

# AEI Enterprise Report

Restoring Liberty, Opportunity, and Enterprise in America



## AEI, Reopening

By Robert Doar

The hot summer is here in Washington and with it, at long last, a return to the way our building on Massachusetts Avenue should always be. Scholars and public officials are gathering for meals and meetings. Students are assembling for classes conducted by the best public intellectuals in America. The halls are alive with talk of how we can advance the promise of the United States with policies that promote individual freedom, family, faith, and the benefits of work and free and open markets.

Like many of you, throughout much of the past year, AEI scholars and staff became experts in Zoom and found new ways to stay connected with our wider community. For the most part, some members of AEI's senior team and I were at our desks here in the D'Aniello Building, but it was a pretty empty space. Thankfully, our scholars, research assistants, and business and outreach teams working remotely continued to lead the most important debates facing our nation.

Some of the great work our scholars produced during this unprecedented time includes **Scott Gottlieb's** bipartisan leadership on our pandemic response (including his 66 consecutive appearances on *Face the Nation*); **Michael R. Strain's**



Robert Doar  
AEI President and  
Morgridge Scholar

crucial role in designing and implementing the Paycheck Protection Program, which helped save millions of jobs; **Frederick M. Hess'** launch of the Conservative Education Reform Network, which is planting the intellectual seeds for meaningful reform in school systems nationwide; **Kori Schake's** revitalization of the AEI defense team, including the creation of the Defense Futures Simulator and the addition of a leading national security scholar, **Klon Kitchen**; and **Yuval Levin, Matthew Continetti**, and **Adam J. White's** establishment of a new and vital center of ideas for advancing constitutionalism and a positive and principled governing agenda in our now fully established Social, Cultural, and Constitutional Studies department.

AEI's communications and outreach teams worked diligently throughout the past year to maximize the visibility and impact of all our scholars' work. AEI Academic Programs pivoted quickly to virtual programming, engaging hundreds of students who otherwise would not have been exposed to conservative thought. They have already returned to in-person events with the arrival of more than 200 undergraduates for the Summer Honors Program this month.

The AEI Leadership Network shifted programming online and welcomed more than 300 state and local leaders to the network. We supplied this group, which now numbers more than 1,100 members, with policy resources as they helped guide their communities through the pandemic.

Despite all the strides AEI scholars have made, I have to admit that the tide in America appears to have briefly turned against our core values. Political leaders in the Joe Biden administration and on Capitol Hill are pushing huge government expansions that will burden future generations; many college campuses have seen the erosion of the open competition of ideas, and education leaders seem unwilling or unable to mount a defense; and tribal politics has undermined the rule of law and upset our long-standing commitment to toleration of the opposition and the peaceful transfer of power. These represent enormous challenges to AEI's values and the American promise.

But I am not discouraged. I know that the vast majority of Americans are with us and want to see freedom vigorously defended in politics and policy, in the courts and the academy, and in the intellectual sphere and the public arena. On all these fronts, AEI scholars are committed to this fight and supplying the ideas—rooted in innovative, empirical research and principle—that will ensure freedom ultimately prevails.

Thank you for your support and engagement that makes all our work possible.

## AEI Irving Kristol Award and Annual Dinner

**Mary Ann Glendon** will receive the Irving Kristol Award at the AEI Annual Dinner on November 3, 2021, at the National Building Museum in Washington, DC. A leading legal authority and writer on issues of human rights, comparative law, constitutional law, and political theory, Glendon is the Learned Hand Professor of Law, emerita, at Harvard University, and a former U.S. Ambassador to the Holy See.

Contact [events@aei.org](mailto:events@aei.org) for information about purchasing tickets and tables.

For a list of past recipients of the Irving Kristol Award, visit [www.aei.org/irving-kristol-award/](http://www.aei.org/irving-kristol-award/).

