The Research Bureau

2026
Annual Report

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Chair of the Board and Executive Director

Thank you to all who have made the Worcester Regional Research Bureau's work possible this year, our 41st year of conducting objective, data-based, apolitical research on the issues confronting Greater Worcester.

As always, our work has spanned a range of issues, including transportation, economic development, municipal finance, education, and housing. With the guidance of our leadership and Executive Committee, our research agenda has prioritized opportunities to be impactful on important issues. We've been gratified and humbled that WRRB Reports, Briefs, and interactive visualizations have informed public discussions and policymaker decisions on the municipal, regional, and state levels.

Most notably, our analysis of the potential and needs of the Worcester Framingham Commuter Rail Line has been a critical resource for all levels of government. Locally, our research informed discussions on prioritization and advocacy, and was utilized to develop a Chairman's Report for the Worcester MBTA Working Group. Regionally, our report has fueled ongoing discussions along the commuter rail line between municipal officials, employers, stakeholders, legislators, and state officials. At the invitation of state officials, the Bureau has twice briefed the Allston MultiModal Project Task Force on our research to inform their input on this important project. The Bureau also endorsed the state's preliminary track design at the future West Station, which would crucially allow both local and through service on the rail line.

The fact that our commuter rail research is regional in scope illustrates our commitment to leading on such issues beyond the boundaries of the city of Worcester. This has also been true in our other projects, such as examining the adoption of electric vehicles across Worcester County, and our work with the Greater Worcester Community Foundation on the Worcester County Insights data dashboard. Our Insights Insider Briefs have focused on the regional scale of such important issues as the supplemental nutrition assistance program (SNAP), public lands, and poverty. The Bureau was honored to work with the Foundation to brief funders on these issues, including leading a discussion with the heads of the Worcester Community Action Council and the Worcester County Food Bank.

The Bureau's research has also addressed the federal level, with such projects as commuter rail and West East Rail, and programs such as SNAP and electric vehicle incentives. The launch of the new iteration of the federal Opportunity Zone program led the Bureau to develop a Brief and online resources to help public officials, landowners, developers, and other stakeholders to understand the program's new qualifications, benefits, and timeline. Once the Governor made her 104 nominations of such eligible areas, which included 7 in the city and 6 others in the county, the Bureau released an updated online resource illuminating those areas to catalyze attention and investment. The Bureau also worked with the Federal Reserve Bank of Boston to support their analysis of residents' income and savings statewide, and provided critical regional input on their periodic assessment of economic conditions. Since virtually all of our varied research projects utilize data from the U.S. Census or the associated American Community Survey, the Bureau raised concerns about the potential negative impacts on that data if a proposed rule goes into effect for the 2030 Census changing the data collected and the definition of residency. The Bureau continues to provide leadership with peer governmental researchers outside Massachusetts, through our national work with the Governmental Research Association. Our staff serves on their Board of Trustees, leads their Operations Council, serves as Vice Chair of their Executives Council, and participates on their Research Council, while our Senior Research Associate attended the annual conference.

The Bureau is sharing this expanded scale of our research with a broader audience than ever before. This year we modernized our website, allowing our work to be replicated and reposted, and increased our outreach via social media, including with new short videos. Our work has continued to feature online interactive data visualizations, so that residents, policymakers, and community organizations can directly utilize the data to guide their decision-making. This year, the Bureau featured interactive visualizations with our Worcester Almanac, providing users with the ability to interact directly with data, for the first time with this annual release, on government, education, demographics and the economy, transportation, and health, with more coming on public safety, sports, and weather. We have continued working with longtime media partners such as the *Worcester Telegram and Gazette*, *Worcester Business Journal*, and *Talk of the Commonwealth*, and developed new partnerships, such as with WICN Public Radio and their *Business Beat* program.

The Bureau pledges to continue our commitment to objective research on important policy issues to inform local, regional, and state action over the year ahead. This includes research on such issues as municipal finance, transit, and flooding, while continuing to inform decision-making in Worcester through our Questions for the Candidates report and our municipal election debates.

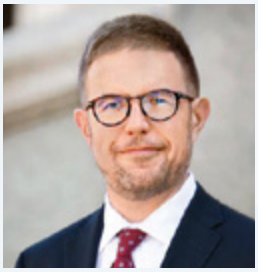
None of this work would be possible without the support and involvement of so many community leaders from business, philanthropy, higher education, health care, non-profits, and other key institutions, as well as the recognition of the importance of our work by policymakers on the local, regional, and state levels. Our sustainability and success depends on your financial contributions, your input on the Bureau's research, and your guidance in ensuring our work is impactful in addressing strategic priorities.

Thank you to all for your crucial support of the Bureau's work, and we pledge to maintain our commitment to guiding decision-making with objective, data-based, apolitical research on the most timely and important issues facing Worcester and the entire region.



Eric Torkornoo

Chair, Board of Directors



Paul Matthews

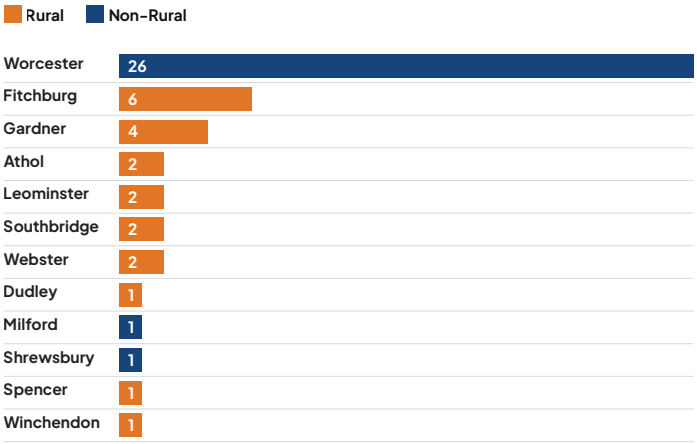
Executive Director and CEO



Housing & Economic Development

Economic development is a longtime focus of The Research Bureau. Updating its 2019 report on the first iteration of the federal Opportunity Zone program, The Research Bureau released **Mapping the Next Opportunity: Worcester County's OZ Choices**. The Brief examined 49 census tracts across the County identified as eligible for a new round of Opportunity Zone designations, including 26 in the City of Worcester. It reviewed federal tax incentives, the selection process, and available evidence on investment outcomes. Its accompanying online interactive map of the eligible census tracts provides demographic, economic, tax, and transportation data to help communities and stakeholders assess potential designations. The Brief emphasized that Opportunity Zones can attract private investment, but do not guarantee economic growth. In late 2026, the Healey-Driscoll Administration ultimately nominated 13 census tracts as Opportunity Zones in Worcester County, including seven in the City of Worcester. Of the 13 tracts, five are classified as rural and eight as non-rural.

