NEW TRAINING PROGRAM!

The Atlas MBA for Think Tanks

NEW GRANT OPPORTUNITY!

Fisher Venture Grants

A new opportunity for young institutes to receive up to $100,000

In July 2008, Atlas will launch this new training program, teaching the essentials of think tank management to young intellectual entrepreneurs.
At Atlas

New Staff at Atlas

In November, the Atlas Economic Research Foundation welcomed Eva Andraskova to join the staff as office manager. Eva is originally from Slovakia, where she received her first bachelor’s degree in International Relations and Diplomacy at the University of Matej Bel in Banská Bystrica. In May 2007, she graduated with honors from American University in Washington, D.C., and received a second bachelor’s degree in International Studies with concentration on International Economics. Prior to joining Atlas, Eva interned for a year at the Institute of International Finance in Washington. She plans on pursuing a master’s degree in international finance or economics. Eva is fluent in German, Greek, Czech and Slovak and is currently studying Russian and Spanish.

Staff Changes at Atlas

After serving effectively as the program manager for Atlas’s Templeton Freedom Awards and other prize programs since 2004, Yiqiao Xu has been promoted to director of Program Management. Fluent in four languages, Yiqiao is currently participating in the Koch Associates Program, which teaches the principles of Market-Based Management to young professionals who have a passion for liberty. Atlas looks forward to applying Yiqiao’s talents to a broader array of its expanding program mix in 2008!

In October, Atlas bid farewell to Sajid Anani, program manager for its Middle East & North Africa (MENA) programs. Sajid started at Atlas in July 2006 and was the first program manager for this project, but also managed to contribute to many other projects, including international events, scouting trips and the Ibn Khaldoun Essay contest. During his time at Atlas, Sajid also started Atlas’s monthly, MENA region e-newsletter, Azad, whose title means freedom in Arabic. Sajid is now working in marketing research, with InterMedia Survey Institute in Washington, D.C. While he no longer works full-time at Atlas, Sajid is graciously assisting with many of its MENA region initiatives.

Think Tanks on YouTube?

Atlas recently launched a trial program to help think tanks take advantage of the declining costs of video production and distribution. While YouTube videos abound, for small think tanks it is a challenge to successfully utilize visual media. Atlas is taking advantage of economies of scale to broker relationships between think tanks and aspiring filmmakers. Keep your eyes on Atlas’s YouTube site (youtube.com/atlasusa) for material from this program—as well as archival Atlas footage, such as this video of Antony Fisher from the mid-1980s explaining the impact that independent think tanks have in the world of ideas.
ANNOUNCING THE DORIAN AND ANTONY FISHER VENTURE GRANTS

Investments in the Future of Liberty

The grants are made possible by the generosity of the late Dorian Fisher – the wife of Sir Antony Fisher, who was instrumental in his founding of Atlas in 1981 – and the many current Atlas donors who are inspired by the Fisher legacy.

Dorian and Antony Fisher believed that independent think tanks can produce enormous leverage for changing the climate of ideas in a country. They saw that investments in emerging think tanks could be extremely cost-effective, especially when complemented with mentoring to further improve those think tanks’ prospects for long-term success.

For this reason, the Atlas Economic Research Foundation has created the Dorian and Antony Fisher Venture Grants program. This program will provide grantees with funding over a period of three years, during which time Atlas will be in frequent contact to help develop plans and to monitor performance. One part of the grant will be structured as a matching program, providing strong incentive for think tanks to develop a base of local supporters.

Eligibility for 2008 Fisher Venture Grants:
As this program focuses on helping think tanks that are no more than eight years old, we will only accept applications from think tanks founded after January 1, 2000. There are no geographic restrictions on who may apply.

Selection Criteria:
Fisher Venture grants are given to think tanks that represent “great investments” for the future of liberty—that is, they will be given to early-stage institutes that can have an important impact in the climate of ideas (high returns), and that have a demonstrated track record and commitment to good practices (suggesting a reasonable level of risk). Atlas will enlist members of its board of advisors in the selection of winners of Venture Grants.

To Apply:
Visit the Fisher Venture Grants section of Atlas’s Web site—AtlasUSA.org—listed under the Award Programs header on the left side of the homepage.

Structure of Fisher Venture Grants:
$20,000 in year one; up to $30,000 in year two; and up to $50,000 in year three. (To receive a full grant, grantees must raise an additional $20,000 and $30,000 from new donors in the second and third years of the grant term).

Important Dates in 2008

Be sure to mark your calendar!

Dorian & Antony Fisher Venture Grants—Application Deadline
January 31, 2008

April 11, 2008

Liberty Forum: Atlanta, Georgia
April 25-27, 2008

Atlas Experience: Niagara-on-the-Lake, Ontario
July 17-19, 2008

Atlas MBA for the Think Tanks:
Arlington, Virginia
July 21 -August 1, 2008

Freda Utley Prize for Advancing Liberty—Nomination Deadline
August 1, 2008

“Assessing Risk to Maximize Freedom,” An Atlas-NCPA Event:
Dallas, Texas
September 25-26, 2008

Freedom Dinner: Washington, DC
November 2008*

Sir Antony Fisher International Memorial Awards—Nomination deadline
December 1, 2008

International Thursday:
Atlas’s office in Arlington, Virginia
(Generally held on the third Thursday of each month)

January 17, 2008; February 21; March 20; April 17; May 15; June 19; July 24; August 21; September 18; October 16; November 20; December 18

*Event dates not yet finalized.

Be sure to check Atlas’s Web site (AtlasUSA.org) or email to Events@AtlasUSA.org for other event announcements and details!
The Atlas MBA for Think Tanks
Training Intellectual Entrepreneurs to be More Effective

Atlas is pleased to announce the launch of a new program, the Atlas MBA for Think Tanks, which will train young intellectual entrepreneurs in effective organizational management and sound business practices, in order to promote their efforts to advance freedom around the world. The program’s inaugural course is set for the summer of 2008.

The great insight of Atlas’s founder, Sir Antony Fisher, concerned the need to apply sound business practices to the task of developing and disseminating sound public policies. Members of the freedom movement agree that “ideas have consequences.” It is therefore imperative to spread the ideas of liberty. But spreading those ideas effectively requires strong, well managed institutions that can play a long-term role in their respective societies.

This is why Atlas concentrates not only on increasing the number of intellectual entrepreneurs but also on improving their understanding of how to start and operate an effective think tank.

Throughout Atlas’s history we have hosted resident fellows who take advantage of their time at our offices to learn how think tanks work. We have sponsored hundreds of workshops related to think tank management. And, of course, we have helped thousands upon thousands of visitors and correspondents who have sought our advice on aspects of think tank management.

