

Onward

**AMERICA'S GOLDEN
AGE AWAITS**

2025 ANNUAL REPORT

Building
an America
where freedom,
opportunity,
prosperity,
and civil society
flourish.

Onward

**AMERICA'S GOLDEN
AGE AWAITS**

2025 ANNUAL REPORT



6,792

EARNED MEDIA PLACEMENTS

TV RADIO OP-EDS

Heritage by the Numbers



3.5M+

FOLLOWERS

X INSTAGRAM FACEBOOK YOUTUBE

112% GROWTH ACROSS ALL PLATFORMS IN 2025

MORE THAN **500,000 MEMBERS** MAKE ALL OF THIS POSSIBLE.

Thank You!

The background of the entire page is a stylized American flag, with the stars and stripes visible. The colors are slightly muted and blended into a warm, golden-brown gradient at the bottom.

TABLE OF CONTENTS

1	LETTER FROM THE PRESIDENT AND CHAIRMAN
3	TRIBUTE TO OUR FOUNDER
5	THE FOUR CORNERSTONES
7	AMERICA'S 250TH CELEBRATION
8	MAKE CITIES GREAT AGAIN
9	POLICY PRIORITIES
19	NEW INITIATIVES
23	COMBATING ANTISEMITISM
25	PEOPLE PIPELINE
27	OUTREACH
31	<i>THE DAILY SIGNAL</i>
33	MEMBERSHIP

LETTER FROM THE

President

What a joy it is to write you on the eve of America's 250th birthday. This year, we have much to be thankful for: our borders have been restored, DEI is in retreat, the American worker is being put first, PBS and NPR have been defunded, the Green New Deal was dismantled. Our nation is on the path to renewed strength and prosperity.

We stand at the dawn of a new Golden Age.

But make no mistake—victory is not guaranteed. The Left is fighting back in the courts, in the media, and even through violence. The shocking assassination of our friend Charlie Kirk—and the cruel celebration by some reminds us of the stakes.

Heritage is prepared to deliver for America—through world-class research, bold policy messaging, and actionable implementation plans—an agenda that will shape the next 250 years. This work strengthens and unites our coalition, equips leaders

to serve the American people, and advances a proven truth articulated by Abraham Lincoln: those who shape public opinion ultimately shape government. With the partnership of our supporters, Heritage will set the narratives that drive lasting policy change.

That's why we've launched Heritage 2.0—a playbook for the future built on Four Cornerstones: the primacy of the American family, the dignity of work and future of free enterprise, national security, and American heritage and citizenship. These are the defining questions for America today—and will be for generations to come.

America has come a long way. We have more work to do. Two hundred and fifty years later, we stand where our nation's Founders once stood—at the edge of an unseen future, accountable to history, to our children, and to God.

Thanks to your support, I am confident we will restore the American Dream and secure a new Golden Age for our nation.



Kevin D. Roberts, Ph.D.
President



LETTER FROM THE

Chairman

For more than 50 years, The Heritage Foundation has done what few organizations can: adapt to the moment without ever compromising our core principles. That balance—fleet-footed yet deeply rooted—is the source of our strength and influence in Washington and across America.

This ability is one of the qualities I most admire about Heritage—and one I know our many supporters deeply value.

In 1980, when conservatives first had the chance to govern, Heritage delivered. We filled the policy gap with the *Mandate for Leadership*—a blueprint that guided the Reagan administration and later conservative administrations, driving historic successes.

When the opportunity arose in the 1990s to reform welfare and lift millions of Americans out of poverty, we were ready with a detailed plan.

When Washington fell under the Left's control in 2021, we pivoted to the states, driving conservative victories on school choice, ESG, DEI, parental rights, child safety, election integrity, and much more.

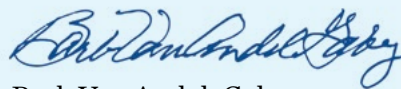
In 2024, we launched an aggressive campaign to educate unaffiliated Americans on the real causes of our nation's ailments and the solutions that work.

And as the Trump-Vance administration came into power, we were ready with a deep bench of qualified leaders. And throughout 2025, lawmakers and administration officials turned to Heritage for guidance.

When our dear departed founder, Ed Feulner, started Heritage in 1973, he envisioned it as a battleship, unshaken by political winds and focused solely on fighting for the American people. He succeeded.

Now, as Kevin Roberts rightly observes, we face a once-in-a-generation opportunity: to make the gains of 2025 permanent, usher in a new Golden Age, and secure our nation's experiment in self-government for another 250 years.

Thanks to your support, Heritage is moving with urgency to meet this moment. As you read about our successes this year, and our ambitious plans for 2026, know this: none of it would be possible without you.



Barb Van Andel-Gaby
Chairman





IN MEMORIAM

Edwin J. Feulner, Jr.

When Ed Feulner and Paul Weyrich decided to launch The Heritage Foundation in the early 1970s, the joke was that you could fit the entire conservative movement in a phone booth, with room to spare.

Fifty-three years later, the institution that Ed founded, and the movement he shepherded to greatness, are now dominant forces in American politics. On July 18, 2025, after a lifetime devoted to his friends and family, to Heritage and his country, Ed passed away at the age of 83.

His legacy is stronger than ever.

In his introduction to *The March of Freedom*, one of the nine books he authored, Ed wrote of Heritage that: “We have set out to make conservative ideas not just respectable but mainstream. To set the terms of the national policy debate. To offer not a lament for a lost America, but positive, practical, free-market alternatives to the failed liberal policies of the old order.”

That remains our lodestar today.

But just as important as Heritage’s stellar policy work was Ed’s determination to grow the movement.

One of his favorite phrases was “People are policy.” It has been the heartbeat of Heritage’s mission—to equip, encourage, and elevate a new generation of conservative leaders, not just in Washington,



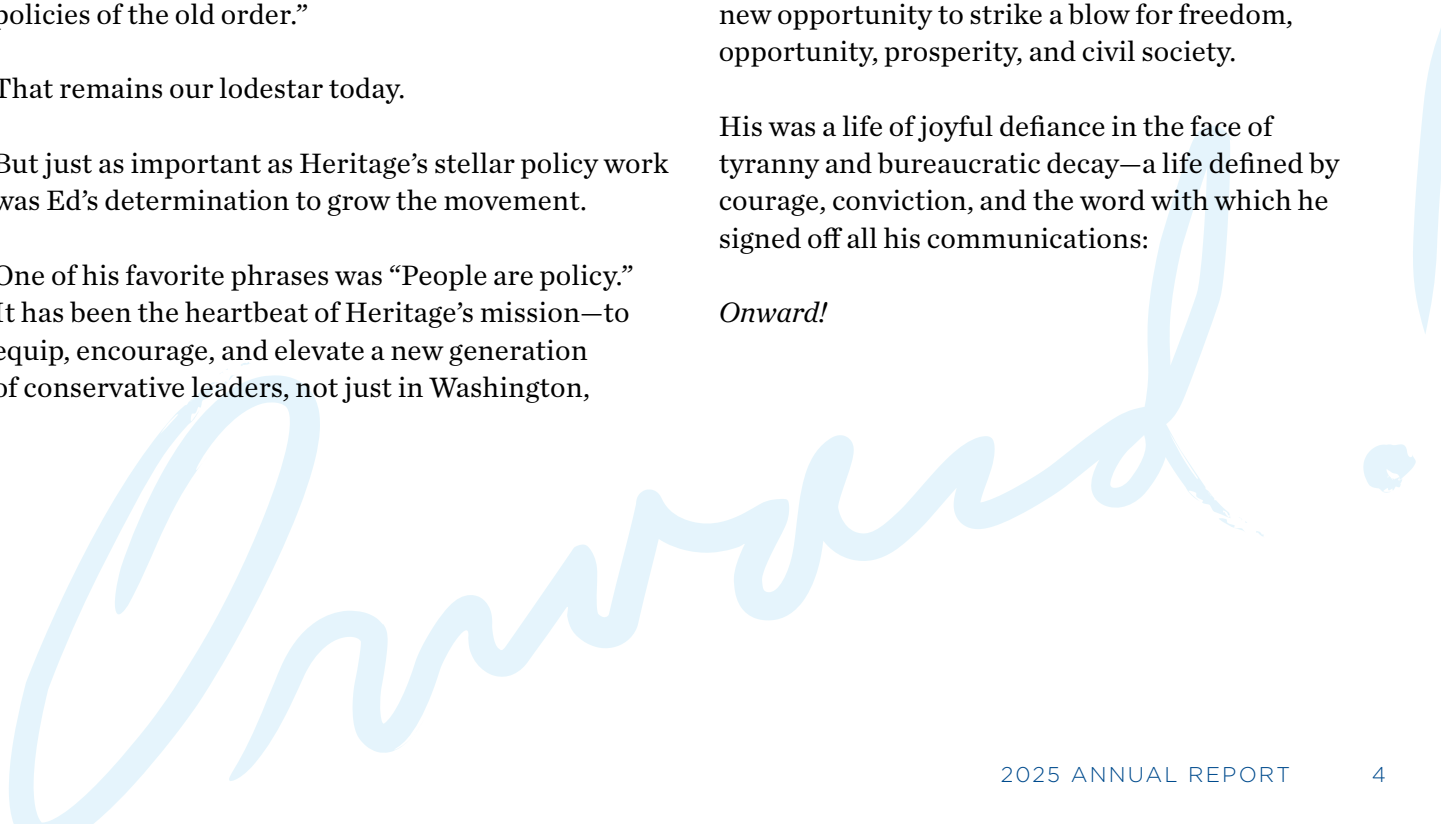
but across this great country. “You win through multiplication and addition, not through division and subtraction,” he said.

