

REVITALIZING OUR REPUBLIC



BUILDING
AN AMERICA
WHERE FREEDOM,
OPPORTUNITY,
PROSPERITY,
AND CIVIL SOCIETY
FLOURISH.

REVITALIZING OUR REPUBLIC

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2024 IMPACT

ENGAGING AMERICA— FROM COAST TO COAST

Heritage's Ability to Shape National Conversations Is Unmatched

1,983
TV HITS

2,325
RADIO HITS

158
PODCASTS
RECORDED

870
OP-EDS
PLACED

36.5
MILLION

PROJECT 2025
PAGE VIEWS

3.9
MILLION

DOWNLOADS OF MANDATE
FOR LEADERSHIP

90K

EDUCATION FREEDOM
REPORT CARD PAGE VIEWS

39K

INFLATION CALCULATOR
PAGE VIEWS

1.9
MILLION

FACEBOOK FOLLOWERS

720K

X FOLLOWERS

424K

YOUTUBE SUBSCRIBERS

262K

INSTAGRAM FOLLOWERS

3.3
MILLION

TOTAL FOLLOWERS

Your Advocate on Capitol Hill

194

MEETINGS WITH
CONGRESSIONAL
STAFF

32

MEMBERS OF
CONGRESS PARTICIPATED
IN HERITAGE EVENTS

72

EDUCATIONAL MEETINGS
WITH HILL STAFF

18

NONPARTISAN
CANDIDATE BRIEFINGS

2024: A BANNER YEAR FOR HERITAGE

Last year the nation was faced with a profound choice that would shape our future, and Heritage went all in.

As we did, I can say without hesitation that we saw The Heritage Foundation at its best when it mattered most.

We embarked on an unprecedented, state-of-the-art campaign to understand the needs and concerns of everyday Americans, to directly reach many millions of them where *they* were, and to talk about issues that *they* cared about.

This work had a profound impact in 2024, and what we learned is fueling our efforts in 2025 and beyond to bring unaffiliated Americans into the fold.

At the same time, Heritage continued to make incredible progress on its policy priorities. More families now have the freedom to choose where their children are educated thanks to the inspiring work you made possible. The 2024 election was largely scandal-free because of election integrity reforms Heritage promoted. We took on China, stalled multiple Biden regulations, and made gains for parental rights.

There's more, which you can read about in the following pages.

If this had been an ordinary year, these achievements would have been impressive. But coming in the midst of a multi-million dollar, coordinated attack on our institution makes these gains historic. In a year when we could have buckled under the pressure, the entire Heritage team remained resolute.

I've never been more proud of The Heritage Foundation, or more honored that our work is supported by a growing number of so many great Americans.



Barb Van-Andel Gaby
Chairman, Board of Trustees



NOW THE HARD WORK BEGINS

I love a good challenge. And 2024 provided no shortage of them.

Throughout it all, we kept our eye on the ball and continued to deliver wins for everyday Americans, and you stood by our side. In fact, we raised more support in 2024 than in Heritage's history.

After such a tumultuous year, I understand the temptation to take a breather. But for Heritage, our work is just beginning. This year, and the years to come, are about the hard work of governing and implementing the policies we and other conservatives developed.

That's why we spent much of 2024 preparing for what comes next. In the following pages, you will read about our plans to restore self-governance and bring the American dream within reach of everyone.

But let me summarize it here. Put simply, Heritage is committed to promoting policies that will enable Americans to live prosperous and meaningful lives—the good life.

As our nation's Founders understood, that means dismantling an unaccountable and oppressive administrative state, defending American interests at home and abroad, rebuilding America's civic institutions, putting families at the center of

policymaking, and ending the entitlement mentality that debilitates our culture and our economy.

This plan doesn't depend on winning an election here or there. This is a much deeper, long-term plan. This is about clearing away the underbrush so the country can thrive again. It's about breaking the Left's grip on our institutions. It's about restoring civil society and rebuilding the institutions that make America the greatest nation on Earth.

This is hard work. But it's work that must be done. And with you by our side, we will get it done.



Kevin D. Roberts, Ph.D.
President



THE HERITAGE FOUNDATION



Project 2025
PRESIDENTIAL TRANSITION PROJECT

The Vision Behind

Project 2025



THE GOOD LIFE



We are Americans.
Ambition is our heritage.
Greatness is our birthright.”

—PRESIDENT DONALD J. TRUMP,
JULY 18, 2024

A NEW ERA OF NATIONAL RENEWAL

In November, the public made it clear that they'd had enough of the failed leadership of inept elites. They'd had enough of being told what to do by "experts" who brought forth punishing inflation, pointless COVID lockdowns, stagnant wages, crumbling cities, cultural rot, and racial strife. They were tired of being called weird—or worse—for wanting safe neighborhoods, honest elections, affordable groceries, good schools, and a strong defense. They yearned instead for a revitalized America.

Now we have the opportunity to achieve it. We have the chance to dismantle the administrative state, take on corrupt institutions, rebuild the foundations of civil society, unleash the power and creativity of the American people, put families first, and confront today's enemies.

For the past two years, and thanks to your support, The Heritage Foundation has been planning for this moment.

The much-ballyhooed Project 2025 achieved the unthinkable—uniting the conservative movement behind a comprehensive set of policy proposals and building a personnel database that now includes tens of thousands of people eager to get them enacted. This will pay dividends for years.

Through Focus 2024, we built communication tools that let us reach millions of forgotten Americans with our message of hope and renewal. Now we are expanding this effort to bring more people into the conservative fold.

Our focus on the states over the past two years led to significant victories that advanced school choice and parental rights, restored faith in our elections, and blocked the Left's Marxist-inspired agenda of DEI, ESG, and CRT. We're just getting started.

In 2025, we will leverage new conservative leadership in Washington to drive our current policy priorities—education freedom, election integrity, border security, countering China, eliminating spending and regulation, fighting Big Tech, and putting families first.

But we will also devote time and energy to rooting out the deep state. We will make the case for firing embedded bureaucrats who stand in the way of a conservative agenda.

We will work to unleash American energy, which is the key to a thriving economy, by rolling back the massive regulatory armada holding it back.

We will embark on our Restoring American Wellness project, which is assembling a world-class team of researchers and experts on health, welfare, agriculture, and family policy to tackle some of the most pressing health issues of our time. This team will work tirelessly to dismantle the cartel of Big Pharma, Big Agriculture, shell non-profits, the bought-and-paid-for media, and those who profit from keeping Americans sick.

Our goal in all of this is simple. To efficiently and effectively use the resources you so generously provide and secure for all Americans the freedom to pursue the good life. 🇺🇸

The image shows the Illinois State Capitol building in Springfield, Illinois, with its prominent dome and classical architecture. The entire image is overlaid with a semi-transparent yellow filter. The text is centered and reads:

SEVEN POLICY PRIORITIES

**The Work You
Made Possible**



Lindsey Burke, director of the Center for Education Policy and the Mark A. Kolokotronis fellow in education, with Jonathan Butcher, Will Skillman senior research fellow in education policy, at the inaugural Education Advisory Council and Conservative Vision of Education Reform Conference in Phoenix, Ariz.

TIMOTHY FOX

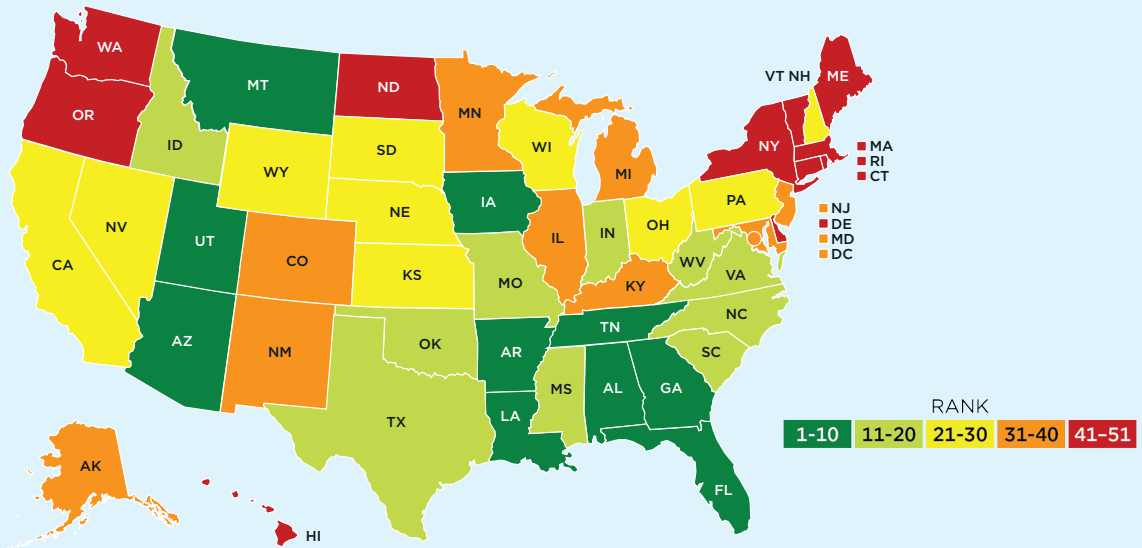
EMPOWERING PARENTS TO MAKE EDUCATION CHOICES

When we first published the exclusive “Education Freedom Report Card” in 2022, we expected it to influence education reform. But even we’ve been surprised at the momentum it’s generated.

