



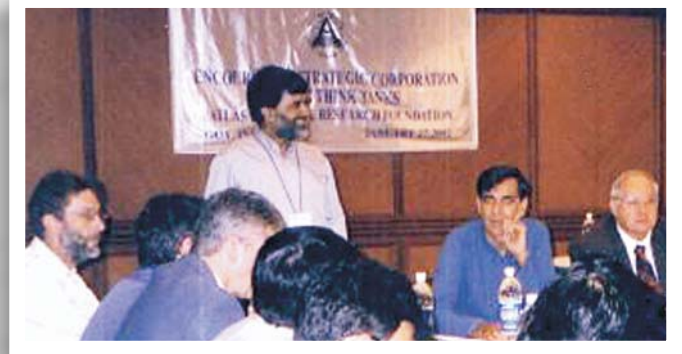
Atlas Economic Research Foundation

Atlas INVESTOR REPORT

Special Year-in-Review Issue – Fall 2002



**“GIVE ME A LEVER
AND I WILL MOVE
THE WORLD”**

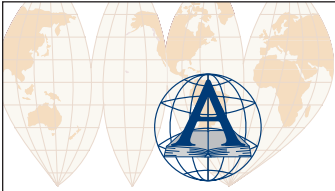


Clockwise from top: Alex Chafuen welcomes keynote speaker Grover Norquist (*Americans for Tax Reform*) to Atlas’s Liberty Forum event in Philadelphia; Leonard Liggio (far right) participates in an Atlas-sponsored workshop in India, hosted by Barun Mitra (*Liberty Institute, India*); Jo Kwong and Colleen Dyble with new institute leader, James Shikwati (*Inter Region Economic Network, Kenya*).

Inside

Alex Chafuen on Renewing the Commitment to Liberty	3
Building Human Capital for the Freedom Movement	4
Supporting Think Tanks	6
Management Workshops and Policy Leadership.....	8
Wish List	10
Our Donors, Our Partners	12
Teaching Freedom through the Academy.....	14
Leonard Liggio on the New Biography of Sir Antony Fisher	15





Atlas Economic Research Foundation

The Atlas Economic Research Foundation works with think tanks and individuals around the world to advance a vision of a society of free and responsible individuals, based upon private property rights, limited government under the rule of law and the market order. Atlas is a nonprofit 501(c)(3) organization that is supported solely by donations from individuals, foundations and corporations.

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At Atlas

Bringing Freedom to the World

Atlas strengthens the diverse movement of think tanks, academics and other allies who share our belief in the freedom philosophy, which envisions a society of free and responsible individuals, based upon private property rights, limited government under the rule of law and the market order.

Working with New Intellectual Entrepreneurs

Atlas's pipeline of new think tank entrepreneurs is larger than ever. Currently Atlas is exploring new programs with 73 individuals from 37 foreign countries and 13 different states of the U.S.

Nurturing Think Tanks

Atlas works with a network of market-oriented allies that includes more than 200 think tanks, about half of which received funds or advisory services from Atlas during their early years. Thanks to our generous donors, in the last 12 months Atlas has given funding – in the form of direct operating grants, travel grants for training programs, and special project grants – to 98 institutes that share the freedom philosophy.



Most of the 2002 Atlas staff (missing: Leonard Liggio, Nikolai Wenzel and Carol Coulter Davis) with several visitors from Africa and Latin America. Bottom row from left: Romulo Lopez Cordero (Ecuador), Jo Kwong, Thompson Ayodele (Nigeria), Alex Catherino de Souza (Brazil), Marcia Xavier de Brito (Brazil), Chris Martin, and James Shikwati (Kenya). Middle row: Colleen Dyble, Elena Ziebarth, Eneas Biglione (Argentina), Joyce Schroeder, and Tara Judge. Top row: Andre Andrade (Brazil), Brad Lips, and Alex Chafuen.

Investments in Technology Pay Dividends

Atlas launched an enhanced version of its Web site in 2002 to provide current news from throughout the Atlas network and to feature helpful interactive tools. Visit www.atlasUSA.org to browse the Freedom Directory (of think tanks worldwide), Freedom Calendar (of upcoming think tank events), and Freedom Classifieds (where think tanks and donors can discover opportunities to assist one another).

Building on the International Freedom Project

In 1999, Atlas began a partnership with the John Templeton Foundation to administer and expand internationally a course grant competition program to encourage the teaching of freedom at universities. This program has been a great success, reaching more than 1500 students directly through 68 courses in the U.S. and 25 other countries. Many more have been reached through related public lectures, newspaper columns, radio programs, publications and television interviews. Atlas is building exciting new academic programs on the foundation of this successful project.

Organizational Growth with High Rates of Throughput

In the last three years, Atlas added to its staff and enjoyed a corresponding increase in its delivery of services to the freedom movement. Atlas prides itself on operating in an efficient manner, so that your donations are put to use in programs. In 2001, Atlas again utilized more than 90% of its \$3.2 million budget for programs, with more than \$1.9 million disbursed in grants. Atlas is not endowed and must fundraise for all its program and overhead expenses. We do our best to earn the loyalty of the donors upon whom we depend to advance the cause of freedom.

Renewing the Commitment to Liberty

Last year, we developed this quarterly publication, the *Atlas Investor Report*, to provide our donors with more regular communication about the freedom movement and the think tanks in which we together are investing funds and effort.

In this special edition of the *Investor Report*, we take a look back at the activities of Atlas over the past twelve months – as well as a look forward to our plans for the future. It is our habit at Atlas to take stock of our progress toward our institutional goals this time of year and share them with trusted friends and donor partners.

- We are happy to report in these pages that Atlas has surpassed its expectations on several fronts, including the number of new intellectual entrepreneurs involved in our work and the number of new institutes that have been launched.
- We have exceeded goals for exposing think tank leaders to training sessions, and for hosting events that call attention to important international policy areas and that foster collaboration among institutes in the network.
- We have fallen short of our two-year goals, set in September 2000, of doubling the readership of Atlas materials and the size of our overall budget, but have made notable progress – up approximately 50% on the former, and 40% on the latter. Internally, important strides have been made in attracting talented new staff, improving information systems, and enhancing the quality of our Web site and publications.

Of course, this past year has been one of severe challenges. My columns in the three most recent issues of the *Investor Report* addressed the terrorist attack on the United States one year ago, the still-unfolding economic crises in Latin America, and the betrayals of trust that have shaken major institutions from Wall Street to the Catholic Church.

Yet 2002 also has had many bright spots for the freedom movement. The terrible events of last September have spurred more Americans than ever to consider the foundations of their freedoms and how to protect them for future generations. Around the world, we see ideological leftists gaining little traction, unable to exploit the crises of the moment.