His unshakable optimism was infectious to everyone around him. Every day was, for Ed, a new opportunity to strike a blow for freedom, opportunity, prosperity, and civil society.

His was a life of joyful defiance in the face of tyranny and bureaucratic decay—a life defined by courage, conviction, and the word with which he signed off all his communications:

Onward!

RIGHT: WILLIS BRETZ; LEFT: FEULNER FAMILY





“

The Heritage Foundation is an institution of singular importance, and it is hard to imagine the conservative movement over the past half-century without the ideas, the steady leadership, and the hard work of your organization.

—SPEAKER MIKE JOHNSON

THE FOUR CORNERSTONES OF THE NEW GOLDEN AGE

Over the past year, your support has allowed The Heritage Foundation to play an outsized role in turning the tide in this country. But the question is, how do we make sure these gains are permanent? What do we need to do *right now* to ensure the country lasts another 250 years?

To that end, the entire Heritage enterprise will be focusing our work on four cornerstone issues that are key to human flourishing. These will be organizing principles for Heritage, each with specific short-, medium-, and long-term goals.

This will be an all-of-Heritage effort, encompassing expertise from across the enterprise, and will define the bulk of our work going forward. For every policy proposal we address, we will be asking whether it supports families, provides opportunities for gainful employment, protects our national security, and is consistent with what it means to be an American citizen.

1 The American Family

Restore the natural family—virtuous, faithful, growing, and free—as the foundation of American life by: promoting a pro-family culture, establishing pro-family prosperity, respecting fundamental rights and duties of mothers and fathers, revitalizing fatherhood and civil society and protecting communities.

2 The Dignity of Work & The Future of Free Enterprise

Promote Americans' freedom, flourishing, and security through work, which is best realized in an industrious economy that rewards service and value creation, respects the right of private ownership, and furthers family formation and stability.

3 National Security

Secure America as a sovereign nation—one that puts its people first—of strong families free from threats at home and abroad through the restoration of military strength, economic prosperity, and domestic security guided by the pursuit of vital national interests.

4 The American Heritage & Citizenship

Cultivate American citizenship as a sacred inheritance rooted in love of country, civic virtue, ordered liberty, self-government, and faith in the Creator, the source of our rights; a patriotic America where citizens work together to accomplish great things.





CELEBRATING AMERICA'S 250TH

July 4, 2026 marks the 250th birthday of our great nation—and Heritage is preparing to honor America's rich history while charting the course for the next 250 years.

As part of this, we announced a special round of Innovation Prizes to honor projects focused on commemorating this great event and educating citizens on America's founding principles. We were flooded with submissions. So many, in fact, that we opened a second round to support and recognize even more groundbreaking projects.

With the support of David Caldwell and his late wife, Patricia, we also published *American Founders: Leaders at the Creation of the Republic*, the completely revised online edition of our Founders' Almanac, which examines the lives and writings of our nation's founders.

We released the third edition of *The Heritage Guide to the Constitution*. The reworked, 800-plus page guide features an introduction by Justice Samuel Alito, more than 200 essays from distinguished jurists, scholars, and constitutional lawyers, as well as a revamped website.

We also released the first installment of our "Heritage Guide to Historic Sites." At a time when the Left has captured many of our nation's key historical sites, this interactive map grades sites on how accurately

they portray American history and will hold sites that push a woke agenda accountable. The Guide also serves as a comprehensive tool for parents looking for educational destinations where they can introduce their children to America's heritage. 🇺🇸

AMERICA. THE BEAUTIFUL.

More than proclamations and legislation, more than amber waves of grain and purple mountain majesties, America is America because of the truths she honors. Family and friendship. Duty and courage. Mercy and charity. Permanent things. Beautiful things.

In 2026, Heritage is embarking on a mission to restore the bedrock institutions on which American greatness rests: faith, marriage, family, and liberty. The keys to preserving our republic.

Alongside promoting innovative policy solutions, Heritage is working with world-class communications experts to launch a bold messaging campaign that reaches everyday Americans. Our goal: Inspire confidence that our great American experiment is worth celebrating, especially today, 250 years after our founding.

Learn more at heritage.org/beautiful. 🇺🇸

MAKE CITIES GREAT AGAIN

For decades, the Left has had a hammerlock on our nation's biggest cities. Chicago, to cite one example, hasn't had a Republican mayor in almost 95 years. Detroit and Baltimore have been controlled by Democrats for 63 years; New Orleans for 153 years!

The result of this one-party control has been little short of catastrophic, with these once great metropolises plagued by corruption, despair, apathy, decay, and violence.

This is unacceptable. And it doesn't have to be this way. Which is why Heritage is launching another ambitious project in 2026 to Make Cities Great Again. Our goal is to reshape the urban narrative with hope, competence, and moral clarity.

This project will build coalitions, identify and recruit credible candidates for key positions, develop city-specific policy guides for urban renewal modeled on *Mandate for Leadership*, craft targeted messaging campaigns, and build alliances. All centered on key themes: Public safety, housing affordability, quality education, and faith, family, and community.

Look out for details about this exciting and important effort, as well as opportunities to support it. 🇺🇸

Winners of the America's 250th Innovation Prizes

JUNE 2025 WINNERS:

- **Cana Academy:** HISTORY 250: Telling America's Story One Film at a Time
- **The Emergent Order Foundation:** 250 Years in Pursuit
- **The Herzog Foundation:** The Freedom Tour
- **Sophia Institute:** Fostering Virtuous Patriotism: Celebrating America's 250th Anniversary in Catholic Schools
- **Dr. Matthew Mehan of Hillsdale College:** *The American Family's Book of Fables*



OCTOBER 2025 WINNERS:

- **Constituting America:** Celebrating America's 250th Birthday in Our Nation's Classrooms and Living Rooms
- **The Harlan Institute:** Are These Truths Still Self-Evident? A High School Moot Court Competition Set in 1776
- **Moving Picture Institute:** "Son of 1776"
- **Mountain States Policy Center:** We the Students: Mountain West Civics Cup
- **Wedgwood Circle:** *Marblehead: The Untold Story of the Men in the Boat*

TOP: ERIN GRANZOW; BOTTOM: RON WATERS





2025 Policy Priorities





A panel of college presidents along with Lindsey Burke discuss a new vision for education at Heritage's "Reclaiming the Culture of American Higher Education" event last spring.

At the start of 2025, we set out to focus our efforts—and the resources you provide—on nine policy priorities that are critical to reclaiming this nation. For each, we set specific and ambitious goals. Over the course of the year, we met or exceeded all of them. You make these wins possible. Thank you.

EXPAND EDUCATION FREEDOM

Across the nation, the education freedom movement has grown at an unprecedented pace. In 2025, six states enacted universal education savings accounts (ESAs), bringing the total number to 17. More than half of all U.S. states now have some K-12 private school scholarship opportunity for children.

We are finally seeing the fruits of our decades-long effort to dismantle the failed Department of Education. In March, President Trump issued an executive order aimed at dismantling the misbegotten department, and agency officials are following through with policies aligned with Heritage's 2019 blueprint for closing the agency.

What's more, the administration tapped Lindsey Burke, who was director of the Center for Education Policy and author of that blueprint, to be deputy

chief of staff for policy and programs at the Department of Education.

Heritage also updated and significantly expanded its "Choose College with Confidence" guide. This guide rates nearly 1,000 colleges on whether they foster free expression and open academic inquiry, offer an intellectually rigorous course load, and provide students with a solid return on investment.

In 2025, six states enacted universal ESAs, bringing the total number to 17.

From drafting model legislation to providing expert testimony to writing op-eds and conducting media outreach, none of this work would be possible without you. 🙏



Dr. Roy Spencer, principal research scientist at the University of Alabama-Huntsville, speaks at “Is the Sky Falling? Reconsidering the Endangerment Finding”.

UNLEASH AMERICAN ENERGY

Americans must have access to affordable electricity and transportation, which are essential for economic growth and energy independence. One key to unleashing American energy was to get the Environmental Protection Agency (EPA) to rescind its “endangerment finding”—originally established during the Obama administration—which designated carbon dioxide (CO₂) as a harmful pollutant and gave the federal government sweeping regulatory authority to mandate electric vehicle sales, restrict consumer appliances, and most significantly, limit construction of power plants fueled by affordable and abundant fossil energy sources.

For three years, Heritage experts laid the scientific foundation for reversing the endangerment finding, including convening a Climate Science Advisory Committee and publishing several papers that

culminated in the book *Cooling the Climate Hysteria: Separating Myth from Fact*. This summer, the EPA issued two rules to overturn the endangerment finding, and Heritage submitted multiple formal comments on these rules.

Energy provisions in the One Big Beautiful Bill Act also reflected Heritage policy recommendations, including permitting reform, phasing out “green” energy tax credits, and dismantling the National Climate Task Force. Several of President Trump’s energy-related executive orders were closely aligned with Heritage’s recommendations.

To drive the public debate, Heritage scholars published dozens of op-eds in leading media outlets advocating for the expansion of domestic energy supplies and the rollback of burdensome regulations. ■

“The Heritage Foundation is a great organization doing great things.”

— BORDER CZAR TOM HOMAN

ROOT OUT THE DEEP STATE

When we published the most recent edition of *Mandate for Leadership* in 2023 as part of Project 2025, we included a number of recommendations to dismantle the unaccountable administrative state, including giving the president greater leeway in his ability to hire and fire federal personnel.