The report card grades states on factors like education choice, curriculum transparency, parental rights, and return on investment. When parents, activists, and lawmakers saw how poorly their states ranked on education freedom, they demanded change. Overall, 25 states improved their ranking in our report card since it was first released.

Today, 11 states have universal education choice—something no state had in 2021. With education choice catching fire, Heritage is now working to protect these gains against the Left’s attempts to derail them, with research laying out how these programs should be implemented.

The 2024 Education Freedom Report Card



Here’s what others are saying about the Education Freedom Report Card:

“Freedom is the foundation of everything we do in Florida, and that starts with ensuring that families can access the right education choice for their child. **Florida is proud to be named #1 for Education Freedom by The Heritage Foundation** for the third year in a row, and we will continue to implement policies that support education freedom and keep us at the top of this list.”

—MANNY DIAZ, JR., FLORIDA COMMISSIONER OF EDUCATION

“Upon taking office in 2023, it was a top priority for me to enhance school choice options in Wyoming. Since that time, Wyoming is now, **for the first time in history, offering parents and children more quality learning options through state-authorized charter schools and education savings accounts**, and I’m honored to see this work recognized on the report card. Recognizing our state as having the most growth in the school choice category should signify to Wyoming families hope and exciting potential for the future.”

—MEGAN DEGENFELDER, WYOMING SUPERINTENDENT

And we’re working with educators across the country to develop new curricula based on the classical education model.

Heritage also launched a new interactive guide to colleges and universities in America

to help families find schools that most closely align with their values, needs, and budgets. The color-coded interactive map shows which schools prioritize freedom, opportunity, the pursuit of truth, and civil society ... and those that don’t. 🗺️



Jason Chaffetz, a visiting fellow with the Oversight Project, talks with former visiting fellows Tom Homan and Mark Morgan about border security at Heritage's Policy Fest at the Republican National Convention. President Trump later tapped Homan to be his border czar.

TAVITS PHOTOGRAPHY

SECURING AMERICA'S BORDERS AND REDUCING CRIME

After playing an instrumental role in the impeachment of Secretary of Homeland Security Alejandro Mayorkas this past February, Heritage's Border Security and Immigration Center provided research on the Safeguard American Voter Eligibility (SAVE) Act. This bill, which would require proof of citizenship to vote, passed in the U.S. House, but was blocked in the Senate.

Thanks in part to our efforts to educate state leaders on how they can prevent illegal immigration, we saw laws passed in Georgia, Louisiana, Tennessee, and Oklahoma to prohibit sanctuary cities and enhance criminal penalties for illegal aliens, among other measures.

We also exposed the shell game used by the Biden-Harris administration to play with border crossing numbers. The administration expanded its use of the "CBP One" app to direct migrants to ports where they'd be waived into the country, which then let the administration claim that illegal border crossings were falling. Our research showed that record numbers of illegal immigrants—including

children trafficked in the country—continued to flood into the country.

In May, we unveiled the interactive Preventable Crime map. This continuously updated map records verified instances of crimes committed by illegal immigrants. The Americans victimized by these criminals deserve answers—and we will keep fighting for justice.

Meanwhile, Heritage experts countered the Biden-Harris administration's claim that crime rates had been falling, and we showcased the real-world impact of what we've dubbed "rogue prosecutors"—backed by uber-leftist George Soros—who refuse to prosecute violent crimes. 🇺🇸



BAUMAN PHOTOGRAPHERS

Janae Stracke, vice president of outreach and advocacy, hosts a panel at the Annual Leadership Conference in Santa Barbara, Calif., on election integrity with Hans von Spakovsky, manager of Heritage's Election Reform Initiative, Jason Chaffetz, visiting fellow with the Oversight Project, and Mike Howell, executive director of the Oversight Project.

ENSURING FREE AND FAIR ELECTIONS

This year, Heritage led the charge to expose abuses at the ballot box and ensure that our elections are secure, fair, and honest.

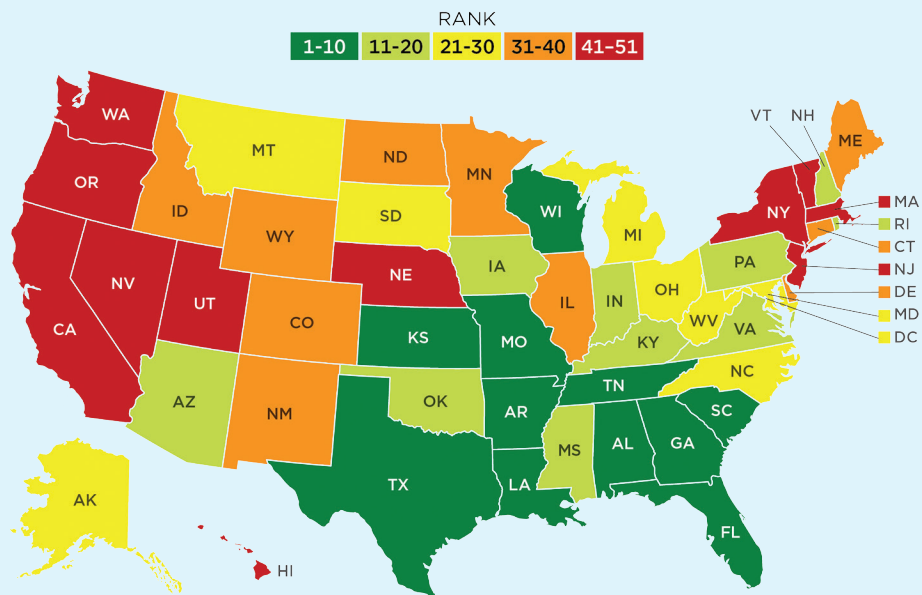
Heritage's Election Law Reform Initiative was led by Senior Legal Fellow Hans von Spakovsky, who is widely regarded as the top expert on election laws. The Initiative was the driving force in reforms across the country.

Our recently-revamped Election Fraud Database now includes almost 1,600 proven cases of election

fraud across the nation—demolishing the Left's claim that election fraud is a myth.

The exclusive Election Integrity Scorecard—which ranks all 50 states based on how closely their election laws align with best practices that Heritage has endorsed—prompted multiple states to pass laws such as: requiring voter IDs, cleaning up voter rolls,

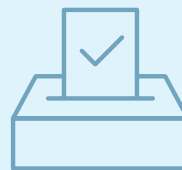
The Election Integrity Scorecard



Election Integrity Wins



1.6K
PROVEN CASES
OF FRAUD
DOCUMENTED



27
STATES IMPROVED
ELECTION INTEGRITY

banning ranked-choice voting, adding safeguards to mail-in ballots, and more.

Since the Scorecard’s launch in 2021, 27 states have passed laws or approved amendments that improved the integrity of their elections.

This year, Tennessee moved to the top spot for the most trustworthy election processes overall, while Alabama, Florida, and Georgia tied for second for strong voter ID requirements and other safeguards that protect against fraud.

“The Election Integrity Scorecard is a vital tool that can and should be used by legislators, government officials, and the public to ensure that their states put in place the best system possible for clean and honest elections,” said von Spakovsky.

At the same time, Heritage’s Oversight Project unleashed its highly credentialed team of former law enforcement and intelligence officials to find actionable evidence of fraud. One such video over the summer suggested non-citizens were registered and planning to vote in the November elections. 🇺🇸



EJ Antoni, research fellow with the Grover M. Hermann Center for the Federal Budget, joined the Kevin Roberts Show to talk about Bidenomics and how to restore the American dream.

REVERSING THE GROWTH OF REGULATIONS, SPENDING, AND INFLATION

In the past year, the national debt skyrocketed by more than \$2 trillion, interest on the debt topped defense spending for the first time in history, and regulatory costs exploded. At the same time, families struggled to make ends meet, and real wages remained well below where they were at the start of 2021.

As bad as these numbers are, they would have been far worse had your support not provided the resources for Heritage to stand against the Uniparty in Washington.

