



✓ **OPEN THE BOOKS OVERSIGHT REPORT**

GROUND CONTROL TO MAJOR WASTE

**WHILE PROJECTS FACED DELAYS AND COST OVERRUNS,
NASA TOOK ONE GIANT LEAP TOWARD DEI**



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AMERICAN TRANSPARENCY

GROUND CONTROL TO MAJOR WASTE

**WHILE PROJECTS FACED DELAYS AND COST OVERRUNS,
NASA TOOK ONE GIANT LEAP TOWARD DEI**

Published: April 2025

**This report is dedicated to
Adam Andrzejewski
Open the Books Co-Founder & Former CEO**

*"Open the Books is doing the work I envisioned when the Coburn-Obama bill became law.
Their innovative app and other tools are putting sunlight through a magnifying glass."*

U.S. Senator Tom Coburn, MD
Washington, D.C. | March 11, 2014

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*"I know that restoring transparency is not only the surest way to achieve
results, but also to earn back the trust in government..."*

U.S. Sen. Barack Obama

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PROLOGUE

The National Aeronautical and Space Agency (NASA) has been a source of pride for Americans for generations. The agency was founded in 1958, and the 1969 moon landing epitomized the spirit of ingenuity and adventure that defines the American story. Subsequent projects have explored the mysteries of space and forged new frontiers in science. Recent missions include the OSIRIS-REx, which landed on an asteroid, collected a sample, and returned back to Earth, and the James Webb Space Telescope, which captured the deepest-ever images of the universe.



Image of galaxies in deep space from the James Webb Space Telescope, credit NASA and the Space Telescope Science Institute.

NASA never had another manned moon mission, however, and the agency has been criticized for not being able to repeat this decades-old accomplishment. But the [Artemis](#) mission, a current NASA campaign, is working to bring Americans back to the moon and eventually set up a lunar space station. A test flight around the moon is planned to launch in 2026, and a crewed mission to the lunar surface is planned for 2027. Crewed missions to Mars are [planned](#) for the 2030s. It's a thrilling testament to American innovation – or it would be, if the agency and its contractors could control its budgets or manage the timeline properly. A recent Inspector General [report](#) noted the project is \$6 billion over budget and 11 years behind schedule.

NASA does continue to send astronauts to the International Space Station, a football field-sized laboratory and living quarters 250 miles above Earth. The ISS is a collaborative project between the U.S., Russia, Canada, the European Space Agency, Japan, and other countries.



The International Space Station

While the ISS conducts interesting and important research, even this last vestige of American manned space missions was called into question in the summer of 2024, when two astronauts became stranded there. The astronauts had taken a Boeing spacecraft to the ISS, but technical issues made the craft unsuitable for the flight down. What started as an eight-day mission became nine long months, and the pair returned in late March via a SpaceX spacecraft.

The scandal put a spotlight on NASA, so Open the Books decided to take a closer look at agency activities. We focused particularly on agency activities related to Diversity, Equity, and Inclusion, a neo-Marxist ideology that divides Americans by race, sex, sexuality, and other “identities,” setting up oppressor vs. oppressed narratives that cause division and take away from important work products.

Embedding DEI into every agency, even NASA, was a mission of the Biden Administration, and one which the new Trump Administration has vowed to reverse. We investigated the different ways DEI manifested itself at NASA.

We also looked at the current state of agency staffing and contracting and grants over the past four fiscal years. With an annual budget of \$25 billion, NASA is one of the smaller federal agencies. But NASA’s mission is critically important, so it is crucial to understand the size, scope, and details of this spending.

SCOPE AND METHODOLOGY

Spending records were taken from USASpending.gov.

Other details were found using Freedom of Information Act requests and whistleblower revelations, as noted throughout the report. Salary data for federal agencies, states, and local governments is posted on OpenTheBooks.com.

The report primarily covers the fiscal years 2021-2024, although data from earlier or later years is occasionally used to add context.

Journalists, organizations, oversight committees, politicians and watchdogs are encouraged to review the facts delineated in our report and continue to investigate.



TOP 10 TAKEAWAYS

- 1 NASA spent \$24 billion in fiscal year 2024**, most of which (\$14.6 billion) was on contracts. Accounting for inflation, agency spending has stayed relatively steady in the decades following the moon landing.
- 2 Number two contractor, Boeing**, received \$6.4 billion in federal contract spending from fiscal year 2021-2024. Boeing came under scrutiny last year for failing to bring two astronauts back from the International Space Station due to safety concerns with its spacecraft.
- 3 NASA has depended on private sector contractors** to deliver cargo to the ISS since 2012 and deliver people since 2020. Boeing and SpaceX are the two contractors used for bringing people to ISS. Before that, NASA relied on the Russian space program to send American astronauts to ISS, spending as much as \$90 million per seat.
- 4 The Biden Administration worked to embed divisive Diversity, Equity, and Inclusion ideology** into every aspect of the federal bureaucracy, including NASA. The agency was required to make DEI a part of hiring, promotion, and programmatic considerations, and its contractors and grantees were pressured to do the same.
- 5 DEI activities at NASA** included a talk about a book that called Thanksgiving a "day of mourning," and a nation-wide road tour for screening a NASA documentary about black astronauts called "The Color of Space."

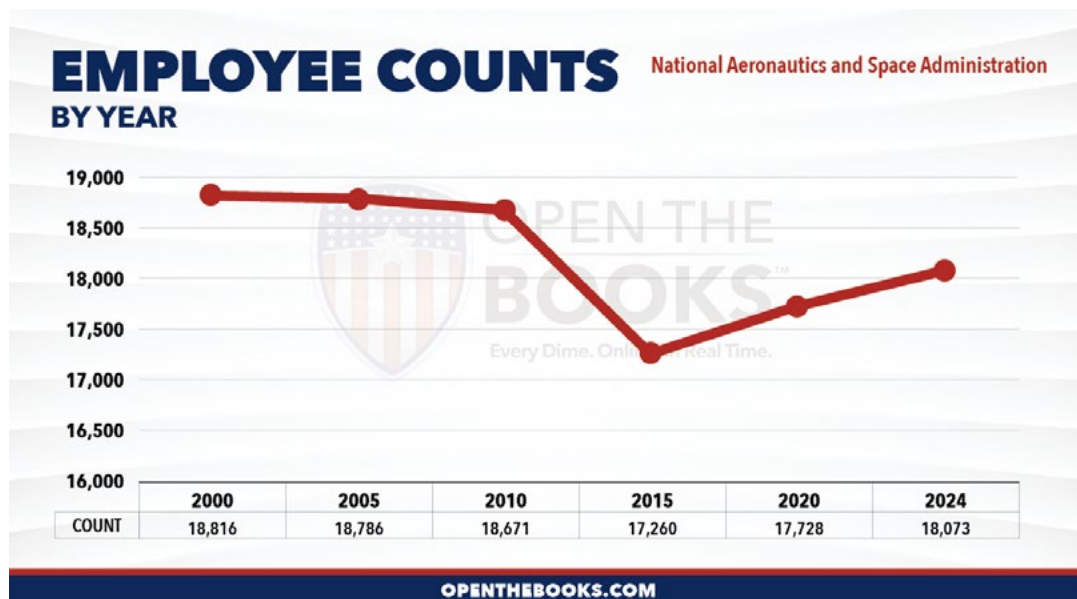
- 6** **The Trump Administration eliminated DEI activities** in the federal government, including NASA, primarily through four executive orders signed over the first two days of his term.
- 7** **In 2024 NASA had around 18,000 employees**, up 800 from 2015. NASA spent \$2.7 billion on staff salaries last year. While some DEI roles have already been eliminated, NASA is working on a restructuring plan for after Trump's NASA administrator pick Jared Isaacman is confirmed to lead the agency.
- 8** **While engineering takes up the greatest portion of NASA salaries**, other salary spending includes \$145 million for "miscellaneous administration," \$42 million for human resources, and \$25 million for public affairs.
- 9** **Many of NASA's top grantees and contractors are universities** with deep commitments to DEI, including through "land acknowledgments" lamenting the existence of the United States.
- 10** **NASA spent around \$21 billion a year in grants** from fiscal year 2021-2024. Most of the spending was highly scientific in nature, although a few projects, like \$287,791 to use NASA data "with local organizations to advance environmental justice" explicitly embedded DEI.



