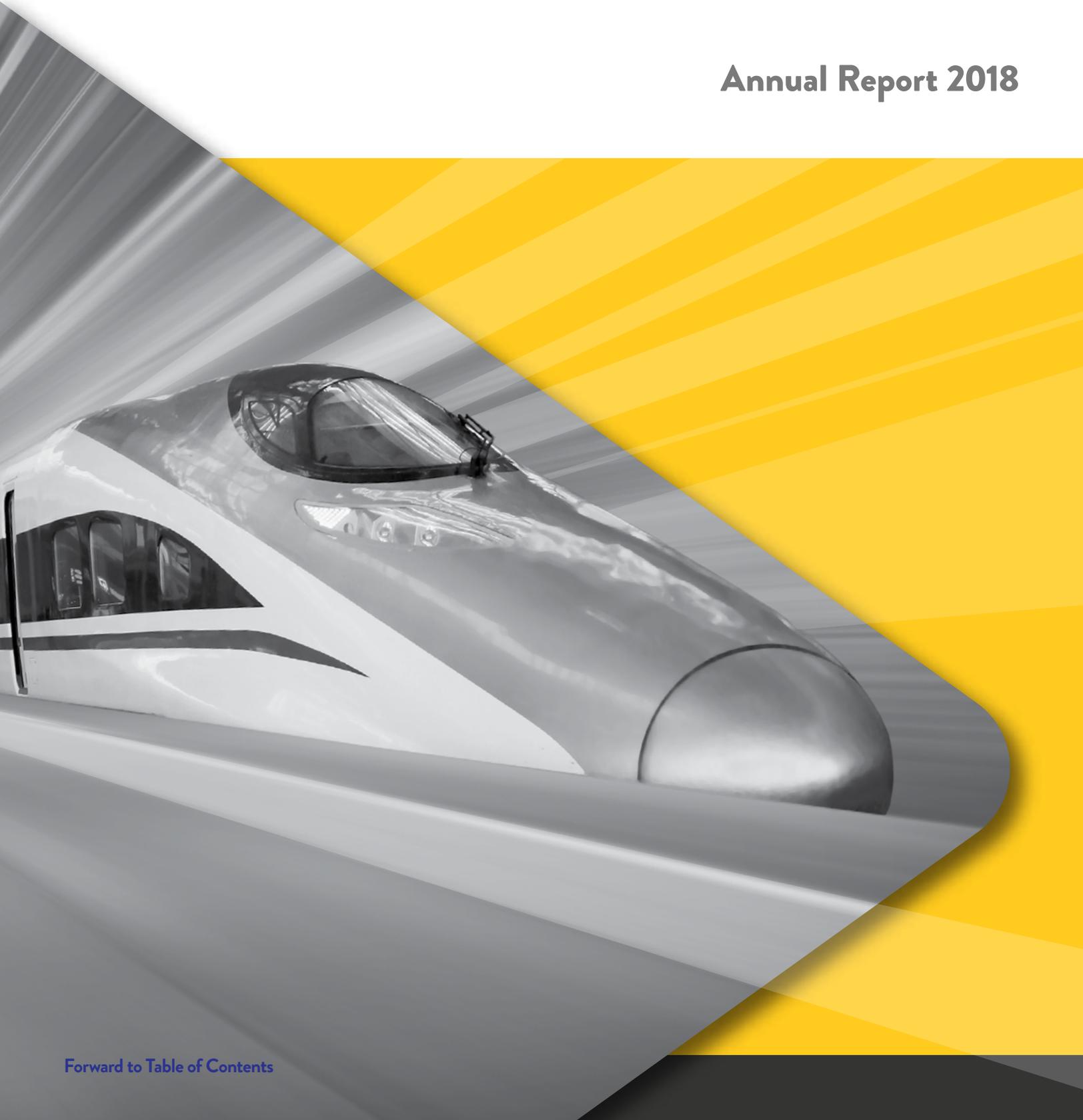




# A New Path FORWARD

Annual Report 2018



Ayn Rand envisioned a culture of reason, individualism, rational self-interest and capitalism; a nation that embodies the noblest principles of the Enlightenment and the American Founding; a world in which individuals are left free to pursue their own happiness, to create, to stand proud of their achievements—to be the heroes of their own lives.

The Ayn Rand Institute exists to create that culture, that nation—ultimately, that world.

We know that world will not be the sum of fleeting cultural and political victories. To win, we must challenge the fundamental ideas dominating today's culture and replace them through education with Objectivist principles. As Ayn Rand wrote in "What Can One Do?":

A philosophical battle is a battle for men's minds, not an attempt to enlist blind followers. Ideas can be propagated only by men who understand them. An organized movement has to be preceded by an *educational* campaign, which requires trained—*self-trained*—teachers



(self-trained in the sense that a philosopher can offer you the material of knowledge, but it is your own mind that has to absorb it). Such training is the first requirement for being a doctor during an ideological epidemic—and the precondition of any attempt to “change the world.”

Since 1985, ARI has offered such educational training to active-minded young people everywhere. Steady growth in donor contributions and the introduction of new technologies unimaginable at ARI's inception have vastly expanded our reach and opened an exciting new path forward for those who share our mission: to create the world Ayn Rand envisioned.



knowledge that has been developed and honed in the last decades by the world's most effective marketers.

More broadly, ARI's organizational structure and operating practices must be centered on our becoming a better promotional organization. We've committed to producing more new content than ever before—while making it easier for more people to access our best legacy content and training programs. We're investing heavily in new marketing technology that will enable us to make more data-driven decisions and more easily eliminate activities that aren't producing results. We're working closely with an informal group of what I call "ARI Hackers"—some of the best minds in Silicon Valley and in business, who are pushing us ever closer to the cutting edge of technology, marketing and business best practices. We're taking what we're learning at each step of the way and equipping entrepreneurial individuals around the world to launch, fund and independently operate ARI-affiliated organizations to promote Objectivism in their countries. For example, early in 2019, an Ayn Rand center will be launched in Latin America that will leverage our content, our speakers and our technology platforms to new audiences.

We have big plans, hungry talent and the momentum of a successful year-end behind us. But changing the culture is difficult, long-term—and expensive. We need your help to execute our plans. This year, we have more schools requesting books than we have in inventory. We have many more students who would like to attend the Ayn Rand Student Conference (AynRandCon) than scholarship money. We receive many more speaker requests from schools and campus groups than we have the manpower or the funds to fulfill.

We appreciate the vital support you give our work; we hope you find validation for your past support in these pages, and inspiration to continue your investment in ARI's mission.

Sincerely,

Tal Tsfany  
Chief Executive Officer  
The Ayn Rand Institute

Dear Friends,

I am pleased to present you with the first annual report since my start as the Ayn Rand Institute's president and CEO in June. ARI turned thirty-three years old this past year, and unlike many organizations its age, it's still alive and kicking—brimming with the energy, excitement and sense of purpose I imagine must have animated its early years.

Then as now, ARI's purpose is clear: to **spread Objectivism through educational activities** and to create a culture of reason, rational self-interest, individualism and capitalism—a culture in which every individual is free to pursue his own happiness.

Our challenge is to identify the best strategies to achieve this goal and to ensure we're executing those strategies for the greatest effect. This year, we're proud of what we have to show for our efforts. The following pages are filled with exciting details about the impact of our programs and their trajectory for the future.

There remains much more to do. ARI's path forward is one of building significantly greater awareness of Ayn Rand's ideas by making Objectivist content truly ubiquitous—by taking full advantage of the stunning technologies and the

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TEACHERS IN ALL 50 STATES RECEIVED BOOKS

256,325 NOVELS ORDERED BY TEACHERS



4.2M ALL-TIME TOTAL BOOKS DISTRIBUTED

IN THE LAST 5 YEARS, 11K+ STUDENT REQUESTS FOR A 2ND RAND NOVEL AFTER READING THE 1ST



200K UP FROM 70K LAST YEAR AYNRAND.ORG AVERAGE MONTHLY PAGE VIEWS



60.8K+ FOLLOWERS



ALL PAGES COMBINED 983K+ FOLLOWERS



73K+ VIEWS PER MONTH

30K+ MORE THAN 52% INCREASE SUBSCRIBERS

MORE THAN 750K/MONTH USERS REACHED



over 9.4K+ FOLLOWERS



20K+ REGISTERED AND ENGAGED USERS TO-DATE
14K+ VIDEO HOURS CONSUMED (1,206 HOURS/MONTH)
13K+ LESSONS COMPLETED IN THE CAMPUS VIDEO COURSE-OFFERINGS SECTION

THE AYN RAND INSTITUTE COMMEMORATES 75 YEARS OF THE FOUNTAINHEAD

In 2018, ARI celebrated the 75th anniversary of the publication of Ayn Rand's timeless novel, The Fountainhead.

Through its dramatic plot and unforgettable characters, The Fountainhead vividly illustrates the theme of "individualism versus collectivism, not in politics but within a man's soul." It demonstrates the achievement possible to the man of independence, integrity and purpose.