Even in a hostile political environment, you provided our experts the resources they needed to uncover the worst spending abuses, fight against the Biden-Harris administration’s regulatory onslaught, and expose the truth about jobs and wages that the corrupt mainstream media wanted to keep hidden.

For example, our educational work detailing the serious flaws in a bill that would have expanded

welfare and business subsidies proved instrumental in its demise. Our experts provided ammunition to lawmakers to hold discretionary spending growth below GDP growth and to rein in unaccountable taxpayer money being thrown at the Ukraine war.

At the same time, Heritage scholars attacked Biden-Harris administration regulations by filing dozens of substantive comments in response to proposed rules to delay and eliminate bureaucratic overreach. These efforts paid off. For example, after Heritage filed a detailed comment on a proposed labor rule that would hamstring franchises—calling the regulation “arbitrary and capricious”—a federal



court in Texas reached the same conclusion and struck the rule down.

We also published an ongoing series of articles showing that the job growth numbers coming out of the Biden-Harris administration were wildly exaggerated and that wages weren’t keeping pace with inflation, despite what the public was being told.

This year was a demonstration of Heritage’s resolve to fight for everyday Americans, no matter the odds. 🇺🇸

REVITALIZING OUR REPUBLIC

A New Institute Driving Economic Excellence

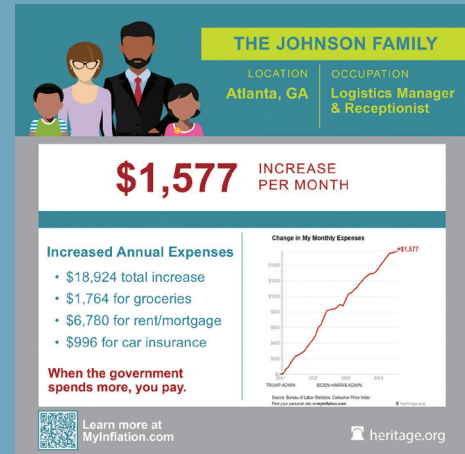
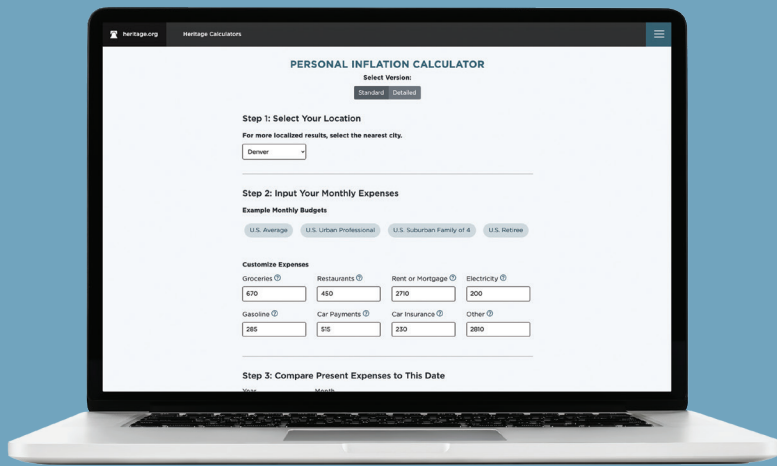
Americans have witnessed the effects of public policy that isn’t grounded in sound economics, from runaway deficits, sky-high inflation, falling real wages, and sagging economic optimism.

But in today’s woke academic world, economists who want to conduct research on the benefits of limited government and the free exchange of goods and services are at a severe disadvantage—not only in numbers but in the ability to get financial support for their research from existing institutions.

In 2024, Heritage embarked on another bold plan: to establish the Institute for Research Economics (IRE). The goal of the IRE is to build a community of scholars, create opportunities for new scholars and those pursuing doctorates, extend our reach into academia, enhance Heritage’s reputation for superior policy research, and create a vital new hub for scientific excellence in the shadow of Capitol Hill.

Heritage enlisted esteemed economists Robert Barro and Charles Calomiris to oversee the project. When fully up and running, IRE will feature a regular stable of full- and part-time scholars, host regular seminars, and publish a regular working paper series, including a blog edited by Barro and Calomiris.

As part of Heritage’s commitment to academic excellence, IRE scholars will be free to follow the paths dictated by objective scientific inquiry.



Heritage's Personal Inflation Calculator, shown at left, lets users input information on their location, income, and expenses and find out exactly how much inflation under the Biden-Harris administration was costing their families. In the example on the right, this family was paying \$1,577 more each month.

Heritage's New Interactive Tools

One of Heritage's unique strengths is our ability to create popular user-friendly interactive charts and maps that drive home our findings in unique ways.

This year, our researchers, data experts, and web designers built several great tools that millions of Americans used.

PERSONAL INFLATION CALCULATOR

- › Heritage launched the Personal Inflation Calculator on MyInflation.com so Americans can see in dollars and cents how much the Biden-Harris administration has raised each American's cost of living. The calculator lets you personalize your results according to where you live and your expenses, such as rent, groceries, and gas. Users can see the tangible effects of inflation, something that might otherwise seem abstract and unconnected to regular life.
- › The site had 140,000 visits in its first month online and mentions of the calculator reached nearly 900,000.

CHOOSE COLLEGE WITH CONFIDENCE

- › Our Data Visualization team released the first-of-its-kind interactive Choose College with Confidence guide for parents and students. The tool rates colleges based on campus free speech, curriculum, return on investment, and other measures. At printing, it had helped over 24,000 Americans choose college with confidence that their time and dollars were going to institutions that deserve them.

ELECTION FRAUD MAP

- › The Web Development team worked tirelessly to enhance our Election Fraud Map to improve its ease of use, functionality, and interactivity. The database, which generated more than 145,000 page views, now allows users to more easily locate cases of fraud in any state.

PREVENTABLE CRIME MAP

- › The sharp increase in illegal immigration since January 2021 led to an increase in crime across the country. Our Data Visualization team created an interactive map to let the public see where these crimes have been committed.



Alaska Gov. Mike Dunleavy joins Victoria Coates, vice president of the Kathryn and Shelby Cullom Davis Institute for National Security and Foreign Policy, Diana Furchtgott-Roth, director of the Center for Energy, Climate, and Environment and the Herbert and Joyce Morgan fellow in energy and environmental policy at a Heritage event. The panel discussed the need to free the U.S. from dependence on Chinese energy.

COUNTERING THE THREAT OF COMMUNIST CHINA

The Chinese Communist Party (CCP) continues to undermine the freedom and prosperity of the American people while maintaining a chokehold on the American economy. With real leadership and responsible policy solutions, that chokehold can be broken.

Your support has fueled Heritage’s ability to boldly counter threats from the CCP so that we can protect the American dream from those who seek its demise.

In 2024, the Asian Studies Center was active in producing substantive research, writing, and media activities.

Our year-long “Chinese Handcuffs” initiative, which included four reports and two roundtables, shed much-needed light on the importance of American energy independence. Our capstone event featured keynote speaker Alaska Gov. Mike Dunleavy.

The “Holding China Accountable for Its Role in the Most Catastrophic Pandemic of Our Time: COVID-19”



Rep. Amata Catherine Coleman Radewagen, a delegate representing American Samoa, gave a speech at Heritage's "Pacific Pivot" event about American policy in the Pacific.

Explaining the Importance of Taiwan and the Pacific Islands

- › Andrew Harding's landmark report, "The Pacific Pivot: An American Strategy for the Pacific Islands" is the first report from Heritage (and any U.S. think tank) to detail an American strategy for advancing U.S. national interests in the Pacific Islands region.
- › Michael Cunningham's report, "The American Case for Taiwan" explains the critical importance of America keeping Taiwan free from an attack by China.

Shaping the Narrative on China



21

REPORTS AND BRIEFS



40+

OP-EDS



22

EVENTS

report contains timely recommendations for holding China accountable for its detrimental role in the COVID-19 pandemic and reviews the circumstances surrounding the virus that shook the world.

Heritage also held educational conversations with our foreign allies to discuss U.S.-Japan-Taiwan cooperation on combating China.

Through a special report and public event, we shined a spotlight on the CCP's role in the deadly fentanyl

crisis that is now claiming nearly 100,000 American lives per year.

The center also released the updated "China Transparency Report," which details China's alarming lack of transparency on the economy, human rights, technology, the military, and other areas.

Protecting American interests means meeting our greatest threat head-on. Because of your support, Heritage is up for the task. 🇺🇸



Kara Frederick, former director of the Tech Policy Center, hosts a panel discussion on Big Tech and children with Dawn Hawkins, CEO of the National Center on Sexual Exploitation, Michael Toscano, executive director of the Institute for Family Studies, and Annie Chestnut Tutor, a policy analyst at Heritage.

