

Impact

Summer 2015



Aiming for a
MOONSHOT
IN
EDUCATION

A Pacific Research Institute Publication

UPCOMING EVENTS

Not to be Missed!

Liberty at Sea Cruise *Copenhagen Round Trip*

AUGUST 16-23, 2015

CRYSTAL SYMPHONY

Join a distinguished roster of free-market policy advocates, thought leaders, and opinion makers on the first-ever Pacific Research Institute cruise to the historic Baltic states.

Featuring

Jonah Goldberg
Dr. Arthur B. Laffer
Amity Shlaes
Dr. Steven Hayward
Dr. Charles Kesler
and Sally Pipes



Jonah Goldberg



Amity Shlaes



Dr. Steven Hayward

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OCTOBER 21, 2015

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SIR ANTONY FISHER FREEDOM AWARD RECIPIENT

AYAAN HIRSI ALI

TO REGISTER, VISIT WWW.PACIFICRESEARCH.ORG OR
CONTACT LAURA DANNERBECK AT 415-955-6110.



Dear Friends,



As we look forward to a busy summer, PRI remains committed to its mission of championing freedom, opportunity, and personal responsibility for all individuals by advancing market-based policy solutions. I can't help but be proud of the impact we have made on the public policy debate and I hope you agree. But, there is much more to be done. Politicians and government bureaucrats in Washington and state capitals have dramatically increased the size and scope of government in recent years. Excessive regulation and over-taxation have left Americans with fewer opportunities to create a better life for themselves and their families. PRI is needed now more than ever to combat these challenges with rigorous, cutting-edge research, and thought-provoking public commentary that lay the groundwork for positive results.

This edition of *Impact* includes a special feature on *Moonshots in Education* – a new book on blended learning published by PRI's **Center for Education** and authored by Koret Senior Fellow and Senior Director **Lance Izumi** and journalist and educator **Esther Wojcicki**. Actor **James Franco** wrote the foreword. Blended learning is an innovative teaching model that combines classroom instruction and digital learning. The book offers practical models to educators that will allow them to transform the way students learn. Lance and his team continue to make great strides in the education reform arena. PRI's research on digital learning was used by California Assemblywoman **Shannon Grove** as the basis for her bill, passed last year, which expands online learning opportunities for virtual charter school students.

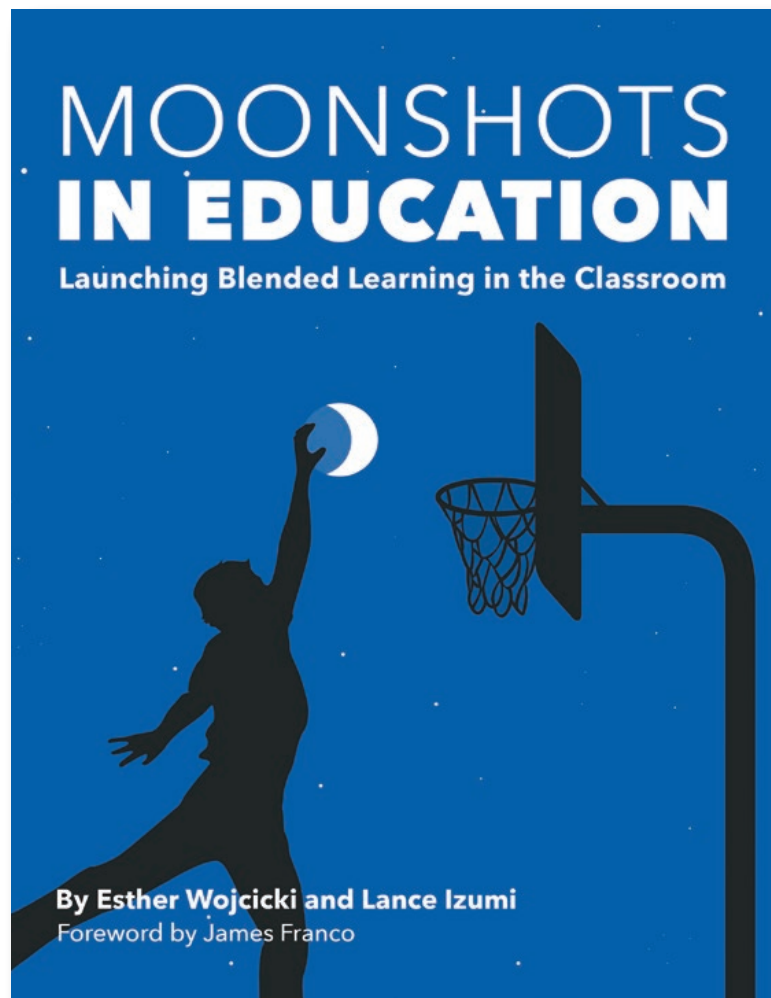
We are also pleased to showcase our *California Prosperity Agenda* – a set of 12 common-sense, bipartisan reforms to halt California's long-term trajectory of economic decline and advance prosperity and opportunity throughout the state. This bold and cutting-edge project includes tax reform, public pension reform, a sound water policy, regulatory relief, and education reform, among other goals – all measures that will improve the lives and prosperity of Californians and their families. PRI is leading the charge for legislative reform by taking the *Agenda* to citizens, taxpayers, business and professional groups, and elected politicians and their staffers throughout the state. California is too important to our country for us to stand by and watch it collapse. California can be saved, and PRI is leading the revival.

