Reimagining Math Education

MIND Research Institute

Annual Report 2012
Two-thirds of students fail to meet math standards by middle school, but the problem isn’t the students, it’s how math is taught. Our children need us to reimagine math education. So that’s exactly what MIND Research Institute is doing. We offer an approach that’s tactile, visual, experiential – and unlike anything you’ve seen before. When young children engage with ST Math®, they naturally embrace learning and become innovative and confident problem-solvers, building the necessary foundations to transition seamlessly from elementary school success to high school, college and career success.

Together, we’re reimagining math education … and reimagining our children’s futures.
MIND Research Institute is dedicated to closing the math achievement gap for students across the country, regardless of socioeconomic background, learning challenges or language barriers.

Vision

MIND Research Institute is dedicated to closing the math achievement gap for students across the country, regardless of socioeconomic background, learning challenges or language barriers.

Our Mission

Ensure that all students are mathematically equipped to solve the world’s most challenging problems.

Meet JiJi

Created by MIND co-founder Matthew Peterson, Ph.D., in 1997, JiJi is the beloved penguin of the ST Math software games. Children help JiJi get past obstacles by solving math puzzles – and they associate JiJi with challenge, learning, understanding and the thrill of success. Every time a child demonstrates understanding of a math concept, JiJi crosses the screen, signaling success and leading the student to the next more challenging puzzle.
Philanthropic Math Initiatives Extend Far and Wide

MIND Research Institute’s Math Initiative grant program helps children from all socioeconomic backgrounds reach their academic and career potential. Philanthropically funded by generous donors – as well as the nonprofit itself – math initiatives currently reach 191,000 children in 15 urban areas.

Created in 2008 to accelerate math achievement, the first Math Initiative put ST Math instructional software in K-5 classrooms at the lowest-performing third of schools in Orange County, Calif. After the first year, the percent of students testing proficient or advanced on state math tests at these schools increased by more than 12 percentile points. In fact, over several years, 36 elementary schools serving 28,000 students in Santa Ana, Calif., increased their math proficiency from 35% to 67%, the state average. The inaugural Math Initiative had effectively closed the math achievement gap in a lower socioeconomic district of predominately English language learners.

In 2012, the Orange County Math Initiative reached its initial five-year, $5 million fundraising goal thanks to major supporters including Emulex, Bank of America, Microsemi, Abbott Medical Optics, Pacific Life Foundation and many others. Today, MIND Research Institute continues actively fundraising to support its initiatives in high-need urban school districts. Year after year, participating schools in these areas demonstrate two to three times the rate of growth in math proficiency compared to other schools that don’t use ST Math. The gift of ST Math software, teacher training and ongoing support, continues to make a tangible difference in communities across the country.

MIND’s Math Initiatives Across America

Launch Year

2012 Baltimore, Minneapolis, Philadelphia, Seattle and Washington, D.C.
2010 New York City; North Central Texas and Orange County, Florida
2009 Chicago, Houston, Las Vegas, Los Angeles, Napa Valley and Silicon Valley
2008 Orange County, California
Situated among the residential projects in Brooklyn and serving mostly impoverished students, the elementary school PS 273 Wortman is a beacon of hope. It educates many high-achieving students, including fifth grader Angalisa, who calls herself the “ST Math Beast,” and her little sister Genisa, who goes by the nickname “JiJi” at school. They are among more than 5,000 New York City elementary school students at 30 high-need schools receiving the ST Math program, thanks to a 2012 grant of $500,000 from the Michael & Susan Dell Foundation.

The grant supports the New York City Math Initiative, which aims to close the achievement gap in New York, where African-American and Latino students’ graduation rates lag behind their peers by 25%.

Based on results in other cities across the country, we see MIND Research Institute’s ST Math program as having tremendous potential to close the math achievement gap in New York City public schools, and prepare more students for life-long success.

“-- Kevin Byrne, Director of U.S. Education at the Michael & Susan Dell Foundation

NEW YORK CITY Math Initiative

10,000 Students
530 Teachers
66 Schools

Double growth in math proficiency 2009 v. 2011
4.6
12.9

No ST Math
24 schools
ST Math
6 schools

* Supported by philanthropic donations and MIND Research Institute

* Supported by Michael & Susan Dell Foundation
When Tylicia transferred to third-grade at Occohannock Elementary in Virginia’s Northampton County, her teachers described her as polite but extremely quiet in class. She was failing math, but wouldn’t ask questions when she needed help.