This is good news in the midst of hard times, but it should not be misread as an invitation to inaction. We live in an important moment in history. It is precisely during these difficult days that it is most important to sustain the institutions that advance the ideas of freedom. Changes in the climate of ideas – for good or for ill – can occur rapidly during crises. While the future course of events is impossible to predict, Atlas is confident that public policy debates always benefit from the input of strong, independent market-oriented think tanks.

The difficulties of the current period will surely threaten the stability of many fledgling think tank projects. To meet these challenges, Atlas and our allies need to redouble our efforts at finding innovative ways to create philanthropic value, attract new followers, and spread the freedom philosophy.

In this special issue, alongside the past year's accomplishments, we present plans for the future. On pages 10-11, we have compiled a "wish list," showing how your contributions can help realize cer-

From the
President's Desk



tain projects utilizing think tanks within the Atlas network.

As we dedicate ourselves to another year of bringing freedom to the world, we hope you will reflect on how important it is to nourish the market-oriented think tank movement. Your generosity is crucial. At Atlas, we will make every effort to use your contributions wisely to further the cause of freedom.

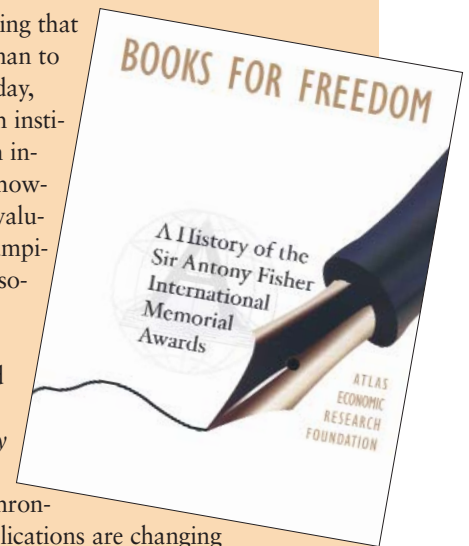
Alex

Championing the Freedom Movement

In keeping with the saying that it is better to teach a man to fish than feed him for a day, Atlas helps build research institutes, rather than publish in-house research. We do, however, believe Atlas has a valuable role to play as a champion for the freedom philosophy and the think tank movement.

In 2002, Atlas released *Books for Freedom: A History of the Sir Antony Fisher International Memorial Awards* that chronicles how think tank publications are changing the world of ideas.

Atlas also helped sponsor the publication of a biography of its founder Sir Antony Fisher, whose influence on history as a pioneer of the market-oriented think tank movement is under-appreciated. *Antony Fisher: Champion of Liberty*, by Gerald Frost, documents the ups and downs of Fisher's life and his resilient will to spread the ideas of freedom. Frost's book is the subject of Leonard Liggio's column in this *Investor Report*. It can be ordered through Atlas for \$25. *Books for Freedom* costs \$15. Call Joyce at 703-934-6969 for more information.



Building Human Capital for the Future of the Freedom Movement

Atlas brings freedom to the world by developing the network of free-market public policy institutes around the globe. Our success depends upon hard work and commitment to principle of existing and future allies, whom we refer to around the office as intellectual entrepreneurs – or “IE’s” for short. Much of our work goes to nurturing these relationships and helping these individuals become advocates of freedom.

What kind of people become IE’s? What motivates them to devote their lives to the freedom movement? And how does Atlas find and help them?

Each story is unique, so we will share a few on these pages. One theme remains evident: Atlas is a hub of an exciting, vibrant network of people and institutes that are committed to helping each newcomer achieve success. Through collaboration with other generous organizations – State Policy Network, Institute for Humane Studies, Foundation for Economic Education, International Policy Network, to name only a few – Atlas discovers opportunities to encourage new IE’s so they can jump the first hurdles toward making a contribution to the freedom movement.

Some IE’s are brought to the Atlas offices as visiting fellows to learn how to develop a think tank. When our budget allows, we sponsor attendees at training workshops, or give seed grants to help promising new institutes get off the ground. In other situations, we operate as mentors via email or telephone, imparting the lessons of experience and facilitating introductions to other helpful allies. Much of the guidance we



“My strong interest in freedom has become even more enthusiastic during the summer, and Atlas was the crowning event of my career. Two months at Atlas are worth more than four years at a university.”

*- Julian Rauchdobler,
Koch Foundation Summer
Fellow in residence at Atlas*

give to new intellectual entrepreneurs has been condensed into a “Starter Kit” on our Web site at www.atlasusa.org/toolkit/starterkit.php.

In 2000, Atlas established a two-year goal of discovering 35 new IE’s. We are happy to report having surpassed that number by a large measure. Atlas has worked with 73 newcomers, with 38 new institutes launched by this group over the past two years. The remaining 35 continue to pursue the goal of developing a new market-oriented think tank.



◀ *In the coming year, Atlas hopes to enhance its presence in Asia by working with new intellectual entrepreneurs and making the region the focus of our Liberty Forum in April 2003.*

The story of Shalini Wadhwa (shown at left with Trent Barton of Donors Trust at an Atlas event) underscores the difficulty in working in remote parts of the world. Shalini attended the Atlas Liberty Forum and visited our office to develop a business plan for a think tank in her native Nepal. After returning to her country and wading through a great deal of bureaucratic red tape, she was thwarted by a newly instituted requirement calling for seven founding members to submit police reports from their local villages. However, several of the members’ villages are under Maoist control with no functioning police force. But Shalini is finding other avenues for advancing good ideas: she now is trying to start a business magazine, and her husband is writing a weekly column for the business page of The Himalayan Times.

