration of local government objectives.

Economic Development & The Changing City

Economic development has been an important component of The Research Bureau’s mission for decades. As the national and regional economies improve, The Research Bureau has highlighted key opportunities for Greater Worcester over the last year. The *Worcester Almanac: 2015* included significant information about the strength and growth of the Central Massachusetts economy. The Research Bureau has been vocal on embracing the potential of new, diverse populations and the City’s local college-based talent. The Fall 2014 Bureau Brief on demographic change, together with the *Worcester Almanac*, are frequently cited in the media and in conversations about Worcester’s population changes. As a result, the City asked The Research Bureau to provide the factual basis for the City’s Dialogues on Race, resulting in four summaries focused on representative government, economic development, youth and education, and public safety. The Bureau also explored the impact of immigrants and refugees on the City, including their economic prospects. The Research Bureau’s report *Central Massachusetts Talent Retention Project: A Survey*

of the Class of 2014 was widely referenced in the media and the associated discussion forum at Assumption College was very well attended. The Research Bureau also informed the City and Worcester Redevelopment Authority urban renewal initiative, hosting a panel of leading experts on local urban renewal authority from across the Commonwealth. The Research Bureau’s Executive Director was invited to serve on the Governor’s Economic Development Advisory Council, charged with crafting an economic development plan for the Commonwealth.

Citizen Engagement

A disturbing trend nationally is the decline of civic engagement. The Research Bureau explored that concern in Worcester with its report *Don’t Boo. Just Remember to Vote*. A healthy government requires an active electorate. In the 2013 municipal election, however, 86% of registered voters in Worcester failed to vote. The Bureau makes recommendations to increase voter turnout, build civic awareness, promote community understanding with public education, and explore the inclusion of residents through the potential of neighborhood councils and participatory budgeting. Engagement requires a broad-based community approach. Worcester, as the center of a region and host to diverse interests and organizations, needs many partners to engage. The Bureau held a series of forums with educational institutions, locally-based businesses, and multi-national businesses to discuss the role of private entities – like schools, colleges, universities, and corporations – in contributing to community life in Worcester. The Research Bureau brought

For those who want to get a good snapshot of where Worcester stands today, in a variety of areas, check out “Worcester Almanac: 2015,” a first-of-its-kind effort by The Research Bureau to capture key data points about the city and the region.

In releasing the almanac last week, The Research Bureau said the compendium includes the most recent information available on government, demographics, the economy, education, public safety and more, from the best available sources. The almanac shines a light on the many positives in Worcester and provides some insight on what issues may lie ahead.

Worcester Telegram & Gazette
2/15/15

1991

Thinking About School Choice

1992

Recycling in Worcester: Some Proposals to Implement the Mandate

1993

The Education Reform Act of 1993

1994

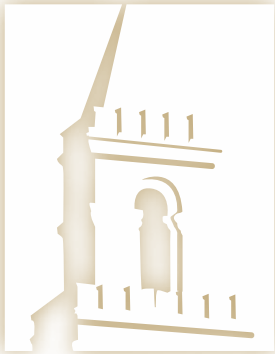
Union Station and Washington Square: What is the Scope of the Project?

The Year In Review

30 PEARLS OF WISDOM *(continued)*

“The commitment to strong communities, strong communities and strong businesses, goes together,” said Bradley H. Johnson, Vice President and General Manager of Abrasives in North America for Compagnie de Saint-Gobain, a Paris-based materials and building products company. “I don’t think one can exist without the other.”

Worcester Telegram & Gazette
6/9/15



members of the media together to discuss the civic responsibilities of news organizations – television, print, radio, and web-based – in coverage of City Hall and local public policy. The Bureau, in cooperation with the *Worcester Business Journal*, also hosted March Municipal Madness – an opportunity for residents and business leaders to select their own public priorities through a bracket-based competition like that of the NCAA basketball tournament. *Questions for the 2015 Candidates for City Council and School Committee in Worcester* laid out the key public policy questions for candidates and voters in advance of the Preliminary and Municipal elections. Together with the Worcester Regional Chamber of Commerce and in partnership with Mechanics Hall, The Research Bureau also hosted a series of debates for candidates for School Committee, Mayor, At Large City Council, and District Council. The Research Bureau also undertook efforts to expand its own engagement. The Bureau launched a new series, beginning with “Wait, wait...don’t tell me it’s Worcester!?” in 2014 and “Are You Smarter Than a Fifth Grade Standardized Test?” in 2015 to draw visitors to the Downtown on a summer evening and introduce residents to The Bureau, its mission, and key issues in the community in a light-hearted way.