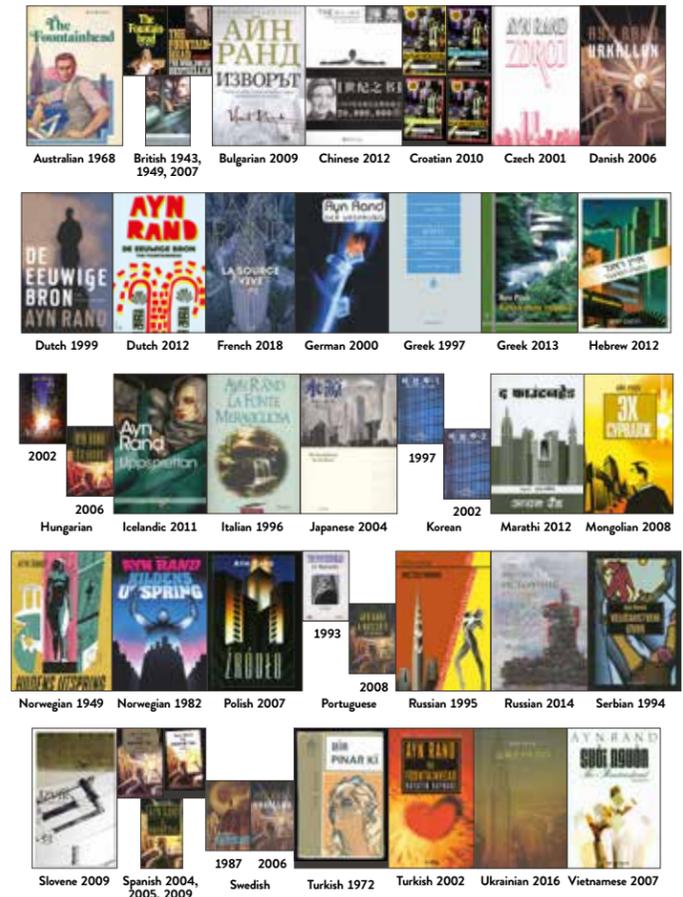
Since 1943, The Fountainhead has been translated into 26 languages. Its influence has spread around the globe and caused millions of readers to critically examine their own lives. For some, it was the introduction to an entirely new philosophy of life. To many more, it has been a rare and enduring source of inspiration, conviction and courage.

THE FOUNTAINHEAD AT 75

U.S. Editions



Foreign Editions



# Objectivist Summer Conference (OCON) 2018

## Newport Beach, California



A highlight of OCON 2018, attended by more than 600 people, was a 90-minute panel discussion titled “Philosophy and the Human Soul,” moderated by *The Rubin Report*’s Dave Rubin, with panelists Yaron Brook, Jordan Peterson and Gregory Salmieri. A recording of the panel is available on both *The Rubin Report* and Ayn Rand Institute YouTube channels. The recordings have a combined viewership of over 279,000 views as of this writing.

This year, ARI marked the highest-ever Objectivist conference (OCON) attendance, with 649 in-person attendees—a significant increase over last year’s 511. One hundred forty-six were students—which is also a new record and a 36% increase over the previous OCON.

The conference celebrated the 75th anniversary of *The Fountainhead*, and several speakers’ talks examined Ayn Rand’s timeless novel, its influence and its enduring relevance—including Shoshana Milgram’s “Frank Lloyd Wright and *The Fountainhead: The Full Story*”; Gregory Salmieri’s “*The Fountainhead* on What Is Important (and What Is Not)”; Robert Mayhew’s “Kill by Laughter’: Humor in *The Fountainhead* and Its 21st-Century Relevance”;

and Andrew Bernstein’s “Howard Roark and the Great Heroes of Literature.” In addition, the 1949 film *The Fountainhead*, screenwritten by Ayn Rand and starring Gary Cooper as Howard Roark, was screened.

In 2019, OCON will be held in Cleveland, Ohio, at the Hilton Cleveland Downtown. The conference will celebrate the 50th anniversary of *The Romantic Manifesto*, and many of the talks and sessions will focus on art—what it is, why it gives rise to a distinct branch of philosophy, and its unique and powerful role in man’s life.

Registration is now open, and we hope to see you there. For more details, visit [OCON.aynrand.org](http://OCON.aynrand.org).

## MOVING THE AYN RAND ARCHIVES



In 2018, the Ayn Rand Archives completed one of its biggest projects to date. In early March, we successfully packed and moved all of our holdings, which included more than 4,800 linear feet of shelved material (paper documents, audio/visual media, and tabletop items), large furniture pieces (such as Ayn Rand’s desk), artwork and our reference library.

In addition to being a huge logistical challenge, this move was significant because the contents housed in the alarmed storage now benefit from temperature and relative humidity (RH) control 24 hours a day, 365 days a year. As befits mixed materials holdings, the temperature of the room is held at 65 degrees Fahrenheit, while the RH remains ~37%. Temperature and RH control are critical to the preservation of archival collections because unacceptable levels significantly hasten the decay of materials. Happily, the climate stability of our new alarmed storage space will ensure the longest possible lifespan for our holdings.

During the four months immediately following the move, we worked to expand the amount of materials that could fit in the alarmed storage. Thanks to volunteers Bill Stoops and Brian Cross, all of the shelving units that contained four shelves were adjusted to contain five shelves, adding 20% more storage throughout much of the space.

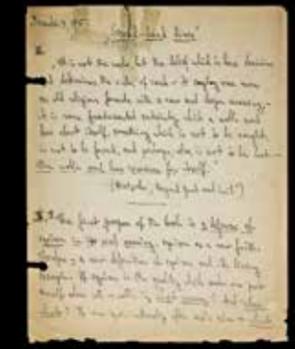
### COMING UP NEXT: THE ORAL HISTORY INTERVIEW PROGRAM

Thanks to donations in 2018 in support of the Oral History program, the Ayn Rand Archives looks forward to completing several crucial interviews in 2019 with individuals who knew Ayn Rand or who were involved with the formation of the Objectivist movement. Their memories will be an invaluable addition to our overall understanding of Ayn Rand’s life and legacy.

To support the Oral History program with an earmarked donation, simply go to [ari.aynrand.org/donate/creditcard](http://ari.aynrand.org/donate/creditcard) and mention the program in the “Additional Comments” section of the form.

## THE FOUNTAINHEAD EXHIBIT AT THE NEW ARI OFFICES

### Ayn Rand and *The Fountainhead*: Vision | Struggle | Triumph 75th Anniversary (1943–2018)



“The first purpose of the book is a defense of egoism in its real meaning . . . a new definition of egoism and its living example.”

This exhibit explores Ayn Rand’s vision for her career as a writer, traces her struggle to realize that vision in a hostile culture, and celebrates her triumph in creating the character of Howard Roark—her first fictional portrayal of an ideal man.

Jennifer Woodson, archivist and manager of the Ayn Rand Archives, and Keith Lockitch, ARI’s vice president of content, were responsible for creating a beautiful exhibit—Ayn Rand and *The Fountainhead: Vision | Struggle | Triumph*—in ARI’s new offices in Santa Ana, California, in commemoration of the novel’s 75th anniversary.

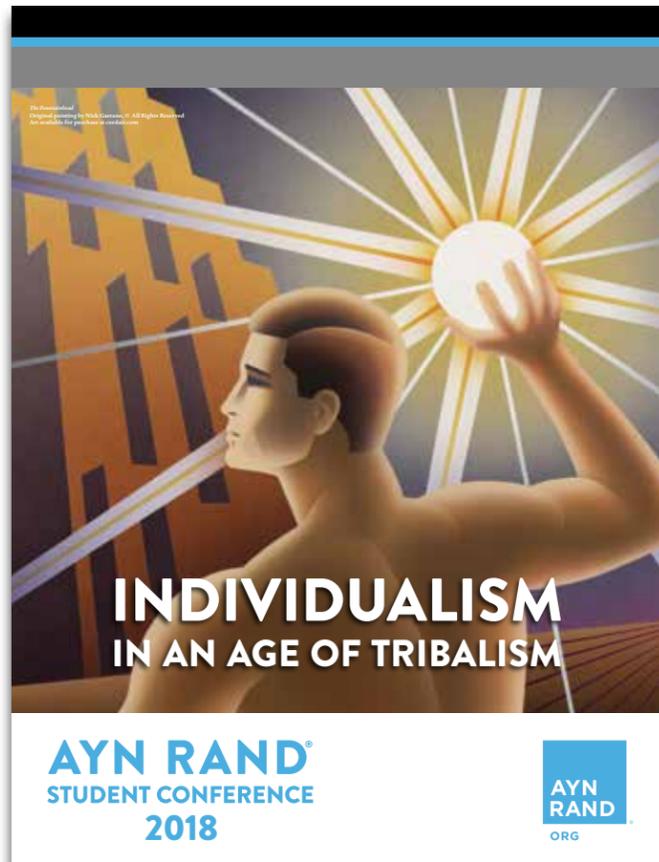
Our offices are located just minutes from the venue at which OCON 2018 was held, and many conference attendees joined us for an Open House, where ARI intellectuals and staff gave guided tours and explained the items on display.

Photographs, drawings and other ephemera were combined with various quotes from Ayn Rand’s life and novels to tell the story of how she conceived of and completed *The Fountainhead*, and the acclaim that followed.

Tours of the office exhibit and visits to the Ayn Rand Archives are available to donors by appointment. Call our Donor Services Department at 800-365-6552, ext. 204, or write to [donorservices@aynrand.org](mailto:donorservices@aynrand.org).

# THE IMPACT OF AYN RANDCON 2018

## WHAT ATTENDEES ARE SAYING ABOUT THIS YEAR'S AYN RAND STUDENT CONFERENCE



philosophy or aware of the wide range of ARI programs available to them for exploring Rand's ideas further. For many, this is their first exposure to the Objectivist movement, and our goal is for that first in-person experience to be stimulating, benevolent and inspiring.

Outside of the conference lectures and Q&A sessions, students interacted with speakers and ARI staff who answered questions and guided their further exploration of the ideas discussed in the conference sessions. In a 90-minute "speed networking" session, mentors from a broad range of fields—including academia, business, education, film, law, marketing, nonprofits, philosophy, policy, psychology and technology—offered focused conversations about professional and personal development.

Based on the feedback from attendees, the conference was a home run—their only consistent complaint was that they wished it had been longer. The excitement was palpable, and the student attendees were lively, engaged and enthusiastic in their exploration of ideas.