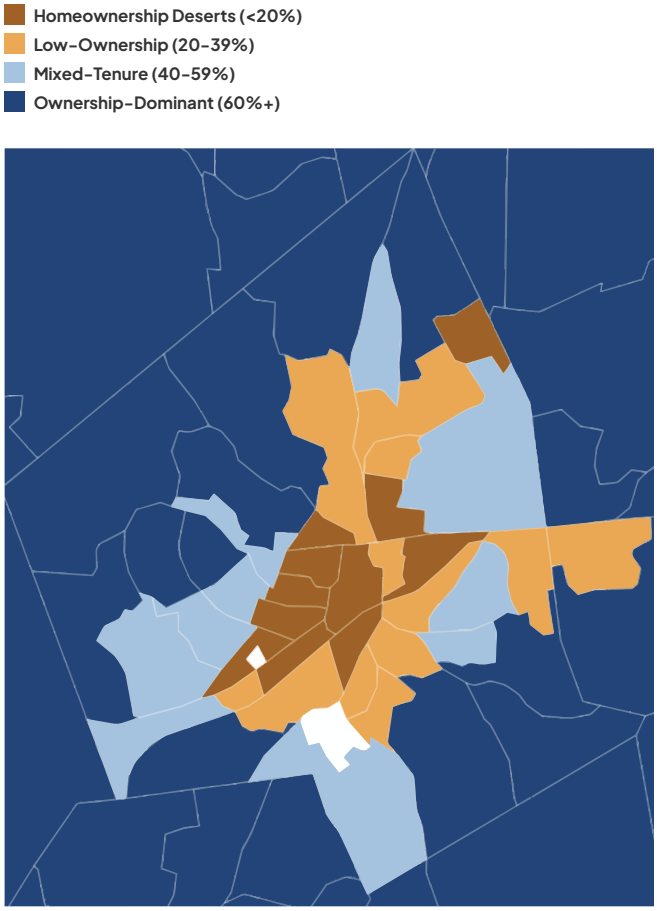
Eligible OZ Census Tracts by Municipality and Rural/Non-Rural Status



Source: The Urban Institute; WRRB analysis and visualization using Datawrapper

Investments in housing development have been a priority in the City of Worcester. In April and May 2026, The Research Bureau released two reports on housing. The first, the **Housing Production Plan Explainer**, briefly explained Worcester's Housing Production Plan, which was approved by the Commonwealth of Massachusetts in February 2026. That plan is a five-year roadmap that diagnoses the City's housing challenges and outlines strategies to increase affordability, stability, and supply. The second report, **Raising Housing: Understanding the Affordable Housing Crisis in Worcester**, is a more detailed examination of the housing production plan, moving from description to a deeper analysis. The report situates Worcester's housing challenges and production targets within a broader statewide and nationwide context. To do so, the report is split into several sections: why housing is unaffordable, an aging population and changing household landscape, the housing mismatch between supply and need, and finally the local, regional, and statewide projections on just how much housing is needed. The report ends with several questions to consider as Worcester and the Commonwealth continue to try to address housing scarcity.

Homeownership Disparities by Neighborhoods



Some census tracts are excluded from this classification due to insufficient or suppressed ACS data, most often because estimates do not meet Census reliability thresholds.

Source: American Community Survey 5-Year Estimates (2023) Households by Tenure • Created with Datawrapper

SCAN FOR MORE:

Mapping the Next Opportunity

Housing Production Plan (HPP) Explainer

Raising Housing: Understanding the Affordable Housing Crisis in Worcester

Transportation

Worcester Regional Research Bureau has been a local, regional, and statewide voice on transportation issues for decades. This year was certainly no exception. The Bureau released multiple reports on transportation-related issues – planes, trains, and automobiles!

The Research Bureau released **Worcester Regional Airport (ORH): Scale, Service and the Test Ahead**, which examined the Airport's progress since the Bureau's last report on the Airport in 2016. It explored passenger recovery, competition, economic impact, and options for more service. The Brief emphasized how the Florida routes have recently carried the most passengers and how the Philadelphia route has shown encouraging early use. Massport's 2025 Economic Impact Report estimated nearly 800 jobs and $182 million in annual economic output were associated with ORH. The airport aims to serve more than 500,000 annual passengers by 2035. The Brief highlighted that further growth requires demand, airline and community support, and careful evaluation of any future minimum revenue guarantee pilot services. ORH continues to play an important part in the region's economy. For that reason, the Massport CEO, Rich Davey, served as the Keynote Speaker at a Board meeting, discussing recent investments, as well as the opportunities and plans for Worcester Regional Airport over the next few years.

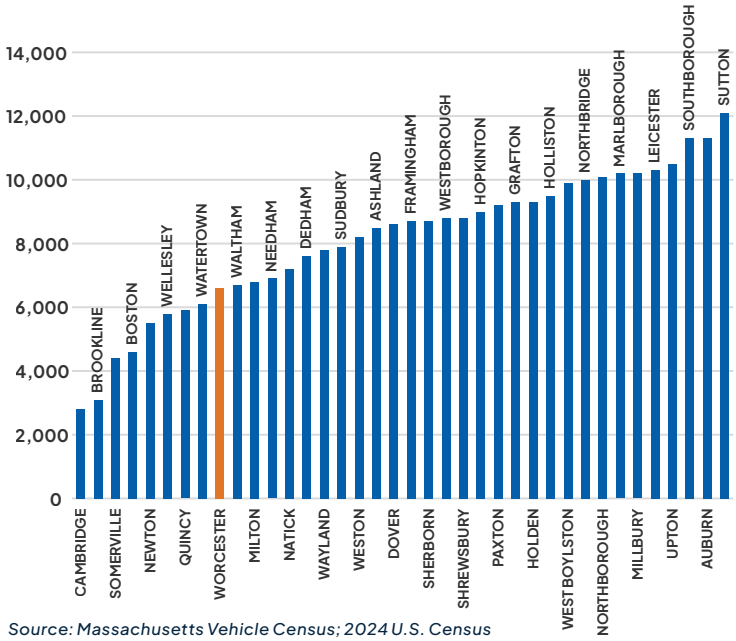
WRRB has been an active voice on commuter rail. **The Promises of the Worcester/Framingham Line** was a follow-up to 2025's *Express for Whom? Ridership, Recovery, and the Importance of the Worcester/Framingham Line*. **Promises** explained service "needs" and a "vision" of what the future of the Worcester/Framingham Line could look like. The "needs" included looking at vehicle miles traveled, traffic, commuting, household vehicle access, and mobility connections in the communities with stops directly on the Line as well as communities that are directly adjacent. With the needs established, the report moved on to the "vision" describing the state of current and future infrastructure projects on the Line, and the potential impacts of the Allston Multimodal Project and West-East Rail. The report ended with four recommendations: (1) that every community along the Line must work together for improved and more frequent service before Allston construction begins; (2) those same communities must work together to ensure that the Grand Junction Railroad Bridge does not become inaccessible to trains requiring maintenance; (3) that the third track project between Framingham and Weston remains in contention to help accommodate future West-East Rail service; and (4) that communities with MBTA infrastructure within them should prioritize state projects along the Line, to ensure every other municipality can continue to benefit from the Line.