Your support has been critical to PRI's success in becoming an authoritative voice for liberty in the debate over American public policy. I hope we can count on your continued support as we promote free-market policies that will lead to a stronger, freer America where individuals have the opportunity to achieve their full potential.

Sincerely,

A handwritten signature in blue ink that reads "Sally".

Sally C. Pipes
President and CEO



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TRICK IN THE BLENDED CLASSROOM

BY ESTHER WOJCICKI

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It all started in 1987, when I got a grant from the State of California. The state sent me eight Macintosh computers, never asking if I knew how to use them, and when they arrived I had no idea how to even turn them on. I realized then that I was going to fail if I didn't get some help quickly. I looked around for colleagues who could help, but none of them had any idea. One school had no IT department. So I took a leap of faith and confessed to my students that I had no idea how to use the new computers and that I needed help. This turned out to be a stroke of good luck, even though I did not see it that way at the time. It was the beginning of my new teaching methodology. The students were absolutely thrilled to help me (can you imagine being asked to help a teacher?), and that was the beginning of my collaborative teaching model. Only at that point, it did not have a name, and in fact I had to hide it from other teachers who might have frowned on what I was doing. The students and I ended up spending hours after school and on weekends figuring out the computers and how to network them. I had never even heard the word "network" in a computer context. I was one of the first teachers in California to use computers in the classroom, and possibly the first in the nation to use computers in a journalism classroom.

a single classroom, between a classroom and an online learning lab on campus, between a classroom and a remote location such as the student's home (the so-called "flipped classroom"), or based on customized schedules for each individual student.¹³

In the flex model, "content and instruction are delivered primarily by the Internet," with students moving "on an individually customized, fluid schedule among learning modalities," and the teacher of record is on site and provides, along with other on-site adults, "face-to-face support on a flexible and adaptive as-needed basis through activities such as small-group instruction, group projects, and individual tutoring."¹⁴

"These different blended-learning models need teachers who have different skills than teachers in exclusively brick-and-mortar classrooms."

Under the self-blend model, individual students can "choose to take one or more courses entirely online to supplement their traditional courses and the teacher of record is the online teacher," which allows students to "self-blend some individual online course and take other courses at a brick-and-mortar campus with face-to-face teachers."¹⁵ The enriched-virtual model differs from the self-blend model in that students in an entire class/school may "divide their time between attending a brick-and-mortar campus and learning remotely using online delivery of content and instruction."¹⁶

These different blended-learning models need teachers who have different skills than teachers in exclusively brick-and-mortar classrooms. In a 2012 article for *The Journal*, Michael Horn and Heather Staker wrote: "Although it is hard to generalize across the landscape of blended

An Overview Of Teacher Training

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MOONSHOT TOOLS

If you are looking for continuing education opportunities to supplement your own learning, there are many excellent Massive Open Online Courses (MOOCs) available for free to be completed on your own schedule. For example, "Blended Learning: Personalizing Education for Students" was offered on Coursera in Fall 2013. And if you are inclined to create your own MOOC to inspire others, you can do so on Google Course Creator.¹⁷

Events and Conferences

In our experience, one of the best complements to integrating online learning into your classroom is going to an in-person event. There is nothing like interacting with people face to face, especially if you have been corresponding with them online for some time. Here are some great conferences and events that integrate the online and offline blended-learning experiences. To get an up-to-date list of online and offline education conferences go to edupoint.com.

DIGITAL MEDIA AND LEARNING RESEARCH HUB¹⁸

The Digital Media and Learning Research Hub¹⁸ produces a collection of free and open resources on the emergence of digital technology and its effects on learning. Its annual conference in March aims to reach across boundaries between different disciplines in order to "integrate the where, when, and how of educational practice."