*I'm happy to say that there were some really smart students and young professionals asking a wide range of questions. I got asked everything from what Ayn Rand was like as a person to questions on the role of statistics in induction, and whether (for induction) action-concepts counted as "first-level."*

—Harry Binswanger



Harry Binswanger, at right, and Gregory Salmieri, answering questions

At the beginning of November, 119 students from 17 countries gathered in Atlanta, Georgia, to attend Ayn Rand Student Conference (AynRandCon) 2018. The theme of the conference this year was "Individualism in an Age of Tribalism." Fittingly, the conference also celebrated the 75th anniversary of *The Fountainhead* and its timeless and crucial theme of "individualism versus collectivism, not in politics but within a man's soul."

For two full days, leading experts on Objectivism presented in-depth explorations of tribalism in its many manifestations and elucidated its opposite—Ayn Rand's philosophy of individualism—as the antidote to our era's increasing tribalism.

ARI's target audience for AynRandCon is students who are fans of Rand's novels, but not necessarily familiar with her

*It was a surprise to see so many people with different levels of understanding of Ayn Rand and Objectivism. Some had never read anything about Ayn Rand, some had read everything and there were even people who openly disagreed on key issues, which did not prevent a respectful, engaged and meaningful discussion of ideas.*

—Nicolas Navarro, Virginia Tech

*As someone who knew very little about it before coming to the conference, I had a great experience learning more about Objectivism. I enjoyed speaking to all of the speakers and AynRandCon was a fantastic opportunity to meet fellow open-minded students. The speakers and mentors made themselves incredibly available for conversations and questions—they care about the next generation of Objectivists!*

—Olivia Bryant, Harvard College

*It was incredible to meet other students who take these ideas seriously. I experienced more critical discussion of real issues this weekend than I have the rest of the year. The energy and excitement every person felt about his or her own life was inspiring and energizing. . . . These conferences are a Mecca for great minds.*

—Sarah Montalbano, Montana State University

*It's always great to get to talk with other students interested in Rand and liberty generally. AynRandCon consistently provides a forum to discuss important ideas and how they can be applied to current events!*

—Paul Taske, University of Cincinnati

*AynRandCon represents the perfect opportunity to reconnect and reaffirm those deep values and ideals that I strive to live by daily. Meeting so many others interested in ideas is a powerful antidote to the wearing down that can come in life.*

—Korey Gall, OAC Student

*So many great conversations and lectures made this conference a great learning experience, even for someone who is fairly new to Rand's philosophy.*

—Sagar Gaire, St. John's College

*AynRandCon 2018 served as unmistakable proof that there is a growing community of young thinkers dedicated to learning more about Objectivism . . . and how it applies to their own lives. . . . The weekend was a striking reminder to me that the world I want can be achieved.*

—Tom Nowak, University of Waterloo



AynRandCon 2018 was organized by ARI with the assistance of STRIVE (STudents for Reason, Individualism, Value-pursuit, and Enterprise) and with additional support from Mark Coldren; Loren and Kathy Corle of RELCO, LLC; Brian English; Mary Heinking and Bruce Van Horn; Bennett Karp; Ellen and Harris Kenner; and Chris J. Rufer.

# REACHING AND CULTIVATING THE CRITICAL MINORITY

## ARI'S CONTENT AND INTELLECTUAL DEVELOPMENT STRATEGIES



The goal of ARI is nothing short of creating a culture whose guiding principles are reason, rational self-interest, individualism and laissez-faire capitalism—a culture in which individuals are free to pursue their own happiness. Whether we succeed or fail in that goal will depend on the wisdom of our strategy for spreading Objectivist ideas.

In the summer of 2018, ARI made the strategic decision to dramatically increase its production and distribution of free, high-quality intellectual content—original content and repackaged legacy content, such as lectures by Ayn Rand and courses by Leonard Peikoff, Harry Binswanger and other prominent Objectivist intellectuals.

Our aim has been to saturate the airwaves with Objectivist ideas, and to manage the future allocation of resources by closely monitoring consumption data—feeding the approaches that work and cutting those that do not. (This has required us to develop a sophisticated system of measurement and tracking for application to a complex web of meaningful data—and a data-driven approach to making decisions about what

content to produce and how to distribute it for greatest effect.)

Yet the aim of this new quantitative standard is not to attempt to win a majority to our side; as Ayn Rand explains in her article “What Can One Do?”:

In an intellectual battle, you do not need to convert everyone. History is made by minorities—or, more precisely, history is made by intellectual movements, which are created by minorities. Who belongs to these minorities? Anyone who is able and willing actively to concern himself with intellectual issues. Here, it is not quantity, but *quality*, that counts (the quality—and consistency—of the ideas one is advocating).

We have such quality ideas, thanks to Ayn Rand. Our task is to cultivate the critical minority.

That minority—those curious, honest, rational individuals who are hungry for better ideas—is out there, and it's distributed across the world. (See p. 21 for ARI's global strategy.) Because we do not know in advance where we will find our most enthusiastic and active minds, we cast the seeds

“ We do not know in advance where we will find our most enthusiastic and active minds. We cast the seeds of Objectivism far and wide, into unknown but promising soils, and nurture the few saplings we find emerging and struggling to grow. ”

of Objectivism far and wide, into unknown but promising soils, and nurture the few saplings we find emerging and struggling to grow.

This is where our content strategy meets our intellectual development strategy.

As we continue to spread our ideas as widely as resources allow, our intellectual development team takes a “flame-spotting” approach to recruitment for programs such as the Objectivist Academic Center and the Junior Fellows Program—keeping an eye out for bright flares of interest and intellect among ARI's program participants and active content consumers.

Through our content and intellectual development programs, we are committed to making it possible for every individual who discovers and yearns to achieve a deeper understanding of Objectivism to take part in a meaningful program of education—whether self-directed, through newly released material posted to ARI Campus and YouTube, or through formal training at the Objectivist Academic Center—as a student or, now, as an auditor (see page 17).

In the following pages, you will learn more about the details of ARI's 2018 and forward-looking strategic efforts to spread Objectivism, and the impact the strategy has had so far.

## NEW STAFF ROLES POWERING ARI'S CONTENT AND INTELLECTUAL DEVELOPMENT STRATEGIES

In 2018, ARI created new roles and restructured its organizational chart to better align the responsibilities of staff with the new content and intellectual development strategies. Here are two such examples:



**CARLA SILK**, Director of Content Production, has been a major driver behind ARI's increased output of intellectual content. Her role is that of a supercharged project manager—running the Content department like a machine. She has shielded content creators from the managerial and administrative responsibilities that would otherwise absorb much of their attention, and has brought innovation to our editorial and production processes across the board.



**ZANE MITCHELL**, Director of Digital Marketing, has grown ARI's ability to measure and track key performance indicators and other valuable metrics for understanding the ways users across all platforms and channels are engaging with our intellectual content. The more sophisticated we can become in our ability to measure and track data, the better we will be at allocating our resources for producing and distributing content that demonstrably impacts our goals.

# INTRODUCING *NEW IDEAL*

The Central Hub for New Intellectual Content from ARI



In April, ARI launched its new online publication *New Ideal*. Visit [newideal.aynrand.org](http://newideal.aynrand.org).

ARI's decision to multiply the rate of production and broaden distribution of Objectivist content has meant adopting many new social media channels and other promotional platforms in recent years—from YouTube and Facebook to Twitter, iTunes, Instagram and more. Each move onto a new platform has exposed us to new audiences but has also made it a challenge for our core audience to know where they can find our latest intellectual content.

Our new online publication *New Ideal* solves this problem; it serves as a central hub for users to find a steady flow of original, timely, thought-provoking and in-depth commentary on today's pressing cultural issues from an Objectivist perspective.

Yet *New Ideal* seeks to reach not only an Objectivist audience, but also, especially, evermore non-Objectivists, by demonstrating the power of Ayn Rand's ideas and their necessity in today's world.

Our output to date has been considerable. Since

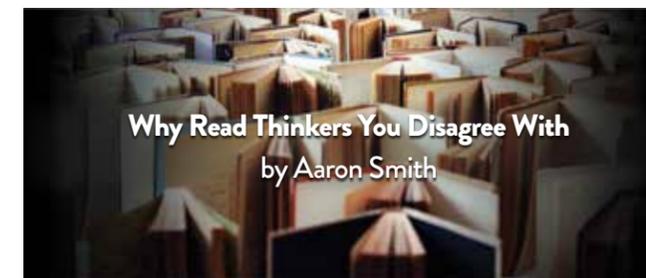
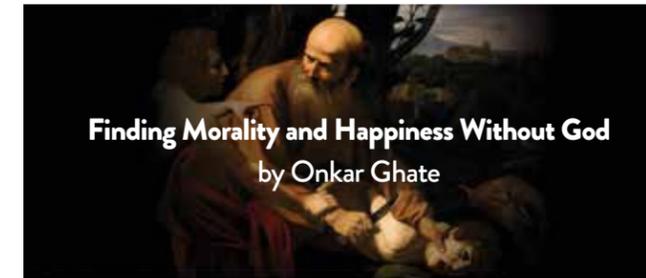
launching in April, a total of 88 pieces have been released. In 2019, we will release at least two substantive pieces per week in a variety of formats—written articles, video and audio.

Content is organized on the website by topic and release date, with an “In Depth” section presenting longer and more advanced material—and an “In the Spotlight” section featuring recommended articles. When designing the website ([newideal.aynrand.org](http://newideal.aynrand.org)), we took a mobile-first approach to ensure navigation is easy and reading is enjoyable on phones, tablets and computers.

Whether you're primarily interested in applying Objectivist principles to questions of foreign policy, culture and society, government and free speech—or to the pursuit of happiness in your own life—*New Ideal* is the place to go.

We hope you'll take advantage of this one-stop platform to keep up with us year-round. To receive notifications about *New Ideal* content, go to [newideal.aynrand.org](http://newideal.aynrand.org) and click “Sign up for email updates” at the top of the page.

