



THE TIME IS NOW.

2023

ANNUAL REPORT | 50TH EDITION

BUILDING AN AMERICA

WHERE FREEDOM,

OPPORTUNITY,

PROSPERITY,

AND CIVIL SOCIETY

FLOURISH.

**THE
TIME IS
NOW.**

2023

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Heritage By the Numbers



1 million

page views of the
Project 2025 website



230,000

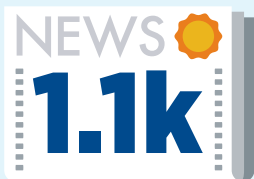
downloads of the 900-page
"Mandate for Leadership"

500,000+

Heritage members

30

lawsuits to get information
the Biden administration
refused to turn over



op-eds placed in
major publications



appearances on
TV, radio, podcasts,
and print

81

expert comments opposing
Biden regulations submitted
by Heritage scholars

21,000

FOIA requests filed with the
Biden administration by the
Oversight Project

Americans Heritage reaches
+10 million

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COVER PHOTO: WILLIS BRETZ
CLOCKWISE FROM TOP LEFT: WILLIS BRETZ, ERIN GRANZOW, WILLIS BRETZ, ERIN GRANZOW, WILLIS BRETZ, ERIN GRANZOW



Focused, Energized, Determined

Since its founding in 1973, The Heritage Foundation has always been nimble. Today we're faster than ever. I've seen incredible changes over the past year, and they couldn't have come at a better time—when we need Heritage more than ever!

The entire organization has become more focused, more energized, and more determined than ever. The staff rallied around the seven policy priorities, with cross-functional campaign teams advancing specific goals for each at the federal and state levels across the whole Heritage enterprise. The Outreach and Development teams are building alliances across the country to add more muscle to this effort and achieve record levels of fundraising.

The Heritage Foundation and Heritage Action for America started working closer than ever. After the 2020 elections, Heritage refocused on making gains in the states. The result was a raft of wins detailed in this Annual Report.

You should be proud of these victories. I know I am.

Because of you, Heritage also launched two wildly ambitious projects—the 2025 Presidential Transition

Project and the Oversight Project—that are succeeding well beyond the Board of Trustees' expectations.

The outside world is noticing these changes, which is why, as you may have noticed, Heritage is taking more hits from the corporate media, and why the best of the best in the conservative movement are coming to work here.

Finally, an optimization and alignment of resources—from your generous support—and what we call a “shift from mission to strategy” is a significant change enabling these wins (see page 4).

I am deeply honored to be part of this great institution as it enters its 51st year. And I'm profoundly grateful to all of you whose financial support has made this possible.

Barb Van Andel-Gaby
Chairman

Why Am I Smiling?

As a historian, I constantly seek insights from the past to illuminate the present. There's a striking parallel to our current circumstances that should give all of us hope in the year ahead.

Let's rewind to 1979. Domestically, we grappled with inflation, a sluggish economy, an energy crisis, and societal division—our society was on the brink of decline. On the international stage, we faced American weakness, unrest in the Middle East, and an emboldened communist power. Sound familiar?

Back then, The Heritage Foundation undertook a groundbreaking effort within conservative circles. We mobilized the conservative movement to create "Mandate for Leadership"—a comprehensive compilation of conservative solutions aimed at reducing taxes, shrinking government, deregulating the economy, and restoring America's global strength.

President Ronald Reagan personally distributed copies of the "Mandate" to every cabinet member, subsequently implementing nearly half of its ideas within his first year in office. The outcome? A golden era of American prosperity.

Today, the stakes surpass those of 1979, reaching unparalleled heights in our nation's history. But we know what time it is in America, and with the unwavering support of patriots like yourself, Heritage has risen to the occasion yet again, presenting a bold plan.

In 2023, we unveiled "**Mandate for Leadership: The Conservative Promise.**" Once again, we rallied the entire conservative movement, calling upon each contributor to shape this pivotal initiative.

However, we're going much further this time. To ensure the enactment and longevity of our policies, we've initiated the **2025 Presidential Transition Project—better known as Project 2025.** So far, we've successfully enlisted more than 7,000 capable candidates willing and ready to serve in the next administration. Through our Presidential

Administration Academy program, featuring an expanding curriculum of 30 classes, we are diligently training these candidates. Simultaneously, we're meticulously crafting a 180-day comprehensive playbook, providing detailed and prescriptive strategies to dismantle the administrative state.

This endeavor, unprecedented in the history of the conservative movement, has set off alarm bells on the Left. They know you and I are serious, and they're afraid.

But all our efforts will hold little value if conservatives don't join us. That's why, in 2024, everyone at Heritage is laser-focused on a singular goal: to reach those without a political home in states, cities, towns, and precincts—the very places that will determine the path our country takes.

We've already witnessed the effectiveness of this approach. It has driven initiatives such as universal school choice, safeguarding election integrity, to fighting against—and dismantling—"diversity, equity, and inclusion" ideology, and much more.

So, when you catch me smiling, it's because Heritage is on offense and I'm confident we will win.

The time to take back America is now.

Let's get to work.



Kevin D. Roberts, Ph.D.
President



POLICY PRIORITIES

LEADERSHIP
SUMMIT

CELEBRATION





Chief Operating Officer Eric Korsvall speaks to the shift in organizational strategy with Kevin Roberts and Executive Vice President Derrick Morgan.

From Mission to Strategy

Over the past year, we’ve been hearing from supporters—as well as people on the Left—things like:

“Heritage is back.”

“Heritage is on offense.”

“Heritage is over the target.”

This didn’t happen by accident. Since our founding in 1973, Heritage’s mission was to develop and promote conservative policies. And we were very good at it. Better than any other organization.

Yet the times required more of us. So, the new leadership team under Kevin Roberts asked, how do we increase our effectiveness? How do we optimize the resources our supporters so generously provide?

How do we take Heritage from good to great?

That led to a dramatic change in how we operate, starting with what we call a shift **“from mission to strategy.”** Heritage, like many similar policy and advocacy organizations, has a conservative mission that encompasses a broad array of public policy matters. But covering all policy areas equally and indiscriminately as long

as they fit within the Heritage mission dilutes resources and effectiveness.

“When you have a strategy, you can optimize resources and talent. You can make decisions about what to prioritize,” said Chief Operating Officer Eric Korsvall. “Everyone knows whether their work is on strategy or not. That’s why we set out our strategy of seven policy priorities, plus the Oversight Project and Project 2025 strategic priorities, and organized Heritage around them.”

“We also shifted from measuring outputs—the number of research papers and events and so on we produce—to outcomes,” he added. Our ultimate metric of success is whether our policies are adopted.

For a 50-year-old institution, this was an enormous cultural shift. But it’s already producing tangible results. Just look at the 85 laws that were enacted in states around the country this past year thanks to Heritage research, and the record fundraising year we had with a rejuvenated development team.

More importantly, this shift from mission to strategy has positioned Heritage for maximum effectiveness in 2024, when our work will be needed most to take back our institutions, return self-governance to the American people, and save this country.



Heritage President Dr. Kevin Roberts addresses the World Economic Forum in Davos, Switzerland.

Into the Belly of the Globalist Beast

“Live not by lies.

Late in 2023, Heritage President Dr. Kevin Roberts received an out-of-the-blue invitation to join a panel at the World Economic Forum in Davos, Switzerland, the notorious global elitist nirvana.

It took a lot of convincing for Roberts to go into the belly of the globalist beast, but he came to realize that this was a once-in-a-lifetime opportunity to speak truth to the powerful elites who threaten the underpinnings of liberal democracy. To lay the messaging groundwork, he set the stage through social media posts and op-eds explaining why he was going and that he was going to let the Davosies have it.

Did he ever.

The panel was about “what to expect in a possible Republican administration.” In bold and frank

remarks, Roberts turned the focus back on the WEF. He said that people are beginning to see through the lies the elites have peddled about immigration, gender, crime, the economy, China, and that they’ve had it. He promised that a conservative administration will oppose everything that comes out of Davos. “You are the problem,” he said at one point looking directly into the audience.