NASA TODAY

NASA has an annual budget of around \$25 billion a year, and, as of 2024, a little over 18,000 employees. The agency has 20 Centers and facilities around the country, including the only national laboratory in space, at the International Space Station. A primary focus of NASA over the past few years is to land a [crewed mission](#) to Mars as early as the 2030s. The agency wants to land more people on the moon first, before undertaking the trip to Mars.

The number of employees is about 700 lower than in 2000, but 900 higher than in 2015.



NASA LEADERSHIP

In December 2024, then-president-elect Donald Trump stated he would appoint billionaire philanthropist Jared Isaacman as the next NASA administrator. Isaacman made his fortune with payment processing company Shift4. He is also a military jet pilot and shifted his business focus to co-found Drake International, which trains Air Force pilots.

Isaacman has experience with commercial space flight, commanding two missions for SpaceX. He is the first person to participate in a private sector spacewalk. According to a [Science article](#), while some critics say Isaacman's previous work with DOGE-leader and SpaceX CEO Elon Musk creates a conflict of interest, others, even some Democrats, are excited by his innovative perspective and relative youth—Isaacman is 42 compared to Biden-era NASA administrator Bill Nelson's 82.

While Isaacman waits to be confirmed by the Senate, President Donald Trump appointed Janet Petro to acting director of NASA starting January 20. Petro was most recently director of NASA's Kennedy Space Center; she was appointed to the position in 2021 by Bill Nelson. She had been deputy director of Kennedy Space Center [since](#) 2007.

While the second-highest position at NASA, deputy administrator, has yet to be appointed, in February Petro [announced](#) Vanessa Wyche would take the third-highest position, associate administrator. Wyche had led Johnson Space Center since 2021, also appointed by Bill Nelson. She had served as deputy director of Johnson Space Center since 2018.

NASA STAFF OVERVIEW

The average NASA employee salary is \$148,288. Of the 18,073 employees in fiscal year 2024, 16,273 make over \$100,000, and of those, 524 employees make over \$200,000.

NASA spent \$2.7 billion on staff salaries in 2024. Six job titles account for over \$100 million each in total salary spending. Aerospace and general engineering make up the bulk of salary spend, with \$1.2 billion over 7,881 people.



“Miscellaneous administration and program” accounts for \$145 million in salaries over 958 people, and “management and program analysis” accounts for \$132 million over 920 people.

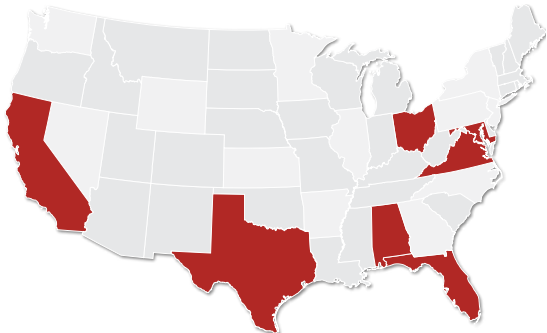
DEPARTMENT	STAFF	TOTAL COMPENSATION
AEROSPACE ENGINEERING	4,446	\$672,941,374
GENERAL ENGINEERING	3,435	\$568,494,320
MISCELLANEOUS ADMINISTRATION AND PROGRAM	958	\$145,116,436
MANAGEMENT AND PROGRAM ANALYSIS	920	\$132,273,383
ELECTRONICS ENGINEERING	722	\$108,682,990
CONTRACTING	772	\$102,024,854

Other notable job titles are

- “Human Resources” which costs \$42 million over 303 people
- “Public Affairs,” which costs \$25 million over 200 people
- “Education Program,” which costs \$2.7 million over 20 people

NASA's employees are mostly located in nine different states and D.C., although the bulk of the staffers live in the D.C.-Maryland-Virginia area: 5,987

STATE	EMPLOYEE COUNT
TEXAS	3,085
MARYLAND	3,020
ALABAMA	2,337
FLORIDA	2,174
VIRGINIA	2,162
CALIFORNIA	1,821
OHIO	1,527
DISTRICT OF COLUMBIA	805



NASA gave out \$2 million in awards to staffers in 2024, including 22 worth between \$40,000 and \$74,000.

REDUCTIONS IN FORCE

Early in the Trump Administration, most federal employees were offered a deal to resign in exchange for eight months of free pay and benefits. At least 750 NASA employees reportedly took the deal.

While the Trump Administration implemented sweeping dismissals of probationary employees—those who had been working less than two years and therefore have fewer work protections—reports state NASA's probationary reductions are on hold due to the scientific nature of the projects at NASA, necessitating more precise firing decisions. Reports state at least 1,000 staffers would have been fired under the original order.

Administrators additionally closed three offices at NASA Headquarters in March, including part of the Office of Diversity, Equity, and Inclusion, resulting in 23 layoffs.

During the 40th Space Symposium on April 7, Acting Administrator Janet Petro stated the agency was working on a restructuring plan for Jacob Isaacman to consider after he is confirmed as agency head. Petro said "I don't want to make choices before he gets here, where he might want to do things a little bit differently," according to Space News.

ASTRONAUTS STUCK ON ISS

On June 6, 2024, NASA astronauts Sunita Williams and Barry "Butch" Wilmore arrived at the International Space Station on a Boeing Starliner space craft for an eight-day mission. This was Starliner's first crewed mission to the ISS. Safety concerns with the Starliner arose during its flight to ISS as the capsule experienced helium leaks and thruster malfunctions.



Sunita Williams Barry "Butch" Wilmore

Boeing and NASA engineers spent several weeks determining if the issue could be fixed, but Starliner was ultimately not deemed safe enough to carry the astronauts. The capsule returned to earth, unmanned, in September.

SpaceX, led by Elon Musk, was selected to bring the astronauts back again in February 2025. That timeline was later extended to March. The astronauts safely made landfall in the SpaceX Dragon capsule on March 18, after 171 days in space.

A BRIEF HISTORY OF NASA'S RELATIONSHIP WITH COMMERCIAL SPACEFLIGHT

NASA ended its own Space Shuttle in 2011; its final mission was to complete the ISS. While there were a few attempts to bring back a federal space shuttle program, these were ultimately not pursued. With nowhere else to turn, NASA **began paying** the Russian space program up to \$90 million per seat to fly American astronauts to the ISS. By 2020 NASA had given the Russians \$4 billion.

The private sector had been delivering cargo to ISS since 2012, but manned commercial spaceflight did not begin until 2020, although contracts between Boeing and SpaceX were signed as early as 2014. SpaceX had its first successful crewed mission in 2020.

