

America's Outpost in Washington

RIGHT IDEAS. RIGHT FIGHT. RIGHT NOW.



2022 ANNUAL REPORT

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

America's Outpost in Washington

2022 ANNUAL REPORT

2022 IMPACT

Heritage by the Numbers



In 2022, Heritage made quite an impression. Our experts were in high demand:

1,248

OP-EDS PLACED
IN MAJOR MEDIA
OUTLETS

6,435

BROADCAST
INTERVIEWS
(RADIO, TV,
PODCAST, ETC)

2,900,000

HERITAGE FOLLOWERS
ON FACEBOOK,
TWITTER, YOUTUBE,
AND INSTAGRAM

5,324

QUOTES IN
MAJOR PRINT
PUBLICATIONS



Despite the Left's control of Congress and the White House, Heritage had a strong presence on Capitol Hill:

9

STATE
LEGISLATIVE
TESTIMONIES

25

CONGRESSIONAL
TESTIMONIES

19

NEW HOUSE
MEMBER
ORIENTATION
ATTENDEES

67

CANDIDATE
BRIEFINGS

93

HERITAGE
ON THE HILL
WORKING
GROUP EVENTS



In 2022, we published:

12

SPECIAL
REPORTS

27

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

THANK YOU!

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LETTER
FROM THE
President

Annual reports are, by definition, backward-looking. It's our opportunity to tell our supporters how we have been stewarding the resources you so generously share.

But this year's annual report is different. Everything we did last year was strategically focused on winning battles for conservatives in the years ahead. I hope you will read this document with that in mind.

One of the first things we did as an organization in 2022, for example, was to set out seven policy priorities that are key to restoring self-governance and human flourishing. We organized the entire institution around those priorities and set out concrete goals for 2023 and beyond. Everything we are doing in 2023 is oriented toward advancing conservative policies in our seven priority areas.

We launched the 2025 Presidential Transition Project, the most ambitious project in Heritage's history. Project 2025 is uniting the conservative movement to arm the next administration with policy prescriptions, recruit and train 10,000 administration staff, and create a 180-day playbook. No conservative organization has ever attempted anything so bold. But if we're going to save this country, this is what we as conservatives must do.

Our forward-looking focus is why we launched research centers on border security, energy policy, and Big Tech in 2022. It's why we created the Innovation Prize to incubate innovative policy solutions across the conservative movement.

That doesn't mean we've given up the fight against today's challenges. Far from it. We are aggressively on offense.



For much of the year, our new Oversight Project flooded the Biden administration with Freedom of Information Act requests and filed multiple lawsuits when the “most transparent administration in history” refused to produce the documents to which we, as taxpayers, are entitled.

We fought and stopped some truly reckless Biden administration regulations. We attacked “critical race theory” agendas in our schools and Leftist “environment, social, and governance” policies in corporate board rooms. We scored wins for education freedom and election integrity. We fought hard against the wildly misnamed “Inflation Reduction Act” and the “Respect for Marriage Act.” We applied the Reagan principle of peace through strength to 21st-century threats.

I say this often because it is true—we have a limited window of opportunity to save this country. It is time for an ambitious, audacious, and aspirational vision for America. With your support, we will win. And 50 years from now, we will be able to mark 2022 as the year we started to reclaim America.

A handwritten signature in blue ink that reads "Kevin Roberts". The signature is fluid and cursive.

Kevin D. Roberts, Ph.D.
President

LETTER
FROM THE
Chairman

*“Lost time is
never found again.”*
—BENJAMIN FRANKLIN

As Heritage commemorates our 50th anniversary, I’ve been thinking a lot about time. What have we achieved in the time since we opened our doors in the spring of 1973? What do we want to accomplish over the next half-century?

But most importantly, the Heritage board members and I have been asking ourselves: What time are we in right now? If we are out of step with the times, our work will be largely for naught.

Ed Feulner and Paul Weyrich understood this when they started Heritage. They saw a yawning gap between the ideas and policies conservatives were developing and what was actually getting enacted.

To fill it, they set about providing timely research that lawmakers could use to affect policies. This focus on timeliness is what drove them to do something no think tank had ever attempted—produce the breakthrough 1981 “Mandate for Leadership”—which played a significant role in the successes of the Reagan administration.

Today, we are seeing at Heritage a renewal of this spirit. Under the leadership of Dr. Kevin Roberts, guided by my fellow board members, and with



the support of half a million members, this great institution has seized the day. If there’s a fight to be had, we are in it. If there’s an opportunity to change policies at the federal or state level, we’re seizing it. If there’s a coalition to be gathered, we are convening it.

In all my years working with Heritage, I have never seen an organization with more passion, more strategic focus, or a greater eagerness to embrace remarkably ambitious goals. Heritage knows what time it is. It’s time to fight for the country.

Thanks to you and the support of millions of Americans over the years, I have never been more convinced that Heritage will play a significant role in this.

We have no time to lose.

Barb Van Andel-Gaby
Chairman

LETTER
FROM THE
Founder

In late 1972, Paul Weyrich and I were congressional staff aides eating breakfast in the Capitol. We asked each other why no alternative exists to the many liberal institutions that dominated the Washington public policy scene. From that conversation and many others, and with the extraordinary support of several business leaders, The Heritage Foundation was born.

It took a few years to find our own legs, but with the backing of conservative leaders in the Senate and the House of Representatives and those initial donors who were willing to take a risk on Heritage, we were soon making a real difference. A decade later, we were dubbed “Ronald Reagan’s favorite think tank.” And now—five decades later—we have gained the trust and financial support of more than 500,000 Americans.

In subsequent years, through conservative and liberal Congresses and administrations, we continued to set the standard for timely, credible policy proposals in Washington, state capitals, and among policymakers around the world.

One of my basic objectives has always been to build the institutions of the conservative movement, and now our annual Resource Bank regularly attracts hundreds of attendees to exchange ideas, learn from each other, and reinforce the conservative policy agenda.



We thrived over the decades because of the capabilities of the incredible team of Heritage Foundation experts and staff.

As we celebrate 50 years of leadership in the conservative movement, it is my honor to have been the president of Heritage for 36 of those years and to have worked with Heritage’s supporters on Capitol Hill and around the country building an America where freedom, opportunity, prosperity, and civil society flourish.

And as we begin our second half-century, I know that Heritage will continue to play its leadership role in promoting our shared ideas.

Onward!

A handwritten signature in blue ink that reads "Ed Feulner". The signature is written in a cursive style.

Ed Feulner
Founder



The Right Ideas



LAYING OUT THE SEVEN POLICY PRIORITIES

As we have all learned from long and bitter experience, winning an election doesn't matter if you don't have a plan to capitalize on the opportunity. If we are going to save this country, we must do more. We have to set the agenda. We have to win a mandate for that agenda. And govern accordingly.

At the start of 2022, to deliver on those goals for you, we got to work. The first step was to identify the most important challenges facing America.

After working with our in-house experts, allies in the movement, and with the input of our donors, we announced at the beginning of the year our seven policy priorities—some familiar and others new.

And to be clear, this list isn't just for show. We are organizing all of Heritage around these priorities. Each of them has specific goals we intend to achieve at the federal and state levels, and dedicated campaign teams to ensure we're making progress.

1. Empower Parents to Make Education Choices

Spearhead reforms at the state level to ensure parental rights, expand school choice, and work to narrow the federal government's role, ultimately eliminating the U.S. Department of Education

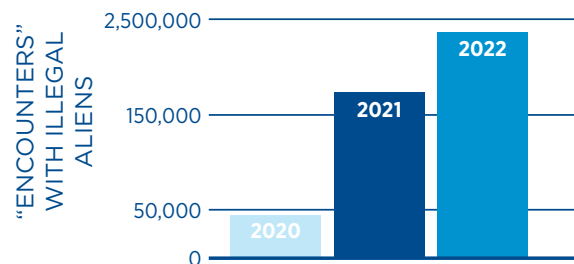


TAYLOR DABNEY

2. Secure America's Borders and Reduce Crime

Expose the threats posed by criminals and illegal immigrants and take steps at the federal and state levels to restore the rule of law.

We Effectively Have No Southern Border



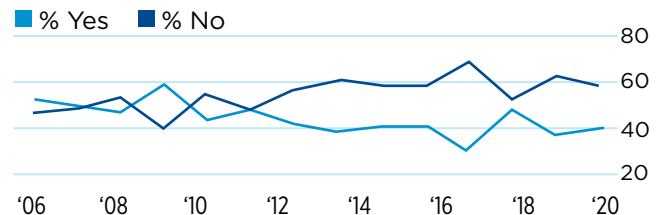
U.S. CUSTOMS AND BORDER PROTECTION

3. Ensure Free and Fair Elections

Restore faith in elections, protect the right to vote for all Americans, and oppose a federal takeover of our elections by Washington, D.C., elites.