Public Education

The Research Bureau seeks to promote informed public debate and decision-making, and the foundation for that success resides in the public schools system. The Worcester Public Schools champions the creation of “productive citizens.” Informed citizenry is founded in respect for

society and self-governance, and the analysis of public policy and political choice requires the ability to gather and understand facts. In addition to its work with the Worcester Education Collaborative on public education funding, The Research Bureau has continued its examination of the public schools with its review of the Common Core State Standards, hosting a forum at Worcester Technical High School that included Massachusetts Commissioner of Elementary & Secondary Education Mitchell Chester and Superintendent of Schools Melinda Boone among others. The panel highlighted the importance of the new standards, which were incorporated into the Massachusetts Curriculum Frameworks in 2011. The discussion also focused on the opportunities and challenges facing the Partnership for Assessment of Readiness for College and Careers (PARCC), a possible replacement for the Massachusetts Comprehensive Assessment System (MCAS).

“MARCH (MUNICIPAL) MADNESS: It’s March, which means Worcesterites will be filling out their tournament brackets. No, not the NCAA tournament – the March Municipal Madness tournament, sponsored by the Worcester Regional Research Bureau. The tournament pits different government initiatives and policies against each other, and residents can pick their favorites. Unfortunately, the winning policy will not actually become law – hot button topics like ‘increase police presence in schools’ and ‘establish a single tax rate’ are available as choices – but five winners will receive tickets to the WRRB’s 30th anniversary meeting.”

Worcester Magazine 3/19/15

1995

The Future of Worcester Memorial Auditorium

1996

EMS in Worcester: Who Should Provide It?

1997

Facilitating the Cleanup and Development of Worcester’s Brownfields

1998

Farewell to Worcester County Government

Public Health

The Research Bureau expanded its review into public health in the face of rising public concern regarding Ebola in the Fall of 2014. While calls for border closings and the imposition of quarantines dominated newscasts, Worcester lacked good information about the likelihood of outbreak and its own

potential response capacity. With the generous support of the DCU Center, The Bureau hosted a panel discussion with representatives of Worcester’s medical community, highlighting the region’s capacity to address a local Ebola outbreak and the impact of the disease on local residents with ties to West Africa.

WHILE WE CELEBRATE THE RESEARCH BUREAU’S 30TH ANNIVERSARY, *we recognize that we are a rare institution, reflective of a unique city. Our anniversary is really about the commitment of the community to support and promote good government and healthy public debate. Pearls are rare and hence valuable. We treasure our existence, are committed to continuing our mission, and look forward to celebrating many more events with you in the future.*

March Municipal Madness[®]

(Please fill in item number of each "winner" in each round)

- 1 Expand police gang and drug units
- 2 Expand response to roadside solicitation and panhandling
- 3 Expand police foot patrols
- 4 Expand video surveillance programs
- 5 Expand police traffic enforcement, response to jaywalking
- 6 Increase police presence in public schools
- 7 Establish a citizen review board for police incidents
- 8 Increase number of neighborhood-based fire stations

- 17 Establish a 9 a.m. to 5 p.m. school day
- 18 Upgrade school buildings
- 19 Expand after-school programs, including sports and arts
- 20 Expand school staffing to decrease class size
- 21 Increase the number of charter schools
- 22 Establish school voucher program
- 23 Establish universal, free pre-K starting at 4 years old
- 24 Establish exam school for high-achieving students

- 9 Expand street repair, repaving program
- 10 Construct additional parking in commercial areas
- 11 Expand marketing of Worcester and region
- 12 Expand incentives for new business and job creation
- 13 Expand incentives for new housing
- 14 Upgrade sidewalks, crosswalks, bikepaths
- 15 Increase rail and bus activity at Union Station
- 16 Increase commercial flights at Worcester Regional Airport

- 25 Establish a single tax rate
- 26 Establish performance incentives for municipal employees
- 27 Increase funding for pension and OPEB obligations
- 28 Expand professional development for public leadership
- 29 Establish a "Strong Mayor" form of government
- 30 Establish payment-in-lieu-of-taxes (PILOT) program for major nonprofits
- 31 Replace public pension system with defined contribution plan
- 32 Outsource select city operations to private vendors

CHAMPION

Name: _____ Email: _____

Scan your completed bracket and email it to info@wrrb.org, or fax it to 508-767-7720.