BOEING'S MOUNTING ENGINEERING PROBLEMS

The Starliner scandal followed an emergency grounding of a Boeing 737 Max earlier in 2024. In January an Alaska Airlines plane was forced to land after an emergency exit door fell off shortly after takeoff. An investigation proved a panel on the door was not bolted on properly, a devastating finding that seemingly corroborated **whistleblower** reports of rushed production and lax quality controls.

The U.S. Department of Transportation **increased** oversight activities over the company and ordered Boeing to create an action plan to address its quality control issues. Boeing's CEO Dave Calhoun stepped down in July 2024, and was replaced by Kelly Ortberg, who **vowed** to fix the issues at the company and refocus the firm on engineering.

A part of that effort led the company to shut down its Diversity, Equity, and Inclusion unit. DEI in the workplace can lead to hiring, promotion, and termination decisions based on race, sex, and sexuality rather than merit. A company statement following the DEI dissolution said Boeing operates "a merit-based performance system with procedures aimed at encouraging an equality of opportunity, not of outcomes."



The Boeing Starliner

DEI AT NASA

NASA had embraced DEI ideology over the past several decades, including during the first Trump Administration to some degree; in 2020 then-NASA Administrator Jim Bridenstine added “Inclusion” to the agency’s list of core values, joining safety, integrity, teamwork, and excellence.



Inclusion added to NASA signage under the first Trump Administration. The current Trump Administration has since removed this extra “core value.” The addition seems redundant given “teamwork,” another core value, already conveys mission cohesion.

To celebrate the addition of “inclusion” as a core value, NASA’s Office of Diversity and Equal Opportunity and the Office of the Chief Human Capital Officer hosted Ibram X. Kendi to give a talk titled “Mission to Inclusion: Cultivating an Antiracist Workplace.” Kendi is the author of the controversial books *How to Be an Antiracist* and *Stamped from the Beginning: The Definitive History of Racist Ideas in America*.

[Email records](#) indicate the event was coordinated with Penguin Random House, Kendi’s publisher, and that Kendi was paid for his time. We do not know how much NASA paid for the event, but a [similar event](#) with the National Institutes of Health cost \$5,000. The NASA event was held in August 2020.

That same summer, [email records](#) show NASA employees at Kennedy and Johnson Space Centers coordinated a “Weight of the World” series of “discussions on racism.”

While the inclusion of “inclusion” in NASA’s core values helped fuel the racial struggle sessions at NASA in 2020, there were also attempts by the Trump Administration to curb DEI in the federal agencies that same year. Executive Order 13950 on Combating Race and Sex Stereotyping, published in September 2020, aimed to stop agencies, contractors, and grantees from performing DEI trainings. This executive order was rescinded by the Biden administration a few months later.

NASA DEI UNDER BIDEN

Biden's Executive Order 13985 on Advancing Racial Equity and Support for Underserved Communities Through the Federal Government, signed on January 20, 2021, was the first of several EOs that sought to embed equity considerations in all government programmatic activities. See the 2021 email to NASA staff detailing the EO [here](#).



Public records requests reveal the kinds of training NASA leadership considered for its employees after Trump's executive order was rescinded.

Planning emails for Johnson Space Center's "Diversity Equity Inclusion and Accessibility Day" in 2023 give a proposed itinerary for an all-day event "minimally spanning core hours of 9:00am–3:00pm."

One of the businesses under consideration to contract for the event, Decide Diversity, included a “Table of Diversity” for participants to personalize. The Table of Diversity, training documents show, will “remind us of the various ways we are diverse, and dives into the experiences we have because of our diversity.”

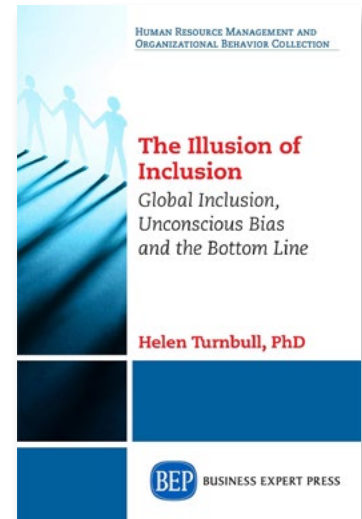
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The Table of Diversity from Decide Diversity

Professional development coursework at NASA also featured DEI messaging, like:

- [Diversity All In](#), a three-and-a-half-hour course which “provides a common understanding and language for diversity and inclusion.”
- [The Power of Inclusion](#), a three-hour course on how to “engage men to advance women in leadership positions.”
- *The Illusion of Inclusion: Global Inclusion, Unconscious Bias, and the Bottom Line*, a [book](#) which “offers a road map and an easy to comprehend model on how to minimize the impact of unconscious and conscious biases.”
- *Diversity Beyond Lip Service: A Coaching Guide for Challenging Bias*, a [book](#) advertising that “a deeper level of candor and vulnerability is needed to move the needle towards real progress.” The book explicitly sets out to make “white men” feel “discomfort,” saying in one passage:

“In order to move toward a more inclusive society, the primary beneficiaries of privilege—namely European-American, heterosexual, Christian men—must recognize the advantages they are automatically granted. But the goal in addressing privilege is not to antagonize white men, but to involve them in the process and encourage their accountability, because we will only make progress if all of us—especially those in positions of power—are on board. While white men must recognize their privilege, the rest of us must recognize that for them, this new accountability will come with a sense of loss and discomfort.”



And there were more book talks. In 2021 Johnson Space Center’s parenting affinity group invited Uju Asika to talk about her book *Bringing Up Race: How to Raise a Kind Child in a Prejudiced World* to, as an internal email said, “positively open up the lines of communication on anti-racism.”

The book, published in 2020, features passages lamenting the author’s “Eurocentric” education in the U.K., “colonialism,” and the results of the 2016 election. As Asika put it: “As a woman of color in today’s Brexit and Trump climate, you have to stay woke.”

Another passage from the book urges Americans to treat Thanksgiving as an opportunity for activism and social change in the United States:

“Stop whitewashing America’s past. This doesn’t mean you have to cancel Thanksgiving, but your child should understand why a Native American might not want to sit at your feast. Explain that for many, Turkey Day is a day of mourning. It recalls the systematic genocide of indigenous people whose lands were stolen and whose children were taken from them, many of whom were captured and sold as slaves. Maybe you can use Thanksgiving to reflect and commit to creating a society more people can be thankful for.”

The Department of Defense K-12 schools faced [criticism](#) for offering a book with a similar passage to its employees.

Johnson Space Center welcomed Asika back for another talk during Diversity Month the following year.

NASA's DEI Strategic Plan

In 2022 NASA rolled out its 2022-2026 Strategic Plan for Diversity, Equity, Inclusion, & Accessibility, to align with another Biden executive order, EO 14035 "Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce." Major goals of the plan include race and sex-based hiring and promotion initiatives, like:

- Ensure recruitment plans focus on underrepresented individuals and members of underserved communities and individuals with disabilities, utilizing the full potential of Special Emphasis Programs (SEPs) and Human Capital Strategic Planning. [One example of such a project involved NASA's streaming service, NASA+, creating a documentary series called "The Color of Space," and then taking the series "on a road tour, providing free in-person screenings at historically Black colleges and universities, conferences, and festivals Nationwide," according to one [budget](#) document.]
- To encourage managers to promote diversity at top levels of NASA leadership, for managers and supervisors, "there should be greater focus on training...in areas such as implicit bias and workforce diversity. Finally, the process of selecting top leaders can be updated to better reflect DEIA principles and practices."
- Leverage "NASA's work in digital transformation and data analytics" to "embark on an ambitious program to harness existing data systems, artificial intelligence, and machine learning to analyze DEIA-relevant data."