198 Moonshots in Education

EDMOODCON

Edmodo's online conference EdmodoCon¹⁹ offers an interactive day of professional development. In 2012, EdmodoCon served 11,000 registrants from 117 countries. Sessions included talks on using iPhis in the classroom, teaching digital citizenship, and using game-based learning. Videos from past conferences can be viewed on the EdmodoCon website.

EDUCATION INNOVATION SUMMIT

The Education Innovation Summit²⁰ is a collaboration between CSU Admissions and Arizona State University, is a yearly event that brings together entrepreneurs, investors, philanthropists, politicians, educators, and other advocates of education innovation. Michael Horn of the Clayton Christensen Institute has called this conference "the can't-miss education innovation event."

GOOGLE APPS FOR EDUCATION SUMMITS

EdTechTeam, a global network of educators, hosts Google Apps for Education Summits²¹ all over the world. These events are intimate two-day conferences that focus on deploying, integrating, and using Google Apps for Education and other Google tools to present learning for K-12 and higher-ed students. Each event features hands-on demos and dynamic keynote speakers. For resources from previous GAE Summits, click on an event on the Summit homepage, and then click on Resources. There you will find an extensive list of links to tools and resources to integrate into your classroom.

IMAGINE K12 EDUCATOR DAY

Imagine K12 Educator Day²² is an annual event for educators focusing on new computers that are building innovative tools for K-12 education. With an audience of classroom teachers, administrators, and school technology professionals, this demo day provides entre-

Networks 195

“She showed me I could take my dreams as seriously as I wanted.”



That's what Academy Award-nominated actor James Franco said when asked about Esther Wojcicki, his former high school journalism teacher and co-author with PRI's Koret Senior Fellow and Senior Director of PRI's Center for Education Lance Izumi of *Moonshots in Education: Launching Blended Learning in the Classroom* — a new book that explores digital and online learning and provides practical models and examples of schools that have successfully implemented digital learning.

Franco, who wrote the foreword to *Moonshots*, was a student writer for *The Campanile* at Palo Alto High School, which was overseen by Wojcicki (known to her students as “Woj”). A longtime educator, Wojcicki is lauded by education reform advocates for embracing technology and empowering students to unleash their full potential through project-based classes. As Franco writes in the foreword to *Moonshots*:



Challenging Compulsory Teachers Unions' Dues

PRI recently submitted an *amicus* brief in support of the petition for *certiorari* by the U.S. Supreme Court in the case of *Friedrichs v. California Teachers Association*. The brief on behalf of the plaintiffs was written by noted attorney Theodore Olson of the law firm Gibson, Dunn & Crutcher. The case revolves around the issue of compulsory union dues and whether or not individual teachers and other public employees can decide for themselves to join and support a union.

The *amicus* brief argues that the government should not be able to force non-union teachers to pay collective-bargaining fees to teacher unions. The results of collective bargaining, such as uniform salary structures that ignore individual teacher performance, have a negative impact on non-union teachers. The brief filed by PRI elaborates on the constitutional principles at stake and the variety of harm done to non-union teachers by agency-shop laws, citing legal and educational research including PRI studies and books.

It is a testament to the reputation of PRI and the intellectual weight of PRI's *amicus* brief that former California Governor Pete Wilson, former State Senate Education Committee Chair Gloria Romero, and the nation's top education economist Eric Hanushek agreed to co-sign PRI's brief.

The important pedagogical aspect of working on the paper, that I understood subconsciously then, and that I understand explicitly as a teacher now, is that my work was being seen by a public, and that changed the work. I wasn't writing for a school grade as much as I was writing for independent readers.

Franco's testimony is not unlike that of the tens of thousands of students across the country who have benefited from blended learning – an instructional delivery model that combines both classroom instruction and digital/online education. In *Moonshots*, Wojcicki encourages the adaptation of blended learning models using TRICK, which stands for Trust, Respect, Independence, Collaboration, and Kindness.

“The reason I called it *Moonshots in Education* is because I want to change the culture in the classrooms and that is like a moonshot.” Wojcicki told the *Palo Alto Weekly* in a recent interview. “It's probably worse than a moonshot because getting teachers to stop lecturing (for) 50- or 90-minute periods all day – I don't know what it's going to take.”

The purpose of *Moonshots* is to demonstrate to educators that digital education is the wave of the future. *Moonshots* allows teachers to prepare themselves and their schools for this technological revolution so that students can benefit to the fullest extent possible. The book will become a crucial tool in the movement to overhaul and reform the current education system, which uses teaching models that are obsolete, ineffective, and designed to promote conformity rather than individualized learning.