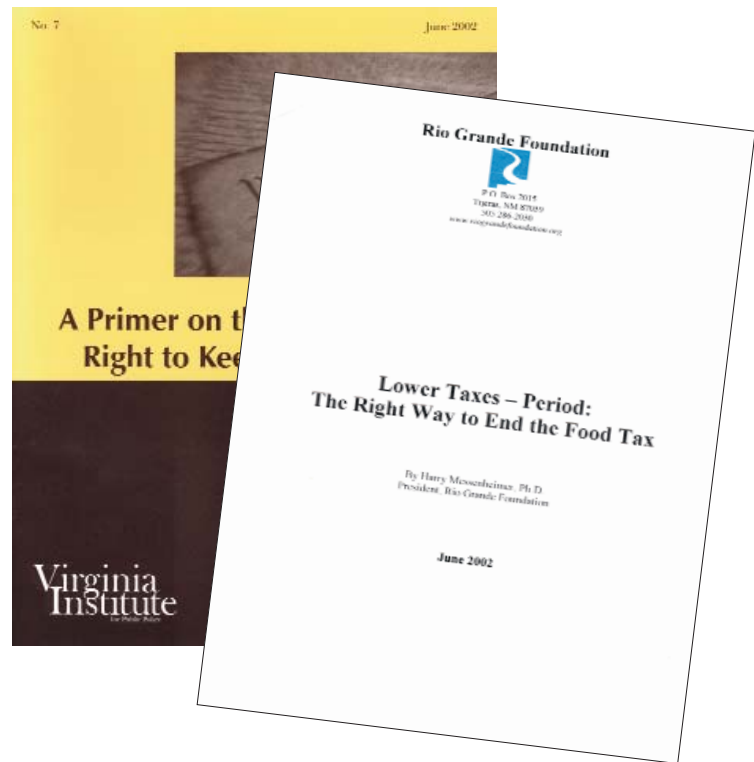
Atlas will continue to work with champions of freedom in the developing world. For instance, Tuvdendorj Galbaatar is a Mongolian scientist who wants to create public dialogue about the ideas of the “open and free world.” He discovered Atlas through our Web site, and has maintained an email exchange with us to explore possibilities for developing an institute in Mongolia.



◀ Attendees at the inaugural seminar hosted by the new Brazilian institute CIEPP, founded by three Atlas visiting fellows – Alex Catherino de Souza, Marcia Xavier Brito, Andre Andrade. CIEPP is modelled after the U.S.-based Acton Institute for the Study of Religion and Liberty. The English translation of their institute’s name is the “Interdisciplinary Center for Ethics and Economic Personalism.”

Atlas has provided start-up grants to young think tanks in North America, including the Virginia Institute for Public Policy and the Rio Grande Foundation (New Mexico). VIPP’s latest study, *A Primer on the Constitutional Right to Keep and Bear Arms*, discusses the original meaning of the Second Amendment and analyzes the recent *United States v. Emerson* decision, in which the U.S. Court of Appeals for the Fifth Circuit reaffirmed that the right to keep and bear arms is a private right belonging to individual citizens.

A recent RGF study seized on deliberations over minor tax reform proposals, to argue instead for more sweeping changes: “If we want to join those states with higher growth rates, we need more economic freedom in the form of lower tax rates, less regulation and smaller government.”



◀ Thompson Ayodele has founded the Institute for Public Policy Analysis in Nigeria. After approximately a year of exchanging emails with Thompson, Atlas extended a grant to fund a trip to the U.S. which coincided with that of Kenyan intellectual entrepreneur, James Shikwati (Inter Region Economic Network). During their month-long visit to Atlas, Thompson and James were included in numerous meetings, and enjoyed the hospitality of many other friends in the Atlas network, including Mackinac Center for Public Policy, The Heritage Foundation and the Cato Institute, among others. Thompson remarked, “The chief benefit that the trip offered is the contacts that I had with some institute leaders across the U.S. and other countries. They were able to chip in lots and lots of advice and strategies to adopt back home and forge ahead. That advice is ingrained in my mind and is a valuable resource for me.”

Supporting Think Tanks

Atlas supports the think tank concept since unbiased research and principled intellectual stances are essential to improve debates of public policy. Atlas works with more than 200 institutes around the world, encouraging them to remain financially, intellectually, and politically independent.

Thanks to our generous donors, Atlas was able to provide funding to 98 institutes in 33 countries over the past twelve months. Most of these grants are directed toward younger efforts where Atlas's small seed grants can have the greatest impact, or otherwise are for projects where more established think tanks can play a major role.

Atlas expects the young institutes in which we invest to become entirely self-sustaining over time. Many institutes in this network that benefited from early Atlas support now play a mentoring role to the newer additions to the think tank family.

“Think Tanks in Latin America have a hugely important role in changing the climate of ideas, especially in societies with institutional weaknesses.”

- Cristian Larroulet, Instituto Libertad y Desarrollo (Chile)

We set a goal in 2000 to assist in the launch of at least 10 new institutes over the 2001-2002 period, with at least three in “difficult countries” that had no active market-oriented think



▲ Sue Blevins of the Institute for Health Freedom (Washington DC), left, is introduced by Sally Pipes at a gathering organized by Pacific Research Institute (California). IHF received a grant from Atlas's new Health & Welfare Program to talk to seniors groups and other audiences about the findings of Blevins' book, *Medicare's Midlife Crisis* (published by the Cato Institute). The book explains how Medicare restricts health care choices, jeopardizes the doctor-patient relationship, and threatens to invade the medical privacy of seniors.



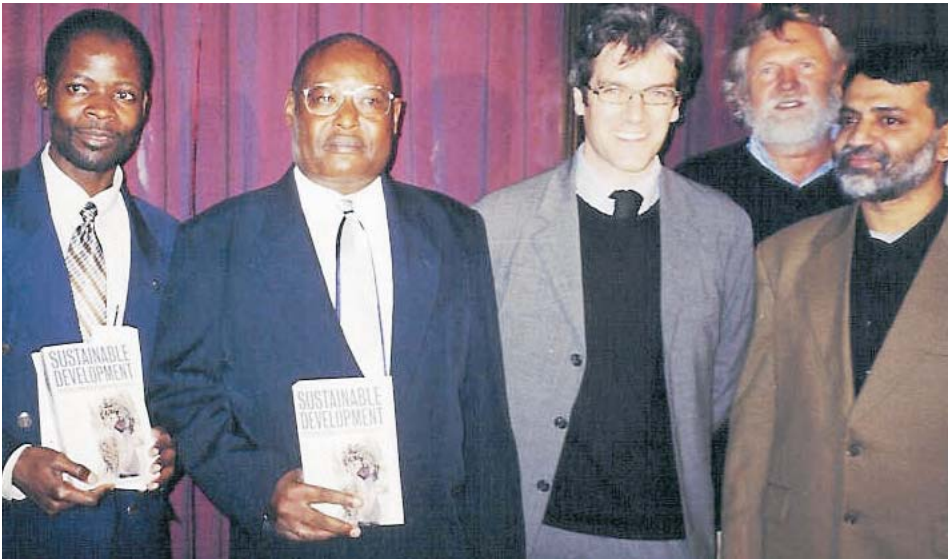
▲ Some of the most effective young think tanks in the Atlas network reside in Canada. Here Brian Crowley (Atlantic Institute for Market Studies) discusses a project that showed how government subsidies have harmed the provinces they intended to help. The project was carried out as a collaboration of AIMS, and the organizations represented by Michel Kelly-Gagnon (Institut Économique de Montréal), left, and Peter Holle (Frontier Centre for Public Policy), right.

tank. We now list 38 partners that have joined the Atlas network during this term, including think tanks in Colombia, Kenya, Nigeria, Panama, Slovenia and Romania.