Science Mission Directorate (SMD) Inclusion, Diversity, Equity, and Accessibility (IDEA) Learning Curriculum

SMD has provided a multipronged internal learning curriculum for staff to engage in conversation and increase awareness on DEIA topics and applications to daily work. SMD organizes a monthly conversation series addressing fundamental topics such as cultural competency, psychological safety, bias, power dynamics, intersectionality, and microaggressions. Monthly conversations typically have 50 staff members attend per session. Additionally, approximately 150 SMD personnel have completed an anti-racism workshop series and an additional workshop is being planned.

NASA's DEIA Strategic Plan outlines an intensive DEI training regime for staffers in the Science Mission Directorate, which is charged with aligning scientific research across disciplines.

A related NASA [Executive Performance Management](#) document indicates that executive performance plans were “updated to include a diversity, equity, and inclusion” element, meaning that staff’s work performance was evaluated on how closely the staffers conformed to DEI ideology. Examples of actions and behavior that promote DEI, the document states, include:

- Practice ally-ship, emphasize social justice and inclusion, and strive to advance the interests of underrepresented or marginalized groups.
- Allow open space for honest conversations and diversity dialogues.
- Advocate for and participate in DEI&A training, learning sessions, activities, and seminars to enhance cultural competency; encourage the sharing of takeaways from training courses. Incorporate newly learned DEI&A information/lessons into the leadership of your team on a day-to-day basis.
- Promote the development and advancement of underrepresented groups through nominating and selecting diverse team members for professional development courses, speaking engagements, and training opportunities.

In 2022 Employees were also provided with “[NASA Guidance for Supporting Gender Transition/Affirmation in the Workplace](#).” The guidance urged supervisors to, among many other things, “be willing and available to collaborate with the transitioning employee on the development, implementation, and evolution of a Workplace Gender.”

Staffers were told in the Guidance, “A transitioning employee may use the restroom, locker room, or other facility that they feel most comfortable using,” and that if another employee has a concern about this, “the transitioning employee should not be asked or required to use an alternate facility in order to accommodate such concerns.”

Equity en Español

A major aspect of NASA’s equity outreach included “limited English” populations. There was therefore a push to translate NASA activities into Spanish, including:

- A Spanish-language NASA comic book
- Spanish-language social media accounts
- Monthly live virtual events for students in Spanish under the NASA STEM Stars initiative. These 20 [videos](#) received between 250-3,600 views on YouTube. Outliers are one with 65,000 views and another with 16,000.
- Spanish content on NASA’s streaming service, NASA+
- Spanish training for NASA’s ARSET program, which teaches communities in America how to use remote sensing tools.



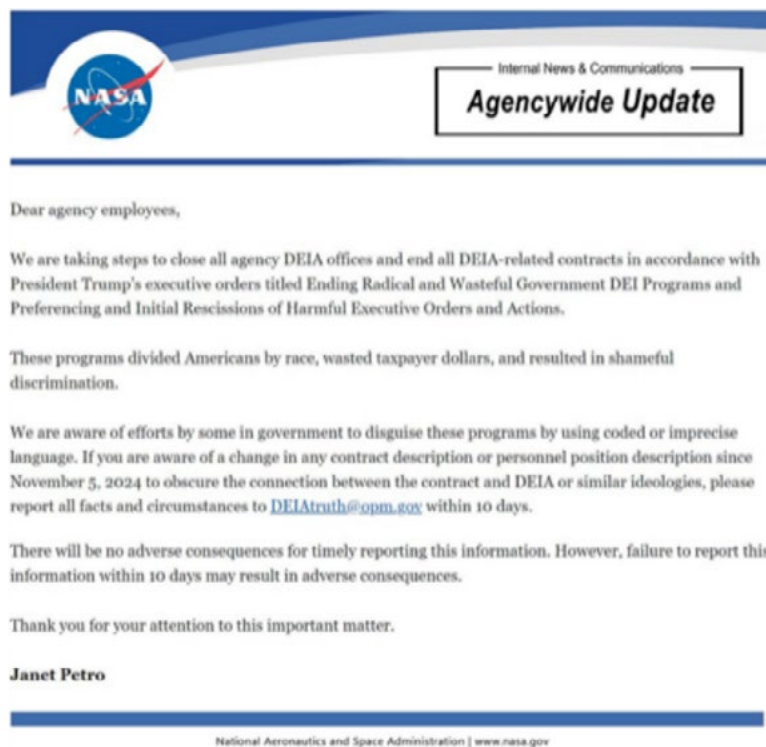
DEI at NASA under Trump 47

President Trump issued many executive orders his first few days in office abolishing DEI from federal agencies, contracts, and grants, including:



- **Executive Order 14151**: Ending Radical and Wasteful Government DEI Programs and Preferencing (Issued January 20, 2025)
- **Executive Order 14168**: Defending Women from Gender Ideology Extremism and Restoring Biological Truth to the Federal Government (Issued January 20, 2025)
- **Executive Order 14170**: Reforming the Federal Hiring Process and Restoring Merit to Government Service (Issued January 20, 2025)
- **Executive Order 14173**: Ending Illegal Discrimination and Restoring Merit-Based Opportunity (Issued January 21, 2025)

On January 23, 2024, NASA Acting Administrator Janet Petro sent an email stating that, in line with President Trump's executive orders, the agency would close all DEIA offices and end all DEIA-related contracts.



On February 15th, the Trump Administration's Department of Education issued a **Dear Colleague Letter** demanding an end to race preferences and racial stereotyping at universities, with two weeks to comply or else lose federal funding. As will be outlined in the NASA Spending section, many NASA contractors and grantees are universities and could be impacted by this policy.



NASA SPENDING

NASA spent over \$24 billion dollars in FY 2024, which is roughly in line with historic averages, when adjusted for inflation. The agency’s spending was about double what it is today in the late 1960s, in the lead-up to the moon landing.

NASA CONTRACTS

NASA spent around \$15 billion in contracts each year from fiscal year 2021-2024, nearly \$60 billion total.

YEAR	TOTAL SPENDING
2021	\$14,576,586,846
2022	\$14,929,902,335
2023	\$15,751,004,669
2024	\$14,641,591,057
TOTAL	\$59,899,084,905

Ten contractors received over \$1 billion. The contractor with the most funds, California Institute of Technology, received nearly \$10 billion. Boeing comes in a distant second at \$6.4 billion.

Space Exploration Technologies Corp is more informally known as SpaceX, Elon Musk’s space and rocket company. SpaceX was the third highest contract recipient from NASA, with \$5.3 billion.

TOP TEN NASA CONTRACTORS BY FEDERAL SPENDING FY2021-2024

1	CALIFORNIA INSTITUTE OF TECHNOLOGY	\$9,841,393,271
2	THE BOEING COMPANY	\$6,444,574,595
3	SPACE EXPLORATION TECHNOLOGIES CORP	\$5,402,233,013
4	LOCKHEED MARTIN CORP	\$2,814,758,136
5	NORTHROP GRUMMAN CORPORATION	\$2,017,846,555
6	JACOBS ENGINEERING GROUP INC	\$1,896,180,792
7	THE JOHNS HOPKINS UNIVERSITY	\$1,479,970,882
8	BLUE ORIGIN, LLC	\$1,244,737,826
9	KBR, INC.	\$1,215,942,480
10	AEROJET ROCKETDYNE HOLDINGS, INC.	\$1,142,820,452

An Inspector General report from 2024 highlighted [issues](#) with NASA's contracting system, citing:

- An inappropriate use of award fees during periods of poor contractor performance, with \$77 million in questionable award fees granted
- Granting sole-contracts to develop parts of machinery used for spaceflight, eliminating cost benefits of competition, and making competitive follow-on awards to contracts impossible
- Many examples of waste, fraud, and abuse of the procurement process, over the past three years resulting in "34 indictments, 24 convictions, 14 suspensions, and 20 debarments, with over \$7.7 million in civil settlement fines returned to NASA. In addition, more than \$9.6 million in criminal restitution and nearly \$33.5 million in civil settlement fines were returned to the U.S. Treasury."