Two months into the school year, Tylicia had what her teacher describes as a breakthrough moment. She had created her own place value chart on a white board to work through a series of ST Math problems on the computer. “It wasn’t a strategy any one had given to her, and she was able to explain to me how she was using this tool she’d created,” says third-grade math teacher Jenna Bassette. “She was problem solving independently.”

Tylicia is one of 6,000 Virginia students who began piloting ST Math in 2012 with a grant from the Cisco Foundation. With the 22-school Virginia pilot, Cisco and MIND Research aim to repeat the successful outcome of their partnership in Arizona schools, launched in 2011. Results there prompted then-State Senator Rich Crandall to take notice and tour schools implementing the program. “Based on the at-scale national data and Arizona outcomes, both quantitatively and anecdotally, I came away impressed with the potential impact ST Math can have on our schools,” he said.

This is exactly the kind of meaningful difference Cisco and the Cisco Foundation intended to make through their repeated investments in MIND Research’s programs, according to the foundation’s executive director, Peter Tavernise. One of the Cisco Foundation’s priorities is fostering excellence in science, technology, engineering and math – the so-called STEM fields – particularly for underserved students. To that end, Cisco and the Cisco Foundation have supported schools in California’s Silicon Valley, Arizona and Virginia, as well as provided infrastructure for national and web-based delivery of
ST Math and teacher professional development. “We expect our continued partnership with MIND Research Institute to prepare a greater number of students to learn math, develop problem-solving skills, graduate from college and excel in the 21st century economy,” says Tavernise.

And according to Tylicia’s teacher, ST Math is already putting at-risk students on track to successful futures. “Their newfound ability and willingness to problem solve and to try multiple strategies is translating from ST Math to test-taking skills, in-class assignments and language arts,” she says. “It’s been phenomenal for us.”

“We expect our continued partnership with MIND Research Institute to prepare a greater number of students to learn math, develop problem-solving skills, graduate from college and excel in the 21st century economy.”

-- Peter Tavernise, Cisco
Dear Friends,

With the help of friends like you, MIND Research Institute made great strides in 2012. We reached a record 450,000 students and 19,000 teachers in 1,700 schools nationwide. These schools continued to see two to three times the growth in math proficiency – proving that together we’re making a real impact in educational outcomes for today’s children.

Our corporate, foundation and community supporters helped MIND Research launch Math Initiatives at the neediest schools in Baltimore, Minneapolis, Philadelphia, Seattle and Washington, D.C. Math Initiatives were bolstered by major gifts from new donors including the Michael & Susan Dell Foundation, as well as continued support from Cisco Foundation and PricewaterhouseCoopers. To date, $9.7 million has been raised to offset the $22.7 million investment MIND Research has made in 15 Math Initiatives across the country. We appreciate continued support toward this effort to close our nation’s math achievement gap.

In 2012, adoptions of ST Math continued to grow with a district-wide implementation by Stockton Unified School District in California’s Central Valley. It’s the largest adoption in MIND Research’s history. We also introduced a new generation of ST Math that is optimized to support tablets and utilize their touch screens. It also aligns with the new Common Core State Standards being adopted in 46 states. Teacher and student reaction to the new capabilities has been very positive!

We continued to focus on the fidelity of implementation of our Math Education Process to ensure that our participating schools experience the full benefits of ST Math. This effort included investing in additional Educational Services staff, holding more orientation meetings with principals and ensuring teachers received more training.

At the end of 2012, we moved our Southern California headquarters to a larger facility adjacent to the University of California, Irvine, which provides greater access to interns and faculty researchers. In 2013, we will further foster collaboration with the university by hiring a doctoral researcher to lead our education research in areas such as working memory and the neuroscience of learning.

Encouraged by the student achievement with our ST Math programs, we are currently developing a sixth grade program and an algebra solution, with the goal of rolling out a supplemental algebra curriculum and sixth grade in 2014.

We look forward to continuing to call on our friends like you to help us advance the efforts to bring math success to children in Orange County and across America.

Sincerely,

Ted Smith
Chairman and CEO
MIND Research Institute

A Message from Our CEO
Reimagining Math Education…
from pre-k through high school

Statement of Need:

For centuries, America’s creative geniuses have changed the world – Thomas Edison, the Wright Brothers, Walt Disney, Steve Jobs. Undeterred by naysayers and setbacks, they invented solutions others couldn’t even imagine, and in the process created brighter futures for all of us. But America’s capacity to innovate is in decline. The U.S. slipped from 7th to 10th place on the Global Innovation Index between 2011 and 2012.

