



*From*  
**RECOVERY**



*to*  
**RENEWAL**



**PIONEER INSTITUTE**  
PUBLIC POLICY RESEARCH

**2020 Annual Report**

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**P**ioneer Institute, founded in 1988, is an independent, non-partisan, privately funded research organization whose **mission** is to develop and communicate dynamic ideas that advance prosperity and civil discourse in Massachusetts and beyond.

Pioneer's **vision of success** is a state and nation where our people can prosper and our society thrive because we enjoy world-class options in education, healthcare, transportation, and economic opportunity, and where our government is limited, accountable, and transparent.

Pioneer **values** an America where our citizenry is well-educated and willing to test our beliefs based on facts and the free exchange of ideas, and committed to liberty, personal responsibility, and free enterprise.

Pioneer Institute, Inc. is a tax-exempt 501(c)(3) organization. To ensure its independence, Pioneer does not accept government grants.



# From Recovery to Renewal *Letter from the Executive Director & Chair*

**From Recovery to Renewal**, Pioneer Institute's 2020 annual report, lands on your desk as America turns the page on COVID-19.

In 2020, Pioneer was an extremely active participant in improving the state's pandemic response, with *weekly* releases of data analyses and tools, public discourse, and real-time policy solutions. We promoted improvements to remote learning and school reopening plans in the face of intransigent teacher unions; protections for residents of elder care facilities; public access to infection and testing data; and vaccine distribution. We advanced ideas to safely reopen our businesses and support hard-hit industries and workers, increase state and local government transparency, and safeguard civil liberties and civil rights.

In *From Recovery to Renewal*, you will also read about how the Institute secured wins on our top priorities: a Supreme Court victory for school choice; fundamental changes to telehealth and scope of practice regulations; and transparency in healthcare prices.

We continued laying the groundwork to increase school choice in Massachusetts and across the country. We have expanded our partnerships to end the use of arbitrary "cost-effectiveness" reviews which devalue human life in the name of drug affordability.

Pioneer helped businesses, policymakers and the media navigate the economic impact of pandemic policies using our MassEconomix® data tool, which has in recent months proven to be instrumental in analyzing the devastating effects of a proposed

constitutional amendment to establish a graduated income tax.

Finally, with so much change afoot, Pioneer is transforming itself in accordance with our *Pioneer2024* strategic plan, to become even more effective at delivering policy reforms.

In 2021, the Institute will break ground on a standalone litigation 501(c)3 organization, *PioneerLegal*. The new entity will reinvigorate the education reform debate. Pioneer is investing to substantially increase our communications reach in the coming years.

As one contributor recently noted, Pioneer is "the adult in the room": rational, empathetic, principled, and always eager for new ideas. Pioneer eschews the reflexive partisan politicking that marks so many organizations and media culture today.

We are sincerely grateful for your deeper investment in Pioneer. In 2020, the Institute received contributions of \$3.3 million, an increase of nearly 40 percent over 2019.

That is strong evidence that the citizens of Massachusetts and the nation yearn for Pioneer's reasoned, data-driven and problem-solving approach to public policy challenges.

We thank you for your trust and commitment at this critical moment for Massachusetts and the country.

“**At a critical time, Pioneer is the adult in the room.**”

**Jim Stergios**  
Executive Director



**Adam Portnoy**  
Chair



## BY THE NUMBERS

**1.6B** Total Media Reach



**41** Events Featuring Pioneer

**186** Attendees  
Average per Pioneer Event



**42** Publications

Research Papers, Policy Briefs, Testimony, & Event Transcripts



**113.6K**

Total Downloads of Pioneer Research in 2020

**3,576** Media Hits

Articles, Interviews, & Editorials in Newspapers, Trade Journals, TV, & Radio in Massachusetts & Across the Nation

# Renewing Our Commitment to Students:

## *Excellence & Choice*



**P**ioneer Institute has long recognized that a high-quality K-12 education is the surest route to economic opportunity and success in life. Our future generations rely on our schools to put them on a path to informed citizenship and career readiness. But COVID-19 and racial tensions across the country have thrown into stark relief the failings of our public education system. The rigid, one-size-fits-all model is neither meeting the needs of our diverse learners, nor the changing demands of working parents.

For over 30 years, Pioneer has tirelessly promoted more flexible options that improve student outcomes, through online learning and homeschooling; and choice through public charter, vocational-technical, private, and parochial schools, and the METCO program. Pioneer also supports system-wide reforms to public schools, especially in underperforming districts. In 2020, Pioneer played an important role in reopening Massachusetts schools; sharing remote learning resources and best practices; influencing a landmark U.S. Supreme Court decision that will help hundreds of thousands of families attend private and religious schools; and amplifying the voices of people of color, to improve academic outcomes for minority students and address the nation's ongoing inequality and civil unrest.

### Delivering high-quality instruction during a pandemic

Though young people did not suffer as severe a health impact as a result of COVID-19, students have experienced an estimated seven months of learning loss due to pandemic-related school closures, and low-income and minority students have been hardest hit. Pioneer has focused

on serving as a resource for parents, educators, leaders and policymakers at the school, district and state levels, offering lessons from other models and other parts of the world, on best practices for safely reopening schools, and for delivering high-quality remote instruction. The pandemic has demonstrated the market's responsiveness to parent demand for alternatives, and Pioneer helped bring wider attention to pods and microschools, homeschooling, and the remarkably resilient and adaptable private, religious, and vocational-technical schools.

Within the first week of the COVID-19 outbreak, Pioneer made linkages between nationally recognized virtual learning practitioners and Massachusetts education commissioner Jeffrey Riley, and leaders in the voc-tech, Catholic, and charter sectors. Pioneer worked with Julie Young, founder of Florida Virtual School and currently with ASU Digital Prep, to advise the Archdiocese of Boston schools on an online Catholic academy, which is currently in development. Pioneer shared expertise and showcased effective online programs through: research and op-eds co-authored with ASU Prep Digital and the Distance Learning Association; a virtual policy briefing series featuring Young and Christensen Institute co-founder Michael Horn; and a 20-part remote learning resources guide drawn from hundreds of materials across the curriculum and curated by PioneerEducation Director Jamie Gass. Pioneer devoted numerous episodes of its *The Learning Curve* national education podcast to models of success with experts and commentary on homeschooling, digital learning, microschools, and remote learning resources.

#### MEDIA

Mentions

**700**

Reach

**250M**

Social Impressions

**6.5M**

#### VIEWS

Web Page

**210K**

Video

**684K**

#### DOWNLOADS

Report

**7,787**

#### PODCAST

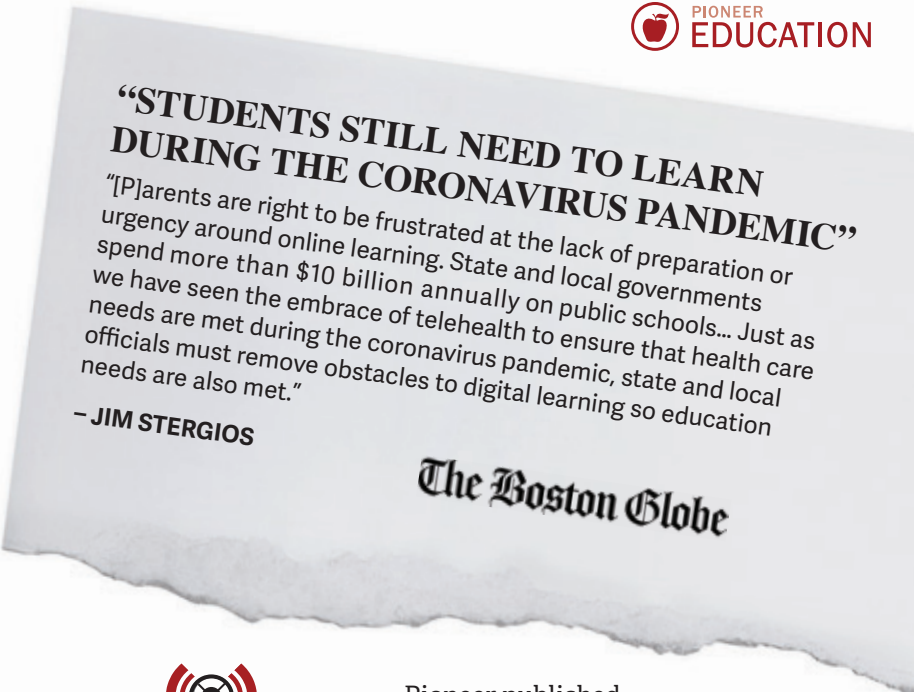
Episodes

**52**

Downloads

**77K**

Pioneer highlighted COVID response best practices from two Catholic schools, Boston College High School and Saint Joseph Prep, through a video campaign and op-eds placed across Massachusetts. These two schools offered consistent, structured, rigorous, and supportive instructional programs via remote learning that kept students engaged. After Pioneer's targeted social media campaign, Massachusetts' Catholic schools won national recognition in *The Wall Street Journal* and *Fox News*, and at a time of enrollment declines nationally, increased their own enrollment by 4,400 students.