Moonshots was released at a launch event attended by over 200 people in January at the Oshman Family Jewish Community Center in Palo Alto. The release was accompanied by an intense media outreach campaign, plus engagement with key influencers in education, government, and the technology industry.

PRI's Center for Education, under the leadership of Lance Izumi, has long advocated for school choice options – including the implementation of online learning programs in K-12 public schools. Today, more than two million students attend a virtual school or are taking at least one course on the Internet. Still, surveys have shown that parents are dissatisfied with the integration of technology in the classroom.

Victories in Education Reform

The second edition of PRI's book *Short-Circuited: The Challenges Facing the Online Learning Revolution in California* by Lance Izumi was released last October. California Governor Jerry Brown drew information from the first edition, released in 2011, to craft his 2013 online-learning reform proposals. The second edition includes updated statistics and research, new sections on Brown's reform agenda and the successful online-learning policies of the California Community Colleges, new interviews with key online-learning pioneers and entrepreneurs, and new recommendations for expanding the reach of K-12 online learning.

The Center for Education celebrated a major legislative win last year. On October 1, 2014, Governor Brown signed AB 2007, a bill that allows students attending online virtual charter schools to continue attending their school even if they move to a different county in the state that is non-contiguous to the county in which the school is chartered. This new law is based on the findings of the first edition of *Short-Circuited*. The law validates the principle that students can learn and be educated anywhere in the state using online technology, and that artificial geographic barriers make no sense in an era of digital growth.

Assemblywoman Shannon Grove (R-Bakersfield), the author of AB 2007, wrote a letter of praise for Izumi and PRI following the bill's passage. In her letter to PRI President and CEO Sally Pipes, Assemblywoman Grove wrote: "Thanks to your organization and the diligent work of Mr. Izumi, we are slowly but surely breaking down the barriers to the vast possibilities in online learning."

In response to the accolades from Assemblywoman Grove, William E. Simon, Jr., Co-Chairman of the William E. Simon Foundation, in a note said:

Online learning is the wave of the future, and I know Lance's work will continue to have a very salutary effect on educational opportunities in our state. Congratulations to Lance and PRI for this well-deserved recognition from Assemblywoman Grove.

While the passage of AB 2007 marked a major success for California students, much work remains to be done. The California state legislature stymied Governor Brown's 2013 education reform package, making the policy landscape difficult to reform. To implement the other recommendations outlined in both editions of *Short-Circuited*, PRI will continue to work to ensure that parents have a voice in their children's education and, like James Franco, all California students are given the tools they need to excel.

National School Choice Week 2015



Lance Izumi presents a National School Choice Week scarf and a copy of the second edition of *Short-Circuited* to Assemblywoman Shannon Grove (R-Bakersfield). Assemblywoman Grove is the author of a recent law that expands online learning opportunities for virtual charter school students. The law was based on findings in the first edition of *Short-Circuited*.



Lance Izumi speaks at a National School Choice Week panel event in Orange County. From left, California Teachers Empowerment Network President Larry Sand, Senate Minority Leader Bob Huff (R-Diamond Bar), and ChoiceMedia.TV's Bob Bowdon.



From left, Allison Bajracharya, California Charter Schools Association; Larry Sand; Lance Izumi; former California State Sen. Gloria Romero; Bob Bowdon; and Julie Collie, Founder and Executive Director of Parents Advocate League.

Interview with **Christine Zanello** **Hillsborough, CA** **PRI Supporter**

1. Tell us about yourself.

I was born in San Francisco and raised in Hillsborough. Deciding to stay in California for college, I matriculated at Santa Clara University and received a bachelor's degree in history with a minor in economics. Thinking the Jesuit institution served me well, I continued on and graduated 3 years later from Santa Clara University School of Law.

Always interested in life beyond our borders, I worked at the World Health Organization at the UN in Geneva, Switzerland. I later moved to France to attend Université de Strasbourg for a certificate in the practice of international law. My law career was short-lived as the decision to be a litigator proved to be undesirable. I have the utmost respect for those who have the intestinal fortitude to remain.

Now, coming full circle, I live around the corner from the home I grew up in as a child. Quite often in their younger years, my daughters Cara and Mia could be spotted driving their Barbie car, with my son Tony leading the way, to visit their grandparents.

“PRI is a vital resource which sharpens my pencil, allowing me to confidently enlighten those around me; armed with the information garnered from all that PRI offers.”

