



CENTER OF THE
**AMERICAN
EXPERIMENT**



**CELEBRATING 20 YEARS
1990 - 2010**

DEFENDING THE AMERICAN DREAM
Now More Than Ever





ABOVE. American Experiment publications through the years.

COVER. All photos are from Center of the American Experiment Annual Dinners. Clockwise from the top left: Rudy Giuliani, George H. W. Bush, Margaret Thatcher, Tim Pawlenty, John Bolton, William Bennett, Mikhail Gorbachev, George Will.

GREETINGS AND A THANK YOU FROM THE CHAIRMAN



On behalf of the Board of Directors of Center of the American Experiment, it is my honor and pleasure to introduce this remarkable anniversary publication, a fitting way of celebrating 20 years of first-rate writing – and as the following pages make clear, many other important contributions as well.

My first exposure to the Center came as a result of my search for clear thinking on a single issue of particular personal importance – Minnesota’s dalliance earlier this decade with the Profile of Learning. For an issue on which so much had been written, I kept returning to the contributions of American Experiment as the clearest and most substantial. Now, many years later, I am honored to occupy the same position as then-Chair Katherine Kersten, whose efforts helped lead the way in ending what had been the worst academic standards in the country.

In the years that followed that first exposure, I came to learn what many already knew: It was the Center – led by our Founder and President Mitch Pearlstein – which time-and-again provided the lone or near-lone Minnesota voice saying critically important and on-target things about vital issues.

A word here about Mitch. It takes a man of singular intellect, integrity, eloquence, and compassion (mixed, I’m sure, with a healthy dose of blissful denial) to take on the task of moving Minnesota from a high-tax,



*Neither friend nor foe
questions the Center's
effectiveness.*

STAR TRIBUNE

*It would be hard to
overstate the role
[American Experiment]
played in bringing
conservative ideas into
the mainstream in the
traditionally liberal
bastion of Minnesota.*

MINNESOTA MONTHLY

*[The Center's] influence
on the state over the past
decade or so can hardly
be overstated.*

PULSE OF THE TWIN CITIES



PAGE 2

big-government state toward a free-market, conservative future. But that is what Mitch and his colleagues at American Experiment set out to do a score of years ago; so far with remarkable success. There is, however, more we can accomplish, and for that we need your help.

American Experiment runs on two types of currency.

The first is a currency of ideas and the recognition that ideas matter. We've all heard aphorisms such as, "Nothing is more powerful than an idea whose time has come." Well, those things are true, and American Experiment has prospered because it offers a wealth of good ideas, timely delivered, in a voice that has earned respect from all sides of the ideological spectrum.

The second currency, of course, is money. Without sufficient funds to keep the Center not just up and running, but operating potently and prolifically, it would be impossible to adequately generate, disseminate, and advocate ideas, no matter how sound they may be. Or if you will, great ideas – even great conservative and free market ideas – don't come cheap.

So here's the pitch you knew was coming.

Given what's going on in Washington and elsewhere these days, there's no question that we need institutions like American Experiment, now more than ever. But in order for the Center to continue as a champion of freedom in Minnesota, we need your tax-deductible help. So please give – as generously as you are able. If you have any questions, I know Mitch would be more than pleased to meet and talk, as would our Director of Development, Shanna Woodbury. Just call the number on the back of this book. If you prefer the company of your computer, visit us at americanexperiment.org, and click the "Join Us" link at the top of the page. However you choose to get involved, it will be very much appreciated.

Enjoy this walk through 20 years of our history in this beautiful volume, and join us, as the best is yet to come.

Handwritten signature of Charles E. Spevacek.

Charles E. Spevacek
Chairman
November 2009

“YOU WANT TO START A **WHAT,** **WHERE?”**

*Mitch Pearlstein, Ph.D.
Founder & President*



Yes, frankly, it *does* feel like 20 years.

Actually, it's been more than 22 years since both ideological friends and foes, upon hearing that a number of us really were starting a conservative and free market think tank in Minnesota, first uttered incredulously: “You want to start a *what, where?*”

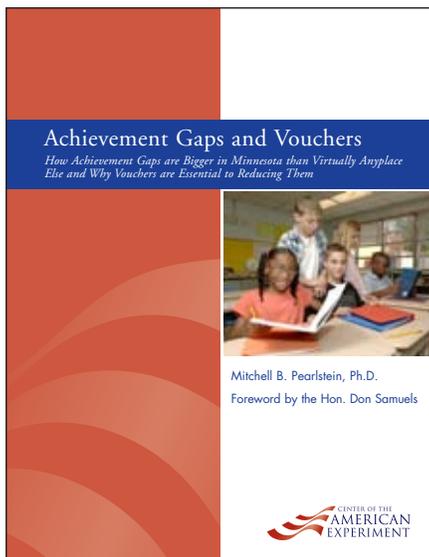
Suffice it to say, I never viewed what came to be Center of the American Experiment as a geopolitical contradiction in terms. Quite the opposite has always been the case, as no state is as simple or simpleminded as easy stereotypes might have it.

Despite jokes and clichés, Minnesota has always been a tad of a purple rather than dark blue state (not that any such metaphors existed when we first opened shop in 1990). Right from the first gleam in right eyes, my colleagues and I were confident that more than enough people in this part of the country would be eager to read the kinds of things that a conservative and free market think tank might publish, as well as attend events featuring the kinds of scholars, journalists, and other smart men and women that such an institution might bring to town.



*With a great mind
and a great heart,
Mitch Pearlstein has
done something truly
remarkable – he has
given birth to a center
where serious people can
dream big, think freshly,
and work creatively for
a great cause. What a
fine thing! All of you at
Center of the American
Experiment have my
deepest respect and
admiration.*

DAVID BLANKENHORN
INSTITUTE FOR AMERICAN VALUES



By “conservatism,” I should note before going on, we’ve always meant all the shorthand-expressed principles and practices that groups like ours invariably cite when describing themselves, starting with an allegiance to freedom, markets, limited government, and personal responsibility. But to the mix we’ve also always added expansions like the following.

- Holding an abiding fidelity to *ordered* liberty.
- Recognizing that families matter, while likewise understanding that going to battle over something called “family values” is more divisive than helpful.
- Recognizing that culture, broadly conceived, also matters crucially, and not just because of the inherent limitations of policy and politics when it comes to many of our most complicated problems.
- Similarly recognizing that if we are to help many fellow citizens in pain, we need to find ways of taking better advantage of our religious institutions and traditions – while simultaneously and scrupulously respecting the Constitution and American variety.
- And when it comes to the world, recognizing that the United States – for all its imperfections and historic sins – is its greatest national source of good.

A digression. Literally within a day of my writing the above, Peter Zeller, American Experiment’s second most tenured employee after me, found a copy of something I had written in September 1991, but which I had forgotten about completely regarding Center convictions. Here’s a sampling from back then.

Conviction One. The United States remains the world’s lighthouse; the most successful experiment in freedom and economic abundance ever known.

Conviction Two. Social and other problems are not caused by bad policies, economic dislocations and discrimination alone, critical as they frequently are. Often the most important factors in understanding and combating the hardest problems are precisely those which most leaders are most practiced in ignoring. They involve questions of individual responsibility and behavior, and broader ones of culture, values and religion.

Conviction Three. The more difficult the problem, the less amenable it is governmental solution. To acknowledge this is not to let government off any hook. Instead, it is to recognize the great

complexity of great problems, and the need to take them on from all angles: publicly and privately, economically and spiritually – and ultimately face to face and hand to hand.

Conviction Four. Stable two-parent families must be the pivot of social policy and popular culture. Be the issue poverty, crime, drugs or bad education, little will improve until far fewer children grow up in single-parent households. This point is as central as it is politically dangerous to raise and discuss openly.

Conviction Five. In order to assure the highest possible standard of living for the greatest number of Minnesotans and other Americans, the main goal of economic policy ought to be the creation of wealth through freest possible markets and lowest possible taxes. Opposition to pro-growth policies because they enable some people to get rich serves no one, poor or rich.

Looks like we haven't changed our tune much.

Suffice it to say, American Experiment has been the defining professional venture of my life, and I take enormous satisfaction whenever people – again, all across the spectrum – say we've added to the intellectual, cultural, and policy life of the Twin Cities and the rest of Minnesota.

Also suffice it to say, it's impossible to thank adequately the thousands of people whose powerful faith in the power of ideas has been the spiritual and financial prerequisite for everything we've done and plan on doing.

A second digression: Before elaborating on how and why we do what we do, permit me to sketch the single most perfect and satisfying American Experiment moment of the last two decades, at least by my lights.

While early Annual Dinner keynoters included great stars and heroes such as Bill Bennett, Robert Bork, and Jeane Kirkpatrick, hosting Margaret Thatcher in 1997 was a breakthrough. She had just been introduced by emcee Norm Coleman that May evening, and there we were, up on the dais together, belting out – accompanied by a sold-out audience of more than 2,200 people at the Minneapolis Convention Center – “God Save the Queen” followed by the “Star Spangled Banner.” Spending time with her during the day had been a matchless treat, but harmonizing the two national anthems with Lady Thatcher, one of the true giants of the century, was of a different order. With music still playing and recalling the many kindnesses and good works that led up to the glorious moment, I thought to myself, much more proudly than poetically or grammatically, “We done good.”

American Experiment has demonstrated for 20 years what a difference American citizens can make when they stand up for the principles on which our country was established. Fortunately, not all wisdom resides in Washington, and the Center has consistently proven why our Founders placed their trust in individuals rather than the government.