We wish to see think tanks evolve to a position of prominence in their local society. The Centre for Independent Studies, for example, has developed into a major force for classical liberal ideas in Australia. Greg Lindsay founded CIS in 1976, the same year Lindsay began talking with Antony Fisher about what could be learned from the Institute of Economic Affairs's experience. Below is a quotation from a major daily newspaper in Australia reflecting on the Centre's position of prominence.

“...the Centre for Independent Studies is today the most influential think tank in the country, its unique brand of social conservatism and neo-classical economics now largely mirrored in Coalition Government policy. Not only is the 25-year-old institution a firm favourite of the Prime Minister, it is increasingly hailed by both sides of politics.”

- Australian Financial Review, 28 June 2002



◀ In the weeks leading up to the World Summit on Sustainable Development in South Africa, the Inter Region Economic Network (Kenya), founded by James Shikwati, hosted a book launch for *Sustainable Development: Promoting Progress or Perpetuating Poverty?* Edited by Julian Morris of International Policy Network (UK), the book makes the case that central planning will hinder, not help, the cause of improving living conditions and preserving environmental resources. From left: James Shikwati (IREN, Kenya), Francis Ole Kaparo (Speaker of the National Assembly of Kenya), Julian Morris (International Policy Network, UK), Robert Nelson (Maryland University), Barun Mitra (Liberty Institute, India). Atlas sponsored the trip of Ronald Bailey of Reason to the World Summit, where he wrote daily dispatches from a free market, sound science perspective. These reports were translated into Spanish and circulated throughout the Atlas network.

Atlas supported a conference on the crisis in Latin America, held in conjunction with the 10th anniversary of Fundación Libertad Democracia y Desarrollo (FULIDED) in Bolivia. In addition to the policy content, the event included a Franklin Covey management training program tailored to benefit Latin American think tanks.



◀ Greg Fleming, second from right, founded the Maxim Institute (New Zealand) in late 2001 "to promote the principles of a free, just and compassionate society [through policy and public debate]." The institute now publishes a quarterly journal, *Evidence*, and has produced five books on subjects such as how government interventions are undermining the teaching of values and traditional institutions such as family and marriage.

Management Workshops and Policy Leadership

Atlas is involved both in building and utilizing the think tank network. Much like a petroleum company that has upstream work (prospecting oil fields) and downstream work (the refining process), Atlas works to develop the assets of the freedom movement, and to find ways to use these assets in important policy battles.

In late 2001, Atlas organized a small workshop to coincide with the Mont Pèlerin Society regional meeting in Slovakia. This process involved finding many new contacts in Eastern Europe, and resulted in an ongoing monthly email newsletter for the region. A similar Atlas meeting, held in Goa, India, in January 2002, identified new potential allies in Indonesia, Afghanistan, Thailand and India. Atlas also expanded its roster of countries in and around Russia by making this country the focus of lively panel discussions during its Liberty Forum meeting in April 2002.

In November 2001, Atlas held a workshop in Florida where it convened many leaders from think tanks in Latin America. The topic of discussion was Fundraising in Difficult Environments. Even in the best of circumstances, fundraising is a great challenge, but for institutes operating outside the special philanthropic culture of the United States – and in the presence of other political, cul-

tural and economic obstacles – the process is even more daunting. At this workshop, think tanks in such circumstances shared lessons learned so they can each improve their performance. A Spanish transcription of the event is available online at: www.atlasusa.org/toolkit/busqueda_de_fondos.pdf

“Given that I am at the very early stages of establishing a state public policy think tank, I believe the best thing I can do is associate with people who have been down the road that I am about to go down. We are all in the business of ideas, and meeting with others who have experience, know-how, and wisdom plants ideas in my mind and helps me envision the future of my institute. By bringing me to its Liberty Forum, Atlas has helped jumpstart my efforts.”

- Glenn Oppel – Rocky Mountain Enterprise Institute (Montana)

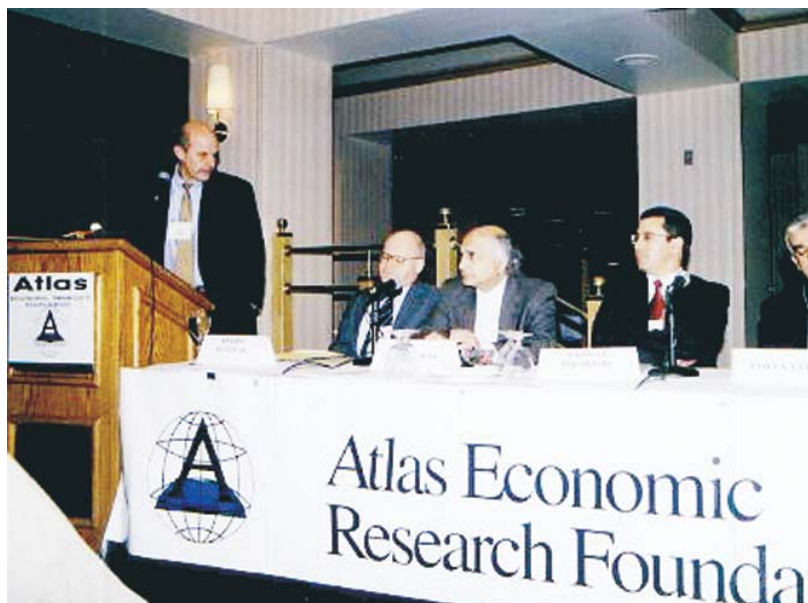
Atlas also uses policy topics as centerpieces of events, knowing that it can act like an early warning system for the dispersed network of market-oriented institutes, alerting them to new opportunities and advancing threats.

In the early 1990s, Atlas pointed to the environment as a major new policy battleground. In the mid-1990s, Atlas began highlighting the importance of the rule of law to the prospects of market-oriented economic reforms. Related to this topic, Atlas later held events on the threat of “regulation through litigation” and the insidious effects of corruption. Atlas has also held conferences on intellectual property rights, suggesting that international trade agreements must recognize the transformation of the global economy from being based on physical assets to being based on intangible assets.

This year, Atlas carries on work in these and other areas, including health and welfare topics and building bridges with moderate elements in the Muslim world.