Six in 10 Americans Do Not Have Confidence in the Honesty of U.S. Elections

In this country, do you have confidence in the honesty of elections?

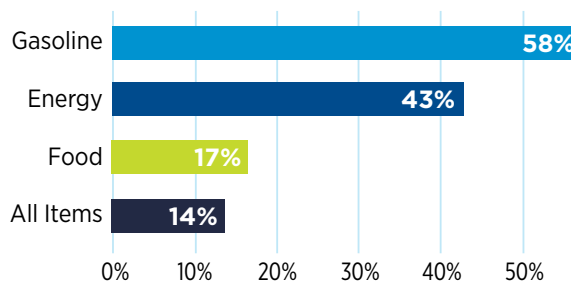


GALLUP WORLD POLL

4. Reverse the Growth of Regulations, Spending, and Inflation

Advance a blueprint to reduce the size and scope of the federal government, spend less of our money, and save us from falling off the fiscal cliff.

The High Price of Out-of-Control Spending



BUREAU OF LABOR STATISTICS

5. Counter the Threat of Communist China

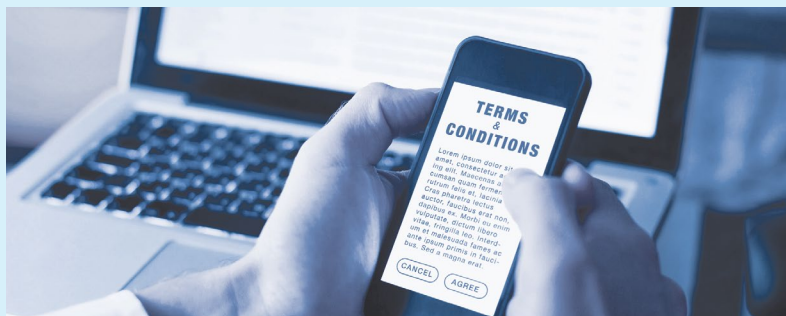
Expose the Chinese Communist Party’s aggressive military buildup, growing cyber capabilities, gross violations of human rights, and economic coercion and confront China’s attack on American interests and values.



Then-Vice President Joe Biden raises a toast in honor of Chinese Communist Party leader Xi Jinping in September 2015.

6. Hold Big Tech Accountable

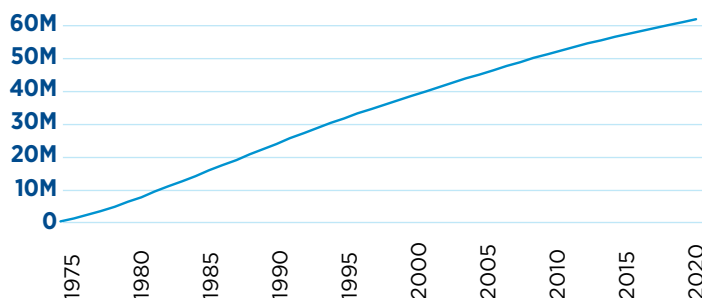
Put power back in your hands by holding Big Tech accountable by using antitrust and other laws and proposing new measures to end its abuses.



7. Protect Unborn Life and Family Formation

Mobilize policies at the state and federal levels to restore the nuclear family to the center of American life and reduce both the demand and supply for abortion at all stages of human development with courage and compassion.

Cumulative Number of Abortions after Roe v. Wade: 61 Million Lives Lost



GUTTMACHER INSTITUTE

To learn more about these Seven Policy Priorities, go to: heritage.org/policy-priorities



The Right Team



Lindsey Burke, director of the Center for Education Policy; Crystal Bonham, senior advisor for communications; and Eric Teetsel, vice president of government relations, talk with Executive Vice President Derrick Morgan at an all-staff meeting about how Heritage is aligning its efforts behind the seven policy priorities.

A NEW HERITAGE

When times change, Heritage must change, too, if we want to be as effective for our supporters as possible.

And times have certainly changed. Who would have thought just a few years ago that we'd be dealing today with runaway inflation, transgender extremism in our schools, a wide-open border, corporate executives pushing woke ideology, and an elite that has little interest in the wants and needs of everyday Americans?

For 50 years, Heritage has been a unique voice in Washington. We don't just give the conservative movement intellectual heft or craft smart policies—we get things done.

So, to confront the challenges we face today, we reviewed every corner of Heritage's operations to make sure we were lined up for today's fights. We launched major projects and new centers (detailed elsewhere in this report), set out a governing agenda focused on seven policy priorities, then aligned Heritage's operations around them (see page 5-6).

Everything we do now has a greater strategic focus, from our scholarly work to our government relations efforts to our best-in-class Young Leaders Program.

We also brought in 90 supremely talented and highly skilled people at every level of the organization. That includes new Executive Vice President Derrick Morgan; new Vice Presidents Clint Brown, Andy Olivastro, Roger Severino, and Eric Teetsel; and Directors Diana Furtchgott-Roth, Paul Ray, and Richard Reinsch. Paul Dans came on board to lead the 2025 Presidential Transition Project, and built out his team to include Trump administration veterans Rick Dearborn, Dennis Kirk, and Spencer Chretien. China expert Michael Pillsbury came on board as a senior fellow. And we added Distinguished Fellows Steve Bradbury and Steve Moore. Paul Winfree moved into a new position as distinguished fellow and Eric Korsvall stepped up to be Chief Operating Officer.

ERIN GRANZOW

We also hired two outstanding leaders to our foreign policy team from President Trump's National Security Council, Victoria Coates and Erin Walsh, as senior research fellows. We added Research Fellow Delano Squires to the Richard and Helen DeVos Center for Life, Religion, and Family team, and Visiting Fellow Theodore Wold to the Tech Policy Center team.

These are seasoned professionals. Remarkably, 55 of our new experts have held more than 100 different positions in 40 agencies across four presidential administrations!

We also moved experts into areas where they can be most effective. Kara Frederick now heads the Tech Policy Center's fight against Big Tech. Mike Howell drives the Oversight Project. We enlisted Jay Richards to lead the DeVos Center for Life, Religion, and Family. Lora Ries is in charge of the new Border Security and Immigration Center. Jeff Smith now leads our Asian Studies Center.

In many ways, this is a new Heritage. We are energized. We are always on offense. With your help, we are all in for the fights ahead. We are determined to win. And win big.

One thing that hasn't changed is our steadfast commitment to the vision the founders laid down back in 1973: to build an America where freedom, opportunity, prosperity, and civil society flourish. ■



In many ways, this is a new Heritage. We are energized. We are always on offense. With your help, we are all in for the fights ahead. We are determined to win. And win big.



The Right Innovations



INCUBATING REFORMS ACROSS THE MOVEMENT

“It’s about serving the movement and uniting conservatives—particularly outside the Beltway—to defeat the destructive ideology and designs of the radical Left.”

—DR. KEVIN ROBERTS,
HERITAGE PRESIDENT

It would be hard, if not impossible, to measure exactly how many conservative leaders and organizations got their start, received help when they needed it, and thrived because of your support of The Heritage Foundation.

This was by design. Now we are turbocharging our efforts to unite and strengthen the movement.

One example of this is the Innovation Prize, which Heritage launched in 2022. Through this prize, we awarded nine organizations with funds to develop innovative, results-oriented solutions to the most pressing issues facing America, with a special focus on the seven priority issues detailed on page 5-6. Think of the Innovation Prize as a sort of venture capital effort. It is intended to spark creative disruption within the conservative movement, with a goal of offering financial rewards totaling \$1 million a year out of reserve funds.

The projects range from a campaign to challenge the Left’s environmental, social, and governance agenda to a multistate effort to advance a free enterprise-oriented anti-poverty agenda; from a tool to rank how well Fortune 1000 companies respect religious and ideological diversity, to a campaign to educate the grassroots on how to pass state laws to protect human life.