## New Visiting Fellow

### Former FCC Commissioner Ajit Pai joins AEI

*"I am proud to be affiliated with the American Enterprise Institute. I have long appreciated the thoughtful and rigorous work of AEI scholars in technology, innovation, and economics. AEI is widely recognized as a place where serious policy analysis and discussions on important policy matters happen, and I look forward to being part of these discussions. I also hope to contribute to AEI's commitment to freedom, individual opportunity, and market-based solutions." —Ajit Pai*

**Ajit Pai**, who served as chairman of the Federal Communications Commission (FCC) from 2017 to 2021, joined AEI as a visiting fellow in April. At AEI, Pai will work on issues pertaining to technology and innovation, telecommunications regulation, and market-based incentives for investment in broadband deployment.

Pai's distinguished career at the FCC includes serving as chairman, commissioner, and deputy general counsel. He was appointed commissioner by President Barack Obama, designated chairman by President Donald Trump, and twice confirmed by the US Senate. While at the helm of the FCC, Pai helped transform the future of US technology and communications policy, implementing major initiatives to help close the digital



divide; advance US leadership in 5G and other wireless technologies; promote innovation; protect consumers, public safety, and national security; and make the agency more open, transparent, and data driven. Follow all of Pai's work at AEI here: [www.aei.org/profile/ajit-pai/](http://www.aei.org/profile/ajit-pai/).

## New Senior Fellow



**Robert Pondiscio** recently joined AEI's education policy team as a senior fellow. At AEI, he will focus on K-12 education, charter schooling, teaching practices, and curriculum development, including civics education. He is a widely recognized writer and speaker. Last summer, he contributed a report on the importance of early childhood literacy to AEI's "Sketching a New Conservative Education Agenda" report series, stressing that literacy is the key to giving all kids the chance to succeed in school. You can follow all of Pondiscio's work at [www.aei.org/profile/robert-pondiscio/](http://www.aei.org/profile/robert-pondiscio/).

## Education Policy

### AEI Hosts Summit for Hundreds of Education Reformers

AEI's recently launched Conservative Education Reform Network (CERN)—a national community of hundreds of conservative leaders in education—held its first annual summit virtually on May 12-13. Attended by more than 250 participants, the summit provided an opportunity for all CERN members to network, share resources and information, and participate in important discussions of what conservatives should stand for in education. Programming included:

- **Max Edén** interviewed former Secretary of Education Betsy DeVos on the lessons she learned from her time in office, how the politics of



education reform have changed, and what priorities and mindsets conservatives should bring to this new era.

- Panel discussions focused on how to respond to critical race theory in schools, the partisan divide on school choice, better alternatives than "free" college, and how to spend COVID-19 relief money wisely.

- Former Indiana Governor and Purdue University President Mitch Daniels commented on where policymakers should focus their energies in the years ahead.
- Breakout sessions addressed fixing civics education at the state level, improving pre-K, fighting for free speech on campus, and more.

To learn more about CERN's efforts to cultivate a national community of conservative education leaders and become the hub for conservative intellectual work in education, visit [www.aei.org/conservative-education-reform-network/](http://www.aei.org/conservative-education-reform-network/).



## AEI Academic Programs

# AEI Hosts More Than 200 Top Students for 2021 Summer Honors Program



Throughout June, more than 200 undergraduates are participating in AEI's 12th annual Summer Honors Program (SHP), held in person at the National Conference Center in Leesburg, Virginia. Each student is participating in one of 16 courses offered over four weeks. Courses include:

- "Understanding the Middle East Challenge" with **Michael Rubin**;
- "Freedom, Progress, and Tradition" with **Yuval Levin**;
- "Democratic Capitalism: Principles and Practices" with **Michael R. Strain**;
- "The American Safety Net: Work, Poverty, and Opportunity" with **Angela Rachidi**; and
- "The Building Blocks of Human Flourishing" with **Charles Murray**.

Students will also hear from AEI scholars such as **Robert Doar**, **Mackenzie Eaglen**, **Nicholas Eberstadt**, **Klon Kitchen**, **Ian Rowe**, and **Scott Winship**, and they will participate in site visits across the Washington area. Learn more about SHP or recommend a student for next year's program here: [www.aei.org/summer-honors-program/](http://www.aei.org/summer-honors-program/).

## Summer Honors Program Alumni Serving as AEI Research Assistants

SHP has successfully prepared hundreds of exceptional undergraduates for careers in public policy. This includes 12 SHP alumni who are now working at AEI as research assistants in nearly every research department, including economics, education, defense, and constitutional studies, and on our Academic Programs and administrative staff. These talented alumni contribute significantly to AEI's mission.