CALIFORNIA INSTITUTE OF TECHNOLOGY

Caltech CalTech is the best-funded contractor because the university manages NASA's [Jet Propulsion Laboratory](#), which is focused on robotic space exploration. Contracts are highly technical in nature. The top three biggest single payments are for the Europa Clipper Project, a mission to explore one of Jupiter's moons, and for the Mars Sample Return Program, which brings back Martian samples to Earth for analyses for the first time.

PROGRAM	FUNDING
EUROPA CLIPPER PROJECT	\$320,183,562
EUROPA CLIPPER PROJECT	\$230,000,000
MARS SAMPLE RETURN PROGRAM	\$219,589,540

While the CalTech-Jet Propulsion Lab projects are exciting examples of American innovation and exploration, CalTech as an institute has bought into the corrosive ideology of diversity, equity, and inclusion, which promotes oppressor-oppressed narratives based on a variety of "identities" including race, sex, and sexuality.

Although President Trump has ordered federal contractors and universities receiving federal funds to move away from DEI, CalTech clings tightly to its DEI policies.

Just a few examples:

CalTech stated on its "Inclusion, Diversity, Equity, and Accessibility" [webpage](#) that the university views equity to mean "Fairness and justice, as evidenced by parity in outcomes and opportunities. Consciousness of how social location (e.g. gender, race, ethnicity, socioeconomic status, ability status) can affect the opportunities available to an individual." This definition shows the university strove to inculcate identitarianism in its student and administrative body, and work to ensure "outcomes" are equal across those "identities" through preferential practices. CalTech removed this definition in April 2025, and as of this writing only includes definitions for "diversity" and "inclusion" on its IDEA [website](#).



Although CalTech appears to be scrubbing its equity commitments from its website, the university still supports a Center for Inclusion and Diversity, which provides "IDEA (Inclusion, Diversity, Equity, and Accessibility)-related educational workshops and programming," according to its [website](#). The Center recommends [resources](#) like:

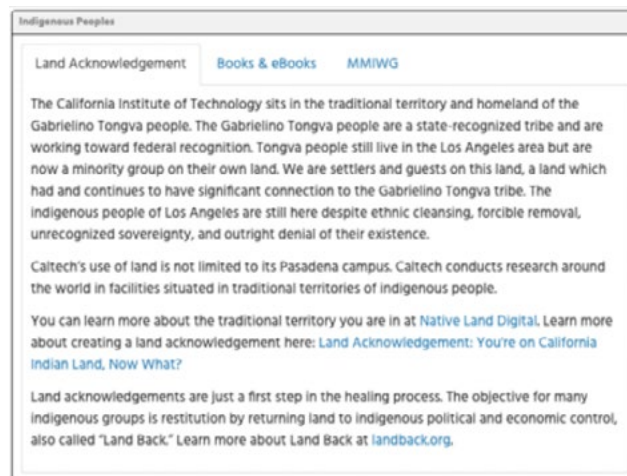
- [Antiracist Booklist](#)
- [Police Accountability Tool](#)
- [Critical Conversations](#) about Race with Kids
- *White Fragility* by Robin Diangelo

Its library **promotes** "equitable collections" by working to "purchase and promote materials that are outside of the western, white narratives that dominate science." CalTech library also has a "land acknowledgment" that **laments** the existence of the American nation and infrastructure, including the Jet Propulsion Laboratory, that exist on "California Indian Land."

Seemingly part of the university's maneuvering to remove DEI from its website, CalTech promoted Assistant Vice President for Diversity, Equity, Inclusion, and Assessment Lindsey Malcom-Piqueux to "associate vice president for campus climate, engagement, and success." As reported in the **Washington Free Beacon**, Malcom-Piqueux will continue to oversee CalTech's Center for Inclusion and Diversity in this role. At the time of her **appointment** to her initial DEI position, she said:

"In order to ensure that all Caltech students, postdocs, faculty, staff, and alumni feel connected to the Institute, we have to engage in the difficult self-reflection and self-assessment needed to understand where our challenges lie, and how we can best surmount those challenges."

As the Free Beacon also reported, the title change follows the same pattern also seen at the CalTech-administered NASA Jet Propulsion Laboratory. There, Chief Diversity Officer Neela Rajendra's position was changed to "Chief of the Office of Team Excellence and Employee Success."



JOHNS HOPKINS UNIVERSITY

The other university receiving over \$1 billion in contracts from NASA also espouses divisive DEI programs.

Johns Hopkins University, which has received \$1.48 billion from NASA, hosts its own [Office of Diversity and Inclusion](#). The university created a “roadmap on diversity, equity, and inclusion” to with 24 goals, that include:



- Investing \$50 million to hire new tenured or tenure-track faculty members who “substantially contribute to promoting diversity and inclusive excellence.”
- Creating new “advancement programs for potential faculty leaders, with specialized modules and programming to ensure participation by URG [underrepresented groups] faculty.”
- Expanding faculty DEI education and professional development, which will “provide faculty with ubiquitous resources for developing DEI-related skills, as well as support for incorporating DEI content in courses with a menu of offerings.”

We humbly acknowledge that Johns Hopkins University is located on the traditional and contemporary homelands of Indigenous people.

Our campus resides on unceded lands of the Piscataway, and Susquehannock peoples.

We recognize the enduring presence of more than 7,000 Indigenous peoples in Baltimore City, including Piscataway, Lumbee, Eastern Band of Cherokee and many others represented by our Indigenous students, faculty, staff and local Indigenous agency partners.

Together, we acknowledge the history of genocide and ongoing systemic inequities that have impacted Indigenous intergenerational traumas and health disparities.

We give thanks to the past, present, and future stewards of this land and recognize tribal nations’ sovereignty and right to self-determination based on past and present treaty rights.

We aim to hold ourselves and the university community accountable to advancing tribal health equity.

The university also promotes its own land acknowledgment again lamenting the existence of the United States on “unceded” tribal land. (See image to the left.)

JHU’s contracts from NASA are highly scientific. The single project with the most funding—\$162 million—for engineering and research related to [Dragonfly](#), a vehicle which will observe Saturn’s moon Titan.

Another project, for which JHU got \$17 million from 2021-2024, is for research related to [Solar Probe Plus](#), a spacecraft which will venture closer to the sun than ever before to study solar wind and the outer solar corona.

JHU is also a top grant recipient, with \$123 million in federal grant funding from NASA. Again, projects are overwhelmingly focused on space science. The two grants with the most funding are for:

- **\$7.5 million for the [Center for Geospace Storms](#)**, which works to understand and predict space weather
- **\$7.3 million for the [“Sun Coronal Ejection Tracker,”](#)** which will observe sun phenomena from space

JHU also got funding for one grant focus on “environmental justice;” \$147,670 for “equity, environmental justice, and extreme heat: leveraging earth observations to strengthen community-driven climate mitigation strategies.”

