

A close-up photograph of three young women of Asian descent smiling warmly at the camera. They are positioned closely together. The woman on the left has long dark hair and is wearing a black and white striped shirt. The woman in the center has long dark hair, wears glasses, and a blue shirt. The woman on the right has long dark hair with a pearl headband and is wearing a dark blue shirt. All three are wearing white lanyards with the Heritage Foundation logo and the text 'High School Fellowship'. The background is slightly blurred, showing an indoor setting with other people.

# HERITAGE Young Leaders MAGAZINE

Our People  
Are Policy

2025





## Dear Friends,

**F**EW PLACES OFFER THE hands-on training, community, mentorship, and inspiration that The Heritage Foundation does. Thank you for providing young conservatives like me with the opportunity to grow here through your generous support of the Young Leaders Program (YLP).

Upon my arrival at Heritage this spring, I became the first ever Policy Campaigns Intern. I was trusted to play an integral role in advancing Heritage's nine policy priorities. I witnessed first-hand how Heritage is carefully bringing together skills and expertise from across the building and the conservative movement to achieve wins on behalf of the American people.

Supporting all nine Policy Campaigns enabled me to acquire new skills and insights, including effective project management and strong network-building. I am beyond grateful for my placement with the Policy Campaigns initiative!

But YLP goes far beyond providing technical experience. We interns

receive deep investment in our intellectual growth and leadership formation, too.

Through the First Principles Lecture Series, policy briefings, mentor assignments, and career readiness programs, YLP uses every minute of the semester to mold thoughtful, well-equipped, and successful leaders for America. These resources are particularly invaluable to me as someone who came to appreciate conservatism my senior year, after spending my entire college career learning public policy from the Left's perspective.

Your support has allowed me and my peers to garner the skills and knowledge to succeed and the mentors and friends to persevere. Thank you!

With sincere gratitude,

Saidy Cedano  
*Spring 2025*



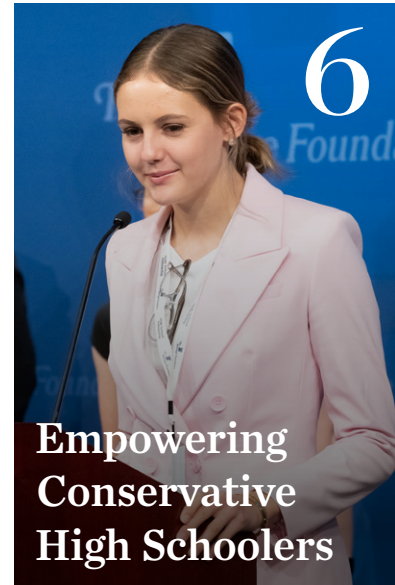
**SAIDY CEDANO** was the Spring 2025 intern in Policy Campaigns. Heritage hosts more than 150 interns every year.

# YoungLeaders

BUILDING THE NEXT GENERATION OF CONSERVATIVE LEADERS

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“... we believe  
that not only  
can we save this  
country, but that  
America’s best  
days are ahead.”



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or as an attempt to aid or hinder the passage of any bill before Congress.

CLOCKWISE FROM TOP LEFT: GRANT MILLER; ERIN GRANZOW; RON WALTERS; WILLIS BRETZ





PRESIDENT KEVIN ROBERTS, Ph.D., speaks during an event at Heritage headquarters in Washington, D.C.

## Q&A with Dr. Kevin Roberts

AN INTERVIEW WITH DR. KEVIN ROBERTS, PRESIDENT OF THE HERITAGE FOUNDATION

Dr. Roberts has worked extensively in education, including previously serving as president of Wyoming Catholic College and founder of a K-12 school in Louisiana.

**H**ERITAGE PRESIDENT Dr. Kevin Roberts believes that the future of conservatism rests in the hands of our youth. Dr. Roberts sat down with our team to share his thoughts on the next generation of conservative leaders.