ERIN GRANZOW

HOLDING BIG TECH ACCOUNTABLE

For far too long, Big Tech has compromised private data, endangered children, and threatened the First Amendment. Because of you, Heritage can put a stop to this.

Your support has powered the extensive research and educational efforts by the Tech Policy Center, led by Kara Frederick, which scored wins at the state and federal levels this year.

In April, the Protecting Americans from Foreign Adversary Controlled Applications Act made it across the finish line—something no one had expected. The bill would ban the popular mobile



**SCAN HERE
TO VISIT!**

Safe Kids Online

In the battle with Big Tech, parents need all the help they can get to keep their children safe online. That’s why, in addition to the policy work detailed on these pages, Heritage created a comprehensive resource for parents that includes practical tips, news updates, a legislative tracker, and much more.

Making the Case Against Big Tech

- › Kara Frederick testified on the policy merits of the American Privacy Rights Act. She is also featured on the House Energy and Commerce Committee’s website as a key voice on the need for a comprehensive data privacy law.
- › Heritage hosted an event in January with Sen. Marsha Blackburn of Tennessee followed by a panel discussion on safeguarding kids online.
- › The Tech Policy Center helped initiate and support multiple state level investigations of Big Tech political manipulation ahead of this year’s election.
- › Heritage partnered with the Texas Senate Committee on State Affairs to shape and drive a formal investigation of Alphabet, Meta, and TikTok’s influence on U.S. elections.

app TikTok if the company failed to divest itself of Chinese ownership. Behind the scenes, the Tech Policy Center had drafted model legislation and mounted extensive public awareness campaigns warning about the threats posed by TikTok.

Heritage also made protecting children online a priority. Our public reports, in-house events, and widely-disseminated research gave lawmakers the ammunition to get the Kids Online Safety Act—the first piece of legislation to protect children

online in almost 30 years—through the Senate by a 91-3 margin.

The Tech Policy Center also played an active role providing educational briefings on multiple state bills that included recommendations regarding social media, data privacy, artificial intelligence, and strict age verification measures.

Heritage’s assertive stand on Big Tech continues to ensure a secure technological space for all Americans. 🇺🇸



Sarah Parshall Perry, senior legal fellow with the Edwin Meese III Center for Legal and Judicial Studies, discusses the transgender agenda at the Defining Sex Panel in November 2024 alongside Rep. Mary Miller, R-Ill., and Terry Schilling of the American Principles Project.

SARAH DIRNDORFER

PROTECTING UNBORN LIFE AND FAMILY FORMATION

Heritage believes that a pro-life future starts with pro-family policies. To that end, we hosted all the major state family policy groups for a meeting at Heritage to collaborate and strategize.

We've also convened coalition meetings to build consensus on family-friendly reforms. This year, South Dakota, Nebraska, and Florida all rejected amendments that would enshrine abortion in their state constitutions.

Heritage provided research and educated lawmakers in the fight to protect women and children from the dangers of gender ideology, and we saw the following state legislatures pass monumental changes:

- › Mississippi put protections in place for women's spaces.
- › South Carolina, Ohio, and New Hampshire's Help Not Harm laws ban "gender-affirming care" for minors.
- › New Hampshire and Ohio also passed laws to protect women's sports.

- › Idaho's new law protects public school teachers and government employees from compelled speech.
- › Oklahoma passed a Women's Bill of Rights.

We launched an educational campaign on the need to clearly define "sex," "male," and "female" in law. Dr. Jay Richards, director of the Richard and Helen DeVos Center for Life, Religion, and the Family, worked with movement allies to develop model legislation called the Defining Sex Act. This bill anchors the legal definitions of "male" and "female" in settled biology to prevent sex from being redefined as "gender identity" or "sex assigned at birth."

Richards' public research and testimony proved crucial to educating policymakers on the issue. Idaho, Mississippi, and Louisiana all passed laws defining sex in 2024. 🇺🇸

20

**Mandate for
Leadership**
The Conservative Promise

2.5

**ALWAYS ON
OFFENSE**



Heritage President Dr. Kevin Roberts speaks at the Presidential Administration Academy 101 meeting, part of Project 2025's training program for future administration officials.

ERIN GRANZOW

PROJECT 2025

There was more ink spilled about Project 2025 than anything Heritage has ever done in our 50+ year history. And almost all of it was misleading, false, or outright lies. At the end of the day, truth and facts still matter.

Project 2025 was a remarkable effort to bring together more than 400 authors, experts, and organizations behind a set of policy prescriptions, build an employee database for conservatives, and train future administration staff on how to navigate the federal government. As soon as the Left realized that the conservative movement was a united force to be reckoned with, we knew they'd unsheathe the long knives.

But we were deeply gratified by your steadfast support through it all. We heard from countless donors throughout the year that our taking flak for Project 2025 meant we were over the target. You told

us to remain strong. You, along with the more than 100 other conservative groups allied with Project 2025, never wavered.

The Strategic Communications team under Mary Vought mounted an aggressive effort to force the news media to start fact-checking all these false claims—most of which targeted “Mandate for Leadership: The Conservative Promise,” the latest quadrennial policy guide in a series Heritage has published since 1980.

The result of our efforts was to get more than 50 such fact-checks in major publications. 📌



FOCUS 2024

When we launched Focus 2024, we knew we were taking on an ambitious project. But we also knew the stakes made it worth the effort, and the results were phenomenal.

With your support, we were able to reach tens of millions of forgotten Americans with the truth about issues that matter most to them and improve the honesty and integrity of elections. Here's what you made possible:

PERSUASION PROJECT

- › We partnered with several vendors to educate unaffiliated Americans in seven states—Georgia, Pennsylvania, Arizona, Nevada, Wisconsin, Michigan, and Virginia—through digital ads, text messages, social media posts, and influencer networks. These messages were carefully crafted to address issues important to these everyday Americans. As a result, we reached 34 million Americans.

ELECTION INTEGRITY

- › We continued to lead the charge on election integrity, and saw 27 states improve their scores on Heritage's Election Integrity Scorecard since it was first published in 2021. In a report on the Safeguard American Voter Eligibility Act, House Speaker Mike Johnson cited testimony and commentary by election expert Hans von Spakovsky about the reality of illegals voting.

ELECTION ENFORCEMENT

- › The Oversight Project exposed efforts by the Biden-Harris administration to use taxpayer funds for partisan voter registration drives—

The New Heritage Strategy Forum

As a movement leader, Heritage had to do something different to meet the moment in 2024. That's why we launched the Heritage Strategy Forum.

As the name implies, this marked a shift in focus from networking to planning and action, with 15 unique strategy roundtable discussions on the key issues Americans care about.

More than 200 people representing more than 130 organizations from 30 states came to Heritage headquarters for the May event.

Attendees developed a collaborative playbook to protect America from an aggressive, weaponized government, advance conservative solutions in the states, and grow our base of unaffiliated Americans.

Andy Olivastro, chief advancement officer at Heritage, said the goal of the Heritage Strategy Forum “is to more deeply integrate the movement, strengthen our conservative ecosystem, and best position us to take back our country and grow our influence.”

In a nod to our legacy event, we retained the name Resource Bank for follow-up resources to support efforts coming out of the event.

We expect to grow this model each year to continue shaping the future of the movement.



Tiffany Justice, co-founder of Moms for Liberty and Heritage visiting fellow, participates in the Heritage Strategy Forum this year.

ERIN GRANZOW

which led several states to take action to stop it. Oversight also produced video evidence of non-citizens admitting that they were registered to vote, one of which had 55 million views on X (formerly known as Twitter). The effort sparked attacks from the mainstream press, including The New York Times.

VOTER REGISTRATION

- › As part of our non-partisan voter registration effort, bilingual door knockers reached 85,000 homes and spoke with 25,000 voters to provide information about registration and election issues. 📍

THE OVERSIGHT PROJECT

The Oversight Project proved its worth over and over again in 2024 using its finely honed investigative skills to expose potential voter fraud before it got to the ballot box, dig up key information surrounding the attempted assassination of President Donald Trump, and more.

Our team has been so effective at flooding government agencies with Freedom of Information Act (FOIA) requests that government workers were complaining that “the volume of requests from Heritage interfered with their ability to do their job,” according to ProPublica, the left-leaning investigative journalism operation.

Oversight released a video that exposed that as many as 14% of the illegal aliens in an apartment complex in Georgia were registered to vote. They uncovered similar evidence of non-citizens being registered to vote in North Carolina, Arizona, and Minnesota. The Georgia video alone garnered over 56 million views and was, as The New York Times put it, the main initial driver of the push for states to clean up their voter rolls.

The team also released a trove of documents showing that President Biden’s federal get-out-the-vote Executive Order was using taxpayer money to target voters in key states, which prompted several states to take action.