**“STUDENTS STILL NEED TO LEARN DURING THE CORONAVIRUS PANDEMIC”**

“[P]arents are right to be frustrated at the lack of preparation or urgency around online learning. State and local governments spend more than \$10 billion annually on public schools... Just as we have seen the embrace of telehealth to ensure that health care needs are met during the coronavirus pandemic, state and local officials must remove obstacles to digital learning so education needs are also met.”

– JIM STERGIOS

*The Boston Globe*

**Best practices for remote instruction & in-person learning**

Building on a decade of award-winning digital learning initiatives, Pioneer encouraged state leaders to modernize online education offerings and bring them into parity with other leading states, remove bureaucratic regulations and geographic restrictions on enrollment, end funding disparities, and address the digital divide. Pioneer published a series of reports: *Keeping Students Academically Engaged During the Coronavirus Crisis*, *Class Dismissed: Massachusetts’ Lack of Preparedness for K–12 Digital Learning During COVID-19*, *Shifting to Online Learning in the COVID-19 Spring*, *Accountability in Massachusetts’ Remote Learning Regulations*, and *How Should Massachusetts Reopen Its K–12 Schools in the Fall? Lessons from Abroad and Other States*. The series offered remote learning and safe school reopening guidance from experts in the U.S. and other countries, and urged state and federal policymakers to articulate clear guidelines on school closures, a plan to avoid future learning gaps, and standard criteria for instructional time and grading. Another report by Pioneer and ASU Prep Digital, *Shifting Special Needs Students to Online Learning in the COVID-19 Spring*, presented practical tips and ways for the state education department to address issues of equity.



**Podcast Guests**



Pioneer published op-eds disseminating these findings in *The Boston Globe*, *CommonWealth* magazine, and state and national outlets. In its revised regulations, the state education department adopted two Pioneer proposals regarding the maintenance of the spring 2021 MCAS and local district grading for accountability. Through an online COVID resources hub, Pioneer provided an interactive map of districts’ in-person, remote, or hybrid reopening plans so the public could cross-reference the data with town-by-town case prevalence using Pioneer’s COVID mapping tool. Through these efforts, Pioneer played an instrumental role in providing the research basis for the Baker administration’s stronger stance in support of reopening Massachusetts schools in the fall.

*Pictured top-bottom: ASU Digital’s Julie Young, Prenda Schools’ founder Kelly Smith, Washington Post columnist Jay Mathews, Christensen Institute co-founder Michael Horn*

**Pioneer’s K–12 education podcast**

“The Learning Curve” is setting a high bar for the timely and intellectually substantive conversations we need. Help us ensure that “The Learning Curve” podcast reaches a broader audience so that we can disseminate lessons from the leading experts in K–12 education!

**CO-HOSTS**

**Gerard Robinson & Cara Stillings Candal**

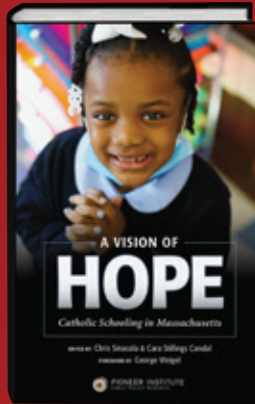


 **PLEASE SHARE EPISODES VIA EMAIL & SOCIAL MEDIA**

## Bringing home a win for school choice

Thousands of families across Massachusetts could potentially benefit from the exceptional instructional programs offered by Catholic schools, thanks to the courage of a single mom from Montana, Kendra Espinoza. Blaine Amendments block educational opportunity for parents like Kendra in nearly 40 states, including Massachusetts. Pioneer has been urging repeal of these barriers to school choice for decades, through a film, publications, and public forums highlighting their bigoted history and the benefits of Jewish Day and Catholic Schools. Espinoza fought all the way to the Supreme Court, where only 80 out of 8,000 cases are heard annually, for the right to access state scholarship funds for her daughters to attend a religious school. Pioneer filed amicus briefs with the Institute for Justice and partners nationwide and provided platforms to share her story and ensure her case received a hearing. Pioneer also placed op-eds in *The Hechinger Report*, *The Hill*, *The Boston Pilot*, and regional newspapers and legal outlets. The Supreme Court's landmark ruling was a victory for potentially millions of families. To finally dismantle these legal obstacles to school choice, Massachusetts and other states must enact statutory changes. Pioneer will be distributing a toolkit to help states establish tax credit scholarship programs.

Pioneer's new book promotes successful models of Catholic education and a proposed tax credit scholarship program for Massachusetts.



Please make a gift to turn the *Espinoza* Supreme Court victory into a win for Massachusetts families! Help us get our new book into the hands of parents, school leaders, and policymakers so we can expand tax credit and other school choice programs across the country.

**DONATE TODAY:**  
[PIONEERINSTITUTE.ORG/  
 DONATIONS/](https://pioneerinstitute.org/donations/)



**Podcast Guests**



Pictured left-right: Kendra Espinoza, University of Arkansas Professor Patrick Wolf, Becket Fund Director Monste Alvarado, Institute for Justice's Erica Smith, Pacific Research Institute's Lance Izumi, and Institute for Justice's Tim Keller

## Matching talent with demand: Vocational-technical education

Vocational-technical schools are an important alternative to traditional district schools in Massachusetts. They are a crucial choice model, serving as a pipeline to economic opportunity for those not on a college track. Pioneer reports, video promotion campaigns, and dozens of op-eds dating back to 2008 have demonstrated that these schools have become a national model, with growing waitlists, low dropout rates, and partnerships with businesses to help meet the skills shortage and strengthen the state's economy. Since 2017, the Baker administration has committed over \$90 million through the Skills Capital Grant program to increase these schools' job-training offerings in high-demand occupations, benefiting 16,000 more students.

Voc-techs serve twice the state average of special needs students, but local political leaders and interest groups are agitating to replace their entrance criteria with a random lottery system. Pioneer Senior Fellow Tom Birmingham joined with former Massachusetts Lt. Governor Tim Murray to pen op-eds in *CommonWealth* magazine and regional news outlets across the state continuing Pioneer's call for expansion of voc-tech schools, and making the case for ensuring a match between voc-techs' specialized occupational education mission and the preparedness of the students who attend. Pioneer also pressed state education commissioner Jeffrey Riley on expansion of voc-techs in an appearance on our podcast.



I always felt like the opposite race was against me, but when I've had conversations, I've learned that it's just that they think differently about the situation. We can find the common ground between us, figure out what the problem is, and try to solve it together."

— SHAWN, BOSTON RESIDENT, METCO PARTICIPANT & WAYLAND STUDENT (LEFT)



## Amplifying voices on civil rights and school reform

The METCO program, an exceptional school choice option available to Massachusetts schoolchildren, is a proven asset in furthering the Civil Rights goal of educational equity. METCO places over 3,000 largely African-American and Hispanic students from Boston and Springfield in high-performing schools in affluent suburbs. Over the years, Pioneer has advocated for expanding the program and increasing its funding to accommodate the 9,000 students on its waitlist. Pioneer published two reports on the program's success in terms of MCAS proficiency, graduation rates, and college attendance. More recently, Pioneer partnered with METCO to produce and promote a digital marketing campaign and video series that was featured at METCO's annual meeting at The Boston Foundation and received 60,000 views, focusing on personal narratives from students and their non-METCO peers, as well as interviews with METCO program leaders.