In the summer of 2008 we are launching a new program to institutionalize our efforts in training intellectual entrepreneurs. The inaugural Atlas MBA for Think Tanks will be held over a two-week period, near Atlas’s head-

The Rise of Conservative Free Market Ideas in the U.S.: A Positive View from Europe

On November 1, 2007, Spain’s Fundación Burke and the Atlas Economic Research Foundation co-hosted an event to celebrate the publication of José María Marco’s new book, La Nueva Revolución Americana (The New American Revolution). Over 70 people gathered to hear the Spanish author’s analysis of the history and development of the conservative free-market movement in the United States.

Lee Edwards, of The Heritage Foundation and the Victims of Communism Memorial Foundation, who is widely regarded as the chief historian of the American conservative movement, and Al Regnery, of Regnery Publishing and The American Spectator, joined Marco in a lively discussion on this topic. Both offered additional insight, simultaneously critiquing and praising Marco’s analysis.

The event was held at the historic Metropolitan Club in Washington D.C. (courtesy of Curtin Winsor III) and was followed by a reception. The event provided an opportunity for guests to hear and offer different perspectives, as well as an opportunity to network and indulge in stimulating conversation, with the panelists. Eneas Biglione of the Hispanic American Center for Economic Research commented that, “There was a sense of camaraderie that evening, as conservative, free-market ideas united Europeans and Americans.”
quarters in Arlington, Virginia. The dates will be from Monday, July 21 through Friday, August 1, 2008. Program participants will be exposed to sessions covering strategic planning, fundraising, accounting and budgeting, marketing, use of new media, networking, building and managing a team, and performance measurement. While in the Washington, D.C. area, participants will gain exposure to other freedom-oriented organizations and enjoy field trips to historical landmarks. They will collaborate on group projects, compete for prizes and interact with peers from different countries.

Our ideal candidates for the Atlas MBA program will be intellectual entrepreneurs who work firsthand with the management, or are directly involved in the startup, of their own organizations, and promising young staff at existing think tanks who could be future leaders within the think tank movement.

As a special bonus, early applicants may also be eligible for special sponsorship to attend The Atlas Experience, a relaxing, intellectually stimulating event that will be held at Niagara-on-the Lake, Ontario, July 17-19, 2008. This event brings together lovers of freedom for enlightening lectures, fine dining, intimate economic salons and refreshing local tours.

Who Is Eligible:
Any intellectual entrepreneur or think tank staffer who wants to improve his or her effectiveness in running a think tank or program within a think tank.

How to Apply:
Visit the Atlas Economic Research Foundation’s Web site, AtlasUSA.org, and fill out the one-page form under “Atlas MBA for Think Tanks” (under the events listings in the left column).

Application Deadline:
March 15, 2008

On November 5, 2007, the Atlas Economic Research Foundation and the Canadian Defence and Foreign Affairs Institute (CDFAI, Calgary) co-sponsored the conference “Understanding the International Implications of Geopolitics and Economics of Iran,” at the Dirksen Senate Office Building in Washington, D.C. The event consisted of two panels and included Iranian professors and experts on Iran from the U.S. and Canada. The topics discussed included the respective roles of Venezuela and Russia within Iran’s geopolitical strategy, energy security, the economics of confronting Iran, and the impact of these issues on regional and international security.

Panelists included John Ferris of the University of Calgary, Christopher Brown of the American Security Council Foundation, Evgeni Novikov of the American Foreign Policy Council, Hooshang Amirahmadi of Rutgers University and the American Iranian Council, Gholam Razi of the University of Houston, Hossein Ebneyousef of International Petroleum Enterprises, Ilan Berman of the American Foreign Policy Council, and James Phillips of The Heritage Foundation. Robert Millar of CDFAI and Alex Chafuen of Atlas served as moderators.

This collaboration with CDFAI on issues affecting the Middle East continued an Atlas initiative that started last year with the conference “Finding Common Ground between the West and the Middle East,” held at McGill University, in Montreal.

The first effort of its kind, Atlas views this program as an effective, constructive way of helping think tanks influence policy and of increasing its expertise and involvement on these issues within the Washington, D.C., policy community.
Winter 2007/08

One-on-One Interview with Kosovka Ognjenovi, Economic and Social Policy Institute

Ms. Ognjenovi is president of the managing board of the Economic and Social Policy Institute, (ESPI, Serbia), the 2007 winner of the Freda Utley Prize for Advancing Liberty

How did ESPI get started and what do you see as its role in Serbia?
ESPI was established in 2001, when many new reforms were enacted in Serbia, as a response to the ongoing economic and social changes. However, until 2006, it was called G17 Institute and its purpose was in part to carry on with the activities performed by Group 17, an NGO that during the 1990s brought together a group of Serbian intellectuals in a fight against the Milošević regime. It was set up as an organization for scientific research, and it gradually developed a multidisciplinary approach to track socioeconomic changes with an aim to influence the development of basic civil society and free market economic values. The Institute continues to bring together experts in economics and in the social sciences with the goal of promoting and applying the ideas of free-market economics, an open and democratic society, and the rule of law.

Tell us about one of ESPI’s larger programs, the Summer School of Economic Policy.
One of the projects for which ESPI has received international attention is its Summer School of Economic Policy. This year was ESPI’s 10th Summer School and it paid a special tribute to the Austrian and Chicago schools of free market economics. The Summer School provides an opportunity for young people to learn about the theoretical concepts, liberal economic system mechanisms and main contributors to the ideas of the free market.

How do students find out about ESPI’s Summer School of Economic Policy, and which elements of the program attract them?
Over the course of 10 years, ESPI’s Summer School has brought together over 400 students from Serbia and neighboring countries. Course lecturers included local and international professors and experts, ministers, governors and successful alumni. We advertised the Summer School on billboards, in college journals and media, and, with help from university professors, through public announcements at local and foreign universities. The most effective publicity proved to be reference letters from teachers and posters with a list of topics and lecturers.

Where are ESPI Summer School alumni now?
Considering that Serbia is currently in the process of transition towards a free-market economy, most former Summer School students have been appointed to key positions in reform management teams. This is a good way for young intellectuals to make a difference in promoting economic freedom and development of the rule of law in Serbia, through their influence on regulatory and institutional changes. Other participants are now teaching at universities, spreading the ideas of liberty to young people and influencing university reform.