Tragically, our innovative spirit is waning just as our education system continues settling for rote memorization and shallow learning by our children, especially in mathematics. The rest of the world has cornered the market for a rote-trained, high-tech workforce. Back here at home, one-fifth of fourth graders and one-third of eighth graders can’t even do basic math, and 70% of students fail to demonstrate proficiency in math by the time they leave high school. That’s a crisis when we know mathematical thinking at an early age lays the critical foundation for all problem-solving skills.

For 15 years, MIND Research Institute has been reinventing and reimagining math education – focused on the higher goal of deep learning for all students. Because we are a nonprofit funded by visionary corporations, foundations and community leaders, we can create and deliver an educational tool that far exceeds what the market demands. It’s not based on incremental improvements to current teaching methods. It’s a totally new way of teaching and learning informed by the neuroscience research on how children – and all of us – learn best. That’s why our ST Math program is unlike anything else in classrooms today.

Today, we’re reaching more children, in more places, at more ages than ever before with the launch of our touch-enabled software and early pilots of our pre-k math program. Now we’re moving out to the next frontier: algebra. With your continued support, we can literally reimagine math education from pre-k through high school, and in doing so rekindle America’s innovation leadership and rescue our children’s futures.

“I want to solve algebra. It’s a national crisis.”

— Matthew Peterson
Co-founder and Chief Operating Officer
MIND Research Institute
“It would be wonderful if all children could begin to fully utilize their innate spatial-temporal abilities to think, reason and create.”

-- Dr. Gordon Shaw, Keeping Mozart in Mind, 2000
2002
- 4th grade ST Math program released
- MIND launches “Partners for Math Excellence” campaign, chaired by Paul Folino, then CEO of Emulex
- 8,000 Students, 400 Teachers, 40 Schools

2003
- Ted Smith named chairman of the board

2004
- First-ever conference for ST Math users is held
- Kindergarten ST Math program released
- Dr. Peterson, Dr. Bodner and Dr. Shaw co-publish a study in Neurological Research proposing using Big Seed to train and assess creativity and spatial-temporal reasoning
- Cisco Foundation, Jim and Sheila Peterson, Microsemi and the Horowitz Group make their first gifts to MIND
- 12,200 Students, 674 Teachers, 62 Schools

2005
- 5th grade curriculum introduced
- Dr. Bodner named president of the research division
- Dr. Shaw posthumously receives Lifetime Achievement Award from Arts OC

2006
- ST Math: Secondary Intervention is released
- ST Math wins its first “Distinguished Achievement Award” in educational software from the Association of Educational Publishers
- 36,000 Students, 2,413 Teachers, 193 Schools

2007
- Algebra Readiness Curriculum adopted by the California Board of Education, receiving a perfect score

“I knew we had to help when I saw how much the children loved math! These may be my future engineers.”
-- Paul Folino, CEO of Emulex Corp., 2002
“Matthew Peterson is a computer genius with a plan, and so far it’s working superbly.”

-- Orange County Register, 2008
Favorite ST Math challenge games Kickbox and Big Seed become available to the general public in iTunes app store.

**2012**

- ST Math launches with touch-enabled features, allowing children to access ST Math from tablet devices.
- Nigel Nisbet gives popular TEDx talk, “Geometry of Chocolate,” already viewed 25,000 times.
- Dr. Bodner presents study exploring Big Seed’s mathematical implications for DNA at the London Mathematical Society.
- MIND launches Math Initiatives in Baltimore, Minneapolis, Philadelphia, Seattle and Washington, D.C., bringing the program to a total of 15 urban areas through philanthropy.