Indiana Secretary of State Diego Morales, for example, told federal agencies to immediately stop any registration efforts, which he characterized as illegal. In July, attorneys general from Missouri and Arkansas filed a lawsuit to stop this blatant abuse, and nine other states did so in August.

Oversight also convened the 2024 Transition Integrity Project (TIP) to identify possible risks to election integrity and presidential transition process. 🗳️

Oversight Project in Action



65K

FREEDOM OF INFORMATION ACT (FOIA) REQUESTS SUBMITTED



100

LAWSUITS ACROSS THE COUNTRY



TAVITS PHOTOGRAPHY

At a President's Club Summit in Scottsdale, Ariz., Executive Director of the Oversight Project Mike Howell talks about the impact of their work. Seated next to him is Senior Legal Fellow Hans von Spakovsky.

CONVENING THE MOVEMENT

Heritage's mission has always been about strengthening and expanding the conservative movement, and for more than 50 years, we have been steadfast in carrying that out. Over the past year, Heritage has been adding rocket boosters to this work.

Under the leadership of Chief Advancement Officer Andy Olivastro, Vice President of Outreach and Advocacy Janae Stracke, and Director of Campaigns and Partnerships Bridget Weisenburger, Heritage's Outreach team strategically engaged allies across the country to empower the conservative movement, form new alliances, and listen to the concerns of everyday Americans.

The numbers tell a powerful story. Over the past year, we:

- › Reached **228,740** conservatives and concerned Americans through in-person conferences, events, coalitions, and working groups domestically and abroad.
- › Hosted, attended, or sponsored **128** events in **28** states and **40** other countries with **110** Heritage speakers and spent nearly **350** collective days on the road.
- › Reached **95,460** people in new or focus audiences.

- › Invested **\$1.1 million** in **72** allies and developed **11** partnerships.

At the same time, Outreach is building a network of conservative groups and an infrastructure to reach new audiences with coordinated messaging based on Heritage's impeccable research.

For example, the team hosted 8 coalitions focused on Heritage priorities such as countering China, education freedom, border security, Environmental, Social, and Governance (ESG), and child-first tech policy.

Our messaging coalitions initiated **10 messaging campaigns** with 25 partners on key issues, which generated **hundreds of millions of views** on social media platforms. The average reach for our messaging campaigns is now **1-2 million views**. Heritage also hosted 10 pop-up coalitions to provide resources and drive clarity and consensus when responding to issues. 📌

Rowing in the Same Direction



Heritage Awards Recognize Outstanding Achievements by Conservatives

Every year, Heritage honors great conservatives with three prestigious awards.

STEVEN M. SASS ECONOMIC FREEDOM AWARD

- › Heritage annually awards the Steven M. Sass Economic Freedom Award to individuals and organizations that implement free market principles.

This year, Heritage recognized María Cristina Cortez Cox, communications director of Libertad y Desarrollo, Chile's leading think tank. Cortez has dedicated her long career to promoting policies that would expand economic growth and widespread freedom to the people of Chile.

SALVATORI PRIZE FOR AMERICAN CITIZENSHIP

- › Heritage awarded this year's Salvatori Prize for American Citizenship to writer, activist, journalist, and documentary filmmaker Christopher Rufo. His fearless investigative work exposed the dangers of the leftist agenda behind Diversity, Equity, and Inclusion (DEI), critical race theory (CRT), and gender ideology. His work helped spark action in states across the nation to ban CRT and gender ideology in schools.

The prize is named after conservative activist, entrepreneur, and philanthropist



Christopher Rufo, influential author, activist, and filmmaker, accepts the prestigious Salvatori Prize for American Citizenship from John Malcolm, vice president of the Institute for Constitutional Government.

RON WALTERS

Henry Salvatori, and it is awarded to those who exemplify virtuous, entrepreneurial citizenship.

GREAT AMERICAN AWARD

- › Heritage presents the Great American Award at the annual Awakening conference to leaders who embody the American spirit and seek to build an America where freedom, opportunity, prosperity, and civil society can flourish.

Heritage awarded the 2024 Great American Award to the late philanthropist and entrepreneur Bernie Marcus, chairman of the Marcus Foundation and co-founder of The Home Depot, and to the Amos Family to honor the founder of the award and a great philanthropist, the late William Amos Jr.



The inaugural class of Heritage's High School Fellowship, which spent a week of fellowship and learning in the nation's capital, visits the Library of Congress.

THE PEOPLE PIPELINE

The Heritage Foundation strongly believes that “people are policy,” and our People Pipeline trains and deploys committed conservatives to advance critical policy goals. With your help, we’re equipping passionate young people with the knowledge and networks they need to stay true to their principles, advance their careers, and ultimately reclaim our nation.

With the generous support of Lloyd and Bea Smith, The Heritage Foundation launched its High School Fellowship program. In June, we hosted 31 students aged 15-18 from across the country. This all-expenses-paid immersive week in Washington, D.C., allowed these students to receive career mentorship, visit inspirational sites, and build friendships. Students collaborated on a capstone project where they formulated and presented policy solutions to real-world challenges.

We also added a high school track to our online Academy, an eight-week virtual program that offers a foundation in conservative principles and policies. The Academy has already trained over 2,000 enrollees from all 50 states and over 40 countries.

Our Young Leaders Program brings over 150 college students to our headquarters each year. During their semester at Heritage, interns work on research projects, learn from experts on a variety of policy areas, understand why we believe what we believe, and build connections in the conservative movement.

More than 100 Heritage staff and intern alums currently serve on Capitol Hill (including two U.S.

Senators). Our Job Bank continues to place top talent trained by Heritage in key positions. In addition to training programs mentioned above, Heritage also hosts Ready, Set, HILL!, the Local University Conservatives Network, and the Conservative Hill Intern Program.

“Nearly 30% of Republican members of Congress employ at least one former Heritage staffer. The conservative think tank is the second most frequent organization to appear in current congressional staffers’ employment histories—exceeded only by the Republican National Committee.”

—LEGISTORM,
“THE MOST COMPREHENSIVE
CONGRESSIONAL DATABASE”

Thanks to you, Heritage continues to expand and streamline our People Pipeline to advance the conservative movement. 🇺🇸



Heritage President Dr. Kevin Roberts squares off with Climate Forward's David Gelles about the Left's climate agenda at a high-profile forum in New York.

Heritage President Goes Back Into the Lion's Den

Heritage has always believed conservatives must be cheerful warriors who are willing to engage our adversaries and expand our reach with a smile on our faces. No one better exemplifies this than Heritage President Dr. Kevin Roberts, who in January went to Davos, Switzerland, and confronted the rise of globalism.

In September, Roberts went into the lion's den again and joined the Climate Week NYC forum for a conversation about the Left's ever-growing desire to pursue a "green economy."

During an interview with David Gelles, managing correspondent for Climate Forward, Roberts pushed back against the Left's top-down, politicized energy transition.

"If we take all the ideas of everyone in this room, and we implement them with a magic wand," he said, "our estimates show—what would the difference in temperature be? 0.23 degrees Celsius. You're better off allowing free people and free markets to make these decisions."

Roberts also pointed out that climate hysteria does not reflect the fact that climate-related deaths have dropped by 98% in the past century and argued for common-sense energy policies that provide affordable and reliable energy, reduce poverty, and generate prosperity.

You can count on The Heritage Foundation to continue fighting the radical climate agenda and championing policies that put power back in the hands of the American people.

PROJECT ESTHER

In the aftermath of Hamas' egregious attack on Israel on Oct. 7, 2023, the United States has witnessed alarming increases in antisemitic sentiments across college campuses, corporations, and other major institutions. These assaults have only cemented Heritage's resolve to stand by Israel and with Jewish Americans.

Your support enabled Heritage to take groundbreaking steps in combatting antisemitism.

In 2024, we launched Project Esther—named after the biblical Jewish heroine—which is a detailed, strategic plan aimed at exposing and dismantling the pro-Hamas networks in the United States.

We also brought together experts from inside and outside Heritage to draft a comprehensive strategy document to guide the next presidential administration through U.S./Israel relations. And we proposed the Israel Capstone Program, a study-abroad opportunity for our interns that will strengthen the connection of the conservative movement with Israel.

Our National Task Force to Combat Antisemitism, founded in November 2023, continued its fight this year. The Taskforce focused on exposing DEI programs (a breeding ground for antisemitism), identifying funding for programs that promote antisemitism, and promoting a widespread adoption of the International Holocaust Remembrance Alliance's (IHRA) working definition of antisemitism, which clearly defines anti-Zionism as antisemitism.