President Trump later tapped the principal author of that *Mandate* chapter, Russ Vought, to run the Office of Management and Budget and proceeded to carry out many of the *Mandate’s* recommendations through a series of executive orders.

These include: reinstating Schedule F to give the president more control over the bureaucracy, reining in federal unions, a 10-for-1 executive order requiring the elimination of 10 regulations for every new regulation, asserting control of independent agencies, and purging DEI, “environmental justice,” and other such divisive policies from federal agencies.

And, just before Democrats forced a government shutdown in October, Trump posted on Truth Social that “I have a meeting today with Russ Vought, he of Project 2025 fame, to determine which of the many Democratic agencies, most of which are a political scam, he recommends to be cut.” This prompted The Associated Press to observe that “President Donald Trump is openly embracing the conservative blueprint he desperately tried to distance himself from during the 2024 campaign.” 🗣️



Swamp Justice

Launched in August, Swamp Justice is a brief, hard-hitting podcast that exposes the injustices taking place in Washington, D.C.

Each week, listeners get the inside story from Mike Howell, president of The Oversight Project—and Heritage visiting fellow—and Mary Vought, vice president of Strategic Communications at The Heritage Foundation.

“Too many people in this country have been led to believe that the government is their boss,” said Howell in the inaugural episode. “It’s the opposite of that: They work for us.”

From discussing the auto pen scandal to leftists celebrating political violence to the weaponization of the federal government, Swamp Justice is keeping the American people informed.

Listen to Swamp Justice and our other Heritage podcasts like The Kevin Roberts Show and Heritage Explains by scanning this QR code.





Mike Gonzalez, the Angeles T. Arredondo E Pluribus Unum Senior Fellow at Heritage, testifies before Congress on defunding NPR and PBS.

ELIMINATE REGULATION, INFLATION, AND SPENDING

Despite months of doubt and uncertainty, the One Big Beautiful Bill Act made it to President Trump's desk on July 4. Heritage was there every step of the way.

In February, we put forward a public list of provisions that had to be included in any such bill, including cuts to Medicaid, pro-growth tax provisions, funds for border security, and deregulatory measures, including permitting reform to unleash our energy resources.

More than 10 executive orders signed by President Trump advanced Heritage policy goals on deregulation, spending, and inflation.

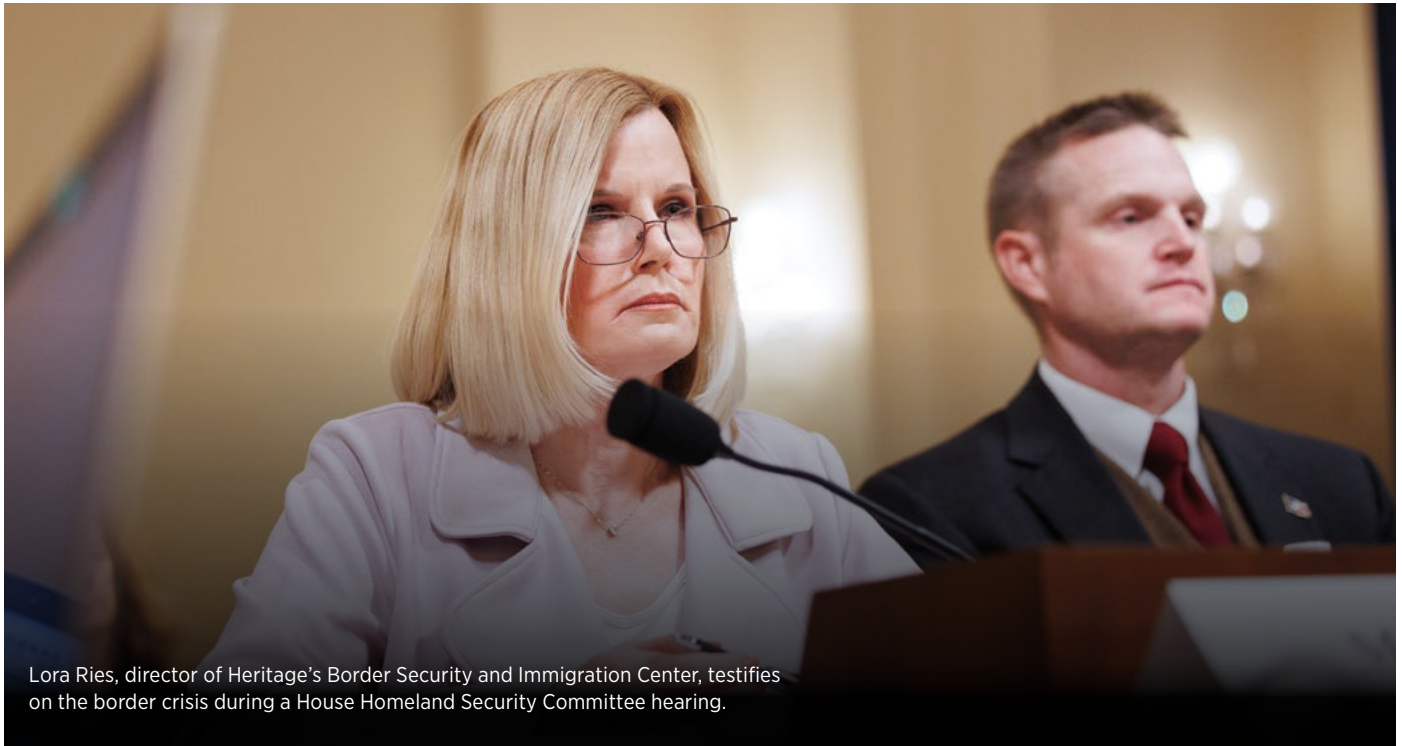
In the months that followed, Heritage experts conducted dozens of educational meetings with

congressional leadership and committee staff and with individual members of Congress about tax, spending, and regulatory provisions. In an all-of-Heritage effort, teams from Government Relations, Coalitions, and Strategic Communications worked with members, Hill staff, and outside groups.

Throughout the debate, Heritage experts were fixtures on TV news programs, published multiple op-eds and research papers, and brought scholars together to discuss the economic benefits of deregulation and pro-growth fiscal policy.

The result was a “reconciliation” bill that was a huge win for everyday Americans.

Our work also influenced the Department of Government Efficiency (DOGE), which made cuts in more than 30 areas highlighted by Heritage as prime examples of waste. And more than 10 executive orders signed by Trump advanced our goals on regulation, spending, and inflation. ■



Lora Ries, director of Heritage's Border Security and Immigration Center, testifies on the border crisis during a House Homeland Security Committee hearing.

SECURE OUR BORDER & REDUCE IMMIGRATION

Heritage experts played an outsized and successful role in many of the common-sense immigration policies contained in the One Big Beautiful Bill, including: significantly increasing Immigration and Customs Enforcement (ICE) resources, implementing a remittance tax on outbound money transfers from the U.S., and activating an asylum fee to deter abuse of the system.

Nine states enacted 13 Heritage-supported immigration bills with policies taken from our “20 Ways States Can Prevent Illegal Immigration” guide.

Our experts are also working with administration officials on other policies. This includes revising the naturalization process to increase assimilation. Heritage research revealed how lax the standards are for citizenship, as well as the English and civics components of the naturalization exam.

It also includes rolling back existing special immigration benefits for unaccompanied alien children. The law provides powerful incentives to cartels and bad actors to smuggle children into the United States and reap financial benefits.

We continue to educate policymakers, with several of our experts having testified before congressional committees, including the House Homeland Security Committee.

We also devised seven model state statutes covering immigration topics such as E-Verify, harboring illegal aliens, redefining state residency, banning publicly funded legal counsel for illegal aliens, eliminating sanctuary cities, and imposing a remittance fee on outbound money transfers from the U.S.

Nine states enacted 13 Heritage-supported immigration bills with policies taken from our “20 Ways States Can Prevent Illegal Immigration” guide. 🇺🇸

PRESERVE ELECTION INTEGRITY

Our exclusive Election Integrity Scorecard and our Election Fraud Map continue to be indispensable resources for policy influencers looking to expose fraud and keep our elections honest. Since we launched the Scorecard in 2021, 29 states have improved their scores by implementing the best practices reforms recommended by Heritage. The fraud database recently reached 1,600 instances of *proven* cases of election fraud.

Since we launched Scorecard in 2021, 29 states have improved their scores by implementing the best practices reforms recommended by Heritage.

