ACKNOWLEDGMENTS

The *Index of Economic Freedom* is the product of intense collaboration with people and organizations around the world. We wish to express our gratitude to the myriad individuals serving with various international organizations, research institutions, government agencies, embassies, and other organizations who provide the data used in the *Index*.

The Heritage Foundation's Center for International Trade and Economics (CITE) leads the *Index* production effort and is responsible for the grading and ranking of all countries. Led by Research Coordinator Patrick Tyrrell, CITE interns Luis Cornelio and Brady Marzen provided significant research and quality control throughout the year.

Various Heritage Foundation foreign policy experts who provided country background information include Olivia Enos, Bruce Klingner, Justin Rhee, Riley Walters, and Director Walter Lohman of the Asian Studies Center; Daniel Kochis of the Margaret Thatcher Center for Freedom; and Joshua Meservey, Alexis Mrachek, Jim Phillips, Ana Quintana, and Director Luke Coffey of the Douglas and Sarah Allison Center for Foreign Policy.

Dr. James Jay Carafano, Vice President for the Kathryn and Shelby Cullom Davis Institute for National Security and Foreign Policy, provided guidance and assistance throughout the year.

Senior Editor William T. Poole bears primary responsibility for perfecting the language we employ, and Manager of Data Graphics Services John Fleming and Luke Karnick, Data Graphics Specialist and Editorial Associate, created the wonderful charts and graphs that appear throughout the book. Therese Pennefather, Director of Research Editors, played a key role in keeping the production on schedule. Senior Designer and Web Developer of Research Projects Jay Simon was responsible for the design and layout of the *Index* and for preparing content for the website. Graphic Designer Lydia Emrich designed the cover.

The transformation of the *Index* into electronic formats is made possible by the efforts of Director of Digital Maria Sousa and former Heritage staffer Jim Lawruk.

Mrs. Kay C. James, President of The Heritage Foundation, and Executive Vice President Dr. Kim R. Holmes, who was a founding editor of the *Index*, have been enthusiastic supporters and great sources of encouragement in producing this flagship product of The Heritage Foundation. We are also grateful for the continuing engagement of Heritage Founder Edwin J. Feulner in helping us spread the message of economic freedom around the world.

We would also like to express our appreciation to the many people who, year after year, have paid close attention to the *Index* and used its data for various research and other purposes. The support and encouragement of *Index* users around the world continue to serve as a major source of inspiration for our ongoing work.

> Ambassador Terry Miller Anthony B. Kim James M. Roberts January 2021