JOHN BOLTON
FORMER UNITED STATES AMBASSADOR
TO THE UNITED NATIONS



Both its name – “Center of the American Experiment” – and its very formation in the bluest of blue states must be considered as daring undertakings by Mitch Pearlstein in 1990. Its achievements, initially uncertain, have made the Upper Midwest a center of conservative thought. Its impact in many areas – particularly education – has filled the hearts of conservatives with pride.

RUDY BOSCHWITZ
FORMER UNITED STATES SENATOR



* * *

A person’s DNA is set at conception. Looking back, the same might be said of the Center’s, as I’m struck by the encompassing degree to which our founding vision has held.

From the very start, our mission has been to bring conservative and free market ideas to bear on the hardest problems facing Minnesota and the nation. Framing matters more widely, our aim has been to shift Minnesota’s intellectual and political center of gravity to the right – with “political” understood exclusively in philosophical and responsibly ideological terms rather than illegally partisan ones. The IRS strictly and properly forbids nonprofit, tax-exempt organizations like American Experiment from being involved in party activities of any sort, a welcome prohibition.

Also from the start we have been determined to stay clear of any and all intramural and internecine battles between and among various factions and strains on the right: paleoconservatives and neoconservatives, social conservatives and economic conservatives, upper-case Libertarians and lower-case libertarians. This is one area where, with few exceptions, we’ve succeeded much more than I originally thought we might.

Borrowing long-time locutions, we have keenly recognized how ideas have consequences and how words themselves can be action. Though to be on the safe side, we also have recognized that a large part of our job is to give legs to the best and most important ideas.

We have tried to be crisp and provocative in all we do, otherwise what’s the point of our being? Yet at the core of our genetic makeup, we have always sought to be so in respectful ways. It was no accident, for example, that the title of an *American Experiment Quarterly* special package marking the Center’s tenth anniversary in 2000 was titled, “Heart and Soul: A Symposium on Aim and Tone in American Conservatism.” Neither was it happenstance that a subsequent issue of *AEQ* featured a symposium, involving 44 diverse writers, on civility in Minnesota and national politics.

Invective and by-rrote rhetoric can be intoxicants in lines of work like this—bottles too easily reached for. Helping us stay abstemious and civil have been two great models: Bill Buckley and his long-running television program *Firing Line*. As talking heads go, Buckley was my kind of host, and, *Firing Line* was my kind of show from the time I played hooky as a teenager to watch a taping. Energetically questioning (as Bill always did) the never-ending flow of questionable and bad ideas

drifting through public arenas is fair and imperative; rudely questioning the motives of those advocating them (as he never did) rarely if ever is. Scowling and hyperventilating, if you will, have never been our shtick.

American Experiment has sought to be as academically rigorous as possible in everything we have done, and suffice it to say I'm enormously proud of the hundreds of brilliant scholars and other smart people we have hosted and published. Again it was no accident that our very first event ever, a conference on poverty, was led by several of the nation's most seminal conservative scholars and commentators on the subject, juxtaposed throughout the day with some of Minnesota's most respected liberal leaders.

The fact, moreover, that our inaugural event focused on *poverty* – an issue some might contend has never been a conservative priority – said a great deal about some of the things we had in mind back then and still do. For instance, we've always had an animating concern not just about economic freedom but also about equality of opportunity. As for our audience that day in 1990, it reflected how interested we've always been, not just in rallying the right-leaning faithful, but also in working with, listening to, and persuading good people on various sides.

It's fair to say that the range of topics American Experiment has dealt with over the years has been more eclectic than that pursued by most other state-based free market think tanks across the nation. This is partially the case because we have done a lot of writing for newspapers and magazines, and the last thing they crave is columnists who write about the same limited handful of subjects over and over. We'd rarely get published. Our breadth is also a product of our interest in holding a lot of public events. In the same way editors demand variety, so do guests at our near-monthly Luncheon Forums and other programs. Over and above is the quite elementary fact that people who have worked here, and who otherwise have been associated with the Center, have always been intrinsically intrigued by a slew of different and important issues.

Nevertheless, we always have focused, of course, on some areas more than others, principally matters of education, families, and economic strength. In more recent years, the list has expanded to include questions of health care and the environment.

As you can read in the highlights section nearby, our biggest concrete policy successes have come in education: Katherine Kersten's magnificent work, for example, in ridding Minnesota of the worst academic standards in the nation, the strangely named "Profile of Learning," as well as my efforts, I would like to think, in collaboration with Gov. Arne Carlson and scores of others, in passing the country's first educational tax credit.

Simply put, American Experiment has been the number one venue for serious public policy discussion in Minnesota since it was established 20 years ago. The Center is avowedly conservative, but its programs and published symposia have been open to those who hold other points of view. I wish our liberal institutions would provide a venue of such stature, consistent excellence, and constructive provocation.

BARRY CASSELMAN
PRELUDIUM NEWS SERVICE

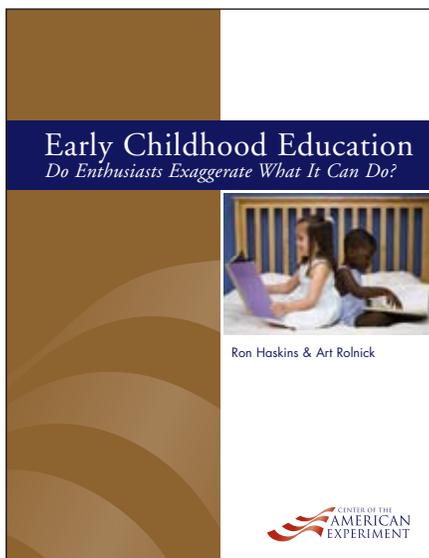


Keynote Colin Powell acknowledging standing ovation at American Experiment's 1998 Annual Dinner at the Minneapolis Convention Center.



When you see a Minnesota harvest standing in the field, it's hard to imagine that months before it was just seeds in large bags. American Experiment is in the seed business: It generates the ideas that result in public policy change – sometimes years down the road. Ideas are the real power in politics, and I'm grateful the Center has been my seed company for two decades.

NORM COLEMAN
FORMER UNITED STATES SENATOR



When it comes to families, we have ceaselessly insisted that family fragmentation – the overwhelming social disaster of our time – not be sidestepped, as it usually is. This is an enormously important area, avoided at our nation's peril, in which few other Minnesota organizations have chosen to tread.

Obviously, given that Minnesota has been an habitually high-tax state, a large part of our mandate over the last twenty years has been to help make it less so. Many close observers have said our research and advocacy have been instrumental in lessening taxpayer burdens.

Especially in these fiscally un-tethered days, it would be a dereliction for the Center not to be actively involved as we are in bringing free market perspectives to health care puzzles. Peter Nelson, an American Experiment Policy Fellow, has been making unusually important contributions in this vital area.

And as for environmental and related energy issues, there's hardly a field where politically correct misinformation and intimidations are more contorting. Once again, how could we not be engaged?

One of my favorite never-published publications has long been an increasingly cramped sheet of paper. In small, single-spaced type, it has contained the names of everyone who has ever written for American Experiment or spoken at one of our events, many of them many times. We recently added the names of everyone who has ever participated in one of our Minnesota Policy Blueprint task forces, bringing the total number of lower-case catholic men and women from around Minnesota and across the country to about 750. No longer squeezable into one page, the names now comprise, about a dozen pages from here, the most beautiful, if wonky centerfold you've ever seen. (As with every aesthetically terrific touch in this publication, my great thanks to our designer, Peter Murray.)

Much of what these hundreds of scholars and others have put to paper has been not only wise but finely crafted. At the risk of sounding a little too self-congratulatory, I don't know of many other policy shops anywhere that have regularly published such eloquent and nuanced essays and other pieces.

In terms of giving voice to multiple voices, I'm especially proud of the many symposia we have released, frequently with 30 or more writers each time, on keenly important but (once again) downplayed or ignored subjects such as "Should Medicare be Means-Tested?"; "What Does It Mean to be an Urban Conservative?"; and "How Can Conservatism Better Allay the Economic Fears of Middle-Class and Working-Class Americans?"

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Landscapes have changed a lot and frequently over the last two decades, three in particular for our purposes.

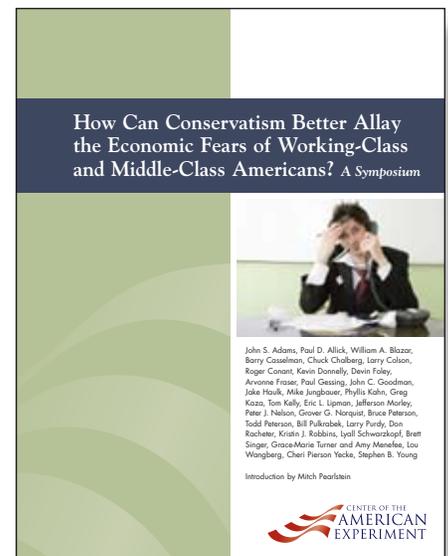
The first has to do with ups and downs, and then more ups and downs, in the fortunes of conservatism itself in Minnesota and across the country. Follow just a few of the bouncing balls.