"Participating in AEI's Summer Honors Program the summer before my senior year of college gave me an up-close view of AEI's rigorous scholarship and commitment to the competition of ideas. These pursuits, in tandem with AEI's high degree of professionalism and the respect for civil discourse that is far too often missing in conversations, are what drew me to later join AEI in a full-time role."

— Jessica Schurz, AEI education policy studies research assistant, Baylor University '18, SHP '17

## 2021 Summer Honors Program Cohort Profile

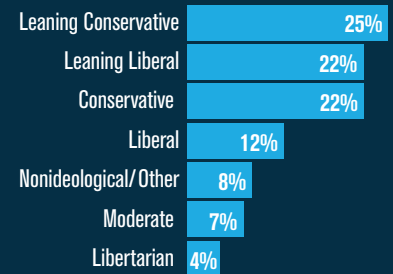
**94.8%** of participants agree "it is very important to engage in dialogue with people whose ideas you disagree with."

The most-represented schools are:

Yale University  
Princeton University  
Brigham Young University  
Vanderbilt University  
Wheaton College

**Average GPA: 3.85**

### Ideological Breakdown of 2021 Summer Honors Students



## Podcast Spotlight



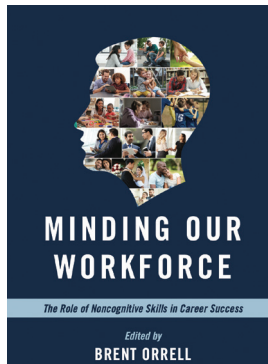
AEI Academic Programs launched a new podcast, *The Campus Exchange*, to help students improve the quality and diversity of dialogue on their campuses. The podcast was created for and is moderated by members of AEI's Executive Council Program, which connects undergraduates across the country with AEI's scholars, research, and network.

For a full list of episodes or to listen, visit [www.aei.org/campus-exchange/](http://www.aei.org/campus-exchange/) or subscribe via your preferred listening platform.

# New Edited Volume Highlights Importance of Noncognitive Skills

*Minding Our Workforce: The Role of Noncognitive Skills in Career Success*, edited by **Brent Orrell**, is encouraging policymakers, educators, and employers to take noncognitive skills seriously as part of a comprehensive workforce development agenda. The volume includes nine essays by leading experts, including Harry Holzer (Georgetown University), Iain McGilchrist (Oxford University), and Diane Whitmore Schazenback (Northwestern University), on topics such as brain function, labor market data, and promising strategies for incorporating skills development in human services and job training.

As Orrell and his coauthors explore in the volume, a noncognitive skill deficit—in addition to negative consequences for individuals—also impairs innovation, communication,



and business performance. While technical skills may help an individual secure a job initially, in the long run, noncognitive skills—including basic literacy, communication, teamwork, and critical thinking—allow workers to grow and succeed on the job.

Read the volume here: [www.aei.org/mindingourworkforce/](http://www.aei.org/mindingourworkforce/).

## Orrell Informing Department of Labor Research Priorities



Following a meeting with the US Department of Labor's Chief Evaluation Office and Employment and Training Administration staff and leadership, Brent Orrell was appointed to an expert panel to inform Department of Labor future research priorities. This panel will assist the Employment and Training Administration in identifying priorities for research related to Workforce Innovation and Opportunity Act programs and services.

## AEI Community Member Spotlight

### Leadership Network Member Margaret Busse

Margaret Busse joined the fall 2019 cohort of the Leadership Network when she was associate director of the Social Enterprise Initiative at Harvard Business School. She has since relocated to Utah and taken a position in Gov. Spencer Cox's cabinet as head of the Department of Commerce.

**Q: How has being a part of the AEI community influenced you and your work?**

Being part of the AEI community affords me rich access to some of the best public policy minds out there. Many of my days start by reviewing AEI emails in my inbox, then eating lunch while participating in an AEI webinar, and finally going for an evening walk listening to an AEI podcast. (Danielle Pletka on *What the Hell Is Going On?* is my favorite!) AEI scholars offer evidence-based, well-reasoned, noninflammatory political and policy analysis, which is tough to find in today's polarized environment and is crucial to my ability



to confront daily public policy issues in my job as the executive director of Utah's Department of Commerce.