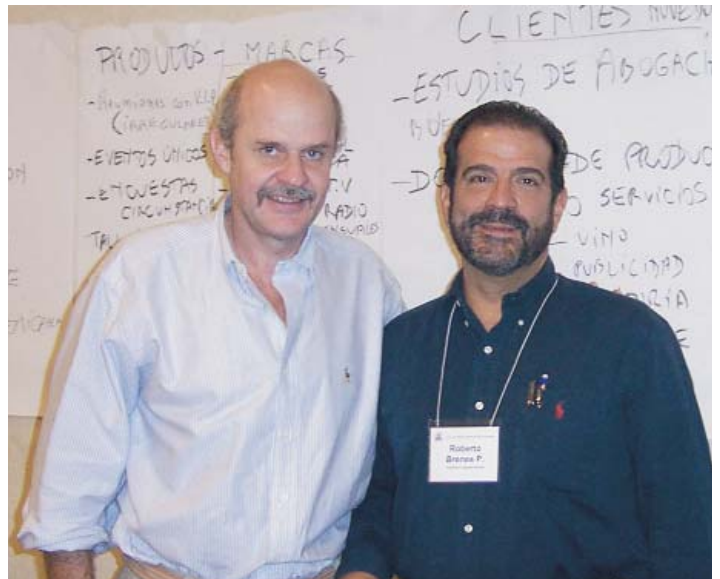
▲ *Noted economist and former think tank director, Antonio Martino, is pictured above with Leonard Liggio. A longtime friend of Atlas and judge of our Fisher Awards program, Martino became Italy's Minister of Defense in the second half of 2001.*



Atlas senior fellow Deroy Murdock – shown above being interviewed by Brigitte Quimm on FoxNews – is an active voice for liberty in print and on television. Murdock plays an important advisory role for think tanks and, in his public appearances, calls attention to their ideas and recommendations.



Alex Chafuen with Roberto Brenes (Fundación Libertad – Panama) at Atlas’s workshop on Fundraising in Difficult Environments in November 2001.



The essential work of think tanks involves conducting independent, authoritative public policy research and scholarship, such as these recent publications from members of the Atlas network. As Atlas founder Sir Antony Fisher noted: “These institutes combine the talents of the academic and the entrepreneur, creating an organization where they can collaborate – an independent institute for public policy research.”



Atlas’s 2002 Liberty Forum in Philadelphia included a panel on how think tanks can build bridges to Muslim audiences in the U.S. and abroad. The panel included Antony Sullivan (Fund for American Studies), Dean Ahmad (Minaret of Freedom Institute), Radwan Masmoudi (Center for the Study of Islam and Democracy), and Atilla Yayla (Association for Liberal Thinking).

The Philippines was the subject of an Atlas-sponsored research project, conducted by James Tooley of the new E.G. West Centre for Market Solutions in Education (UK) in collaboration with the Institute of Political Economy (Philippines). Tooley has been a pioneer in documenting how the private sector is creating solutions in education, despite state subsidies of government-run schools and regulatory barriers to developing alternatives. *Private Schools for the Poor: The Philippines* finds that, contrary to prevailing conceptions, there are private schools in depressed suburban and rural areas that are charging minimal fees and offering quality education.



A Wish List for the Freedom Movement

Atlas has several areas of ongoing work that are made possible by the contributions of donors. We develop our annual budget to ensure we can continue conducting workshops; producing our newsletters; and delivering advisory services to institutes and intellectual entrepreneurs.

We also seek restricted donations to enable specific projects. Some of these are developed entirely by local institutes; others are results of internal brainstorming sessions at Atlas. All of them can be assisted by donors working with Atlas. Contact our office (703-934-6969, or atlas@atlasUSA.org) for cost estimates and more information on any of the specific projects listed below. Please also consult the Freedom Classifieds on the Atlas Web site, which operates as a bulletin board where donors and institutes can discover opportunities to assist one another.



New Categories of Fisher Awards

Atlas seeks to expand its annual Fisher Awards program. In addition to recognizing the best books published by think tanks, we would like to add new categories to inspire other virtuous competitions. These might include awards for Most Innovative Marketing Effort by a Think Tank; Best Original Research on Environmental Policy; Best Original Research on Health & Welfare Topics; Best Original Research on the Rule of Law; Most Important Translation of an

Existing Work; or Best Collaborative Effort Among Think Tanks, among many other possibilities.

Feasibility Study for Magazine for Muslims

“Thought magazines” like *National Review* and *Reason* – addressing current affairs from a consistent ideological angle – have proven effective in influencing the climate of opinion. We believe such a magazine, written by and for Muslims, could facilitate reconciliation between the Muslim world and classical liberal institutions. Our assessment is that there is not yet enough human capital within the freedom movement with credibility among the target population to publish such a regular magazine. We seek funding to commission a feasibility study to determine how such a venture might be successfully launched within a five-year window.

Intellectual Entrepreneurs Network in Austria

Two former Atlas fellows, Julian Rauchdobler and Rahim Taghizadegan, aim to start a free-market institute in their native Austria. As a trial for this larger effort, they have developed a program called the Intellectual Entrepreneurs Network. They are planning a series of conferences and workshops to educate and inspire young academics who could form the human capital for an institute based on the ideas of the Austrian School of Economics.

Improving Public Policy Education of Hispanic Americans

Atlas wants to create incentives for think tanks to develop new grassroots efforts at educating Hispanic Americans about the institutions of the free society. Atlas would accomplish this by holding a competition to solicit creative proposals and funding directly the best entries.

Developing Information Resources

Atlas is developing a *Latin American Public Policy Experts Guide* with the goal of identifying and classifying at least 1000 market-oriented policy experts working in universities, think tanks, NGO’s, private enterprise and government agencies inside Latin America. Atlas shares this information with educational and policy allies. Once this project is complete, we seek to use it as a template for similar efforts in other parts of the world. Such guides could be organized by region (e.g., Southeast Asia), policy area (e.g., environment), or profession (e.g., media).

Having a Presence at Meetings of WTO, FTAA, etc.

Atlas is having a beneficial effect on the future of globalization by facilitating the attendance of policy experts and institute leaders at meetings of the World Trade Organization, Free Trade Area of the Americas and other international bodies that affect the future of globalization. Think tank leaders recently had a positive impact on the World Summit on Sustainable Development, correcting misrepresentations about the trade-offs between economic growth and environmental regulation that were being advanced by leftists presuming to speak for the developing world. Atlas would like to work with donors to enable more market-oriented scholars and activists to speak out at such meetings.

Global NGO Watch

Capital Resource Center plays an invaluable role in the U.S., researching and exposing the funding and activities of leftist activist groups. The Institute for Policy Analysis (Australia) is now conducting such work on international NGO’s that influence meetings in Asia and elsewhere around the globe.

On-site Visits by Atlas Allies

Atlas is working with Larry Reed (Mackinac Institute for Public Policy, Michigan) to help fledgling think tanks in foreign countries by arranging visits that are tailored to the needs of the particular think tank. The visits may include public lectures to explain the important role of think tanks; private meetings with donors and trustees; and hands-on consulting with the staff of the think tank on strategic and operational matters.