**What role do you think young conservatives play at this juncture in our nation's story? What advice would you give them for leading the conservative movement forward?**

The role of young conservatives is reminding those of us who are older of what is at stake. What's at stake is the future of this republic and the future of self-government. The natural optimism found in young people is a good reminder for us older generations: we need to stop worst-case scenario thinking, and shift to best-case scenario thinking. What can this country be in 15, 25, even 50 years? The next generation will play a huge role in making that happen.

ERIN GRANZOW





**DR. ROBERTS** joins our spring interns for the 2025 March for Life.

### How does Heritage's Young Leaders Program encourage young conservatives to play an active role in building our nation's future?

The role of the Young Leaders Program is threefold: first to better prepare students for full-time roles they are likely to have in the conservative movement; second, to provide the philosophical grounding which is missing now in most schools; and third, to exhibit virtue, by example of our Heritage colleagues, and remind YLP participants that virtue is essential. What the republic is missing most of all is young people who are willing to lead virtuously.

### What do you want young people to learn from Heritage's policy priorities?

At the heart of our policy priorities is an undying belief in the dignity of the human person. Flowing from that is the blessing we have from our Creator to wake up every day in the United States. In the ordering of those priorities, we believe that not only can we save this country, but that America's best days are ahead.

**Often, young conservatives focus on getting involved in politics in D.C. (and rightfully so), but what are some ways they**

### can get involved in their hometowns or on their college campuses?

Our work at Heritage is so influential in Washington because we've never forgotten the local. It is important for all of us, especially college students, to be focused on the most local of local, not just college campuses, but dorm rooms, family dinner tables, church communities, professional associations. It's stitching together progress in each of those local areas that allows state policy to be better, that then allows federal policy to be better.

And ultimately, if people aren't doing that at the local level, including on university campuses, Heritage would have no chance of success.

### If you could give a piece of advice to the college version of yourself at the cusp of your career in education and politics, what would it be? What do you think is most important for this generation to hear?

Conservatives do plenty of thinking, reading, and talking, but what we don't do enough is preparing to govern. It isn't enough to think, to write, to be on TV, or to make Instagram videos. If we are going to forge the new Golden Age of America, we have to be ready to govern. And I think that's what is vital about YLP preparing the younger generation for the next 50 years. 📖





THE INAUGURAL CLASS of the Lloyd and Bea Smith High School Fellowship outside the Library of Congress.

## Empowering Conservative High Schoolers

**L**AST YEAR, HERITAGE NOTICED A missing piece in our People Pipeline. Our programs reached college students, recent graduates, and young professionals, but the Left doesn't wait until college to push their agenda on young people. Long before students even had the chance to encounter Heritage, they were thrown onto hostile college campuses with few resources for conservatives.

That all changed when Heritage launched our Lloyd and Bea Smith High School Fellowship in the summer of 2024. Thanks to the generosity of Lloyd and Bea Smith, Heritage now offers a free week-long summer program for a select group of 35 high school students from across the country. Participants live in our nation's capital, study conservative political thought, visit pivotal historic sites like Mount Vernon, the Capitol, and the Washington Monument, and forge relationships with like-minded youth.

Students also hear from experts across Heritage's key policy priorities and gain hands-on experience by engaging with our

scholars and staff across the organization. The programming not only educates students on the policy issues of the day but also illustrates the ways in which students can use their unique skills to serve the conservative movement.

To close the week, students present their capstone projects on public policy questions, receiving feedback and awards on their projects from Heritage experts and staff. The capstone project gives students the opportunity to grapple with real policy questions and chart their own solutions.

The High School Fellowship fosters the minds of young conservatives, connects them with a supportive community, and equips them for the road ahead. After attending the program last summer, Saraj Shah, a high school junior from Orange County, California, said, "Heritage gave me the courage to engage in policy discussions confidently, to stand firm in my beliefs, and to understand that the fight for freedom is not just theoretical—it's urgent." 🦋

RON WALTERS





**HERITAGE  
SUPPORTER  
LARRY  
POLHILL**  
meets YLP  
alumna Liana  
Gordon at  
Heritage's  
Annual  
Leadership  
Conference.