It was a masterstroke. Roberts’ remarks went viral. The video of him at Davos generated millions of views. His remarks were a trending topic on X and his followers on that social media platform nearly tripled. Major outlets covered his remarks and since the panel on January 18, Roberts has had more than 10 million broadcast news views and over 250 print impressions.

Davos was a resounding success for the American people. Through Roberts, the voice of the people against the oppression of the global elite was the shot heard around the world.



Paul Dans, director of Project 2025, explains its purpose and goals at Heritage's 50th Anniversary Leadership Summit.

A Focus on 2024

Heritage's success in 2023 of getting conservative policies across the finish line in states—while blocking some of the worst ideas the Left had in Washington—shows how effective this institution can be when it's strategically aligned and focused.

And the incredible advances we've made with the 2025 Presidential Transition Project (see page 23) are laying the groundwork for a new golden era of policymaking.

But to truly rescue this country, we have to focus on 2024. Inflation continues to sap the lifeblood of hardworking families. The national debt is spiraling out of control. Cities and towns are overwhelmed with the flood of illegal immigrants President Biden has waved across the border. Our values are under assault. Our enemies are emboldened. This is all the bitter fruit of the Left's policies.

This can't go on.

That's why, with you by our side, all of Heritage is focused on saving our country in 2024. Over the course of the year, we will educate Americans who aren't already in one political camp or another. These politically unaffiliated citizens are the ones who will determine the future of the

country. They feel the American dream slipping away, but they don't know why. We will show them the consequences of bad policy choices, which have resulted in the soaring cost of gas, groceries, and rent; rampant violent crime and the growing tragedy of homelessness; the cultural rot of drug abuse, human trafficking, and transgender extremism. We will explain that it doesn't have to be this way. They can choose a better way.

Through focus groups and extensive polling, we're identifying the pain points of those everyday Americans, focusing our researchers, scholars, our communications, and our promotional materials to target messages letting them know that we hear their concerns and have a plan to turn this country's policies around. And because trust in the election process is critical, we will continue to drive state election policy reforms while our Oversight Project will make sure those laws are followed. Heritage Action for America, meanwhile, will be focused on registering voters in the states, counties, and districts who will decide the future of this nation.

We know we can handle a project of this scale and importance. Because we have the expertise, the wide-ranging talent, the ability to convene conservatives around the country. But most importantly, because we have supporters like you.

Empowering Education Freedom

“The most sweeping change in K-12 education policy in decades.”

That was how Vox.com described what happened in 2023 and, for once, they were right.

In 2023, **seven states adopted universal school choice plans**—something that did not exist anywhere in the country prior to 2022. You deserve our thanks and the thanks of millions of parents for making this possible.

In the wake of the COVID-19 shutdowns, parents not only realized how uncaring schools were about their children’s welfare, while their children were being “educated” at home, parents got a first-hand look at the radical ideology their schools were spooning out. Even those “good” schools, in good neighborhoods. When parents rose up in protest, The Heritage Foundation was ready.

Not only did we help refine the **“education savings account” idea**—which was first proposed by a

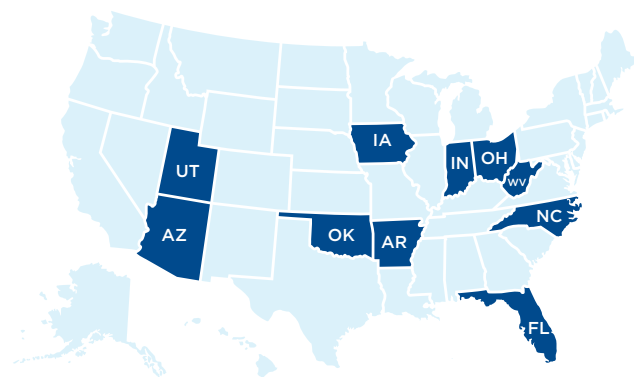
former senior policy analyst at Heritage, Dan Lips—we had been promoting it across the country. But progress was painfully slow. And we wanted to know why. Our research showed that we had to stop trying to win over the Left with watered-down choice plans and start talking about upholding family values.

So, when the moment was ripe, we were ready. And now universal education choice is taking off.

But we need to keep the momentum going. We won’t stop until every parent can choose the education that best suits their children’s needs and aligns with their values, and where taxpayer money supports students, not systems.

We won’t stop until the Department of Education is abolished. We know we can achieve this. Because, thanks to you, we are already on the way.

States with Universal School Choice (2022-2023)



* Indiana’s school choice plan only covers 95% of students.

Children Enrolled in Education Savings Accounts

31k
IN 2021

200k
IN 2023-2024

“Parents should have the ability to decide regardless of income or ZIP code where their children get their education.

—Iowa Gov. Kim Reynolds



states improved their scores in the second edition of the Education Freedom Report Card



Biggest gain in education freedom:

Iowa



Biggest drop in education freedom:

Oregon

Check out the full report card at heritage.org/EducationReportCard



The Education Reform Dream Team

Lindsey Burke, Ph.D., director of the Center for Education Policy and Mark A. Kolokotronis Fellow in Education, also serves on the Board of Visitors for George Mason University.

Jason Bedrick, research fellow, and author of “Educational Freedom” and co-editor (with Jay Greene) of “Religious Liberty and Education.”

Jonathan Butcher, Will Skillman Senior Research Fellow in Education Policy and author of “Splintered: Critical Race Theory and the Progressive War on Truth.”

Jay Greene, Ph.D., senior research fellow, and former chairman of the Department of Education Reform at the University of Arkansas.

Matthew Ladner, Ph.D., senior advisor, education policy implementation, and former director at the Arizona Charter School Association.

Above: Lindsey Burke addresses a meeting on education choice held at Heritage’s headquarters.

Securing Our Borders

Heritage is the leading voice on true border security. We helped draft the “Secure the Border Act.” We continue to build on decades of work and leadership. And using our research, Heritage Action for America helped block bipartisan amnesty bills. During the Trump administration, we crafted plans that led to dramatic reductions in illegal crossings.

For the past three years, we’ve been sounding the alarm over President Biden’s border crisis and the costs it imposes on taxpayers, on safety, and on respect for the law.

This year, **we helped lawmakers craft the strongest border security legislation ever to pass the House—H.R.2, the “Secure the Border Act.”**

State leaders increasingly turned to Heritage experts on immigration issues and we’re seeing results.

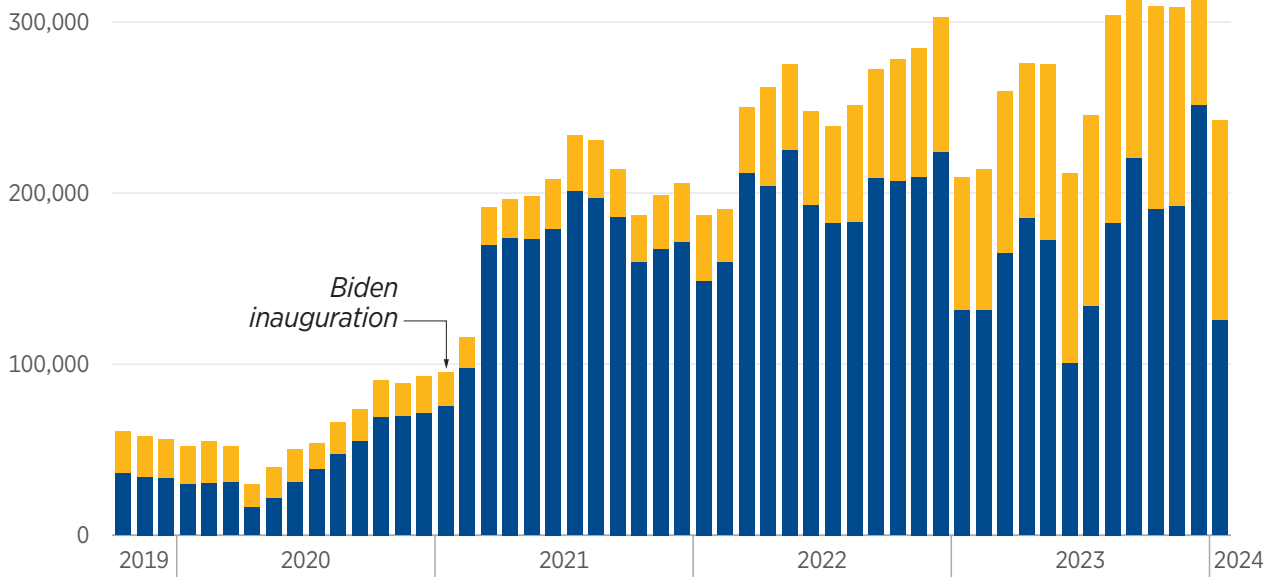
- Florida passed a law in the spring requiring law enforcement officials to work with U.S. Immigration and Customs Enforcement (ICE) to identify undocumented immigrants in county jails after they are arrested.
- In June, Texas Gov. Greg Abbott signed a series of border security bills into law that track with Heritage recommendations. Later in the year, Texas’ border security efforts became the front line of the fight against the Biden administration’s reckless policies.