- Minnesota’s governorship started off in the hands of one party, switched to a second, rerouted to a third, and after running out of reasonably major parties to tap, reprised a jazzed-up version of the second one.
- While the Minnesota Senate has pretty much remained locked in ideological place, the state House has swung more mightily than Mauer and Morneau when rested and healthy.
- The presidency has meandered from a moderate Republican, to a moderate Democrat, to a compassionately conservative Republican, to a liberal Democrat.
- As for Congress, all one needs to do is gauge the galaxies between Speakers Gingrich and Pelosi.
- Just a handful of years ago, talking heads on television and other sporadically incisive people were predicting that Republicans and conservatives were destined to prevail, with few blips, well into the future.
- Mere months ago, talking heads and other sporadically incisive people were predicting that Democrats and liberals were destined to prevail well into the future with hardly any blips at all.
- More recently, talking heads and other sporadically incisive people seem to be acknowledging a measure of confusion and rough sailing on the left, as well as a renewed appreciation for the great cycles of American politics, and predicting . . . it’s hard to say. My own sense is that American politics, for reasons starting with increasingly profound fears about incomprehensible deficits and debts, may be cycling faster than ever, perhaps even at the speed of next elections.

In what might be a mixed metaphor (I’m not sure), our economic landscape also has been all over the map. American Experiment opened shop in 1990, a recession year. Our 20th anniversary is kicking off during what one hopes is the early aftermath of the worst downturn since the Great Depression. In between, Minnesota and the nation had a giddy good time during a long stretch of irrational exuberance, followed by

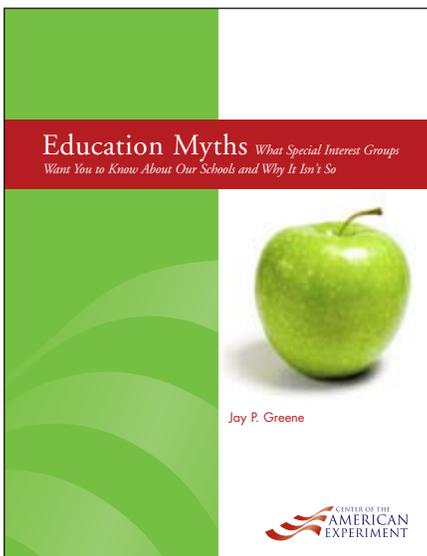
American Experiment is an indispensable part of a robust public conversation in Minnesota. As someone who leans center-left in public philosophy, I greatly value the reasoned, non-polemical approach that Mitch Pearlstein and the Center take to the complex issues of the day.

WILLIAM J. DOHERTY
UNIVERSITY OF MINNESOTA



I privately suspected that the Republican Party sited its 2008 convention in St. Paul to be closer to Center of the American Experiment. Under Mitch's leadership, CAE has established itself as one of the country's most effective and reasoned champions of our 200-year experiment in freedom – a champion needed now more than ever.

DAVID FRUM
AMERICAN ENTERPRISE INSTITUTE



a wholly rotten stretch when towers fell and bubbles burst seemingly within minutes of each other. Let's just say that some pretty terrific and generous people, on and off the board of directors, have saved the Center's back bacon on a number of occasions. They, too, have had confidence in the power of ideas.

The Minnesota policy landscape has changed in a third, albeit largely unremarked way. When the Center started, there was arguably only one other (rough) counterpart organization in the state on the right, the Berean League, which later became the Minnesota Family Council. A partial roster might now include (in alphabetical order), the Citizens' Council on Health Care, the Economic Club of Minnesota, EdWatch, the Freedom Club, the Freedom Foundation of Minnesota, the Minnesota Free Market Institute, Minnesota Majority, and the Taxpayers League. Add local outposts of the Heritage Foundation, the Federalist Society, and the Institute for Justice, along with radio stations (such as 1280AM "The Patriot") which hold public events, plus blogs, websites, and other outlets which preoccupy people's attention, and all of a sudden it's self-evident that the environment in which American Experiment goes about its business has changed radically. A crop of left-of-center think tanks and policy groups also has emerged, the most impressive and influential being Growth & Justice.

Has all this complicated life at the Center (still the biggest policy kid on the pertinent block), perhaps especially when it comes to fund-raising? Of course it has, as how could it not? But larger points to keep in mind are that the fecundity of groups on the right is intellectually and civically advantageous, and that somehow and fortunately we wind up stepping on each other's thematic and programmatic toes less than one might imagine, as our missions and niches are surprisingly distinct. At any rate, how could a free market think tank *not* believe in vivid competition? (This is the case even though allusions to creative destruction are not always conducive to sleep.)

* * *

In addition to current and past members of the Board of Directors and other donors, without whom American Experiment never would have been in the first place, my thanks are large to the many men and women who have worked for American Experiment, starting with the current full-time and independently contracted crew of Dwight Tostenson, Britt Drake, Shanna Woodbury, and Messrs Zeller and Nelson; Senior Fellows, including the present distinguished corps of Charles "Chuck" Chalberg, Laurence Cooper, Kent Kaiser, and Tom Kelly; legions of task force members, interns, and volunteers whose pro bono efforts have been invaluable over the years; vendors who have both served and

indulged us; and the Board of Advisers, whose members, like those of the Board of Directors, are listed elsewhere in this publication, going back to Day One.

In regards to several directors and other friends in particular, this review would not be honorably complete without acknowledging the pivotal role they played in getting us through what might be described as the “troubles” five years ago, when a combination of financial pressures and differences of opinion on staff about basic matters, compounded by a personality clash or two, made for an un-pretty and well-publicized period. Still, all things considered, to have only one such moment over a twenty-year span in an organization committed to taking on passionate issues, I would contend, is pretty good.

To the surprise of many, I trust, I’m also most thankful to the media – including the dastardly “mainstream” media. Specifically included is the *Star Tribune*, which, in the eyes of many of the right, is even more suspect than the rest. But, the fact is, we have been treated fundamentally fairly, just as I was confident we would be.

As this extensive but still much-abbreviated roster suggests, starting and keeping an organization going – virtually any organization – is complicated and hard. In no way is it to suggest that running American Experiment ranks anywhere close to running sizably larger outfits. Of course not. Yet it is to say that my experience with the Center has significantly increased my respect for anyone and everything entrepreneurial. One of the most memorable pieces I’ve read over the last twenty years was a *Wall Street Journal* column in the early 1990s by George McGovern in which he wrote about how an inn he had purchased in New England had gone under and how he had come to appreciate better just how demanding keeping a business afloat is. With appealing honesty, he conceded how he would have been a better presidential candidate and United States senator if he had known it earlier.

There’s an important segue here leading to what has developed in recent years as one of the Center’s main policy frames: How to contend with an entitlement crisis already in-train? A large portion of that effort falls under the rubric of “Stopping Boomer Health Care Budgets from Going Bust.”

Question: If it goes without saying (or at least should) that we need all the entrepreneurial brilliance and success we can muster as a society in order to pay current and future bills, doesn’t it follow that society should be doing everything it can to nurture entrepreneurial brilliance and success? Yet can it plausibly be said we’re really doing that, for example, as long as loud and persistent voices in Minnesota and elsewhere clamor and clang for taxing “the rich,” great numbers of whom own businesses

Center of the American Experiment really puts the “think” in “think tank.” Everything it has done that I’ve been involved with has been guided by their founding principles, while simultaneously inviting critical thought and examination. There is no way to advance one’s principles – and ensure they really are worth advancing – unless one is willing to subject them to rigorous evaluation. That’s what the Center does.

JAY P. GREENE
UNIVERSITY OF ARKANSAS



I will never forget the first time I heard Mitch Pearlstein speak, as he was talking about truths we were all thinking about but had been afraid to say. Later, as a member of Congress, I gained an even greater appreciation for how think tanks expand the envelope within which public discourse can take place. American Experiment plays a significant role in helping political leaders overcome constraints imposed by liberal media elites.

MARK KENNEDY
FORMER MEMBER OF CONGRESS



whose profits get taxed as personal income? Might this not provoke the most talented among us – the men and women creating all the new and better jobs – to skip town? Might this, in fact, be the kind of upside-down thinking that think tanks like American Experiment ought to resist with every ounce of their own tenacity, pointing the way to freer and more productive tax and other policies? Gosh yes, in all instances.

* * *

One concluding point, if I may. There is a tendency at times like these, following a run of defeats, for frustrated and often angry students of a political school of thought to be less open to significantly new ideas than they ought to be. The same can hold when it comes to conceding the good intentions of those favoring different approaches, even when everyone involved shares philosophically similar pages. Getting to the nub, adhering to principle in renewing conservatism is essential; too quickly dismissing alternative and sometimes novel views because they are allegedly insufficiently true-blue (or true-red, as the newer case may be) is ultimately self-defeating. Political movements, no less than the societies they seek to shape, do better when intellectual ferment is more vigorous than stunted; when debate is animated by presumptions of good will rather than overdone orthodoxy.

Or if you will, Minnesota and the nation, I'm bold to say, have been well-served by the kind of intellectual ferment and debate that American Experiment is encoded to encourage and which we will continue to spur with the faithful and generous help of thousands of conservative and other friends.



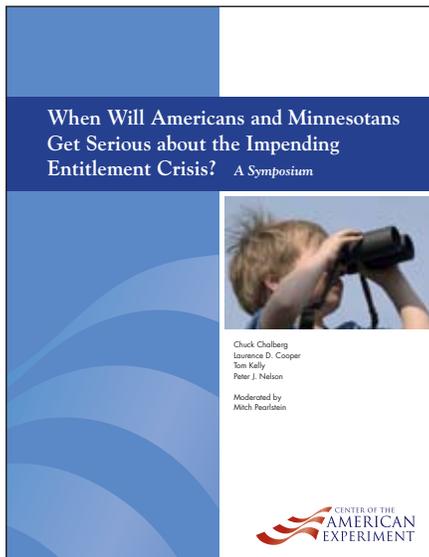
Lady Thatcher speaking to more than 2,200 guests at American Experiment's 1997 Annual Dinner at the Minneapolis Convention Center.