What other projects has ESPI worked on recently?
ESPI has performed a series of studies on the cost of doing business in Serbia. This research brought attention to the negative impact of government-imposed taxes and administrative processes on the development and performance of businesses and showed the benefits of removing economic barriers. ESPI is currently partnering with INEKO Institute on a project entitled, “Establishment of a Reform Coalition of the Serbian Business Sector, NGOs and Leading Media Representatives.” The study will analyze institutional and macroeconomic changes, measuring their impact on Serbia’s business climate.
What are the biggest policy issues ESPI sees right now in the Serbian government? The most important policy issues in need of reform are improving regulatory policy to create a favorable business environment for private sector development, respect for the rule of law and the urgent restructuring and privatization of public companies. It is also vital to ensure the proper conditions for free-market competition through efficient performance of independent market institutions. The government’s role in market arbitrage must also decrease. In order to attract investment and ensure a competitive edge within its region, Serbia has to maintain political stability and develop a healthy democracy.

If ESPI could change one policy issue, which change do you think would bring about the most benefit to the Serbian economy and people? Currently, the hottest policy issue in Serbia is corporate sector privatization. Through the abolishment of state ownership, many changes will be made to the regulatory and institutional framework, contributing to private sector expansion and job creation. We hope that an improved and better-developed corporate sector will make it possible for a large number of young educated people to return to their homeland and use their knowledge and experience to continue this progress.

In regards to economic freedom, how does Serbia compare with similar countries and with the European Union as a whole? It is quite difficult to assess Serbia in terms of economic freedom and compare it with other countries in the region or the EU primarily because Serbia remained excluded from international comparisons for a long time. Frequent institutional and economic changes caused structural breaks in statistics, and methodological harmonization lagged behind, leading to Serbia’s exclusion from international overviews. However, the attempts made towards joining the EU are bringing about positive changes which should improve economic liberty.

What is Serbia’s general impression of the United States? Many Serbs have lived and worked in the United States and are open to exploring new ideas in all aspects of social and economic life. The overall Serbian impression of the U.S. is that of a well-organized society that guarantees broad liberties and offers great opportunities, a technologically advanced society keen on making things happen and one of the greatest economic forces in the world.

How can the international community help out your institute? The international community can help ESPI by supporting efforts to promote Serbia’s path toward economic freedom and the rule of law. Collaborative efforts with other freedom-promoting think tanks around the world could also prove beneficial. Financial support of ESPI’s projects, including the Summer School of Economic Policy, will greatly assist Serbia’s transformation into a modern, well-organized society based on the rule of law.

Institute Overview

Institute Name: Economic and Social Policy Institute (ESPI)
Location: Belgrade, Serbia
Year Founded: 2001
Number of Employees: 9
Annual Budget (US$): $149,000
CEO/Executive Director: Kosovka Ognjenović along with the Managing Board
Main Policy Area(s): Microeconomic Policy, SME development, Competition, Education, Human Resources Development, Labor Markets, Institutional Reform
Main Program:
- Educational Programs- Summer School of Economic Policy, Workshops and Conferences
- Consulting to foreign and domestic companies on investment climate and regulations in Serbia
- Comparative Institutional Reform Studies on, particularly of successful transition countries.

Mission:
To encourage Serbia’s transition into a modern democracy and market economy based on the rule of law and to contribute to its integration into the European Union through academic excellence and independence.

Address and Contact information:
Economic and Social Policy Institute - ESPI [Institut za ekonomska i socijalna istraživanja] Toplanin venac 11/1; 11 000 Belgrade; Serbia

Web Site: institutespi.org
E-mail: office@institutespi.org
This story is about me – a 23 year-old Romanian girl, proud owner of an economics degree, and current visiting fellow at Atlas Economic Research Foundation – and my quest for freedom.

My journey began in 1989, when I was only five years old, at the start of the anti-communist revolution. Though I was very young, my memories are vivid. I remember that the shops were always empty. I remember how my grandpa died from pneumonia after standing outside in the cold for hours to get milk for us children. I remember how the regime reduced us all to the status of beggars. We begged for everything, from bread to clothing to heat and electricity. We even begged for the right to think. I witnessed the harm done by the communist regime in my country and the trials we endured to change it.

Growing up, my parents encouraged me to think for myself and to defend my perspective, which was an integral part of the development of my "classical liberal creed." By 1996, the first free-market coalition came into power in Romania. At this point, I was old enough to follow the political debate and understand more about what was happening around me. I toyed around with my political views for quite a few years without being able to label what I believed, or to connect it with a formal framework.

It would have taken me even longer to define my beliefs if not for my economics professor at the Academy of Economic Studies in Bucharest. Unlike most professors teaching political economy in universities, Cosmin Rogojanu had escaped the spell of Keynes and his followers, thanks to the influence of Institute for Economic Studies (IES-Europe) and Mises Institute (Romania). He strongly believed in free markets and in each person’s right to make his or her own choices. Cosmin never forced his opinions or beliefs on us. Instead, he exposed us to ideas and made us think about them. He also played devil’s advocate, encouraging us to debate and fight for our ideas. There was never another class with so much debate, and we loved it!

Fortunately, he was not the only freedom missionary in Bucharest. Today, the Academy has a small but highly effective classical liberal core that teaches political economy, international trade, economic competition and other related classes. Many of these young professors are IES or Institute for Humane Studies (IHS) alumni.

These individuals founded the Mises Institute to spread free-market ideas in Romania. The fledgling Institute started with weekly Mises Seminars, which took place in a small room in the Academy and attracted the few Austrian economists and classical liberals in Bucharest at that time. It grew larger as more of their friends and colleagues joined, but students made up the majority. Through this program, the Mises Institute became one of the most visible and influential market-oriented organizations in Romania. It continues to hold the Mises Seminars and now has other free-market initiatives, like the “Small Books, Great Ideas” Seminars and the Romanian translations of many great classical liberal books. Through these initiatives, the Mises Institute seeks to serve as a platform for conveying the philosophy of freedom to a great number of students.

In Cluj, an important university center in Romania, Radu Nechita (featured in Atlas’s Freedom Matters in November 2004) has taken on the Herculean task of educating young minds in the spirit of liberty and respect for individual rights. Radu is a young, dedicated professor who, like Cosmin Rogojanu, is also an IES alumnus. He started a weekly Hayek Seminar to provide students and others in Cluj with the appropriate environment for discussing freedom-related topics. Many
have been exposed to classical liberal ideas through the weekly Hayek Club debates, which regularly attract 40 to 60 students, up from the 10 students who attended the Seminar in its first year.