These are your victories.

We hope that the next Congress and White House adopt conservative policies that lead to real change. And when they do, we will be ready with a plan that secures the border, restores law and order, and fixes the nation’s legal immigration system.

Monthly Unlawful Entry Encounters

- OFFICE OF FIELD OPERATORS
- U.S. BORDER PATROL

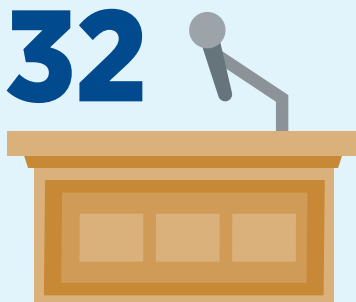




strongest border security bill ever to pass the House

7

times Secretary Alejandro Mayorkas said under oath that the border is secure



testimonies by Heritage border security experts



Your Impact on Border Security

- **Our Oversight Project caught Secretary of Homeland Security Alejandro Mayorkas in a flagrant lie about mounted border agents** and documented how non-governmental organizations (NGOs) were working with the Biden administration in a mass relocation of illegal aliens to every corner of this country.
- Heritage's Hans von Spakovsky, Lora Ries, and Steven Bradbury published **"The Case for Impeachment of Alejandro Nicholas Mayorkas Secretary of Homeland Security."** As a result, Rep. Andy Biggs, R-Ariz., and several other conservative House members came to Heritage for a mock hearing on impeachment at which Heritage's Bradbury and visiting fellows Mark Morgan and Tom Homan were witnesses.
- In February 2024, the House of Representatives **impeached Secretary Mayorkas.**

Above: Lora Ries, director of Heritage's Border Security and Immigration Center, leads the fight against the Biden administration's reckless border policies.

121

times Heritage election experts were interviewed on TV, radio, print, and podcasts



election integrity op-eds published in major news outlets

19

states have improved their score on Heritage's Election Integrity Index since 2021



Your Impact on Election Integrity

Conservatives kept gaining ground in 2023, with **18 election integrity bills passed in 11 states.**

- Louisianans voted 73%-27% to **ban ZuckBucks-style** private funding of elections.
- North Carolina lawmakers overrode the governor's veto of a bill to provide additional **safeguards for mail-in ballots.**
- **The Left lost legal challenges** to election integrity laws in Tennessee, Florida, and Georgia.

Above: Hans von Spakovsky, manager of Election Law Reform Initiative and senior legal fellow and nationally recognized election integrity scholar, speaks during Leading Change in a High-Stakes World: A Conversation with the Commandant of the Marine Corps on June 13, 2023.

Shrinking Regulations, Spending, and Inflation

For decades Heritage has been your voice in Washington—often one of the few—calling for fiscal sanity. We have an all-star team of economists, budget experts, and data analysts who produce timely proposals. They are in regular educational discussions with congressional staff on ways to cut spending, lower inflation, and reduce the regulatory burdens we all face.

In 2023, we added esteemed Harvard economist Dr. Robert Barro as a distinguished fellow in economic thought.

Our latest Budget Blueprint includes hundreds of specific policy recommendations that would balance the federal budget in a decade, **while cutting taxes.**

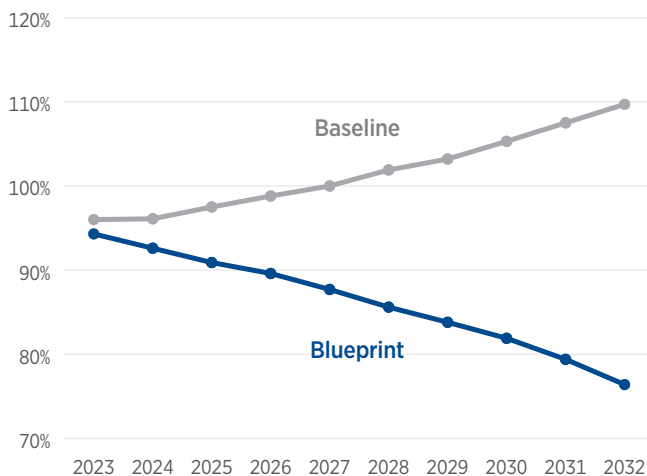
We also launched a **multi-pronged attack on the regulatory state** that included flooding regulatory agencies with comments opposing proposed new rules. We saw immediate results. In 2021, our scholars filed a total of 17 detailed comments. In 2023, we filed more than 70.

Heritage Action for America, meanwhile, enlisted allies in the movement and its army of grassroots to file comments, resulting in nearly **60,000 filings** for just seven proposed rules.

These comments have the power to water down or even halt over-reaching regulations from federal agencies since the agencies have to process and respond to the influx.

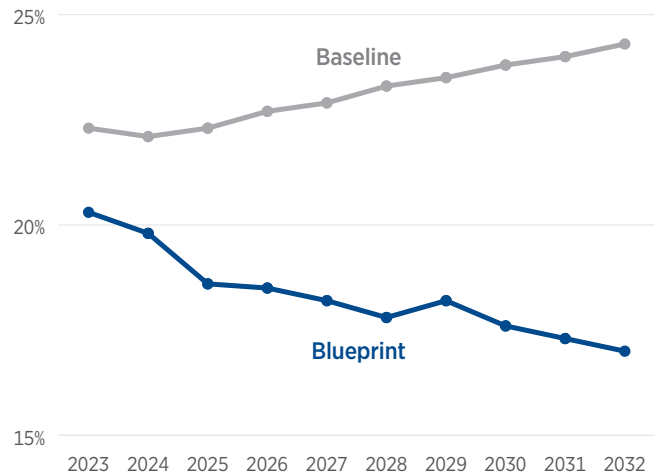
Budget Blueprint: Cutting Spending and Shrinking Public Debt

PUBLIC DEBT AS A SHARE OF GROSS DOMESTIC PRODUCT



SOURCE: The Heritage Foundation's "Budget Blueprint for FY 2023."

FEDERAL SPENDING AS A SHARE OF GROSS DOMESTIC PRODUCT



SOURCE: The Heritage Foundation's "Budget Blueprint for FY 2023."

>230

proposals in Heritage's
Budget Blueprint

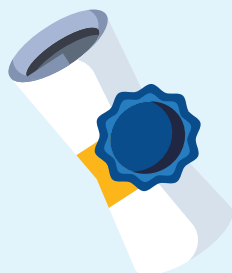
60k

regulatory
comments

7

proposed
rules

3



bills introduced in House
derived from Heritage research



Your Impact on Regulations, Spending, and Inflation

- Our research was widely credited for helping the U.S. House pass the **Limit, Save, Grow Act**, which only allowed an increase in the debt ceiling in exchange for deep spending cuts, sweeping regulatory reforms, and other pro-growth policies.
- The Department of Education **twice postponed proposed changes to Title IX regarding “transgender” in sports**, citing a flood of comments, more than 10% of which Heritage Action generated.
- Heritage scholars provided **technical assistance to lawmakers on three bills** that were introduced in the House to rein in the regulatory state.