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**Student Growth**

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<thead>
<tr>
<th>Years</th>
<th>Number of Students Using ST Math</th>
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<tr>
<td>2000</td>
<td>0</td>
</tr>
<tr>
<td>2003</td>
<td>15K</td>
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<td>2006</td>
<td>20K</td>
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<tr>
<td>2009</td>
<td>350K</td>
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<tr>
<td>2012</td>
<td>500K</td>
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**Teacher Growth**

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</tr>
<tr>
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<td>10K</td>
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<td>20K</td>
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<tr>
<td>2012</td>
<td>30K</td>
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**School Growth**

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<thead>
<tr>
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<th>Number of Schools Using ST Math</th>
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<tr>
<td>2000</td>
<td>0</td>
</tr>
<tr>
<td>2003</td>
<td>500</td>
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<tr>
<td>2006</td>
<td>1,000</td>
</tr>
<tr>
<td>2009</td>
<td>2,000</td>
</tr>
<tr>
<td>2012</td>
<td>3,000</td>
</tr>
</tbody>
</table>

**State Growth**

- 2000: 3 states
- 2012: 30 states
In 2012, MIND Research Institute launched Math Initiatives in some of the nation’s neediest urban areas: Baltimore, Minneapolis, Philadelphia, Seattle and Washington, D.C. Joining forces to help jumpstart the 31-school D.C. initiative was Hyundai Motor America, which already supports four schools in Southern California.

Hyundai’s $46,000 gift funded ST Math labs at Leckie and Hearst elementary schools, reaching 775 students in our nation’s capital. “It’s been awesome for my kids,” says Crystal Gassert, a fourth grade math teacher at Hearst. “In a public school district like Washington, D.C., there are limited resources so this grant gave us a positive boost.”

“Hyundai is dedicated to helping children gain the skills they will need to compete in a 21st century workforce,” said Zafar Brooks, Director Corporate Social Responsibility and Diversity Inclusion, Hyundai Motor America. “Our partnership with MIND Research Institute brings a proven program in ST Math so that more children develop the problem-solving and reasoning skills necessary for success.”

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**D.C. Math Initiative**

- **2,983 Students**
- **128 Teachers**
- **31 Schools**
- **(775)**
- **(33)**
- **(2)**

*Supported by philanthropic donations and MIND Research

*Supported by Hyundai
Harnessing the Power of Tablet Technology

More than 15,000 tablets were used to log in to ST Math’s new touch-enabled software launched in fall 2012. The new gesture-based interface gives students a more direct, intuitive and enhanced learning experience with ST Math.

Six schools in California and Nevada piloted ST Math featuring touch in their classrooms thanks to $124,000 in grants from the Verizon Foundation. “Verizon is committed to harnessing the power of technology to enhance education and create a brighter future for students,” said Gene Eng, Verizon vice-president of external affairs. “Our partnership with MIND Research Institute expands access to a proven education system that’s making a difference in children’s lives.”

At Los Angeles’s Dolores Huerta Elementary School, where more than 90% of students live in poverty, Verizon’s grant introduced ST Math on tablets for the third grade classrooms. “The students would 100 to one select to work on the iPad over the desktop,” says Principal Desiree Manuel. Her third graders access JiJi on tablets in their classroom every morning, moving around freely to help one another and then promptly return to task. “It has more flexibility and mobility for the students.”

“Donations to support ST Math at our school have allowed us to level the playing field. I feel good when I see my kids because I know they’re getting the same opportunities as other kids at wealthier schools.”

— Desiree Manuel, principal, Dolores Huerta Elementary School
Los Angeles, California
### $100,000 and Above
- The Ahmanson Foundation
- American Honda Foundation
- The Annenberg Foundation
- Arnold and Mabel Beckman Foundation
- Bruce and Karen Cahill
- California Community Foundation
- Carol and Budge Collins
- Carol and James Collins Foundation
- Dwight Stuart Youth Fund
- Edwards Lifesciences Corporation
- Kris and Linda Elfmann*
- Elia Fitzgerald Charitable Foundation
- Fluor Foundation
- The Green Foundation
- Hastings/Quillin Fund
- Hot Topic Foundation
- Houston Endowment
- Hyundai Motor America
- Donald P. and Dodo Kennedy
- Mr. Marc Levin
- Napa Valley Vintners
- The Kenneth T. & Eileen L. Norris Foundation
- O.L. Halsell Foundation
- OneWest Bank Foundation
- Dr. and Mrs. Matthew Peterson
- RGK Foundation
- Ms. Michelle Rohe
- The Rose Hills Foundation
- S.L. Gimbel Foundation
- The Albert and Bettie Sacchi Foundation
- SAP America, Inc.
- Sempra Energy Foundation
- Southern California Edison
- Symantec Foundation
- Taco Bell Corporation*
- US Bank
- Verizon Foundation
- Tim and Jean Weiss