Radu recently founded a free-market think tank, the Independent Center for Economic and Social Studies (CISED), which is dedicated to translating important classical liberal works into Romanian, organizing both the Hayek Seminars and a Romanian free-market seminar using the IES template, and publicizing liberal solutions to the daily policy challenges in Romania.

The efforts of Radu, the Mises Institute and IES-Europe are the main sources of international free-market events for Romanian students. Pierre Garello, the director of IES-Europe, has said that there are many Romanian applications each year and Romanian students are among the best prepared.

Many of these students have gone on to found or join free-market NGOs. Others are teaching, working in financial institutions, in the press and in the political arena. But wherever they are, they are promoters of freedom, passing on the classical liberal legacy that they were taught. The significant change in the climate of ideas and the implementation of free-market policies are valuable proof of their impact. In just a few years (2000-2007), Romania has substantially improved in its ranking on both the Fraser Institute’s Economic Freedom of the World Report and the Heritage Foundation’s Index of Economic Freedom.

Thinking back to Cosmin, Radu, IES-Europe and the Mises Institute, I realize how indebted I am to them. They showed me that I was not alone in my beliefs and that there was a true community of individuals who share my ideas. All I had to do to get “in” was to knock at its doors and enter. The “knock” for me was the application I submitted for IES-Europe’s Summer Seminar. My first step into that community was the 2004 Europe and Liberty Seminar in Gummersbach, Germany. Many other wonderful experiences followed with IES, IHS, the Foundation for Economic Education and Freedom Week programs.

I have met many great people during these past three, exciting years. Tom Palmer (Cato Institute) showed me how far commitment can go. Doug Rasmussen (St. John’s University, New York) revealed to me the true meaning of spirituality. Greg Rehmke (Economic Thinking) taught me that there is no such thing as an unreachable dream. Pierre Garello gave me the opportunity to attend IES events. And there are many, many others who encouraged and supported me along the way.

I will continue to try and repay my debt in my own way. I will continue to pass on the things I learn to my family (both my brothers are now IES alumni) and friends. I will continue to volunteer my time to helping free-market think tanks and to organize market-oriented events for students. I want to dedicate my future public policy career to advancing liberty.
On November 6, 2007, the Atlas Economic Research Institute celebrated World Freedom Day. Over 250 guests gathered at the Willard InterContinental Hotel in Washington, D.C. The event was kicked off with toasts to freedom by Elena Leontjeva (founder of the Lithuanian Free Market Institute), Atilla Yayla (president of the Association for Liberal Thinking, Turkey), and Ljubo Sirc, CBE (director of the Centre for Research into Post-Communist Economies, United Kingdom, pictured here). Each toast emphasized the important and necessary pursuit of freedom from their respective regions and experiences.

The dinner opened with toasts to freedom by Elena Leontjeva (founder of the Lithuanian Free Market Institute), Atilla Yayla (president of the Association for Liberal Thinking, Turkey), and Ljubo Sirc, CBE (director of the Centre for Research into Post-Communist Economies, United Kingdom, pictured here). Each toast highlighted the important and necessary pursuit of freedom from their respective regions and experiences.

After dinner, Francisco Flores, former president of El Salvador and unyielding freedom champion, closed the evening with an inspired, thought-provoking address about the historical and sociological reasons behind the rise or fall of freedom in society. He proposed that a paradigm shift and plan of action are needed to protect and progress freedom in any culture.

Excerpts from former President Francisco Flores’ Dinner Speech:

*The expectation [of the individual] is that we become a source of creativity that, instead of demanding from society, contributes to expand the possibilities of other human beings to achieve their own development. This is a crucial moment for the individual and for society. For the individual, this is the moment to discover freedom....* 

When we witnessed the crumbling of the Berlin Wall and with it the disintegration of the Soviet Union, we thought that we would never see in our lifetime those same ideas taking hold again. Now we are perplexed at the construction, in our own hemisphere, of that same proposition in present-day Venezuela.

What we didn’t realize then, however, was that communism and capitalism are the contemporary political manifestations of a deeper, universal human
Freedom Dinner

The Research Foundation held its annual Freedom Dinner when guests from around the world gathered at the historic Constitution Room, D.C., to join Atlas in giving toasts to freedom!

struggle—namely, that when dissatisfied with our present condition, we are faced with two clearly defined choices: either we honestly admit that our present condition is our creation, and take the tougher course of building a solution, or we take the far easier choice of blaming the system, and convince ourselves of our unquestioned virtue and of course enjoy the leisure of constant procrastination as there is nothing we can really do at a personal level to better our lives. …

Humanity will ever be tempted by a proposition that explains all human suffering as caused by a social system that is to blame for all the shortcomings in our life, and that by eliminating all personal responsibility proposes a most simple solution—the only thing that needs to be done is to destroy the present state of affairs and a just, peaceful, prosperous world will spontaneously emerge. …

We must decide to defend the freedom we now enjoy in our countries. Do not take yours for granted. Be conscious of the risks that surround you. Participate. If it is not to your liking the way your country is conducted, offer your help. Transform your frustrations into a positive involvement that will allow you to make a difference. …

One’s country is like the air we breathe. We aren’t even aware that it exists, yet if we were to lose it, we would asphyxiate in a world without meaning. We would have lost our roots and with them our memories. …

Even in the face of the dangers that this commitment requires, we must fight for our freedom.

To read or watch the full dinner speech, please visit the Atlas Web site, AtlasUSA.org.
Management Tip: Measuring the Immeasurable

What is the best way for a think tank to measure its success? What is the best way for a foundation to invest in charities? For decades, for-profit organizations have been using a variety of evaluation techniques to help them succeed in a competitive environment.

For think tanks and philanthropic foundations, however, this task can be daunting. We deal largely in the intangible realm of ideas. How do you measure something such as a changed mind? How do you know if you have influenced the culture? Such puzzles lead many in the nonprofit sector to avoid evaluation altogether. They shouldn’t.

As hard as it may be to measure outcomes—our big-picture mission and long-term goals—we can measure outputs—our activities and products. Think of outputs as measurable proxies or indicators of the bigger picture. For example, the number of books we have sold doesn’t tell us if we have changed minds—or even if anyone has really read the books—but it does indicate interest in the ideas articulated in those books, and suggests that those ideas are being disseminated.

No single measure will tell the whole story, but a strategic array of measures can paint a useful picture of a program or organization’s success.

You can begin by encouraging everyone to aim for the same bull’s-eye, that is, by defining the goals and then deciding how to measure success. Defining goals after the fact is like shooting an arrow at a wall and drawing the target around it. You are less likely to aim carefully or to know if you have really succeeded.