Above: E.J. Antoni, research fellow and public finance economist in Heritage's Grover M. Hermann Center for the Federal Budget, speaks at a Heritage-hosted event.

Taking on China

Today, the phrase “new Cold War with China” is commonplace. And you deserve much of the credit.

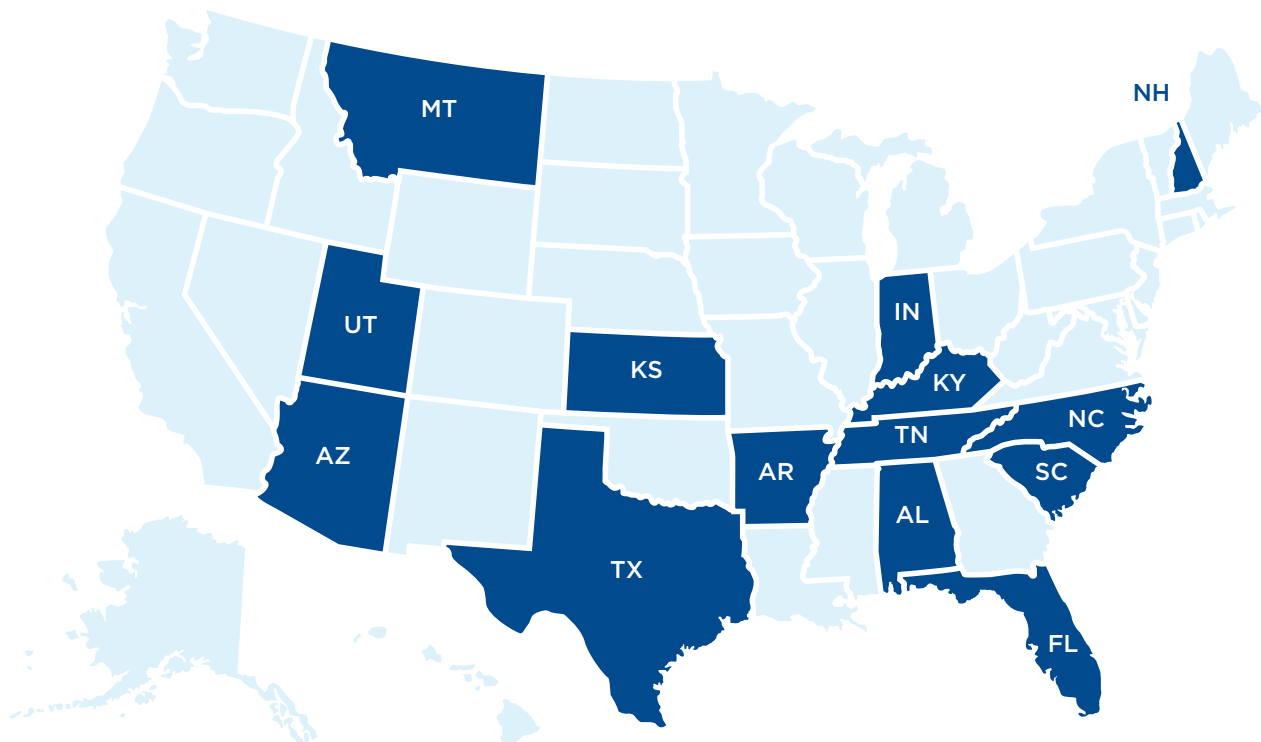
The truth is, hardly anyone was using this language until we released a seminal 119-page paper in March 2023 titled: **“Winning the New Cold War: A Plan for Countering China.”**

Our research supported calls for decoupling our economy from China, confronting China’s attempts to influence our universities, exposing the dangers TikTok poses, and recognizing the need to orient our national defense to this threat.

These prescriptions have since gained widespread acceptance among policymakers. In 2024, we will release a COVID-19 Commission report detailing China’s role in that deadly virus, the updated Index of U.S. Military Strength, which focuses on the China threat, and an updated China Transparency Report. The Heritage Oversight Project will continue to expose the infiltration of the Chinese Communist Party into our economy.

The Asian Studies Center is also drafting model state legislation to be released publicly in 2024 to tackle the most immediate and pressing challenges the states are confronting from China.

13 States Where Legislatures Approved Bills to Minimize China’s Influence on Their Economies



HAFAs 2023 Mid Year Report



Jeff M. Smith, director of the Asian Studies Center, discusses the findings in the “Winning the New Cold War” at a Heritage event.



Your Impact on China

- Renowned China scholar **Dr. Michael Pillsbury** joined Heritage as a senior fellow. He is author of the international best-seller “The Hundred-Year Marathon: China’s Secret Strategy to Replace America as the Global Superpower.”
- The Asian Studies Center led the monthly **Countering China Coalition** in Washington.
- Heritage awarded a **\$100,000 Innovation Prize to the National Association of Scholars**—to support their project on CCP’s infiltration of American K-12 Education—and **\$150,000 to the Victims of Communism Memorial Foundation** to support its China Studies Program.
- We published the one-of-its-kind **2023 China Transparency Report**.
- Our legal experts provided technical assistance to state lawmakers to deal with the China threat. **Arkansas prohibited contracts with Chinese government-linked entities** based on language we provided.
- We provided educational briefings on the House of Representatives’ 2024 **National Defense Authorization Act**.



Peter Wood accepts the Innovation Prize on behalf of the National Association of Scholars to study the Chinese Communist Party’s infiltration of and influence in American K-12 education.

CLOCKWISE FROM TOP LEFT: ERIN GRANZOW, WILLIS BRETZ, ERIN GRANZOW

Above: Dr. Michael Pillsbury at the launch of the Winning the Cold War report on March 28.

Reining In Big Tech

Early in 2023, Heritage called for a wholesale ban of TikTok operations in the U.S.

That report was read into the House Energy and Commerce Committee record and served as the basis for our “Ban TikTok” press conference, which featured Republican lawmakers and was covered by the *New York Times*, *Fox*, *Reuters*, and others.

With your backing, the Tech Policy Center team, led by Kara Frederick, helped inspire and provided technical assistance on **at least four major TikTok bills introduced to Congress**, with the Senate Judiciary Committee staff calling the Center’s proposals:

“**the best solution to the TikTok question [we] have seen.**”

As a result of the Center’s efforts, **36 states and at least 20 public universities have cracked down on the CCP-beholden app.**

This is the kind of aggressive approach you are making it possible for us to take across the board when it comes to battling Big Tech.



Senate co-sponsors of the Kids Online Safety Act

>250

media appearances across national news networks and print publications, including *Fox News*, *Axios*, *Politico*, and more



36 **states** with Restrictions on TikTok

Your Impact on Big Tech

- Sen. Eric Schmitt, R-Mo., used Tech Policy Center Director Kara Frederick’s language in his **COLLUDE ACT** to strip section 230 immunity from tech companies that collude with the government to censor legitimate political speech.
- We provided technical assistance on the **Kids Online Safety Act**, which passed unanimously out of the Senate Commerce Committee.
- **Sen. John Thune, R-S.D., used research associate Jake Denton’s language in his Artificial Intelligence (AI) Research, Innovation, and Accountability Act of 2023**, which strengthens transparency requirements for AI systems—a key priority for the Tech Policy Center.
- The Georgia House and Senate called on **Jake Denton to testify twice** and draft its first-ever model legislation on AI policy.
- We brought in **antitrust expert Mark Meador** as a visiting fellow for antitrust and competition policy, a significant milestone in our mission to hold Big Tech accountable to the American people. Mark is a distinguished attorney who previously served in the Federal Trade Commission and Justice Department’s antitrust division.
- In March 2024, **the House overwhelmingly passed a bipartisan bill to require TikTok to divest its Chinese ownership** or face restrictions in the U.S. Heritage experts had provided technical support for lawmakers and mounted a massive media campaign about the dangers of TikTok.