Pioneer published *Madison Park Technical Vocational High School Turnaround Update*, the first of a two-part series reviewing academic performance and career support at Boston's only voc-tech option, whose student population is 94 percent Black, and shared the



### Podcast Guests



**Emmett Till would have celebrated his 79<sup>th</sup> birthday in July, and we'll never know what he would have become: preacher, teacher, civil rights leader? Clearly, ignorance and racial violence persist in America. To ensure that they don't prevail over justice and the rule of law, we need to honor our shared past by successfully delivering historical truths to our kids, and expanding educational opportunities."**

— JAMIE GASS, WORCESTER TELEGRAM & GAZETTE

findings with *The Boston Globe* in support of its ongoing coverage of progress at the school.

PioneerEducation Director Jamie Gass has published numerous op-eds on America's Civil Rights Movement, highlighting great figures and momentous events to remind the public and our political leadership of the need to ensure students are taught our shared history of slavery and the struggle for racial equality.

Through our weekly podcast, "The Learning Curve," Gass ensures that guests reflect our nation's diversity, scheduling appearances by accomplished individuals who encourage exploration of African-American history and literature, or who promote pathways toward urban school reform. These guests have included *New York Times* bestselling children's author and poet Carole Boston Weatherford, school choice advocate Dr. Howard Fuller, Civil Rights activist and former charter school leader Dr. Sephira Shuttlesworth, Emmett Till biographer Devery Anderson and many more.

*Pictured clockwise from top left: NYT Best-Selling Children's author and poet Carole Boston Weatherford, education reform advocates Chris "Citizen" Stewart and Kevin Chavous, former D.C. Education Chancellor Kaya Henderson, Pulitzer-winning Civil Rights biographer Diane McWhorter, and Dr. Sephira Shuttlesworth, widow of Civil Rights leader Rev. Fred Shuttlesworth*

# Putting Patients First: Access, Affordability, & Innovation



**B**y March 2020, the COVID-19 pandemic brought the world to a standstill, laying bare both the strengths and weaknesses of our ability to respond to an unprecedented public health crisis. Pioneer used its communications platforms to provide timely, high-quality information to the public. The Institute also recognized that many of the reforms we have long proposed would help address the needs of patients and immediately put those proposals before state leaders. In 2020, Pioneer helped open up access for hundreds of thousands of patients to basic medical services delivered by trained nurses and through telehealth. Pioneer research and advocacy for greater public transparency and more targeted efforts to stop the spread prompted state agencies to provide useful data on COVID case prevalence at the local level and in long-term care facilities. As high COVID fatality rates at nursing homes drew national media and government scrutiny, Pioneer quickly produced research on best practices for nursing homes and hospitals, many of which the Baker administration has adopted. The Institute's life sciences initiative focused on protecting seniors and those with disabilities and chronic illnesses from discrimination in treatments for COVID and other ailments, and promoted better access to the latest therapies. Pioneer research also helped enact a historic federal rule enforcing disclosure of healthcare prices.

## Safeguarding COVID's most vulnerable victims

Pioneer has long promoted innovative policy solutions to ensure that seniors enjoy a high quality of life, and when this population bore the brunt of the COVID surge, Pioneer focused on addressing COVID spread especially in nursing homes. Early on, the Institute brought attention to the factors that contributed to the tragic loss of one in six residents at long-term care facilities.

Pioneer was among the first to call for increased transparency on COVID case prevalence and fatalities at the city and town level across the state, a reform which was echoed by *The Boston Globe*, and adopted by the Department of Public Health (DPH). Pioneer Senior Fellow Michael Walker leveraged the DPH data to create and release COVID-related interactive "trackers" that enable users to view key information, updated weekly, on the spread of the virus and fatalities by locality and for long-term care facilities.

An April report by Barbara Anthony raised important concerns about lack of equity in the DPH's revised Crisis of Care Standards, which rely on a mathematical formula to determine the allocation of then-scarce life-sustaining equipment and treatment. The report received coverage on *Boston.com* and *The Washington Times*, and Anthony appeared on *NBC Boston*. The DPH soon revised its guidelines for how hospitals determine eligibility for ventilators.

Research by Greg Sullivan and Andrew Mikula identified weak federal staffing standards for nursing hours per resident day as an important cause of the widely covered tragedy at the Holyoke Soldiers' Home. The report received coverage in radio, TV, and print outlets throughout Massachusetts. In

### MEDIA

Mentions

**500**

Reach

**60M**

Social Impressions

**2.5M**

### VIEWS

Web Page

**110K**

Video

**2,200**

### DOWNLOADS

Report

**4,744**

### PODCAST

Episodes

**14**

Downloads

**18K**





response, the Baker administration issued improved nursing home staffing standards.

Op-eds and blogs by Anthony and Mary Connaughton in *WGBH* and regional news outlets, as well as additional blogs by Mikula and author and attorney David Clancy, called for the state to improve its reporting on the impact of COVID by age group, and on those with dementia. These recommendations received coverage by the *Boston Herald* and *The Berkshire Eagle*.

In an “Open Letter” to the legislatively created COVID-19 Task Force, Pioneer offered numerous practical, near-term recommendations, including specific actions on transparency, equipment, testing, and reducing spread. The letter earned extensive coverage in *The Boston Globe*, including an editorial endorsement, and was reported on by national news outlets. Anthony was quoted in *The Boston Globe* Spotlight Team’s three-part series covering managerial mistakes in the crisis’ early stages. The Baker administration adopted many of Pioneer’s recommendations in its Nursing Facility Accountability and Supports Package, as well as a Pioneer suggestion to prioritize nursing homes for vaccine distribution.

## Keeping the public informed during the COVID-19 crisis

During the pandemic, Pioneer sent regular COVID-19 email newsletters to supporters, launched a new webinar series, “Virtual Policy Briefings,” as well as a new policy podcast, Hubwonk. Dr. William Smith regularly contributed content on innovations in the development of medicines and vaccines, and how life sciences companies were responding.



### Podcast Guests

Dr. Smith conducted a virtual policy briefing on “Opportunities & Challenges for Biopharma Companies,” and co-hosted five Hubwonk episodes focused on COVID-related topics such as containing spread, testing technology, and vaccines, featuring Dr. Peter Kolchinsky, Harvard-trained virologist (left); Hannah Mamuszka, diagnostic medicine expert (middle); and Harvard Medical School’s Dr. Ed Nardell (right).

## Raising patients’ awareness & engagement

Pioneer promoted greater transparency in healthcare pricing, which is essential for patients to seek high-value, low-cost services. A Pioneer report, *Analysis of Spending on Shoppable Services in Massachusetts*, projected consumer savings in one Massachusetts county if patients were to switch providers for 16 non-emergency healthcare services. Another report, *The Status of Healthcare Price Transparency Across the United States*, surveyed states on price transparency laws and the availability of cost information. These reports received coverage in several noteworthy industry publications, and the findings were amplified in op-eds published in *The Hill*, *CommonWealth* magazine, and regional outlets across Massachusetts supporting passage of a federal healthcare price transparency law, which took effect in January 2021.

## Ensuring patient access to vital medical services

The COVID outbreak required a greater response from the healthcare system to meet the needs of pandemic victims, shifting resources from other patients and creating a shortage of medical personnel. Pioneer has long supported increasing patient access to care provided through registered nurses and telemedicine, to ease wait times and lower costs, going back to research from 2015 on expanding scope-of-practice laws to allow state-certified nurse practitioners to provide some medical services. A 2017 Pioneer study on telemedicine, covered by *WBUR* and other news outlets, highlighted its potential to reduce healthcare costs and shorten treatment times. In just the beginning phases of the pandemic,

**“A forthcoming Pioneer study finds that consumers in a single Massachusetts county could have saved \$22 million in a single year and \$116.6 million over four years by switching from the most expensive providers for 16 shoppable services to those with prices that were, on average, slightly above the mean. In general, higher prices don’t correlate with better healthcare outcomes.”**

– JIM STERGIOS  
AND CHARLES CHIEPPO



community health centers across Massachusetts reported that total telehealth visits increased from 500 to 83,000, and from 500 to 22,000 for behavioral health services.