2. How were you introduced to PRI?

In 2007, PRI honored Katie Boyd with the Sir Antony Fisher Freedom Award at its annual fall gala dinner. A month before the gala, Katie called to invite me to join her. I remember walking into the Grand Ballroom at The Ritz-Carlton Hotel—so delighted to see 800 like-minded people in one room. Especially in San Francisco! I was so impressed with the occasion and PRI's mission. I knew I wanted to learn more about PRI's research centers, its scholars, and their important work.

3. What value do you find in PRI's work?

Milton Friedman warned long ago that “the government solution to a problem is usually as bad as the problem.” Unfortunately, this profound statement falls upon the deaf ears of too many of our federal and state policy makers on both sides of the aisle. Maintaining a free society is challenging and navigating through the layers of misinformation is almost impossible. PRI's research, programs, and events are beacons of light cutting through the fog. Not only does PRI offer market-based, intelligent, and practical solutions to the ever increasingly complicated issues that face us today, the organization is also a champion of freedom, opportunity, and personal responsibility.

PRI is a vital resource which sharpens my pencil, allowing me to confidently enlighten those around me; armed with the information garnered from all that PRI offers. Most importantly, I passionately call myself an education activist. With help from Lance Izumi and all of his brilliant work at PRI, I have been able to accomplish more than I ever thought possible in advancing education reform. I've raised awareness of the stealth creation of the Common Core standards as revealed in his book, *Obama's Education Takeover*. He pulled the layers off the onion skin as the groundwork was being laid for an unprecedented centralization of education policy under the guise of promoting educational innovation, accountability, and improved student achievement. Lance Izumi's revelations early on were the spring board to build a defense against it.

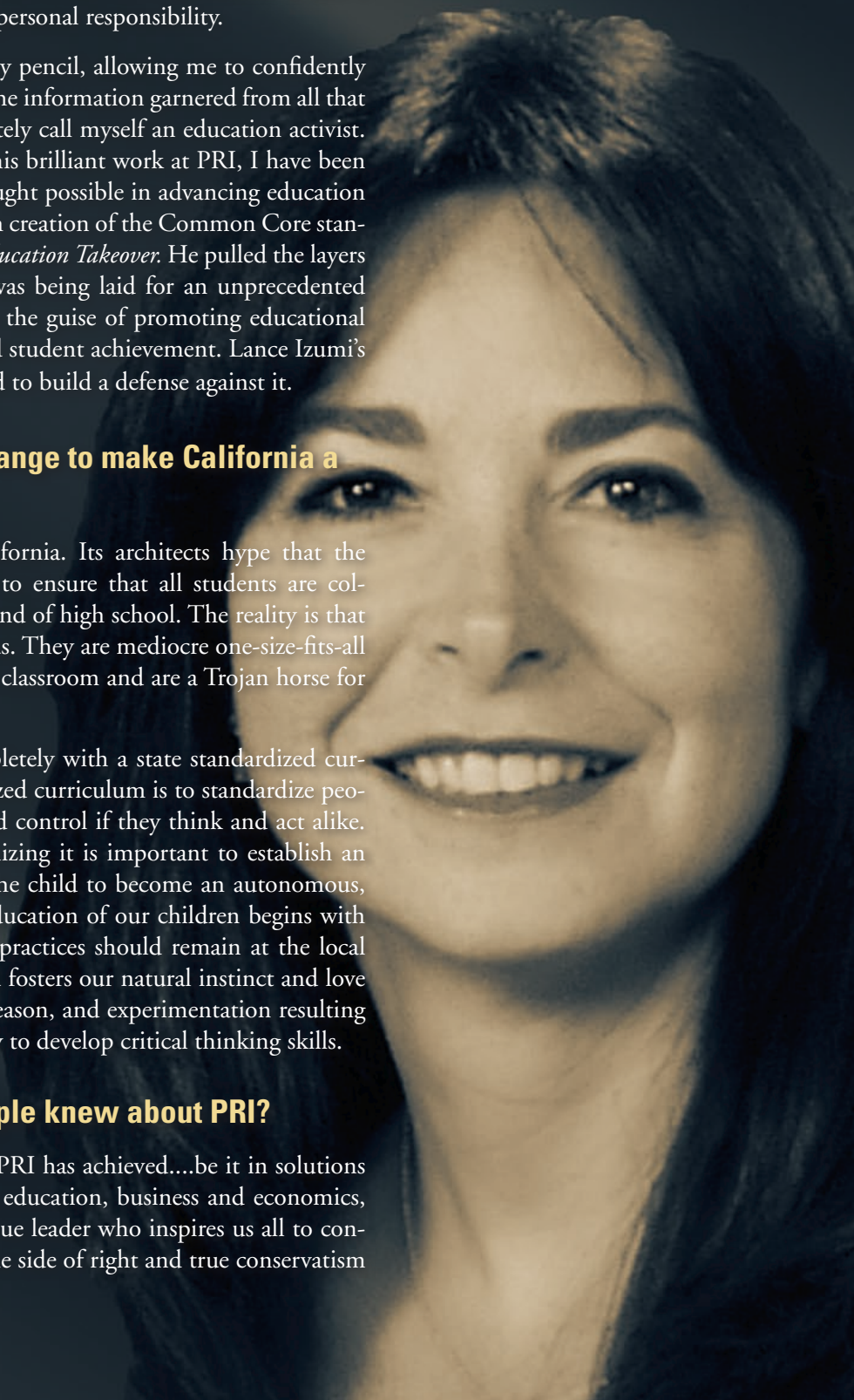
4. What policies would you change to make California a better place to live?