Kara Frederick, director of the Tech Policy Center, discusses the dangers posed by TikTok at a Heritage event.



Chaya Raichik, creator of Libs of TikTok, joins Heritage’s Ban TikTok press conference outside the Capitol in March of 2023.

ABOVE: WILLIS BRETZ

Promoting Life and Families

In the wake of the *Dobbs v. Jackson Women's Health Organization* decision, we knew that the fight for life was just beginning. And with you by our side, we've taken this to heart.

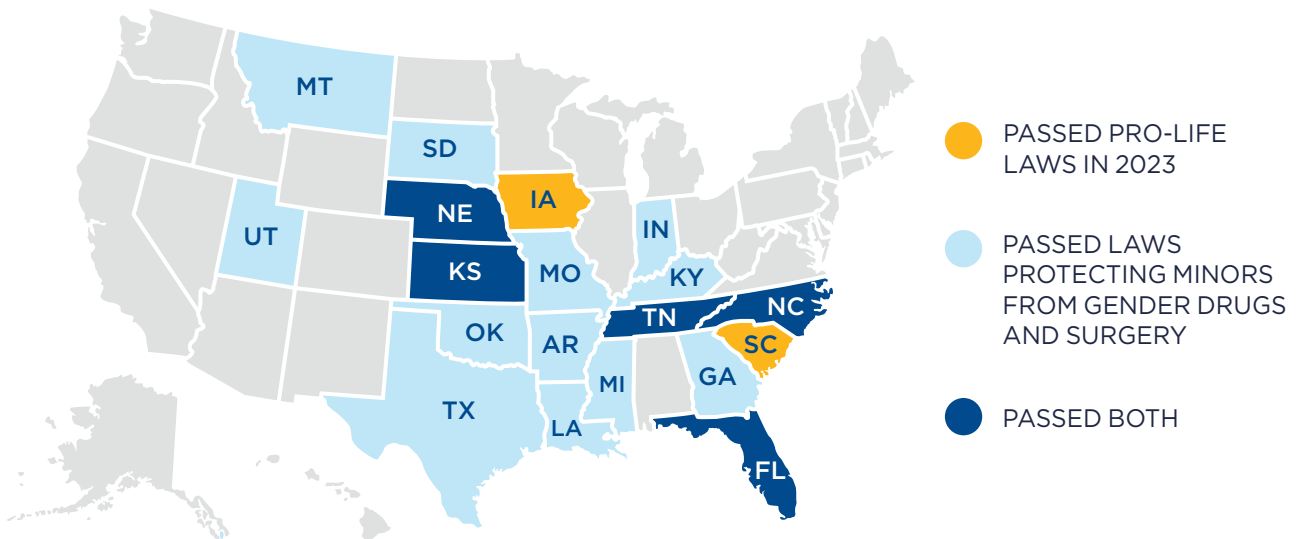
Heritage and Heritage Action for America have been active in the states to **protect the lives of unborn children**. We've also fought against the federal government's illegal attempts to fund abortions and have been targeting policies to **protect children from "transgender" mutilations, uphold parental rights**, and more.

Heritage's research and Heritage Action's lobbying might are a formidable combination that has already produced a multitude of wins.



Heritage was on the scene for the first March for Life held in the wake of the Supreme Court's *Dobbs* decision overturning *Roe v. Wade*.

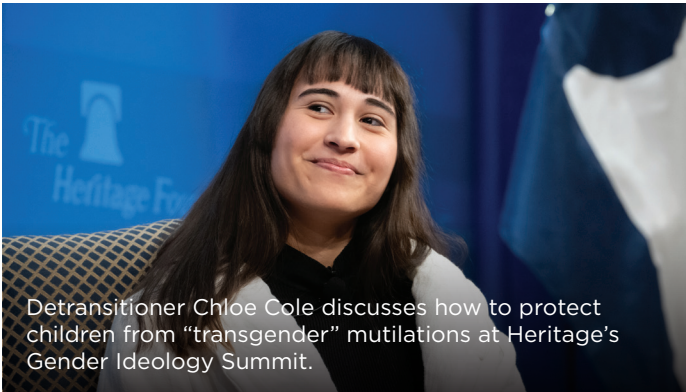
States That Passed Pro-life Laws and Laws to Protect Minors Against Gender Drugs and Surgery



HAF A 2023 Mid Year Report



Rep. Bob Good, R-Va., Alliance Defending Freedom senior counsel Erik Baptist, and Dr. Christina Francis, CEO of American Association of Pro-Life Obstetricians and Gynecologists, talk about safety concerns with abortion pills at a Heritage event.



Detransitioner Chloe Cole discusses how to protect children from “transgender” mutilations at Heritage’s Gender Ideology Summit.



Riley Gaines, who competed for the University of Kentucky NCAA swim team, talks about why men who “identify” as women shouldn’t be allowed to compete in women’s sports at Heritage’s Awakening event in Georgia.



Your Impact on Life

- **After we exposed a Department of Defense rule forcing service members to use the gender-neutral word “themselves” for the six highest joint military awards, the Pentagon retreated, issuing a clarification that the Department of Defense will not ban the terms “himself” and “herself” after all.**
- **Heritage provided technical assistance to Rep. Chris Smith, R-N.J., who delayed passage of PEPFAR, a government program tackling HIV/AIDS that also included money for funding abortions abroad.** Heritage experts also provided educational briefings to congressional staff and wrote several commentaries outlining our concerns. Our government relations and outreach teams drafted a coalition letter—signed by 31 pro-life organizations—which we sent to key players on the Hill. Rep. Smith later called to personally thank Heritage for our work educating members about this issue.
- We were one of the few conservative organizations to steadfastly publish commentary and opinion in support of **Sen. Tuberville’s stand against the Pentagon’s taxpayer-funded abortion policy.**

Above: Jay Richards, director of Devos Center for Life, Religion, and Family and the William E. Simon Senior Research Fellow in Religious Liberty and Civil Society, speaks at Heritage’s Gender Ideology Summit.

OUR REACH





The Oversight Project

In just the past year, the Oversight Project has made a considerable impact on your behalf, filing over **21,000 Freedom of Information Act (FOIA) requests and 30 lawsuits**. Highlights of our investigations include:

- **Sounding the alarm** on the corrupt Hunter Biden plea deal and being the first to file an amicus brief opposing it. A federal judge later quashed that sweetheart deal, with reasoning tracking the arguments laid out in our **800-page brief**.
- **Uncovering** collusion between Delaware U.S. Attorney General David Weiss—assigned to Hunter Biden’s case—and the DOJ to thwart congressional questioning. Documents showed that U.S. Attorney General Merrick Garland claimed Weiss had the independence to bring whatever charges he wanted, while Garland was communicating with Congress on his behalf. Our work was reported on by several top news outlets including *The Federalist*, *Newsmax*, *Washington Examiner*, and *The Epoch Times*.

- **Obtaining** responsive records revealing that over half of transgender “women” in Wisconsin prisons have been convicted of sex crimes. Our thread on X, formerly Twitter, received 133,000 views, and several top news outlets ran with the story.
- **Revealing** that the Martin Luther King Jr. Memorial Library in Washington, D.C., had not conducted background checks on the male performers—who dressed and wore makeup like women—at the library’s “Drag Story Hour,” which was performed for children ages “birth to 5.”
- **Partnering** with Rep. Jason Chaffetz, former Chairman of the House Oversight Committee.

And over the next year, Oversight will leverage our unique advantage—Heritage’s policy expertise, a team of highly credential lawyers, close relations with congressional investigators—to arm you with facts the Left doesn’t want you to know.

ERIN GRANZOW

Project 2025 Is Ahead of Schedule

“ Leftists are **fixated on Project 2025** because they can’t comprehend how it is that the political right in the United States has finally gotten its act together.

—Heritage President Dr. Kevin Roberts

When we launched the 2025 Presidential Transition Project in April 2022, we knew it was a massive undertaking. And you, our supporters, responded with gusto.

What we didn’t fully anticipate was the crazed reaction from the leftist media. You have probably seen some of it. From our vantage point, the potshots we’re taking are signs that we are right over the target.