Antisemitism has no place in the United States. Because of you, the entire Heritage enterprise can aggressively address its root causes and stand by Israel through these tumultuous times. 🇺🇸



**SCAN HERE
TO LISTEN
NOW!**

Ongoing Insights Into the War in the Middle East

When Iran launched a major missile attack on Israel in October, Heritage Explains listeners heard from Robert Peters, research fellow specializing in nuclear deterrence and missile defense with the Allison Center for National Security. "They are trying to overwhelm Israel's missile defense system," Peters said. Heritage's deep bench of expertise lets us offer expert insights into major events of the day on a wide range of issues.



SEA ISLAND PHOTOGRAPHY

Chief Advancement Officer Andy Olivastro talks with Riley Gaines about the dangers involved in letting biological men compete with women in sports.

THE EDWIN J. FEULNER INSTITUTE

When Ed Feulner founded The Heritage Foundation more than 50 years ago, he knew that for conservatives to win, we had to do more than just come up with great policy solutions: we had to strengthen and expand the movement.

That has always been a core part of Heritage’s mission, and the Edwin J. Feulner Institute is focused on strengthening and expanding

the movement, as well as catalyzing innovative policy solutions and academic research across the country.



Left to right back row: J. Joel Alicea, J.D., Dr. Paul Dragos Aligica, Dr. Francis Beckwith, Dr. Justin Dyer, Dr. Gregory Collins. Front row: Dr. Michael Munger, Dr. Alexander Salter, Todd Zywicki, J.D., Dr. Melissa Moschella, Dr. Luke Sheahan, and Bridgett Wagner.

2024 Freedom and Opportunity Academic Prize Recipients

- › J. Joel Alicea, J.D.
Associate Professor of Law and Co-Director of the Project on Constitutional Originalism and the Catholic Intellectual Tradition at the Catholic University of America
- › Dr. Paul Dragos Aligica
Professor and Senior Research Fellow at the F. A. Hayek Program for Advanced Study in Philosophy, Politics, and Economics in the Mercatus Center at George Mason University, and KPMG Professor of Governance at the University of Bucharest
- › Dr. Francis Beckwith
Professor of Philosophy & Church-State Studies, Affiliate Professor of Political Science, and Associate Director of the Graduate Program in Philosophy at Baylor University
- › Dr. Kevin Burns
Associate Professor of Political Science at Christendom College (now with Benedictine College)
- › Dr. Gregory Collins
Lecturer in the Department of Political Science and Program on Ethics, Politics, and Economics at Yale University
- › Dr. Justin Dyer
Professor in the Department of Government and Dean of the School of Civic Leadership at the University of Texas at Austin
- › Dr. William Inboden
Professor and Director of the Alexander Hamilton Center for Classical and Civic Education at the University of Florida, and Peterson Senior Fellow with the Kissinger Center for Global Affairs at the Johns Hopkins School of Advanced International Studies
- › Dr. Melissa Moschella
Associate Professor of Philosophy at the Catholic University of America
- › Dr. Michael Munger
Professor of Political Science in the Sanford School of Public Policy and Director of the PPE Certificate Program at Duke University
- › Dr. Pavlos Papadopoulos
Assistant Professor of Humanities at Wyoming Catholic College
- › Dr. Mark Regnerus
Professor of Sociology at the University of Texas at Austin
- › Dr. Alexander Salter
Georgie G. Snyder Associate Professor of Economics in the Rawls College of Business at Texas Tech University
- › Dr. Luke Sheahan
Assistant Professor of Political Science at Duquesne University and Senior Affiliate at the Program for Research on Religion and Urban Civil Society at the University of Pennsylvania
- › Todd Zywicki, J.D.
George Mason University Foundation Professor of Law at George Mason University Antonin Scalia School of Law and Research Fellow of the Law & Economics Center

2024 Innovation Prize Recipients

- › American Association of Pro-Life Obstetricians and Gynecologists (AAPLOG)
- › American Accountability Foundation
- › Carolinas Academic Leadership Network (CALN)
- › Center for Christian Virtue (CCV)
- › The Claremont Institute
- › The College Fix
- › Feds for Freedom
- › Immigration Accountability Project
- › Institute for Family Studies & Ethics and Public Policy Center



Dr. Christina M. Francis accepts one of the 2024 Innovation Prizes on behalf of the American Association of Pro-Life Obstetricians and Gynecologists (AAPLOG).

ERIN GRANZOW

Through the prestigious Innovation Prize and Freedom and Opportunity Academic Prize, the Feulner Institute recognizes the work of the individuals and organizations committed to solving the most pressing issues in America. Our programs reward scholars who are researching, publishing, teaching, and developing programs that explore economic freedom, the dignity of the person, human flourishing, constitutional governance, national sovereignty, and other issues related to freedom, opportunity, and traditional American values.

This year, the Feulner Institute awarded nine Innovation prizes, recognizing projects that protect life, help to hold our government accountable, expand training for young journalists, promote education freedom and school choice, and protect free speech and religious liberty, among others.

And 14 academics, whose work is aligned with Heritage’s mission, won the Academic Prize. The goal of the Prize is to provide alternative funding resources for solid research that otherwise won’t get supported by often hostile college administrators.

The Institute also hosts the annual Awakening conference, which brings together business and civic leaders, policymakers, public officials, and philanthropists to assess our country’s challenges, gain new insights, and commit to actions that will restore our country’s most important institutions.

In the spirit of Ed Feulner, who is known for his commitment to building a movement “by addition and multiplication, not division and subtraction,” the movement-building efforts of the Feulner Institute help us build an America where freedom, opportunity, prosperity, and civil society flourish. 🇺🇸



THE DAILY SIGNAL'S NEW ERA

ERIN GRANZOW



MANNING PHOTOGRAPHY

Virginia Allen, senior news reporter at *The Daily Signal*, talks with political commentator Tucker Carlson at Heritage Policy Fest.

READY FOR THE NEXT 10 YEARS

Exactly 10 years after Heritage launched The Daily Signal, the increasingly popular news outlet took flight as an independent organization.

In prior years, The Daily Signal has proved itself to be a powerhouse by filling the gap left by corporate media outlets with investigative journalism and by producing a steady stream of exclusive, first-person reports, smart commentary, podcasts, and videos on issues that concern everyday Americans, not media elites.

In 2024, The Daily Signal had 34 million page views, broke dozens of original stories, and racked up tens of millions of video views.

Becoming independent allows The Daily Signal to expand its news coverage and gain reporting access to the White House and Congress while retaining ties to Heritage and conservative values.

In the words of Executive Editor Rob Bluey, “It let us put rocket boosters on our scrappy news outlet.”

In fact, The Daily Signal surpassed more than 1 million subscribers to its popular email newsletters, bypassing social media censors to deliver the news directly to inboxes. It also launched a new Journalism Fellowship Program to help fill the ranks of the journalism world with reporters, not woke agitators. And it partnered with other conservative media outlets as a founding member of the Independent Media Council and Associated News Service.

“By focusing on quality journalism, the unmatched knowledge of our contributors, and insider intel thanks to our access to policymakers, we’re ready to take The Daily Signal to the next level,” Bluey said. 🚀



Top left: Executive Vice President Derrick Morgan, Chief Operating Officer Eric Korsvall, and President Kevin Roberts join Barb Van Andel-Gaby and Richard Gaby for the ribbon cutting ceremony at the Barb Van Andel-Gaby Building (top right). The building contains new, state-of-the-art TV, radio, and podcast studios.

TOP LEFT: ERIN GRANZOW; TOP RIGHT: ALAN GOLDSTEIN; BOTTOM: SARAH DIRINDORFER

The Van Andel-Gaby Building Opens

The opening of the Barb Van Andel-Gaby Building early in 2024 is an example of Heritage putting rocket boosters on the mothership by vastly expanding our ability to produce innovative new digital, video, and audio content. In addition to a large new meeting

space and new offices, the Gaby Building features five new TV studios and three radio/podcast studios—a four-fold increase over current capacity. It also includes a separate studio for media hits, as well as a state-of-the-art editing and production suite.



OUR SUPPORTERS AND LEADERS



‘YOU SHOULD NOT BE SILENT’

Why did Dr. Susan Grant, who retired from clinical practice in neurobehavioral assessment, and her husband, Chris Grant, who owned his own investment practice, decide to start supporting Heritage back in 2013? Trust. They said that they trust Heritage because we put truth over ideology, a value that they practiced in their own successful careers.

“By going on offense, you win more converts—because you are fact-based, because you can present the truth,” said Chris. “When you have the data and the research, it gives you a sense of comfort that you have accurate ammunition to support your positions.”

Susan emphasized that conservatives must speak out, even though that can be uncomfortable. “If you have faith in your conservative ideals, you should not be silent,” she said. “It is silence that allows the louder voices to undermine our wellbeing.”

Heritage, she argued, is not ashamed of its conservative principles. This mentality has put Heritage on offense, and it has become integral to Heritage’s mission.