Early in the pandemic, Pioneer's Senior Fellow in Healthcare, Josh Archambault, placed op-eds in *Forbes* and *CommonWealth* magazine, and provided information to state policymakers and legislators, urging adoption of a robust telehealth framework that removes barriers across state lines, and rejects payment mandates. The Governor issued three executive orders which included Pioneer's input, and signed into law *An Act Promoting a Resilient Health Care System That Puts Patients First*, preserving both telehealth and scope of practice reforms.



**Quick action is needed to update federal and state laws to allow for more flexible telehealth options for care. It should not be a mandate, but rather clearing the runway for providers and insurers to work together on the most innovative and accessible ways for patients to receive the care they need if the coronavirus spreads."**

— JOSH ARCHAMBAULT,  
*FORBES*, MARCH 17, 2020

## Protecting all patients & medical innovation

Pioneer's New England Life Sciences Initiative (NELSI), led by Visiting Fellow William Smith, has been raising awareness across the country about the dangers of applying the quality-adjusted life year (QALY) methodology, used by the Institute for Clinical and Economic Review (ICER), to issue decisions about patient eligibility for life-saving therapies. COVID brought new urgency to this disturbing and problematic approach. Through research, traditional and social media campaigns, and appearances at policy forums, NELSI continued

its efforts to ensure that patients, their physicians, and caregivers— not ICER and other one-size-fits-all methods— have a say in such serious matters.

A Pioneer report, *Quality Adjusted Life Years (QALY): The Threat to Older Americans* concluded that the QALY methodology has the potential to deny seniors' access to high-quality, life-saving treatments. Another study, *Legal Challenges of Adopting QALY Under the Americans with Disabilities Act (ADA)*, found that the QALY methodology would decrease the availability of effective treatments for people living with a disability. Pioneer amplified key findings through digital campaigns that earned over 100,000 web clicks, reaching over 500,000 people. Pioneer shared this research with U.S. Senator Warren and seven colleagues, who urged the federal government to ensure that the disabled and older adults do not face discrimination for COVID treatment.

Smith also published research and op-eds clearing up misconceptions about the pharmaceutical industry, and the obstacles it faces as it strives to develop breakthrough therapies. Pioneer's report *The Negative Impact of COVID-19 Upon the Biopharmaceutical Sector* dispelled myths about these companies profiting from the pandemic. Another report, *Five Reasons Why Drug Rebates Are Harmful to Patients and to the Healthcare System*, critiqued the complex incentive structure between drug manufacturers, health plans, and pharmacy benefit managers, which distorts the market for branded drugs and boosts out-of-pocket costs for consumers.

Smith partnered with AEI's Kirsten Axelson on an op-ed in *The National Interest* calling for the extension of a federal CARES Act provision allowing for 90-day prescription refills, especially helpful for patients with limited mobility. In an op-ed published by *CommonWealth* magazine and in a *Bloomberg Bay State Business* radio appearance, Smith vigorously opposed Governor Baker's drug pricing penalty plan, which could harm innovative, life-saving research by Massachusetts companies.

## A powerful voice for victims

After the Institute for Clinical and Economic Review released an evaluation that would limit treatment options for cystic fibrosis (CF) patients, Pioneer partnered with Gunnar Esiason, a prominent advocate who is living with CF, to raise public awareness, on a webinar that received nearly 2,000 views, an op-ed in *Morning Consult*, and a report on the growing threat of drug-resistant infections that was featured prominently in *Politico Pulse*.



**ICER's model does not value years of life equally for people who are terminally ill compared with people who are healthy."**

— GUNNAR  
ESIASON,  
IN *MORNING  
CONSULT*





# Facing New Economic Realities:

## Reopening & Recovery

**B**y March 2020, the pandemic had brought an end to business as usual, reducing consumer spending and quelling economic activity across the U.S. Companies had to close their doors for months, lay off their workers, and absorb the high costs of meeting social distancing and cleanliness standards. The unemployment rate in Massachusetts rose from 2.8 percent in mid-February to 16.4 percent in mid-March, including a loss of 775,000 employed workers. Pioneer Institute’s research at this crucial moment aimed to replace fear and uncertainty with fact-based analysis and constructive action to guide policymakers and businesses as they struggled to protect public health while remaining viable. The Institute published research and weekly updates on unemployment projections, as well as guides and checklists with short- and long-term recommendations for relief and reforms to tax and regulatory policies. Pioneer created new data tools and a framework that influenced key decisions about the state’s phased reopening strategy, working to ensure the plan was targeted and aligned with the timeliest, most reliable COVID-related information. Through surveys and other communications, the Institute also engaged the public and business leaders in measuring the effectiveness of the state’s crisis management and response.

### Revitalizing our hardest-hit industries

When the pandemic surged, Pioneer was one of the first organizations to publish research on COVID’s likely economic fallout, as well as actionable proposals

to stabilize small businesses and hasten recovery. Pioneer analyzed the impact of the federal CARES Act on Massachusetts businesses and the state budget, and projected changes in the unemployment rate in Massachusetts, in reports authored by Research Director Greg Sullivan and Senior Fellow Charlie Chieppo. *Unprecedented Massachusetts unemployment projections set the stage for a state budget crisis* received coverage in *The Boston Globe*, *Boston Herald*, and *State House News Service*, as well as an op-ed placement in *The Boston Business Journal*. The authors were interviewed on *WBUR*, *NECN*, *WGBH*, *WCVB*, *WWLP*, *WBZ*, and *Boston 25*. Following the release, Sullivan issued weekly unemployment updates to influential news reporters and editors, positioning the Institute as the go-to source for economic analysis and earning over 500 media mentions.

Pioneer developed a unique, interactive “COVID Unemployment Tracker” that it used in conjunction with its COVID case map and MassEconomix database to bring attention to those regions and industries most severely impacted by the pandemic and related closures. The tracker presented weekly estimates of unemployment rates by ZIP code in Massachusetts based on a model created by Applied Geographic Solutions. Identifying those communities and industries that were suffering the most by both the pandemic and unemployment — and which were barely affected — was critical for ensuring fair and fact-based decision-making around reopening.


This tracker was paired with a multi-part series outlining strategies to increase business viability and employment, especially in the retail, hospitality, and

**MEDIA**  
Mentions  
**1,400**  
Reach  
**890M**  
Social Impressions  
**1.4M**

**VIEWS**  
Web Page  
**103K**

**DOWNLOADS**  
Report  
**4,121**

**PODCAST**  
Episodes  
**3**  
Downloads  
**4,679**



other struggling sectors: *A Look at the Massachusetts Industries that are Most Vulnerable Due to COVID-19*; *Public Policy Guide for Economic Recovery from COVID-19 in the Retail and Hospitality Sectors*; and *The Long View: A Public Policy Roadmap for Saving Small Businesses During the COVID-19 Recovery Period*. These reports proposed reforms for federal and state governments, as well as businesses themselves, such as tax credits for brick-and-mortar companies; suspending employer-side payroll taxes; marketing businesses' cleanliness and contactless procedures; and for third-party customer review sites to factor in COVID safety measures (a suggestion later adopted by Trip Advisor). *The Long View* looked to other states and Canada for proposals to help Massachusetts companies and employees with rent relief, regulatory reform, infrastructure investment, and fiscal resilience measures.

The tracker, research, and blogs highlighting unemployment trends throughout the state were shared broadly through email and social media to thousands of municipal officials, local news outlets, and the public, and covered in the *Associated Press*, *The Boston Globe*, *The Boston Business Journal*, *Boston Herald*, *The Eagle Tribune*, *Patch*, *WWLP*, *WGGB*, and *Politico*. *The Boston Globe* published op-eds by Chieppo and Mary Z. Connaughton sharing findings from Pioneer's reports on unemployment and the most vulnerable industries to combat the narrative that responding to COVID requires a blanket expansion of government handouts.