HIGHLIGHTS AND PUBLICATION EXCERPTS



In a state where conservative ideas have often been met with hostility, Center of the American Experiment has carried the argument for free markets and personal responsibility with great force and clarity. Over the last 20 years, its impact on public policy and discourse in Minnesota has been profound.

KATHERINE KERSTEN
STAR TRIBUNE
& FORMER AMERICAN
EXPERIMENT CHAIR



1990

HIGHLIGHTS

Center of the American Experiment hosts its inaugural event, a day-long conference, attended by 300 politically diverse men and women: “The New War on Poverty: Advancing *Forward* This Time.” Speakers include conservative scholars such as Charles Murray, Linda Chavez, Chester E. Finn, Jr., in conversation with top-tier Minnesota liberal leaders such as Sandra Gardebring, Earl Craig, and George Latimer. Columnist Bill Raspberry later writes enthusiastically about Dr. Finn’s keynote address: “What Ought Society Do When Families Crumble? What Ought Government Do When Children are Endangered?” The Center’s second day-long conference – “What Do We Do When School Reform Fails?” – once again draws approximately 300 people and features education scholars such as John Chubb, Charles Glenn, and Harold Stevenson.

EXCERPT

We know that a well-functioning society must condemn behavior that results in people having children who are not prepared to be good parents. I find it astonishing that, in the face of that knowledge, today we seem to attach more opprobrium to dropping out of school, experimenting on a cat, or uttering nasty remarks on campus than we do to giving birth to what, not so many years ago, were called “illegitimate” children. I am making a point about morality, yes, but the larger point is about honesty: Children fare better in some circumstances than others, and no decent society will remain silent when it comes to pointing which circumstances are which. We do this not because we enjoy sermonizing, but because if we really care about “at risk” children we need to help people understand – and internalize – the behavioral norms that make for environments in which children thrive.

Chester E. Finn, Jr.
“Ten Tentative Truths”
1990

1991

HIGHLIGHTS

American Experiment holds its third (and penultimate) day-long conference – “Freeing the Free Market: Making Minnesota the World’s Newest Capitalist State” – with national leaders such as Pete du Pont and Michael Novak along with major local players such as Steve Rothmeier, John Brandl, Peter Hutchinson, and Ann Rest. Instead of less-accessible all-day events, the Center holds its first two, 90-minute Breakfast and Luncheon Forums: “Bravery in Minnesota Politics: Are We Just Too Nice?”; and “American Religious Leadership and the Persian Gulf War.” Katherine Kersten’s “What Do Women Want: A Conservative Feminist Manifesto,” is published in the Heritage Foundation’s *Policy Review*. The Center publishes the “American Experiment Plan,” by Kelly Rask, a market-based, non-bureaucratic proposal for reducing poverty.

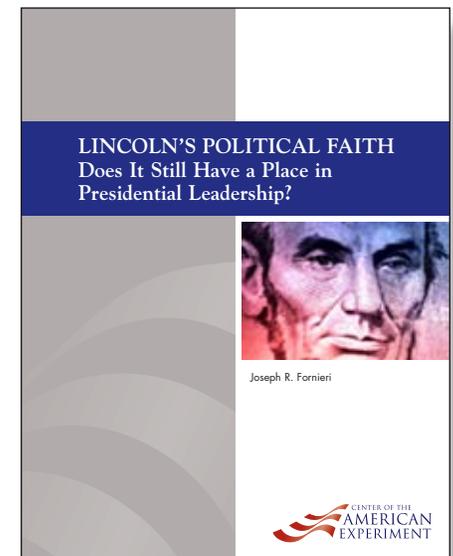
EXCERPT

As she carries out the tasks she has set for herself, the conservative feminist cultivates an intellectual outlook quite distinct from that of most contemporary feminists. The word “victim” does not trip easily off her tongue. She regards adversity as an inevitable component of human life, rather than an aberration afflicting primarily her and her sex. When hard times come, she strives to face them with courage, dignity, and good humor – qualities often in short supply in the feminist camp. And when her own shortcomings lead to failure, she resists the temptation to blame a hostile “system.”

Katherine A. Kersten
“What Do Women Want?
A Conservative Feminist
Manifesto”
1991

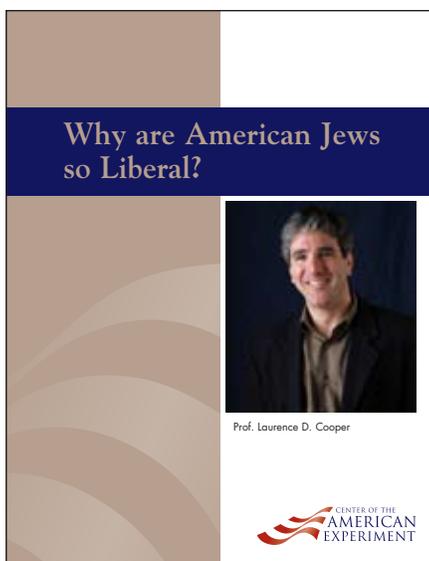
Much of the credit for American Experiment’s success is due to its founder’s visionary foresight, enduring enthusiasm, and commitment to the time-tested principles of free enterprise, limited government, ordered liberty, and traditional American values. During my time as executive vice president of the Center, I learned a great deal from the brilliant minds who have lent their voices to the most controversial issues of the day.

JOHN KLINE
MEMBER OF CONGRESS
& FORMER AMERICAN EXPERIMENT
EXECUTIVE VICE PRESIDENT



Don't tell me that conservatism is out of ideas or irrelevant to people's lives. American Experiment has proved the opposite for 20 years in the politically rocky soil of Minnesota. It is the model for what a state think tank – and an intellectually vital conservatism – should be.

RICH LOWRY
NATIONAL REVIEW



1992

HIGHLIGHTS

The Center holds its first Annual Dinner, with former education secretary Bill Bennett. Vin Weber speaks at a special Breakfast Forum the morning after Bill Clinton's presidential victory on the question, "What's Next for Conservatism?" It will be the first of many Center-sponsored appraisals of conservatism and its prospects in coming years. A Luncheon Forum panel considers whether "Middle-Class Values" are "Cultural Impositions or the Only Real Way Out of Poverty?" American Experiment publishes the first of several analyses of the compatibility of free markets and the environment: "How Government Turns the Learning Curve from Green to Brown," by columnist Warren T. Brookes. Founder and president Mitch Pearlstein begins writing a monthly column for *Minneapolis-St. Paul City Business*.

EXCERPT

[R]egulatory overkill is very likely to give us a worse environment, as well as a worse economy, because the effect of that regulatory overkill will be to slow this nation's advance along the technological learning curve, a curve that I maintain is bright green. That is primarily because the nature of technological and innovative advance is to teach us how to produce more value for less waste and less cost. Since waste and inefficiency are the essential ingredients in pollution, the natural thrust of a free market competitive economy is to reduce the amount of pollution per dollar added of gross national product, not only through refinement of technology, but through rapid turnover of both the equipment and processes of production.

Warren T. Brookes
"How Government Turns the
Learning Curve from Green
to Brown"
1991

1993

HIGHLIGHTS

American Experiment begins hosting a series of conferences, “Re-conceiving Minnesota Conservatism,” on topics including health care, welfare reform, and business mobility, aimed especially at legislative and other candidates who will be seeking election or reelection in 1994. Other public programs (and subsequent papers) include David Blankenhorn talking about “Fatherless America: Confronting Our Most Urgent Social Problem,” and Michael Medved addressing “Hollywood vs. America: Popular Culture and the War on Traditional Values.” The Center launches the Minnesota Network for Conservative Black Leadership, a new project headed by Chairman Peter Bell. And Mitch Pearlstein publishes a long essay titled “Talking about Values: Emboldening Politicians and Other Leaders.” Sociologist and theologian Michael Novak keynotes the Annual Dinner.

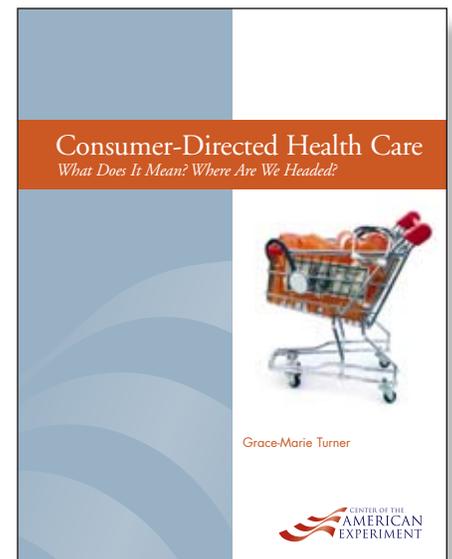
EXCERPT

The collapse of socialism proves one supremely important point. What for a century has been called progressive – the turning of more and more functions of civil society over to the state – is in fact regressive. Our future is not the Nanny State. The wave of the future is the reconstruction of civil society. The turn to the Mommy States (to switch from a British to an American idiom) was a serious error, a turn on the road back to Leviathan.