### $50,000 and Above
- Dick and Mary Allen
- Mr. and Mrs. Eric Boden
- Emil and Maureen Brolick
- John and Constance Chambers
- The Gilbert & Jacki Cisneros Foundation
- Conexant Systems, Inc.
- Experian Americas
- Falcon Investment Group
- Mike S. and Ellie Gordon
- The Grammy Foundation
- The Henry L. Guenther Foundation
- Mr. and Mrs. Stephen Herrick
- JPMorgan Chase Foundation
- The Kling Family Foundation
- Knobbe Martens Olson & Bear LLP *
- Mr. and Dr. Steven and Amy Litchfield

<table>
<thead>
<tr>
<th>Amount</th>
<th>Donor Names</th>
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<tr>
<td>$3 Million and Above</td>
<td>Cisco Foundation*, Samueli Foundation</td>
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<td>$1 Million and Above</td>
<td>Emulex Corporation, Paul and Margo Folino, The Horowitz Group*, Microsemi, Jim and Sheila Peterson, PricewaterhouseCoopers, University of California, Irvine/Institute of Education Sciences</td>
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<tr>
<td>$50,000 and Above</td>
<td>Dick and Mary Allen, Mr. and Mrs. Eric Boden, Emil and Maureen Brolick, John and Constance Chambers, The Gilbert &amp; Jacki Cisneros Foundation, Conexant Systems, Inc., Experian Americas, Falcon Investment Group, Mike S. and Ellie Gordon, The Grammy Foundation, The Henry L. Guenther Foundation, Mr. and Mrs. Stephen Herrick, JPMorgan Chase Foundation, The Kling Family Foundation, Knobbe Martens Olson &amp; Bear LLP *, Mr. and Dr. Steven and Amy Litchfield</td>
</tr>
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Mike and Janice Lowther
Fariborz and Azam Maseeh
Mr. and Mrs. Jim McCluney
Miller Environmental, Inc.
Northrop Grumman Foundation
Roth Family Foundation
Henry and Elizabeth Segerstrom
Donald and Constance Sperling Foundation
Peggy and Robert Sprague
John R. and Elizabeth Stahr
Steinmetz Foundation
Elbridge & Evelyn Stuart Foundation
Tarsadia Foundation
TROY Group, Inc.
United Way of Greater Los Angeles
Viejas Entertainment & Productions
WHH Foundation
Windsong Trust
Robert E. and Linda F. Yellin

$25,000 and Above
Adams Legacy Foundation
AFCEA
The Allergan Foundation
Herb and Carol Amster Philanthropic Fund
AT&T Foundation
Citigroup
CME Group Foundation
Crevier Classic Cars / Crevier Sales & Leasing
James and Catherine Emmi
The Eisner Foundation
First American Corporation
Otis and Joann Healy
George Hoag Family Foundation
The Hoag Foundation
IBM Corp.*
Mr. Michael Kaye
Mike and Sheila Lefkowitz
Leo M. Shortino Foundation
Richard L. and Ginny Linting
Long Beach Community Foundation
David Mark and Sandy Stone
McCormack & Farrow*
David and Darrellyn Mellili
James and Suzanne Mellor
Tim J. Molnar, CFP®
The Hasbun Nazari Charitable Fund
NEC Foundation of America
Opus Community Foundation
Quartics
The Roripaugh Family Foundation
SchoolsFirst Federal Credit Union
Segerstrom Companies
Technology for Kids Foundation
Time Warner Cable*
Toshiba America Foundation
Western Digital Corporation
Yum! Brands Foundation, Inc.

$10,000 and Above
The Beall Family Foundation
FileNet
Robert and Connie Ihrke
Mr. Damien M. Jordan
KPMG LLP
Bill and Linda Kreidler
Latham & Watkins, LLP*
William and Pam Lawless
Legacy Ladies, Inc.
Ms. Deborah Lima
The Lookout Foundation, Inc.
Frank William Lynch
Mara W. Breech Foundation
Ms. Ann W. McDonald
Ms. Liz Merage
The Merage Foundation
Morgridge Family Foundation
Donald and Carol Murray Family Trust
National Defense Industry Association
New Century Financial Corporation
Martha Newkirk
Mr. Gregory D. Njoes
Ronald McDonald House Charities
Edward and Helen Shanbrom Family Fund
Soka University of America
Sooch Foundation
Thomas E. and Gerda Sparks
Glen and Dorothy Stillwell Charitable Trust
The Sutton Family Charitable Fund
Tiger Woods Foundation
TOSA Foundation
Rolf Uitzetter and Pam Horowitz
United Health Foundation
United Technologies Matching Gifts Program
UCI Foundation
Waltmar Foundation
Dan S. and Sharon Whelan
The William C. Bannerman Foundation
Woodbridge Self-Storage
Ms. Jane Fugishige Yada
Zeiss Optics Corporation