Additional Pioneer reports and checklists offered guidance to state business and political leaders, drawing on examples from abroad. *Case Studies on*

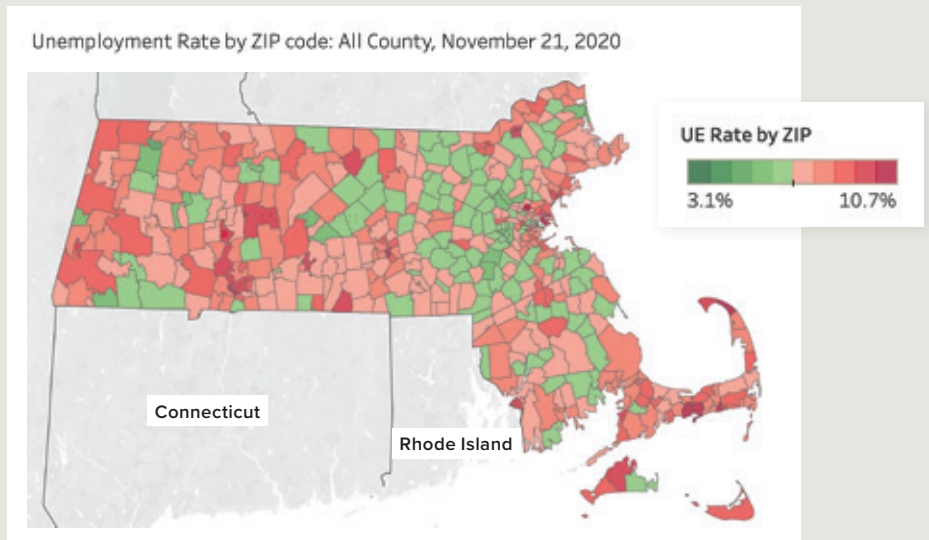
*Re-Opening National Economies, and What to Expect in the U.S. and Massachusetts* provided a comparative analysis of the successful reopening practices of businesses in Austria, Denmark, and Germany. *Going Up: The Challenge of Reopening Shared Office Buildings in a COVID-19 World* recommended guidelines for reopening large office buildings in Massachusetts' urban centers. In addition, Pioneer partnered with a Boston-based law firm to create and disseminate two checklists designed to help employers as well as commercial real estate managers and tenants address reopening challenges. Pioneer also co-sponsored a student case competition with Nichols College to promote novel ideas for adapting youth sports to COVID-related health demands.

This research earned coverage in *The Boston Globe*, *State House News Service*, *MassLive*, and *Bloomberg Bay State Business*. Pioneer authors discussed findings in virtual policy briefings and podcast episodes. As a result of Pioneer's research, the state extended tax filing and payment deadlines for individuals and restaurants.

**Pioneer's Greg Sullivan & Charles Chieppo shared COVID-related unemployment research on WGBH's "Greater Boston" & WBZ**



**Tracker, research, and blogs highlighting unemployment trends throughout the state**





## Equipping the Bay State for global competitiveness

As a recognized leader on economic policy, Pioneer was well-positioned to become a resource during the pandemic crisis. Over several decades, the Institute has been publishing research on long-term trends in business formation and job creation across the Bay State, through a seven-part “Massachusetts New Economy” series, and on elevating Massachusetts’ international profile. In a Winter 2020 report, *Greater Boston as a Global Competitor*, Pioneer synthesized dozens of economic, lifestyle, and governance indicators from global cities rankings into categories encompassing education, economics, innovation, healthcare, and transportation that are key to improving the city’s ability to compete for talent and investment.



**With the surge in remote work since the beginning of the pandemic, particularly for those in higher paying occupations, the barriers to exit the Commonwealth have shrunk considerably. Let’s not shrink them further by adopting a graduated income tax.”**

– JIM STERGIOS, *THE BOSTON GLOBE*

In December 2019, Pioneer launched MassEconomix, a user-friendly online tool that presents employment and business establishment trends across the Commonwealth. Using 20-plus years of data on every firm in Massachusetts that has been compiled by the Business Dynamics Research Consortium, MassEconomix provides viewers with the ability to analyze industries, sub-industries and trends in highly specific as well as statewide geographies. In 2020, Pioneer released regular reports on growth in individual cities and towns, as well as in specific industries. *Some Big, Broad Economic Trends in Massachusetts* showed that while the number of jobs and businesses has risen steadily over the years, the average size of Massachusetts firms has decreased. Other research, including *Broad Industry Sector Trends in Massachusetts, 1998-2018*, charted job gains especially in the healthcare sector, but also in education; and explored specific regions such as Worcester and Lowell. Pioneer’s MassEconomix website and research have earned 60,000 pageviews as well as mentions in *State House News Service, Boston Herald, MassLive, WBUR, WBZ*, and other news outlets across the state.

In 2021, Pioneer expects to leverage MassEconomix to tell the story of what is really happening in the Massachusetts economy and to begin the process of expanding the tool to other states through partnerships with think tanks, universities, and other institutions.

## COVID-19 SURVEY

WILL YOU COMMUTE TO WORK WHEN THE COVID-19 CRISIS IS OVER?

### Shifting to a more mobile workforce

The pandemic shutdowns sparked a revolution in the way people think about work and commuting. Pioneer engaged its supporters and the general public in an effort to understand shifting attitudes about this essential aspect of their lives through a survey on changes in work-from-home behavior after COVID. The online questionnaire received over 700 submissions, and Pioneer published an analysis of the results conducted by Andrew Mikula. The report found that while only 14 percent of respondents worked from home before the pandemic, an additional 70 percent shifted to remote work after the spread, and most respondents prefer to work remotely in some capacity, with over 60 percent at least one day per week. The analysis noted the potential impact on the demand for commercial real estate in major economic centers, internet connectivity, and transportation planning and budgeting. It received over 5,000 link clicks, 115,000 social media impressions; and extensive coverage in *WBZ, NECN, CBS Local, WGBH 89.7, Boston Herald, Patch, State House News Service*, and over 60 local and regional outlets across the state. In 2021, Governor Baker announced plans to commission a comprehensive impact study to project post-pandemic demographic trends and review their impact on different sectors of the state’s economy and policy decision-making.

Pioneer’s telecommuting survey results also influenced its research on a proposed state constitutional amendment to raise the income tax by four percent on those earning over \$1 million annually. The post-COVID shift toward remote work creates less incentive for companies to continue basing their headquarters in a state that may double income taxes on them. *The Boston Globe* published commentary from Jim Stergios raising concerns about the potential impact of a surtax on hardest hit industries and on highly compensated, mobile employees.



# Governing for the People:

## Freedom, Safety & Accountability

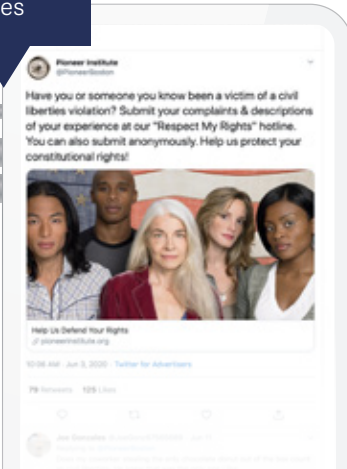
**P**ioneer’s mission is to ensure every American enjoys freedom and the opportunity to prosper. Striking the right balance between protecting public safety and preserving fundamental freedoms became a universal challenge during the pandemic, but has also been a recurring problem nationwide with regard to police brutality and race relations. In 2020, through public statements, op-eds and media appearances, online hotlines, podcast episodes, and social media, Pioneer took a bold stand in support of civil liberties and against government overreach both at the state level and nationally.

### Safeguarding civil liberties

In the immediate aftermath of the COVID outbreak, during a later uptick, and in reopening phases, Governor Baker issued executive orders that needlessly placed restrictions on outdoor and indoor activity, infringed on individual freedoms, and damaged the public’s trust

 **79**  
Retweets

 **125**  
Likes



### Pioneer Institute Looks Ahead to the Protection of Civil Liberties

The Institute Rolls Out a Web-Based Hotline for Reporting Rights Violations  
**BOSTON** - Challenges to Americans' civil liberties have increased in recent years. History teaches us that during national emergencies governments are even more likely to overstep and violate constitutionally guaranteed freedoms. To address this concern, Pioneer Institute has created "Respect My Rights," a web-based hotline to which citizens can submit complaints and descriptions of violations they have experienced.