## Fostering Entrepreneurial Young Leaders

“**I BOUGHT A GAS STATION WHEN I** was 17,” said Larry Polhill. “I wasn’t old enough to sign the lease. I got my high school business teacher to become a one-third partner in the business, and he signed the lease as well as a small bank loan.” Larry grew up in Freeport, a conservative town in the northwest corner of deep blue Illinois. His family didn’t have much money, but Larry had an entrepreneurial spirit and a love of cars.

“I was working on cars when I was young, and had three cars before I had a driver’s license, buying them, flipping them, whatever, just fixing them.” When he heard that the owner of a local gas station wanted to sell, he decided to buy.

Larry never stopped seizing moments like that or trying new things, which led to a career that spanned equipment repairman, occupational safety inspector, oil wholesaler, and on to president of American Pacific

Financial Corp., chairman of Inventure Foods, and more. One thing that never changed was Larry’s faith in a country that provided boundless opportunities to those willing to work hard. And he never forgot the importance of having a mentor like his high school teacher.

That’s why he has focused his philanthropy on programs that help young conservatives get a start in life. When Larry learned about the Young Leaders Program, he decided to sponsor named interns.

“I try to fight the nonsense from public schools and the universities and all the woke nonsense that’s out there,” he said. “That’s a big part of my motivation. It is an honor to support such good works.”

Last year, one of Larry’s YLP interns wrote to him (all named interns write to their sponsors): “The knowledge and mentorship I received daily have been instrumental in both my professional and personal growth.”

That was no doubt music to Larry’s ears. 



A woman with long dark hair, wearing a black blazer over a maroon top, is speaking at a dark red podium. She is looking slightly to her left with a gentle smile. Two microphones are positioned in front of her. The background is a solid blue wall.

# Making an Impact

ON HERITAGE POLICY PRIORITIES





*Opposite page:* **YLP ALUMNA NOELANI KAHAPEA** addresses the crowd at the opening of Heritage's E.W. Richardson Building;

*Left:* **YLP ALUMNUS GRANT STROBL** enjoys time with his fellow interns during a visit to Mount Vernon in 2017.

**W**ITH THE HELP OF OUR generous supporters, The Heritage Foundation hosts over 150 of America's best and brightest young conservatives each year in what is for many the first step in their careers.

While enrolled in the Young Leaders Program, these interns learn about the philosophical roots of conservatism, make lifelong friends, and do real work advancing one of the nine policy priorities that Heritage has identified as issues Americans care most about. We call them our "policy priorities."

Many of them continue to drive progress on these priorities after they graduate.

Take summer 2015 intern Noelani Kahapea, for example. One of our most important policy priorities

is Expanding Education Freedom. Noelani is now the senior director of policy and advocacy for the Association of American Educators. AAE is the largest non-union teachers' association in the country and represents over 30,000 educators across all 50 states. She works to promote education freedom and involve educators in conversations about expanding school choice and education quality for American children.

Noelani also worked as the senior policy staffer for the Republican Study Committee (RSC), where she helped the cause for education freedom nationally, something that has been near and dear to her heart since childhood.

Other YLP graduates are fighting to Root Out the Deep State by taking on federal regulators (another policy



**Noelani Kahapea**, Summer 2015



**Grant Strobl**, Spring 2017



## POLICY CHAMPIONS

Former interns who have/are doing policy work as full-time staff at The Heritage Foundation:



### Unleash American Energy

**Kevin Dayaratna**

Director, Chief Statistician, and Senior Research Fellow, Center for Data Analysis



### Expand Education Freedom

**Jonathan Butcher**

Will Skillman Senior Research Fellow in Education Policy, Center for Education Policy



### Eliminate Regulation, Inflation, and Spending

**Miles Pollard**

Economic Policy Analyst, Center for Data Analysis



### Restore Digital Sovereignty

**Jake Denton**

Former Heritage Foundation Research associate, Tech Policy Center



### Put Family First

**Rachel Sheffield**

Research Fellow, Welfare and Family Policy, Center for Health and Welfare Policy



priority). Class of 2017 graduate Grant Strobl (also known for bucking the pronoun craze by insisting on the moniker “His Majesty”) is now the Assistant Solicitor General in the Office of the Nebraska Attorney General.