SCAN FOR MORE:

Promises of the Worcester/ Framingham Line (March 2026)

For **Promises**, The Research Bureau also hosted a stakeholder briefing on the project in April 2026 with municipal, legislative, non-profit, and business leaders from across the Line. The briefing allowed WRRB to present its research to a hybrid audience and offered an opportunity for candid dialogue on the opportunities and the next steps for the Line. Following that, WRRB briefed the Allston Multimodal Task Force, the Worcester MBTA Working Group, the Worcester Framingham Line Working Group, and more. Much of the research from **Promises** was used in the Chairman's Report for the Worcester MBTA Working Group outlining its work, discussing a number of key issues, and presenting the perspective from the Working Group on some of the next steps. **Promises** was supported by a grant from the Barr Foundation, and it does not necessarily reflect the views of the Barr Foundation.

Figure 1: 2024 VMT Per Capita, 38 Selected Worcester/ Framingham Line Communities (Worcester in Orange)



Source: Massachusetts Vehicle Census; 2024 U.S. Census Bureau Population Estimates

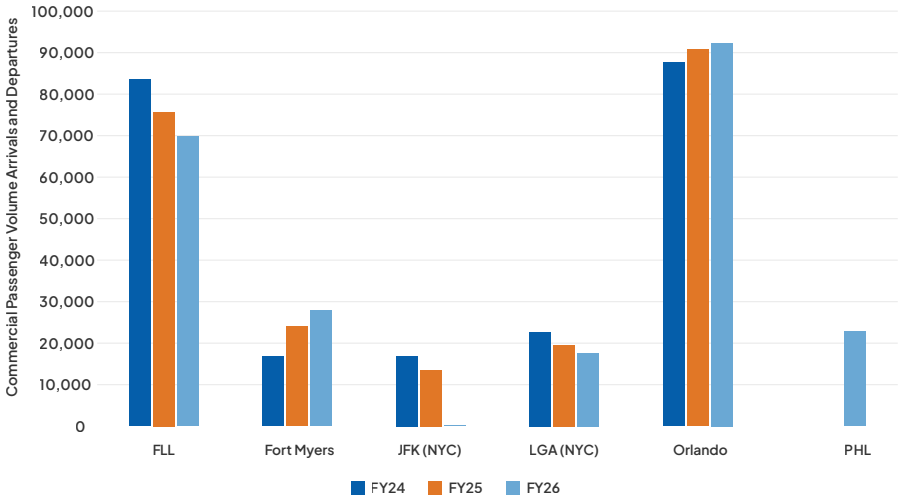
Table 3: 2022 Workers (with Primary Jobs) Coming from Worcester Line Communities, but Do Not Live in Listed Communities (Top Six Destinations)

Commuting to:	From Outside	Percent
Boston	135,089	45.31%
Cambridge	56,595	77.41%
Worcester	23,177	44.21%
Waltham	21,738	80.31%
Newton	20,177	81.71%
Framingham	15,566	76.77%

Source: Tables 2 and 3 from U.S. Census Bureau, Longitudinal Employer-Household Dynamics Program, 2022 Data



Worcester Regional Airport: Commercial Passenger Volume by Route and Fiscal Year



Source: FAA Passenger Boarding Enplanement Data

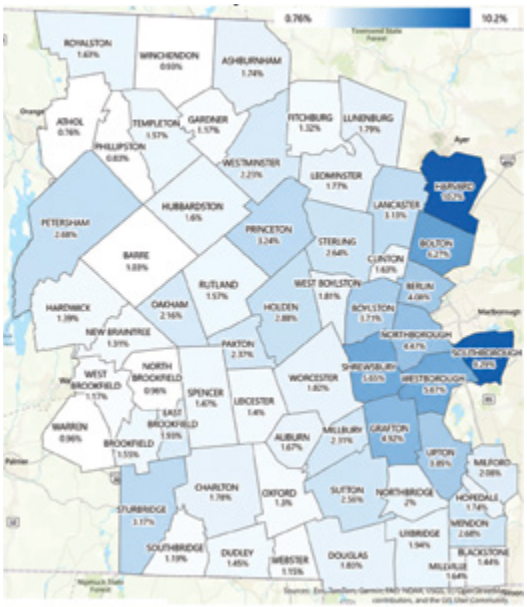
SCAN FOR MORE:

Worcester Regional Airport (ORH): Scale, Service, and the Test Ahead

On Track for Zero Emissions

The Bureau also covered automobiles this year, with **On Track for Zero Emissions? Adoption of Electric Vehicles in Worcester County Since 2021**. This report utilized the Massachusetts Vehicle Census, a first-in-the-country dataset of vehicle registrations and miles traveled, to see just how many electric vehicles have been adopted in Worcester County. The numbers are growing, but slowly. Between January 2021 and January 2026, zero-emission vehicles grew from 0.44% of all vehicle registrations to 2.21%. Still, in that same time period the total number of registered internal combustion engine vehicles decreased by about 1,000 while the total number of hybrid and zero-emissions vehicles grew by 20,896 and 12,417, respectively. In addition to locating these vehicles, The Bureau used Census demographic data to analyze ownership, finding that Census tracts with higher percentages of Bachelor's degrees, residents working from home, higher median household incomes, and more vehicles in the household had higher zero-emission vehicle miles traveled. Ultimately, to try to lower real and perceived barriers to ownership, the Bureau offered four recommendations that municipalities and the Commonwealth could implement to increase adoption. These include spending on EV charging stations on the state's highways, increasing the density of level 2 and DC fast public charging stations, increasing the number of curb-side chargers, and offering zoning incentives to encourage EV charging infrastructure. **On Track for Zero Emissions?** was supported by a grant from the Barr Foundation, and it does not necessarily reflect the views of the Barr Foundation.