**MEDIA**  
Mentions  
**200+**  
Reach  
**14M**  
Social Impressions  
**1.3M**

**IEWS**  
Web Page  
**262K**  
Video  
**346K**

**PODCAST**  
Episodes  
**2**  
Downloads  
**3,676**

in government. Each time, Pioneer raised important questions about these orders' epidemiological soundness, economic impact, and enforceability. Pioneer’s Jim Stergios and state Senator Ryan Fattman published an op-ed in *CommonWealth* magazine calling for legislative oversight of emergency orders, noting that the Governor’s “blanket” restrictions diverted attention from more effective strategies that would ramp up diagnostic testing and target at-risk populations in long-term care facilities. Stergios amplified these concerns in appearances on *WBUR* and in numerous Massachusetts news outlets.

After noticing a troubling pattern of civil liberties transgressions occurring during COVID-19 by government officials, agencies, and the police, Pioneer launched online platforms to provide outlets for citizens to report violations of civil liberties and open meeting laws. Its “Respect My Rights” hotline empowers individuals to submit descriptions of abuses they have experienced, creating a research hub that can shape future policy initiatives to safeguard against abuses of power. The campaign launch



coincided with the George Floyd police brutality tragedy and weaved together inclusive imagery and messaging aimed at diverse audiences. Pioneer’s Open Meeting Law hotline provides citizens an opportunity to log potential abuses in response to states’ new restrictions on public access to meetings because of the pandemic. Pioneer promoted these hotlines through *State House News Service*, as well as over 60 outlets nationally. The social media campaigns for these platforms resulted in nearly 500,000 impressions and 7,500 link clicks.



Pioneer offers the MassWatch suite of online transparency tools to the public free of charge because the Institute believes that citizen engagement and transparency are essential for a healthy democracy and good governance. At MassWatch users can investigate public spending, school performance, economic activity, mass transit systems, and local public pension plan management. Pioneer promotes these tools through email marketing, organic and paid social media campaigns, videos, and blog commentary. In 2020, hundreds of thousands of users visited Pioneer’s newly developed COVID transparency trackers, including a database showing who has received Paycheck Protection Program loans.

across all our policy areas aimed at improving the quality of life for people of color, and encouraging victims of government abuse to submit complaints through our civil liberties hotline. In op-eds placed in *WGBH* and regional news outlets across Massachusetts, commentary on *WBUR*, a Hubwonk podcast episode with *Boston Globe* columnist Jeff Jacoby, and social media, Jim Stergios called for changes to the legal doctrine of “qualified immunity,” which nearly exempts public officials from civil liability for their actions. A state legislative commission has been established to review this doctrine.

“**Ending qualified immunity from civil liability would help restore faith in our system, ensure respect for constitutional rights and provide a fair remedy to George Floyd, his family and other victims of bad faith violations.**”

– JIM STERGIOS & CHARLES CHIEPPO, *WGBH NEWS*

### Ending protections for government officials

In the summer of 2020, the world watched in horror a viral video of a white Minnesota police officer suffocating a Black man named George Floyd, the latest in a trail of incidents of police brutality and racial injustice that ignited rioting all over the country. While acknowledging that most officers sworn to protect all Americans abhor such actions, Pioneer immediately recognized the need for a re-evaluation of practices within our law enforcement agencies, and for a larger conversation about how to increase economic and civic participation among all Americans. The Institute issued a public statement addressing the tragedy, describing initiatives

### Restoring public trust

The Center for Public Integrity has given Massachusetts an “F” on public access to information, in part due to the legislature’s and governor’s exemptions from public records laws. Pioneer has long called for the legislature to be subject to the same laws that apply to municipalities and the rest of state government. In 2020, Pioneer launched a video campaign that earned over 180,000 views on YouTube and social media, to highlight the difficulty of accessing Statements of Financial Interest submitted by officials in Massachusetts compared to other states.



# Shaping the Future of Transportation:

## Modernization & Public Engagement



**P**ioneer has long promoted reforms to management of our public transit systems and roadways that seek to engage the public in decision-making, ensure prudent investment of taxpayer dollars, and remove obstacles to economic growth. The Institute has played a key role in governance and operational changes at the MBTA that have yielded hundreds of millions in savings, freeing up resources for accelerated service improvements. In mid-March 2020, traffic volumes cratered, and a year later remain well below pre-pandemic levels. Pioneer recognized the opportunity presented by the traffic lull to propose ramping up MBTA modernization projects. Improvements the Institute recommended in a report on the system's hygienic practices in response to the pandemic were adopted along with additional measures to protect drivers. The T developed an online tool for passengers to check crowd conditions on subway lines and platforms after Pioneer suggested increased communications with riders to improve confidence in the system's safety and to inform long-term planning.

Pioneer has been a leading voice in support of the MBTA's Fiscal and Management Control Board, calling for the legislature to extend its term. Originally proposed by Pioneer, the Control Board has helped the agency achieve \$800 million in savings. After the release of Pioneer's report, *The \$8.5 Billion 'Marshall Plan' for MBTA Needs*, which received media coverage in *WCVB*, *Fox 25*, *WGBH*, *NECN*, *Bloomberg radio*, *MassTransit magazine*, and the *Boston Herald*, the MBTA improved its capital delivery hiring and awarded \$50 million in contracts for system-wide infrastructure and facility improvements and modernization. Since adopting

many of Pioneer's recommendations on capital spending, the T invested \$1.5 billion in fiscal year 2020, which is triple the amount it invested in 2014. A recent study by the Chaddick Institute for Metropolitan Development cited the MBTA as a national leader in providing on-demand paratransit services after it adopted Pioneer's proposal to contract with ridesharing companies for significant cost savings and customer satisfaction.

Pioneer has also been part of a public effort to raise awareness about a massive I-90 Interchange project that will impact commuters on the Mass Pike and Framingham/Worcester Commuter Rail line for at least a decade. The Massachusetts Department of Transportation initiative, the I-90 Allston Multimodal Project, aims to replace a structurally deficient viaduct over a rail line with a new urban highway interchange and almost four million square feet of development. But as Pioneer has noted, the finance plan lacked public input or transparency. Through research, open letters, public testimony, Pioneer podcast episodes, and media appearances in *The Boston Globe*, *CommonWealth* magazine, *Boston* magazine and other outlets, Pioneer's Mary Z. Connaughton brought greater public scrutiny to the project and widely distributed a design proposal for a less disruptive, all-at-grade alternative. In response to Pioneer's and others' efforts, the Massachusetts Department of Transportation began holding more frequent public hearings and announced that it will include an all at-grade design

solution similar to the one promoted by Pioneer among those forwarded to the Federal Highway Administration for final review.

**MEDIA**  
Mentions  
**400+**  
Reach  
**65M**  
Social Impressions  
**2.4M**

**VIEWS**  
Web Page  
**60K**  
Video  
**174K**

**DOWNLOADS**  
Report  
**2,598**

**PODCAST**  
Episodes  
**2**  
Downloads  
**2,711**



# Growing & Engaging Our Audience

**W**ith the COVID crisis, racial tensions, and partisan polarization, organizations such as Pioneer Institute play a crucial role in meeting the public's need for facts, not fear; solutions, not finger-pointing. Through our enhanced communications capacities, including two podcasts and a virtual policy briefing series, Pioneer helps facilitate civil, evidence-based, informed discussion.

In 2020, Pioneer continued to share our research and expertise through a COVID resources online hub that featured our reports, interactive maps and trackers, op-eds and blogs, and "COVID Roundup" digests of pandemic-related news. Additionally, Pioneer engaged readers through regular surveys and online "hotlines" to gather data on the opinions of business leaders, commuters, and individuals facing civil liberties violations.

In 2020, Pioneer met our annual communications goals three months ahead of schedule, grew web traffic by nearly 30%, social media reach by over 40%, Twitter following by 30%, and traditional media appearances by 35%. The Institute also doubled email outreach, tripled video views, and grew subscribers by 9,000 contacts.