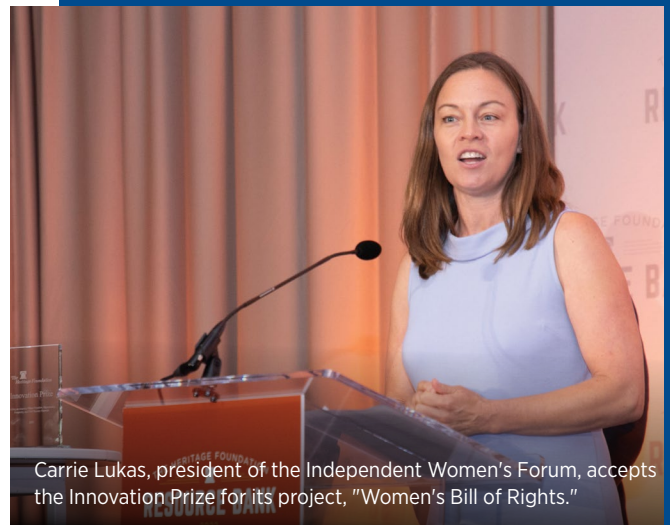
In 2023, we will be adding another \$200,000 to recognize outstanding conservative academics who have had to fight behind enemy lines with no air support for far too long. 🇺🇸

Winners of the Innovation Prize in 2022:

- Alliance Defending Freedom
- Americans United for Life
- Charlotte Lozier Institute
- Defense of Freedom Institute
- Forge Leadership Network
- Georgia Center for Opportunity, Pelican Institute for Public Policy, and Texas Public Policy Foundation (Alliance for Opportunity)
- Independent Women’s Forum
- State Financial Officers Foundation
- Thomas Jefferson Institute



Pictured with Heritage President Kevin Roberts and Bridgett Wagner, executive director of Heritage’s Edwin J. Feulner Institute, is Derek Kreifels, president of the State Financial Officers Foundation, receiving an Innovation Prize for its project to combat ESG.



Carrie Lukas, president of the Independent Women’s Forum, accepts the Innovation Prize for its project, “Women’s Bill of Rights.”

LEFT: ERIN GRANZOW; RIGHT: RIVERVIEW PHOTOGRAPHY



The Right Direction



Dustin Carmack (right), a research fellow in the Border Security and Immigration Center, hosts a panel with Rep. Trent Kelly, R-Miss.; Brian Cavanaugh, senior vice president at American Global Strategies; Craig Singleton, senior fellow at the Foundation for Defense of Democracies; and Victoria Coates, senior research fellow at Heritage. The discussion focused on combating foreign influence campaigns while protecting First Amendment rights.

CHARTING A THIRD WAY ON FOREIGN POLICY

For far too long those on the Right have acted as though there are only two options when it comes to foreign policy: benign neglect or reckless interventionism. Both of those approaches—which find adherents on the Left and the Right—are recipes for war.

There is a third way, one that bases foreign policy decisions on three criteria:

1. DOES IT INVOLVE A MATTER OF VITAL NATIONAL INTEREST?

Not the nice-to-haves, but the must-haves. What's more, the investment required has to be commensurate with the gain from protecting those interests.

2. DOES IT KEEP AMERICA FREE, SAFE, AND PROSPEROUS?

If it doesn't do those things, we won't support it. If some action helps protect American security but undermines our freedom and prosperity, for example, it's a bad idea.

3. WILL IT ACTUALLY WORK?

Will it achieve concrete goals? Will it change things in a positive way?

If these criteria look familiar, that's because these are the elements that guided President Reagan's peace through strength strategy that led to the dissolution of the Soviet Union.

These guideposts are why we opposed a bi-partisan, but unaccountable, funding bill for Ukraine.

And it's why we brought experts from across Heritage together to develop a comprehensive plan for how we as a nation must confront the existential threat posed by China. We lay out policies that federal and state governments should pursue. This doesn't just involve building up our military capabilities to keep pace with China's aggressive

weapons programs. It also involves undermining China's ability to threaten the West economically.

To that end, our plan will drive public awareness of China's flagrant human rights abuses and attacks on free speech, create a China-resistant economy, and promote unprecedented growth in the U.S. economy.

In 2023, we will draft model legislation that can be used at the federal level, in state legislatures, and even in international agreements. We will operationalize all the policies contained in this plan.

This is the third way. This is peace through strength applied to today's challenges. 🇺🇸





The Right Fight



Paul Dans, director of the 2025 Presidential Transition Project, describes the scale and importance of this effort at its launch in early 2022.

ARMING THE NEXT PRESIDENT

When Trump administration officials first took the reins of government, they struggled to get the right people in the right positions, remove entrenched bureaucrats, eliminate onerous regulations, and implement a conservative agenda.

The conservative movement learned a valuable lesson from this experience. The stakes are higher today than they were in 2016, and the window of

opportunity to save our country has narrowed. We can't allow this to happen again.

That's why Heritage launched the 2025 Presidential Transition Project: a movement-wide coalition focused on delivering a comprehensive transition package for a presidential nominee well in advance of the next election. The project has four components.



The Conservative Promise

We've enlisted nearly 400 contributors from nearly 50 of the most prominent conservative groups to produce *Mandate for Leadership: The Conservative Promise*, the most comprehensive policy guide ever. This guide will be published in the spring of 2023 to shape the primary debates.



A Custom-Built Personnel Database

To aid the next presidential transition team in meeting staffing needs, Project 2025 is also building a comprehensive personnel database—a sort of private LinkedIn—with candidates' resumes, recommendations, and vetting documents in one convenient location.



The Presidential Administration Academy

People are policy, and Project 2025 will recruit, vet, and train 10,000 people for key positions in the next administration. The training program will include more than 40 courses on the ABCs of government work, how federal agencies and bureaucrats operate against conservatives, how to prepare for political appointments, and more.



Playbook for the First 180 Days

This action plan will include draft policies that can be implemented within the first six months of the new administration.



Lora Ries, director of the Border Security and Immigration Center, hosts a panel at Heritage's annual Resource Bank. The panelists include Visiting Fellow Mark Morgan, who was acting commissioner of U.S. Customs and Border Protection in the Trump administration; Roy Boyd, sheriff of Goliad County, Texas; and Ken Oliver, a senior director at the Texas Public Policy Foundation.

HOLDING THE BIDEN REGIME ACCOUNTABLE FOR BORDER CHAOS

In December, the public learned the shocking truth that so-called non-governmental organizations (NGOs) had been working with the Biden administration to secretly transport illegal aliens to virtually every corner of the United States.

This revelation was the result of a painstaking investigation that involved Heritage's new Border Security and Immigration Center and the Oversight Project. Heritage launched the Border Security and Immigration Center this year to bring together the top border security experts in Washington to grapple with the flood of illegal immigrants.

Lora Ries, the center's director, has over 25 years of experience in immigration and homeland security both in government—she was deputy chief of staff at the Department of Homeland Security—and the private sector as a homeland security industry strategist.

The team includes visiting fellows who were instrumental in implementing border security and immigration integrity policies in the Trump administration: Mark Morgan was the acting commissioner of U.S. Customs and Border Protection; Tom Homan was acting director of Immigration and Customs Enforcement; and Joe Edlow was acting head of U.S. Citizenship and Immigration Services (USCIS).

We launched the Oversight Project this year to demand aggressive and meaningful accountability from the Biden administration. Before the year was out, the project filed more than 350 Freedom of Information Act requests with the Biden administration and was involved in 13 federal lawsuits.

In this case, the two groups worked together to track cell phones from NGO operations along the border into the rest of the country. It found that they ended up in 431 of the 435 congressional districts.

Two months earlier, the Oversight Project uncovered evidence that Homeland Security Secretary Alejandro Mayorkas had lied to the American people when he accused mounted Border Patrol agents of “whipping” illegal border crossers. This generated waves of coverage on Fox News and more than 30 other media outlets, as well as calls for Mayorkas to resign or face impeachment.

Expect more such investigations, on a wide range of topics, from the Oversight Project in 2023. We intend to file and win more than 100 lawsuits, to contract with forensic auditors and investigators to build money-following capabilities, and ultimately to establish the project as the flagship investigations body for the conservative movement. 🇺🇸



Jay Richards, director of the Richard and Helen DeVos Center for Life, Religion, and Family and the William E. Simon Senior Research Fellow (center), organized an effort to derail a proposed Biden rule mandating insurance coverage for sex-change procedures. He hosted an event to talk about the transgender agenda with Jay Greene, senior research fellow at the Center for Education Policy (right), and Ryan Anderson, president of the Ethics and Public Policy Center (left).



SLAYING THE REGULATORY LEVIATHAN

Last year, the Biden administration tried to force health insurers to cover transgender drugs and operations as “essential health benefits.” It would have happened, too, were it not for a coordinated effort by Heritage and other groups to flood the Department of Health and Human Services with comments opposing the rule.

We’re done complaining about costly federal regulations, and we aren’t going to wait around for a conservative administration to eventually repeal the most egregious rules on the books.

We are taking direct aim at this beast, right now.