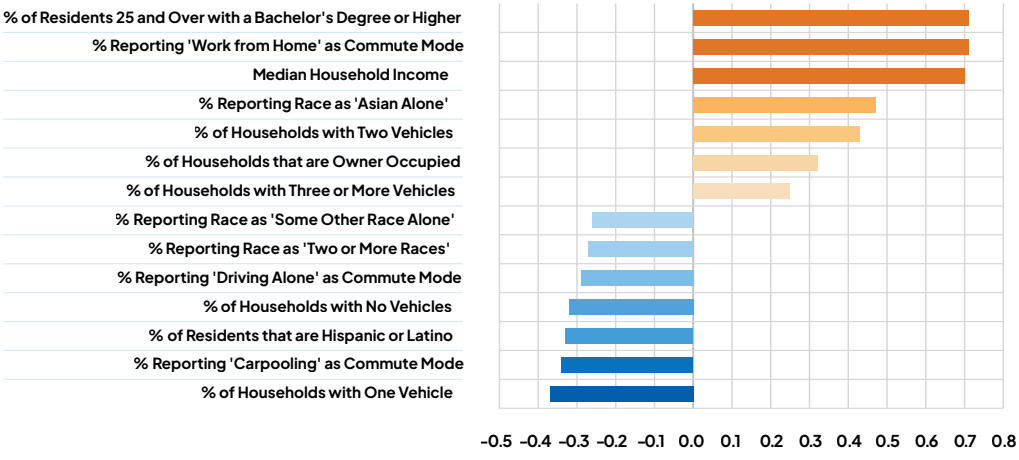
Map 4: 2025 Percent of Total Vehicle Miles Traveled, Zero-Emission Vehicles Only



Source: Massachusetts Vehicle Census, Annual Data; U.S. Census Population Estimates (Counties)

With all of WRRB's work on transportation issues, it was fitting to host the Interim Secretary of the Massachusetts Department of Transportation (MassDOT) and the General Manager of the Massachusetts Bay Transportation Authority (MBTA), Phillip Eng. Secretary Eng served as a keynote speaker at a WRRB Board Meeting where he presented on the work of MassDOT, regional investments, commuter rail, and more.

Figure 5: Characteristics Correlated with the Share of VMT from Zero-Emission Vehicles, 2025



Source: Massachusetts Vehicle Census, Annual Data; American Community Survey, 2024 5-YR Estimates

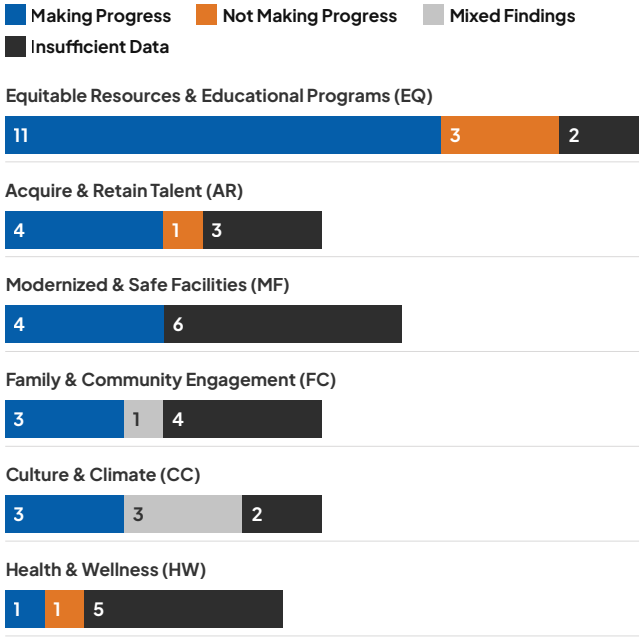
Education

Worcester Regional Research Bureau published its annual analysis of the Worcester Public Schools' Budget in **Paying for a Public Education: FY27**. The Worcester Public Schools (WPS) budgeted $623.8 million for the FY27 school year, an increase of 5.8% from the year before. As in previous years, The Bureau explained how Massachusetts determines what it costs for an "adequate education," how WPS compares to other Gateway Cities, and what to watch for in future years. Indeed, there are many potential problems in the coming years. For example, there continues to be federal funding uncertainty for all public schools. There are projected deficits from rising costs (such as healthcare, which is becoming increasingly expensive for all municipalities) and stable enrollment (ensuring that revenues remain flat). Finally, the state's inflation factor, capped at 4.5%, remains well below the inflation experienced by school districts. FY27 also marked the final year of additional Student Opportunity Act funding for the district. While the Worcester Public Schools remain financially stable, these potential financial problems should be monitored going forward.

In addition to its work on school finance, WRRB continued its long-running collaboration with the Worcester Education Collaborative (WEC) on some areas of mutual interest. Together, we kicked off 2026 with a Brief and visualization examining the progress made on the Worcester Public Schools' 2023–2028 Strategic Plan in **Bureau Brief: WPS Strategic Plan Evaluation**. WRRB's Executive Director, Paul Matthews, and the former Executive Director of WEC, Jennifer Davis Carey, served as Chair and Vice Chair of the Strategic Planning Committee in 2023. Both the Brief and the visual used publicly available data to classify the district's progress on each of its six priority areas, classifying each key performance indicator as making progress, not making progress, mixed findings, and not enough data. The report found that of the six priority areas, "Equitable Resources and Educational Programs" had made the most progress, with 11 of 16 Key Performance Indicators (KPIs) showing progress.

In June, WRRB in collaboration with WEC, released its 2026 update of **Understanding Your Neighborhood Schools**. This dashboard served to update the original 2024 release. **Understanding Your Neighborhood Schools** takes the catch zones of each school in the Worcester Public Schools and combines these geographical areas with Census demographic and economic data to get an estimated view of what the neighborhoods surrounding each school look like and how it compares to the school itself.

Progress and Data Readiness Across Strategic Priority Areas



Source: Worcester Public Schools • Created with Datawrapper

Worcester Education Collaborative hosted its inaugural State of Education event and featured Worcester Regional Research Bureau as a Featured Presenter on its education work including **Paying for a Public Education, Understanding Your Neighborhood Schools**, the education work in **The Worcester Almanac**, as well as its 2024 research with WEC on school facility needs in Worcester, and with MassINC in 2025 on urban school facility needs statewide. This program hosted dozens of practitioners, business and civic leaders, as well as members of the community in an effort to "connect local experiences with broader policy conversations."

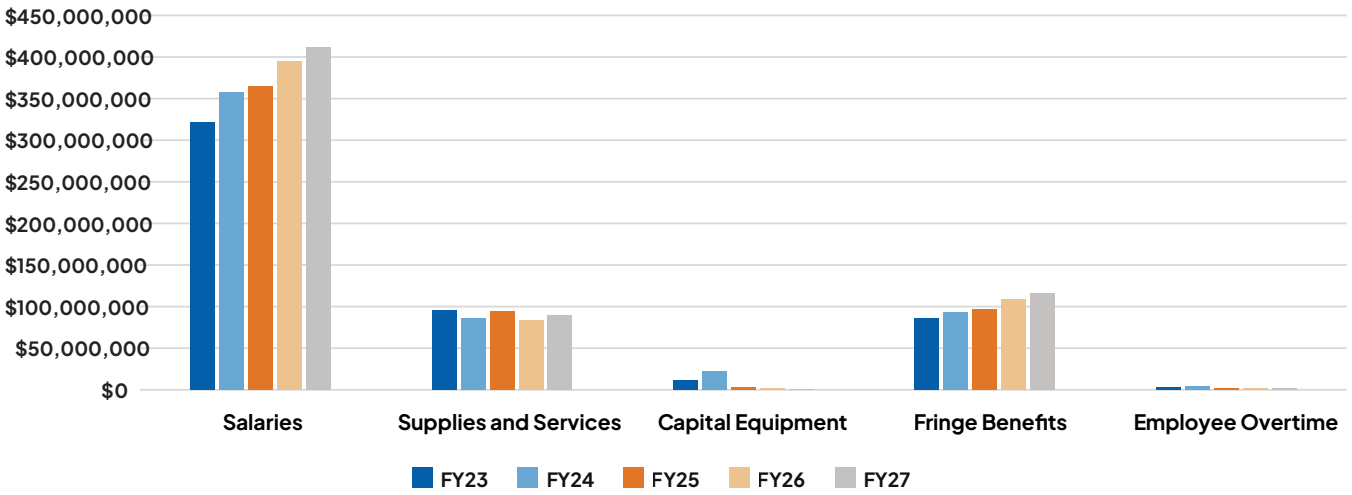
SCAN FOR MORE:

Worcester Public Schools' 2023–2028 Strategic Plan

Paying for a Public Education

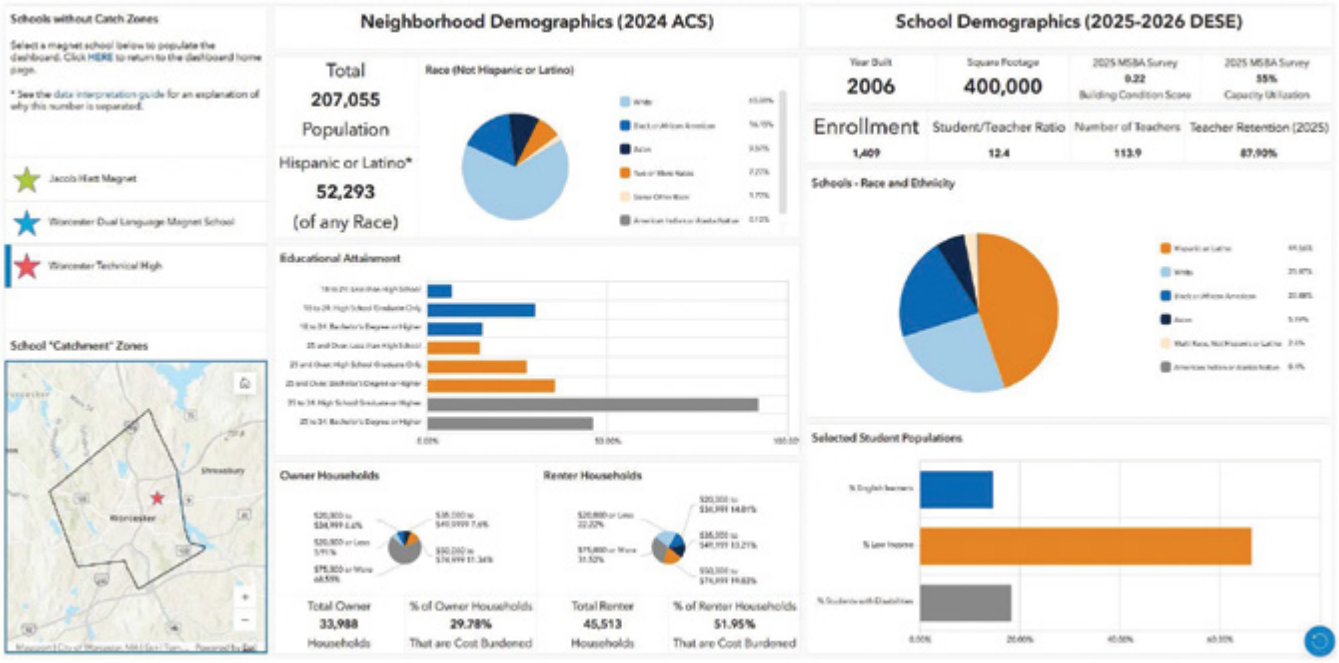
Understanding Your Neighborhood Schools 2026

Chart 7: WPS Expenses by Account Area, FY23–FY27



Source: Worcester Public Schools, FY27 Recommended Budget; Meeting of the School Committee, June 25, 2026. Numbers are not inflation adjusted. FY23, FY24, and FY25 represent final, "actual" budget numbers; FY26 and FY27 represent the adopted budgets.

Understanding Your Neighborhood Schools, 2026 Update



Source: Worcester Public Schools; Department of Elementary and Secondary Education; American Community Survey, 2024 5-YR Estimates

Local Government

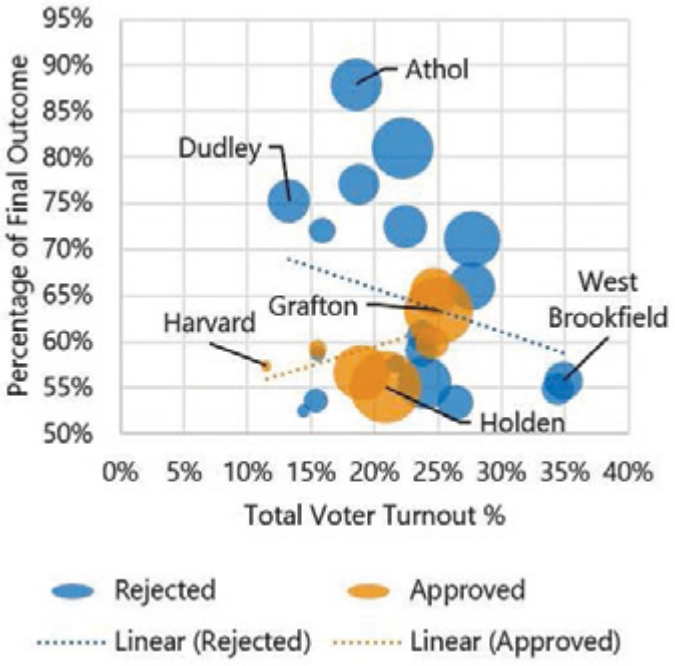
Worcester had a municipal election in November 2025. Following our previous work, *Worcester's Municipal Elections, 2013 to 2023*, The Research Bureau released a dashboard for the 2025 election, **Worcester's Municipal Election: 2025 Results**. The maps showed overall results, including precinct-level and citywide turnout, district results for each district with a competitive election, and finally citywide at-large results for each winning candidate.

In addition to electing officials, communities also take votes on important issues in their communities, particularly related to financial issues. In early 2025, The Research Bureau released **Casting Ballots on Taxes**, an examination of Proposition 2 ½ and municipal finance among Worcester's neighbors. That work turned out to be prescient, as in 2026, 15 of Worcester County's communities turned to voters to override their property tax limits — the greatest number of communities to do so since 1994. **Shall We Override?** builds on the Bureau's 2025 work and is the first in a planned series of briefs examining these votes and the financial conditions of communities across the County.