## By the Numbers

### SOCIAL MEDIA

Followers  
**240K**

Impressions  
**17M**  
Facebook,  
Twitter, LinkedIn,  
& Instagram

### E-BLASTS

Sent  
**197**

Contacts Reached  
**32K**

### MEDIA

Reach  
**1.6B**

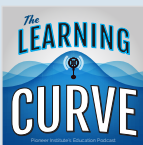
Mentions  
**3,576**  
print, online,  
TV, & radio

### VIEWS

Web Page  
**836K**

Video  
**1.11M**  
YouTube, Facebook,  
& Twitter

## Podcasts

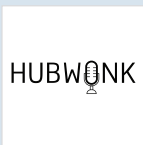


A weekly, K-12 education program

Episodes  
**79**



Total Downloads  
**119K**



A weekly program featuring Boston-based leaders

*"The public school system seems like it's been reacting, coming up with remote learning guidance on the fly rather than having thought ahead of time what they need to make the transition more seamless."*

- JAMIE GASS

*CommonWealth*

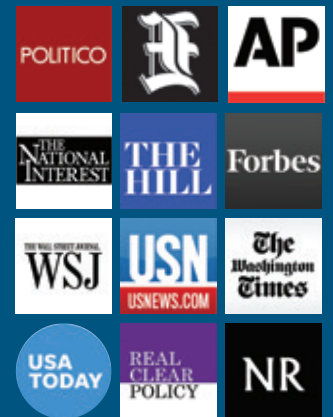


NBC10/NECN: Andrew Mikula sharing Pioneer's telecommuting survey results



Boston 25: Mary Connaughton on COVID stimulus waste

## NATIONAL COVERAGE



*"HOLYOKE WAS A MICROCOSM. THE SAME THINGS WERE HAPPENING IN A LOT OF [NURSING] HOMES."*

- BARBARA ANTHONY

*Boston Globe  
Spotlight  
Team*

# DONORS 2020

## THANK YOU!

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# IN MEMORIAM

## William B. Tyler



Pioneer Institute fondly remembers William B. Tyler, who served as Chair of Pioneer's Board from 2007–2012, and Chairman *Emeritus* since 2012. A World War II veteran, Bill practiced law with his father's firm, Rackemann, Sawyer and Brewster, for 60 years. He and his beloved wife, Angie, raised five children, 12 grandchildren, and 2 great-grandchildren, whom he adored. Bill was dedicated to numerous causes, including the Volunteer Lawyers Project and Greater Boston Legal Services, and served on the governing boards of several Boston hospitals, as well as the Bostonian Society.

At the Institute, Bill was instrumental in securing a permanent office at 185 Devonshire Street, and, in 2017, Bill and Angie created the Tyler Family Memorial Fund endowment to ensure the Institute's work on education, healthcare, economic opportunity and government transparency will continue for years to come.

His commitment to Pioneer and other charitable organizations is deeply appreciated, and perhaps best expressed in his own words:



**"I've always had the feeling that a person ought to put something back into society, particularly if that person is gathering as many benefits as I am."**

– WILLIAM B. TYLER

## Roger Perry



All at Pioneer warmly remember Roger Perry, long-time staff member, dear friend, and namesake of the Roger Perry Internship Program. Roger was an accomplished executive, but more importantly, a

dedicated father, grandfather, husband, brother, son, and friend. In 2005, when Pioneer's founder, Pete Peters, needed someone to establish a memorial fund in honor of the Institute's longtime chairman, Colby Hewitt, Jr., Roger answered the call and continued lending his talents to the Institute long after. To this day, that fund supports Pioneer's critical work in healthcare, including the annual Hewitt Lecture.

Even in the last several months of his life, at 95 years old, Roger was still making calls to Pioneer's community and never missed the Institute's Board meetings. His memory lives on through the Roger Perry Internship Program, which engages a dozen college students each summer to learn more about free markets, the country's founding principles, key policy issues, and, of course, the Pioneer way.

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William Ames  
Pamela Anderson  
**Anonymous**  
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Trish & Christopher Arnold  
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Jeff Backerman  
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**Mark Chernin**  
Walter Ciesluk  
James Connolly  
Lauren Corvese  
Paul Crane  
Cristina Crawford  
Don Crawford  
**Philip L. Cunningham**  
Gene & Lloyd Dahmen  
Herbert P. Dane  
William Darling  
**Nijanand Datar**  
Thomas Davis  
Micaela Dawson  
**Mary Dearborn**  
Alice Delattre  
Christopher DeLorey  
**Dr. Anthony M. & Paula L. DeMarco**  
Robert Dempsey  
**Mr. John B. Dirlam**  
Neil Diver  
**Christine Don**  
Charles Donahue, Jr.  
Doran Donovan  
**Nancy & John Dubil**  
**Bob Dumont**  
Dwight Duncan

Susan Dunford  
**Donald Durkee**  
Terese D'Urso  
Mr. & Mrs. James F. Dwinell IV  
Steven Eimert  
William Elcock  
**Edna English**  
Martha Ferko  
Cynthia Fisher  
**Janet & Jim Fitzgibbons**  
Will Fitzhugh  
John Gallagher  
**Frank Gallagher**  
Charles Gangi  
Susanne Gardiner  
**Dale & Robyn Garth**  
**Mr. & Mrs. Wayne Gass**  
Stephen Gifford  
**Susan Goldsmith**  
**Bruce Goodman**  
James Goodman  
Geoffrey Gordon  
Susan Goulet  
Bruce W. Graham  
**Anne & John Grandin**  
Patrick Grant  
John Griffith  
**Robert Guen, DMD**  
Ernest Haddad  
Robert Hall  
Kevin F. Hampe  
Richard Hardy  
David Harmon  
Douglas Hart  
Candy Haydock  
**Robert Hayes**  
Penny & Mike Herlihy  
Roberta Herman  
Walter Hess  
Polly & Prentiss Higgins  
Kirsten Hill  
**Susanah & Weston Howland**  
Richard Hoyer  
Patrick Humphries  
Brian Igoe<sup>†</sup>  
Pamela Ireland  
Kathleen & Robert IX  
Howard Jacobson  
Michael Kane  
Ben Karlin  
Sumner Kaufman  
Sarah Keenan  
Fran Keene  
Shaun Kelly  
John M. Keough  
**Anne Kilguss**  
Kathleen & Bill Kilmartin  
Deborah & Charles Klotz  
Joan Koenig  
Stanley Kruszewski  
Samuel Lawson  
Annie & David LeBreton  
**Mark Leff**  
Sandy & Eileen Leith  
George Lewis

<sup>†</sup>Indicates donor is deceased.

**Steve Lindsay**

Isaac Lorie

**Elizabeth & Robert Loring****Catherine Lynch**

Margaret &amp; Emmett Lyne

Marmee Lyon

Spencer Macalaster

Francis Madigan

**James Mahoney**

Robert Manasse

**Anne & Eli Manchester****Louis Maret****Lawrence Marks**

Kevin Martin

Laura Marwill

Matt Mattoon

Peter Mawn

Richard McAnany

Terence McGinnis

Mike McQuillan

Michael Miltenberger

Sandra O. Moose

Frederic Morris

Laura &amp; Ken Morse

Dr. J. Keith Motley

Samuel Mullin

Robert Murphy

Carl Narsasian

Keith Newcomer

Jeffrey Newton

Jennifer Noble

Josh Norton

James Nuland

**Thomas L. O'Donnell**

John O'Leary

Thomas Olson

**Kay & David D'Orlando****Vincent Osterman**

Patricia Ostrander

**James Pelagatti****John Pepper**

Mr. &amp; Mrs. Samuel D. Perry

**Harold Petersen**

Karen &amp; Matt Pierce

Theodore Pietras

Oleg Pohotsky

**Daniel Polvere**

Thomas Poor

Sarah &amp; Christopher Pope

Michael Potaski

William Power

Gil Press &amp; Liah Greenfeld

David C. Quade

Judy &amp; Donald Quinn

Henri Rauschenbach

Mike Reardon

Lindy &amp; David Recht

**Stephen D. Rice****Janet Day Richey**

Stephen Richter

**Karl Riemer**

Mark Robinson

William Round

Anna Rummi

**Justine & William Russell**

Randall Russell

**Bob & Susan Ruzzo**

Arthur Ryan

**Maurice Samuels**

Richard Saul

**Rosalie Schorr**

Dennis Schroader, Sr.