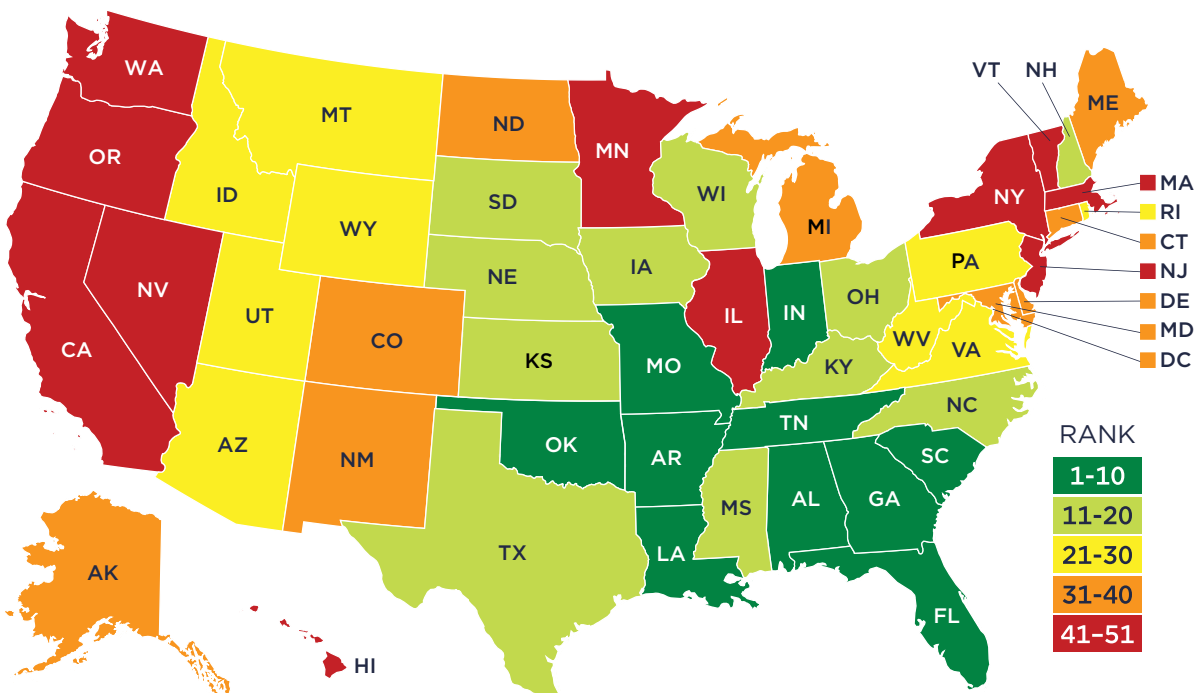
Our scholars held educational meetings with the new political leadership at the Justice Department’s Civil Rights Division to discuss

the Biden administration’s actions against state election integrity reforms. After those meetings, the Department of Justice implemented Heritage’s recommendations and dismissed every pending lawsuit filed by the Biden administration against election reforms in various states, including Georgia, Virginia, and Texas.

To coordinate efforts and share insights and strategy, Heritage held more than a dozen meetings on election integrity and joined with the Honest Elections Project and the Public Interest Legal Foundation to host the Secretaries of State Conference at Heritage. Thirteen states were represented, and nine secretaries of state attended.

Heritage scholars also met with a wide variety of executive branch officials and policymakers in Washington to educate them on best practices for ensuring that bad actors don’t undermine the security of our elections. 🇺🇸

ELECTION INTEGRITY SCORECARD



UPDATED AS OF JUNE 10, 2025

“Heritage has been the brightest beacon of liberty, aspiration, and prosperity for many years... Heritage stands like a giant over the think-tank landscape.”

—THE RIGHT HONORABLE
SUELLA BRAVEMAN KC MP

RESTORE DIGITAL SOVEREIGNTY

This year, Heritage’s Center for Technology and the Human Person has been hard at work ensuring that the future of technology advances national interests, serves the American family, and fosters real competition.

Heritage was a leading voice in the fight to preserve state authority over digital technologies.

Over the summer, a moratorium on state laws regulating artificial intelligence and algorithmic products was nearly included in the reconciliation bill. Our center conducted weeks of policy education with congressional offices to help policymakers consider the trade-offs. Ultimately, the Senate struck down the provision with a 99–1 vote.

In July, the Supreme Court upheld the constitutionality of age-verification laws, validating years of Heritage’s educational efforts to advise states and Congress on their merits. Following this victory, our center hosted a summit with movement leaders to expand this policy playbook now that legal obstacles have been cleared.

Heritage has also been at the forefront of advancing restorative reproductive medicine (RRM), which harnesses innovative biotechnology to restore fertility in women and men through ethical and natural means. Emma Waters, a policy analyst in the center, partnered with The MAHA Institute to host a highly successful event in July focused on RRM. [🔗](#)

A New Era for Heritage Action

Heritage Action, The Heritage Foundation’s sister organization, plays a critical role in translating conservative ideas into governing results. In the past year alone, six states enacted universal school choice legislation modeled on Heritage policy, alongside progress on confronting the Chinese Communist Party, enforcing immigration law, reining in Big Tech, securing American energy abundance, and countering woke capitalism.

Heritage Action is led by acting Executive Vice President Steve Chartan, who previously served as Vice President of Government Relations at The Heritage Foundation and Heritage Action. In addition to his time at Heritage, Steve has 15 years of experience on Capitol Hill and in the private sector.

The team operates with a unified strategy that combines rigorous policy, effective legislative engagement, and energized grassroots action to ensure conservative principles are enacted, not merely debated.





Rep. John Moolenaar, R-Mich., and Jeff Smith discuss strategies to end US dependency on China at Heritage's annual B.C. Lee Lecture.

COUNTER COMMUNIST CHINA

Thanks to your generosity, Heritage is on offense against the greatest foreign threat to the United States: the Chinese Communist Party (CCP). Our team of experts in the Asian Studies Center is educating Americans on the dangers of the CCP and common-sense policy solutions to expel China's malign influence and activities from the United States.

This year, the Trump administration implemented multiple policies to decouple the U.S. from China that Heritage has been championing for years, including ending normal trade relations with China, imposing tariffs, expanding export controls to limit China's access to American technology, and removing Chinese equipment from U.S. critical infrastructure. President Trump's America First Investment Policy also aligns closely with years of Heritage research and policy proposals.

In July, Heritage hosted Rep. John Moolenaar, R-Mich., the chairman of the China Select Committee, for our annual B.C. Lee Lecture. Moolenaar explored the dependency of the United States on China and discussed strategies to bring these suicidal policies to an end. 📌



In January 2026, Heritage released TIDALWAVE, a simulation that modeled U.S. and Chinese fuel and ammunition systems to assess how they would sustain forces in a potential conflict over Taiwan. The simulation and its analysis aim to identify the most significant vulnerabilities in each system.

Through TIDALWAVE, we tested multiple conflict scenarios to gain a comprehensive understanding of U.S. military capabilities and pinpoint areas where additional resources are needed. The results will inform Heritage's reports, analysis, and policy recommendations on U.S. military strength and Taiwan in the year ahead. 📌

Vice President Visits Heritage

Vice President JD Vance spoke at The Heritage Foundation for the premiere of Rod Dreher's docuseries *"Live Not By Lies,"* expressing optimism for the renewal of American values.

"If we speak the truth, if we refuse to live by lies," he said, "then I think we can redeliver on the promise of Western civilization."

Heritage hosted other distinguished visitors in the Van Andel Gaby Center including Victor Davis Hanson, who delivered the 2025 Russell Kirk Lecture, *"Why Borders Matter—Ancient and Modern,"* and Director of National Intelligence Tulsi Gabbard, who offered remarks at the premiere of *Call Sign: Courage: The Matt Lohmeier Story* and highlighted the corrosive impact of DEI within the intelligence community.



PROMOTE LIFE & FAMILY

The latest *Mandate for Leadership* equips policymakers with clear, actionable strategies to curb abortion funding at home and abroad. The Trump administration took several such actions early in 2025, repealing two Biden administration executive orders on abortion; reinstating the Mexico City Policy, which prevents U.S. federal funding from going to any organizations that provide abortions; and revoking the Biden-era Department of Defense's abortion travel policy.

Heritage experts provided technical assistance to congressional committees to strengthen and expand the child tax credit.

To push back on the encroachment of gender ideology, Heritage published a model bill, the Defining Sex Act, which clearly defines male and female in law. In January 2025, President Trump issued an executive order that defined male and female as the only sexes and stated that sex is not synonymous with "gender identity." Four states also signed the Defining Sex Act into law in 2025: Alabama, Montana, West Virginia, and Wyoming.

The beneficial changes to the child tax credit from President Trump's first term were scheduled to expire at the end of 2025. Heritage experts worked closely with congressional committees to provide technical assistance on the legislative text to keep and expand the child tax credit. The child tax credit improvements were ultimately made permanent by the One Big Beautiful Bill Act this summer. 🇺🇸

TOP: ERIN GRANZOW; BOTTOM: RON WATERS



2025 New Initiatives



Heritage's Free Enterprise champions Robby Starbuck (above), John Backiel (middle), and Allen Mendenhall (right), speak on the future of investments.



FREE ENTERPRISE INITIATIVE

The Heritage Foundation's Free Enterprise Initiative advances the principles and institutions that make American economic freedom possible. Americans flourish when they are free to work, build, and provide for their families in an economy that rewards service and value creation—not political favoritism or centralized power.

Free enterprise flourishes when businesses serve workers, shareholders, and communities — not activist elites

That is why Heritage has taken direct ownership of its endowment portfolio — now holding stakes in nearly 600 companies and counting. We are not outside commentators. We are shareholders. During this proxy season, we submitted 26 shareholder proposals; all of which led to constructive engagement with leading brands and household names. Companies are either implementing the requested reform or demonstrating that the practice at issue had been discontinued. These engagements involve firms employing roughly 912,000 workers across defense,

aerospace, automotive, finance, technology, and consumer sectors. To spearhead this effort, Heritage recruited three champions:

Robby Starbuck, visiting fellow and co-chair of FEI, has secured multiple victories by exposing corporations that have embraced the Left's agenda thus forcing many to back away from it, including Toyota, Harley-Davidson, Ford, and Walmart.

Dr. Allen Mendenhall, senior advisor to FEI, previously led the Manuel H. Johnson Center for Political Economy at Troy University and launched its Free Enterprise Scholars Program.

John Backiel, former Heritage vice president of finance and treasurer and co-founder of Stratofied, serves as visiting fellow, bringing capital markets expertise to our engagement strategy.

They are joined by Senior Legal Fellow Stefan Padfield, Visiting Fellow Steve Soukup, and Senior Associate Esther Bouquet who are expanding our corporate governance work to defend free enterprise as the cornerstone of opportunity, family stability, and human flourishing — ensuring markets once again serve the American people, not political interests. 🇺🇸



Tiffany Justice (center) is welcomed at the launch of the Parental Rights Initiative.