It starts by coordinating conservatives around the country to file comments against new regulations. Federal agencies must respond to all substantive comments, and flooding agencies with them can stall, weaken, or even stop new rules in their tracks.

We are also developing legislative solutions that would require all federal regulatory agencies to resubmit their rules every few years or have them automatically “sunset.”

But the most ambitious goal of this project is to equip the next presidential administration with everything it will need to immediately begin repealing onerous regulations imposed by the Biden and Obama regimes.

This is a huge undertaking that requires the legal and economic skills to draft the precise language and run the economic analyses needed to repeal old regulations.

By planning ahead, we will be able to make a significant difference to your businesses, your prosperity, and your freedoms. 🇺🇸

ERIN GRANZOW



Clint Brown (above) and Eric Teetsel (top right) joined Heritage in 2022 as vice presidents of government relations. After the 2022 midterm elections, they hosted a new member orientation attended by 19 newly elected conservative House members, including Rep. Laurel Lee, R-Fla.; Rep. Eric Burlison, R-M.O.; and Rep. Chuck Edwards, R-N.C.



WORKING CAPITOL HILL

“Every day, we’re fighting on behalf of the tens of millions of forgotten Americans who see that the Swamp has left them behind. That means we need men and women on our team who know how the Swamp works, and more importantly, know how to defeat it.”

—DR. KEVIN ROBERTS, HERITAGE PRESIDENT

In 2022, Heritage brought on two Capitol Hill veterans to lead the government relations team. Together, they are bringing greater strategic focus and energy to advancing our seven policy priorities in Congress.

Eric Teetsel was formerly chief of staff to U.S. Sen. Josh Hawley of Missouri. He’s also served as the president and executive director of the Family Policy Alliance of Kansas, senior adviser for Sen. Jerry Moran’s Senate campaign, and director of faith outreach for Sen. Marco Rubio’s presidential campaign.

Clint Brown comes to Heritage from the influential Senate Steering Committee, chaired by Sen. Mike Lee of Utah, where he served as executive director. He also currently serves as an adjunct professor in legislative and political writing for the University of Alabama School of Law.

These two seasoned professionals engage lawmakers on your behalf, representing Heritage interests and perspectives on the key policy fights. They also build successful coalitions of like-minded allies in the conservative movement. 🦋

ERIN GRANZOW



During the March for Life in 2022, Heritage opened its doors to friends and family who needed a welcoming place to get refreshments and warmth. Kevin Roberts hosted a meeting with students from Louisiana's John Paul the Great Academy to talk about the importance of protecting innocent lives. The Daily Signal's Mary Margaret Olohan was on the scene and is shown here interviewing former Sen. Rick Santorum.



PROTECTING HUMAN LIFE

In June, pro-life Americans celebrated a monumental victory when the Supreme Court banished *Roe v. Wade* to the ash heap of history.

The *Dobbs* decision was the result of decades of prayer and sacrifice from pro-lifers across the country. As a supporter of Heritage, you also contributed to this win.



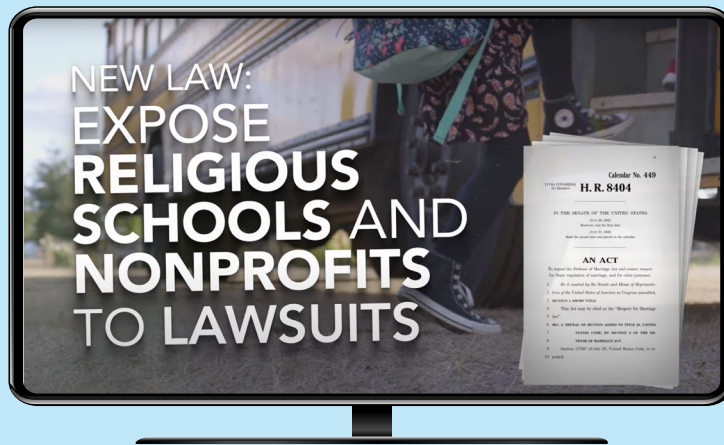
ERIN GRANZOW
LYDIA EMRICH

With your support, we played a key role in shaping the Supreme Court by fighting without ceasing for the confirmations of Justices Neil Gorsuch, Samuel Alito, Brett Kavanaugh, and Amy Coney Barrett.

You also helped us harness Heritage's greatest strengths to amplify the pro-life message by uniting members of the conservative movement.

This is not the end of the story. Heritage is now leading the charge for pro-life policies at both the federal and state levels. We're exploring various policy routes we can take to implement real protections for unborn babies and their mothers in the post-*Roe* world.

It is clear that the abortion lobby will increasingly turn to abortion pills, including through the mail, in an attempt to sidestep state restrictions. Our analysts are already looking into the ways the federal government can clamp down on the interstate commerce of abortion drugs, and we are making the case for a heartbeat bill at the federal level. 🇺🇸



Living Up to Our Promise to You

One message we delivered loud and clear to you in 2022 is that Heritage will never shy away from a fight if it involves a core principle—even if the odds of victory aren't in our favor.

Case in point: Late in 2022, a dozen Republican senators voted to advance a bill called the “Respect for Marriage Act.” While advertised as simply codifying the Supreme Court ruling on same-sex marriage, the bill amounted to an unprecedented attack on religious liberty.

While other conservative groups ignored this threat or remained on the sidelines, we quickly mobilized our forces to fight back. Within a matter of days, we designed, produced, and aired ads exposing what this bill was really about. The ads ran during Thanksgiving weekend's football games in key states and generated 51 million impressions, 11 national media hits, and 22 radio hits.

As a result, three religious liberty amendments received a Senate floor vote, including one by Sen. Mike Lee—the First Amendment Defense Act—that Heritage has long championed.

Even in defeat we can count successes. Two senators cited our efforts on the Senate floor. And none of the religious liberty amendments would have been introduced if it weren't for the pressure we applied to lawmakers. Now, we

have senators on record opposing the bill's overreach, which we can build on in a more friendly Senate.

Afterward, Sen. Kyrsten Sinema, D-Ariz., remarked that “the attempts to derail this piece of legislation were probably more focused and robust than any other bills I've worked on in the last two years.”

She was talking about The Heritage Foundation.

Another example: When a \$40 billion Ukraine aid bill was being debated, Heritage came out against it. Why? Because there was no focus or accountability. That prompted a fusillade of attacks from all sides.

Yet after Republicans regained control of the House, Speaker Kevin McCarthy, R-Calif., made a point of stating that there would be no more “blank checks” for Ukraine, and Rep. Michael McCaul, R-Texas, stressed that any future aid would be provided “in an accountable way, with transparency to the American people.” These words are almost verbatim from Heritage statements.

The message of both fights is this: When a core principle is at stake, you can count on Heritage to be your champion in Washington, D.C.

Meet Your Deregulation Champion

PAUL J. RAY served as the administrator of the Office of Information and Regulatory Affairs—the federal “regulations czar”—within the White House’s Office of Management and Budget, where he led federal efforts on regulatory reform. Ray also served as counselor to the U.S. secretary of labor and an attorney specializing in administrative appellate law. He clerked for Justice Samuel A. Alito of the U.S. Supreme Court.



Meet Your Accountability Watchdog

MIKE HOWELL came to Heritage from the Department of Homeland Security general counsel’s office, where he was the chief legal point of contact for the department’s 3,000-lawyer office for all congressional oversight and investigations that concerned any of the department’s headquarters or component offices. There he dealt with congressional staff regarding document requests, transcribed interviews and depositions, legislation, and correspondence.



Meet Your Conservative Promise Keeper

PAUL DANS served in the Trump administration as chief of staff at the U.S. Office of Personnel Management (OPM) where he managed the federal agency in charge of human resources policy for the more than 2 million federal workers. He also served as OPM’s White House liaison and worked with the White House Office of Presidential Personnel to staff the approximately 4,000 presidential appointees across the federal government.





The Right Tools





The Heritage Congressional Fellowship is the premier Hill staff education program. It teaches congressional staff about first principles and key issues and helps them develop a broader conservative network.

ARMING THE MOVEMENT

Extensive Training Programs

After two years of having their children locked out of schools and being called domestic terrorists for complaining about Leftist indoctrination, fed-up parents across the country voted in a raft of new school board members aligned with their values.

But these new school board members were in dire need of training. If they were going to succeed, they had to know the ins and outs of how school boards operate. They needed tools to fight for parents' rights. They needed to plug into a network of like-minded board members.

So, movement allies and current school board members turned to Heritage, because they knew we were the only conservative organization that could meet this need. We quickly pulled together a six-week virtual training program, called "Empowering Families and Putting Kids First: A Roadmap for New School Board Members," with resources, tips, and insights from education policy experts and experienced school board members.

