



Life In Brief

Current Title: Governor

Political Party: Republican Party

Born: November 13, 1956

Birthplace: Elmira, NY

Religion: Congregationalist

Ethnicity: White/Caucasian

Marital Status: Married

Education Summary:

- Harvard College (MA), BA, 1979
- Kellogg School of Management, Northwestern University (IL), MBA, 1986

Family:

3 children

Work History:

- Communications Director, Massachusetts High Technology Council
- Co-Director, Pioneer Institute for Public Policy Research, 1988-1991
- Secretary of Administration and Finance, Office of Governor's Weld and Cellucci, 1994-1999
- Chief Executive Officer, Harvard Vanguard Medical Associates, 1998-1999
- President and Chief Executive Officer, Harvard Pilgrim Health Care, 1999-2009
- Entrepreneur in Residence, General Catalyst Partners, 2011-2014
- Advisor, Public Advisory Board, New Hampshire Institute of Politics, Saint Anselm College

- Advisor, Board of Advisors, The Wallace E. Carroll School of Management, Boston College
- Honorary Trustee, Board of Trustees, McLean Hospital

Quick Summary

Former health insurance CEO with deep roots in Massachusetts public life; pro-business Republican whose close work with Democrats has earned him bipartisan credibility

- Tenure as America's highest rated governor has been marked by a focus on public health and progressive positions on LGBTQ rights, marijuana, minimum wage, and paid leave
- Shaped by an active family of well-connected conservatives and a liberal Democrat mother
- Ran a state policy think tank with his father, whose health care analyses caught the eye of future Massachusetts Gov. Bill Weld
- Appointed to state government positions, where he pushed cuts to social services and major infrastructure investments
- Significant private sector health care experience as CEO of Harvard Pilgrim, where he drove efficiency through increased premiums, outsourcing, contract restructuring, and workforce reduction
- Won governorship in 2014, combining Republican pro-business policies with left-of-center stances on social issues

Approach and Motivations

Measured consensus-builder who adheres to a pragmatic bipartisan approach

- Rejects partisan rhetoric, preferring a wonky style that sticks to the task at hand; sends letters deliberating policy measures rather than taking to media



- Seeks common ground with Democrats; chose an eclectic cabinet that included Democrats who disagreed with his policy positions on the campaign trail
- Anti-ideologue who sharpened his love for data-driven public policy and team-building approach while earning his MBA
- Selective in his opposition to President Trump; avoids direct confrontation but rather voices disagreement with policies like the travel ban and attempts to repeal the ACA

- Created an oversight board that fixed management problems in Massachusetts Bay Transportation Authority
- Devoted to using or selling underutilized state land in a public housing program in 2015; started a \$100M fund for workforce housing
- Signed \$1.8B bill to partner with MassHousing to create affordable housing projects through state partnership, tax credits and subsidies
- Staunch proponent of his “Housing Choices” bill, which would give flexibility in loans and zoning requirements to local municipalities

Policy Position and Areas of Focus

Focused on building a safe, productive state

Public Health: *Works toward bipartisan reforms that address immediate health issues*

- Privatized services and renegotiated physician contracts at state hospitals while at Mass. HHS
- Spearheaded the National Governor’s Association’s compact on opioids and served on the President’s Commission on Opioids
- Instituted seven-day-supply limits, pushed opioid education and prescription oversight
- Instituted sick leave banks for federal workers
- Promotes access to health care through stable insurance markets and augmenting Medicaid

Infrastructure: *Focused on better, cheaper transportation and housing for constituents*

- Financial architect of the Big Dig, a behemoth state program to build highways, tunnels, and bridges; criticized for delay and overbudgeting
- Pushed a major \$18B bond bill to improve commuter rail and bridges and a \$3.9B bill to repair and improve public buildings

Economics: *Pro-growth Republican straining to balance budgets with state-funded programs*

- Pushed earned-income tax credits, tax amnesty programs, and a \$610M economic development bill to leverage the 2017 federal tax cuts
- Despite anti-tax pledges, raised a payroll tax and cautiously supports a surtax on millionaires
- Created grants and incentive programs to bring General Electric’s HQ to Boston; made a similarly strong bid for Amazon’s second HQ

Core Communities

Prominent in the New England public sphere his entire life

Massachusetts Politicians: *Worked closely with important lawmakers*

- Mentored by Bill Weld, former Gov. of Massachusetts; Weld called him the “heart and soul” of his administration
- First boss in in Weld’s administration was David Forsberg, now a family friend who chaired Baker’s campaign and is active in public policy
- Strong relationship with former Gov. Paul Celluci, who wanted Baker as his running mate
- Often rallied with former Sen. Scott Brown



- Campaign donated \$141K to help elect friend Kevin Murphy, now Lowell City Manager

Massachusetts Political Community: *Unending ties to key figures in civic life in his state*

- Recommended to Weld by Pete Peters, wealthy oilman who founded the Pioneer Institute
- Close friends with state Republican operatives Rob Gray, Tim O’Leary, and Greg Lisciotti
- Mindy d’Arbeloff, former PR professional and now Baker staffer, is reportedly his oldest friend
- Appears often with prominent donor Chris Egan, former ambassador to the OECD
- Close with Dick Egan, an important political figure who served as ambassador to Ireland
- Howard Foley, longtime president of the Massachusetts High Technology Council (MHTC), was an important mentor
- Worked at MHTC with current president Chris Anderson, whom he engages on tech issues

Major Health Arena Players: *Friendly with industry from his time as Harvard Pilgrim CEO*