With Special Thanks to Worcester Business Journal.

1999

New England's Other College Town

2000

Promoting Regional Economic Development

2001

The Use of Project Labor Agreements on Public Construction Projects: *The Case for and Against*

2002

Worcester Regional Airport: *Will It Take Off?*

2003

Charter Schools: *Their Future in Massachusetts*

REPORTS AND BRIEFS

Since our last annual report, The Research Bureau prepared the following reports and briefs:

Breaking Down the Budget: Questions to Consider, City of Worcester & Worcester Public Schools FY15

Central Massachusetts Talent Retention Project: A Survey of the Class of 2014
Annual Meeting Notes from The Research Bureau

Bureau Brief: Urban Renewal

Bureau Brief: Charting Worcester's Course

Bureau Brief: The Changing City – Starting a Conversation

Worcester Almanac: 2015

Bureau Brief: Non-Profits and Municipal Authority

Bureau Brief: The Role of Media in Civic Life

Bureau Brief: Worcester's Unfunded OPEB Liability 2015: \$727,823,149

Don't Boo. Just Remember to Vote. Civic Engagement in the City of Worcester

Bureau Brief: Immigrants & Refugees in Worcester

Bureau Brief: Community Dialogues on Race – Representative Government

Bureau Brief: Community Dialogues on Race – Public Safety

Bureau Brief: Community Dialogues on Race – Youth & Education

Bureau Brief: Community Dialogues on Race – Economic Development

Bureau Brief: Flag Etiquette

Breaking Down the Budget: Questions to Consider, City of Worcester & Worcester Public Schools FY16

Questions for the 2015 Candidates for City Council and School Committee in Worcester



Are You Smarter than a 5th Grade Standardized Test?



*Worcester Economic Index
Assumption College*

2004

Will PILOTs Fly in Worcester? *Taxing Nonprofits and Other Options*

2005

Condition Serious, Prognosis Uncertain: *The Impact of Municipal Employee Health Insurance in Massachusetts*

2006

The Education Gender Gap: *Why are boys not making the grade?*

2007

Benchmarking Municipal Finance in Worcester: *Factors Affecting the City's Bond Rating*

2008

Where Have all the Bidders Gone?: *The Impact of "Responsibility" on Public Construction*

FORUMS AND EVENTS

The Research Bureau organized the following forums and events:

- Wait, Wait... Don't Tell Me It's Worcester!?!?
- Urban Renewal: An Owner's Manual
- Degrees of Separation: Retaining College Graduates in Greater Worcester
- Funding Public Education – Part I: Chapter 70 and Local Education Funding
- Off Campus: Institutional Neighbors in the Worcester Community
- Public Health in the News: Central Massachusetts and the Ebola Crisis
- Funding Public Education – Part II: Balancing the Needs of Schools and the Needs of the City
- Digging into the Common Core: Education Standards and Testing in Massachusetts
- Worcester Economic Index – *Assumption College*
- Impact of Domestic Violence – *Anna Maria College*
- Video Gaming Industry – *Becker College*
- Research that Impacts Our Community – *Clark University*
- The Role of Media in Civic Life
- Assessing Technology: What's New, What's Not. – *College of the Holy Cross*
- Acting Locally: Central Massachusetts Businesses & Community Engagement
- Thinking Globally: National/Multinational Corporations & Central Massachusetts
- Pharmacogenomics & Bioinformatics – *MCPHS University*
- Millennial Workforce Readiness – *Nichols College*
- Are You Smarter than a 5th Grade Standardized Test?
- Public Policy and Race Relations – *Quinsigamond Community College*
- Regeneration Medicine – *Tufts University, Cummings School of Veterinary Medicine*

"Massachusetts needs Worcester to be successful," Frederick H. Eppinger, Jr. of Hanover Insurance Group told a small crowd assembled at the DCU Center. "You can't put everybody in Cambridge."

The President and Chief Executive Officer of the Worcester-based insurance giant was one of four speakers Wednesday at "Acting Locally," a discussion on business-community engagement hosted by The Research Bureau.