I would repeal Common Core in California. Its architects hype that the Common Core standards are designed to ensure that all students are college- and career-ready no later than the end of high school. The reality is that Common Core standards are not rigorous. They are mediocre one-size-fits-all standards that eliminate creativity in the classroom and are a Trojan horse for indoctrination.

I propose that California do away completely with a state standardized curriculum because the point of a standardized curriculum is to standardize people. They are much easier to manage and control if they think and act alike. I propose we shift the paradigm, recognizing it is important to establish an educational foundation that will allow the child to become an autonomous, self-directed learner. That is the goal. Education of our children begins with their parents. The development of best practices should remain at the local level, with pedagogy that encourages and fosters our natural instinct and love for learning. Education from curiosity, reason, and experimentation resulting in experience is the most meaningful way to develop critical thinking skills.

5. What do you wish other people knew about PRI?

I wish more people knew about all that PRI has achieved....be it in solutions to health care reform, issues concerning education, business and economics, the environment, et al. Sally Pipes is a true leader who inspires us all to continue to be optimistic that right is on the side of right and true conservatism will prevail.



Ideas in Action: PRI's Fight for Market-Based Health Care

Health care reform is one of the most important domestic policy issues facing America this year. Obamacare was passed on March 23, 2010, accompanied with great fanfare by its champions in the media and celebrity culture, under the pretense of offering affordable, accessible, quality care for all. Five years later, health care premiums and deductibles have increased at a staggering rate, access has deteriorated as many Americans discovered that, because of smaller doctor and hospital networks in the exchange plans, they could not keep the plans and doctors they liked.

PRI President, CEO, and Thomas W. Smith Fellow in Health Care Policy Sally Pipes has established herself as one of the leading voices in health care reform by articulating free-market solutions that provide better quality and access to health care while lowering costs for all Americans. Last year, PRI was invited to submit *amicus* briefs for the *Halbig v. Burwell* case in the U.S. Court of Appeals for the D.C. Circuit Court, the *King v. Burwell* case (petition for *certiorari*) in the U.S. Supreme Court, and in the Supreme Court case *King v. Burwell*.

The plaintiffs in *Halbig v. Burwell* and *King v. Burwell* argue that the Obamacare law clearly states that subsidies are only available for those enrolled in “exchanges established by the state.” If the Supreme Court rules that the subsidies are indeed illegal, the law’s employer and individual mandates will collapse and Obamacare will be in a death spiral. PRI will comment on the decision regardless of the outcome and recommend solutions.

On the occasion of Obamacare’s fifth anniversary, Sally Pipes’ op-eds generated much coverage across the country. The *New York Daily News* ran “Unhappy birthday, Obamacare: Five Years after its signing, the Affordable Care Act is failing to live up to its promise.” The piece was listed as the top article on RealClearPolitics on March 23. The piece was reprinted in: *Forbes*, *Detroit News*, *Boston Herald*, *Tampa Tribune*, *Tulsa World*, *Roanoke Times*, *Florida Today*, *Orange County Register*, *Cascade Policy Institute*, *Press-Enterprise*, and *St. Petersburg Tribune*. She also appeared on *Newsmax TV* and *Fox News Radio* with John Gibson.





As former California Governor Pete Wilson said at PRI's 35th Anniversary Gala dinner last fall, "No one has been quite so clear and quite as forceful as Sally Pipes in pointing out the deception and the unfairness to the American people that will be wrought by Obamacare."