The progress you’ve let us make has been stunning. Under the leadership of Paul Dans, more than 100 allied groups have joined the project. And we are making great headway on the four pillars.

“Never again will the political right in this country be unprepared to help the next president-elect, whoever he or she is,” said Dr. Roberts.

Project 2025 Pillars

Pillar I: Mandate for Leadership: The Conservative Promise

No one thought we could gather hundreds of writers from dozens of conservative organizations and publish a 900-page policy guide. We did. And ahead of schedule. And it’s proved hugely popular, with roughly a quarter million downloads.

Pillar II: Presidential Personnel Database

Working with software company Oracle, we also built an exclusive, highly secure, LinkedIn-style database for prospects to upload resumes and get vetted by our team of experts. By year’s end, we had more than 6,000 candidates in the database.

Pillar III: Presidential Administration Academy

We posted more than half of the approximately 40 planned training videos, which are instructed by veterans of previous administrations and leaders in the conservative movement, and trained more than 2,000 candidates.

Pillar IV: 180-day Playbook

We are well along the way in producing a detailed plan of executive orders, regulatory actions, and other steps that the president can and should take to immediately start dismantling the administrative state.

Project 2025: The Reviews Are In

How can you tell when you are winning against the leftist media? Check out their hyperbolic reactions to Project 2025:

“A **radical**, far-right plan to purge and restructure the U.S. government” —*MSNBC*

“Far more **ambitious** than anything Ronald Reagan dreamed up” —*Politico*

“The **Open Plot** to Dismantle the Federal Government”
—*The Atlantic*

“A dangerous tool for **wrecking** the government”
—*MSNBC*

“Unprecedented **power grab**” —*Axios*

A “plan to **radically** change the form of government we have in the United States.” —*Rachel Maddow*

“A **terrifying** concept”
—*Joy Reid*

“**Frightening.**”
—*Joe Scarborough*

“A **radical** plan” —*Axios*

“A dark right-wing network recruiting a **MAGA ‘army’**” —*Salon*



Investigative columnist Tony Kinnett and Tim Kennedy, digital production specialist, get ready to film a piece for *The Daily Signal*, which has seen explosive growth in video views.

A Growing Media Powerhouse

This has been a banner year for Heritage's efforts to reach Americans. Our reach is broader than ever and *The Daily Signal* continues to break hard-hitting news and impact the political atmosphere.

Here's what your support has achieved.

This year has seen a 385% year-over-year increase for Daily Signal web traffic. In September, when news sites typically see less traffic, *The Daily Signal* saw a 25% year-over-year increase.

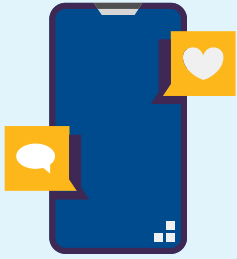
In 2023, *Daily Signal* reporting was cited by *Fox News*, *Newsmax*, *New York Times*, *The Washington Post*, *New York Post*, *USA Today*, *NBC News*, *MSNBC*, *Washington Examiner*, *The Epoch Times*, *National Review*, *The Blaze*, *The Daily Wire*, *The Federalist*, and more.

Several videos from *The Daily Signal* went viral, including:

- Tony Kinnett's explainer video about "From the River to Sea", which now has more than 1.3 million views on Instagram.
- Mary Margaret Olohan and Tim Kennedy's video of the pro-Palestine protester talking about the phrase, which has over 1 million views on YouTube.
- Our video of George Washington University students' "Vigil for the Martyrs of Palestine," which has more than 1.4 million views on X (formerly Twitter). *Fox News* and *Newsmax* requested the footage, and *Fox News*' "Ingraham Angle" used it.

Daily Signal reporters also broke news that Sen. Tuberville would be forcing a vote on military promotions and published a scoop on Gov. Ron DeSantis coming out in favor of the 15-week abortion ban, which was cited by *ABC News*.

Your Impact on Our Reach



3.3 million

Heritage followers on
social media



15 million

page views



260 million

total impressions across all
Heritage platforms



3,477

articles published by
The Daily Signal



73 million

video views



Every year, the Young Leaders Program brings in more than 165 promising young conservatives to work at Heritage and get a start on their careers.

Filling the Talent Pipeline

For too long, the Left has monopolized the development of young minds, using schools, media, and social networks to drive radical messages. Not any longer.

This year, thanks to the generous support of Lloyd and Beatrice Smith who funded the launch, we were able to create a new **High School Fellowship Program**, which started in the spring of 2024. The program includes an open enrollment high school track for our existing online Heritage Academy program. Students will participate in discussions and lectures by Heritage experts and connect with other young conservatives. It will also give us a chance to identify promising students for further training.

Those students will get to apply for enrollment in a summer High School Fellowship, an all-expenses-paid week-long immersive program of fellowship and education.

The High School Training Program complements our other outstanding training programs that we call our “people pipeline.”

The Young Leaders Program: Each year we bring more than 165 college-age students to Washington for semester length internships.

The Heritage Academy: This 10-week online program teaches the foundational principles of American political thought and the important policy debates facing our country. Since its launch in 2020, the Academy has trained more than 1,400 conservatives from all 50 states and over 40 countries.

Local University Conservatives (LUC) Network: Freshmen and sophomores attending D.C.-area universities gain a foundation in conservative thought, learn career skills, and connect with fellow conservative undergraduates.

Conservative Hill Internship Program: Capitol Hill interns learn fundamentals of policy and political philosophy and gain practical insights on advancing their careers.

Ready, Set, HILL! We help conservatives land their first Hill job and prepare them for success in this two-day intensive program.

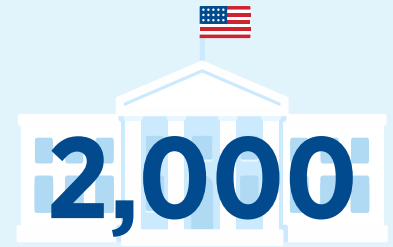
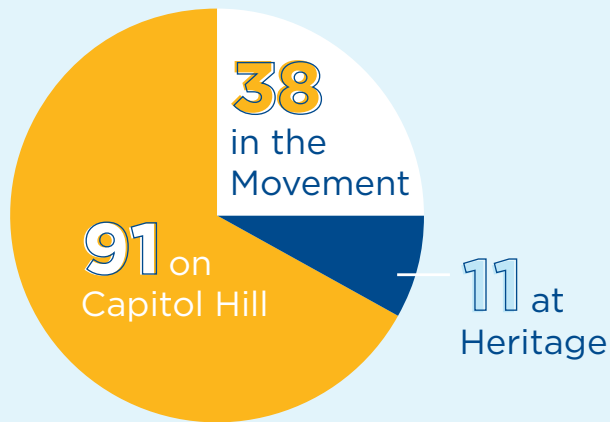
The programs you make possible don’t end there. Heritage also offers training programs for communicators, foreign policy professionals, judicial clerks, and others at various stages of their careers.

Find out more at <https://www.heritage.org/training>.

The People Pipeline at Work

140

Job Bank
Placements



2,000

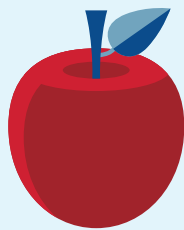
individuals trained in the
Project 2025 Presidential
Administration Academy

287

enrollees of the
Heritage Academy

157

students graduating from the
Young Leaders Program
in 2023



550

school board members trained



5,717

total conservatives trained

Building and Growing the Movement

From day one, building, strengthening, and uniting the conservative movement has been part of the Heritage mission. To multiply by addition, as the saying goes.

In 2023, we put boosters on our Outreach engine. Under the leadership of Andrew Olivastro, who was promoted to Chief Advancement Officer in 2023, the Outreach team is driving robust coalition activities to advance our policy priorities, forging deep integration through campaigns and partnerships, investing in new and growing organizations, and building relationships across the country to expand Heritage’s reach.