As part of our annual programming, The Research Bureau and the City of Worcester co-hosted the annual **State of the City** Address with City Manager Eric Batista providing the keynote remarks. He provided an update on the work of the City, highlighted its strengths and opportunities, and his plans to address the challenges that persist.

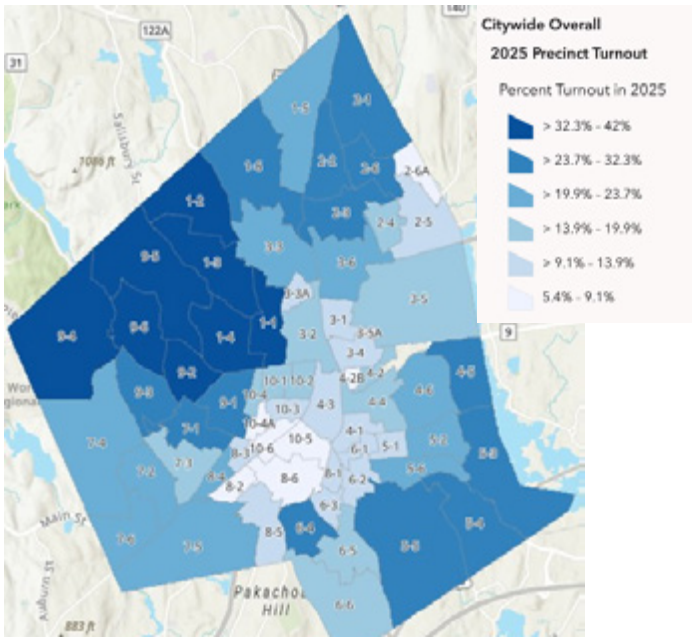
Breaking Down the Budget: An Examination of Worcester's FY2027 City Budget explains how the City will spend $1.001 billion, an increase of 4.7% from FY26. The Bureau focuses on Worcester's ongoing structural challenges and key FY27 investments, ultimately concluding that the FY27 budget reflects a cautious continuity: increased investment in schools, safety, and infrastructure paired with fiscal discipline and conservative risk management while the City and state continue to absorb the impact of federal cuts. The Bureau notes that the uncertainties make long-term planning, stronger local revenue strategies, and continued transparency vital as Worcester balances its priorities in the years ahead.

Margins and Turnout of 2026 Override Options, Worcester County



Source: Massachusetts Division of Local Services

2025 Municipal Election, Precinct Turnout



Source: Worcester Elections Commission

SCAN FOR MORE:

Worcester's Municipal Election: 2025 Results

Shall We Override?

State of the City with City Manager Eric Batista

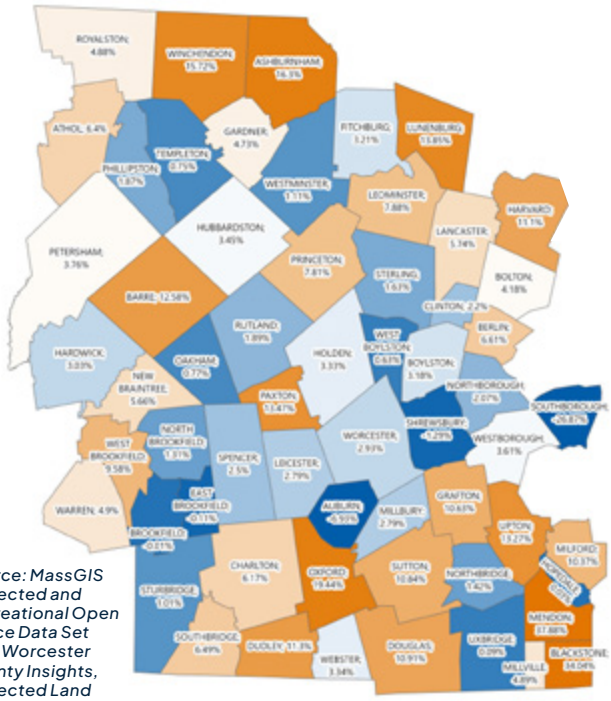
Breaking Down the Budget: City of Worcester for Fiscal Year 2027

Insights Insider / Worcester County Insights

Worcester County Insights is a collaborative effort led by the Greater Worcester Community Foundation in partnership with the Worcester Regional Research Bureau to provide county-wide data on 60 indicators covering community life, demographics & diversity, economic mobility, employment & workforce, health & wellbeing, youth & education, and racial equity. Since the launch of the platform, WRRB issued a series of briefs called **Insights Insiders**. This year, WRRB issued editions on the Supplemental Nutrition Assistance Program (SNAP), Protected Land, and Poverty.

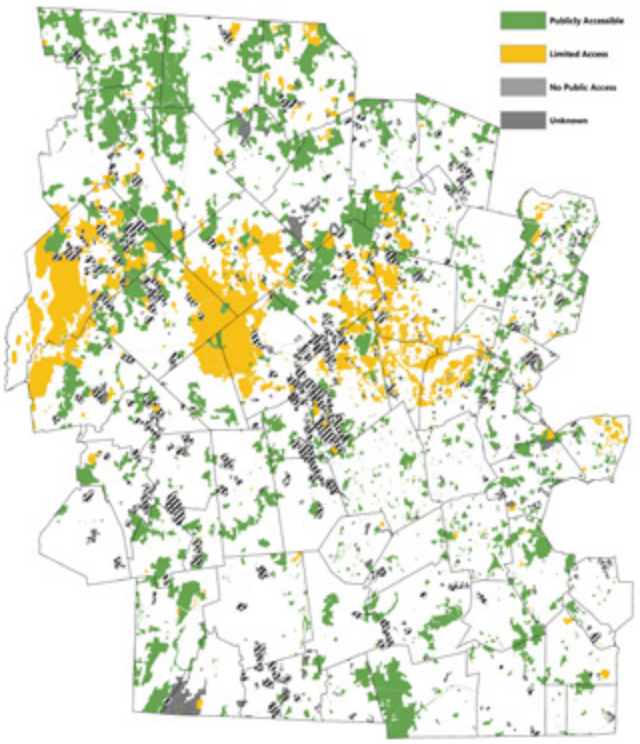
The Research Bureau released **Insights Insider: SNAP Benefits in Worcester County** which explores the prevalence of residents in the county utilizing SNAP each month. The Brief examines participation in the SNAP Program and how it varies across the county. In 2025, Massachusetts averaged 654,104 participating households each month, representing more than one million residents. Worcester County averaged 81,823 households and 139,197 residents. These figures represent 12.51% of statewide participating households and 13.06% of recipients. The Brief ranked Worcester County fourth among Massachusetts' 14 counties for SNAP participation.