Johns Hopkins University Seal - Attribution: By <https://web.archive.org/web/20160327190905/>, https://brand.jhu.edu/content/uploads/2015/07/University-Identity-Guidelines.7.29.15.web_.pdf, Fair use, <https://en.wikipedia.org/w/index.php?curid=52649199>

BOEING

NASA spent over \$6.4 billion on Boeing contracts from FY 2021-2025. As described in an earlier section, Boeing is a top contractor for bringing astronauts to the ISS. Indeed, from FY 2021-2024 Boeing received \$1.5 billion for projects titled “International Space Station.”

Two other projects make up the bulk of NASA spending on Boeing:

- 1** **\$2.7 billion to “provide developmental hardware and test articles, and manufacture and assemble Ares 1 Upper Stage.”** This transaction description is curious because the Ares 1 launch vehicle was a low-Earth orbit spacecraft that **began** development in 2007, but was later scrapped in 2010 and later replaced with the Space Launch System that is currently in place.

When reached for comment, NASA said funding was shifted to the Space Launch System project as a matter of Congressional directive:

Performance requirements for SLS were initially defined in the NASA Authorization Act of 2010 (P.L. 111-267). In the Act, NASA was directed to use existing contracts to the extent practicable as noted in the following section of the legislation:

“Modification of Current Contracts – In order to limit NASA’s termination liability costs and support critical capabilities, the Administrator shall, to the extent practicable, extend or modify existing vehicle development and associated contracts necessary to meet the requirements in paragraph (1), including contracts for ground testing of solid rocket motors, if necessary, to ensure their availability for development of the Space Launch System.”

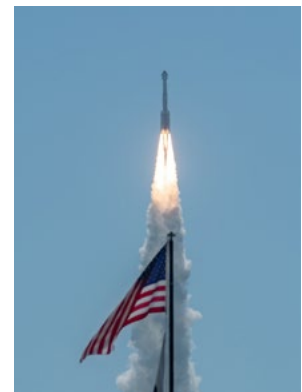
Taxpayers should be concerned when contracts have descriptions that are no longer applicable to real life projects, which is crucial for transparency in government spending.

- 2** **\$1.4 billion for the “Space Launch System Stages Production and Evolution Contract.”** According to a NASA **press release**, this contract is for Boeing to manufacture core stages for Artemis III and IV, which are a part of NASA’s lunar exploration program. The Space Launch System rockets are propelled in stages, and Boeing will manufacture parts for that process. The company will also procure materials for core stages for Artemis V and VI, along with other services. The entire contract is worth \$3.2 billion.

BOEING’S BIG SPEND

The stranded astronauts grabbed the headlines, but it was just the latest chapter in an on-going story of exploding costs and missed deadlines for the contractor.

An inspector general report **released** after the Boeing Starliner failed to return the astronauts showed the company is six years behind schedule and \$1.8 billion over budget. The IG report noted severe quality control concerns with Boeing’s products over the years, noting the company was issued 71 “Corrective Action Requests” from 2021 to 2023. The IG report said efforts to address the problems were ineffective and the company has largely been unresponsive to the agency. Not only that, but many workers are also unexperienced and unqualified.



Boeing was initially due to release its part of the Space Launch System in 2017 for a cost of \$962 million. Now it is expected in 2025 for \$2.8 billion.

SPACE EXPLORATIONS TECHNOLOGIES CORP (SPACEX)

NASA spent \$5.4 billion on contracts with SpaceX, with most spending directed towards two activities:

- 1 **\$2.7 billion** for “work required for the design, development, manufacture, test, launch, demonstration, and engineering support of the Human Landing System Integrated Lander.” The **Human Landing System** is a lunar lander that will bring astronauts to and from the lunar surface.
- 2 **\$2.3 billion** for the “**commercial crew program**,” which brings astronauts to the International Space Station.



DEI CONTRACTS

While the Department of Government Efficiency and the Trump Administration move to cancel all contracts and grants related to diversity, equity, and inclusion, it’s worth looking at how the agency was spending taxpayer dollars on DEI.

- **\$2,366,122 to LMI Consulting** to “incorporate and deeply engrain diversity, inclusion, equity, and accessibility in the culture and business” of NASA
- **\$182,281, again to LMI Consulting** for “diversity training”
- **\$90,000 to Neuroleadership Institute** for “diversity training”
- **\$74,000 to Cook Ross, Inc,** for “Gender Identity and Sexual Orientation Training”
- **\$26,826 to Franklin Covey Client Sales** for diversity training for 120 staffers
- **\$15,000 for a speaking engagement** with Dr. Bruce Stewart, the Deputy Director for Training, Compliance, and Strategic Initiatives in the Office of Diversity and Inclusion, Office of Personnel Management in the Obama Administration

\$9 million additional dollars were spent on various DEI-related projects involving analytics, assessment, reporting, or other management services.

These figures don’t include the impact of various DEI-related contractor policies, which were extensive, as shown in the figure below from NASA’s 2022 Equity Action Plan.

Equity in Procurements and Contracts

- NASA established a pilot DEIA incentive to encourage large and small contractor’s partnerships and mentorships with underserved communities under their contracts.
- NASA issued a new procurement policy in an October 26, 2021 memorandum to the contracting workforce to encourage, and offer guidance on, purchasing supplies and services from AbilityOne, which provides employment to people who are blind or have significant disabilities.
- NASA published guidance on October 28, 2021 in the NASA FAR (Federal Acquisition Regulation) Supplement, establishing a requirement for contractors to provide a DEIA plan upon award to demonstrate commitment to diversifying their workforce.

INDEFINITE DELIVERY VEHICLE CONTRACTS

An additional \$4-5 billion a year was also spent on Indefinite Delivery Vehicle (IDV) contracts, which is an agreement between the government and contractors for an unspecified amount of goods or services over a particular time. This kind of contract provides more flexibility in procurement in some instances.

IDV CONTRACT SPENDING AT NASA 2021-2024	
2021	\$4,160,478,859
2022	\$4,708,752,928
2023	\$4,817,004,619
2024	\$5,014,199,443
TOTAL	\$18,700,435 849

Six contractors received over \$1 billion in IDV contract payments, making up the bulk of the spending.

SPACE EXPLORATION TECHNOLOGIES CORP.	\$4,160,478,859
LOCKHEED MARTIN CORP	\$4,708,752,928
JACOBS TECHNOLOGY INC.	\$4,817,004,619
NORTHROP GRUMMAN SYSTEMS CORPORATION	\$5,014,199,443
LEIDOS, INC.	\$1,123,877,678

SpaceX is the number one IDV contractor with around \$2.5 billion in payments, largely for cargo and crewed transportation to ISS.

The second largest IDV contractor, Lockheed Martin, was contracted for most of its funding for work on the Orion project. Orion is a [spacecraft](#) that will carry the astronaut crew to space during the Artemis lunar missions.

In response to President Trump's executive order against DEI contracting, EO 14173, "Ending Illegal Discrimination and Restoring Merit-Based Opportunity," Lockheed Martin [shut down](#) its DEI programming on January 25, 2025.

NASA GRANTS

Compared to contracts, grants are a far smaller share of NASA spending, coming in at around \$1.2 billion a year. Since FY 2021, NASA has spent \$5.1 billion on grants.

2021	\$1,214,231,007
2022	\$1,324,927,127
2023	\$1,272,836,176
2024	\$1,292,385,737
TOTAL	\$5,104,380,047

Most grantees are universities. Seven grantees received over \$100 million during that time. The grantee with the most funding, University of Maryland, College Park, received nearly \$300 million. The University of Colorado came in a distant second with \$166 million.