PRI's Center for Health Care is redoubling its efforts so that, however the U.S. Supreme Court rules, we will be able to provide legislators, policy makers, the media, and the public with the information they need to understand the state of health care reform and to implement a replacement plan that will lead to a stronger, healthier, and freer system of health care in America. Our goal is to put doctors and patients in charge of their health care, not the federal government.

The Reach of PRI's Center for Health Care In the Past 12 Months



21

MEDIA CITATIONS



10

SPEECHES AND DEBATES



130

OP-EDS



41

MEDIA INTERVIEWS

CALIFORNIA PROSPERITY AGENDA

California is the pioneering state of a pioneer nation. It has long led the world in innovation and technology, in entertainment and aerospace, and other fields. It does, however, face serious challenges: the poor performance of our schools, the deterioration of our public services, the unsustainability of public pensions, the squeezing of family incomes and budgets, the dearth of jobs, and the flight of employers to other states.

*Pacific Research Institute recently launched the **California Prosperity Agenda**—a 12-point, multi-year plan that reflects the best thinking of PRI researchers and think tanks nationwide on how to restore freedom and opportunity to Californians. For more information about the agenda, visit www.pacificresearch.org.*

1. **A single flat tax for all Californians**
2. **Increase online learning opportunities for California's children**
3. **Create more charter schools**
4. **Remove red tape and legal barriers on California's water resources**
5. **Reform public pension systems to restore the fiscal health of communities**
6. **Modify or eliminate electricity regulations that drive up costs**
7. **Open up the Monterey Shale for development**
8. **Require a two-thirds majority vote for new regulations**
9. **End frivolous lawsuits that are hurting small businesses**
10. **Establish same-day approval for setting up a new business**
11. **Strengthen property rights for Californians**
12. **Give Californians the "right to work"**

California
fourth graders
rank

47th

in the nation
in both math
and reading



CALIFORNIA
RANKS

41st
in unemployment



California has
14 of the nation's 20
most economically-stressed counties
(measured by unemployment,
foreclosure, and bankruptcy)



48th

in the cost of doing business

Chief Executive magazine
ranked California as the
worst place to do business



unfunded
pension liabilities
for cities, counties,
and the state
total \$1 trillion



California is home to

33%

of the country's
welfare recipients;
and Californians
bear the nation's
second-highest state and
local tax burden

and ranks
1st
in poverty
in nation

According to the
Council on State Taxation,

California ranks **1st**
in tax unfairness,
which hurts job growth
and revenues
for vital public services



In Focus Growing California's Agriculture

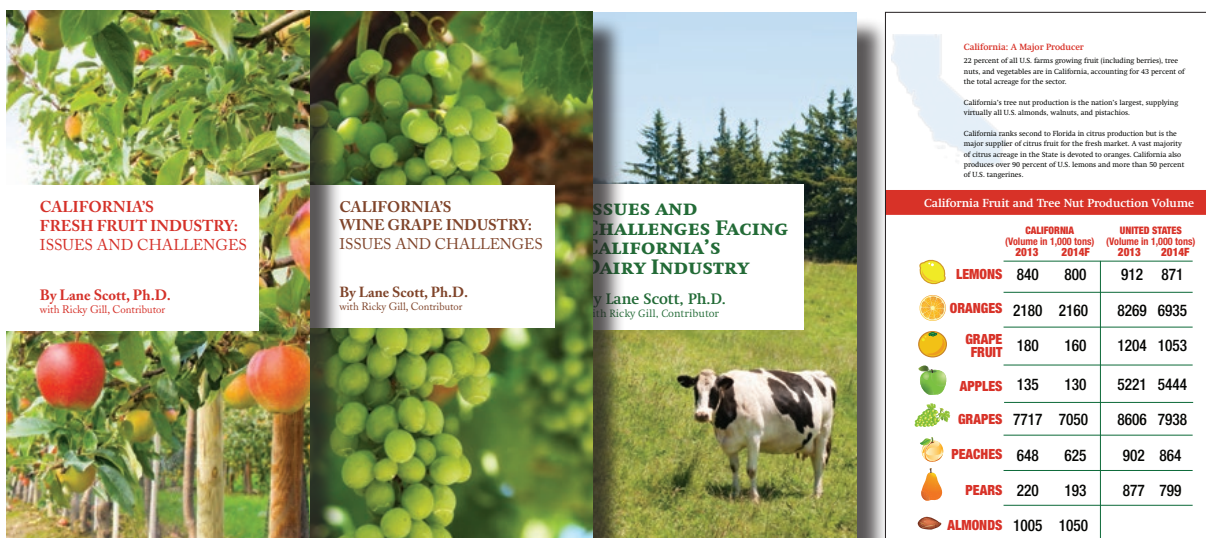
In California, agriculture represents an important part of the state's historical, political, and economic structure. California is responsible for 11 percent of total agricultural sales in the United States, the largest share of any state. As part of PRI's Center for California Reform, we have produced numerous reports, briefs, and articles on the agriculture sector. Our work offers a clear view of the impact of legislation and regulation on a key sector of the state's economy and identifies ideas and strategies to maintain the health of the agricultural industry in California.