Our spring 2022 session trained 400 new board members, and over 300 have already registered for our 2023 session.

This is just one of more than a dozen training programs Heritage operates for conservatives at every stage of their careers.

Our hugely successful Young Leaders Program, for example, gets top conservative talent started on their careers. In 2022, a new program called "Ready, Set, HILL" equipped 300 aspiring Hill staffers with the knowledge and skills they need to be effective on the job. We provide training for judicial clerks and briefings for newly elected members of Congress. The George C. Marshall Fellowship trains mid-career professionals working in national security and foreign policy.

To see the complete list of Heritage's training programs, go to heritage.org/training

Scorecards, Report Cards, and Indexes

In the past year, Heritage produced two new tools for arming state and local activists to fight for election integrity and education choice.

THE ELECTION INTEGRITY SCORECARD:

While most were taken aback by the problems plaguing the 2020 elections, Heritage wasn't. Our experts had been ringing alarm bells about the mad dash to loosen voting rules during COVID-19, including mass mailing of ballots. That's because Heritage alone has been diligently tracking election fraud for years and compiling a database of proven cases of it. We knew what to look for.

While the rest of the country was debating whether the 2020 election was tainted, we were working with secretaries of state on how they could improve the sanctity of the ballot box. We developed a list of best practices for states charged with running elections, which include sensible steps like voter ID laws, bans on ballot harvesting, and ensuring the accuracy of voter registration lists.

In December 2021, we published our exclusive "Election Integrity Scorecard," which ranks every state against this yardstick.

In the six months after we released that report, state legislatures enacted roughly 190 new bills pertaining to elections, and 14 states improved their election integrity scores. At a hearing in Alaska, legislators grilled the state's election

officials about why the state ranked so low on various categories in our scorecard.

THE EDUCATION FREEDOM REPORT

CARD: You've probably discussed the need for greater education choice with friends and family. But nobody had a comprehensive ranking of every state on this score. Until Heritage's education experts produced it.

The report card grades states on four broad categories: school choice, transparency, regulatory freedom, and what taxpayers get for their money.

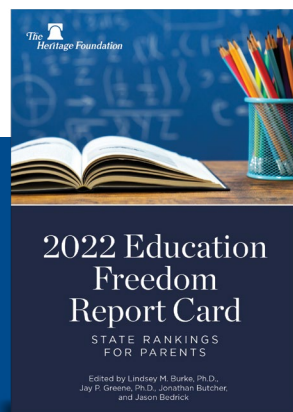
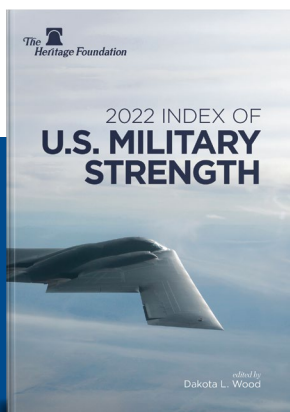
The inaugural report card, published in the fall of 2022, ranked Florida as the state with the most education freedom and New York as the state with the least. The report card received widespread media coverage across the country, and we held an unveiling event with Gov. Ron DeSantis. The goal is to push pro-parent, pro-freedom reforms in every state.

THE INDEX OF U.S. MILITARY STRENGTH:

The Index of U.S. Military Strength is the only publication that scores the readiness of each branch of the military. In 2022, for the first time in the index's history, the overall ranking was a disturbing "weak."

THE INDEX OF ECONOMIC FREEDOM:

This continues to be the most credible resource on the economic freedom of 184 countries, with rankings on everything from property rights to federal spending, trade policy to tax policy. In 2022, the U.S. dropped to 25th place, thanks largely to policies imposed by the Biden administration. 🇺🇸





ADDING AND MULTIPLYING:

Reaching Out to All Corners of the Movement

Heritage is working in numerous ways to bring the movement together.

RESOURCE BANK: Each year, hundreds of conservatives from around the country gather for Heritage’s Resource Bank, where they exchange ideas, learn from each other, and reinforce the conservative policy agenda.

NATCON: In 2022, Heritage decided to be a co-sponsor of that year’s National Conservatism Conference, put on by the Edmund Burke Foundation. We don’t agree with all of the NatCon positions on issues, but the point of our participation was to showcase the many areas where we do agree.

COALITION WORK: Heritage is unique in our ability to convene the conservative movement through our coalition work. For example, last year we hosted a coalition meeting where participants worked to find common ground on the nation’s strengths, weaknesses, opportunities, and threats posed by China.

HOSTING CONSERVATIVE LEADERS: Another way we act as a convener of the conservative movement is by inviting all those interested in higher office to Heritage. The list includes Donald Trump, Mike Pence, Ron DeSantis, Mike Pompeo, Rick Scott, Glenn Youngkin, Ted Cruz, Nikki Haley, and others.

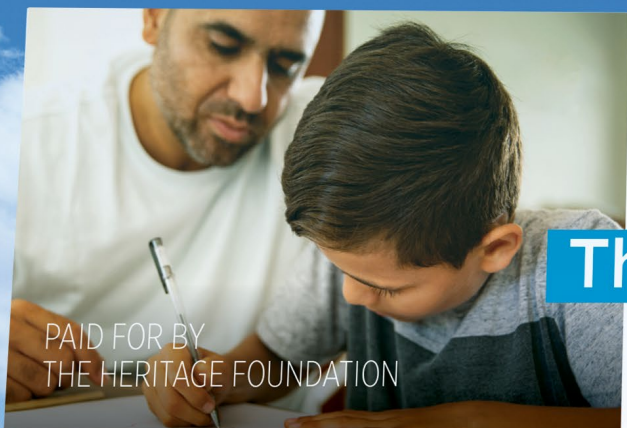


Pictured: Florida Gov. Ron DeSantis, Sen. Ted Cruz, R-Texas, former UN Ambassador Nikki Haley, and former Secretary of State Mike Pompeo are among those being discussed as potential candidates who attended Heritage events in 2022.

TOP: PROVIEVENTS;
REST: WILLIS BRETZ



The Right Place



PAID FOR BY
THE HERITAGE FOUNDATION

**Families need more
education options.**

Thank you, Gov. Abbott.

heritage.org/KidsFirst

A RENEWED PUSH INTO THE STATES

One of the distinct advantages of The Heritage Foundation is our partnership with Heritage Action for America, which, unlike Heritage, can directly lobby for policies at the federal and state levels.

It's a one-two punch.

Heritage experts develop bullet-proof policy prescriptions that lawmakers can enact, and Heritage Action uses our research to lobby for specific legislation and mobilize a grassroots army to bring change at the state level.

Here are some examples of what we achieved for you in 2022.

Education Choice

Education is one critical area where Heritage's work is making a profound difference for you and your families at the state level. On our list of policy priorities, it ranks No. 1.

In last year's annual report, we pointed to West Virginia's broad-based "education savings account" (ESA) plan, which Heritage scholars helped develop and popularize. That plan, which was at the time the most expansive ESA program in the country, let

families with students currently in public schools access state education funds to seek other options.

In 2022, Arizona did one better when it adopted a truly universal ESA program. Every parent in the state will be able to use funds that the government spends on education for tuition, tutors, homeschooling, or other choices that suit their own children's educational needs.

And when Texas Gov. Gregg Abbott called for comprehensive education reform that would include education choice options for all Texas families, we showed our support with a billboard campaign in the state. In 2023, we intend to bring real education choice to all families in the Lone Star State.

And beyond that, the Heritage education team, along with Heritage Action, has laid out detailed plans to expand choice in several more states over the next two years. Our goal is to one day have all public education dollars follow the students, instead of the other way around.

Critical Race Theory

Heritage's impact can also be felt in the fight against critical race theory (CRT). As soon as we realized that this Marxist-based ideology—which



As part of our increased focus on the states, Heritage hosted Indiana's Diversity Leadership Series, a program geared toward increasing civic engagement with minority Republican leaders in that state. Heritage President Kevin Roberts and others from senior management talked about our plans for the year ahead.

purposefully pits one race against another in perpetual struggle—was being shoved down our children’s throats, we got to work.

Our legal scholars crafted model legislation. We testified before state legislative bodies. We wrote op-eds that appeared in newspapers across the country. We were on television, radio, podcasts, and YouTube, explaining what CRT was and why we had to fight against it.

Heritage Action, meanwhile, trained Sentinels to mobilize their grassroots across the nation to push for legislation that tracks with our model bill.

By the end of the year, 13 states had enacted such CRT laws, with bills pending in three others and introduced in eight more.