This is easy to write but hard to do. I learned this the hard way when I finished the Acton Institute’s (Michigan) first evaluation report and promptly stuck it on a shelf where it collected dust. We measured a lot, but learned little. It wasn’t until we learned to hold program managers accountable, to bring life to the data, and to integrate them into other activities that evaluations began to make a difference.
Those of us in the free-society movement understand the crucial role prices play as signals in the market, guiding the production and distribution of resources. In the nonprofit world, unfortunately, we rarely have a price mechanism to give us sensitive, real-time information. To simulate that mechanism, we need a feedback exchange between everyone who has an interest in the data. Like the competitive free-market environment, we improve when others are free to question our actions, criticize our ideas, hold us accountable for failure and reward us for success.

After three years of evaluating Acton’s work and learning to face the cold, hard facts, we have improved as an organization and our donors are more confident in their investments.

Getting Started

With the every day pressures of to-do lists, deadlines and emergencies, you may think that evaluation is a luxury you cannot afford. At Acton, we thought that too. Fortunately, we found five ways to jump-start the process:

1. We recognized the cost up front and freed one person to begin the process. At a recent Tracking Freedom Roundtable*, we discovered that this was common among organizations that have successfully launched their own evaluation process.
2. We promised to deliver to our board a monthly management dashboard. This boosted the penalties for inaction.
3. We built on our existing foundation by graphing the items we already measured.
4. We then integrated our evaluation tools into proposals where they could become development assets.
5. Because the emotional costs of adding evaluation are real, we worked hard to persuade staff of its usefulness.

Our Evaluation Tools

Though there are many good evaluation tools such as logic models and balanced scorecards, we use the following:

State of the Institute – This bi-annual, comprehensive report provides a six-month snapshot of every active project at Acton with over 250 metrics listed in five “scorecards” and graphed in seven “dashboards.” This large document is then sent to our board of directors and individually reviewed by each director. This helps us to spot trends, correct problems and improve our target results.

Scorecards — Each department has its own scorecard. It begins with the department’s mission statement, which intentionally links back to the Acton’s mission. It continues by cataloging every project within that department with a description, objectives, strategies, target audience, results and scores. The scorecard is used throughout the planning, managing and reporting stages.

Dashboards — We graphically display the most illustrative numbers from the scorecard in a program “dashboard.” This provides high-level information in a format that is easy to review. While these graphs are visually helpful, it is also important to supplement them with text that describes the numbers in order to learn from the evaluation process.

Monthly Management Dashboard — Each month we assess three critical areas—fundraising, finance and media—in order to make important management decisions. We email this information, along with other Institute-wide highlights, to the board of directors.

An Unexpected Benefit

A powerful and unexpected benefit emerged with our evaluation system: We developed a common grammar and lexicon that now shapes the way we speak about ourselves and our work. When people in an organization use common language, they can express organizing principles, critical directives and even rallying cries more effectively. There will still be creative tension and differences of opinion, but the shared vocabulary will provide an essential tool for constructively channeling ideas to achieve common goals. Consider for a moment the shared language your organization already uses and what insights it provides about your operations. Now imagine the increased effectiveness that would occur if everyone had a much richer common vocabulary. A common method of evaluation can provide that.

Piety is no substitute for technique

What is the best way to measure your organization’s success or to invest in charities? There is no one right answer, no silver bullet, no magical incantation. The answer will vary depending on your talents, goals and mission. Piety, as the French philosopher Etienne Gilson said, is no substitute for technique. Good intentions will not substitute for good systems, disciplined practice and a commitment to excellence.

If you would like to join forces with others on this work, please contact me at rtwondergem@acton.org for information on the Tracking Freedom Roundtable, through which we share tools, tips and techniques. Our next meeting is on January 22, 2008 at the Heritage Foundation from 12:00 to 3:00 pm.

*The Tracking Freedom Roundtable is a cooperative effort between non-profit think-tanks, seeking to standardize the tracking of various statistics in order to improve our success in promoting the ideas of freedom.
In the three years of its existence, the Center for Politiske Studier (CEPOS) has significantly influenced Danish politics on issues such as taxation, individual freedom, limited government and the ethics of liberty. CEPOS is the first free-market think-tank in Denmark, a country with few organized free-market proponents.

Recent publications by CEPOS highlight the importance of freedom. The 414-page history of Denmark by Kasper Elbjorn and David Gress, 20 Events that Created Denmark, was inspired by George Orwell’s saying, “He who controls the present controls the past. He who controls the past, controls the future.” The book emphasizes the value of freedom, sheds light on important moments in Danish history, refutes historical myths and highlights important events and characters that have been forgotten or written out of history for political reasons. CEPOS’s latest book, Velstandens kilder (The Origins of Wealth) by David Gress, was released in May 2007 and became a national bestseller. The book addresses the need for Danes to identify where wealth comes from in order to nourish and grow these areas.

Launched in 2005, CEPOS University is a single-semester academic program designed to reach out to the best university students, educating them on the logic of free markets, while upholding scientific credibility. Its mission is to influence the Danish society’s future elite, by providing them with a solid background on the importance of a free society. This privately-sponsored program integrates economics, political science, philosophy and journalism. It is the first of its kind in Denmark.

In 2007, CEPOS received a Templeton Freedom Award Grant from the Atlas Economic Research Foundation and later received second place for the Templeton Freedom Prize for Initiative in Public Relations. To name just a few of CEPOS’s public relations accomplishments, a national Danish business magazine, Berlingske Nyhedsmagasin that is roughly the equivalent of Forbes in the United States, recently featured a front-page story with the headline: “CEPOS controls the public debate.” The article described CEPOS as a professional and proactive think-tank with the ability to push its agenda forward and gain influence on key issues.

“Receiving a Templeton Freedom Award Grant was not only helpful to us in achieving our goals financially, but also a great honor that appreciated the challenges we are facing, and encouraged us to continue our struggle. Living in a country with a 63 percent marginal tax rate, where 25 percent of the working population is on public welfare and more than half of the economy goes through the public sector, it is not only controversial to believe in a free market, it is heresy. I am confident that receiving this award gave us a seal of approval, and it is something we have used extensively in our fundraising efforts.” - CEO Martin Ågerup, CEPOS

A new political party, New Alliance, chose CEPOS’s proposal for a 40 percent flat tax rate as its platform, thereby making itself the most progressive party on tax policy. The idea of a flat tax has received a lot of attention since CEPOS started promoting it two years ago. Before then, the term did not exist in Denmark.