Michael Novak
“The Conservative Momentum”
1993

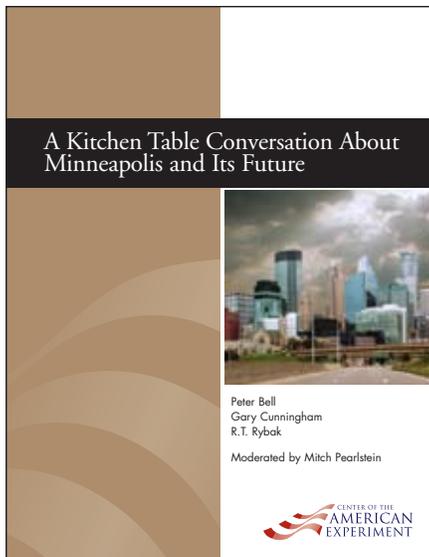
Mitch Pearlstein is a great and courageous social analyst; that he also runs a pioneering think tank, one that anticipates the public debate rather than following it, is a testament to his own and his colleagues’ boundless intellectual energy.

HEATHER MAC DONALD
MANHATTAN INSTITUTE



What strikes me about Center of the American Experiment is quality – consistently high quality – in just about everything it does. Mitch Pearlstein, from the beginning, has been a model and an inspiration to all of us in the state-based, free market, think tank movement. And good writers: None better than Katherine Kersten. Congratulations on two great decades.

J. STANLEY MARSHALL
THE JAMES MADISON INSTITUTE



1994

HIGHLIGHTS

American Experiment publishes *A Minnesota Index of Leading Cultural Indicators*, by Karen McLaughlin, demonstrating that while social conditions in the state are almost always better than in the rest of the nation, rates of deterioration in Minnesota are routinely more severe. The Center announces that Vin Weber and Tim Penny, both respected and former members of Congress, will host a multi-year series of public programs and publications – quickly tabbed the “Vin-Tim Show” – on issues such as religion in Minnesota’s public square, the excesses of multiculturalism, and the media. Likewise announced are the results of a Center-sponsored, Minnesota-wide public opinion survey conducted by the Gordon S. Black Corporation of Rochester, New York. Jeane Kirkpatrick keynotes the Annual Dinner.

EXCERPT

Ironically, in large part the U.S. revival can be credited to what the government did not do; that is, step in and save the U.S. memory chip industry. The trade agreements with Japan came too late to bring the industry back from the dead. The United States’ (involuntary) exit from the memory chip business turned out to be a blessing in disguise. As one account put it: “The U.S. industry was able to turn around precisely because the government turned down pleas by semiconductor industry officials for even more protection Most significantly, U.S. firms prospered in the electronics business because they stayed out of the unprofitable chip business, turning the 1988 industrial-policy theory on its head.”

Ian Maitland
“Who Won the Industrial
Policy Debate?”
1994

1995

HIGHLIGHTS

The Center launches its first spin-off, the Washington-based Center for New Black Leadership, founded by scholars and activists such as Peter Bell, Ken Morris, Glenn Loury, Brian Jones, and Star Parker. Katherine Kersten writes *Good Intentions are Not Enough*, a copious critique of a proposed and (and as she shows) unworkable and counterproductive school desegregation plan. The proposal is never implemented. John Hinderaker and Scott Johnson write *The Truth about Income Inequality*, and Mitch Pearlstein writes *From Moynihan to "My Goodness": Tracing Three Decades of Fatherlessness in the United States, 1965-1995*. Also released is *Certain Truths: Essays about Our Families and Culture from Center of the American Experiment's First Five Years*. Robert Bork keynotes the Annual Dinner.

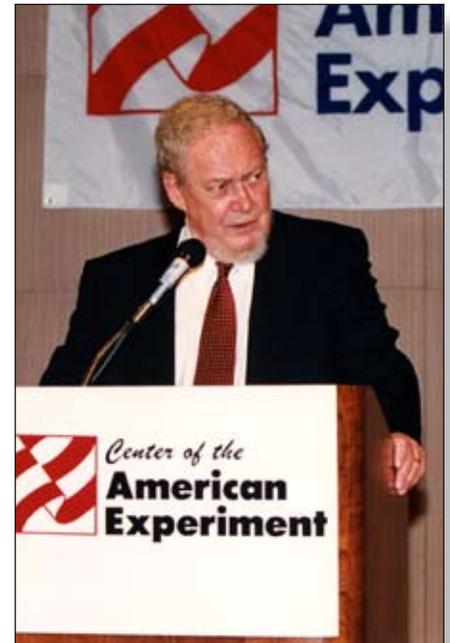
EXCERPT

[U]pper-income Americans did not win a lottery. To a remarkable extent, differences in income relate directly to differences in work. For the most part, upper-income American families do better than lower-income families because they work more. In 1990, of the families that comprised the lowest 20 percent in household income – the bottom quintile – 55 percent had no income earners at all. And even among the bottom-quintile family members who were employed, only 24 percent worked fulltime. On the other hand, in the highest quintile of income, 83 percent of families had two or more income earners. And amazingly, 11 percent of families that ranked in the top income quintile included four or more income earners.

John H. Hinderaker
Scott W. Johnson
"The Truth about
Income Inequality"
1995

For 20 years, Minnesota has been the beneficiary of the innovative, thoughtful, and effective work of Center of the American Experiment.

TIM PAWLENTY
GOVERNOR OF MINNESOTA



Robert Bork keynoting American Experiment's 1995 Annual Dinner at the old Radisson South in Bloomington.