The Grants say that they are in the fight alongside Heritage to provide policies that combat radicalism

while ensuring every American can live the good life. And they want to instill conservative values in the next generation.

“Heritage helps me feel not so defeated...It makes me feel like I have a voice and it matters.”

—DR. SUSAN GRANT

“Heritage has taken that on more than any other organization to challenge multi-generations to consider what’s at risk,” said Chris.

“The ‘good life,’ as I look at it through Heritage’s eyes,” said Susan, “is values-based, not dollars-based. And that concept is very critical.”



Richard and Christine Pettingill have been supporters of The Heritage Foundation since 2007.

RICHARD PETTINGILL

A COMMITMENT OF A LIFETIME

The Heritage Foundation is dedicated to preserving the liberty of the American people for generations to come. And that's why our Heritage Legacy Society members play a vital role in helping us secure freedom and prosperity by remembering Heritage in their estate plans.

In 2024, more than 300 supporters joined the Heritage Legacy Society. The generosity of these men and women will fuel our work for years, and Heritage is honored to be a part of their legacy.

Richard and Christine Pettingill, who joined Heritage in 2007 and made their legacy commitment in 2013, shared their reasons for including Heritage in their will.

“Chris and I decided to remember Heritage in our estate plans because we *love America*. By supporting Heritage’s conservative commitment,

the generations to follow will have the freedoms and opportunities we’ve experienced here in the USA.

“The fact that Heritage committed itself to election integrity over these past four years made a huge difference. Individually, we needed Heritage to awaken the country to what is at stake. Kevin Roberts and the Heritage team give us confidence that our country’s trajectory will always be conservatively oriented. We can always count on Heritage to represent our conservative values.” 🇺🇸

WHAT WE ARE HEARING FROM OUR MEMBERS

“ Thank you very much! Love what you guys are doing! **So helpful to the states that need to implement conservative policies** and for a conservative president, like Trump, who needs to save our nation!”

—R.S., WASHINGTON

“ I strongly support all you do at The Heritage Foundation and encourage you to keep up the good work. I also pray that God help and protect America and all those fighting for a return to Constitutional values.”

—R.L., SOUTH CAROLINA

“ Thank you again for your work there, and **your willingness to stand against the shallowness and blindness**, in too many sectors, that wishes to dominate this country.”

—D.H., WASHINGTON

“ I am so grateful for Heritage and all the important and awesome work you are doing! Our country is in grave danger of being destroyed completely. **Your work in helping wake up and educate the masses is critical!** You all are a blessing and are in my prayers.”

—R.M., TEXAS

“ I believe in what The Heritage Foundation is doing for America and to help Americans. Thanks!”

—T.F., NEW YORK

“ We have always been grateful for the work that Heritage is doing. Thank you for keeping up the fight for our conservative values. Thank you so much and may God continue to bless your efforts.”

—C.N., ARIZONA

“ I ... strongly believe in your work and support you whenever I can, however I can. Keep up the good work. We have a difficult job ahead.”

—K.M., CONNECTICUT

“ I'm so grateful for Heritage and **Project 2025!** What an impressive list of conservative partners. Collaboration like this will help make Project 2025 successful. Without it we would have no hope of saving our Republic from the threat of totalitarianism. I support you wholeheartedly. I can and do pray for every one of you continually. Thank you so much.”

—R.G., MICHIGAN

“ I had the good fortune of watching the development of The Heritage Foundation many years ago, and it has been exciting and very rewarding watching its growth. Please keep up the good work!”

—E.M., ILLINOIS



2024 YOUNG LEADERS PROGRAM NAMED INTERNS

THE OSCAR ANCIRA INTERN

Jack Haggard
Thomas Aquinas College

THE TAYLOR ANDERSON INTERNS

Hudson Crozier
University of North Texas
Ann Moreno
Catholic University of America
Noah Slayter
Catholic University of America

CAESAR ARREDONDO INTERNS

Maria Victoria Almeida Vasquez
Georgetown University
Allison Engle
Liberty University
Juan Pablo Rodriguez Bernal
American University
Renzo Rodriguez
University of Maryland
Ana Sofia Santiago-Russe
University of Puerto Rico at Mayaguez
Gloria Valverde
Florida International University

THE KENNETH A. BOARTRIGHT INTERNS

Timothy Furr
Whitworth College
Mary Mobley
The Master's University

THE JIM & MARCIA BOREL INTERN

Caleb-Hunter Buck
Liberty University

JOHN AND BARBARA BRUNING INTERN

Mary Elise Cosgray
St. John XXIII College Preparatory

MARY H. CAMPBELL FOUNDATION INTERN

Carson Darnold
Baylor University

RICHARD EARL CARTER MEESE CENTER INTERN

Larisa Perez
Hillsdale College

CLOUGH FAMILY INTERN

Larson Church
Lee University

GENE D'AGOSTINO MEESE CENTER INTERN

Christopher Adams
University of Maryland

THE DILLON FOUNDATION INTERNS

Breda Brosey
Catholic University of America
Justin Henle
University of Mary Washington
Eibhilin McCloskey
Christendom College

JOHN R. AND M. MARGRITE DAVIS FOUNDATION INTERN

Ruben Frivold
Liberty University

GARY L. DAWSON INTERNS

Isabella Flynn
University of Dallas
Daniel Guzman
American University

FRANKLET INTERN

Grace Emery
University of Arizona

BERNIECE AND WILLIAM GREWCOCK INTERNS

Ashley DeVore
Hillsdale College
Lucy Griffin
Hillsdale College
Bradley Haley
Hillsdale College
Adeline Kaufman
Hillsdale College
Lloyd Rowland
Hillsdale College

THE ERIKA AND ROGER GREAVES INTERNS

Lindsey Allen
Liberty University
Keara Gentry
Hillsdale College

LINDA BOYCE HALLER INTERN

Sean Scully
Catholic University of America

THE ROBERT S. AND BARBARA J. HATHORNE FAMILY INTERN

Elizabeth Tarr
University of Illinois

MARJORIE W. HERRICK INTERN

Asher Thompson
Judson University

THE HUSTON FOUNDATION INTERNS

Jacob Groninga
University of Texas at Tyler
Naomi Shoger
University of Maryland

LAUREN AND BRENT B. JOHNSON FAMILY FOUNDATION INTERN

Grace Blythe
University of Iowa
Veronica Sadownikow
American University
Zane Zachary
University of Notre Dame

DAVID A. KING INTERNS

Michael Kish
Catholic University of America
Nikolas von Spakovsky
Belmont Abbey College

KEVIN KLEIN INTERN

Liana Gordan
Tyndale University

KEVIN KOOKOGEY MEESE CENTER INTERN

Maggie Quirk
Liberty University

KUCHTA FAMILY INTERN

Sara Jenkins
James Madison University

THE DAVID AND REBECCA LASCHINGER INTERN

Elizabeth Oliver
Georgetown University

ROBERT MAIR MEESE CENTER INTERNS

Catherine Schumacher
Catholic University of America
Ian Stimson
Colgate University

MAYER INTERN

Julianna Lee
Princeton University

THE CAROLYN AND HAL MCVEY INTERNS

LJ Brouillette
Liberty University
Christian Flores
Texas A&M University
Dominic Seibold
University of California at Los Angeles

ROBERT S. AND JANET L. MILLER FOUNDATION INTERNS

Jonas Bubach
Pepperdine University
Marshall Carter
University of North Florida
Caleb Erickson
Brigham Young University
Bridget Lucas
Catholic University of America
Josef Milstein
Davidson University
Brice Ogle
University of Alabama
Olivia Schilling
Iowa State University
Elizabeth Shoup
University of Pennsylvania
Carly Smith
Shorter University
Bennett Watts
Patrick Henry College

THE MONTREAL ECONOMIC INSTITUTE INTERN

Caden Wolf
University of Georgia

CARTER & MOYERS INTERNS

Tru Dabney
American University
Caleb Ward
Brigham Young University-Idaho

THE DONA AND PETER NEWELL INTERN

Macy Gunnell
University of Notre Dame

THE SUSAN AND DAVID PERDUE INTERN

Thomas Rafacz
University of Notre Dame

PILGRIM FOUNDATION INTERNS

Allison Lawrence
Brigham Young University
Mary Reed
Liberty University

DORIS AND RICHARD PISTOLE INTERN

Emily Hall
Hillsdale College

THE LARRY POLHILL INTERNS

Morgan Johnson
Homeschool High School
William B. Thompson VI
Pepperdine University

RAY FOUNDATION INTERNS

Hope Canlas
Hillsdale College
Lillian Everett
Florida Gulf Coast
Ashlynn Stradinger
Florida State University