Institution Profile: Center for Politiske Studier

**INSTITUTE OVERVIEW**

Economic Institute Name: Center for Politiske Studier
Year Founded: 2004
Number of Employees: 6 full-time, 6 students and interns
Annual Budget: US$2,280,000
CEO/Executive Director: Martin Agerup
Main Policy Area(s): Domestic Economics, Education
Main Programs: Economics, Education, Integration, CEPOS University
Mission: To preserve and strengthen the foundations of a free and prosperous society based on personal and economic freedom, the rule of law, democracy, and limited government
Address: Vesteregade 16, St., DK-1456 Copenhagen K, Denmark
Phone: 45-33-93-24-04
Fax: 45-33-36-07-69
Web site: cepos.dk
Belarus is the last dictatorship in Europe. It ranks 151st among 157 countries in the Economic Freedom of the World Report index (Fraser Institute, Canada). Its authorities stifle political and civil rights and liberties. It was in this climate that a group of young economists, political scientists and lawyers formed the Scientific Mises Center of Belarus in 2002. The Center promotes theories and practical solutions based on the methodology and instruments of analysis of the Austrian school of economics.

The Mises Center organizes a variety of initiatives to promote the discussion of the ideas of a free society. It hosts economic salons for studying various aspects of economic policies, theories and books. Over 130 individuals attend these monthly events. Another effort of the Center is donating English-language books on economics to Belarusian public libraries, to the Institute for Privatization and Management and to Belarusian State University. It delivered over 6,000 books adding to the growing collection of publications on free-market economic theory, policy and philosophy for students to use in their research activities.

The Mises Center provides a valuable source of economic information for teachers, students and civil society activists. Its Web site contains more than 1,500 articles, working papers and books.

Mises Center experts regularly lecture on the “Foundations of Free Market” at Belarusian universities and libraries. The Center also trains students and teachers at summer schools and two-day weekend seminars, “Ideas and Practice of Liberty.” These seminars reach students, university teachers, entrepreneurs and civil society activists. Lecture topics range from the business climate and how to reform it to problems of privatization to administrative change and how to win public support for reforms.

In 2005 and 2006, the Mises Center formulated and presented a National Business Platform to the coalition of regional business associations. The Center has also worked on draft laws and programs used by Belarus’s democracy movement.

In 2005 and edited by Jaroslav Romanchuk and Leonid Zaiko, is a rare blueprint for free-market reforms of the kind that is especially needed in centrally planned economies transitioning towards the free market.

In 2006, the Mises Center published Business in Belarus: In Circle One to provide recommendations to business associations and to policy makers on how to create a favorable business climate, presenting the best and the worst business practices. The book concludes that there is a clear correlation between economic liberty, the quality of the business climate and the goals of the people.

In 2007, the Scientific Research Mises Center won the first place in Atlas’s Templeton Freedom Award for Student Outreach and also received one of Atlas’s Templeton Freedom Grants. At the 2007 Freedom Dinner (see pages 10-11), the Mises Center received first place in the Templeton Freedom Award for Initiative in Public Relations.
Supporter Spotlight: George Pearson on Creating a Legacy of Freedom

Exploring New Ways to Give

By Jo Kwong, Vice President of Institute Relations

In my regular correspondence with Atlas friends and supporters, I often describe how much I treasure the opportunity to partner with Atlas’s many think tank leaders around the world. But that’s only part of the Atlas story. Behind every successful “ideas entrepreneur” stands a dedicated Atlas supporter, each one of whom has a compelling story to tell about why freedom matters to them.

The ideas of liberty are built upon hundreds of years of classical liberal thought, but it’s a story that continues to unfold. It’s exciting to see the roles that Atlas supporters have played in building and sustaining the modern freedom movement. Unsurprisingly, we have many “gems” among Atlas’s donors—individuals who have studied with the legendary heroes of liberty, published influential books, participated in seminal gatherings, or otherwise lived the stories that are written about in books such as Brian Doherty’s Radicals for Capitalism.

In the Supporter Spotlight articles, I like to share their stories with you. Recently, I interviewed George Pearson about his freedom journey. George is a longtime Atlas Board member and donor, as well as a member of Atlas’s new Fisher Society. Though I’ve known him for over 20 years, I still learn so much from him every time we meet, and I was delighted when he accepted my invitation to ask him a few questions!

You’ll see his recollections sprinkled with names like Ludwig von Mises, Hans Sennholz, W.W. Hutt, Israel Kirzner, Ludwig Lachman, Charles Koch and Ed Crane. I’m hoping George’s words stir up memories among Atlas’s other long-time friends and donors so they might also offer to share their stories. I also hope this interview will inspire Atlas’s younger friends to see that we are all living the freedom story.

The other thing I hope you’ll take away from George’s story is how you can turn your freedom story into a freedom legacy. You’ll see how George and his wife, Marilyn, have achieved this by naming Atlas as their beneficiary in a prepaid life insurance policy.

An Interview with George Pearson

JK: George, I’ve known you for a long time, but you’ve been an energetic supporter of the freedom cause since before we met. Why are you so passionate about promoting the cause of liberty and how did you first become acquainted with the ideas?

GP: I became committed to the ideas of liberty during college. Like Alex Chafuen, Larry Reed (Mackinac Center for Public Policy) and many others who deeply believe in the ideas of liberty, I studied economics at Grove City College (Pennsylvania) under the late Hans Sennholz, who was himself a student of Ludwig von Mises. During my senior year, I attended a weekend at the Foundation for Economic Education (FEE) in New York. That experience sealed my commitment. After two days with Leonard Read and the rest of the FEE staff, I came away with the notion that what I wanted to do was become independently wealthy so that I could spend my time and resources promoting freedom. Fortunately, I was able to essentially accomplish my dream occupation even without becoming independently wealthy.

Left to right, Alex Chafuen, Hans Sennholz and George Pearson at George Mason’s Gunston Hall Plantation (Virginia) for an Atlas Workshop during the 1998 Mont Pelerin Society Meeting
JK: You’ve had a long history with the freedom movement. Can you tell us about some of the activities you’ve been involved in and any other memorable experiences?

GP: My first involvement in the “freedom movement” was a short stint at Bob LeFevre’s “Freedom School” in Larkspur, CO. In the mid-60s, LeFevre decided to expand the Freedom School into a college and arranged with William Hutt, an economist, and James Martin, a historian, to head the faculty of the new Rampart College. My second memorable experience was in 1973 when Charles Koch chaired the Institute for Humane Studies (IHS) Board and I was elected to serve as the Institute’s vice president shortly after the unexpected death of F.A. Harper, founder of IHS. Another involvement was working with Israel Kirzner to bring Ludwig Lachman from South Africa to become part of the nucleus for the Austrian program at NYU. I was also involved when Charles Koch and Ed Crane founded the Cato Institute. Some other highlights include bringing Mises to Wichita in the late 60s, meeting with Hayek, and the South Royalton conference on Austrian Economics. My current involvement is with the state think tank in Kansas, the Flint Hills Center for Public Policy, and of course, serving on the board of directors for Atlas.