PARENTAL RIGHTS

Parents today face a coordinated and unprecedented assault on their authority — in classrooms, in courtrooms, and throughout our culture. Heritage will not stand by while the radical Left attempts to redefine family, undermine biological reality, and strip mothers and fathers of their fundamental rights.

To counter the all-out assault on American families, we launched the Parental Rights Initiative last spring. Since then, Heritage’s Outreach team is strengthening partnerships, broadening coalition engagement, and redirecting the effort in service of our Four Cornerstones.

The Parental Rights Initiative demonstrated significant reach and influence, hosting 39 calls featuring 34 expert speakers from 26 leading organizations.

We are deploying the full strength of our institution — rigorous policy scholarship, national partnerships, and disciplined communications — to restore parents as the primary decision-makers in their children’s lives.

We launched the Parental Rights Network to connect, equip, and organize parents across the country through regular briefings, resources, and coordinated action. **Key partners included Alliance Defending Freedom, Massachusetts Family Institute, the U.S. Department of Education, Defense of Freedom Institute, and The Heritage Foundation.**

Our scholars also drafted the Defining Abuse Child Protection Act, model legislation clarifying that affirming biological reality cannot be classified as abuse. Indiana, Texas, and North Carolina have already enacted versions of this bill.

This Initiative will continue to expand — because strong families are the cornerstone of a thriving America and an enduring republic. 🇺🇸



Health and Human Services Secretary Robert F. Kennedy Jr. speaks candidly to a standing-room-only crowd at Heritage about the state of American health.

RESTORE AMERICAN WELLNESS

Late in the fall of 2024, Heritage launched the Restoring American Wellness (RAW) initiative. Through RAW, we convene the conservative movement around policies that reform our medical and food systems and formulate solutions to chronic health disorders perpetuated by Big Pharma, Big Government, and the media.

Dr. Jay Richards, vice president of Social and Domestic Policy, and author of *Eat, Fast, Feast*, leads RAW. This year, he was joined by Senior Policy Analyst Jennifer Galardi, a prominent figure in the health and wellness industry.

Heritage hosted an all-day Make America Healthy Again (MAHA) Strategy Roundtable with key policy influencers and partnered with The MAHA Institute to discuss restorative and reproductive medicine for women experiencing chronic health issues.

Additionally, we hosted several keystone events on topics such as the COVID vaccine reckoning, the future of farming in America, and how dietary guidelines impact long-term health outcomes. RAW also developed state model legislation on restoring medical freedom to the American people and prohibiting medical mandates. 🇺🇸

ERIN GRANZOW

Stay Up-to-Date On All Things Heritage

Want to keep up with Heritage's work on education freedom, energy policy, parental rights, events, and more? There is a Heritage email newsletter for you.

THE AGENDA: Receive Heritage's latest reports, commentary, news, and events in your inbox every Monday morning.

HERITAGE EVENTS LIVE: Never miss an invitation to one of the hundreds of public live and virtual events hosted by The Heritage Foundation each year.

EDUCATION POLICY: Stay up to date on Heritage's work to advance education choice and dismantle the Department of Education.

ABRAHAM ACCORDS REPORT: Get updates on evolving peace agreements in the Middle East.

PARENTAL RIGHTS INITIATIVE: Keep up with the latest news from the parental rights movement.

THE CHARGE: Your weekly debrief on energy policy issues from the Center for Energy, Climate, and Environment.

You can subscribe to receive these and other Heritage emails at the QR code below.





Combating Antisemitism





Rob Greenway, director of the Allison Center for National Security at Heritage; Norman Roule, former senior CIA official; and Mario Bramnick, co-chair of the Conference of Christian Presidents for Israel participate in a panel on the denuclearization of Iran during Heritage's "Peace Through Strength: U.S. Policy on Israel and the Middle East" public event.

Sustained efforts are underway to combat the virulent antisemitism running rampant through Western institutions and to promote a strategic relationship between the U.S. and Israel.

Heritage is now the leader in supporting the administration's efforts to advance the Abraham Accords and promote stability in the Middle East.

In 2024 Heritage founded Project Esther, an action plan for dismantling the Terrorist Support Network that fuels antisemitism in America. Because of your generosity, Project Esther has made great strides. Our efforts through this project are focused on confronting antisemitism in academia, public policy, model legislation, and other areas where antisemitism is most pervasive. The current administration has already adopted some of the recommendations contained in Project Esther.

ERIN GRANZOW

In addition to Project Esther, Heritage proudly announced our adoption of the mission of the Abraham Accords Peace Institute (AAPI), which was founded to support the Abraham Accords—a series of agreements focused on establishing peaceful relations between Israel and its Arab neighbors. By adopting the mission of AAPI and adding its former Israel-based staff as Heritage visiting fellows, Heritage is now the leader in supporting the administration's efforts to advance the Abraham Accords and promote stability in the Middle East. The Abraham Accords played a significant role in bringing the war in Gaza to an end.

We released "U.S.-Israel Strategy: From Special Relationship to Strategic Partnership, 2029-2047" in early 2025, a vision for the future of U.S.-Israel relations. In 2026, we will release additional policy papers focusing on key elements of this relationship: economic, trade, energy, and defense. 🇺🇸



People Pipeline





The High School Fellowship hosted 35 high school students for a week of learning, field trips, fellowship, and a capstone project.

Heritage’s “people pipeline” continues to recruit, train, and deploy top talent across the conservative movement. Our programming, which extends from high school to mid-career, offers conservatives world-class opportunities to realize their full potential and talents.

“This fellowship was truly life-changing, and it helped me crystallize what I want to do professionally.”

Our second annual Lloyd and Bea Smith High School Fellowship hosted 35 top-notch, conservative high school students for a week of learning, field trips, fellowship, and a capstone project. “This fellowship was truly life-changing, and it helped me crystallize what I want to do professionally,” shared Sahil from California.

Our Young Leaders Program saw record numbers of applications and accepted 168 college students to Heritage headquarters across three semesters. In addition to doing substantial work at Heritage, interns participated in practical skills workshops,

career counseling, our staff mentorship program, and the Boyce-Haller First Principles Lecture Series.

The Heritage Academy, our online public policy fellowship for conservative high schoolers, college students, professionals, and lifelong learners from around the country and across the globe, trained over 470 eager learners.

The Local University Conservative Network and the Conservative Hill Internship Program shared our founding principles and practical policy guidance with nearly 300 local college students and Capitol Hill interns living and working in D.C.

Drawing from this tremendous pool of talent, our Heritage Job Bank, in turn, recommended hundreds of our graduates for key positions to advance policy in the executive branch, on Capitol Hill, and throughout the conservative movement. We currently boast nearly 200 staff and training program alumni in the Trump administration and 185 alumni on Capitol Hill.

Thanks to you, bright young conservatives are receiving the training and connections they need to pursue the American Dream and build a new Golden Age. 🇺🇸

LEFT: LILIAN HAMLETT; ABOVE: KIRSTEN HOLMBERG



Outreach



Oklahoma State Treasurer Todd Russ receives Heritage's inaugural Courage Award from Heritage President Dr. Kevin Roberts and Chief Advancement Officer Andy Olivastro at the 2025 Heritage Strategy Forum, honoring his outstanding leadership in the face of intense blowback from corporate wokeism and his resolve to confront ESG-driven financial discrimination.



Above: Heritage's Feulner Institute executive director Bridgett Wagner and executive vice president Derrick Morgan present an Innovation Prize to Helen Rothus of Napa Legal Institute. Right: Representatives of the American College of Pediatricians display their Innovation Prize.



Defeating the Left and securing lasting conservative victories requires a coordinated, movement-wide effort. That is why each year, we prioritize convening movement partners around a common strategy, forming new alliances, and involving key players across the nation in the policy issues that matter most to the American people.

In 2025, our team invested **more than \$1.3 million** in the conservative movement to fuel partners, policy coalitions, messaging campaigns, conferences, and more. We attended or sponsored 260 events in 28 states and 7 other countries and reached nearly 1.4 million people. This year, we built relationships with nearly 100 allies across the movement and worked directly with 23 new partner organizations.

Heritage was proud to sponsor Turning Point USA's AmFest in December, where Heritage President Dr. Kevin Roberts joined conservative leaders to celebrate the life and legacy of Charlie Kirk and chart the path forward for our nation. And our Heritage Strategy Forum, held in Dallas this year, brought together leaders, scholars, and everyday Americans to strategize on our policy priorities.

Our Outreach team also sponsored and organized several coalitions around the country to share Heritage's research with policymakers at the state and federal level.

Innovation Prizes

This year, Heritage awarded \$1.5 million in Innovation Prizes to conservative allies and groups that are rebuilding our cultural institutions and creating new solutions to the social, cultural, and economic problems Americans face every day.

This year's recipients include the American College of Pediatricians, American Reformer, the Ben Franklin Fellowship, Do No Harm, Families Empowered, LifeWise Academy, Napa Legal Institute, the National Center on Sexual Exploitation, State Armor, Them Before Us, and Wired Human.

To honor America's upcoming 250th birthday, we also issued a special set of Innovation Prizes, totaling \$500,000 in awards (see page 8). 🇺🇸

In 2025, our team invested more than \$1 million in the conservative movement to fuel partners, policy coalitions, messaging campaigns, conferences, and more.

