long since fallen from the pages of most classroom editions” (reviewer and high school teacher Howard Muncy, May 2019).

- **What So Proudly We Hail** is a rich anthology of stories, speeches, poems, and songs by patriotic Americans from diverse perspectives, edited under the direction of prominent educators Amy and Leon Kass. The selections and commentary promote a shared national identity based on informed patriotism, character, and citizenship rooted in America’s founding principles.

- **We the People**, a series for elementary, middle, and high school students offered by the Center for Civic Education. Since 1987 the Center’s We the People program, which extends beyond textbooks to include teacher professional development and simulated state legislative hearings, has reached more than 30 million students and 75,000 educators. Civic education leaders say that We the People is the most valuable part of the Center’s work as a solid, unbiased program. Contact: Robert Leming, director, 818.591.9321.

### Civil Discourse

From inside academia, **Heterodox Academy** and its 2,500 members advocate for high-quality research and teaching that avoid academic and political bias. Its membership spans the political spectrum.

Founder: Jonathan Haidt, New York University
Executive Director: Debra Mashek, 646.992.3730

Heterodox Academy spun off **OpenMind** in January 2019 as “a free, interactive, psychology-based platform designed to foster intellectual humility, empathy, and mutual understanding across a variety of differences” with the goal of depolarizing American communities.

Among many additional organizations addressing hyperpolarization, leading practitioners with a neutral or freedom-oriented mission are:

- **Better Angels** (New York, NY) including college-oriented programs through Better Angels Debates. Contact: David Blankenhorn, President, 212.246.3942.

- **The Policy Circle** (Wilmette, IL) focusing on empowering women to take part in policy discussions. Contact: Sylvie Légère Ricketts, President, 847.687.7864.

- The **Association of Former Members of Congress** (Washington, D.C.) a congressionally chartered nonprofit, which always brings both a Democrat and a Republican to campus and community events. Contact: Peter M. Weichlein, CEO, 202.222.0972.

### The Administrative State

Several organizations are leading educational and litigation efforts regarding the large impact and constitutional status of the administrative state—the part of the executive branch that issues regulations and enforces its own rules in the place of the other branches of government. These organizations provide the public, scholars, and the courts with key information about how the branches of the U.S. federal government were set up in the Constitution and how they operate today.

- **The Pacific Legal Foundation** (Sacramento, CA) educates and litigates on the administrative state through the Center for the Separation of Powers, on both federal and state issues. It also convenes strategy conferences on the administrative state. Contact: Steven Anderson, President and CEO, 916.419.7111.

- **The New Civil Liberties Alliance** (Washington, D.C.) was founded in 2017 for education and litigation about the administrative state. Contact: Philip Hamburger, President, 202.869.5210.