- Sat on the board of numerous health orgs, like Athena Health; attended summits with top industry leaders throughout the 2000s
- Prominent health care businessman Paul Levy helped appoint Baker to a hospital board
- Bruce Bullen took over at Pilgrim from Baker and is now COO of Blue Cross Mass.
- Tied to Robert Coughlin, chief executive of Massachusetts Biotechnology Council

Political History

- Under Secretary of Health and Human Services, Office of MA Governor William Weld, 1991-1992
- Secretary of Health and Human Services, Office of MA Governor William Weld, 1992-1994

- Secretary of Administration and Finance, Office of MA Governor, 1994-1998
- Member, Board of Selectmen of Swampscott, MA, 2004-2007
- Member of the Budget and Finance Working Group, MA Governor-Elect Deval Patrick’s Transition Team, 2006-2006
- Candidate, Governor of Massachusetts, 2010-2010
- Health and Human Services Committee Chair, National Governors Association, 2015-2016
- Health and Human Services Committee Vice Chair, National Governors Association, 2016-2017
- Member, President’s Commission on Combating Drug Addiction and the Opioid Crisis, Office of National Drug Control Policy, Executive Office of the President, Donald J. Trump Administration, 2017
- Executive Committee Member, Executive Committee, Republican Governors Association, 2015-2017

Relevant Financial Information

Major donations from industries where Baker has spent career

Biggest Industry Donors (Career)

- Lawyers & Lobbyists, \$2.6 million
- Real Estate, \$1.6 million
- Securities & Investment, \$1.2 million
- Insurance, \$926,000
- Health Professionals, \$709,000

Biggest Corporate Donors (Career)

- Jamestown Associates, \$33,000
- SSG Media, \$20,000



- TD Bank, \$15,000
- Pinpoint Media, \$15,000
- New Car Dealers Association, \$6,900

Biggest Individual Donors (Career)

- James Crowley, Luxury Real Estate Agent, \$13,250
- Gregg Lisciotti, President of Lisciotti Development Corp \$12,050
- Grace Fey, Professor at Harvard Business School, \$12,000
- John Stowe, CEO of Lutco Inc., \$11,700
- Michael Cimini, Investor, \$11,650

Political Donations: Numerous \$500+ donations to mostly Republican candidates in MA

- Scott Brown, 2008-2012, \$7,700
- Richard Tisei, 2008-2012, \$5,400
- Mitt Romney, 2002-2012, \$3,500
- Thomas Finneran, 2002-2004, \$2,000
- Murphy Healey, 2006, \$1,000
- Gina Raimondo, 2014, \$1,000

Publications, Media and Speaking

Deliberate and well-spoken communicator

Publications: Prefers to write letters to relevant policymakers on issues and has authored several op-eds

- Preferred Outlets: Boston Globe, New York Times, Rainbow Times
- Favorite Subjects: education, charter schools, marijuana, discrimination, COVID-19

Media: Prefers his own press conferences and newspaper interviews over television appearances

- Preferred Outlets: National cable news like CNN and PBS; regional media outlets like New England Cable News; local media like Channel 5 Boston
- Favorite Subjects: infrastructure, politics, health care, minimum wage, paid family leave, budget, opioids, immigration, refugees
- Social Media Habits: Regularly posts on Facebook and Twitter

Speaking: Frequently attended healthcare and other policy conferences and panels before becoming Governor; often engages with employees of the state

- Favorite Subjects: economic development, taxes, housing, healthcare, LGBTQ rights, education, common core
- Preferred Audience: state workers at factories; state policy forums like the Massachusetts High Technology Council; universities like Hamilton College; business groups like the Boston Chamber of Commerce

Congressional Testimony: Highlights state policies on major issues in Washington

- Testified before House Natural Resources Committee about Massachusetts' approach to addressing climate change, February 2019
- Testified before Senate Committee on Health, Education, Labor, and Pensions on health care reform, September 2019

Professional Affiliations

- Member, New Hampshire Institute of Politics, Saint Anselm College Public Advisory Board, 2008



Awards

- Distinguished Service Award, National Governors' Association, 1998

Family and Personal Background

Public service runs in his blood

- Born in Elmira, NY, Baker grew up in Needham the eldest son (Charles Duane IV) of a family prominent in New England public life
- Great-grandfather was a federal prosecutor and assemblyman; grandfather was a renowned Newburyport politician
- Father served in multiple positions in the Nixon and Reagan administrations, including as Under Secretary of HHS; earned his MBA from Harvard, was a professor of business policy at Northeastern University, and worked with Charlie at Pioneer
- Childhood marked by what he called the nightly “laser light show” of fierce political debate among his parents, brothers, himself and frequent guests; Charlie would bring books with references to dinner

Personal life

- Met his wife—Lauren Cardy Schadt, the daughter of former Cadbury Schweppes President & CEO, James Schadt – at Kellogg business school
- Big Star Wars and music fan
- When he was 25, he wrote a lengthy letter to his idol, Bruce Springsteen, expressing his disappointment in the depressing nature of The Boss’s most recent album, Nebraska

Criticisms and Controversies

Criticized during 2014 campaign for repeating a false story

False memory of fisherman story

- During a critical debate in late October before being elected Governor, Baker told a story about a meeting that moved him to tears
- The story involved a fisherman whose sons were offered college scholarships for football but could not attend because they needed to help the family business
- The story was later revealed to be false and Baker apologized for getting the details wrong

Contact Information

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