These efforts are clearly paying off. For example, the Outreach team mounted an expansive campaign to fight back against the “environmental, social, and governance” (ESG) movement, which the Left is using to force private companies to adopt its agenda. Heritage is working with **70+ organizations to raise awareness, to educate key audiences, and, through Heritage Action for America, to get state governments to fight back.**

By the end of 2022, just five states had enacted significant anti-ESG legislation. In 2023, 11 states passed legislation restricting ESG. More than a dozen other states are considering ESG bills.

At the start of 2024, the *Wall Street Journal* published a story headlined: “**The Latest Dirty Word in Corporate America: ESG.**”

\$1.2 million

invested by Heritage to grow the conservative ecosystem, advance policy priorities, and strengthen the Heritage pipeline



59

allies invested in

9

formalized partnerships

102

events in 29 states and 5 countries hosted, attended, or sponsored by Outreach



60,000+

attendees at those events

CLOCKWISE FROM TOP LEFT: MATTHEW IDLER, WILLIS BRETZ, DAVID HUNGSINGER, MOMS FOR LIBERTY

Why Leading Experts Are Flocking to Heritage Now

In 2023, we saw the addition of several of the nation's top experts in education reform, pro-growth economic policies, the China threat, Big Tech, national defense, and more. Their reasons for joining?



Robert Barro, Ph.D., is one of the most influential and widely cited economists in the world. He's been a professor at Harvard, president of the Western Economic Association, among many other roles, and is author of 17 books. He serves as a distinguished fellow in economic thought.

“My decision to join this esteemed institution was driven by intellectual curiosity, innovation, and the opportunity to collaborate with **a talented team** of Heritage economists and policy experts.



Chris DeMuth, J.D., is a renowned public policy expert, regulatory czar in the Reagan administration, and former president of the American Enterprise Institute. He came on board as a distinguished fellow in American Thought in the B. Kenneth Simon Center for American Studies.

“Heritage is at the forefront of **confronting today's momentous challenges** and devising practical steps for recovery and renewal.



Robert Greenway is the principal architect of the historic Abraham Accords during the Trump administration. He brings decades of experience in combat, military intelligence, national security, and diplomacy to his role as the director of the Allison Center for National Security.

“I am honored to be joining the Heritage team of professional and **dedicated patriots** working tirelessly for America's future.



Matthew Ladner, Ph.D., is a renowned scholar who has written numerous studies on education choice. He is our senior advisor on education policy implementation and is working to ensure education choice plans sweeping the nation are well implemented.

“ Heritage is on the front lines of **advancing the cause** of dignity and pluralism and I am thrilled to join.



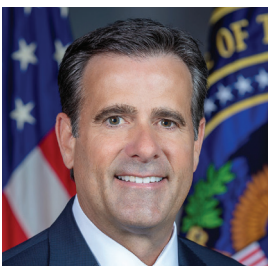
Mario Loyola, J.D., is a former associate director for regulatory reform in the Trump administration and widely regarded as a top expert on the administrative state. He’s a senior research fellow for environmental policy and regulation with the Center for Energy, Climate, and the Environment.

“ More than any other institution in America, Heritage Foundation is where the **future of conservatism** is being forged. I’m honored to be part of that great project.



Robert Peters is a former chief strategist at the Department of Defense’s Defense Threat Reduction Agency and special advisor for Countering Weapons of Mass Destruction. He joined the Allison Center for National Security as a research fellow for nuclear deterrence and missile defense.

“ Heritage is one of the key drivers of a **new, emerging, conservative national security strategy** that prioritizes America’s interests while preserving America’s leadership. Of course I’d want to join such a group of thought leaders.



John Ratcliffe, J.D., is a former director of national intelligence. He joined as a visiting fellow for national security, cybersecurity, and intelligence, where he will focus on a project to hold China accountable for COVID-19.

“ Throughout my public service, I have both admired and often relied upon The Heritage Foundation’s incredible work in **advancing conservative policies**.

Spurring Innovation and Real Scholarship

Heritage awarded five more organizations **Innovation Prizes** this spring. Launched in 2022, the Innovation Prize has so far awarded a total of \$2 million in prizes to support breakthrough conservative solutions to the nation's most pressing problems. The latest winners are:



NATIONAL
ASSOCIATION
of SCHOLARS



SPEECH FIRST



VICTIMS OF COMMUNISM
MEMORIAL FOUNDATION

Heritage also announced the first winners of the new **Freedom and Opportunity Academic Prize**. This new effort supports and encourages research, publications, and programs of faculty members who are aligned with the foundation's mission at colleges, universities, and seminaries throughout the U.S. The first round of winners, who each receive \$15,000, were:

- **Dr. Daniel Burns**, *University of Dallas*
- **Dr. William English**, *Georgetown University*
- **Philip Hamburger**, *Columbia Law School*
- **Dr. Matthew Kroenig**, *Georgetown University*
- **Dr. Allen Mendenhall**, *Troy University*
- **Robert Miller**, *University of Iowa College of Law*
- **Dr. Catherine Pakaluk**, *Catholic University of America*
- **Dr. James Patterson**, *Ave Maria University*
- **Dr. Ionut Popescu**, *Texas State University*
- **Dr. Siri Terjesen**, *Florida Atlantic University*
- **Dr. Andrew Walker**, *Southern Baptist Theological Seminary*
- **Dr. Bradford Wilcox**, *University of Virginia*



OUR DONORS

Why I Give to Heritage

THE “RIGHT PLACE”

Back in 2019, Lonnie and Carol King were enjoying a cruise when some friends brought up The Heritage Foundation. They invited Lonnie and Carol to attend the upcoming President’s Club. “I felt like I was in the right place,” says Lonnie of his experience.

Lonnie, a native Mississippian who has both an engineering degree and an MBA in marketing, can’t imagine being anything other than a conservative. He credits his conservative values to his upbringing and wants to pass those values on to his 10 grandchildren and nine great-grandchildren. “We must leave our country better because of what we do,” says Lonnie.

Supporting Heritage is one way Lonnie lives out his conservative values. “If you look at the national news, the only people really talking about what is wrong with the current administration is Heritage,” says Lonnie. “If Heritage wasn’t doing it, who would?”



“We must leave our country better because of what we do.”

—Lonnie King



“If Heritage isn’t giving up, I’m not giving up either.”

—Wendy Damron

“WE OWE IT TO OUR KIDS”

When Wendy and Jason Damron first heard ads for The Heritage Foundation on “The Rush Limbaugh Show,” they were living in the blue state of Michigan. They didn’t feel able to talk about their conservative beliefs in public. But that changed when they attended their first Heritage event. “I was blown away by how unabashedly conservative everyone was,” shared Wendy. “We were able to talk about the things we had only heard on the radio previously.”

Today, Wendy is president of Palmetto Promise, a conservative think tank in South Carolina. In this role, she’s gotten involved with Project 2025, which she sees as a critical project for restoring self-governance to the American people. “The Left never gives up, and we can’t either,” says Wendy. “We owe it to our kids and grandkids to leave them the country we grew up in.”

Our country is facing unprecedented challenges. But that doesn’t discourage Wendy. “If Heritage isn’t giving up, I’m not giving up either,” she says. “America always comes back.”

WHAT WE HEAR FROM OUR MEMBERS

More than half a million people support The Heritage Foundation financially, making us the nation's largest, most broadly supported conservative research and educational institution.

Our broad base of support is the key to our strength. Thanks to our members, we aren't beholden to any individual donor or special interest group. We can truly and faithfully fight for the interests of everyday Americans. That's how we've operated for the past 50 years.

So, we are always asking our members why they support us. Here is a small sampling of the responses we received this year.

“ Glad you are willing to step up and do whatever is necessary to take our country back.

“ I appreciate the organizations that have stated missions, sincerely attempt to support, complete and/or maintain their stated missions and provide competitive and useful services, information, products or collaborations. Thank you for your work and service and commitment to those.

“ The Foundation has done a great job investigating these Leftist government agencies. Please keep up the good work.

“ You're a diamond in the road of disinformation.

“ From what I'm reading and some researching along with it, you are really doing a great job. This is the best I've seen in years.