## Recommended *New Ideal* Articles



From the “About” Page at [newideal.aynrand.org](http://newideal.aynrand.org)

## WELCOME TO *NEW IDEAL*

Ayn Rand's goal as a novelist and philosopher was to “define and present the image of an ideal man—specifically, the image of what man can be and ought to be.” To do it, she needed to discover a new philosophy and define a new moral code. “My philosophy, in essence,” Rand once said, “is the concept of man as a heroic being, with his own happiness as the moral purpose of his life, with productive achievement as his noblest activity, and reason as his only absolute.”

At *New Ideal*, we explore pressing cultural issues from the perspective of Rand's philosophy, Objectivism.

Here you will not find the categories that define today's intellectual world. We are neither of the right nor the left, but we reject “the center.” We are atheists, but we are *for* reason, not merely *against* religion. We champion science, but also free will. We are staunch individualists, but also moralists—embracing a new kind of morality, in which selfishness is a *virtue* and none of us is bound to be our brother's keeper. We don't just oppose “big government,” we eagerly support the *right* kind of government—one limited to protecting individual rights. We are for *real* freedom—freedom that includes a woman's right to abortion, an individual's right to speak his mind on any subject, and a businessman's right to create, unencumbered by the crushing weight of our expanding regulatory state. We are neither hawks nor doves. Instead, we support a rational foreign policy, directed exclusively by America's interests in protecting its citizens' lives and freedom. We are unabashed laissez-faire capitalists. We champion both the true entrepreneurs who create new technology and vast wealth and the true artists who create novel ways of illuminating the human experience.

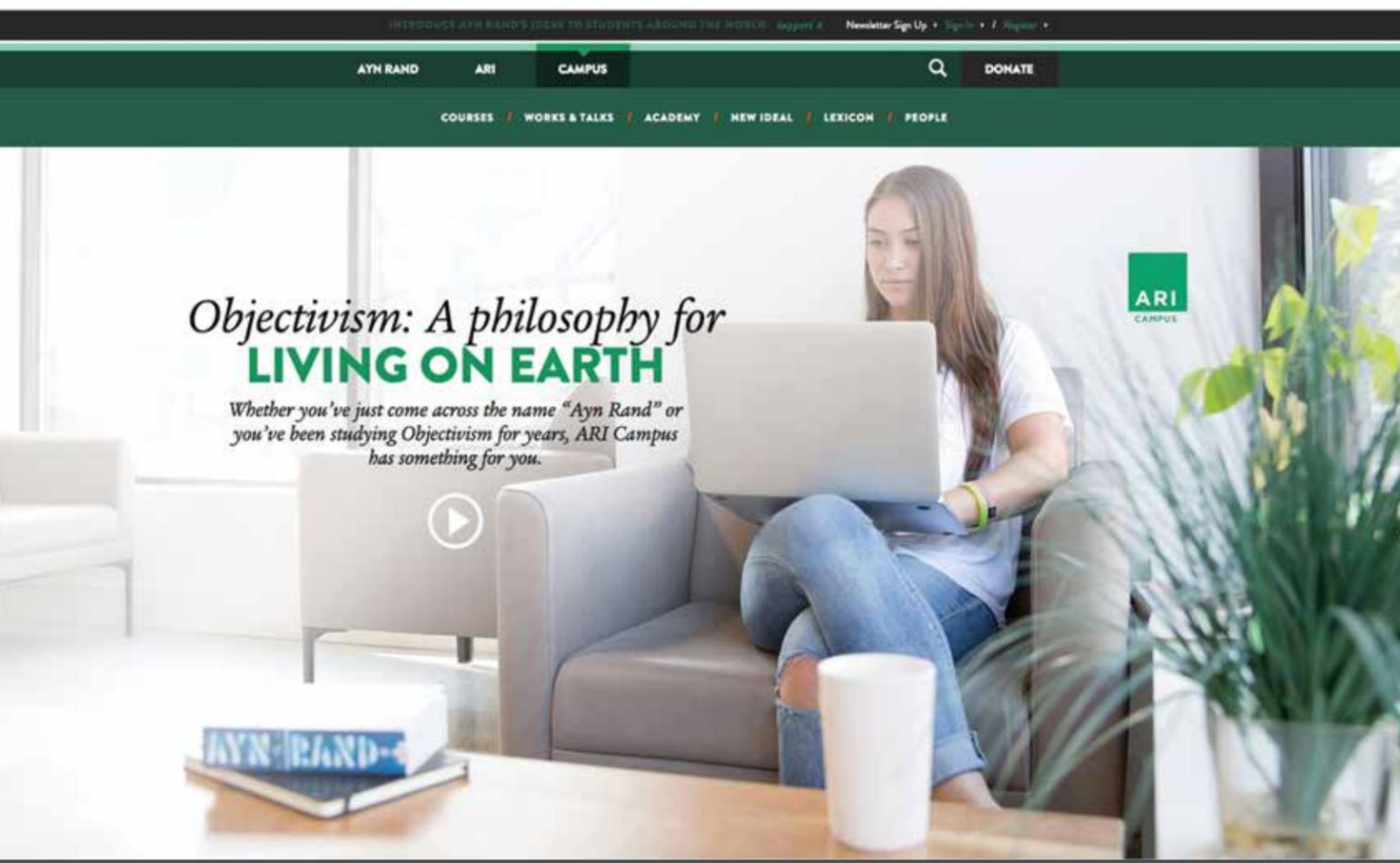
Reason. Individualism. Capitalism. Properly understood, all are *new* moral ideals. All are essential to human life, to the individual's pursuit of happiness, to living the kinds of lives each of us *should* live—and can if we try.

—The Editors

Find these and other articles by searching at [newideal.aynrand.org](http://newideal.aynrand.org).

# ARI CAMPUS AND YouTube

EXPANDING THE REACH OF AYN RAND'S IDEAS



The ARI Campus home page at [Campus.AynRand.org](https://Campus.AynRand.org)

- **178** HOURS OF NEW CONTENT IN FISCAL 2018 (5 TIMES MORE THAN PREVIOUS YEAR)
- **88,008** UNIQUE PAGE VIEWS OF THE AYN RAND LEXICON IN FISCAL 2018
- **42** COURSES AVAILABLE NOW
- **23,249** UNIQUE PAGE VIEWS OF THE AYN RAND AND LEONARD PEIKOFF ESSAYS IN THE "WORKS & TALKS" SECTION IN FISCAL 2018
- **441** TOTAL COURSE HOURS AVAILABLE NOW
- **18** COURSES RELEASED THIS YEAR (PREVIOUS AVERAGE: 4 PER YEAR)
- **103,848** TOTAL VIEWS OF CAMPUS COURSES ON YOUTUBE
- **20,426** TOTAL HOURS OF WATCH TIME

ARI Campus has been a key pillar of ARI's content strategy since its launch in 2012.

In 2018, we made the strategic decision to increase availability and consumption of Objectivist content across all of ARI's distribution channels, even if that meant risking cannibalization of one key channel by another offering the same content, as in the case of Campus and YouTube—or if it meant cutting off a source of income by distributing formerly paid content for free.

Given the results, we believe we made the right decision.

## CONTENT AVAILABILITY

In 2018, we also decided to release the majority of ARI's "legacy content" in the form of ARI Campus courses (which include audio file downloads) and YouTube videos. Legacy content consists of lectures by Ayn Rand, as well as lectures and courses by Leonard Peikoff, Harry Binswanger and other prominent Objectivist intellectuals. Beyond Ayn Rand's writings, these materials represent the most valuable assets ARI has in training students of Objectivism and exposing those interested in ideas to the Objectivist philosophy. They have always been available for purchase, and in recent years they have been made affordable to almost anyone. However, given our decision to maximize availability and consumption of Objectivist content, we decided to remove all barriers and distribute the materials broadly.

A vital part of implementing our decision to maximize the availability and consumption of Objectivist content on Campus and YouTube was to create many more courses and lessons, by making major changes to streamline our production processes. Changes to the way we develop courses resulted in five times the output of new course hours over the previous year, and four times the average number of courses made available in all previous years. This brought our total offerings to 42 courses, as of this writing, comprising 441 hours of material.

## CONTENT CONSUMPTION

We are happy to report that our decision to post ARI Campus courses on YouTube has not only increased consumption of the material in total, but it has done so without detracting from the growth of user engagement with ARI Campus.

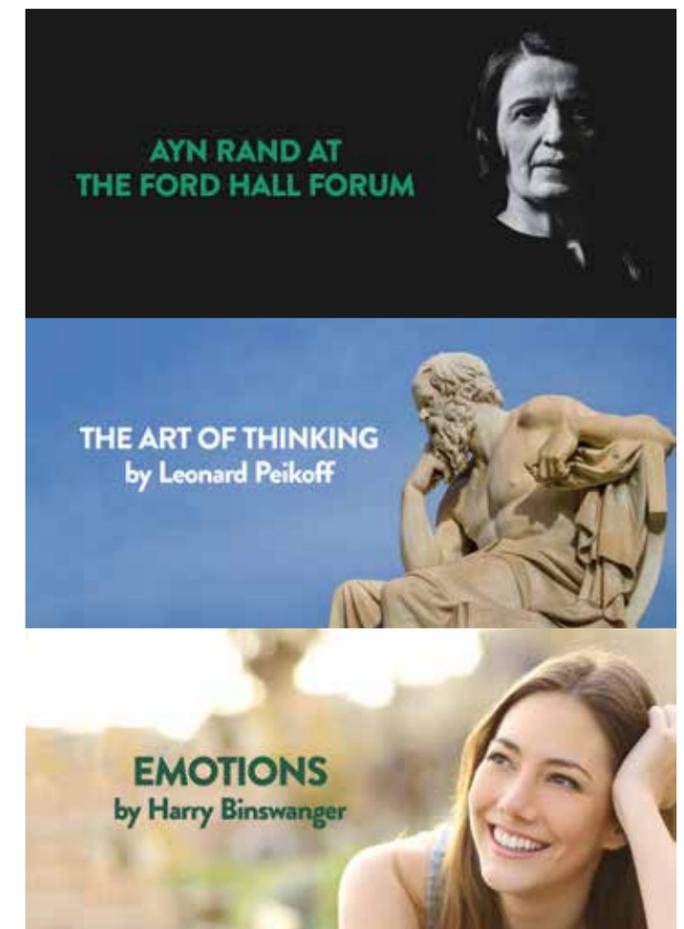
The number of registered and engaged users of the ARI Campus website has nearly doubled over the last two years, rising from 11,133, at the end of fiscal 2016, to 20,294 at the end of fiscal 2018. However, course consumption has grown more slowly and steadily: In fiscal 2018, users completed 13,365 lessons on the Campus website (with 14,476 total course hours consumed for an average of 1,206 hours per month). This number increased from about 12,000 in 2017.