AMERICAN
EXPERIMENT
WRITERS AND
SPEAKERS,
PLUS TASK
FORCE
MEMBERS OF
THE CENTER'S
MINNESOTA
POLICY
BLUEPRINT
SERIES

1990 - 2009



Paul Aasness ★ Grant Abbott ★ Tom Abeles ★ Ron Abrams ★ Edward S. Adams ★ John S. Adams ★ Joseph Adelson ★ Randy Ahlm ★ Enola G. Aird ★ David W. Allen, Jr. ★ Esther H. Allen
Jeanne A. Allen ★ Paul D. Allick ★ Haron Amin ★ Gordon Anderson ★ Pat Anderson ★ Wendell R. Anderson ★ Mark Andrew ★ Robert C. Andringa ★ Bev Aplikowski ★ Helen A. Archibald
Babak Armajani ★ Dick Armev ★ David J. Armor ★ Mary Ellen Ashcroft ★ Terri H. Ashmore ★ David Asp ★ J. Brian Atwood ★ Jon Bacal ★ Michele Bachmann ★ Lester Bagley ★ King Banaian
Dean Barkley ★ Fred Barnes ★ Michael Barone ★ Douglas W. Barr ★ James M. Bartholomew ★ Jo Michelle Beld ★ Peter Bell ★ Steven L. Belton ★ Walter W. Benjamin ★ Peter Benner
William J. Bennett ★ Duane Benson ★ Vernon E. Bergstrom ★ Frank Berman ★ Elisabeth Quam Berne ★ Richard Bernstein ★ John Berthoud ★ Douglas J. Besharov ★ Hilda Betterman
David Blankenhorn ★ Greg Blankenship ★ Bill Blazar ★ Clint Bolick ★ John Bolton ★ Joshua Borenstein ★ Robert H. Bork ★ Rudy Boschwitz ★ Tony Bouza ★ Fran Bradley ★ John Brandl
Ben Brandt ★ Twila Braise ★ Andy Brehm ★ Warren T. Brookes ★ Arthur C. Brooks ★ David Brooks ★ Carolyn Brookter ★ Sharon Weston Broome ★ Armin Brott ★ Matthew J. Brouillette
Morgan Brown ★ Don S. Browning ★ Robert Bruegmann ★ Mark J. Brunner ★ Matthew D. Buckwalter ★ Mark Buesgens ★ George H. W. Bush ★ George W. Bush ★ William F. Buckley, Jr.
Stuart M. Butler ★ Wendell Buysman ★ Ken R. Canfield ★ Allan Carlson ★ Arne H. Carlson ★ Emmett D. Carson ★ Stephen L. Carter ★ Barry Casselman ★ Frank B. Cerra ★ Chuck Chalberg
Mona Charen ★ Linda Chavez ★ Lynne V. Cheney ★ Jackie Cherryholmes ★ Raymond G. Christensen ★ Robert E. Christenson ★ John R. Christy ★ John E. Chubb ★ Dan Coats ★ Jack Coffman
Norm Coleman ★ Michael Collins ★ Clinton Collins, Jr. ★ Larry Colson ★ Roger R. Conant ★ Ward Connerly ★ Ed Cook ★ John E. Coons ★ Laurence D. Cooper ★ Andrew J. Cowin ★ Earl Craig
Steve Cramer ★ Danielle Crittenden ★ Kimberly Crockett ★ Carl "Buzz" Cummins ★ Gary Cunningham ★ Dick Day ★ Mark Dayton ★ Gerardo A. de la Vega ★ Steve Dille ★ William J. Doherty
Kevin Donnelly ★ Steve Dornfeld ★ David Downing ★ Bryan E. Dowd ★ Dennis J. Doyle ★ Megan Doyle ★ Glenn Dorfman ★ Connie Driscoll ★ Dinesh D'Souza ★ James A. Dueholm
Peggy Duffy ★ Joe Dugan ★ Pete du Pont ★ Dave Durenberger ★ Don Eberly ★ John W. Edson ★ Karen Ruth Effrem ★ Ricardo Egozcue ★ Ron Eibensteiner ★ Ward Einess ★ Kent E. Eklund
Jean Bethke Elshain ★ James W. Emison ★ Robert Enlow ★ Lowell O. Erdahl ★ Martha Farrell Erickson ★ Mike Erlandson ★ Amitai Etzioni ★ Richard L. Evans ★ Jessie A. Fallon ★ Sue Wollan Fan
Paul Farago ★ Roger Feldman ★ Robert J. Ferrera ★ Edwin J. Feulner ★ Suzanne Fields ★ Michael D. Finch ★ Edward J. Fiore ★ Chester E. Finn, Jr. ★ Floyd H. Flake ★ Todd R. Flanders
Devin Foley ★ Steve Forbes ★ Terry Forbord ★ Joseph R. Fornieri ★ Tommy Franks ★ Arvonne Fraser ★ Don Fraser ★ Lew Freeman ★ Bill Frenzel ★ David Frum ★ John Fund ★ Norman Furman
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Chris Georgacas ★ Paul J. Gessing ★ Georgie Anne Geyer ★ John Gibbs ★ Daniel Gifford ★ Paul Gigot ★ Newt Gingrich ★ Jonathan Ginsburg ★ Rudy Giuliani ★ James K. Glassman
Norval D. Glenn ★ Charles L. Glenn ★ Shannon L. Goessling ★ Bernard Goldberg ★ Stephen Goldsmith ★ John C. Goodman ★ Mikhail Gorbachev ★ John Gottman ★ John R. Graham
Warren Grantham ★ Bill Green ★ Richard Green ★ Reuben Greenberg ★ Jay Greene ★ Sonia Greer ★ Samuel Gregg ★ Mindy Greiling ★ Jeffrey P. Greiner ★ Earl L. Grinols ★ Rob Grunewald
Esperanza Guerrero-Anderson ★ Julie Gunderson ★ John Gunyou ★ David L. Gutmann ★ Anders Gyllenhaal ★ Harold E. Hamilton ★ Thomas Hamilton ★ David Hann ★ Sean Hannity
Victor David Hanson ★ Allyson J. Hartle ★ Nils Hasselmo ★ Ron Haskins ★ Roger Hauck ★ Jake Haulk ★ John Hay ★ John Earl Haynes ★ Steven F. Hayward ★ Kenneth B. Heitoff ★ Bruce Hendry
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Terry Hoffman ★ Randall G. Holcombe ★ Kim Holmes ★ John Hood ★ Wade F. Horn ★ David Horowitz ★ John Hottinger ★ Philip K. Howard ★ Al Hunt ★ Dan Hunt ★ Peter Hutchinson
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Greg Kaza ★ Lisa Graham Keegan ★ Bill Kelly ★ Randy C. Kelly ★ Tom Kelly ★ Cathryn Kennedy ★ Mark Kennedy ★ Katherine Kersten ★ Alan L. Keyes ★ Gopal K. Khanna
David Kidwell ★ Bob Kierlin ★ Mary Kiffmeyer ★ Sally Kilgore ★ Kimberly Hyon T. Kim ★ Jean King ★ Laura M. King ★ Jeane J. Kirkpatrick ★ Henry Kissinger ★ Jim Klatt ★ John Kline
Fritz Knaak ★ Roger R. Knauss ★ David L. Knutson ★ Kevin Knight ★ Ted Kolderie ★ J. Leroy Koppendray ★ Andy Kozak ★ Joel Kramer ★ Charles Krauthammer ★ Mary Krinkie ★ Phil Krinkie
William Kristol ★ Lawrence Kudlow ★ Lee Kurisko ★ Lance L. La Frombois ★ E. Ashley Landess ★ Peg Larsen ★ Cal Larson ★ George Latimer ★ D. J. Leary ★ David Lebedoff ★ William A. LeMire
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Stanley Marshall ★ Will Marshall ★ John Marty ★ Tom Mason ★ Elizabeth Ann Massopust ★ William R. Mattox, Jr. ★ Wilfred M. McClay ★ John McClaughry ★ Scott McConnell ★ Lynda McDonnell
Dan McElroy ★ Daniel McGroarty ★ Bert McKasy ★ Richard B. McKenzie ★ Janice McKinnie ★ Karen L. McLaughlin ★ Michael J. McManus ★ John McWhorter ★ Lawrence Mead
Michael Medved ★ Annette T. Meeks ★ Jack Meeks ★ Amy Menefee ★ Chip Mellor ★ Gene Merriam ★ Geoff Michel ★ Harold Miller ★ Jack Miller ★ James H. Miller ★ Ronald B. Mincy
Phillip W. Miner ★ Elizabeth Mische ★ Donald M. Moe ★ Roger Moe ★ Terry M. Moe ★ Carol Molnau ★ Ted Mondale ★ Alberto Monserrate ★ Jefferson Morley ★ David Morris ★ Kenneth W. Morris
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Benjamin Netanyahu ★ Eric Netterberg ★ Tom Neuville ★ Peter Noll ★ Charles Norenberg ★ Grover Norquist ★ Michael Novak ★ Robert D. Novak ★ Steven Nock ★ Joseph A. Novarro
Luanne Nyberg ★ Kate O'Beirne ★ J. Dennis O'Brien ★ John O'Sullivan ★ Stacy K. Offner ★ Michas M. Ohnstad ★ Paul Ogren ★ Todd Ojala ★ Marvin Olasky ★ Allen I. Olson ★ Darcy Olson
Gen Olson ★ Phil Olson ★ Roger E. Olson ★ Bernie Omann ★ Vance K. Opperman ★ Myron Orfield ★ David E. Orren ★ Robert Osburn ★ Mark Ourada ★ Gary Palmer ★ John W. Palmer
Andy Parker ★ Star Parker ★ Tim Pawlenty ★ Mitch Pearlstein ★ Lisa Lebedoff Peilen ★ David Pence ★ Tim Penny ★ Bruce Peterson ★ Lisa M. Peterson ★ Paul E. Peterson ★ Todd Peterson
Neal Peirce ★ Mark Piepho ★ William L. Pierce ★ Sally C. Pipes ★ Robert Poole ★ David Popenoe ★ Hillard Pouncy ★ Colin Powell ★ John Powell ★ Tom Prichard ★ David Preisler ★ Greg Pulles
Bill Pulrabek ★ Larry Purdy ★ Albert H. Quie ★ Allen Quist ★ Dwight Rabuse ★ Don Racheter ★ Chris Radatz ★ A. John Radsan ★ Matthew L. Ramadan ★ Rip Rapson ★ Kelly S. Rask
Diane Ravitch ★ Robert Rector ★ Lawrence W. Reed ★ Lynn Edward Reed ★ Jeremiah Reedy ★ Ralph Reed ★ James F. Reid ★ Robert G. Renner, Jr. ★ Ann H. Rest ★ Mike Ricci ★ Dean Riesen
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Jon Sabes ★ Martin Olav Sabo ★ Dan Salomone ★ Don Samuels ★ Bruce Sanborn ★ Jeff Sandefer ★ Sally Satel ★ Raymond D. Sauer ★ Isabel V. Sawhill ★ Larry Sawyer ★ Lynn Scarlett
Judy L. Schaubach ★ Susan M. Schnarr ★ Tom C. Schock ★ Bill Schreiber ★ Denny Schulstad ★ Lyall A. Schwarzkopf ★ Norman Schwarzkopf ★ Larry Schweikart ★ Peter Schweizer ★ Alice Seagren
Richard Sebastian ★ Joe Selvaggio ★ John Shardlow ★ Patrick D. Sheedy ★ Steve Shipley ★ Bob Shipman ★ Warren N. Sifferath ★ Alan I. Silver ★ Rita J. Simon ★ Brett Singer ★ Solveig Singleton
Robert A. Sirico ★ Gregg D. Sjoquist ★ James W. Skillen ★ Irene Skricki ★ Chuck Slocum ★ Christina Hoff Sommers ★ Dane Smith ★ Fred Smith ★ Nelson Smith ★ Matthew Spalding
John W. Spetch ★ Samuel R. Staley ★ Rich Stanek ★ Brad Stanius ★ Scott M. Stanley ★ Ruth Stanoch ★ Glenn T. Stanton ★ Kenneth W. Starr ★ Penny Steele ★ Shelby Steele ★ Mark Stenglein
Dan Stevens ★ Harold W. Stevenson ★ Tom Steward ★ Nora Stewart ★ Craig A. Stone ★ John Stossel ★ Thomas A. Streitz ★ David Strom ★ David E. Sturrock ★ Brian F. Sullivan ★ John Sullivan
Tim Sullivan ★ Walter Sundberg ★ Louise A. Sundin ★ Russell H. Susag ★ Steve Sviggum ★ John L. Swanson ★ Charles J. Sykes ★ Margaret Thatcher ★ Abigail Thernstrom ★ William H. Thomas
John H. Thompson ★ Terry Thompson ★ Margo Thorning ★ Leo K. Thorsness ★ Peter H. Thrane ★ D. J. Tice ★ J. Neil Tift ★ John Tillman ★ Michael L. Tillmann ★ Kathy Tingelstad ★ Blair Tremere
Tom Triplett ★ David Tuerck ★ Grace-Marie Turner ★ Lew Uhler ★ James Ulland ★ David J. Unmacht ★ Henry Todd Van Dellen ★ James F. Van Houten ★ Matt Van Slooten ★ Kathleen Vellenga
Vilis Vikmanis ★ Judith D. Vincent ★ Pam von Gohren ★ Linda W. Waite ★ Gene Waldorf ★ Judith S. Wallerstein ★ David Walsh ★ Patrick B. Walsh ★ Lou Wangberg ★ Charlie Weaver
Vin Weber ★ David Weissbrodt ★ William H. Wenmark ★ Craig Westover ★ Michael R. Wigley ★ W. Bradford Wilcox ★ Tim Wilkin ★ Laura Waterman Wittstock ★ Pam Wheelock
Barbara Dafoe Whitehead ★ Deanna Wiener ★ flo wiger ★ Tim Wilkin ★ George F. Will ★ Bob Williams ★ Malcolm V. Williams ★ James Q. Wilson ★ Claudia Winkler ★ Ken Wolf ★ Ruth A. Wooden
Willard Woods ★ Robert L. Woodson, Sr. ★ Tom Workman ★ Lyle Wray ★ James J. Wychor ★ Ann Wynia ★ Cheri Pierson Yecke ★ Stephen B. Young ★ Mark G. Yudof ★ Nathaniel Zylstra



American Experiment has added greatly to the intelligent exploration of important state and federal issues. I frequently attend its programs and always appreciate both the content and civility. The Center has contributed mightily to public policy discourse in our state. Their excellence is unequalled.