HASKELL ROBINSON INTERNS

Paul Joshua Bustamante
Hillsdale College
Alexander Gonzales
Georgia Institute of Technology
Elizabeth Holland
Georgetown University

THE JOHN AND VIRGINIA RIGSBY INTERNS

Matthew Lee
United States Naval Academy
Georgina Simonson
Florida Atlantic University

THE JILL AND HOWARD SADKIN INTERNS

Shelby Barrow
Georgia Institute of Technology
Alma Conway
Harvard University
Ashley Poole
Hillsdale College

JORDAN SAUNDERS INTERN

Stephanie Samsel
Towson University

GREG SHEEHAN MEESE CENTER INTERN

Bethany Huang
University of California Irvine

HARRY E. SIMS CONGRESSIONAL PROGRAMS INTERN

Natalie Price
American University

HARRY SIMS AND SHARON BRIMHALL INTERN

Kyle Evers
Whitworth University

THE LLOYD AND BEA SMITH INTERN

Julia Jacobson
University of Notre Dame

JOSEPH WAMBOLD INTERN

Joel Highfill
Regent University

THE RON WEINEL INTERN

Elliot Detjen
Harvard University

THE RONALD AND DOROTHY WEINEL INTERN

Philip Eigen
American University

THE WINZENRIED INTERNSHIP

Nathan Rohrer
Rock Valley College

THE HERITAGE FOUNDATION'S 2024 NAMED FELLOWS



RICHARD F. ASTER FELLOW
EJ Antoni



JAY VAN ANDEL SENIOR POLICY ANALYST IN TRADE POLICY
Andrew Hale



MARK A. KOLOKOTRONES FELLOW IN EDUCATION
Lindsey M. Burke, Ph.D.



JOHN, BARBARA, AND VICTORIA RUMPEL SENIOR LEGAL RESEARCH FELLOW
Paul J. Larkin



WILL SKILLMAN SENIOR RESEARCH FELLOW IN EDUCATION POLICY
Jonathan Butcher



GILBERTSON LINDBERG SENIOR LEGAL FELLOW
John Malcolm



E.W. RICHARDSON FELLOW IN INTERNATIONAL ENGAGEMENT
James Jay Carafano



MARILYN AND FRED GUARDABASSI FELLOW IN MEDIA AND POLICY STUDIES
Kenneth McIntyre



AWC FAMILY FOUNDATION FELLOW
Christopher DeMuth



WILLIAM E. SIMON SENIOR RESEARCH FELLOW IN AMERICAN PRINCIPLES AND PUBLIC POLICY
Jay W. Richards, Ph.D.



HERBERT AND JOYCE MORGAN FELLOW IN ENERGY AND ENVIRONMENTAL POLICY
Diana Furchtgott-Roth



JAY KINGHAM SENIOR RESEARCH FELLOW IN INTERNATIONAL REGULATORY AFFAIRS
Brett D. Schaefer



BERNARD AND BARBARA LOMAS FELLOW
Nile Gardiner, Ph.D.



JOSEPH C. AND ELIZABETH A. ANDERLIK FELLOW
Roger Severino



ANGELES T. ARREDONDO E PLURIBUS UNUM SENIOR FELLOW
Mike Gonzalez



DAVID AND PATRICIA CALDWELL VISITING SCHOLAR ON THE AMERICAN FOUNDING
Colleen A. Sheehan



MARGARET THATCHER FELLOW
Steven A. Groves



MARK A. KOLOKOTRONES FELLOW IN ECONOMIC FREEDOM
Peter St. Onge, Ph.D.



PRESTON A. WELLS, JR. SENIOR RESEARCH FELLOW
Edmund F. Haislmaier



JOHN VON KANNON FELLOW IN PHILANTHROPY
Carsten Walter

THE HERITAGE FOUNDATION'S 2024 DISTINGUISHED FELLOWS



DISTINGUISHED FELLOW IN ECONOMIC THOUGHT

Robert Barro



DISTINGUISHED FELLOW

Charles Calomiris



DISTINGUISHED FELLOW

Steven G. Bradbury



DISTINGUISHED FELLOW IN AMERICAN THOUGHT

Christopher DeMuth

THE HERITAGE FOUNDATION'S 2024 VISITING FELLOWS

B. KENNETH SIMON CENTER FOR AMERICAN STUDIES

Rachel Alexander Cambre; Nathan Levine; Colleen A. Sheehan

CENTER FOR DATA ANALYSIS

William Beach

PHILLIP N. TRULUCK CENTER FOR LEADERSHIP DEVELOPMENT

Steven P. Bucci, Ph.D.

OVERSIGHT PROJECT

Jason Chaffetz

MARGARET THATCHER CENTER FOR FREEDOM

Thomas Dans

CENTER FOR EDUCATION POLICY

Rachel Alexander Cambre; Erika Donalds; Adam Kissel

CENTER FOR ENERGY, CLIMATE, AND ENVIRONMENT

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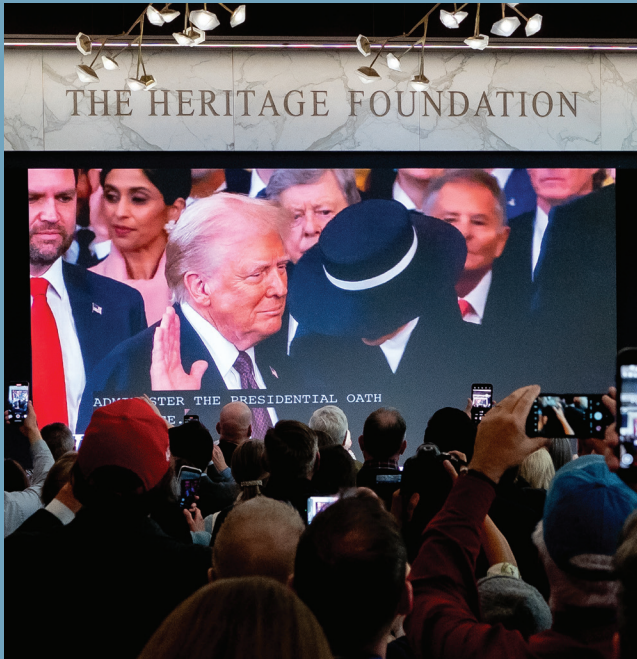
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Clockwise from top left: Guests in the Gaby Center watch President Trump take the oath of office, Megyn Kelly broadcasts live from Heritage's studio, a 7-story banner welcomed President Trump back, and the crowd cheers President Trump's speech.

ERIN GRANZOW

Our Inauguration Open House Was a Huge Success

In January, Heritage hosted a two-day Inauguration Open House at our headquarters building, which is just four blocks from the U.S. Capitol. We were able to accommodate more than 2,000 friends, donors, and movement partners, who watched the Sunday rally at the

Capital One Arena as well as all of Monday's Inaugural events, which were held indoors due to the frigid weather. Our new studios were busy as well, including the main studio where Megyn Kelly hosted her show live on Monday afternoon.

IN MEMORIAM



Robert Varian Pennington

After an illustrious career in the financial services sector that culminated as president and director of Capital Guardian Trust Co, Robert Varian Pennington passed away in December 2024. Robert was a Heritage Trustee from 2009 to 2022. As a member of the board, he championed the values of conservative thought and leadership, leaving an indelible mark on his community and country. Heritage honors Robert for his lifelong commitment to the conservative movement and to restoring America's greatness.



Lee Edwards

When Lee Edwards passed away at 92 in December, the nation lost a hero. Lee is well known as the chronicler of the conservative movement, having authored and edited more than two dozen books. His influence was far greater. Among other accomplishments, he helped found Young Americans for Freedom and draft The Heritage Foundation's first "Mandate for Leadership." He was the founding chairman of the Victims of Communism Memorial Foundation. As Ed Feulner put it, "Lee's legacy will be defined by his immense contributions, his mentorship, and his unwavering dedication to the principles of freedom and liberty."



DAVID HILLS; FRASIER PHOTO

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—VICE PRESIDENT JD VANCE

“ The Heritage Foundation is one of the most important institutions in Washington, D.C. It was really the first of its kind—a real conservative think tank across the board. It's a fascinating and fantastic place, and its president is a great guy, Kevin Roberts.”

—MARK LEVIN

“ The Heritage Foundation has done so much to lead the way on what American foreign policy should look like, and what the future of the free world looks like, in order to take on the threats that we face in the West.”

—RIGHT HON. LIZ TRUSS

“ The Heritage Foundation is central to what we are trying to accomplish to retake this country.”

—REP. CHIP ROY, R-TEXAS

“ The Heritage Foundation seeks to advance the interest of American citizens, and stand up for ideas that strengthen America and the fundamental values that underpin this great democratic nation: freedom, opportunity, and prosperity.”

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