Number three is also a top contractor—Johns Hopkins University—which received \$123 million. The number one contractor, California Institute of Technology, which received \$9.8 billion in contracts, also got \$77 million in grants. See the “Contracts” section for more details on these institutes.

TOP NASA GRANTEES BY FEDERAL SPENDING FY 2021-2024

1	UNIVERSITY OF MARYLAND, COLLEGE PARK	\$291,921,494
2	THE REGENTS OF THE UNIVERSITY OF COLORADO	\$166,408,850
3	THE JOHNS HOPKINS UNIVERSITY	\$123,095,599
4	THE UNIVERSITY OF ALABAMA IN HUNTSVILLE	\$122,104,877
5	UNIVERSITIES SPACE RESEARCH ASSOCIATION	\$104,160,454
6	UNIVERSITY OF ARIZONA	\$102,991,999
7	UNIVERSITY OF MARYLAND BALTIMORE COUNTY	\$100,507,558

UNIVERSITY OF MARYLAND, COLLEGE PARK

Most of UMD College Park's federal grant funding (\$124 million) came from its Center for Research and Exploration in Space Science & Technology program (CRESST II). The first iteration of the program began in 2006 with a 10-year cooperative agreement, which was renewed in 2017 with a five-year agreement. The cooperative agreement is between NASA's Goddard Space Flight Center (located in Glenn Dale, Maryland), UMD College Park, and several other universities. CRESST II's primary focus is facilitating collaboration between Goddard and the partner institutes, according to a UMD [press release](#). Besides projects specifically marked under CRESST II in project descriptions, UMD College Park received \$44 million more for other projects collaborating with Goddard Space Flight Center.

While most grants went towards projects related to space, \$22 million went to various grants studying agriculture (on Earth) using data collected from NASA satellites. That includes \$13.7 million for the [NASA Harvest](#) Food Security and Agriculture Program, which aims to "create satellite-based solutions for today's most pressing food supply challenges" around the world, according to the website.

DEI AT UMD COLLEGE PARK

DEI is strong at UMD, which boasts its own [Office of Diversity and Inclusion](#) with 25 staffers. The office provides many resources, including an "anti-racism toolkit" with "resources" like:

- ["Making Whiteness Visible in the Classroom"](#) (2004) by Laurie Lippin
- ["Sidelines and separate spaces: making education anti-racist for students of color"](#) (2010) by Deanna M. Blackwell
- ["black \(beyond negation\)"](#) by Keguro Macharia
- ["In an Era of Pandemic and Protest, STEM Education Can't Pretend to be Apolitical"](#)
- ["Being a Black educator doesn't mean you aren't teaching anti-Blackness,"](#) Black Youth Project 100 contributors.
- ["Decolonization is not a metaphor"](#) (2012) by Eve Tuck and K. Wayne Yang

UMD College Park has additionally committed to partner on 25 ["critical issues defined by Black student leaders,"](#) many of which amount to racial profiling and race-based hiring and admissions practices, including:

- Increasing the number of Black faculty, staff, teaching assistants, administrators, and advisors at the university.
- Making racial bias training mandatory for all students, faculty, staff, administrators, health professionals, and student organizations. Training should include history of racial bias, impacts of racial trauma, and critical examinations how racism impacts one's life and their counterparts.
- Increasing the number of BIPOC counselors represented within the Counseling Center and Health Center, especially those with experiences with discrimination.
- Prioritizing minority enrollment by doubling the current enrollment of Black students from Prince George's County and DC by 2025.
- Creating a Black career center to better expose Black students to scholarships, conferences, and internships that value Black people.

Like other universities profiled in this report, UMD College Park also has a land acknowledgment, recognizing “the role our university has played throughout its history in denying access and full participation:”

Land Acknowledgement

Every community owes its existence and strength to the generations before them, around the world, who contributed their hopes, dreams, and energy into making the history that led to this moment.

Truth and acknowledgement are critical in building mutual respect and connections across all barriers of heritage and difference.

So, we acknowledge the truth that is often buried: We are on the ancestral lands of the Piscataway People, who are the ancestral stewards of this sacred land. It is their historical responsibility to advocate for the four-legged, the winged, those that crawl and those that swim. They remind us that clean air and pristine waterways are essential to all life.

This Land Acknowledgement is a vocal reminder for each of us as two-leggeds to ensure our physical environment is in better condition than what we inherited, for the health and prosperity of future generations.



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UNIVERSITY OF COLORADO

Most of the \$166 million that went to the Regents of the University of Colorado went to the state system's Boulder campus, totaling \$160.9 million. Another \$5.5 million did not give a specific city location. Unlike University of Maryland, College Park, no one project takes up the bulk of the funding. Projects are generally, and unsurprisingly, scientific in nature. For example, the top funded projects include:

- **\$11.2 million for work on the [Advanced Computational Center for Entry System Simulation](#) project**, which will create a high-fidelity simulation of rockets and space shuttles landing on the moon and Mars, in order to inform their design.
- **\$4.5 million for the [Black Arry of Broadband Absolute Radiometers](#) project**, which measures outgoing radiation from Earth.
- **\$2.7 million for the [Colorado Space Grant Consortium from 2020-2024](#)**. NASA funds a Space Grant Consortium for all 50 states, Puerto Rico, and D.C. The purpose of the program is to, according to the website, [provide](#) an "inclusive and interdisciplinary community of Colorado students with NASA-aligned, real-world research and project experiences to prepare them for our Nation's future space programs."

DEI AT UNIVERSITY OF COLORADO, BOULDER

CU Boulder has a robust DEI program. Although the university's Office of Diversity, Equity, and Community Engagement was closed in 2023, the office's functions were [embedded](#) into other offices.

Many programs are outlined on the "Leadership Support and Programming" webpage, which states "since 2022, campus units have been working to advance equity and inclusion by building competence, confronting oppressive structures and identifying resources required for campuswide organizational change – core investments whose absence has hampered meaningful progress."

CU Boulder's equity initiatives are [founded](#) upon work by of University of Southern California professor Adrianna Kezar, who developed the "[shared equity leadership model](#)."

The model is meant to take practitioners on a "[personal journey toward critical consciousness](#)," which involves being "vulnerable" by discussing highly personal stories and positioning themselves within a hierarchy of power and privilege based on their "identities."

The website for Shared Equity Leadership declares "As the political context around DEI work has changed substantially since our original research was conducted, there is a need for campuses to have guidance on how to navigate increasingly hostile climates."

SHARED EQUITY LEADERSHIP



The Personal Journey Towards Critical Consciousness, as graphically represented on the [Shared Equity Leadership website](#).

As part of its commitment to the shared equity leadership model, CU Boulder created a DEI action plan with various **goals**. These goals are put into practice with actions that include:

- “**All staff** will demonstrate increases in learning focused on diversity, equity and inclusion through implemented training opportunities tied to performance plans.”
- “...**associate deans** and college-level faculty directors will have diversity, equity and inclusion responsibilities in their job descriptions.”
- “**Use diversity**, equity and inclusion in practice as an attribute in the selection of third-party firms (i.e., design and construction partners).”
- **Institutionalize** a Black, Indigenous and Other People of Color (BIPOC) faculty and staff mentoring program.

Like other universities, CU Boulder also has a land acknowledgment lamenting the existence of the United States. The university further **recommends** staffers put a shortened version of the acknowledgment in their email signatures.