TIM PENNY
SOUTHERN MINNESOTA
INITIATIVE FUND
& FORMER AMERICAN
EXPERIMENT DISTINGUISHED
SENIOR FELLOW

1996

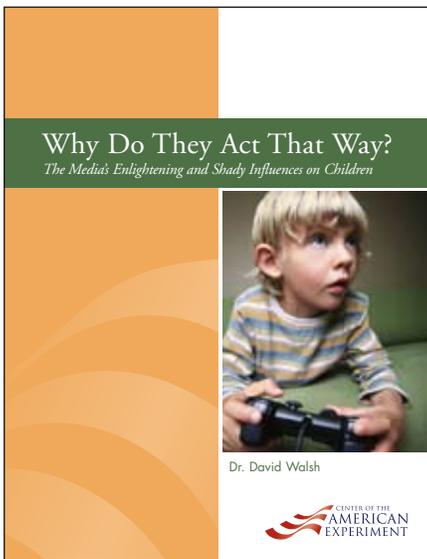
HIGHLIGHTS

In the space of a month, American Experiment hosts two national conferences: An annual meeting of the State Policy Network, a group composed of the nation's state-based conservative and free market think tanks; and a gathering of scholars and activists in the fatherhood movement. The former event is the first such meeting ever hosted by an SPN member; the latter is co-sponsored by the New York-based Institute for American Values and the Maryland-based National Fatherhood Initiative. The Center leads the way in starting and spinning off a new school choice organization, Minnesotans for School Choice, chaired by Mitch Pearlstein. C-SPAN televises the first in a continuing run of American Experiment programs. Bill Kristol keynotes the Annual Dinner.

EXCERPT

Americans had a revolution about 220 years ago and it went pretty well. Now most Americans, sensibly enough, look around the world and think most revolutions don't go very well, and they aren't crazy about having a second one. All the easy talk about [a Republican] revolution got lots of normal, nonideological Americans nervous about exactly what was going on in Congress.

William Kristol
"1994-1996: A Conservative
Realignment?"
1996



1997

HIGHLIGHTS

American Experiment and Minnesotans for School Choice play pivotal roles in helping Gov. Arne Carlson pass the nation's first low-income tax credit for educational expenses. More to the strategic point, with Kristin Robbins as executive director, MSC successfully coordinates the efforts of a large and eclectic coalition. Having previously led the way in defeating an ineffective and ultimately divisive desegregation plan, the Center now plays a lead role in eventually defeating a follow-up scheme by the state board of education: an ineffective and ultimately divisive "diversity rule." After the two fiascos, the Legislature eliminates the board of education. In a watershed moment, Margaret Thatcher keynotes the Annual Dinner; a sold-out crowd at the Minneapolis Convention Center of almost 2,300 attends.

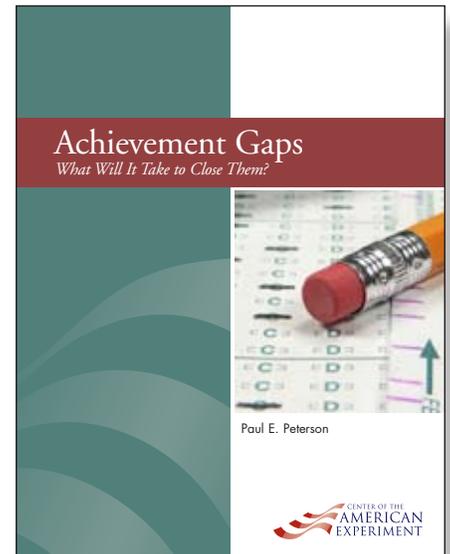
EXCERPT

How do you counter the prevailing pessimism and self-pity and gloom? The answer to pessimism is not enforced optimism. It is, very simply, gratitude. Expressing gratitude for what we have. Expressing gratitude to our parents, to our country, and to the Almighty, who has made it all possible. Regular recognition of our blessings is crucial to childhood innocence. . . . No people in history have had more reason to feel grateful than we have.

Michael Medved
"Protecting Your Child from the
Assault on Innocence"
1997

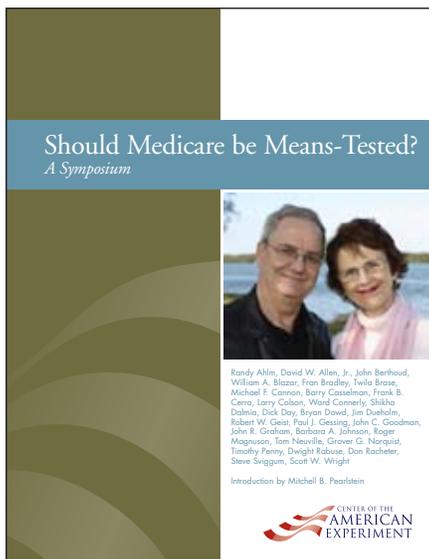
*Minnesota or Wisconsin:
Who has done more
to innovate in public
policy? It's a horse race,
but if Minnesota is the
winner, then a good deal
of the credit has to go to
Center of the American
Experiment, an
amazingly fertile source
of new ideas.*

PAUL E. PETERSON
HARVARD UNIVERSITY



In watching American Experiment over the years, three terms seem to define what guides it: truth, freedom, and congenial disputation. I respect those who lead the Center, especially its founder and my close friend, Mitch Pearlstein.

AL QUIE
FORMER GOVERNOR OF MINNESOTA



1998

HIGHLIGHTS

American Experiment releases the bulk of the *Minnesota Policy Blueprint*, what shortly will be a 400-page study in which nineteen task forces, involving about 150 men and women, examine virtually all of state government through conservative and free market prisms, offering more than 250 recommendations in the process. The year also marks the release of *The Fatherhood Movement: A Call to Action*. Edited by Wade Horn, David Blakenhorn, and Mitch Pearlstein, and containing essays by more than 25 writers, it's based on the aforementioned 1996 fatherhood conference hosted by the Center. Also released is the inaugural issue of *American Experiment Quarterly*. Colin Powell keynotes the Annual Dinner, which once again draws a sold-out crowd of almost 2,300.

EXCERPT

[T]he fact that Reagan's ideas, and the U.S. economy, can survive the Clinton presidency is one hell of an achievement. In fact, it may be spawning new Clintons. There's one in Great Britain today, Prime Minister Tony Blair, who sounds a lot like Margaret Thatcher. In some ways he sounds more like Thatcher than John Major did, which reminds me of the fact that Bill Clinton often sounds more like Reagan than George Bush [the elder] did. Regrettable but true. A week or two after Blair was elected he gave a speech to a socialist enclave in Northern Europe. At the conclusion of the speech he was roundly booed, which I regard as tremendous progress.

Lawrence Kudlow
"Reaganomics: What Worked?
What Didn't?"
1998



1999

HIGHLIGHTS

The Center publishes a five-year follow-up to its *Minnesota Index of Leading Cultural Indicators*, this one by Peter Nelson and Jena Morris. Also released is *A Minnesota and United States Index of Leading Environmental Indicators*, by David Riggs, Steven F. Hayward, and Peter Nelson. Based on his speech to Christian business leaders, Mitch Pearlstein writes, "Honoring America's Generosity of Spirit: Religion in Minnesota's Public Square." Public presentations include John Goodman's "Medical Savings Accounts: The Acute Importance of Patient Power." Ken Starr keynotes the Center's inaugural Fall Briefing. And in recognition of the fall of communism in Eastern Europe, the Annual Dinner – again keynoted by Bill Bennett – features a salute to Ronald Reagan, with special videotaped greetings from Nancy Reagan.

EXCERPT

One of the ironies of the present enthusiasm for "smart growth" is that today Jane Jacobs is regarded as a hero and model even though most advocates of smart growth have totally missed her central point, which is that cities evolve spontaneously, and in their most vital respects are beyond the reach of well-meaning planners. Before we start down the road of suburban renewal in the twenty-first century, we ought to pause long enough to make sure we really understand what is occurring in today's central cities and suburbs, so we can sort out cliché from reality, half-truth from distortion, and mixed motives from sincere reformist zeal. Otherwise our grand schemes for cities and suburbs today will run head-on into reality, and observers forty years from now will be writing about how dumb the smart growth movement was.

Steven F. Hayward
"Twin Cities, Multiple Anxieties"
1999

Center of the American Experiment has been an articulate and reasoned voice for conservative principles in Minnesota since the day it opened. Minnesota is a better, more conservative place because of it.