Grant argued a case in front of the Nebraska Supreme Court—and won. He was instrumental in ensuring the sinking of a Biden-era EPA rule regulating heavy-duty truck use, claiming that the EPA’s assertions about greenhouse gas use controlling the weather were flat-out wrong.

## HOW YLP GOT THEM THERE

YLP interns get to work with the best policy minds in the field and have unique networking opportunities they wouldn’t get anywhere else.

Grant said that YLP gave him the confidence of his conservative convictions and the intellectual backing to challenge his liberal peers at school and beyond.

“Until we reclaim academia, Heritage is the key incubator of the conservative intellectual tradition. Young people, especially those



*Left: YLP ALUMNA NOELANI KAHAPEA* has stayed connected with Heritage since her internship in 2015, returning for events like this alumni reception in 2017.

*Below: NOELANI VISITS* George Washington's grave during the 2015 YLP visit to Mount Vernon.



suffering from an education at a liberal school, must take advantage of the resources offered by Heritage,” said Grant.

Noelani said that she got her first job on Capitol Hill because of her YLP background: “Without YLP, I wouldn’t have had the opportunities I did when I first started my career in D.C.”

## THE NETWORK

One of the most important benefits of the YLP is the network it creates for young conservatives. Noelani, a Hawaiian native used to being surrounded by progressives, recalled the 2016 presidential debate put on by YLP. Surrounded by her conservative co-interns who were eagerly commenting, she said she had never experienced anything like that level of camaraderie among conservative peers.

This network continues to pay benefits. Both Grant and Noelani said that they’ve worked with many YLP alumni throughout their careers. Not a week goes by when Grant

doesn’t interact with someone in the Heritage network. He still stays in touch with the policy mentors he had at Heritage.

No two interns have the same career path ahead of them. But what many YLP alumni have in common is a shared gratitude for their time at Heritage and the hope that YLP will steward the future of the conservative movement, none of which would be possible without the generous donors of The Heritage Foundation.

**“YLP was a game-changer.”**

—Grant Strobl, Class of 2017,  
Assistant Solicitor General in the Office  
of the Nebraska Attorney General

Your investment in YLP is changing lives and making the country a better place by filling the talent pool with smart, well-educated leaders who are helping us score wins on our policy priorities and revitalize the republic. 🇺🇸



# Just Who Are These Young Leaders?

## Top 7 Undergrad Colleges and Universities:

- 1 Hillsdale College
- 2 Liberty University
- 3 American University
- 4 Catholic University of America
- 5 George Washington University
- 6 Christendom College
- 7 Texas A&M

## Top Extracurriculars



Volunteering



Writing



Making Music

## Class of 2024 had...



3 Small  
Business Owners



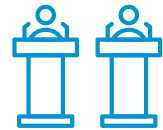
9 Student  
Leaders



A Warship  
Communications  
Officer



A Demolitions  
Contractor



A Debate  
Coach

**States with the most interns in 2024:  
Virginia, California, Texas, Illinois, and Pennsylvania**



## In the latest class of YLP grads...

98%

reported being  
**more committed**  
than ever to their  
conservative values

100%

felt more  
prepared than  
ever to **defend**  
**those beliefs**



**YLP INTERNS** gather for graduation, celebrating their learning and growth throughout the semester at Heritage.

## Celebrating Record Growth for YLP

**T**O SAY THAT HERITAGE'S TRAINING programs for young adults are experiencing explosive growth is an understatement.

In the past two years, the number of applicants for the Young Leaders Program more than doubled, driving the acceptance rate to an all-time low of 8%. Enrollment in the online Heritage Academy program climbed 49%. And Heritage's inaugural High School Fellowship had to turn away more than two-thirds of the applicants.