Over the same period on YouTube, course lessons originally distributed on ARI Campus have been viewed an *additional* 103,848 times, with watch times totaling 20,426 hours.

Though there is a strong content overlap between ARI Campus and YouTube, both are key parts of our distribution strategy. In addition to serving as a second platform for those who prefer it to ARI Campus, YouTube is a powerful search engine and source of recommended content for its users. Its search and recommendation algorithms have the potential to introduce millions of new people to Objectivist content each year. For this reason, growing ARI's YouTube presence will be a major strategic focus in 2019.

In addition to finding a new and highly active audience on YouTube, our courses have helped to attract many new subscribers. Overall, the Ayn Rand Institute YouTube channel has seen a 52 percent increase in subscribers since last year, ending the calendar year with more than 30,000 subscribers. The channel has 73,000 views per month on average, with over 10,000 hours of watch time. (These numbers are also partially attributable to 2018's widely viewed panel discussions.)

## NEW COURSES NOW AVAILABLE ON ARI CAMPUS AND YOUTUBE:



## BRINGING NEW AUDIENCES TO ARI'S LIVE EVENTS

In ARI's fiscal year 2018, our speakers participated in 142 events (124 of which were organized by ARI), reaching a total of 20,812 attendees.

These events reached many more viewers by live stream and will continue to reach thousands more on YouTube, as well as through ARI's new podcast *ARI Live!* The podcast was launched at the end of October. Its purpose is to bring the unique experience of attending a live ARI event to anyone among the growing number of people around the world who prefer podcasts as a uniquely convenient way to consume substantive content on demand.

We know that each ARI event has the potential to ignite a spark in the mind of a curious person who otherwise might never have heard of Ayn Rand. We hear from these individuals every day, and many are moved to explore Objectivism further. (For that, we are grateful to our donors, whose support makes these events—and those sparks—possible.)

As a part of ARI's redoubled emphasis on spreading Objectivist philosophy through widely distributed content, we have aimed to increase our engagement with the most prominent and influential public intellectuals and communicators of the day—such as Jordan Peterson, Dave Rubin, Douglas Murray and Eric Weinstein—whose worldwide audiences crave answers to the questions Objectivism is uniquely able to answer.

The OCON panel discussion between Yaron Brook, Jordan Peterson, Dave Rubin and Gregory Salmieri, mentioned on page 6—which has been viewed more than 279,000 times as of this writing—is our most watched live discussion of 2018. The next most watched are:

- “Jordan Peterson, Dave Rubin, Onkar Ghate on Free Speech: LIVE at Clemson”  
**270,335 VIEWS** at *The Rubin Report* YouTube channel  
Visit: [aynrand.org/freespeechclemson](http://aynrand.org/freespeechclemson)
- “Dave Rubin and Yaron Brook Live at the University of Central Florida”  
**60,988 VIEWS** at *The Rubin Report* YouTube channel  
Visit: [aynrand.org/ucf](http://aynrand.org/ucf)
- “What Is Killing Western Civilization?”  
Yaron Brook, Claire Fox and Douglas Murray  
**54,914 VIEWS**, across multiple YouTube channels  
Visit: [aynrand.org/wikwc](http://aynrand.org/wikwc)

We look forward to many more such events in 2019.



For unique perspectives on a variety of thought-provoking topics—from freedom of speech to the Middle East to ethics to arts and culture—check out ARI's new podcast, *Ayn Rand Institute Live!*



Listen and subscribe on iTunes, Stitcher, Spotify or SoundCloud



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# THE OBJECTIVIST ACADEMIC CENTER IS NOW OPEN TO ANYONE

## ANNOUNCING THE OAC AUDITING PROGRAM FOR NON-STUDENTS

If you've listened to talks by Objectivist scholars and wondered how these experts became so knowledgeable about Objectivism and adept at conveying complex ideas with clarity and precision—the answer is: It certainly took years of solitary work. Yet they—and many other successful Objectivist academics, writers and businessmen—also received critical training through ARI's intellectual development programs.

### WHAT IS THE OAC?

ARI's flagship intellectual development program today is the Objectivist Academic Center (OAC). The core of the OAC is a three-year distance-learning curriculum that provides systematic instruction in the central questions of philosophy, in Objectivism and its applications, in how to communicate ideas, and—above all—in how to think philosophically.

### THE OAC AUDITING PROGRAM

For the first time, the OAC educational experience is open to anyone. Auditors may participate in live classes and get access to the same content as graded students.

One of the best aspects of the OAC is that classes are conducted live via videoconference, so you can take part no matter where you live and can get to know your fellow students and faculty as you would in a physical classroom. (Each class is also recorded for those with incompatible schedules.) While auditors are just as engaged with the readings and discussions as students are, they are not graded and do not have writing assignments.

If you're intellectually ambitious, passionate about Objectivism and dedicated to challenging and improving yourself, we encourage you to learn more about the auditing program. Visit [aynrand.org/oac](http://aynrand.org/oac) for information.

### WHAT CURRENT OAC AUDITORS ARE SAYING ABOUT THEIR EXPERIENCES:



“Once I immigrated to the U.S., propelled by my new take on life (inspired by Ayn Rand), I made up my mind to study Objectivism more deeply. . . . Having for years attempted to study Objectivism on my own and knowing I needed the discipline and structure of a class, I thought of applying to the OAC program. But I

was hesitant, knowing my work schedule could get busy some years. I realized that a way to audit the complete OAC program would be my best bet. I was so thrilled when ARI announced its new program for auditors. . . . I am learning a lot in my first semester. . . . There's a steady stream of “Aha!” moments and amazing insights without the stress of assignment deadlines. I highly recommend the auditing program. ”

—Pooja Gupta, Minneapolis, MN



“The auditing program has been a terrific learning experience. While I've taken many courses over the years since first encountering Ayn Rand . . . I have never really studied her works. I've read most of what she has written at least once, and many of the excellent books and articles about her philosophy, but the actual study has proven to be very fulfilling. Indeed, like reading one of her novels for the nth time, whole new vistas are opening up. ”

—Harry Mullin, Dana Point, CA



“I knew the OAC would offer organization and order; an overall framework and focus; content curated for a carefully chosen purpose; a theme to integrate my journey. I also knew there was a difference between being a student of Objectivism and having a teacher. This was an opportunity to benefit

from the tutelage of philosophers, scholars and experts I admire, who would take a personal role in my intellectual development.

Six weeks into the program . . . I notice what did not stand out to me before. I ask questions that would not have occurred to me, and I am more attuned to the observations from which these questions arise and which they illuminate. I am clearer on the value significance of their answers. I am engaged in a rigorous process of discovery and rediscovery. ”

—Ashley Karen Roy, Durham, NH

# INTERVIEW WITH DR. ANGEL MUÑOZ

Experimental Psychologist  
and Participant in the OAC  
Faculty Adviser Program

“ Objectivism has helped me approach the world in a rational way. It has given me a great deal of conviction, which allows me to act in a way that promotes what I think is right and true. This has led me to make choices that have greatly benefited myself and others whom I value and care for. ”

—Angel Muñoz



Dr. Angel Muñoz is an experimental psychologist specializing in learning, memory and other aspects of human cognition. He has participated in ARI's student and intellectual development programs for nearly a decade, beginning with the Objectivist Academic Center and now working with Dr. Edwin A. Locke as part of ARI's faculty adviser program—a program within the Objectivist Academic Center that offers mentoring to advanced students embarking on an academic career.

He was the founding president of the Objectivist Club at the University of Central Missouri, where he earned undergraduate and master's degrees before going on to earn his Ph.D. at the University of Wyoming. Today, he is Visiting Assistant Professor of Psychology at Earlham College in Richmond, Indiana; he recently accepted the college's offer of a tenure-track assistant professor position, beginning in 2019.

## How did you first discover Ayn Rand, and what motivated you to look further into her ideas?

I discovered Ayn Rand when a professor of philosophy, Dr. Kenneth Cust, recommended that I read *The Virtue of Selfishness*. At that point, I was taking an undergraduate social psychology class and I was very intrigued about whether a selfless act was truly possible. I was immersed in the social psychology literature, exploring the possibility of altruism (or a truly selfless act). The psychological literature was complex and often offered very different definitions of “selflessness” and “selfishness.” I was very frustrated because I could not even find multiple sources or studies in which these terms had the same meaning! One day, Dr. Cust was casually arguing with a group of students that selfishness was good and that one ought to pursue their own self-interest. I approached the crowd and talked to Dr. Cust after the other students left. I explained to him my problems and frustrations with my field within the topic of altruism vs. egoism (i.e., the disastrous and often contradictory ways in which selfishness and selflessness are

conceptualized). He told me to go and buy a book called *The Virtue of Selfishness* by Ayn Rand and that he would discuss this topic with me only if I read it.