See for yourself at our CRT tracker:
www.heritage.org/CRT-tracker

ESG

Or take the “environment, social, and governance” (ESG) agenda being pushed by the Left. ESG sounds innocent enough, but it masks the Left’s attempt to take over corporate board rooms by funneling investment dollars only to companies that do the Left’s bidding.

To fight back, our legal experts drafted model legislation that blocks state pension funds from using ESG—instead of returns on investment—to guide their investment or contracting decisions.

In August, Heritage and Heritage Action launched ESG Hurts (esghurts.com), a site that provides extensive information and tools to fight back.

Texas, Oklahoma, West Virginia, Kentucky, and Tennessee all now have laws on the books ensuring their states’ contracts or investments are based on merit, not the ESG agenda. 🇺🇸

Portions of this publication were provided by or relate to, and were paid for by, Heritage Action for America.

TAVITS PHOTOGRAPHY



Heritage Action for America Grassroots Director Jenae Stracke welcomes the group’s regional coordinators at its 2022 Sentinel Summit in Fort Worth, Texas. Heritage Action has more than 20,000 trained Sentinels who organize a grassroots army of millions.

Justice Alito Makes News While Speaking at Heritage

In December, Heritage was honored to have Supreme Court Justice Samuel Alito deliver remarks at our Joseph Story Lecture. The event ended up generating a tremendous amount of media coverage when Alito discussed the unprecedented leak of the draft *Dobbs* opinion overturning *Roe v. Wade*. He called it “a grave betrayal of trust” and said that it made the justices who supported overturning *Roe* “targets for assassination, because it gave people a rational reason to think they could prevent that from happening by killing one of us.”

When protestors descended on Alito’s home, he was forced at one point to be moved to an undisclosed location. Protestors also showed up at the homes of Justices Amy Coney Barrett and Brett Kavanaugh, who also endured an alleged assassination plot. The Daily Signal was one of the only news outlets to cover these illegal protests. A video posted by a Daily Signal reporter generated over a million views and was featured in several newscasts.



Reporters from The Daily Signal were the first to cover the illegal protests at the homes of several Supreme Court justices after the leak of the *Dobbs* decision.



The Right Celebration



HERITAGE TO CELEBRATE OUR 50TH ANNIVERSARY IN STYLE—AND SUBSTANCE

When The Heritage Foundation was formally incorporated on February 16, 1973, the joke was that you could fit the entire conservative movement into a phone booth. Nobody would dare say that now, and you've played a significant role in making the movement the formidable force that it is today.

In April, we will be celebrating with several events for staff, alumni, donors, and special guests, including an evening at Mount Vernon and Leadership Summit and 50th Anniversary Gala at the Gaylord National Harbor Resort.

This will be more than a celebration of the past. This will be an opportunity to come together, focused on the future—unified, energized, and armed with the tools, the vision, and the policies we need to restore

self-governance and rebuild the institutions that can revitalize our great land for generations to come.

Hundreds of donors, partners in the movement, current and rising leaders, policymakers, and influencers will take part in our Leadership Summit. The two-day event will focus on solutions at the federal and state levels and short- and long-term strategies that can halt the onslaught against our institutions—including the policy agenda featured in the 2025 Presidential Transition Project (see page 14).

And 50 years from now, you will be able to say that you played a significant role in ushering in a golden era of conservative governance and in helping America restore the self-governance and human flourishing that were envisioned by our nation's Founders. 🇺🇸



President Ronald Reagan was the guest of honor at Heritage's 10th anniversary celebration in 1983.

CHAS GREER

Over the years, Heritage has hosted the world's leading conservatives, including Prime Minister Margaret Thatcher (1), Rush Limbaugh and Justice Clarence Thomas (2). Heritage's Washington, D.C., physical presence in the nation's capital steadily expanded as did its influence (3, 5).



Heritage sponsored a trip to see the Berlin Wall as it was being torn down (4). Former South Carolina Sen. Jim DeMint and Virginia Secretary of the Commonwealth Kay Coles James served as Heritage's fifth and sixth presidents, respectively (6-7).



IN MEMORIAM

Heritage lost several towering figures who were instrumental in our growth and influence and patriots of the first order.

Phillip N. Truluck Former Heritage Foundation executive vice president, chief operating officer, and senior advisor

Phillip Truluck first joined Heritage in 1977 as director of research. In the years that followed, Phil built a new kind of research organization that did not then exist in Washington. His hard work soon bore fruit, as Heritage’s “Mandate for Leadership” would guide the incoming Reagan administration in 1981 on policy achievements across the federal government.

Phil was also instrumental in expanding Heritage’s physical footprint on both sides of Capitol Hill through multiple acquisition and renovation projects, which maximized Heritage’s strategic competitive advantage to influence public policy over his 38-year career.

Phil became a member of the Heritage Board of Trustees in 2001, serving on the board until 2015, when he retired from Heritage. He served as

chairman of Heritage’s Society of Emeritus Trustees until his death.

Without his leadership and vision, Heritage would not be the leading conservative policy organization it is today.

David Brown Surgeon and former chairman

Dr. David Brown, an orthopedic surgeon, served as chairman of the Heritage Board of Trustees for 17 years. After his retirement as chairman in 2019, he was elected chairman emeritus, a title which he held until his passing.

In 2009, Heritage awarded David its highest honor, the Clare Boothe Luce Award.

Throughout his years with Heritage, David maintained a private practice as an orthopedic surgeon in Oklahoma City and was a clinical professor at the University of Oklahoma Health Sciences Center. He was also president of the Oklahoma Chernobyl Bridge Foundation, which provided medical aid to children of the 1986 Chernobyl nuclear disaster.



Phillip Truluck



David Brown

CHAS GREER



Midge Decter



Jerry Hume

Heritage founder Ed Feulner said of David that his “foresight and long-term strategic thinking were invaluable to The Heritage Foundation. For more than three decades, he provided guidance that helped us grow from a small policy center to a powerhouse of conservative ideas.”

Midge Decter Author, journalist, and former Heritage trustee

Midge Decter’s keen intellect was invaluable to the conservative movement. She wrote and lectured incisively on a range of topics, from family values to foreign policy. Not least were her contributions to The Heritage Foundation while

she served as a trustee for more than 30 years, from 1981 until 2015.

Her books included “Liberal Parents, Radical Children,” “The New Chastity and Other Arguments Against Women’s Liberation,” and “Rumsfeld: A Personal Portrait.”

The New York Times Book Review encapsulated much truth about Midge in this single phrase: “A woman who keeps her eyes on the big things and the small ones and makes the connection between the two.”

She also helped found the Independent Women’s Forum and was a senior fellow at the Institute on Religion and Public Life in her beloved New York City. Liberty has lost a great thinker and a great champion.

Jerry Hume Businessman and former Heritage trustee

In January 2023, Heritage also lost Jerry Hume, who served as a member of The Heritage Foundation’s Board of Trustees for three decades and on Heritage Action for America’s board of directors. Jerry had built a family business, Basic American Inc., into an international food service company. A proud Navy veteran, he devoted his time and talents to improving education standards, serving on the boards of the California State Board of Education, the Foundation for Teaching Economics, and other organizations, while spearheading initiatives to expand school choice and improve literacy for young Americans.

Jerry was known as a caring, deeply committed patriot with a staunch commitment to the principles of economic freedom, federalism, the rule of law, and entrepreneurship.

Heritage Foundation Board Chairman Barb Van Andel-Gaby and Heritage Action Board Chairman Nersi Nazari honored Jerry’s outstanding service to the conservative cause:

“Many people have worked behind the scenes to make The Heritage Foundation a world-class

think tank, but few have contributed more than Jerry Hume.”

Thomas A. Saunders III Former chairman of The Heritage Foundation’s Board of Trustees

Tough-minded and principled, Thomas Saunders was a hugely successful businessman. He was also one of the most deeply patriotic men we’ve ever known. And he never missed an opportunity to exercise that patriotism.

He provided years of loyal leadership to The Heritage Foundation. He was elected to our Board of Trustees in 2005. He would go on to serve as chairman of the board for a decade, during which time he helped with the formation of Heritage Action for America.

Tom continued to serve on the board as chairman emeritus until 2022. Heritage recognized Tom with its highest honor, the prestigious Clare Boothe Luce Award, in 2018.

Among his many other achievements, as chairman of the Thomas Jefferson Foundation, he brought Jefferson’s Monticello up to world standards for historic sites.

His wisdom, his humor, and his willingness to go the extra mile for the sake of a cause made him a joy to work with.