JK: How did you first learn about Atlas?

GP: I worked for Charles Koch and Koch Industries in Wichita, Kansas, for 27 years. One day, Atlas’s founder, Antony Fisher, came to Wichita to sell Charles on the idea that think tanks can play a critical role in promoting freedom. It was one of the more memorable dinners of my life. Fisher was turtle farming in the Cayman Islands at the time and Koch had one of the largest ranching operations in the country. Besides talking about how to spread freedom, these two business titans compared the economics of turtle farming to those of the cattle industry. It was fascinating.

JK: What attracted you to Atlas? Why did you decide to become a contributor to our efforts to advance freedom around the world?

GP: I joined the Atlas Board in 1993 and had a good vantage point to watch Atlas’s growth. In recent years, Atlas has matured into one of the most effective freedom-focused organizations. It has a relatively young team of bright, dedicated, enthusiastic people. It has honed its unique focus on identifying and nurturing ideas entrepreneurs, helping them to establish successful think tanks around the world. Atlas has a bright future with unlimited opportunities to expand its valuable work.

JK: With your long-time involvement with the free-market movement, you’re acquainted with many staunch supporters of Atlas and other like-minded institutes. What are some of the creative ways that you and others have found to contribute to causes, like Atlas, that advance free markets, rule of law and limited government?

GP: I have thought of several different ways to help Atlas. Some work well for me today and others will be better fits in the future. For now, I have named Atlas as a beneficiary for my pre-paid life insurance policy. This enables my wife and me to make a gift to Atlas that yields a certain amount of money but at a date uncertain. For the future, I’m considering the example set by several of my friends who commit their Social Security income to free-market organizations that understand that it’s not the government’s job to be universally responsible for people in their old age. This way, you put your Social Security checks to work, fueling the fight against government’s intrusive role. And of course, the traditional legacy gift is a designation to the charity in a will. There are many ways to make a legacy gift.

JK: If there was one thing you could change about the world, what would it be?

GP: If I could change one thing it would be the education system. We have learned from James Tooley and others at the E.G. West Centre in the UK, that there are much better alternatives for educating students than government schools and this is true in all societies rich and poor.

JK: Thanks, George, not only for your time, but for all you do for Atlas and for the many people and ideas that benefit from your generous support. We are truly blessed to work with you!
Center for Hemispheric Defense Studies Conference on Latin American Armed Forces

Professor Pedro Trujillo spoke at a conference on “The Role of Latin American Armed Forces Against New Threats” in Lima Peru, July 10-13, 2007. This conference was organized by the Center for Hemispheric Defense Studies (National Defense University) in Washington D.C. Professor Trujillo is currently the director of the Institute of Political Studies and International Relations at University Francisco Marroquín (Guatemala). The conference was attended by participants from Latin America and the United States. According to Trujillo, “Everybody agreed on the aspects that affect government institutions and people, and that those aspects pose new challenges in the international arena in a framework of globalization.”

New Think Tank: The Research Institute on Democracy and Rule of Law

A new think tank, the Research Institute on Democracy and Rule of Law (IRDED) in Guinea, launched in August 2007, with a seminar entitled, “The Legal Protection of the Media in Guinea.” Speakers included Pennsylvania Supreme Court Justice Cynthia Baldwin, African Court on Human and Peoples’ Rights Justice Jean Somda and American University Professor William Berenson. Souleymane Diallo, founder of the Lynx, the most widely read newspaper in Guinea, also presented. IRDED plans to also do work on the topics of corruption, the justice system and the rule of law.

Classical Liberal Courses at top Bulgarian Universities

The Bulgarian Society of Individual Liberty (BSIL) organized two courses on the ideas of liberty at two Bulgarian universities - Sofia University and New Bulgarian University. The course on the values of the free society at Sofia University is directed by Associate Professor Emil Georgiev, a BSIL Board member. Kalin Manolov, BSIL’s executive director, is also currently teaching a classical liberal course at the New Bulgarian University. This fall, the New Bulgarian University published a collection of classic liberal works, Liberalism: Ideas for a Free Society, which was prepared and organized for publication by Manalov.

Moving Picture Institute in the Media

The Moving Picture Institute (MPI, New York) has received significant media attention during the last few months. Publications such as the New York Times, the Wall Street Journal, and the Weekly Standard have recently referred to MPI as a “talent incubator” that is one part film production company, one part salon.” MPI’s founder, Thor Halvorssen, has been called a “fledgling movie mogul” and a “driving force” while MPI’s films have been called “funny,” “contentious,” “moving.” Crossing political lines and reaching an intelligent and discerning readership, these articles speak to MPI’s growing visibility and impact. In less than two years of operation, MPI has completed a significant amount of work. With seven feature-length films to its credit and more coming soon, MPI is actively seeking to change the culture and promote freedom — one film at a time.

Centre for Civil Society’s 10 Year Anniversary

The Centre for Civil Society (CCS, India), founded in 1997, recently celebrated its 10th anniversary with a gala dinner on August 5, 2007. During the past 10 years, the Center has experienced considerable growth and success in promoting social change through public policy. From a one-room office and one-person staff, it has grown to eight rooms and 22 team members. CCS continues to make a significant impact in the areas of education, livelihood, governance and the environment. CCS reaches thousands of students, interns and others through its seminars on liberty.

Collaborative Europe-Middle East Security Conference

The Democracy and Security International Conference took place June 5-6, 2007. Co-hosted by the Prague Security Studies Institute (Czech Republic), Shalem Center (Israel) and Foundation for Social Analysis and Studies (FAES, Spain), the conference attracted a powerful
and diverse group of participants, including former Czech President Václav Havel, Russian chess champion Garry Kasparov, Iranian heir to the Shah Reza Pahlavi, as well as dissidents and freedom fighters from many countries, including Iran, Syria, Sudan and Belarus. The conference explored the proposition that a direct link exists between the promotion of democracy and the strengthening of security. More information, including a program and list of participants, can be found at democracyandsecurity.org.