I went to a local bookstore and bought the book. I was disappointed to see that there were no studies or academics cited, but nonetheless, I was willing to give it a try. *The Virtue of Selfishness* got me hooked from the very first pages; I got over the fact that it did not look like a journal article very quickly! All the conceptual issues that I had with the psychology literature were clarified from the start. I could not put that book down until I finished. I then purchased and read the rest of Ayn Rand's nonfiction (oddly enough, I read her fiction books last!). What motivated me to look further into her ideas was her epistemology; I discovered the importance of properly forming and communicating concepts. I quickly realized that the main problems in my field of study were due to conceptual confusions and faulty logic (not experimentation). I then became eager to learn and apply Objectivist epistemology to my career and everyday life.

## How did you first become involved with ARI, and what programs have you participated in?

I first became involved with ARI through the Objectivist Academic Center. I really wanted to formally learn Rand's philosophy so that I could effectively apply it to my life and career (I am an experimental psychologist). This program was challenging and provided me with a deeper understanding of Objectivism. I then volunteered as a conference scholar so that I could attend the Objectivist conferences. I was always excited to meet and learn from Objectivist scholars and to meet like-minded people.

More recently, I joined ARI's faculty adviser program in which I was paired with Dr. Edwin Locke, a senior and prolific psychologist. In the program, I receive advice from Dr. Locke within the field of psychology and early career development.

## Could you tell us about your experience with ARI's faculty adviser program so far, and what you're working on with Dr. Locke?

I have found this program extremely helpful. For instance, I was asked by my current institution to teach a course on motivation. I am, by training, a cognitive psychologist, so teaching a new course that is unrelated to my main area of expertise is always challenging. Dr. Locke's expertise is motivation, and he has helped me refine my understanding of essential concepts in the field. He also helped me identify canonical readings

in motivation and suggested class activities and assignments that I could incorporate into my course. My class went really well and I believe students got a lot of out of it. In fact, I submitted my syllabus to the Society for the Teaching of Psychology (APA Division 2) to be peer reviewed and incorporated as a teaching resource that other teaching scholars could use as a model to develop their classes. My syllabus was accepted for publication and is now available online at [aynrand.org/AngelMunozSyllabus](http://aynrand.org/AngelMunozSyllabus).

Dr. Locke has given me excellent early career advice. For example, I was looking for jobs earlier this year, and he explained to me the politics and dynamics of higher education and what it takes to thrive in this environment. I am also becoming more interested in motivation, and I'm exploring the possibility of collaborating with him on a project exploring extrinsic, intrinsic, and achievement motivation in college students.

## Do you feel that Objectivism has given you an advantage in your academic work? In your life, in general?

Definitely. This is particularly true in my classes. I'm very careful about how I convey, form and communicate concepts to students. I encourage students to think clearly and identify principles. Moreover, I often ask them to identify the facts of reality that give rise to a particular concept within psychological science. This allows them to have a firsthand understanding of such concepts and to potentially identify conceptual problems within the field. I always emphasize independent thinking in class.

In life, Objectivism has helped me approach the world in a rational way. It has given me a great deal of conviction, which allows me to act in a way that promotes what I think is right and true. This has led me to make choices that have greatly benefited myself and others whom I value and care for. It has also helped me to see potential value in other individuals. I now tend to approach others with the mindset that we can all benefit from each other and potentially do great things together.

## What's next for your career and life?

For now, I'm working to further develop my skills as a college professor and as a researcher. I am trying out this new phase in my life, and I have a conscious plan to reevaluate my happiness and satisfaction with my current career in about three years' time. At present, it is too early to tell the outcome!

## THE GROWING DEMAND ABROAD FOR AYN RAND'S IDEAS

In 2017, ARI made the strategic decision to make our outreach global, reaching out to active minds open to Ayn Rand's ideas anywhere they can be found. Foreign sales of Ayn Rand titles have increased significantly over the last several years, and additional titles are published in new languages regularly. Recent data suggests *The Fountainhead* is selling particularly well—in fact, in some years, as many copies are sold abroad as in the United States.

Outside the U.S., interest in events about Ayn Rand's ideas has also never been higher. In 2018, we sent speakers to 68 events abroad, reaching a record attendance of about 15,200 people. Prior to that:

- In 2014, we had 33 speaker events outside the U.S., attended by nearly 2,700 people.
- In 2015, we started ARI Europe and contracted with Annie Vinther Sanz to manage it. That year, ARI speakers were featured in 66 events and attracted about 5,200 people.
- From 2015 to 2018, we sent speakers to 288 events and drew about 37,100 attendees.

Our speaker events are always complemented with a display of Ayn Rand's works as well as Leonard Peikoff's *Objectivism: The Philosophy of Ayn Rand*. We provide handouts for event attendees and a slideshow featuring ARI's key programs, and we make Ayn Rand books available in the language of the host country. We also correspond with and send books and other materials to university and high school students, teachers and free-market organizations, always adding a special request that the books be made available to anyone interested in learning more about Ayn Rand's ideas.

ARI supports and works with Ayn Rand Center Israel (ARCI), which promotes Ayn Rand's ideas to its home base under Boaz Arad's guidance. In addition to these targeted efforts, many individuals work to bring Ayn Rand's ideas to the public in their own countries. We expect to see additional people and organizations spreading the philosophy as we continue our joint efforts with Objectivists around the world.



Recent foreign editions of Ayn Rand's books include *We the Living* and *Capitalism: The Unknown Ideal* in Georgian and a new trade paperback of *The Fountainhead* in French. Foreign editions are currently available in 34 languages. The most popular titles are, not surprisingly, *Atlas Shrugged* in 29 languages and *The Fountainhead* in 27.

### AYNRANDCON EUROPE 2019

In 2019, ARI will respond to growing overseas demand by offering an Ayn Rand Student Conference (AynRandCon Europe) in Prague, Czech Republic, February 15 to 17, 2019. For details, visit [AynRandCon.org/europe](http://AynRandCon.org/europe). Plans are also being made for a Latin American conference in September of 2019.



## THE GLOBAL FUTURE OF OBJECTIVISM

Since its founding, ARI has faced the question of whether and to what extent to focus on promoting Objectivism abroad, or to concentrate only on the United States. In 2018, we decided to expand some of ARI's activities abroad while laying the groundwork for other foreign initiatives to be run independently by ARI-affiliated organizations. This approach will allow us to expand our influence globally without doing so at the expense of investment in our U.S.-focused programs.

### WHY WORK TO SPREAD OBJECTIVISM OVERSEAS?

The answer to this question has become clearer the further we move into the Information Age.

Today, much of the public discourse about ideas is occurring on YouTube, Twitter, Facebook, and in internationally published books by non-U.S. authors such as Jordan Peterson, Yuval Noah Harari and Douglas Murray. The scholar who revived the "inequality" debate in the U.S., was the French author Thomas Piketty. These and other popular intellectuals driving today's debates are equally influential in the U.S., Europe, Israel, Australia, Canada and elsewhere. While some aspects of U.S. culture may remain confined to its borders—when it comes to philosophy and the spread of ideas, globalization is all but complete.

Some Objectivists have argued that efforts to spread Objectivism outside the U.S. are misspent, because other countries do not share the lingering vestiges of our Enlightenment founding. This idea is seriously challenged by the high number of attendees at ARI speakers' recent foreign talks; the rapidly growing library of foreign editions of Ayn Rand's works; the fact that 29% of *New Ideal* website traffic is from overseas, while 40% of ARI Campus use is outside the U.S.; and the increasing number of foreign attendees at OCON, AynRandCon and other U.S. events each year.

In the Objectivist movement alone, some of the most impactful voices—including Ayn Rand herself, Leonard Peikoff, Yaron Brook, Onkar Ghate, ARI's president and CEO, Tal Tsfany, and many others—have come to us from abroad. The recent Ayn Rand Student Conference (AynRandCon) 2018, which took place in Atlanta, Georgia, hosted students from 17 countries, and the percentage of overseas applicants to the Objectivist Academic Center and Junior Fellowship Program continues to grow each year.

At the level of philosophy, the critical discussions taking

place abroad today are heedless of national borders—inseparable from those taking place here.

### JOINING AND LEADING THE CONVERSATION ABROAD

ARI has been invited to participate in events with many pro-liberty organizations that are active globally. Our most widely viewed non-U.S. talk this year was Yaron Brook's at the Liberty Forum in Brazil, which had 6,000 live attendees and over 100,000 viewers by live stream. Another well-attended Yaron Brook talk took place during Students for Liberty's LibertyCon in Belgrade, Serbia, where 750 of the most active student advocates for liberty were gathered.

Next year, ARI's first foray into Objectivist conferences abroad will begin with the Ayn Rand Student Conference (AynRandCon) Europe 2019 in Prague, Czech Republic, February 15 through 17.

In September 2019, AynRandCon Latin America will take place in Buenos Aires, Argentina. These conferences are open for students and non-students alike. In particular, we encourage those interested in sponsoring students.

### ARI'S ROLE IN THE GLOBAL SPREAD OF OBJECTIVISM

While ARI focuses most of its resources on the U.S., the work of spreading Objectivism globally is already being taken on by many energetic and entrepreneurial individuals.

AynRandCon Europe 2019 is being organized in Prague, mainly by Annie Vinther Sanz, who heads ARI's European programs. The September 2019 AynRandCon in Buenos Aires will be the first collaboration between ARI and a new affiliate organization in Latin America.

Affiliated but independent organizations like these—including the very active Ayn Rand Center Israel, led by Boaz Arad—are the model for ARI's future efforts to promote Objectivism globally. By supporting their development with, for example, existing educational materials that can be translated into local languages, we can extend ARI's impact without diluting our U.S. efforts.

We believe the proliferation of these affiliated independent organizations is the best mechanism for spreading Objectivism abroad—and, if the future resembles the past, we expect many of the individuals we encounter to become critical assets in the fight for a better life everywhere.

68  
INTERNATIONAL  
SPEAKING EVENTS

15.2K+  
RECORD NUMBER  
OF ATTENDEES  
IN 2018

288  
EVENTS  
37.1K+  
ATTENDEES  
SINCE START  
OF ARI EUROPE  
IN 2015



Thomas Walker has been among ARI Europe's most active volunteers for the last four years. He credits Ayn Rand's ideas with having produced a radical transformation in his own life, and he is working to spread their influence in his home country, the United Kingdom. We asked him to describe his experience with ARI Europe and his plans for the future.