Ambassador Frank Shakespeare Former chairman of the Heritage Board of Trustees

In addition to serving as chairman of The Heritage Foundation’s Board of Trustees from 1981 to 1985, Frank Shakespeare served as U.S. ambassador to both Portugal and the Holy See.

Frank’s belief in the power of ideas was best exemplified by his role as chairman of the Board for International Broadcasting during the Reagan administration when Radio Free Europe and Radio Liberty carried the message of freedom behind the Iron Curtain and helped bring the Cold War to an end. Frank was also president of RKO General

Inc., director of the U.S. Information Agency, and president of CBS Television Services.

His wise counsel guided The Heritage Foundation at a critical period of growth and ascendance during President Reagan’s first term. He was a fount of knowledge and wisdom. Our organization benefited greatly from his leadership of our Board of Trustees and his longtime service as an honorary trustee. 🇺🇸



We are thankful for these patriots and their great contributions to The Heritage Foundation.



The Right Supporters



Heritage supporters John and Barbara Bruning and Bea and Lloyd Smith take time to enjoy the splendor of Saratoga, Wyoming, during an exclusive event at the Brush Creek Ranch. The event featured a dinner with Mike Pompeo.



MEET ARVID ANDERSON

As Heritage celebrates its 50th anniversary, we can't help thinking about those who have been with us almost since the beginning. Arvid Anderson of New Kensington, Pennsylvania, is one of these special people. In fact, having made his first gift to Heritage in 1977, he has the distinction of being our longest-supporting member.

Arvid, who spent a long and successful career in the field of metallurgical engineering, is a self-described “nitpicker” with a penchant for detail. This also happens to be one of the qualities he appreciates most about Heritage. “I value Heritage’s ability to examine all the facts, thoughtfully consider different perspectives, and deliver intelligent solutions,” says Arvid. “I’ve always trusted Heritage’s ability to discern the truth, no matter how complex the problem.”

Heritage’s facts-based approach isn’t the only reason Arvid has supported our work for more than four

decades. His strong Christian faith and Depression-era upbringing helped forge the conservative values he counts on Heritage to defend. “Heritage is one of the last lines of defense against the slow chipping away of our society,” says Arvid.

“At the core of my faith is the principle of fellowship and the belief that every individual is endowed with special gifts,” he says. 🦋



“I guess you can say I believe in people’s God-given potential to do great things, and Heritage is in the business of making it possible.”

—ARVID ANDERSON

So That Future Generations May Live in Freedom

Our Founders sacrificed their lives, their fortunes, and their sacred honor to secure the freedoms Americans enjoy today, but they understood that the solemn duty of preserving them would ultimately rest on future generations.

Members of our Heritage Legacy Society—modern-day patriots who have remembered Heritage in their wills, trusts, or other planned gifts—are helping safeguard our Founders’ vision for America so that our children and grandchildren can flourish in a nation built on freedom, opportunity, prosperity, and civil society.

The Heritage Legacy Society was honored to welcome these new members in 2022.

Mr. Luz Abin
Mr. Norman R. Adams
Mr. Charles G. Amboy
Dr. and Mrs. Gilbert F. Amelio
Mr. George L. Andersen
Mr. Carl W. Anderson
Ms. Cindy Andrews
Mr. Chris Angelos
Mr. Robert C. Armour
Mr. Donald B. Ayres, Jr.
Mr. and Mrs. John F. Babbitt
Dr. Barbara J. Bashein
Mr. Charles D. Becher
Mr. Adrian Belkin
Mr. James Bell
Mr. Gene Bengtson
Mr. Esteban M. Beruvides
Ms. Lisa Binse
Mr. Gary Boe
Mr. David C. Bowen
Mr. and Mrs. Bayard Boyle, Jr.
Mr. David Brown
Mr. Barry Campbell
Ms. Mary S. Carnegie
Ms. Esther Castillon
Mr. Luke Cates
Mr. and Mrs. Robert Chamberlin
Mr. and Mrs. George Chandler
Mr. Doug Chapman
Mr. Darryl Clark
Mr. David B. Coblitz
Mr. Douglas Comstock
Mrs. Beverly A. Connolly
Mr. William L. Cooper, Jr.
Mr. Kyran J. Costello
Mr. Eugene Crawford
Ms. Sandra Crippen
Ms. Diana Crockett

Mr. Harry Cruzado
Mr. Richard M. Cummings
Mr. Robert P. Dean
Ms. Mary Denna
Mr. David Dennis
Mr. and Mrs. Richard C. Depew
Mr. Bernard Depinto
Mr. Ben Ditosti
Mr. Conrad Donahue
Mrs. Karen M. Dormer
Mr. James Dyer
Mrs. Eilene Ehrhardt
Ms. Bertie J. Enslow
Mr. Jairus D. Flora
Mr. Marisol Fragoso
Mr. Mark Friedman
Ms. Geneva Garber
Mr. and Mrs. Glenn Gehring
Mr. Roy Glickman
Mr. Robert Gold
Mr. John Goodrich
Mr. Gregory R. Gores
Ms. Mary E. Gottler
Mr. Charles E. Graham
Mr. Mike Grampo
Mr. and Mrs. Neal Greenfield
Mrs. Mary Greenlee
Mr. and Mrs. Richard G. Gross
Ms. Jenny Gruber
Mr. Frank Gugino
Ms. Nancy Hadley
Dr. John C. Hagan III
Ms. Elrene Hamann
Mr. and Mrs. James R. Harris
Ms. Joan B. Harry
Mr. William Hashem, Jr.
Mr. and Mrs. Gordon S. Hassing
Mr. Peter J. Hecker

Mr. Ed Heritage
Mr. Alvin R. Herr, Jr.
Mr. and Mrs. Glenn Hersch
Mr. C. William Hocke
Mr. and Mrs. David B. Holland
Ms. Jana B. Holt
Mr. Bryon Hotzler
Mr. Randall J. Hough
Mr. William T. Hughes
Mrs. Michelina D. Hurd
Mr. Robert R. Jankelson
Mr. Arthur Johnson
Mr. John D. Johnson
Mrs. Martha Johnson
Ms. Carol L. Johnson
Ms. Irene J. Johnson
Mr. Allan F. Jones
Mr. Richard Kachel
Mr. Oleta Kadleck
Mr. and Mrs. Charles Keen
Ms. Mary B. King
Mr. and Mrs. William A. Klein
Ms. Janet Knorr-Stonska
Mr. Sven F. Kraemer
Mr. and Mrs. Clint C. Kyme
Ms. Carol J. Langley
Mr. Charles Larimore
Mr. Raymond H. Laub
Mr. Abraham Lee
Dr. Kathy Leonard
Mr. Steve Levy
Mr. Gordon Lillge
Ms. Thomas E. Linhard
Mr. and Mrs. Patrick O. Little
Mr. and Mrs. Frank Lorey
Mr. and Mrs. Michael Lozon
Mr. Joel C. Mandelman
Mr. Joseph Marsala

Dr. Philip R. Martin
 Mr. Wade McKenzie
 Ms. Patricia J. McWethy
 Ms. Pamela J. Meyer
 Ms. Virginia M. Meyer
 Mrs. Carolyn S. Miller
 Mrs. Greg Montgomery
 Mr. Ted Morbach
 Mr. Quentin Morris
 Mr. Gary L. Munson
 Ms. Margaret Murguia
 Mr. Liam Neary
 Mr. and Mrs. Larry H. Nebel
 Mr. and Mrs. Leonard C. Neely, Jr.
 Mr. and Mrs. Philip Neiman
 Ms. Marie Neiswender
 Mrs. Patrica A. Nelson
 Mr. Edward R. Newman
 Mr. Hoa Nguyen
 Mr. and Mrs. Peter I. Pavel
 Mr. Jacqy C. Pearson
 Mr. and Mrs. Donald Pemberton
 Mr. Bob B. Peterson
 Mrs. Katie Peterson
 Ms. Cynthia Pfaff
 Mr. and Mrs. Steven C. Pinard
 Mr. Robert Powell
 Ms. Shauvon Powell
 Ms. Sophia Ranglas

Mrs. Joan E. Reid
 Dr. and Mrs. Michael E. Reif
 Mr. Richard D. Reome
 Mr. Fred D. Reynolds
 Mr. Edward J. Rifkin
 Ms. Maureen N. Rogers
 Mr. Michael P. Rose
 Mr. Maxwell Rosenbaum
 Dr. Jeffrey Rothstein
 Mr. Raymond A. Rowe
 Mrs. Anita D. Rozell
 Mr. Steven A. Ruether
 Mr. Thomas Ruggles
 Mr. John Rust
 Mr. Christophe Salvo
 Mr. Edward Schade
 Ms. Gretchen G. Schade
 Mr. David Schirmer
 Mrs. Janet Schreck
 Ms. Linda Scott
 Mr. Robert Sells
 Mr. Michael A. Serluco
 Mr. Burnie Shadoan
 Mr. David M. Shafto
 Mrs. Adell Sievers
 Ms. Nancy Simpson
 Mr. Willett R. Smith
 Ms. Victoria Smith
 Mr. Michael Snater