Market Analysis of Think Tank Web Sites

Many think tanks have invested a great deal of time and effort in their Web sites. But few have funds available to analyze seriously how their Web sites are used, how they could be designed to be

more useful, and how they could be marketed more effectively. Atlas seeks to commission a study on this topic, make its findings available, and develop new strategies for helping think tanks more effectively harness the potential of the Internet.

Spanish Translation of Book on the Peaceful Transition of Power

When the power of the U.S. presidency shifted from John Adams to his rival Thomas Jefferson in 1801, it marked a new phenomenon in world history. In too much of the world, there remains little appreciation for republican government, which prioritizes adherence to the rule of law over individual leaders and political factions. Claremont Institute (California) has published a book on this subject, and seeks to translate it into Spanish and work with Latin American institutes to ensure its wide distribution.

“Nuts and Bolts” Workshops for U.S. Think Tanks

Think tanks at different stages in their evolution face very different management challenges. Atlas seeks to organize three different workshops for U.S. think tanks: one for very young think tanks about the effective strategies for getting off the ground fast; one for think tanks facing a “midlife crisis” as they try to grow from a small to a mid-sized operation; and one for established think tanks preparing for their first changes of leadership.



Translating Free Market Classics for the Islamic World

Atlas seeks to work with Atilla Yayla and other scholars in Islamic countries to translate great works of free-market thought into the languages of the Islamic world (Arabic, Turkish, Persian, Urdu). Atlas would use its contacts to identify allies in other Islamic countries who could distribute these translations or publish their own versions (with introductions pertaining to the situation of that specific country).

Clearinghouse for Spanish Free-Market Books

Atlas seeks a startup grant to pay for an individual to develop a service for fulfilling orders of Spanish language free-market books. Part of the project would be to analyze how modern technologies are changing the economics of publishing, and developing effective ways to leverage these advances to the advantage of the think tank network.

Conference: A Tribute to Non-White Defenders of Freedom

Perhaps the most troubling aspect of American political life today is the attacks suffered by non-white conservatives and libertarians. Clarence Thomas, D'nesh DeSouza, Thomas Sowell, Ward Connerly, and Walter Williams, among others, have weathered attacks from leftists as “traitors” to their race for following their own conscience. Atlas would like to organize a conference to recognize the courage of these individuals, and to develop strategies for changing the intellectual climate so non-white defenders of freedom will not face such negative repercussions for voicing their own beliefs.

Support the Teaching of Freedom in the Academy

In many countries, universities are controlled by the central government and offer few opportunities for professors to teach any ideas diverging from the prevailing statist dogma. In others, universities are dynamic centers of intellectual exchange, and can be especially effective at bringing the ideas of freedom to the public arena and influencing public discourse. Building on the success of the International Freedom Project, Atlas is working with universities and individual professors to expose students to the ideas of freedom and its practical applications (often for the first time). Atlas welcomes general donations to further its Academic Programs, but will also work with donors to craft specific projects in particular countries or related to certain policy areas.

Expanding Free-Market Publications in Colombia

Fundación DL (Colombia) has developed a monthly publication, *Política Económica*, that deals with economic and political trends from the free-market point of view. Instituto de Ciencia Política is also revamping its journal, *Ciencia Política*. These organizations are seeking funds to expand the publications’ outreach – printing more copies every month, creating a good Web sites, putting in practice more advanced marketing plans and improving editorial features.

Study to Dispel the Myths About Globalization

The Fraser Institute (Canada) aims to dispel the myths spread by anti-globalist ideologues, who have managed to dominate the debate on globalization. The planned study would show that globalization and trade lead to increasing wealth, poverty reduction, environmental improvement, sturdier social programs, and a deepening of democracy and freedom.

Book Donations

Books are prized commodity in many parts of the world, as demonstrated by the popularity of the book fairs that have been held by Barun Mitra of the Liberty Institute (India). Your donations of classical liberal titles can be shared with institutes throughout the Atlas network who seek to build libraries and spread free market ideas.



(continues on page 13)

Our Donors, Our Partners

Those of us who work at Atlas feel privileged to be able to spend our days advancing the freedom movement. As we come to work each day, we remind ourselves that we can do this only because of our generous donors.

In each of our activities, we do our best to carry out the wishes of our donors who understand that there is no easy shortcut to the task of bringing freedom to the world. Such lofty ambitions can only be achieved over the long term, by developing a network of institutional allies with innovative ideas about how to create a better understanding of the blessings and responsibilities of a free society.

We see our donors as partners in our work.

We are always thrilled to receive general donations. They are necessary for paying the bills, retaining valued employees, and building our overall operations. But we also appreciate donors who come to us with questions: How can I fund Atlas to help develop think tank efforts in my home country? How can we encourage the Atlas network to educate the public about the importance of the rule of law? How can we improve the impact of think tanks on the journalistic community?

Such questions beget new program ideas. With Atlas's expertise at locating and working with market-oriented allies with credibility at their local level, we can develop programs that cater to the unique philanthropic interests of many different donors. In the past year, Vida Ribnikar gave Atlas more than \$60,000 to start a program to work in Slovenia to develop think tanks and other programs that will improve the understanding of the free society in her native country. An anonymous donor provided a generous donation to launch a grant competition to encourage innovative projects on health and welfare topics.



▲ Lovett ("Pete") Peters is one of the great champions of the freedom movement. The Ruth and Lovett Peters Foundation has been a generous donor to Atlas and other institutes, and Pete is the founder of one of the most successful state-based think tanks, the Pioneer Institute for Public Policy Research (Massachusetts). Harvard University prepared a case study, analyzing Pioneer's first ten years. It picked up some of our favorite "Peters' lessons," including the possibility of changing the climate of opinion, even in big government states like Massachusetts, and also the need for perseverance and patience. As Pete has said, "It took us 50 years to get into this mess, and it's going to take 51 to get out."

Atlas values all its friends that share this commitment to the long-term struggle to promote classical liberal ideas. We believe the most effective path to a freer, more prosperous society involves investing in the project of building institutions to advance the freedom philosophy.

◆ Atlas encourages inquiries from U.S. donors who wish to support the work of foreign think tanks. If it proves to be consistent with our mission and the laws governing 501(c)(3) organizations, Atlas will help facilitate raising funds for that institute. U.S. donors then will be able to receive a tax-deduction for donating to Atlas, while we honor the donor's intent to focus his or her giving to benefit the identified institute.

Joe Olson is an example of someone who is a champion for a foreign institute – in this case, Fundación DL in Colombia. Olson has helped identify donors whom Atlas has contacted to raise funds for Fundación DL. As a consequence, much of the \$44,000 that Atlas has helped direct to this young institute in its first two years is directly attributable to the energies of Joe Olson. He is pictured here with DL Foundation's founder, Andrés Mejía-Vergnaud, at the Plaza de Bolívar, Bogotá, Columbia.