“ I first found Ayn Rand through a YouTube recommendation. At the time, I was very interested in the atheist movement. YouTube suggested the 1961 Mike Wallace interview, based on the Christopher Hitchens videos I had been watching, and as soon as Rand described the rational mind as man's only means for engaging with reality, I was hooked.

Living in the UK, a country where far more industries are in private hands than is the case in much of the world, I was very aware of the benefits of privatization. Deeply involved in the transportation industry, I had seen firsthand the opportunities that competition and the profit motive had created there. At school I had grown frustrated at the education system and its attempts to shape my worldview and control what I was exposed to. Rand hit all of these points in succession in that interview, each resonating with a view I already held.

Here was someone integrating all my existing views together under a single consistent philosophy, something I had never been offered before. A lifetime of jumping from label to label, from 'conservative' to 'liberal' to 'humanist' to 'libertarian,' none ever truly fitting me, was suddenly replaced by a fully

consistent and integrated set of ideas that made sense to me whichever issue it was applied to.

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**“Despite my love of America, I want to see Objectivism take hold more in the UK. My roots are here, and this is a country that has had individual freedom at its core for 800 years. It's the perfect place to advance Objectivism and over the past four years, I've worked with ARI Europe to strengthen the UK as a base for Objectivism in Europe.”**

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Over the following years the application of Rand's philosophy to my life brought about a radical transformation. The idea that it was valid for me to pursue my own wealth and success, coupled with the idea that I was capable of solving problems and achieving goals far beyond those of which I had considered myself capable, took me from a go-nowhere job and empty personal life to a thriving career, my own business, global travel and social circles across multiple continents in less than two years.

With Objectivism making such a difference to me, I was keen to learn more and grow that success. I got involved with ARI first by participating in a three-week internship program at ARI's office in Irvine, then by attending the fall student conference (then called StriveCon). Six Objectivist conferences later, I'm now a student in ARI's Objectivist Academic Center and at each event I attend, I'm still coming up with new business ideas, achieving new understanding of philosophy and discovering realities about my own life.

Despite my love of America, I want to see Objectivism take hold more in the UK. My roots are here, and this is a country that has had individual freedom at its core for 800 years. It's the perfect place to advance

Objectivism and over the past four years, I've worked with ARI Europe to strengthen the UK as a base for Objectivism in Europe. I represent ARI Europe every year at several events, including the Battle of Ideas conference, the annual Adam Smith Institute Ayn Rand Lecture and various other stand-alone events. I have organised events for ARI speakers visiting the UK, including one for Andrew Bernstein at the Adam Smith Institute and another for Tara Smith at a student philosophical society in Cambridge. Recently, as more Objectivist groups have started to form in the UK, I have begun to work as a liaison between those groups and ARI Europe to try to co-ordinate their various activities.

I am very keen to take this work further and am working with ARI Europe currently to develop some very exciting plans for a more permanent Objectivist project based in the UK. Ultimately I would like to see the UK take its place as the bastion of Objectivism outside the US. There is a huge pro-freedom opinion base here waiting to be tapped. I see that at every event I work at or attend. When I present Rand's ideas in a format that British people can understand, using their language, their concepts and the issues they experience day to day, the effect is remarkable. Ideas they would have dismissed out of hand suddenly get taken seriously. There is a movement just waiting to happen here, and all it needs is some real effort and resources put into solidifying it and capitalizing on it. ”

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**“When I present Rand's ideas in a format that British people can understand, using their language, their concepts and the issues they experience day-to-day, the effect is remarkable. . . . There is a movement just waiting to happen here, and all it needs is some real effort and resources put into solidifying it and capitalizing on it.”**

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# ARI'S NEW MEMBERSHIP PROGRAM

At OCON 2018, ARI announced a new membership program that will broaden and diversify our base of ongoing financial support over the coming years.

Predictable revenue has a greater impact than unpredictable revenue, because it allows us to plan long-range and to make investments we might not make under greater uncertainty.

The membership program will make it possible for us to continue to provide all of the existing and new Objectivist content—courses, lectures, talks, interviews and more—for free on platforms like YouTube, iTunes, ARI Campus and live webinars.

So far the program has been very successful. It was launched in July, and to date we have nearly 300 dedicated members—a goal for 2018 we expect to meet by year's end.

Because membership starts at just \$10 per month, many of ARI's new members are young students, seniors on a fixed income, and others outside of the typical donor profile. This carries the added benefit of allowing beneficiaries of ARI's educational programs to be more personally invested in ARI, now and in years to come.

Members receive perks based on their monthly contribution level, including a personalized membership card and access to member-only events. As a show of our thanks, we send each new member an ARI Membership Kit that includes an ARI lapel pin, license plate frame, annual report, a "Who Is John Galt?" decal and other perks.

We encourage you to consider converting your current support into an ARI membership; see our membership levels and benefits below.

## SELECT YOUR MEMBERSHIP\*

Your membership empowers us to keep ARI content free for everyone. Join today.

<p><b>ANTHEM</b> \$10 Monthly**</p> <p><b>DONATE</b></p> <p>Member Impact <b>2</b>  OAC Student Class Materials</p> <p>OR</p> <p><b>17</b>  Books for Teachers</p> <p>Member Perks</p> <ul style="list-style-type: none"> <li>• Electronic <i>Impact Quarterly</i></li> <li>• "Who Is John Galt?" Decal                             <ul style="list-style-type: none"> <li>• ARI Lapel Pin</li> </ul> </li> <li>• ARI License Plate Frame</li> <li>• ARI Annual Report</li> <li>• Anthem Member Card</li> </ul>	<p><b>WE THE LIVING</b> \$50 Monthly</p> <p><b>DONATE</b></p> <p>Member Impact <b>10</b>  OAC Student Class Materials</p> <p>OR</p> <p><b>1</b>  Student Scholarship for Ayn Rand Student Conference</p> <p>OR</p> <p><b>86</b>  Books for Teachers</p> <p>Member Perks</p> <ul style="list-style-type: none"> <li>• All Prior-Level Perks</li> <li>• Free OCON Live Streaming Pass</li> <li>• <i>We the Living</i> Member Card</li> </ul>	<p><b>THE FOUNTAINHEAD</b> \$100 Monthly</p> <p><b>DONATE</b></p> <p>Member Impact <b>1</b>  OAC Student Scholarship for OCON</p> <p>OR</p> <p><b>2</b>  Student Scholarships for Ayn Rand Student Conference</p> <p>OR</p> <p><b>171</b>  Books for Teachers</p> <p>Member Perks</p> <ul style="list-style-type: none"> <li>• All Prior-Level Perks</li> <li>• 30% Off OCON Week Pass</li> <li>• A Signed Book Every Year</li> <li>• Paper <i>Impact Quarterly</i></li> <li>• <i>The Fountainhead</i> Member Card</li> </ul>	<p><b>ATLAS SHRUGGED</b> \$250+ Monthly</p> <p><b>DONATE</b></p> <p>Member Impact <b>1</b>  Semester OAC Student Tuition</p> <p>OR</p> <p><b>5</b>  Student Scholarships for Ayn Rand Student Conference</p> <p>OR</p> <p><b>428</b>  Books for Teachers</p> <p>Member Perks</p> <ul style="list-style-type: none"> <li>• All Prior-Level Perks</li> <li>• 50% Off OCON Week Pass and Premium Seating</li> <li>• <i>Atlas Shrugged</i> Member Card</li> </ul>
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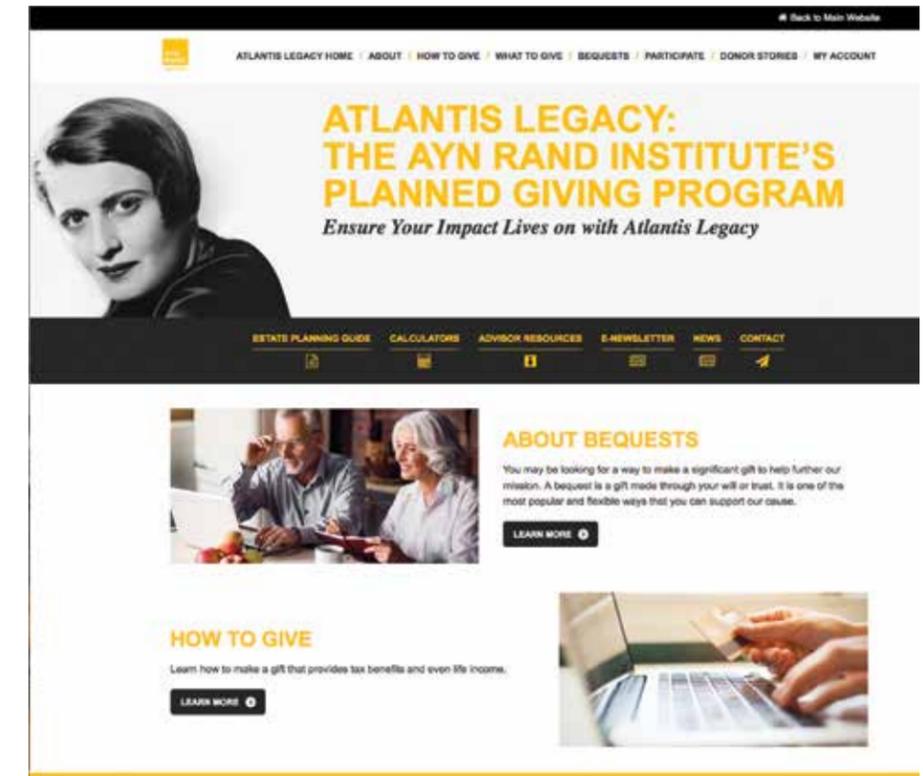
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Website of ARI's legacy giving program. Visit [atlantislegacy.org](http://atlantislegacy.org).