Over the past few years, PRI hosted a series of roundtable luncheon discussions featuring different segments of the agricultural community in California. We are continuing this outreach effort in the North Bay and the Central Valley to hear, first-hand the issues, challenges, and opportunities farmers and growers are experiencing today and what can be accomplished through public policy initiatives, outreach, and best practices. The input gathered at these luncheons will be used to identify future policy reports, briefs, and articles.

Our first luncheon was held in Stockton, California with dairy farmers. The roundtable included at least a dozen dairy farmers, plus veterinarians, accountants, local politicians, and community business leaders to contribute to the discussion. Common themes began to emerge as each participant spoke: overregulation, outdated regulations, fear of lawsuits, inability to improve or expand facilities, water shortages, high grain prices, low milk prices, and an ever-present temptation to give up and move to a more business-friendly state.

Similar issues were brought up during PRI's roundtable with key members of the state's fresh fruit industry in Visalia, California. Attendees of the roundtable discussion were asked to discuss the biggest obstacles to prosperity and growth in the stone fruit and table grape industries. The damaging water regulations and the state's rapidly dwindling water supply were the primary issues on the table.





California's water troubles are a major issue for San Joaquin Valley farmers who feel they have no representation in government. A table grape grower from Fresno said, "farmers in California are ruled by people who are totally ignorant of the industry. Something big needs to change this." A stone fruit farmer responded by asking, "how do we function as a political minority in this state? I don't send money to either party anymore. Neither party represents our issues."

During PRI's roundtable with wine grape growers and vintners in Lodi, California, participants were asked to describe their primary challenges to doing business in the state. The consensus among the attendees – from individual farmers to business leaders – was that state policies and regulations are counterproductive and limit growth opportunities. As one farmer stated:

We are captured. We can't roll our vineyards up and put them on the back of a truck and go to another state. Yet we also realize that we are in a global economy. We realize consumers are shopping with their pocketbooks in mind. We simply ask our government to not make things so onerous that we can't compete. Don't put us at a competitive disadvantage with the rest of the world.

For 36 years, PRI has been a leader in advancing market-based policy reforms aligned with California's entrepreneurial, self-reliant traditions. By shining a light on key policies and regulatory frameworks that are hurting the state's agricultural sector, PRI is taking a leadership position to break down barriers to progress and help secure California as a leader in agriculture production for years to come.

Photos from Luncheon with Victor Davis Hanson on California Agriculture



PRI Events' Photo Gallery

In March, we held our **Third Annual Baroness Thatcher** dinner at the Island Hotel in Newport Beach. We were pleased to have *The Weekly Standard* columnist and Fox News contributor **Stephen Hayes** as our keynote speaker. We also held luncheons in Orange County and San Francisco with the Manhattan Institute's **Daniel DiSalvo**, the Cato Institute's **David Boaz**, the American Enterprise Institute's **Peter Wallison**, and *National Review*'s **Charles C. W. Cooke**. Visit www.pacificresearch.org for more information on PRI events.



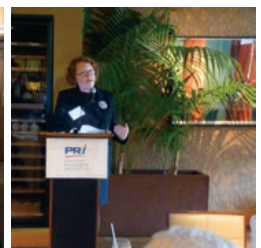
Annual Baroness Thatcher Dinner in Orange County



Luncheon with Charles C. W. Cooke



Luncheon with David Boaz



Luncheons in Orange County and San Francisco with Manhattan Institute Scholar Daniel DiSalvo

VIDEO SERIES

Hysteria's History: Pushing Back Against Environmental Alarmism

PRI recently launched *Hysteria's History*, a four-part web-based video series that exposes young people to the historical progression of environmental alarmism, which has often resulted in poor and contradictory policy proposals. This new series is part of PRI's effort to inject facts and reason into the debates over climate change, water quality, and other environmental policy issues. PRI hopes the video series will be used by teachers, professors, and student groups on college campuses to show that the problems facing the environment need real solutions based on science. **Watch the videos on www.pacificresearch.org.**



PRI Launches New Website

www.pacificresearch.org



FIND THE CONTENT YOU WANT

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