Barry Conner is joined by the legendary Manuel Ayau at an Atlas event in 1999. Conner has championed a variety of think tank projects in different continents: from promoting Hernando de Soto's *The Mystery of Capital*, to sponsoring international visits of institute leaders, to providing in-kind Web development assistance to think tanks. A trustee of the Acton Institute and the Hispanic American Center for Economic Research, Conner founded the successful housing business, America's Home Place. A committed Christian, he seeks to use his talents and philanthropy to revolutionize education in the poorest regions of the world.

Donor Jan Malek has collaborated with Atlas for years to publish translations of important classical liberal books in Polish. In the past year, we helped Malek launch a new institute devoted to this mission: the Polish-American Foundation for Economic Research and Education – Pro Publico Bono.



To Live, To Love, To Learn, To Leave a Legacy

In his book *First Things First*, Stephen Covey lists these items as man's greatest aspirations. If you are thinking of leaving a legacy so future generations will live in, learn about, and love freedom, contact Brad Lips at Atlas at 703-934-6969.

(continued from page 11)

Travel sponsorship for Asian Participants at 2003 Liberty Forum in New Orleans

In 2003, Atlas plans to use its annual Liberty Forum event to showcase the economic and political evolution of Asia (China, in particular). Attendees will also be able to stay for the annual meetings of The Heritage Resource Bank and the Philadelphia Society. We seek support to help bring additional guests from Asia who may be inspired to start think tanks in that region of the world where few independent think tanks have taken root.

International Media Research

The Media Research Center amasses incredible data regarding how media outlets in the U.S. cover public policy issues, especially in regard to the ideological biases that they reveal. Atlas would like to work with friends at MRC, as well as foreign think tanks, to find ways to (1) replicate this type of work in foreign countries, and (2) show foreign think tanks how to utilize the MRC's research to understand how international policy issues are being framed in the U.S.

Spanish Language Book on Spontaneous Order

Instituto de Libre Empresa (Peru) has produced a Spanish-language philosophical book focused on spontaneous order, individualism, and history of political ideas directed to scholars of law and political science. The think tank is seeking interested sponsors or publishers for an initial print run for this publication.

Expanding Work in Russia

In September 1990, Atlas hosted a workshop in Moscow. In 2002, our major event in the U.S. focused on the prospects for freedom in Russia. We seek to raise funds for a follow-up workshop in Russia, to provide our growing list of contacts there with management advice on starting think tanks and working with the larger think tank movement. Such a workshop could become a platform for related activities at low marginal cost: policy forums, "scouting trips" to seek new intellectual entrepreneurs elsewhere in Russia or in nearby countries.

Teaching Freedom through the Academy

Learned institutions ought to be favorite objects with every free people. They throw that light over the public mind which is the best security against crafty and dangerous encroachments on the public liberty.
- James Madison

While Atlas's traditional strength has been in supporting the creation of independent think tanks, it also works with scholars at universities. These activities have been growing at Atlas since Professor Leonard Liggio joined the organization in 1994, but they were given a significant boost in 1999 when Atlas began managing the International Freedom Project (IFP), an educational initiative supported by the John Templeton Foundation.

Since that time, the IFP has supported 68 new courses at 64 different universities in the U.S. and 26 foreign countries. More than 1500 students have been reached directly, and an estimated 80,000 others indirectly, through public lectures, newspaper columns, radio programs, and television interviews that have arisen from these courses. A significant percentage of these courses are continuing on, even after their support through the IFP has ended.

These numbers only abstractly represent the important contribution of the IFP. *American Enterprise* magazine recently editorialized that campuses have become "ideological monopolies" of the Left, and Atlas periodically hears horror stories of professors being reprimanded for overt teaching of freedom – and not just in hard-line collectivist countries like China. The IFP challenges the anti-capitalist orthodoxy, exposing university students to the ideas of freedom

and challenging them to discover how economic freedom uplifts the poor. It also has provided a sense of community to those in the academy who are sympathetic to the freedom philosophy and often marginalized by their peers. Through the IFP, professors and students have been introduced to Atlas's international network of market-oriented think tanks and scholars.

"I loved the course. In the Faculty we have very few opportunities to open up our minds and this was a super good opportunity. The instructor was excellent ...he has very clear reasoning... undoubtedly he made me see things that we normally do not see. He encourages your research and the development of your own judgment."

A student in "Reason, Emotion, and Imagination," taught by Professor Hernan Cortes Douglas at the Catholic University of Chile.

Looking to the future, Atlas is building on the foundation of its successful work with the IFP. Individuals who are interested in supporting the teaching of freedom should contact Atlas to receive more detail about our upcoming plans. These include: expanding the IFP's open worldwide course grant competition; creating franchises of the IFP to concentrate efforts on specific regions; grants for freedom research projects to complement the IFP; a Web-based free market educational resource center; and the expansion of Atlas's traditional fellowship program to involve students of freedom courses.

Brochure from the IFP course at the Universidad de Cantabria, Spain.



Prof. Veselin Vukotic of the University of Montenegro with the students from his IFP course, "Freedom and Development."



Antony Fisher: Champion of Liberty

A World of Ideas

Leonard P.iggio



The life of Atlas founder, Sir Antony Fisher, was marked by moments of tragedy as well as overwhelming success. As a young RAF pilot in the Battle of Britain, Fisher witnessed his brother being shot down. He later became a successful business innovator who introduced the mass production of chickens to England, and then the founder of the Institute of Economic Affairs and inspiration to dozens of other think tanks around the world. This fascinating story is articulately portrayed in a new biography by Gerald Frost, *Antony Fisher: Champion of Liberty* (London, Profile Books, 2002).

Frost describes how Fisher turned ideas into actions, beginning with his fortuitous reading of the *Reader's Digest* condensation of Friedrich von Hayek's *The Road to Serfdom*:

"If Antony had not read the April 1945 issue of the *Reader's Digest*, if he had not chanced to meet Ralph Harris three years later, if Buxted Chickens had not prospered, and if the somewhat reclusive Lord Grantchester had not recommended a young economist called Arthur Seldoen to write the IEA's first paper on pensions, then Britain's post-war economic and political history would have been different."

Having been advised by Hayek that politicians were like corks on the water and that the task was to influence public opinion's drift which carried the politicians along, Fisher wrote a pamphlet, *The Case for Freedom*. Fisher criticized the Labour government's policies: inflation, currency-exchange control, rent controls causing housing shortages, and conscription rather than voluntarism. He opposed both the Marshall Plan as a hindrance to economic recovery and the creation of a super-national European union.