But YLP's success isn't just quantitative. It's qualitative.

"Beyond the numbers, one of our big successes has been the integration of programs across The Heritage Foundation to serve the Conservative Movement better than before," says Ross Hougham, assistant director for student programs.

Several changes took YLP from good to great. Things like implementing rolling admissions, streamlining the application process, raising intern pay, and providing

more fellowship and follow-up. Because of your support, we are also investing \$1M more per year in YLP than we did just four years ago.

"We can have the greatest program in the world, but if it's not building out the ranks to win back our country, it's not fulfilling the mission, as far as we are concerned. We are intent on all programs working together and operating alongside partners in the movement to build conservative change makers," Hougham said.

And the network of YLP alumni—who number in the thousands—is a driving force behind Heritage's policy priorities.

"Behind every single one of those battles is a lineup of YLP alumni who are wielding the skills they learned in this internship," Hougham said.

Hougham and internship program manager Mary Catherine Machalec are quick to express their heartfelt gratitude to donors.

"This is truly not possible without their support," said Machalec. 🦋



# Interns Supported by You!

## **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 Sofía Santiago-Russe**

University of Puerto Rico at Mayaguez

**Gloria Valverde**

Florida International University

## **The Kenneth A. Boatright 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

### **The Martin and Janet Michel Intern**

**Benjamin Ottosson**

University of North Carolina

### **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

### **Shining City on a Hill Interns**

**Elizabeth Gillanders**

Liberty University

**Amelia Kuntzman**

Michigan State University

**Vincent Perrone**

Hope College

**Frederick Woodward**

University of Michigan

### **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

# Interns Reflect

FROM THE YOUNG LEADERS OF 2024

“

YLP made me more aware of the deep philosophical roots of the conservative movement and how these ideas influence policies today. It instilled a sense of urgency in me to deepen my understanding of first principles, and I'm excited to do so.”

—Sarah Kuehberger,  
Margaret Thatcher Center  
for Freedom Intern, Spring 2025

“

I would absolutely recommend this program to a friend and intend to spread the word when I return to school! I will encourage conservative students in the College Republicans or my fraternity to apply if they have interest in working in D.C.”

—William Thompson,  
Project 2025 Intern, Summer 2024

“

YLP exposed me to a work environment that I will not forget. I appreciated that it promoted growth, faith, and charity within the workplace and supported discussion of the same. I learned what I do want in my future employment, and I have a new openness to working in the conservative movement. YLP really refined my professional desires and shaped my personal philosophy on many pressing matters.”

—Rory Smist,  
Membership Intern, Spring 2025

“

I came in with high expectations, but this program was more than I imagined, best summer and best experience.”

—Ashlynn Stradinger,  
Workplace Services Intern,  
Summer 2024

“

The staff, fellow interns, policy experts, and experiences in and out of the office are exceptional. Heritage has taken such good care of us and clearly values us as people and not just as interns.”

—Stephanie Samsel,  
Marketing Intern,  
Summer 2024

“

This has been the best career experience of my life, and my worldview on conservative policy has become honed. I love the community, the work environment, and the issues highlighted here, and would recommend this internship to every person who wants to work in D.C. or just wants a better view of how to change America towards something good, true, and beautiful.”

—Rachel Guerra,  
Truluck Intern, Summer 2024





## Sponsor an intern today!

Sponsor **one intern** for a semester with a gift of **\$10,000**

Sponsor **three interns** for one year with a gift of **\$25,000**

**Permanently name an intern** with a gift of **\$200,000**

**B**Y SPONSORING AN INTERN, YOU WILL ENABLE YOUNG CONSERVATIVES TO spend a semester learning and working at Heritage. He or she will bear your name or that of a loved one and send you personal updates throughout the term. Please contact your Heritage representative or a staff member at 1-800-546-2843 for more information.