**Q: What has been the most valuable part of being in the Leadership Network?**

AEI Leadership Network conferences—in person and virtual—connect me

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**"Being a part of the Leadership Network has given me terrific access to the excellent scholarship accomplished at AEI, enabling me to be current on the most important public policy issues of our time."**

—Margaret Busse

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with not only the latest policy ideas but also individuals across the country making a difference in their communities. At a virtual conference last fall, I connected with another Leadership Network member over our mutual passion for workforce development. Since then, we have begun collaborating on a national initiative to advance changes in how our country trains the workforce of the future.

*The AEI Leadership Network is a leadership development and policy education program for ideologically diverse state-based professionals. Learn more at [www.aei.org/leadership-network/](http://www.aei.org/leadership-network/).*

# Q&A

## with Klon Kitchen



*Klon Kitchen is a resident fellow at AEI, where he focuses on the intersection of national security and defense technologies and innovation. Through his research, he works to understand and explain how emerging technologies are shaping modern statecraft, intelligence, and warfighting, with a particular focus on cybersecurity, artificial intelligence, robotics, and quantum sciences.*

*Before joining AEI in February 2021, Kitchen was director of the Heritage Foundation's Center for Technology Policy. Kitchen also served as national security adviser to Sen. Ben Sasse (R-NE) and worked on the creation of the US Cyberspace Solarium Commission, a blue-ribbon commission tasked with developing an American grand strategy for cyber issues.*

*A popular speaker, Kitchen has appeared on 60 Minutes on CBS News and the New York Times podcast The Argument. He has also been published in RealClearDefense, the Hill, the National Interest, the Telegraph, Washington Examiner, and National Affairs, among other outlets. You can follow all of Kitchen's work here: [www.aei.org/profile/klon-kitchen/](http://www.aei.org/profile/klon-kitchen/).*

### ***How does your research agenda fit into the broader work of AEI's Foreign and Defense Policy Studies department?***

The Foreign and Defense Policy Studies department is dedicated to the principle that US leadership is vital to a peaceful, prosperous, and free world. To that end, our research focuses on today's threats and those we're likely to face in the future. My research focuses on how emerging technologies are shaping those threats and how we can thrive going forward. I honestly believe I have the best job in the building.

### ***Given your research focus at the intersection of national security and emerging technologies, what do you see as the key policy challenges in play over the next three to five years?***

From a strategic rivalry standpoint, China is the key challenge. We're either going to get that right or we're going to get a lot of other things wrong. In terms of

pure technology, artificial intelligence and quantum computing are going to be important. Artificial intelligence will be a new general-purpose technology that has huge impacts in virtually every industry and aspect of life. Quantum computing, while further off, could fundamentally change how we are able to study and understand the world because it would allow us to model what's happening at the subatomic level and not just hypothesize.

### ***How do you think about nonstate actors and gray-zone threats, such as the recent Colonial Pipeline ransomware attack, in today's national security landscape?***

I think the geopolitical environment is getting crowded and complex, and while states remain the most influential actors, they are having to engage with nonstate groups (including transnational companies) in ways they are ill-equipped to do. The Colonial Pipeline is an excellent example of how nonstate syndicates

and hostile government powers can engage with one another in opaque and dangerous ways. It also illustrates that our critical infrastructure remains unacceptably vulnerable.

### ***What key challenges are least understood by policymakers and the public? How should they shift their thinking?***

Well, there's a great deal of general ignorance around specific technologies. But that's understandable and likely to be a persistent reality. Where we need to do a great deal more is in understanding—and adapting to—the fact that the government is a national security stakeholder and not *the* stakeholder. There's no scenario in which we secure ourselves as a nation without a deep integration of the private sector at the root level of policy and strategy.

### ***As Washington, DC, and our offices reopen, what are you most looking forward to at AEI when we are back in person?***

I hear the cafeteria is pretty great. Beyond that, I feel like Derek Scissors wants to be my friend and just doesn't know it yet. So that'll be an important project.