* Indicates part or all of gift was in-kind
Note: List reflects cumulative giving as of 12/31/2012.
**Revenue and Support**

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<th>Total 2012</th>
<th>Total 2011</th>
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<tr>
<td>Gross School Sales</td>
<td>$15,899,090</td>
<td>$11,303,697</td>
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<tr>
<td>Less Contributions/Sponsorships</td>
<td>(1,280,900)</td>
<td>(3,533,938)</td>
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<tr>
<td><strong>Total Non-sponsored School Sales</strong></td>
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<td>Contributions</td>
<td>$4,789,153</td>
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<td>Special Events, Net</td>
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<td>In-Kind Revenue</td>
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<td>$821</td>
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<td>Other Income</td>
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<td>Net Assets Released from Restrictions</td>
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**Expenses**

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<td>Program</td>
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<td>Management</td>
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<td>Fundraising</td>
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<td><strong>INCREASE IN NET ASSETS</strong></td>
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<td><strong>NET ASSETS, BEGINNING</strong></td>
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<td><strong>NET ASSETS, ENDING</strong></td>
<td>$4,154,497</td>
<td>$3,175,990</td>
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**Funding By Donor Type**

- **Corporations**: 45%
- **Foundations**: 32%
- **Individuals**: 21%
- **Misc.**: 2%

**Total Revenue Over 5 Years**

- Fundraising
- Sales

**2012 Expenses**

- **Program**: 86%
- **Management**: 3%
- **Fundraising**: 11%

*MIND Research Institute’s financial statements and records are audited annually by Guzman & Gray, Certified Public Accountants in Long Beach, Calif. For a complete copy of the 2012 Audited Financial Statements, please email gmaddalon@mindresearch.net or call 949-345-8695.*
Ted Smith*
Chairman
MIND Research Institute;
Founder & Ret. Chairman
FileNET

Mark Bodner, Ph.D.*
Vice Chairman
Co-founder, Scientist & President,
Research Division
MIND Research Institute;
Adjunct Professor,
University of Pittsburgh;
Adjunct Professor,
Johns Hopkins University

Andrew R. Coulson
Chief Strategist
and Vice President
MIND Research Institute

Marian Bergeson
Former Secretary of Education,
Assemblywoman and Senator
State of California

John P. Bishop
Ret. Vice President
Sikorsky Aircraft

Bruce Cahill
Founder, CEO and Chairman
Centaur Corporation

Helen Clemmons, Ed.D.*
Former Principal
of 95th St. Elementary School & Mentor Administrator,
L.A. City Board of Education

John R. Evans
Ret. Senior VP, Regional Manager
Wells Fargo Bank

Lawrence Higby
Ret. Vice Chairman and Advisor
Apria Healthcare, Inc.

David Horowitz
President
Horowitz Management, Inc.

Roberta Jenkins
Matthew and Roberta
Jenkins Family Foundation

Mike Lefkowitz*
President
The Semel Group

James Peterson*
CEO
Microsemi Corporation

Jim Mazzo
Ret. President
Abbott Medical Optics Corporation

Jim McCluney*
Ret. President and CEO
Emulex Corporation

Jiri Patera, Ph.D.
Professor
University of Montreal

Daryl G. Pelc
Vice President
The Boeing Company,
Engineering & Technology
Phantom Works Boeing Defense,
Space & Security

Matthew Peterson, Ph.D.*
Co-founder and Chief Operating Officer
MIND Research Institute;
Researcher, UC Berkeley

John Phelan
Executive Vice President
Capital Research and Management Company
(Capital Group Companies)

William Frederick Podlich
Consulting Managing Director and Ret. CEO
Pacific Investment Management Company

James “Walkie” Ray*
Partner
Sanderson J. Ray Development

In Memoriam
Gordon Shaw, Ph.D., Co-founder,
Chairman Emeritus & Institute Scientist;
Professor Emeritus, Physics,
University of California, Irvine

* Executive Committee Member