Worcester Telegram & Gazette
6/17/15



Acting Locally: Central Massachusetts Businesses & Community Engagement



*Impact of Domestic Violence
Anna Maria College*



*Video Gaming Industry
Becker College*

2009

Municipal Elections in Worcester 2009: Questions for the Candidates

2010

Top Ideas for Revitalizing Cities

2011

Public Employment Pensions: Is the Current System Sustainable?

2012

Fare Play? Regulating Worcester's Livery Vehicles and Taxis

FORUMS AND EVENTS

Ms. (Dianne) Williamson lamented, "I was told there wouldn't be any sports questions," after getting a few wrong, including mixing up Boston University and Boston College and forgetting about the Worcester Tornadoes repossession debacle. But she managed to zing Worcester Regional Airport Director Andy Davis as he came up to answer a few questions ("I'm surprised you could get away, with all those... planes flying out of Worcester Airport.")

Worcester Telegram & Gazette, 7/18/14, describing The Research Bureau's summer event "Wait Wait... Don't Tell Me It's Worcester!?"



Wait, Wait... Don't Tell Me It's Worcester !?!



*Research that Impacts Our Community
Clark University*



Public Health in the News: Central Massachusetts and the Ebola Crisis



*Millennial Workforce Readiness
Nichols College*



Thinking Globally: National/Multinational Corporations & Central Massachusetts



Funding Public Education – Part I: Chapter 70 and Local Education Funding



*Assessing Technology: What's New, What's Not.
College of the Holy Cross*



Digging into the Common Core: Education Standards and Testing in Massachusetts



Off Campus: Institutional Neighbors in the Worcester Community



Urban Renewal: An Owner's Manual



Degrees of Separation: Retaining College Graduates in Greater Worcester

20th
ANNUAL
MEETING
of The Research Bureau

JUNE 5, 2014
DCU CENTER
WORCESTER, MA



With Featured Speakers

Jay Ash
City Manager of Chelsea



Bernard F. Lynch
*Founder, Community
Paradigm Associates, LLC*



Michael V. O'Brien
*Executive Vice President,
Winn Development*





"It would be easy to give in to the weather and to conclude that Worcester is a bleak winter wasteland with nothing going on but the sounds of snow-removal operations that will last for what feels like 30 more years.

But a far brighter light has been shining on Worcester for literally the past 30 years. It's The Research Bureau, and when it comes to gaining insight into the best minds the city has to offer, on topics in politics, economics, health, science, and much more, it's hard to top the remarkable output that The Bureau offers each year."

**Worcester Telegram & Gazette Editorial
2/20/15**



THOMAS S. GREEN PUBLIC SERVICE AWARDS

EACH YEAR, The Research Bureau recognizes the “unsung heroes” in municipal government who are committed to making Worcester and nearby communities better places to live and work. The 2015 Thomas S. Green Public Service Award recipients, honored at a ceremony and reception at Assumption College on March 24, 2015, were as follows:

Michael Ferguson

City of Worcester Department of Public Works and Parks

Pamela Callahan

City of Worcester Department of Human Resources

Patricia Bruchmann

City of Worcester Department of Public Health

James Robbins

Town of Westborough Planning Department

Michael Lyons

Worcester Public Schools



BOARD OF DIRECTORS MEETINGS

March 12, 2015

Featured speaker

Edward M. Augustus, Jr.