New Publications and Events

Civita’s New book and New Program, the Civita Academy

Civita (Norway) recently published a new book by its own Lars Peder Nordbakken, *Moraldannende felleskap*, discusses the role of civil society in a liberal framework, statism in Norway and the way social democrats in government have reduced civil society to just another “useful sector” for the state. It has received a great deal of media attention. During the fall of 2007, Civita began a new project, the Civita Academy. Fifteen students were selected to participate in a course on the philosophy of classical liberalism. The students’ semester ended with the Oscarsborg seminar, an additional three-day seminar on liberal philosophy and thinking held at Oxford University. The topics of the Oscarsborg seminar included globalization and trade, corporatism in Europe, water distribution and privatization and the politics of fear. The seminar was attended by 40 young, aspiring leaders.

New Publication Corruption: An Economic Analysis by Boris Begovic

The Boris Begovic of the Center for Liberal-Democratic Studies in Serbia recently published the book, *Corruption: An Economic Analysis*. The book provides an overview of the causes, mechanisms and consequences of corruption, and identifies government intervention as one of the main sources of corruption. It concludes that the combination of free markets and private property rights makes for a prime antidote against corruption. Production of the book was funded by the John Templeton Foundation. The book was launched on July 4, 2007, at an event featuring Serbia President Dejan Popovic, Reverend Radovan Bigovic and Boris Begovic. (This book is available in Serbian only.)

New University in Montenegro

The opening lecture for the first class of students at the University of Donja Gorica-School of International Economics, Finance and Business, took place on July 4, 2007. While classes officially began on September 10, some activities – including summer session, email communications, distance learning and student internships – began earlier. This new university, founded by Veselin Vukotic, aims to teach the principles of freedom in the Balkan region. It begins its first year with 10 faculty members.

Margaret Tse of Instituto Liberdade Wins Award

In October, Margaret Tse of Instituto Liberdade (Brazil) was honored with the Distinguished Woman 2007 Prize in Education, for her tireless work on school choice reform in Brazil. The award was given by the Jornal Do Comércio (Commerce Journal) and Lojas Renner (a department store formerly owned by North America’s JCPenney’s stores). This prestigious award recognizes eight separate categories, to distinguished women in honor of their work, knowledge, talent and achievement. The award ceremony took place in Porto Alegre, Brazil. ●
**Directory**

Below are the names and web addresses (where applicable) of institutes mentioned in this quarter’s Highlights. Visit the Think Tank Directory at AtlasUSA.org for more details on the larger network of market-oriented think tanks with which Atlas works.

- Acton Institute for the Study of Religion and Liberty ([acton.org](http://acton.org))
- American Foreign Policy Council ([afpc.org](http://afpc.org))
- American Security Council Foundation ([ascfusa.org](http://ascfusa.org))
- Association for Liberal Thinking ([liberal-dt.org.tr](http://liberal-dt.org.tr))
- Canadian Defense and Foreign Affairs Institute, CDFAI ([cdfai.org](http://cdfai.org))
- Cato Institute ([cato.org](http://cato.org))
- Center for Hemispheric Defence Studies ([ndu.edu/chds/](http://ndu.edu/chds/))
- Center for Liberal-Democratic Studies ([clds.org.yu](http://clds.org.yu))
- Centre for Civil Society ([ccsindia.org](http://ccsindia.org))
- Centre for Research into Post-Communist Economies, CRCE ([cree.org.uk](http://cree.org.uk))
- Civita-Norway ([civita.no](http://civita.no))
- Economic and Social Policy Institute, ESPI ([institutespi.org](http://institutespi.org))
- E.G. West Centre ([ndu.ac.uk/egwest/](http://ndu.ac.uk/egwest/))
- Flint Hills Center for Public Policy ([flinthills.org](http://flinthills.org))
- Foundation for Economic Education ([fee.org](http://fee.org))
- Foundation for Social Analysis and Studies ([fundacionfaes.es](http://fundacionfaes.es))
- Fraser Institute ([fraserinstitute.ca](http://fraserinstitute.ca))
- Fund for American Studies ([ffas.org](http://ffas.org))
- Fundación Burke ([fundacionburke.org](http://fundacionburke.org))
- Heritage Foundation ([heritage.org](http://heritage.org))
- Hispanic American Center for Economic Research, HACER ([hacer.org](http://hacer.org))
- Institute for Economic Studies, IES-Europe ([ies-europe.org](http://ies-europe.org))
- Institute for Humane Studies, IHS ([theihs.org](http://theihs.org))
- Institutio Liberarale ([il-rs.org.br](http://il-rs.org.br))
- Lithuanian Free Market Institute ([freema.org](http://freema.org))
- Mackinac Center for Public Policy ([mackinac.org](http://mackinac.org))
- Moving Picture Institute ([thempi.org](http://thempi.org))
- National Center for Policy Analysis ([ncpa.org](http://ncpa.org))
- Prague Security Studies Institute, PSSI ([pssi.cz](http://pssi.cz))
- Research Institute on Democracy and Rule of Law ([ireded.com](http://ireded.com))
- Scientific Research Mises Center ([liberty-belarus.info](http://liberty-belarus.info))
- Shalem Center ([shalem.org.il](http://shalem.org.il))
- State Policy Network ([spn.org](http://spn.org))

**Update your think tank information!**

If you are connected to a public policy institute or think tank, please visit Atlas’s Think Tank Directory (AtlasUSA.org and click on “Think Tank Directory” in the left sidebar) to make sure that your information is correct and visible to the public. If you do not see your institute listed or if updates need to be made, please contact Cindy Cerquitella (cindy.cerquitella@atlasUSA.org) as soon as possible.

**SAVE THE DATE**

April 25–27, 2008

---

The Liberty Forum brings together people from all over the world who want to exchange ideas for building freer societies. The event includes sessions on think tank management and current policy challenges and solutions. Atlas will announce the winners of both the 19th Annual Sir Antony Fisher International Memorial Awards and the 2008 Dorian & Antony Fisher Venture Grants. Frank Hanna, CEO of Hanna Capital, will be the Forum’s keynote speaker.

Online registration for the Liberty Forum is available on the Atlas Web site, [AtlasUSA.org](http://AtlasUSA.org). For more information on the Liberty Forum, please contact Atlas at 703.934.6969 or [events@atlasUSA.org](mailto:events@atlasUSA.org).

Atlas has established a room block at the Sheraton Atlanta Hotel at the rate of $159++ single/double. Please call 404.659.6500 and ask for the Atlas room block. To receive this discounted rate, please make your hotel reservation by March 24.

---

**FRANK J. HANNA**

Sheraton Atlanta Hotel
165 Courtland Street at International Blvd.
Atlanta, GA 30303

[SheratonAtlantaHotel.com](http://SheratonAtlantaHotel.com)