University of Colorado Boulder Land Acknowledgment

The University of Colorado Boulder, Colorado's flagship university, honors and recognizes the many contributions of Indigenous peoples in our state. CU Boulder acknowledges that it is located on the traditional territories and ancestral homelands of the Cheyenne, Arapaho, Ute and many other Native American nations. Their forced removal from these territories has caused devastating and lasting impacts. While the University of Colorado Boulder can never undo or rectify the devastation wrought on Indigenous peoples, we commit to improving and enhancing engagement with Indigenous peoples and issues locally and globally.

We will do this by:

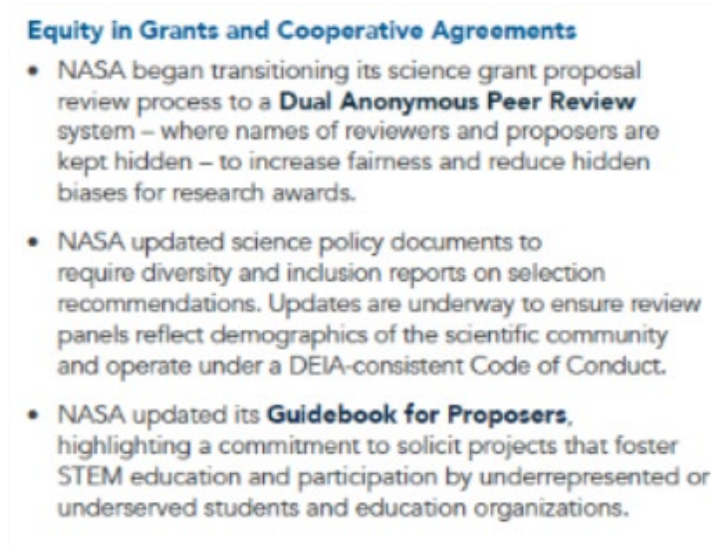
- Recognizing and amplifying the voices of Indigenous CU Boulder students, staff and faculty and their work.
- Educating, conducting research, supporting student success and integrating Indigenous knowledge.
- Consulting, engaging and working collaboratively with tribal nations to enhance our ability to provide access and culturally sensitive support and to recruit, retain and graduate Native American students in a climate that is inclusive and respectful.

DEI GRANTS

Grants were largely focused on hard sciences, but many projects had a strong DEI component. Some are listed here:

- **\$641,090 to Twin Cities Public Television** for a project called “NASA Women Inspire Girls to NASA Careers: The Power of Networks to Advance Equity.”
- **\$287,791 to University of California Irvine** for “triangulating NASA data...with local organizations to advance environmental justice in Los Angeles”
- **\$180,000 to Regents of the University of California** for “Earth Science Applications: Equity and Environmental Justice.”
- **\$100,000 to Rowan University** for “utilizing an environmental justice lens and earth science data to enhance greenspace equity, exposure, and experience.”
- **\$100,000 to the Planetary Science Institute** to “help NASA's planetary science workforce to become more diverse and equitable” because “diversity and inclusiveness along gender, ethnicity, ability, sexual orientation, generational, and other axes is a business as well as a social imperative.”
- **\$99,997 to Colorado State University** for “leveraging earth science data to heighten awareness of environmental injustices within the U.S. prison system.
- **\$34,943 to the Oceanography Society** for a special issue of the organization's magazine on “building diversity, equity, and inclusion in the ocean sciences.”

In addition to projects explicitly funding DEI, NASA retooled its grant program, so proposers include DEI in their funded activities, even if it is seemingly unrelated to the project being funded. The following figure from NASA's 2022 Equity Action Plan explains:



CONCLUSION

NASA is a national—and global—treasure, advancing human understanding of space and promising the possibility of inter-planetary travel. The agency's projects astound and amaze and are rightly a source of tremendous pride for Americans everywhere.

Progress is hampered, however, by a lack of mission focus between administrations, and, during the Biden Administration, had been especially derailed by an almost comically absurd devotion to DEI concepts that divide and distract from the agency's critical mission.

The Trump Administration has focused on eliminating DEI from all federal agencies, including NASA, cancelling DEI contracts and pressuring university partners to move away from their DEI commitments or risk losing federal funding.

While these changes provide a welcome opportunity to refocus on space flight and research, they must first be enforced by current NASA leadership, i.e., making good on threats to defund partner institutes with illegal race and sex-based preferential programs. They must also be made permanent through an act of Congress, which should pass legislation banning divisive DEI ideology from agencies and contracts, in line with the Trump Administration's executive orders.

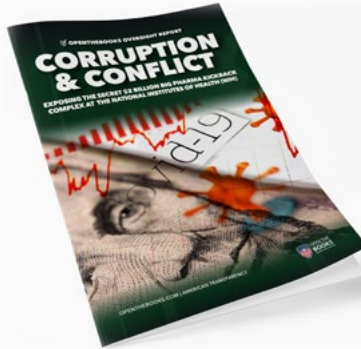
The administration should create, and Congress should affirm, a project Open the Books calls "[America's Checkbook](#)," which would provide federal spending in real time on a public forum. This way American citizens, journalists, researchers, and legislators can keep tabs on objectionable spending and react quickly.

PREVIOUS OVERSIGHT

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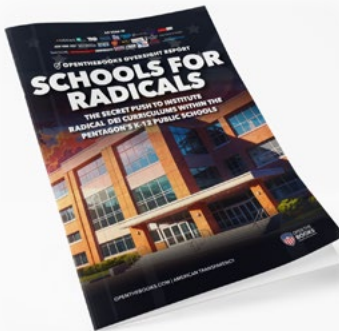
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AS FEATURED IN



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10 billion rows of data. 1.1 billion government expenditures. 172 million public pensions and salaries. 110,000 government agencies. 350,000 open records requests...and counting. Open the Books is the largest private database of public spending in history.

IN 2023 and 2024...

Quantified the federal bureaucracy and the waste, fraud and abuse that followed Covid lockdowns. We also exposed the radical DEI ideology that had permeated the Department of Defense, National Science Foundation and the EPA.

IN 2021 and 2022...

Identified Dr. Anthony Fauci as the top paid federal employee, quantified the staggering cost of U.S. military gear left behind in Afghanistan, cracked open California's state checkbook and Big Pharma's \$1.4 billion in third-party paid royalties – leading to four televised congressional hearings in 2022.

IN 2020...

The President's Budget To Congress FY2021 included a first-ever chapter, "Stopping Wasteful and Unnecessary Spending," which was inspired by our oversight report, *Where's The Pork? A Study of \$600 Billion In Federal Grants*. Included in the President's Budget was our report, *Use-It-Or-Lose-It - How The Federal Government Spent \$97 Billion In September 2018*.

IN 2019...

Our Top 82 U.S. Non-Profit Hospitals: Quantifying Government Payments & Financial Assets report launched on FOX News' *Tucker Carlson Tonight* and *USA TODAY*. This report backstopped President Trump's two executive orders on healthcare price transparency by showing that wealthy charitable non-profit healthcare providers and their CEO's were making big profits. Colorado Governor Jared Polis (D) also cited this data in his state of the state address while arguing for price reforms.

IN 2018...

Open The Books' Mapping The Swamp, A Study Of The Administrative State Media report launched on FOX News' *The Ingraham Angle* and directly led to Representative Judy Hice's (R-GA) legislation on pension and bonus transparency (H.R. 2612). Furthermore, we briefed the Executive Office of the President, Office of Management & Budget regarding our policy ideas to drain the swamp.

IN 2017...

The Tax Cuts And Jobs Act 2017, passed into law and included a claw-back tax on Ivy League-style, excessive university endowments. The *Boston Globe* cited our Ivy League, Inc. oversight report as a catalyst for the legislative provision. Coverage included *The Wall Street Journal* and eight segments on Fox News.

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