Percentage Change in the Number of Protected Acres between 2017 and 2025



Source: MassGIS Protected and Recreational Open Space Data Set AND Worcester County Insights, Protected Land

Publicly Accessible Land in Worcester County



Source: MassGIS Protected and Recreational Open Space Data Set

The Bureau released **Insights Insider: Protected Land in Worcester County** to examine open space and changes in protected acreage. Utilizing MassGIS and Worcester County Insights data, it found that almost 270,000 acres, more than a quarter of the County, were permanently protected. More than half of this land was fully accessible to the public. Protected acreage grew by 5.46% between 2017 and 2025 with much of it concentrated in the northwest, especially around the Quabbin Reservoir. The Brief also highlighted the roles of state agencies, municipalities, land trusts, and Mass Audubon in land conservation.

Insights Insider: Poverty examined income inequality, housing costs, and financial hardship across Worcester County. It mapped poverty across communities using updated Census data. Between 2012 and 2022, the estimated number of residents in poverty grew by over 3,400, but the poverty rate remained about 10% as population increased. The Brief stated that countywide the share of housing cost-burdened households fell from 36% to 32%, while the gap between higher and lower household incomes widened.

SCAN FOR MORE:

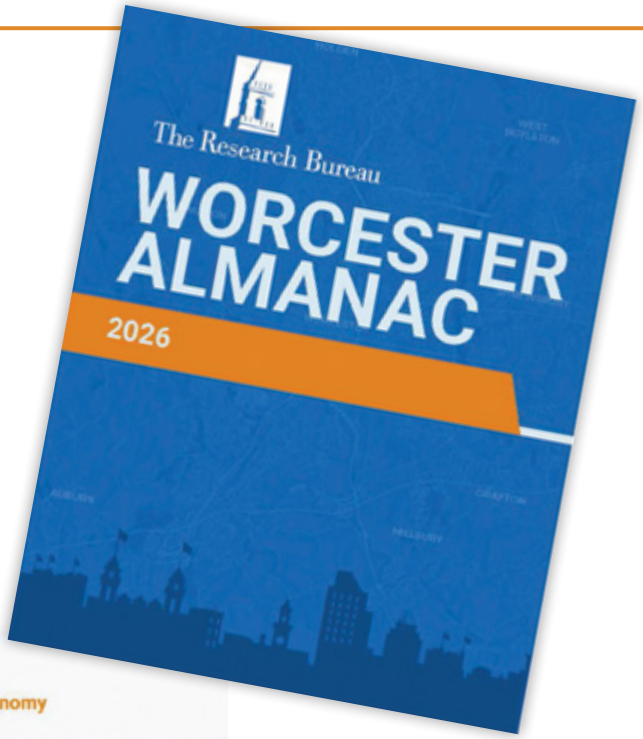
Insights Insider: SNAP Benefits in Worcester County

Insights Insider: Protected Land in Worcester County

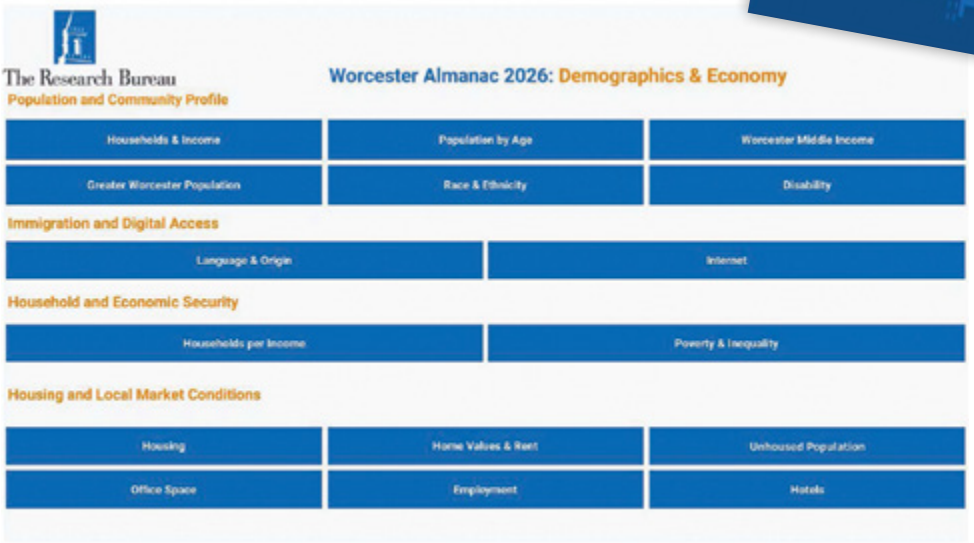
Insights Insider: Poverty and Cost Burden in Worcester County

Almanac

In addition to providing data to the public, WRRB issues its own **Worcester Almanac**, our compendium of information on all things Greater Worcester. The 12th edition of this important document gathers data on government, demographics & economy, health, education, public safety, transportation, sports, and weather. For the first time, the Bureau also created an interactive Tableau dashboard for each section, giving readers a new way to explore the Almanac's data online. The Bureau undertakes the Worcester Almanac each year to provide government officials, residents, businesses, and institutions with an easily accessible, user-friendly source of current data and historical trends on various civic concerns. The **Worcester Almanac** would not be possible without the generous support of UniBank, which has been the long-time sponsor of this important resource.

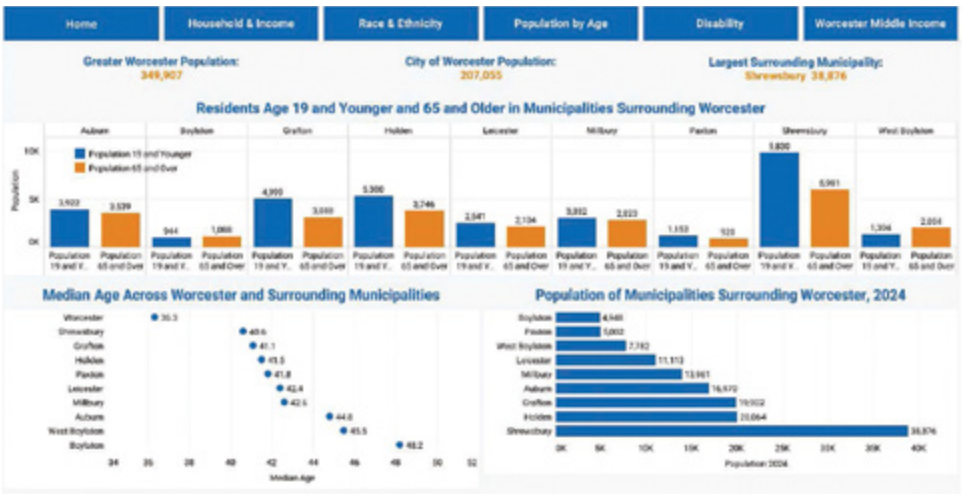


Worcester Almanac 2026: Demographics & Economy Dashboard Home Page



Source: U.S. Census Bureau, 2024 American Community Survey 5-Year Estimates

Worcester Almanac 2026: Demographics & Economy Dashboard, Greater Worcester Population



Source: U.S. Census Bureau, 2024 5-YR American Community

SCAN FOR MORE:

2026 Worcester Almanac

Thomas S. Green
Public Service Awards

Each year, The Research Bureau recognizes the "unsung heroes" in municipal government who are committed to making Worcester and nearby communities better places to live and work. The 2026 Thomas S. Green Public Service Award recipients were honored at the DCU Center on June 11, 2026.