“ I commend Heritage for seeking justice. That's 90% of the problem, nobody will **STAND UP!**

“ We are lock-step with Heritage. Thank you for all you do!!

“ The Heritage event we traveled from Georgia to attend was worth every mile we drove to see and hear the many voices of reason that are fighting for us every single day to turn this country around from its liberal/Marxist policies.

“ Thank you for all you do for our Vets and military. They need and deserve our support, current and past, because without them, we would not be living in a world of freedom, rights and responsibilities.

“ My history teacher in high school required us to read several items published by The Heritage Foundation—too many years ago to remember. One dealt with the Constitution. As a result of reading that little book, I became interested in serving my nation and spent 28 years in the Army Reserves, retiring as a lieutenant Colonel.

A Lasting Legacy for Liberty

The Heritage Legacy Society was honored to welcome these new members in 2023.

Mr. Michael P. Adam
Mrs. Wanda E. Agre
Mrs. Eileen Alholinna
Mr. and Mrs. Andy Anderson
In Memory of Taylor Anderson
Mr. Donald R. Andrus
Mr. Fred Bailard
Mr. Rodney Banks
Mrs. Marilyn G. Barker-Descoteaux
Dr. Barbara J. Bashein
Ms. Catherine A. Batcheller
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Ms. Gloria Bennett
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Harold and Patricia Biggerstaff
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Mr. Frederick P. Ellis
Mr. Larry Erd
Mr. Alexander Ermalinski
Mr. James Factor
Mr. Alan Falkner
Mr. Lewis L. Faulkner
Ms. Laurie Fenton
Mr. Dennis E. Fiehn
Mr. Robert F. Fischer
Mr. James M. Fletcher
Mr. and Mrs. Richard N. Flint



Honoring Conservative Pioneers and Trailblazers

This year Heritage presented the **Clare Boothe Luce award to Diana Davis Spencer**, who has dedicated her life to furthering conservative values.

The Clare Boothe Luce Award, named after one of the greatest conservatives of the 20th century, symbolizes the great ambition, pursuit of freedom, and faith in God that shaped the life of its namesake. Clare Boothe Luce was a conservative statesman, scholar, actress, ambassador, and member of Congress who knew that America has a unique mission to perpetuate the ideals of free enterprise and individual liberty.

Diana Davis Spencer has furthered America's founding principles in our country's institutions and in the hearts of all Americans through selfless advocacy and philanthropy.

For this tireless leadership and her unfailing commitment to making a difference in our country and across world, **The Heritage Foundation gratefully salutes Diana Davis Spencer.**

WILLIS BRETZ

Mr. David L. Foreman
 Ms. Ruth Forrest
 Mr. Robert D. Franklin
 Mr. Mark Friedman
 Mr. Joe Gambino
 Mr. Kenneth L. Games
 Ms. Judith A. Gerber
 Mr. Roger Goff
 Mr. Tom Goonan and
 Dr. Kate Goonan
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 Ms. Anne Mejeur
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 Mr. John W. Palmer
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 Mrs. Marguerite E. Pendleton
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 Mr. Robert Schuessler
 Mrs. Martha Schuh
 Ms. Betsy H. Shanley
 Ms. Leda Sheffler
 Mr. Steven P. Shepard
 Mr. Mike Sherrer
 Mr. John R. Sill



A Trusted Voice When Disaster Strikes

In the immediate aftermath of the horrific attack by Hamas against Israel on October 7, the media turned to Heritage experts to help them, and their viewers, understand what had just transpired ... and why.

Over the weekend, **major cable news networks—including Fox News and CNN—turned to Victoria Coates, vice president of the Davis Institute for National Security and Foreign Policy, and Robert Greenway, director of the Allison Center for National Security, for expert analysis.** As a result, we were able to make sure the public knew that President Biden’s appeasement of Iran—which financed and trained Hamas—was partly to blame for the scale and lethality of the attack.

In the week that followed, **our experts appeared on more than two dozen national TV programs and conducted dozens of radio and print interviews. We placed five op-eds in major news outlets.**

When a terrible tragedy like the attack on Israel occurs, that’s when our strengths as an institution shine, and our gratitude toward you and all our supporters deepens.

Above: Victoria Coates on Fox Business discussing Hamas’ invasion of Israel and how the Biden administration should respond.



American’s Outpost in D.C.: Completing Heritage’s HQ Expansion

As we have done for the past 50 years, Heritage continues to fight for everyday Americans from our strategic location on Capitol Hill. The expansion of our headquarters, which will be completed with the opening of the **Barb Van Andel-Gaby Building**, adds rocket boosters to the mothership.

The new building will include **state-of-the-art TV, radio, and podcast studios (eight in total), new conference space, a ballroom for large events, and additional offices** for our growing team of experts.

Included is a renovation of our main entrance, with a new Founders Hall that suitably recognizes the three business leaders who made Heritage possible: **Joseph Coors, Richard M. Scaife, and Edward E. Noble**.

Thanks to the generosity of our supporters, this strategy-focused expansion enables us to attract and recruit new conservative talent, expand our digital reach to millions, serve as a convener of the movement and our allies on Capitol Hill, and take on the Left with more critical assets.

Mr. Steve Simpson
 Mr. John Skiffington
 Mrs. E. Dorothy Smirle
 Dr. Chrisann Smith
 Miss Lillian Smith
 Mr. and Mrs. John C. Snowden
 Mr. Chuck Sohm
 Mr. Daniel F. Sopher
 Mrs. John R. Spears
 Mr. Tim Spencer
 Mrs. Rachelle Spiegel
 Dr. Sebastiana G. Springmann and
 Mr. Douglas Springmann
 Mr. Charles J. Spurling

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 Mr. Len Won
 Ms. Edna Woodard
 Mr. Craig Woody
 Mr. Paul Yarmey
 Mr. Richard Yost
 Michael and Jennifer Zecher

Sixteen Heritage Legacy Society members wish to remain anonymous.



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Heritage Celebrates Our 50th Year in Style and Substance

In April, Heritage celebrated its 50th anniversary with a **two-day Leadership Summit** that brought together thousands of donors, supporters, activists, leaders, and politicians to chart a path to victory in the year ahead.

In his opening remarks, Dr. Roberts drew an unvarnished picture of the stakes. “This may be our last best chance to rescue this nation from the woke socialist Left so bent on its destruction.”

Participants also heard from Sens. Mike Lee, R-Utah, Rick Scott, R-Fla., Josh Hawley, R-Mo., and J.D. Vance, R-Ohio, as well Sen. Tim Scott, R-S.C., and Florida Gov. Ron DeSantis. **A gala dinner capped off the two days, with Tucker Carlson as keynote speaker.** More than 6 million people watched Tucker’s speech on YouTube alone.

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The Heritage Foundation's government relations team put policy experts at the center of every consequential debate in Washington. This included helping draft **H.R. 2 in the House**, the most important border security bill in American history, and **the Limit, Save, Grow Act**, a momentous step towards curbing ruinous government spending. We fiercely **supported Sen. Tuberville, R-Ala.**, in his righteous fight against the DOD's illegal and immoral abortion tourism policy.

Other significant wins include establishing the consensus position on prohibiting Central Bank Digital Currencies, defunding wokeness at the new Smithsonian Latino Museum, shaping the debate around FISA reauthorization, and many others.

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Florida International University

Gabriella De La Torre
Franciscan University of Steubenville

Jean Paul Pichardo
American University

Lucas de Carvalho
University of Oxford

Martin Guerrero
Texas A&M International University

Sophia Almanza
University of Alabama

The Jim & Marcia Borel Intern

Dillon Tarle
University of Notre Dame

John and Barbara Bruning Intern

Michael Ippolito
Catholic University of America

David V. Burgett Intern

Anderson Vendt
University of Michigan

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Kenyon College

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Lone Star College

The Loretta Cangialosi Intern

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Lee University

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Mary Lueck
Christendom College

Richard Earl Carter Meese Center Intern

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Please visit heritage.org/financial
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