Mark Selvaggi

**William Sherwin**

Harvey Silverglate

Christopher Sinicola

Catherine &amp; Peter Smith

Stephen Smith

**Steve Snider**

Adelbert Spitzer

John Spring

John H. Spurr, Jr.

**Campbell Steward**

Edward Stikeleather

Carolyn &amp; John Stimpson

Arthur J. Stock

Barbara Stockwell

William Strong

J. Hans Stumm

Timothy Sullivan

Valerie Sullivan

**Edwin Taff**

Andrew &amp; Christine Taylor

**Frederick Thayer**

Robert Montgomery Thomas

David Thompson

Philip Trussell

Jim Tuite

Gary Unsendorfer

Gavin Vogel

Geoffrey Wade

Michael Walker

Rufus Ward

Frederick Waterman

Steve Watson

**Kurt Weisenbeck**

William Weld

Elizabeth &amp; Scott Westvold

William Whittemore

David Winship

Bertie &amp; Anthony Woeltz

Keith Wood

**Mary Anne Wood**

Weave Wyman

Nathan Zielonka

Zaurie Zimmerman

Freedman Healthcare, LLC

Russell, Brier &amp; Co. LLP

## Pioneer Young Professionals

**T**he Pioneer Young Professionals Membership program allows individuals under 40 to enjoy the benefits of a traditional \$1,000 annual Individual Membership at a steeply discounted rate of \$100 per year. The goal of this program is to engage a more diverse audience in the Institute's work, and expand Pioneer's community of supporters.

**LEARN MORE:**  
[PIONEERINSTITUTE.ORG/  
 PIONEER-YOUNG-PROFESSIONALS](http://PIONEERINSTITUTE.ORG/PIONEER-YOUNG-PROFESSIONALS)

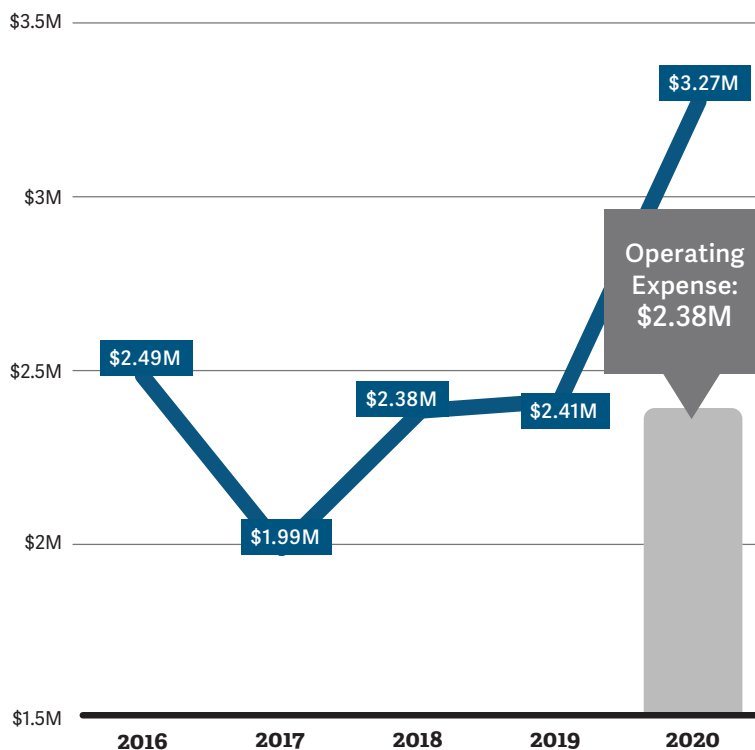


Lillian Barrett  
 Michael Benedetto  
 Ellen Brooks  
 C. Thomas Brown  
 Mr. & Mrs. Stephen Byrne  
 Daniel Calano  
 Kenzie Carlson  
 Michael Dakers  
 Evangelos Efstathiou  
 Lingling Fan  
 Nicholas Federoff  
 Benjamin Flax  
 Michaella Gaines  
 Megan Greeley  
 Maria Grotz  
 Daniel Hartman  
 Eric Haskell  
 Ryan Hayden  
**Jennifer & Colby Hewitt**  
 Nicholas Hunnewell  
 James Jones  
 William Kauppila  
 Dylan Korpita  
 Will Kryder  
 Christopher Laconi  
 Sophie Layton

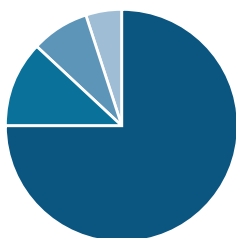
Isaac Lederman  
 John Markowitz  
 Andrea Mercurio  
 Christopher Mercurio  
 Albert Minevitz  
 Zachary Mitchell  
 Andrew Myers  
 Joel Nolette  
 Gregg Osenkowski  
 LeeAnn Parker  
 Villani  
 Adam Pesaturo  
 Matthew Rogers  
 Elizabeth Sadler  
 Arnold Scott  
 Mahek Shah  
 Elizabeth Sikorovsky  
 Jamie Simchik  
 Molly Stifler  
 Daniel Sullivan  
 Arshya Vahabzadeh  
 Christopher Villani  
 Tucker White  
 Robert Wirtz

# FINANCIALS 2020

## Revenue

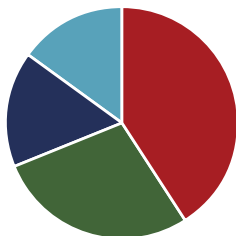


## Expenses



### By Category

- Research & Programs - 75%
- Development - 12%
- Operations - 8%
- General Communications - 5%



### By Research Program Area

- PioneerEducation - 41%
- PioneerOpportunity - 28%
- PioneerPublic - 16%
- PioneerHealth - 15%

## Revenues & Expenses

### REVENUE

|                        |             |
|------------------------|-------------|
| Unrestricted Donations | \$2,169,799 |
| In-Kind Donations      | 121,724     |
| Restricted Donations   | 975,533     |
| Other Revenue          | 6,675       |

**Total Revenue 3,273,731**

### EXPENSES

|                         |           |
|-------------------------|-----------|
| Employment Costs        | 1,380,888 |
| Outside Services        | 122,819   |
| Research                | 301,602   |
| Printing & Publishing   | 50,765    |
| Distribution Costs      | 189,764   |
| Events & Meetings       | 113,529   |
| Staff Business Expenses | 25,428    |
| Office Operations       | 121,484   |

**Total Expenses 2,306,279**

|                |         |
|----------------|---------|
| Other Income   | 103,556 |
| Other Expenses | 78,155  |

**Increase in Net Assets \$992,853**

## Financial Position

### ASSETS

|                          |           |
|--------------------------|-----------|
| Cash                     | \$726,308 |
| Contributions Receivable | 277,862   |
| Investments              | 2,865,672 |
| Property & Equipment     | 836,942   |
| Other Assets             | 7,751     |

**Total Assets \$4,714,535**

### LIABILITIES & NET ASSETS

|   |           |
|---|-----------|
| Accounts Payable & Other Accrued Expenses | \$147,223 |
|---|-----------|

**Total Liabilities 147,223**

### NET ASSETS

|                            |                  |
|----------------------------|------------------|
| Without Donor Restrictions | 3,505,498        |
| With Donor Restrictions    | 1,061,814        |
| <b>Total Net Assets</b>    | <b>4,567,312</b> |

**Total Liabilities & Net Assets \$4,714,535**

See audited financial statements available at [PioneerInstitute.org](http://PioneerInstitute.org)

# STAFF 2020

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Director, Better  
Government Competition

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**George Parker**  
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Charles Chieppo

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Jim McKenna

### PIONEERPUBLIC

Michael Walker

### AKIN DIGITAL MEDIA FELLOWS

Christopher Ferrari  
Lillian Millette

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Institute*

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