The Atlantis Legacy is a special program of the Ayn Rand Institute that acknowledges donors who have arranged bequests and other estate gifts to ARI, and highlights the importance of planned giving to the Institute's ongoing success in advancing Ayn Rand's philosophy of Objectivism.

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“When I die, that will be the end of me—I don't think it will be the end of my philosophy.”

—Ayn Rand

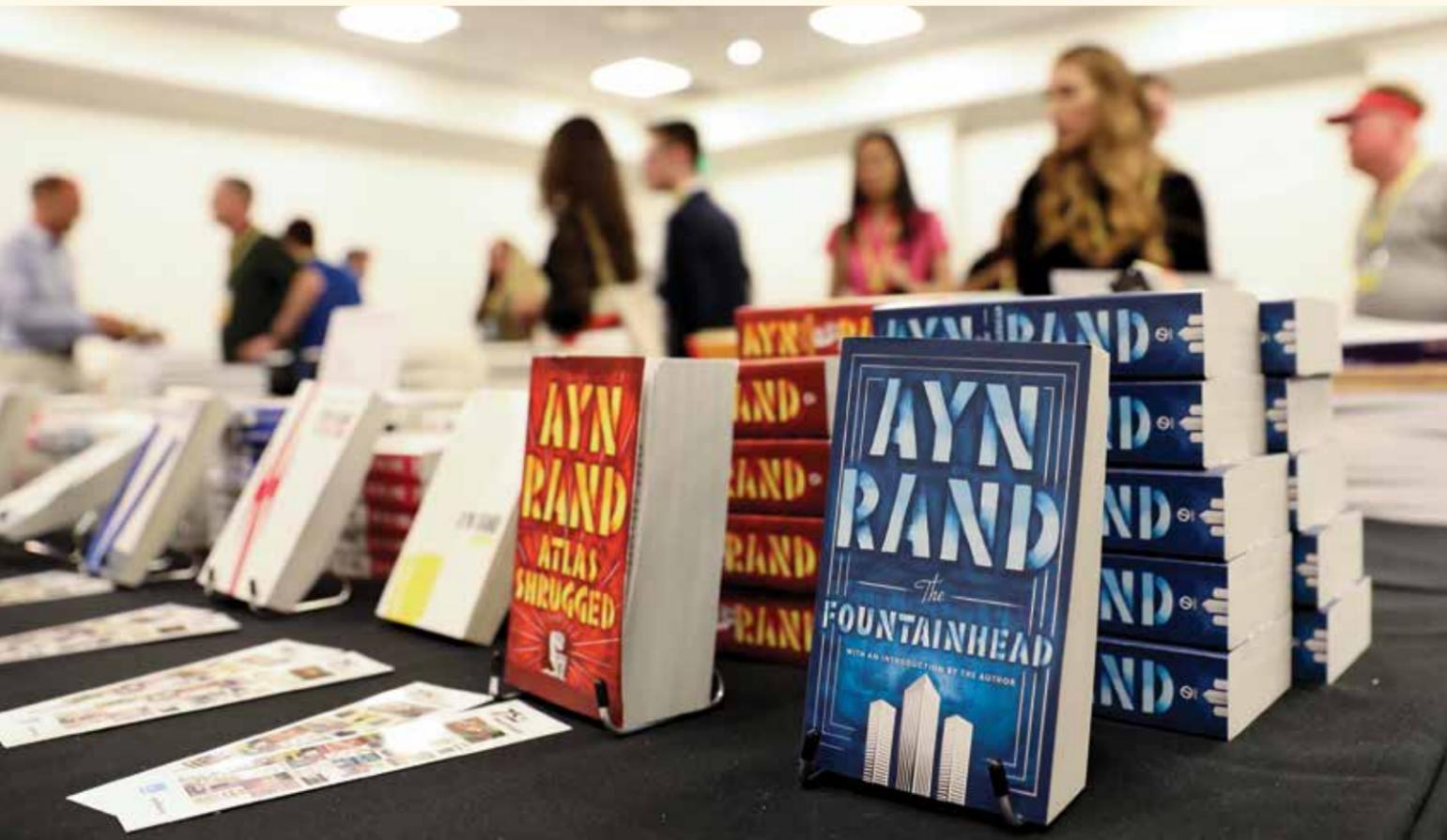
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**—Ayn Rand**

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 Active surgeon and founder of LePort Schools

**ARI STAFF AND ASSOCIATES**

- Boaz Arad, Ayn Rand Center, Israel
- Lance Arenson, Contoller
- Jason Bateman, Director of Development
- Ben Bayer, Instructor and Fellow
- Robert Begley, Legacy Giving Manager
- Tom Bowden, Research Fellow
- Colin Campbell, Video Production Specialist
- Kathy Cross, Legacy Giving Manager
- Marilee Dahl, Director of Education and Student Channels
- Adam Edmondson, Director of Marketing
- Simon Federman, Graphic Design Specialist
- Onkar Ghatge, Chief Philosophy Officer and Senior Fellow
- David Gulbraa, Donor Services Specialist
- Ayesha Ilyas, IT Services Manager

- Jeff Janicke, Business Operations Coordinator
- Elan Journo, Director and Senior Fellow
- Krissy Keys, Business Operations and Executive Manager
- Duane Knight, Grants Manager
- Chris Locke, Vice President of Operations
- Keith Lockitch, Vice President of Content and Senior Fellow
- Anthony Loy, Student Outreach Coordinator
- Stewart Margolis, Development Account Manager: Northern U.S.
- Jennifer Miguel, Social Media Strategist
- Zane Mitchell, Director of Digital Marketing
- Donna Montrezza, Copy Editor
- Matthew Morgen, Development Account Manager: Southern U.S.

- Alex Prisc, Content Writer
- Lucy Rose, Content Production Manager
- Gregory Salmieri, Adjunct Instructor
- Jeff Scialabba, Intellectual Development Programs Manager
- Anu Seppala, Director of Cultural Outreach
- Carla Silk, Director of Content Production
- Aaron Smith, Instructor and Fellow
- Emily Tomarchio, Project Manager
- Maria Torre, Assistant Contoller
- Tal Tsfany, President and Chief Executive Officer
- Agustina Vergara Cid, Junior Fellow
- Annie Vinther Sanz, ARI Europe
- Alex Wigger, Content Production Coordinator
- Jennifer Woodson, Archivist

**THE AYN RAND INSTITUTE: THE CENTER FOR THE ADVANCEMENT OF OBJECTIVISM**  
**FISCAL YEAR 2018 FINANCIAL STATEMENTS (OCTOBER 1, 2017–SEPTEMBER 30, 2018)\***  
 (IN THOUSANDS)

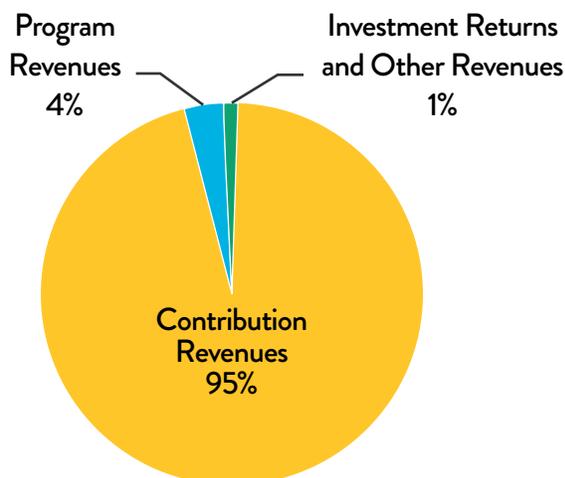
STATEMENT OF FINANCIAL POSITION  
 As of September 30, 2018

<b>ASSETS</b>	
Current Assets	\$ 3,103
Long-Term Assets	<u>4,958</u>
<b>TOTAL ASSETS</b>	\$ 8,061
 <b>LIABILITIES AND NET ASSETS</b>	
Current Liabilities	\$ 1,653
Long-Term Liabilities	2,563
Net Assets	<u>3,845</u>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	\$ 8,061

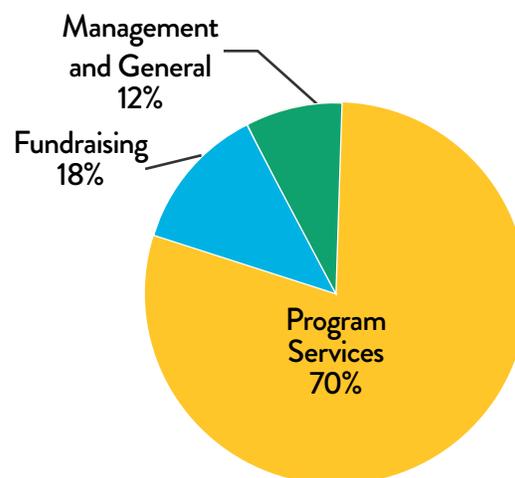
STATEMENT OF ACTIVITIES  
 Year Ended September 30, 2018

<b>REVENUES</b>	
Contributions	\$ 9,956
Program revenues	415
Investment returns and other revenues	<u>28</u>
<b>TOTAL REVENUES</b>	\$ 10,399
 <b>EXPENSES</b>	
Educational programs	\$ 3,398
Outreach	1,449
Other	<u>255</u>
Total Program Services	5,102
Fundraising	1,313
Management and general	<u>840</u>
<b>TOTAL EXPENSES</b>	\$ 7,255
 Change in Net Assets	 <u>\$ 3,144</u>

**REVENUES**



**EXPENSES**



\*The financial statements reflected represent preliminary figures only. Full statements will be available in 2019 at [aynrand.org/donate](http://aynrand.org/donate).



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[aynrand.org](http://aynrand.org)

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