Heritage

2025 FREEDOM & OPPORTUNITY
ACADEMIC PRIZES

Freedom and Opportunity Academic Prizes

Heritage awarded 14 academics and scholars the prestigious Freedom and Opportunity Academic Prize. Winners received \$15,000–\$20,000 for their outstanding research, teaching, and programs that explore economic freedom, human flourishing, constitutional governance, and promote traditional American values.

The winners are:

- Erika Bachiochi, J.D., *Arizona State University*
- Stephanie Barclay, J.D., *Georgetown Law School*
- David Bernstein, J.D., *Antonin Scalia Law School*
- Josh Blackman, J.D., *South Texas College of Law*
- Dr. Joshua Dunn, *University of Tennessee*
- Dr. Jesús Fernández-Villaverde, *University of Pennsylvania*
- Dr. Byron Johnson, *Pepperdine University*
- Julian Ku, J.D., *Columbia University Law School*
- Dr. Mark Moyar, *Hillsdale College*
- Dr. Clara Piano, *University of Mississippi*
- Dr. Tyler Ransom, *University of Oklahoma*
- Dr. Nathan Schlueter, *Hillsdale College*
- Dr. Colleen Sheehan, *Arizona State University*
- John Yoo, J.D., *University of California at Berkeley School of Law*



Turning Data into Powerful Tools

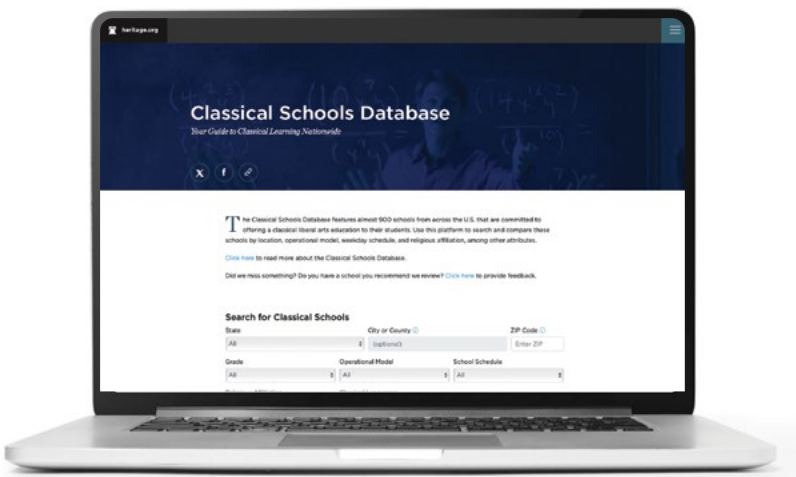
We've created several interactive tools to make critical data easily accessible to policymakers, advocacy groups, the media, and the general public. Among them:

EDUCATION FREEDOM REPORT CARD: The Report Card ranks states based on several criteria, including education choice programs, teacher freedom, academic transparency, civics education, and the return on education spending. Parents and policymakers can use the interactive website to learn how well their state serves students.

CLASSICAL SCHOOLS DATABASE: As school choice expands across the nation, parents need additional resources to make informed decisions. Heritage created a database of schools that follow the increasingly popular classical education model.

INDEX OF ECONOMIC FREEDOM: Published every year since 1995, the Index is the definitive guide to economic freedom in more than 150 countries. It now includes interactive online tools that let users compare countries, find trends, build heat maps, and more.

ELECTION FRAUD DATABASE: For years, Heritage has tracked actual cases of election fraud and created an interactive map and a searchable database. Users can easily see election fraud cases in their state, search for cases by type of fraud, and more. It's a powerful weapon against those who claim election fraud is a myth.



The Oversight Project Spreads Its Wings

This year saw the Oversight Project, launched by Heritage in 2022, take flight as an independent investigative organization.

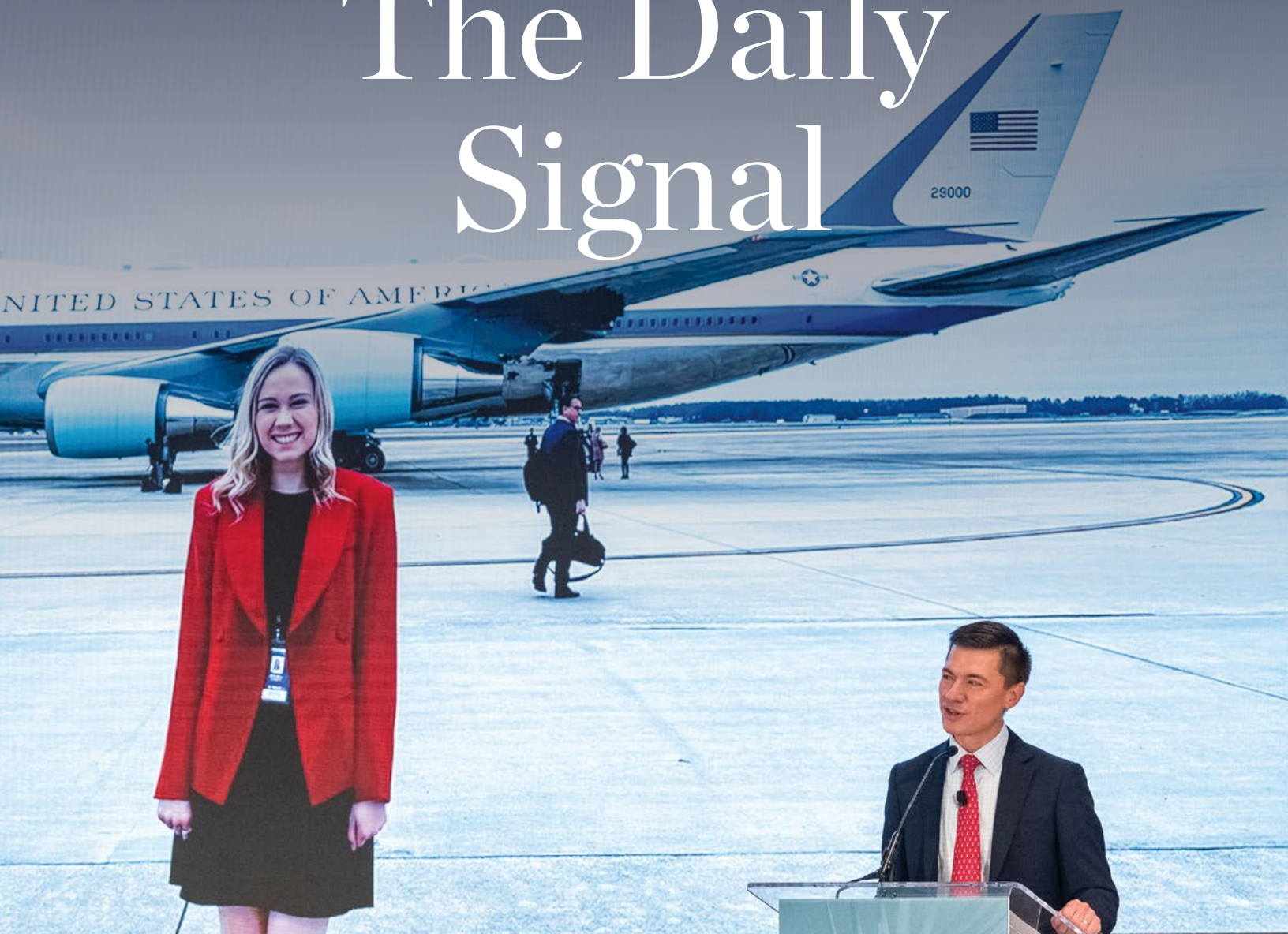
As part of Heritage, Oversight forced the release of the audio from President Biden's interview with Special Counsel Robert Hur. It uncovered attempts by the Left to undermine election integrity. It scuttled a sweetheart plea deal with Hunter Biden. And it was behind the blockbuster finding about the Biden White House's extensive use of an autopen—a discovery that continues to reverberate today.

As Heritage President Dr. Kevin Roberts put it, "The Oversight Project had done more to expose the corruption and weaponization of our institutions in just three short years than most organizations achieve in a lifetime."

Now, as an independent operation, the Oversight Project is free to expand this work. Mike Howell, the project's president, continues to serve as a visiting fellow at Heritage.



The Daily Signal



 THE DAILY SIGNAL



DAILY SIGNAL

EXPANDING OUR REACH

Ten years after Heritage founded *The Daily Signal*, the powerhouse news outlet became an independent organization in 2024 supported by Heritage, and in 2025, it saw explosive growth in size and influence.

It greatly expanded its reach and hit a new milestone: reaching 5 million followers across all social media platforms including a YouTube audience that now tops 1 million subscribers.

After writing his book, *The Woketopus*, Tyler O’Neil’s dogged reporting on the Left’s infiltration of the federal government resulted in three congressional testimonies.

In addition, *The Daily Signal’s* White House correspondent, Elizabeth Mitchell, regularly attends White House press briefings and is often called on by President Trump himself to ask topical questions. Her questions generate international attention, break news, and help shape the national news narrative.

And as demand for truthful and mission-focused reporting grows, so does *The Daily Signal*. The team expanded its reach and news coverage to key states to scoop stories that otherwise would go untold. In 2025, your support enabled *The Daily Signal* to expand into Ohio and Virginia, and we hope to expand into more key states in 2026. 🇺🇸

LEFT: ZEE ANNA PHOTOGRAPHY; RIGHT: ERIN GRANZOW



Victor Davis Hanson Joins Team

In January 2025, renowned historian Victor Davis Hanson joined *The Daily Signal* as a senior contributor, producing daily five-minute videos with his distinctive analysis on current events, politics, history, and culture. The video series quickly amassed more than 100 million views on YouTube.