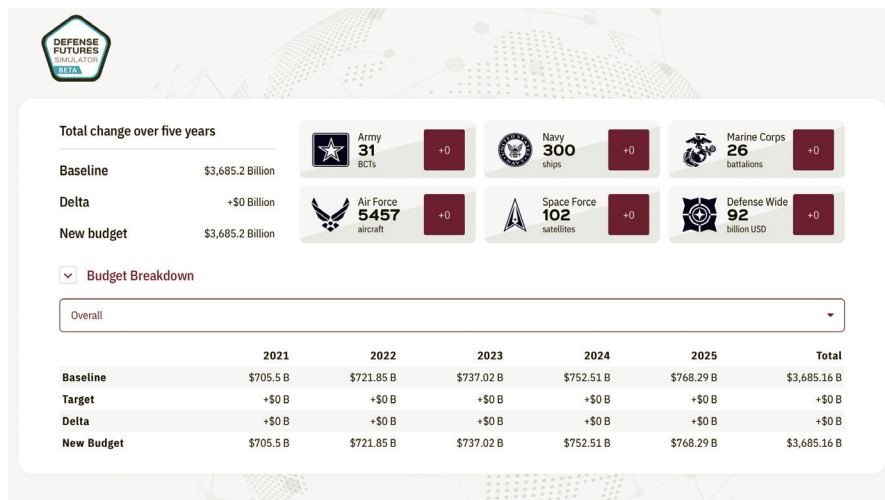
#### **THE KITCHEN SYNC**

For a quick rundown on the latest developments in national security and technology, subscribe to Kitchen's newsletter, "The Kitchen Sync," circulated Monday mornings to more than 7,000 readers. Every Friday, Kitchen offers a timely tech-related topic or question for followers to discuss in an open forum. You can subscribe to "The Kitchen Sync" or the audio version here: [www.thekitchensync.tech/](http://www.thekitchensync.tech/).



## Foreign and Defense

# AEI Launches Cutting-Edge Defense Budgeting Simulator



- Scholars involved in the project held briefings on Capitol Hill and elsewhere in April to give key staffers and expert practitioners a preview of the simulator’s capabilities.
- The simulator was featured in *Politico’s “Morning Defense”* newsletter, which is widely read across the defense ecosystem.
- Professors from several top universities will use the simulator in core curriculum and academic courses this fall.

The AEI defense team recently launched the Defense Futures Simulator (DFS), which is informing policymakers, legislative staffers, members of the media, academics, war colleges, and the public about how various defense strategies are translated into concrete budget choices. DFS is a cutting-edge, publicly available online simulator that integrates detailed federal budget data, decades of subject-matter expertise, and sophisticated data science to help users easily understand how much the United States is spending to achieve its national security objectives and how that might change in the future.

Drawing on expertise from across the defense team, including scholars **Zack Cooper, Giselle Donnelly, Mackenzie Eaglen, John G. Ferrari,** and **Elaine McCusker**, in partnership with the Center for Strategic and International Studies and War on the Rocks, DFS aims to make the process of aligning strategy and required resources for our nation’s military more accessible, transparent, and engaging. By democratizing the opaque

world of defense analysis, AEI’s simulator will help stakeholders and the public better understand, debate, and decide the pressing issues facing Congress and military leadership. Highlights of the simulator’s impact thus far include:

- Nearly 9,500 people in more than 90 countries viewed the website within the first week of the simulator’s release.

The DFS team will continue providing walk-throughs to members of Congress, Capitol Hill staff, and Pentagon leaders. AEI scholars will use findings from the simulator to inform their work to develop annual legislation on defense policy and investments. Additionally, DFS will soon add a preferences algorithm that will allow users to decide how to change current defense strategy—shifting priority among different missions and force compositions—and automatically propose associated changes in the defense budget over the next five years.

To learn more or use the simulator, visit [www.defensefutures.net](http://www.defensefutures.net).