Christina Connolly

COMMUNITY RESOURCE MANAGER
Worcester Public Library

"She exemplifies the highest ideals of public service. Her leadership, compassion, and innovation have had a profound and lasting impact on both the Worcester Public Library and the broader community."



Emily Glaubitz

MANAGER OF HOUSING PROJECTS
Central Massachusetts Regional Planning Commission

"Emily embodies the spirit of public service that this award represents. She is thoughtful, driven, innovative, and deeply committed to improving the quality of life in our communities."



Richard Gonzalez

COMMUNITY NAVIGATOR AND RECOVERY COACH
Department of Health and Human Services

"Few individuals embody the spirit of service, compassion, and unwavering commitment to community the way he does. His work is not simply a job, it is a calling, and our city is immeasurably better because of him."



Kelsey Lamoureux

ASSISTANT DIRECTOR OF INNOVATION CAREER PATHWAYS
Worcester Public Schools

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WORCESTER'S CITY MANAGERS

Michael O'Brien
2004–2014
EVP, WinnCompanies

Edward Augustus Jr.
2014–2022
MA Secretary of EOHLC

Eric Batista
2022–present
Worcester City Manager



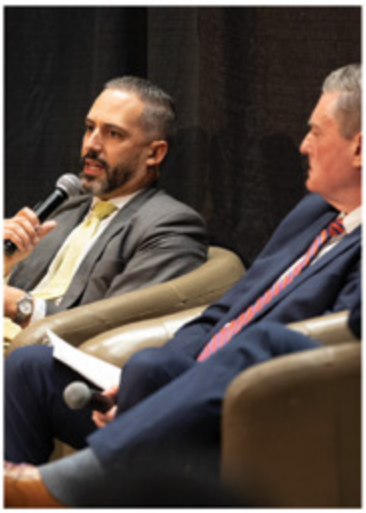








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ANNUAL MEETING SPEAKERS

2025 **ERIC BATISTA**, Worcester City Manager, 2022–present

EDWARD AUGUSTUS JR., MA Secretary of the Executive Office of Housing and Livable Communities, Worcester City Manager, 2014–2022

MICHAEL O'BRIEN, Executive Vice President, WinnCompanies, Worcester City Manager, 2004–2014

2024 **SUSAN COLLINS**, President & CEO, Federal Reserve Bank of Boston

2023 **RENÉE CUMMINGS**, Professor of Practice in Data Science and first Data Activist-in-Residence University of Virginia

2022 **KENNETH L. TURNER**, President & CEO, Massachusetts Life Sciences Center

RITA L. SMITH, Regional Director of Business HR – Americas Pharma, AbbVie

BRIAN COHEN, Senior Vice President CBRE/New England Consulting Group

2021 **DR. LAURIE LESHIN**, President, Worcester Polytechnic Institute

2020 **DR. ROSABETH MOSS KANTER**, Ernest L. Arbuckle Professor of Business Administration, Harvard Business School

2019 **DR. FRANCIS COLLINS**, Director, National Institutes of Health (NIH)

2018 **DR. KERRY HEALEY**, President, Babson College, and former Lieutenant Governor

2017 **JAMES A. PEYSER**, Secretary of Education, Commonwealth of Massachusetts

2016 **JOHN H. SUNUNU**, Former Governor, State of New Hampshire, and White House Chief of Staff

2015 **JONATHAN KRAFT**, President, The Kraft Group

2014 **JAY ASH**, City Manager of Chelsea

BERNARD F. LYNCH, Founder, Community Paradigm Associates, LLC

MICHAEL V. O'BRIEN, Executive Vice President, Winn Development

2013 **EDWARD GLAESER**, Fred and Eleanor Glimp Professor of Economics, Harvard University

2012 **ERIC S. ROSENGREN**, President & CEO, Federal Reserve Bank of Boston

2011 **SENATOR SCOTT BROWN**

2010 **LISA A. MANCINI**, Senior Vice President, CSX Corporation

2009 **AMITY SHLAES**, Bloomberg News Columnist, Political Economist

2008 **JOHN W. ROWE**, Chairman, President & CEO, Exelon Corporation

2007 **DR. THOMAS PAYZANT**, former Superintendent of the Boston Public Schools and senior lecturer at the Harvard Graduate School of Education

2006 **DR. DAVID DRISCOLL**, Commissioner of Education, Commonwealth of Massachusetts

2005 **TAMAR JACOBY**, Author and Senior Fellow at the Manhattan Institute

2004 **JOHN GANNON**, Staff Director, U.S. House of Representatives, Select Committee on Homeland Security

2003 **GOVERNOR MITT ROMNEY**, Commonwealth of Massachusetts

2002 **FRED SIEGEL**, Professor of History, The Cooper Union for the Advancement of Science and Art, New York City, and Senior Fellow Progressive Policy Institute

2001 **HEATHER MAC DONALD**, Senior Fellow, The Manhattan Institute

2000 **REV. DR. FLOYD H. FLAKE**, Senior Pastor, Allen African Methodist Episcopal Church and former U.S. Representative to Congress

1999 **HOWARD HUSOCK**, Director of Case Studies in Public Policy and Management Kennedy School, Harvard University

1998 **MYRON MAGNET**, Editor, City Journal

1997 **THOMAS BIRMINGHAM**, Senate President, Commonwealth of Massachusetts

1996 **GLENN C. LOURY**, Professor of Economics, Boston University

1995 **PETER HARKNESS**, Editor and Publisher of Governing

1994 **JAMES Q. WILSON**, Author and Professor of Political Science, UCLA

1993 **ROBERT POOLE**, President, Reason Foundation

1992 **WILLIAM HUDNUT**, former Mayor of Indianapolis

1991 **DAVID P. FORSBERG**, Secretary, Executive Office of Health and Human Services, Commonwealth of Massachusetts

1990 **BRUCE CARNES**, Director of Planning and Budget, Office of National Drug Control Policy

1989 **EDWARD J. LOGUE**, CEO, Logue Boston, former Director of the Boston Redevelopment Authority

1988 **RAYMOND FLYNN**, Mayor of Boston

1987 **WILLIAM BULGER**, Senate President, Commonwealth of Massachusetts

1986 **IRA JACKSON**, Commissioner, Department of Revenue, Commonwealth of Massachusetts

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2026 Board of Directors Meetings



May 5, 2026

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September 24, 2026

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If we made an error, please let us know. Thank you.

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