Mr. Edward Speed
 Mr. Hermie Stern
 Ms. Linda Sullivan
 Mr. Joseph Tagliavia
 Mr. David Taylor
 Mr. William Teran
 Dr. John A. Thomas
 Mr. Robert Thompson
 Mr. Bobby Turner
 Mr. and Mrs. William Voigt
 Mrs. Delma L. Wagstaff
 Mr. and Mrs. Harold E. Wake
 Mrs. Sandra H. Waldman
 Mr. Frank H. Walker
 Mr. Jerry Waxman
 Mr. Albert N. Weidhas, Jr.
 Mr. Richard J. Weinmann
 Mr. James Westby
 Mrs. Edna S. Wiker
 Mr. Brian K. Williams
 Ms. Lorraine M. Wilson
 Mark L. Winter, Ph.D.
 Mr. Sal Yang
 Ms. Marilyn Yazzie
 Ms. Charlotte Zahn

Ten Heritage Legacy Society members wish to remain anonymous.

Heritage's Annual Leadership Conference, held in Amelia Island, Florida, welcomed now-Arkansas Gov. Sarah Huckabee Sanders (lower right, with Kevin Roberts) and President Donald Trump. Heritage also sponsored Awakening in Sea Island, Georgia. Awakening is an annual retreat for families to exchange ideas, examine trends, and learn from leading experts. Pictured to the right are (left to right) Katharine Gorka, former director of Heritage's Civil Society and the American Dialogue, Rep. Byron Donalds, R-Fla., and Erika Donalds, president and CEO of The Optima Foundation.



RIVERVIEW PHOTOGRAPHY, SEA ISLAND PHOTOGRAPHY

At the 2022 Resource Bank event, held in Nashville, Tenn., attendees heard from diverse speakers, including Kirk Cameron (below left) and former NFL quarterbacks Matt and Tim Hasselback (right). Jeremy Tedesco, senior counsel of the Alliance Defending Freedom (below right), talks about his group's "Viewpoint Diversity Score Business Index" project, which received one of Heritage's first Innovation Prize awards at Resource Bank.



JEFF WESTCOTT PHOTO

With Gratitude

We honor the memory of these Heritage Legacy Society members whose gifts we received in 2022.

Mr. Rafael Ahlgren
 Dr. George N. Asai
 Mr. Jerry J. Batchelder
 Mr. and Mrs. T. F. Beresford
 Mr. Thomas J. Billings
 Mrs. Joyce Blackmun Cottrell
 Mr. Martin A. Booye
 Ms. Nell M. Bowen
 Mr. Kenneth R. Brady
 Mrs. Doris Broderick
 Mr. John C. Bryan
 Mr. John F. Campbell
 Mr. Don E. Carter
 Mr. Gary Coats
 Mr. J. L. Cronin Jr.
 Ms. Rebecca Sue H. De Shazo
 Mr. James H. Dible
 Ms. Nancy Lew Durbin
 Mr. Chas V. Eckert III
 Ms. Alice Endsley
 Mr. William K. Engel
 Mrs. Virginia H. Everett
 Mrs. Jean Fenn Farwell
 Mrs. Noni J. Fischer
 Reverend D. James Fitzhugh
 Mrs. Martha Lee Foster-Skiles

Dr. Janice J. Gabbert
 Mr. Alexander Gaston
 Mr. and Mrs. Edward D. Gorton
 Mr. Lynn Hall
 Ms. Trudy Hendershott
 Mr. John Henderson
 Mr. Kenneth C. Hill
 Ms. Rosemary Hoehn
 Ms. Ann Hyden
 Mrs. Carol A. Irwin
 Mr. Edmund B. Jenkins
 Mrs. Ethel F. Jordan
 Mrs. Jo Anne Jozoff
 Mr. Herbert Kameon
 Mr. and Mrs. Fred G. Koehler
 Mrs. Charlotte Kowalewski
 Mr. Brad I. Kuchan
 Mr. Carl R. Lezius
 Ms. Elizabeth C. Machhold
 Mr. Terry McGrath
 Ms. Geraldine M. Mertens
 Mr. Gary F. Miller
 Mr. Sam M. Monson
 Ms. Henriette Morris
 Mr. Quentin Nesbitt
 Mr. Norman Novello

Mrs. Joanne L. O'Kane
 Mr. William D. Peace
 Mrs. Katharine Philbrook
 Mrs. Eileen Pratt-Pringle
 Miss Lenora Raia
 Mr. Lance Ralston
 Mr. Victor L. Sanko
 Mr. and Mrs. Charles A. Sarahan
 Mr. and Mrs. Glenn Scharp
 Mr. Walter Schmid
 Mr. John J. Sieffert Jr.
 Mr. Henry D. Smith
 Mr. Mark J. Smith
 Mr. and Mrs. Stephen H. Smith
 Mr. William R. Snyder
 Ms. Marilyn S. Soisson
 Mr. John L. Sprock
 Mr. Lowell F. Steusloff
 Mr. E. R. Turner
 Mr. Charles W. Walton
 Mr. Edward C. Wilson
 Ms. Maria Woodward
 Mr. Robert K. Zelle

Four Heritage Legacy Society members asked that their gifts remain anonymous.

John and Cynthia Clough open the Clough Family Center on the main floor of Heritage headquarters. They were accompanied by friends and family and Heritage's Kevin Roberts, Andrew McIndoe, and Rob Bluey. The state-of-the-art Clough Family Center is now used regularly for media events, gatherings, and other functions.



The Heritage Foundation's 2022 Founders

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Heritage donors Joseph and Mary Slawek met President Donald Trump at Heritage's Annual Leadership Conference (ALC) held on Amelia Island, Florida, in April. Trump was a featured speaker. (Heritage has welcomed all the likely 2024 candidates to Heritage events over the past year. See page 24.)

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Ambassador J. William Middendorf II

Throughout his life, Bill Middendorf has fought to advance the principles of American freedom both here and abroad. He did so as a naval officer in World War II and, later, as the nation's 62nd secretary of the Navy, during which time he sharply increased the Navy's budget at a critical juncture in the Cold War. Middendorf continued the fight for freedom in Europe and South America while serving as ambassador to the European Union and the Organization of American States. He was also a driving force behind The Heritage Foundation for many years, where he served as a trustee from 1989 to 2022.

In a fitting tribute to this lifetime of service, Heritage Foundation supporters Philip and Patricia Bilden offered a generous gift in 2022 to dedicate the Navy section of Heritage's Index of U.S. Military Strength to Middendorf for the next five years. This is the first time any section of this seminal and highly influential index has been so dedicated. The Bilden family is grateful for Middendorf's steadfast public service and

example that continued into his late nineties as a national security authority and advocate of the U.S. Navy.

Philip Bilden, chairman of the Naval War College Foundation, had the honor of presenting Middendorf the foundation's highest award in 2021, fittingly, Sentinel of the Sea, for his many years of distinguished service to the nation. The Bildens are parents to two sons presently serving in the U.S. Navy, Lts. Philip and Andrew Bilden, who had the benefit of Amb. Middendorf's leadership example, encouragement, and mentorship years before commissioning from the U.S. Naval Academy and throughout their naval careers.

Our thanks go out to the Bilden family for the opportunity to celebrate the many contributions Middendorf has made on behalf of individual freedom, traditional American values, and a strong national defense anchored in maritime dominance.

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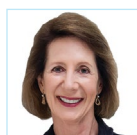
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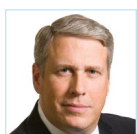
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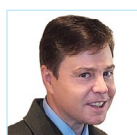
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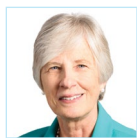
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“I have always wanted to get into political journalism ... and I had the opportunity to expose one of the worst (required) classes at my university, which was, in essence, Leftism 101 and 102.

“It had always rubbed me the wrong way how propagandistic it was, and The Daily Signal gave me the tools and guidance I needed to cover it in the best way.”

—Excerpts from a letter from Wallace White, fall 2022 Anderson Family Intern in honor of Taylor Anderson, to Mr. and Mrs. Andy Anderson.



LEFT: DAVID HILLS, FRASIER PHOTO; RIGHT: WILLIS BRETZ

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