Worcester City Manager

September 23, 2014

Featured speaker

Gary Gemme

Worcester Police Chief





ANNUAL MEETING *Speakers*

- 2015** Jonathan Kraft, President, The Kraft Group
- 2014** Jay Ash, City Manager of Chelsea
Bernard F. Lynch, Founder,
Community Paradigm Associates, LLC
Michael V. O'Brien, Executive Vice President,
Winn Development
- 2013** Edward Glaeser, Fred and Eleanor Glimp
Professor of Economics, Harvard University
- 2012** Eric S. Rosengren, President & CEO,
Federal Reserve Bank of Boston
- 2011** Senator Scott Brown
- 2010** Lisa A. Mancini, Senior Vice President,
CSX Corporation
- 2009** Amity Shlaes, Bloomberg News Columnist,
Political Economist
- 2008** John W. Rowe, Chairman, President & CEO,
Exelon Corporation
- 2007** Dr. Thomas Payzant, former Superintendent
of the Boston Public Schools and senior lecturer
at the Harvard Graduate School of Education
- 2006** Dr. David Driscoll, Commissioner of Education,
Commonwealth of Massachusetts
- 2005** Tamar Jacoby, Author and Senior Fellow at the
Manhattan Institute
- 2004** John Gannon, Staff Director,
U.S. House of Representatives,
Select Committee on Homeland Security
- 2003** Governor Mitt Romney,
Commonwealth of Massachusetts
- 2002** Fred Siegel, Professor of History,
The Cooper Union for the Advancement of
Science and Art, New York City, and
Senior Fellow, Progressive Policy Institute
- 2001** Heather MacDonald, Senior Fellow,
The Manhattan Institute
- 2000** Rev. Dr. Floyd H. Flake, Senior Pastor,
Allen African Methodist Episcopal Church and
former U.S. Representative to Congress
- 1999** Howard Husock, Director of Case Studies
in Public Policy and Management,
Kennedy School, Harvard University
- 1998** Myron Magnet, Editor, City Journal
- 1997** Thomas Birmingham, Senate President,
Commonwealth of Massachusetts
- 1996** Glenn C. Loury, Professor of Economics,
Boston University
- 1995** Peter Harkness, Editor and Publisher
of Governing
- 1994** James Q. Wilson, Author and
Professor of Political Science, UCLA
- 1993** Robert Poole, President, Reason Foundation
- 1992** William Hudnut, former Mayor of Indianapolis
- 1991** David P. Forsberg, Secretary, Executive Office
of Health and Human Services,
Commonwealth of Massachusetts
- 1990** Bruce Carnes, Director of Planning and Budget,
Office of National Drug Control Policy
- 1989** Edward J. Logue, CEO, Logue Boston,
former Director of the Boston Redevelopment
Authority
- 1988** Raymond Flynn, Mayor of Boston
- 1987** William Bulger, Senate President,
Commonwealth of Massachusetts
- 1986** Ira Jackson, Commissioner,
Department of Revenue,
Commonwealth of Massachusetts

2013

Careers in Advanced
Manufacturing: *It's
not your grandfather's
assembly line*

2014

Toward a Common
Understanding of the
Common Core

2015

Worcester
Almanac: 2015

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Daniels Foundation

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Fletcher Foundation

Fuller Foundation

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Foundation

Harrington Foundation

Health Foundation of Central
Massachusetts

Hoche-Scofield Foundation

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Harvard Pilgrim Health Care

Massport

PENTA Communications, Inc.

Polar Beverages

Rand-Whitney

Saint-Gobain

TD Bank

Unum

Doctor of Research

Greenberg, Rosenblatt, Kull &
Bitsoli, P.C.

People's United Bank

Siemens

Worcester Telegram & Gazette

Research Professor

Benefit Development Group

Blue Cross Blue Shield of MA

Bowditch & Dewey LLP

Carruth Capital, LLC

Consigli Construction Co., Inc.

Cutler Associates, Inc.

Eversource

Fidelity Bank

Fletcher Tilton PC

FLEXcon

Lutco, Inc.

O'Connell Development Group

Providence & Worcester Railroad

Saint Vincent's Hospital

Santander

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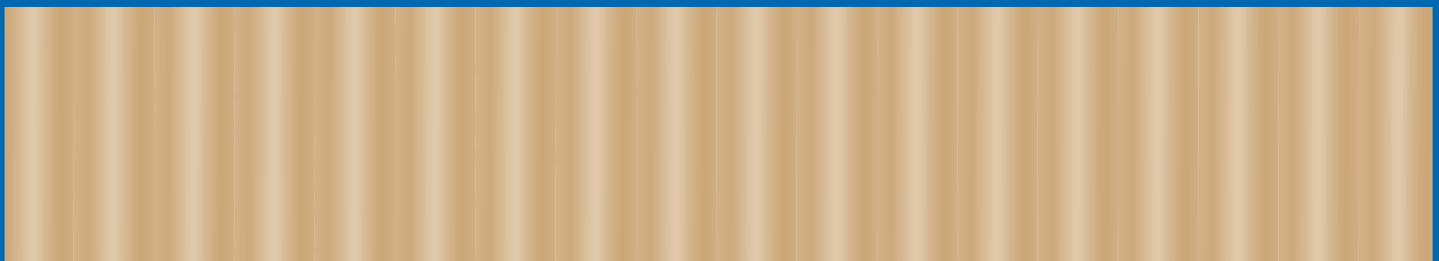
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