The success of this effort encouraged Hanson to expand his partnership with *The Daily Signal*. Starting in October, *The Daily Signal* began producing and distributing Hanson’s popular long-form videos under a new name, “Victor Davis Hanson: In His Own Words.”

“I thought, given that experience with *The Daily Signal*, why not just take all four of our weekly podcasts, and then replicate it,” Hanson said. “That’s what we’re doing, and I think we’re going to have the same wonderful result.” 🇺🇸

Heritage Ranks #1 for Digital Influence

Forbes magazine once again ranked The Heritage Foundation as the most influential right-of-center policy group on social media.

We held top spots on Facebook, X, YouTube, LinkedIn, Instagram, and on overall web traffic, eclipsing other competitors.

Mary Vought, vice president of Strategic Communications, said the ranking “is a testament to the power of the conservative message, the strength of our team, and the dedication of Heritage’s nationwide network of members and supporters.”



Membership





Mike and Sharron Weakley have been members of the Heritage Legacy Society since 2013.

SECURING AMERICA'S FUTURE

Former Navy fighter pilot Mike Weakley said it's thanks to the "dynamite combination" of patriotism and American values and the quality of the people at Heritage that he supports Heritage's mission as a member of the Heritage Legacy Society.

As he's gotten to know Heritage President Dr. Kevin Roberts—Mike attends as many Presidents' Club meetings as he can—he feels confident that his planned gift to The Heritage Foundation will be put to good use.

"I feel very comfortable with Kevin. He's a great leader as well as a patient listener."

After Mike discussed the need to expose fraudulent global warming theories with Roberts, Heritage listened and took aim, using real science to expose myths peddled by climate alarmists.

"Heritage continues its campaign on global warming truth," Mike said with satisfaction.

Following Mike's career as a fighter pilot and commercial airline pilot, he began a decades-long career advising clients on wealth management with an emphasis on planned giving.

"I came to the conviction that I should be practicing what I preach," Mike said. He put stock from a company he sold into a charitable remainder trust, with flexibility to adjust remainder beneficiaries.

"As you have successes, you can share those with your legacy plan. Because the charitable trust is open ended, there's no need to reinvent the wheel—you can use your existing trust to make additional donations."

Mike has since added to his charitable remainder trust three different times. "If you're positioned with highly appreciated assets, you have an incredible opportunity to deploy an ongoing strategy compliments of the IRS," said Mike.

The Heritage Foundation is incredibly grateful for steadfast American patriots like Mike who put their trust in Heritage to restore American greatness.

For more information on how to include The Heritage Foundation in your estate plans, please visit: <https://secured.heritage.org/join-heritage-legacy-society/>. 📌



Brent and Lauren Johnson are sponsors of Heritage's Young Leaders Program.

A Country Worth Fighting For

Brent Johnson worked for the second Reagan administration. Reagan loved Heritage, Brent recalled. To this day, Heritage faithfully upholds Reagan's legacy of peace through strength, limited government, and a strong national defense.

"Heritage is the single best place that supports these tenets," said Brent. "Heritage doesn't back down." That's why Brent and his wife, Lauren, decided to start supporting Heritage in 2023.

Brent exemplifies the American Dream. He is a third-generation CEO of the construction company his grandfather founded, now Ringland-Johnson Construction.

Brent called Heritage a "one-stop shop" for all policies conservative. Heritage, he said, takes action on policies that are restoring our nation. Our policy expertise and convening power

enable us to reach Americans who other think tanks can't.

Heritage founder, the late Dr. Ed Feulner, was famous for saying "People are Policy." Heritage invests in the formation of young people's character and teaches them about the values of freedom, family, and self-governance that are the bedrock of our founding.

"Everyone I've met at Heritage believes in the values they fight for," said Brent.

Brent and Lauren are sponsors of Heritage's Young Leaders Program. Future congressmen and American leaders, Brent said, will come out of The Heritage Foundation.

"We care so deeply about the movement and the next generation. This is work Heritage does every day," said Brent. "It makes us feel so good to support Heritage."

“

“The Heritage Foundation is one of the best conservative organizations we have. America is fortunate to have them.”

—CLAUDIA K., TENNESSEE

“Keep up the good work! Your team is worth their weight in gold for all they do and their love for America.”

—RONALD G., PUERTO RICO

“Your organization is worthy of continued support and has always made me proud.”

—EDWARD F., CALIFORNIA

“

What Members Are Saying

“With all the turmoil going on in our world, The Heritage Foundation is positioned to make a significant, positive difference...and is already doing so!”

—BARBARA T., FLORIDA

“I am grateful for The Heritage Foundation for reporting honestly and upholding my conservative beliefs.”

—MELINDA C., WASHINGTON

“

“Thank you for being America’s watchdog.”

—DENNIS W., UTAH

“Keep up the great work on behalf of true Americans to maintain our Constitutional Republic. God Bless you and your organization.”

—RON S., ALASKA

THE HERITAGE FOUNDATION'S NAMED FELLOWS



RICHARD F. ASTER FELLOW
EJ Antoni, Ph.D.



MARGARET THATCHER FELLOW
Steven A. Groves



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



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



WILL SKILLMAN SENIOR
RESEARCH FELLOW IN
EDUCATION POLICY
Jonathan Butcher



JAY KINGHAM RESEARCH
FELLOW IN INTERNATIONAL
ECONOMIC AFFAIRS
Anthony B. Kim



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



WILLIAM E. SIMON SENIOR
RESEARCH FELLOW IN AMERICAN
PRINCIPLES AND PUBLIC POLICY
Jay Richards



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



JOHN VON KANNON
FELLOW IN PHILANTHROPY
Carsten E. Walter



In Memoriam

In October, the Heritage family lost a dear friend and colleague with the passing of Ambassador

J. William Middendorf, who had been on the Heritage board for three decades.

Throughout his life, Amb. Middendorf fought to advance the principles of American freedom both here and abroad. Over the course of his long and distinguished

career, he served as a navigator aboard a landing craft support ship during World War II, an investment banker, treasurer of the Republican National Committee, as the 62nd Secretary of the Navy, and as ambassador to the Netherlands, the Organization of American States, and the European Union.

Even in later years, Middendorf remained an active voice for the conservative movement and continued to shape foreign, defense, and economic policy. His lifelong interest in

preserving America's military might led him in 2020 to publish—at the age of 95—*The Great Nightfall: How to Win the New Cold War*, a book about how to answer the international challenges facing the U.S. today.

In addition to assembling a magnificent art collection (which he maintained in a barn next to his home in Rhode Island), Middendorf was an accomplished sketch artist. He also composed music, including The Heritage Foundation theme march.

CHAS GREER

THE HERITAGE FOUNDATION'S VISITING FELLOWS

PHILLIP N. TRULUCK
CENTER FOR
LEADERSHIP
DEVELOPMENT
Steven P. Bucci, Ph.D.

CENTER FOR
EDUCATION POLICY
Erika Donalds
Adam Kissel

DOUGLAS AND SARAH
ALLISON CENTER FOR
NATIONAL SECURITY
David Aaronson
Shawn Barnes
Jason Camilletti
Asher Fredman
Amine Ghoulidi
Mike Jernigan
Ned Rauch-Mannin
John Ratcliffe

ASIAN STUDIES
CENTER
Kriti Upadhyaya

BORDER SECURITY
AND IMMIGRATION
CENTER
Bridget Bean
John Fabbriatore
RJ Hauman
Mike Howell
Brian Cavanaugh
Katie Pavlich

RICHARD AND HELEN
DEVOS CENTER FOR
HUMAN FLOURISHING
Laura Bryant Hanford
Melanie Israel
Robert Redfield

CENTER FOR
TECHNOLOGY AND
THE HUMAN PERSON
Theo Wold
Mark Meador

CENTER FOR
DATA ANALYSIS
William Beach
Christos Makridis

PRESIDENT'S OFFICE
Kiron K. Skinner, Ph.D.

EXECUTIVE VICE
PRESIDENT'S OFFICE
Francesco Bianchi
Mark Koyama
Michael McKenna
Thomas Spence
Todd Zywicki

CHIEF ADVANCEMENT
OFFICE
Steve McKee
Andy Puzder

OUTREACH
Allen Mendenhall, Ph.D.