### Scott Gottlieb on Face the Nation

**Scott Gottlieb** has served as a go-to resource for the media and policy-makers looking for actionable information and sound policy ideas throughout the pandemic, including on the most-watched news programs. **Since February 2020, he has appeared 66 consecutive times on CBS’s Face the Nation.**

You can now preorder Gottlieb’s forthcoming book, *Uncontrolled Spread: Why COVID-19 Crushed Us and How We Can Defeat the Next Pandemic*

(Harper Collins September 2021) wherever books are sold. Find all of Gottlieb’s work here: [www.aei.org/profile/scott-gottlieb/](http://www.aei.org/profile/scott-gottlieb/).

# New Scholars Join AEI Economics Team



**Mark J. Warshawsky** recently joined AEI's economics team as a resident scholar, focusing on long-term care insurance, disability

insurance, Social Security reform, and related issues. He has a wealth of practical experience, including serving as the Social Security Administration's deputy commissioner for retirement and disability policy, vice chairman of the Federal Commission on Long-Term Care, and assistant secretary for economic policy at the US Department of the Treasury, where he had a key role in the development of the Pension Protection Act of 2006. You can follow all of Warshawsky's work at [www.aei.org/profile/mark-j-warshawsky/](http://www.aei.org/profile/mark-j-warshawsky/).



**Timothy J. Muris** joined the economics team as a visiting scholar working on antitrust and consumer protection issues. He is concurrently

a professor at the Antonin Scalia Law School at George Mason University and senior counsel at Sidley Austin LLP. He served from 2000 to 2004 as chairman of the Federal Trade Commission (FTC) and, before his chairmanship, held several other positions at the FTC. He also worked at the Office of Management and Budget. Follow all of Muris' work at [www.aei.org/profile/timothy-j-muris/](http://www.aei.org/profile/timothy-j-muris/).



**Robert Kulick** joined the economics team as a visiting scholar. His research focuses on competition policy, antitrust, labor

policy, and consumer protection. He is also an adjunct professor at the Antonin Scalia Law School at George Mason University and an associate director at NERA Economic Consulting. Follow Kulick's work at [www.aei.org/profile/robert-kulick/](http://www.aei.org/profile/robert-kulick/).



## EDWARD AND HELEN HINTZ BOOK FORUMS

In May, AEI launched the Edward and Helen Hintz Book Forums, a series of book talks highlighting the best new publications from AEI scholars and other prominent authors. Events held as part of this series thus far include:

- **Robert Doar** welcomed celebrated Cambridge University historian Robert Tombs for a virtual AEI event about Tombs' new book, *This Sovereign Isle: Britain in and out of Europe* (Penguin, 2021).
- Benjamin Storey and Jenna Silber Storey (Furman University) discussed their book *Why We Are Restless: On the Modern Quest for Contentment* (Princeton University Press, 2021) with **Gary J. Schmitt**.
- **Jonah Goldberg** hosted Jason Riley (*Wall Street Journal*) for a discussion of Riley's new book *Maverick: A Biography of Thomas Sowell* (Basic Books, 2021).
- Theodore R. Johnson (Brennan Center for Justice) joined **Thomas Chatterton Williams** for a discussion of Johnson's book *Where the Stars Begin to Fall: Overcoming Racism and Renewing the Promise of America* (Penguin Random House, 2021).

Visit [www.aei.org/events/](http://www.aei.org/events/) to view these events or find information about upcoming Hintz Book Forums.

*The Hintz Book Forums are made possible thanks to the generosity of Edward and Helen Hintz.*

## Make Free Enterprise Your Legacy

For more than 80 years, AEI scholars have been tackling our nation's greatest challenges by producing work that bolsters free enterprise and innovation, strengthens our communities, defends our nation's founding values, and revitalizes America's leadership in the world. One of the best ways you can ensure that AEI can carry out this mission far into the future is by including AEI in your life and estate plans. Planned gifts provide AEI with long-term financial stability, guaranteeing the Institute has the means to continue our important work for years to come.

Major ways of making a planned gift include will or trust provisions, charitable remainder trusts, and charitable lead trusts. For more information, please visit [www.aei.org/donate-about/planned-giving](http://www.aei.org/donate-about/planned-giving) or contact Nicole Ruman Skinner ([nskinner@aei.org](mailto:nskinner@aei.org); 202.862.7189).

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