Fisher heard Ralph Harris lecture against rationing and walked with him to the train station as they shared their common economic analyses. Fisher said he hoped to found an institute, and boarding his train, Harris said he would like to be kept in mind to run it. In late 1952, Fisher went to the U. S. to see the publications program of the Foundation for Economic Education. There, F. A. Harper, a former economics professor at Cornell University, advised Fisher to go and see the university's industrial production of chickens, which helped inspire Fisher's great business success, Buxted Chickens.

Fisher used his profits from Buxted to fund the Institute of Economic Affairs, which started with just a table and chair in an office housing several free trade associations at 4 Austin Friars in London. In June 1955, it published George Winder's *The Free Convertibility of Sterling*, which gained wide attention due to a *Newsweek* column by Henry Hazlitt. An IEA advisory council was formed, Ralph Harris was called by Fisher in June 1956 to head the IEA, and with Arthur Seldon (eventual Editorial Director), a team was in place to make a strong case for economic freedom.

The story of how the ideas promoted by the IEA moved from

heresy to implementation under Margaret Thatcher is well-told in *Champion of Liberty* as well as Richard Cockett's *Thinking the Unthinkable* (HarperCollins, 1994).

Building on the IEA's success in influencing public policy, Fisher began to advise those who were interested in starting their own institutes. From these entrepreneurs came The Fraser Institute, Manhattan Institute, Pacific Research Institute and National Center for Policy Analysis. In 1981, Fisher created Atlas to institutionalize his work of advising like-minded institutes.

Fisher heard John Goodman, an economics professor at the University of Dallas, speak at Stanford University against government health care. Goodman says of his founding of the NCPA:

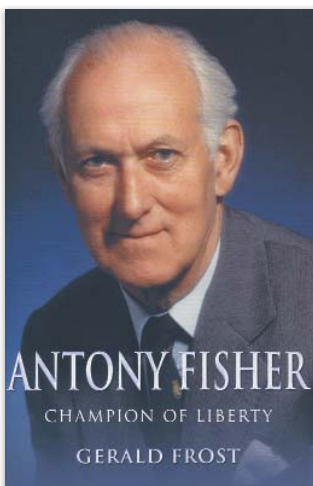
"Afterwards Antony approached me, and said that the most effective means of promoting my views on the subject would be to set up an independent public policy institute. He offered practical advice about how this might be done. He convinced me that I should become what he described as an 'intellectual entrepreneur.' I am absolutely convinced that I would not have founded

the Center if we had not met. Through Atlas, Antony provided \$25,000 in start-up funding, as well as further funding through the early years, introductions to potential donors, and good advice."

NCPA's success in influencing policy is evident in Goodman's proposal of pro-growth tax cuts which formed the basis of the 1994 Contract with America and also the 2000 Republican presidential campaign.

Hernando de Soto heard Hayek speak in Lima, Peru in 1979 and sought his advice in promoting free market solutions. Hayek recommended that De Soto contact Fisher. Following meetings with Fisher in San Francisco, Washington and Latin America, De Soto launched the Instituto de Libertad y Democracia (ILD) in Lima in 1984. Through De Soto's *The Other Path*, and *The Mystery of Capital*, ILD has focused successfully on projects to create the legal standards for property rights in Third World countries and former communist nations.

These and other examples of Antony's and Atlas's success in developing new institutes are detailed in the appendix "Free-market Think Tanks around the World," compiled by Linda Whetstone. These organizations range from The Acton Institute for the Study of Religion and Liberty, the Adam Smith Institute and The Albanian Centre for Economic Research to The Sutherland Institute, the Thomas Jefferson Institute for Public Policy, and the Virginia Institute for Public Policy.



How Atlas Works to Bring Freedom to the World

by Brad Lips

For two decades, Atlas has promoted the think tank model as the best lever for fostering freedom, health and prosperity. Why do we believe think tanks are so effective in influencing public opinion over the long term?

Perhaps it is best first to think about how messages are spread throughout society in general. Malcolm Gladwell's popular book *The Tipping Point: How Little Things Make a Big Difference* identifies three types of individuals that play inordinately large roles in creating new social trends: *salespeople* whose energy and charisma gives them the power to persuade, *mavens* who are sought out as trusted experts, and *connectors* who are integrated into many parts of society.

Atlas's approach to building think tanks resonates with the lessons in *The Tipping Point*.

We have learned that successful think tanks begin with motivated intellectual entrepreneurs. These are the *salespeople* of the freedom philosophy. They bubble with enthusiasm and want to learn the best ways to win converts to classical liberal ideas.

What we teach them is how to create an institution that will be trusted as an independent source of policy research. Gladwell calls individuals *mavens* if they possess great expertise and no ulterior motives (think of the friend you trust to give you advice on buying a car). Atlas shows young institutes how to be society's mavens in the category of economic research and policy analysis.

Finally, we emphasize how important it is for institute leaders to become *connectors*, involved in various aspects of the local civil society. Producing studies is only worthwhile if they are being read, discussed and passed to others. Atlas uses its unique position, as the primary information hub for the international think tank movement, to connect institutes, donors, business leaders, activists, academics, journalists, and policy figures.

Antony Fisher used to refer to himself as a "catalyst" between the business and philanthropic communities and the world of ideas. Atlas stays true to that vision, facilitating win-win scenarios in which our friends and allies benefit from collaboration.

We seek to continue growing and strengthening the market-oriented think tank movement by providing help to new and young institutes. To do this most effectively, we have been building up our organizational capabilities and creating innovative programs that utilize and strengthen our network of allies.

One of our goals is to market the think tank movement widely, to broaden its support base. The role institutes play in changing the climate of ideas remains poorly understood. We hope you partner with us to expand our contacts, so we can

bring more individuals into the fold of supporting the international freedom movement.

Atlas will be increasing its work creating "philanthropic solutions" that use and benefit the think tank network. Recent literature in the field of philanthropy emphasizes the idea of venture philanthropy — that donors should stay engaged with charities to protect donor intent and focus on achieving desired outcomes. Atlas has a unique history of partnering with donors in precisely this way to achieve their goals by creating mutually advantageous projects for think tanks.

Atlas has made major improvements in its information systems and the way in which it works with institutes and intellectual entrepreneurs all over the world. Please visit the Atlas Web site, at www.atlasUSA.org, which illustrates the incredible amount of information that flows through our office on programs advancing classical liberal ideas.

Bringing freedom to the world is a long-term effort. But at crucial moments in history, it is possible to achieve dramatic

breakthroughs. Atlas is engaged in developing human capital, building institutions, and locating the points of maximum leverage so that the freedom philosophy can reach its own *tipping point* in all parts of the world.