FREE ENTERPRISE
INITIATIVE
John P. Backiel
Robby Starbuck

STRATEGIC
COMMUNICATIONS
Tim Young



NAMED INTERNS 2025

ALPAUGH FAMILY INTERN

Madeline Daley
Ohio University
Ty Keller
Ohio Christian University

OSCAR ANCIRA INTERN

Angelina Delfin
University of California Irvine

TAYLOR ANDERSON INTERN

Virginia Grace McKinnon
Old Dominion University
Lucy Spence
University of Notre Dame
Reeve Wermus
University of Minnesota

KENNETH A. BOATRIGHT INTERN

Ammon Corpron
Patrick Henry College
Landon Reffitt
Benedictine College
Spencer Snow
Anderson University

REBECCA EDDY DE BROEKERT INTERN

Emily Addona
College of the Holy Cross

JOHN AND BARBARA BRUNING INTERN

Faith Behrens
Union University

DAVID & PATRICIA CALDWELL FOUNDATION INTERN

Spencer LeStrange
Franciscan University

MARY H. CAMPBELL FOUNDATION INTERN

Paula Stenkamp
University of Texas at Austin

RICHARD EARL CARTER MEESE CENTER INTERN

Isabel Guerrero
Claremont McKenna College

CLOUGH FAMILY INTERN

Michael Emerson
University of Idaho

GENE D'AGOSTINO MEESE CENTER INTERN

Nathan Desautels
University of Notre Dame

JOHN R. AND M. MARGRITE DAVIS FOUNDATION INTERN

Rebecca Phillips
Patrick Henry College

GARY L. DAWSON INTERNS

Ryley Garrido
Regent University
Rory Smist
Mount Saint Mary's University

DILLON FOUNDATION INTERN

Adam Kurzweil
Georgetown University
Katherine Miller
California State University
Daniel Wodkins
University of Georgia

FRANKLET INTERN

William Nichols
Murray State University

GUENTHER FAMILY FOUNDATION INTERN

Katie Yarbrough
University of Florida

ERIKA AND ROGER GREAVES INTERN

Elise Johnson
Arizona State University

BERNIECE AND WILLIAM GREWCOCK INTERNS

Benjamin Brown
Hillsdale College
Moir Gleason
Hillsdale College
Jackson Moody
Hillsdale College
Chloe Noller
Hillsdale College
Katharine Reyes
Hillsdale College

THOMAS GUTSHALL INTERN

Logan McVay
Hillsdale College

LINDA BOYCE HALLER INTERN

Jeffrey Sidoti
University of South Carolina

JENNIFER HAWKS INTERN

Mary Clare Waldron
Benedictine College

MARJORIE W. HERRICK INTERN

Cameryn Jones
Texas A&M University

HUSTON FOUNDATION INTERN

Madolyn Moore
Liberty University

LAUREN AND BRENT B. JOHNSON FAMILY FOUNDATION INTERN

Grace McNabny
Hope College
Javier Obregon
University of Dallas
Ty Ruddy
Hillsdale College

DAVID A. KING INTERNS

Michael Berry
Hillsdale College
 Logan Lazzara
University of Tennessee

KEVIN KOOKOGEY MEESE CENTER INTERN

Marina Alexis
Baylor University

KUCHTA FAMILY INTERN

Andrew Stepat
University of North Georgia

KEVIN KLINE INTERN

Macy Brookhouser
University of Arkansas

DAVID AND REBECCA LASCHINGER INTERN

Elijah Leutwyler
University of Oregon

ROBERT MAIR MEESE CENTER INTERNS

Amanda Badalamenti
University of Florida
 Ty Tomasoski
Hillsdale College

MAYER INTERN

Abigail Adams
Fordham University

CAROLYN AND HAL MCVEY INTERN

Brynn Bennett
Brigham Young University
 David Lewis
University of Alabama
 Diego Victoria
Yale University

MARTIN AND JANET MICHEL INTERN

Stuart Deery
St. Andrews University

ROBERT S. AND JANET L. MILLER FOUNDATION INTERNS

Saidy Cedano
Rutgers College
 Lillian Cooper
Harvard University
 David Domanski
Cornell University
 William DuVall
University of Kentucky
 Shane Festa
George Washington University
 Anna Johnson
Liberty University
 Sidney Jones
Lafayette College
 Declan Kenneally
University of Dallas
 Caeden Reeves
Patrick Henry College
 Joseph Twyford
Christendom College

MONTREAL ECONOMIC INSTITUTE INTERN

Ethan Xu
University of Texas

CARTER & MOYERS INTERN

Emma Horn
Abilene Christian University
 Donald Perkins
Keene State College

PHILIP AND PATRICIA MUCK CHARITABLE FOUNDATION INTERN

William Dodson
Biola University
 Benjamin Ford
Liberty University
 Daniel Hince
Longwood University

DONA AND PETER NEWELL INTERN

Azat Navasardyan
Pepperdine University

SUSAN AND DAVID PERDUE INTERN

Sophie Collins
Pepperdine University

GUIDO AND SUSAN PICHINI INTERN

Brinson Hall
Troy University

PILGRIM FOUNDATION INTERNS

Gadai Bulgac
University of Houston
 Therese Williams
Hillsdale College

DORIS AND RICHARD PISTOLE INTERN

Grace Garwood
Texas A&M University

LARRY POLHILL INTERN

Isela Becerra
Biola University
 Abigail Lynch
Ohio Christian University

RAY FOUNDATION INTERN

Matthew Aguilera
Florida State University
 Vivian Ernst
Wake Forest University
 Bryce Gundersen
Florida Atlantic University

REYNOLDS FAMILY INTERN

Julia Dasaro
Catholic University of America

HASKELL ROBINSON INTERN

Brandon Hoang
Stanford University
 Olivia Hodge
Purdue University
 Mary Elizabeth Miller
Culverhouse College of Business

JOHN AND VIRGINIA RIGSBY INTERN

Luis Cardenas
Harvard University
 Anna Gustafson
University of South Florida

JILL AND HOWARD SADKIN INTERN

Michael Barrow
Wyoming Catholic College
 Sarah Kuehberger
Humboldt University of Berlin
 Jori Hall
Brigham Young University

JORDAN SAUNDERS INTERN

Quinn Delamater
Hillsdale College

SHINING CITY ON A HILL INTERN

Jake Angelillo
University of Michigan
 Autumn Dorsey
Harvard University
 Megan Vitale
Ave Maria University

ALAN AND NANCY SIMPSON INTERN

Natalie Finlayson
Brigham Young University - Idaho

HARRY E. SIMS CONGRESSIONAL PROGRAMS INTERN

Claire Claudy
College of the Holy Cross

HARRY SIMS AND SHARON BRIMHALL INTERN

Jarrett Lane
Regent University

LLOYD AND BEA SMITH INTERN

Clifford Khowara
George Washington University

COL. CHARLES B. AND SALLY G. STEVENSON INTERN

Georgia Chapa
Texas A&M University

TOM TRACY INTERN

Alexis Lange
Benedictine College

JOSEPH WAMBOLD INTERN

Charis Morasch
University of Arkansas

RONALD AND DOROTHY WEINEL INTERN

Elliot Anderson
University of Notre Dame

JAMES A. WEST NATIONAL SECURITY INTERN

Liam Knotek
Seton Hall University

SAMUEL L. WESTERMAN FOUNDATION INTERNS

Campbell Collins
Hillsdale College
 Parker Goodrich
Virginia Tech

WINZENRIED INTERNSHIP

Hannah Hanford
University of Virginia

WILLIAM M. YOUNG MEESE CENTER INTERN

Daniel Davidson
Baylor University



Our Leadership

Our mission: To formulate and promote conservative public policies based on the principles of free enterprise, limited government, individual freedom, traditional American values, and a strong national defense.

BOARD OF TRUSTEES*

Barb Van Andel-Gaby, *Chairman*
Michael W. Gleba, *Vice Chairman*
Larry P. Arnn, Ph.D.
Ryan Haggerty
Virginia Heckman
J.C. Huizenga
Rebekah A. Mercer
Nersi Nazari, Ph.D.
Kevin D. Roberts, Ph.D.

SOCIETY OF EMERITUS TRUSTEES*

Belden H. Bell
Steve Forbes
The Hon. Kay Coles James
The Hon. Edwin Meese III
J. Frederic "Fritz" Rensch
William E. Simon, Jr.
Brian Tracy

SENIOR MANAGEMENT*

Kevin D. Roberts, Ph.D., *President*
Derrick D. Morgan, *Executive Vice President*
Andy Olivastro, *Chief Advancement Officer*
Eric Korsvall, *Chief Operating Officer*
Kelly Adams, *Vice President, People Operations*
Steve Chartan, *Vice President, Government Relations*
Victoria Coates, *Vice President, Kathryn and Shelby Cullom Davis Institute for National Security and Foreign Policy*
Dan Mauler, *General Counsel and Secretary*
Rigg Mohler, *Vice President, Finance and Accounting*
Jay Richards, *Vice President, Social and Domestic Policy, and The William E. Simon Senior Research Fellow in American Principles and Public Policy*
Roger Severino, *Vice President, Economic and Domestic Policy, and The Joseph C. and Elizabeth A. Anderlik Fellow*
Mary Swift, *Vice President, Events and Programming*
Mary G. Vought, *Vice President, Strategic Communications*
Bridgett G. Wagner, *Executive Director, Edwin J. Feulner Institute*
Bridget Weisenburger, *Vice President, Outreach*
Genevieve Wood, *Vice President, Development*

*as of December 31, 2025

As a nonprofit 501(c)(3) organization, we rely on the financial contributions of the general public: Individuals, foundations, and corporations. We accept no government funds and perform no contract work. We welcome your support.

214 Massachusetts Avenue, N.E. | Washington, D.C. 20002 | (202) 546-4400 | heritage.org

2025 Financials

Our audited financial information for 2025
will be available in summer 2026.

**Please visit heritage.org/financial
for our full audit report starting in July.**



What members are saying about The Heritage Foundation, continued:

“I am happy to support and continue supporting the Foundation’s efforts, which I see yielding successful results every day through encouraging and supporting public policy changes to address systemic issues in this country.”

—KRISTIN S., CALIFORNIA

“Keep up the great work you’re doing for this our country and the American citizens. You make us proud to be American citizens!!”

—RAY F., PENNSYLVANIA

“I want to say how proud I am that I support Heritage. Today, I can see with my own eyes, in real time, the effect of Heritage’s thoughtful, principled, constitutionally based policy advice. This preparation helped the Trump administration to hit the ground running effectively on many different fronts.”

—STEPHEN C., ILLINOIS

“I’m glad to know that The Heritage Foundation is playing an important part in helping us take our nation back to what it is supposed to be.”

—WANDA W., TEXAS



214 Massachusetts Ave., NE | Washington, DC 20002
(202) 546-4400 | heritage.org