DEAN RIESEN
GOLDWATER INSTITUTE
& FORMER AMERICAN
EXPERIMENT DIRECTOR



Ken Starr addressing the Center's inaugural Fall Briefing, 1999 at Orchestra Hall in Minneapolis.



No venture could prove more thoroughly and bracingly contrarian than Center of the American Experiment. Or more astonishingly effective.

PETER ROBINSON
FORMER SPEECHWRITER TO
PRESIDENT RONALD REAGAN



Benjamin Netanyahu greeting guests at American Experiment's 2000 Fall Briefing at Orchestra Hall in Minneapolis.

2000

HIGHLIGHTS

In what he acknowledged as one of his last such events, William F. Buckley, Jr. leads a special American Experiment Dinner Forum. Other public programs include "Red-Penciling History: Denying the True Scope of Soviet Espionage in the United States," by John Earl Haynes. Publications include *Close to Home: Celebrations and Critiques of America's Experiment in Freedom*, an anthology of 100 columns by Katherine Kersten and Mitch Pearlstein from the Center's first ten years. Also, *Heart and Soul: A Symposium on Aim and Tone in American Conservatism*, featuring 30 writers of all political stripes. Benjamin Netanyahu keynotes the Fall Briefing. And on the personal recommendation of Lady Thatcher, Mikhail Gorbachev keynotes the Annual Dinner, before about 2,500 guests.

EXCERPT

It is the responsibility of conservatives to say that self-indulgence has to be resisted. We say this not only for empirical economic reasons – everyone will benefit from resisting these temptations – but also for philosophical reasons. The notion that one can construct around pleasant thoughts a philosophy in which problems simply are removed is an affront to realism. It is the job of politicians to incorporate realism and hope. This is what Ronald Reagan succeeded in doing everywhere except Massachusetts and Minnesota.

William F. Buckley, Jr.
"Reflections on Current
Contentions"
2000



2001

HIGHLIGHTS

Led by two distinguished guest editors, historian Barbara Dafoe Whitehead and sociologist David Popenoe, a special edition of *American Experiment Quarterly* is devoted entirely to *Marriage and Children: A Symposium on Making Marriage More Child Centered*. Contributors include William J. Doherty, Jean Bethke Elshtain, William A. Galston, and James Q. Wilson. Two more *AEQ* pieces focus on educational freedom: "Three Governors Go Forth on School Choice," a conversation with Wendell Anderson, Al Quie, and Arne Carlson; and "School Choice in Minnesota: A Call to Renewed Action," by Mitch Pearlstein. Among other publications, John Hinderaker and Scott Johnson consider the question: "Is Minnesota's Judicial System Really Guilty of Racism?" Newt Gingrich leads the Fall Briefing. Norman Schwarzkopf keynotes the Annual Dinner.

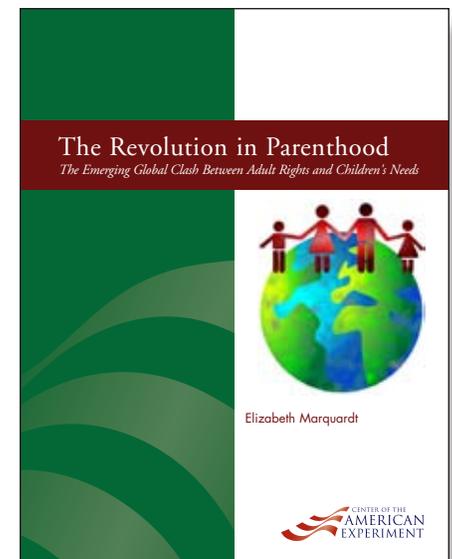
EXCERPT

Do American boys need to be saved? Do they need to be rescued from their masculinity? I do not think so. I do not agree that the nation's boys are in crisis. I see no evidence for it. Some boys, of course, are in serious trouble. So too are some girls. A small percentage of boys are antisocial and violent. But when you look at genuine social science research, you find that a vast majority of boys are mentally healthy. Being a boy is not a defect. It is not a disorder. It is not something you need to recover from.

Christina Hoff Sommers
"The War Against Boys"
2001

Can a think tank have respect and credibility all along the political spectrum and also be a positive force for reform? If so, that group would be Center of the American Experiment, as it's well thought of by all. It has made a difference in its 20 years.

STEVE SVIGGUM
FORMER SPEAKER
MINNESOTA HOUSE OF
REPRESENTATIVES



*As witness its
work in expanding
educational freedom
in every community
and neighborhood in
Minnesota, Center of the
American Experiment
has made clear its
commitment to all our
children.*

ABIGAIL THERNSTROM
U.S. COMMISSION ON CIVIL RIGHTS



*Bill Kristol keynoting the Center's
2007 Fall Briefing at the Pantages
Theatre in Minneapolis.*

2002

HIGHLIGHTS

Distinguished Senior Fellow Katherine Kersten continues to lead the intellectual charge against inferior academic standards with, "Minnesota's Profile of Learning: A Primer on Why It Still Flunks." Gov. Tim Pawlenty and legislators delete the Profile in 2003. *AEQ* publishes two symposia: "After the War is Won: Downsizing Government without Degrading National Defense"; and "The Supremes Belt Out a New Hit: School Choice in Minnesota after Cleveland." Twenty-nine local and national writers contribute to the former collection; twenty-six to the latter. A published panel discussion examines the question: "What Next for the Marriage Movement?" Bernard Goldberg keynotes the Fall Briefing. George H.W. Bush keynotes the Annual Dinner.

EXCERPT

My problem with racial preferences is very specific: they end up condemning black students to failure. It's as simple as that, and here's the reason: if you lower the bar for any human being, they will reach just that high. That's human nature, not race. Wherever you set the bar, that's about as far as people will go, because that's all they need to do. Occasionally – but only occasionally – someone will leap over the bar. If you raise the bar, people will rise with it. White guilt has lowered the bar for African American students. Asian and white kids are told that they have to do very well, but if you're black, you just have to pretty darn good – and then we're surprised that black students only do pretty darn good.

John MacWhorter
"Why the Black-White
Test Gap Exists"
2002



2003

HIGHLIGHTS

American Experiment Quarterly publishes a second symposium on the war on terror: "The Bush Doctrine: A Preemptive Path to Peace or a Recipe for Perpetual War?" In response to not-unrelated questions about strident political debate, *AEQ* also runs a symposium titled, "'They Beat the Hell Out of Each Other Up There': Civility in Minnesota (and National) Politics." Thirty-four writers participate in the former anthology; forty-four in the latter. In the key matter of "Fixing Social Security," D.J. Tice asks in an *AEQ* essay if conservatives are really up to the job. The *Minnesota Policy Blueprint* series resumes with a review of metropolitan governance in the Twin Cities. George Will keynotes the Fall Briefing. Henry Kissinger keynotes the Annual Dinner.

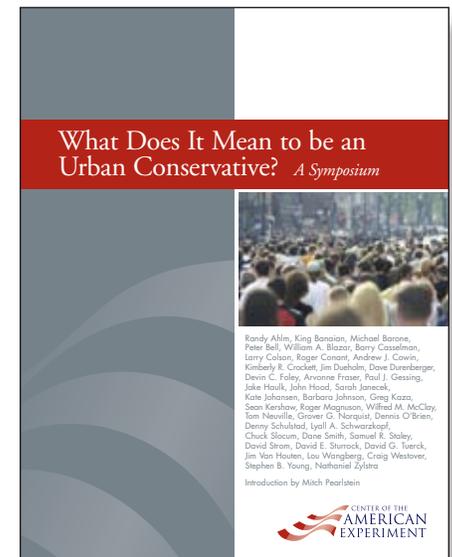
EXCERPT

In the academic circles in which I make my home, when you talk about the resurgence of religion as the direct source of political inspiration, it is always construed as a threat – almost some unique peril. This always strikes me as simply a misreading of the situation. We have always had in our history, people with strong religious convictions entering the political arena on the basis of those convictions and beliefs and being quite explicit about the fact that they're out doing what they're doing precisely because of their faith.

Jean Bethke Elshtain
"Religion and the American
Democracy"
2003

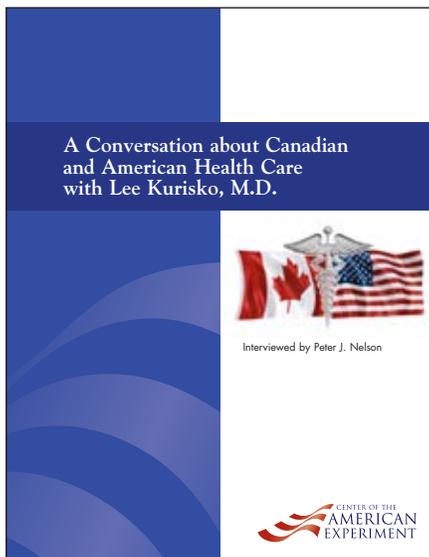
What I like most about American Experiment is that it takes on sensitive and politically incorrect issues, such as children having children. Few others confront the issue. The Center also argues for holding people accountable for their actions. What a controversial thought.

JAMES ULLAND
ULLAND INVESTMENT ADVISORS, INC.



Center of the American Experiment has provided an important public service by promoting innovative ideas and policy options that demonstrate that common sense and conservative principles can produce better outcomes for individuals and for America.

ROBERT L. WOODSON, SR.
NATIONAL CENTER FOR
NEIGHBORHOOD ENTERPRISE



2004

HIGHLIGHTS

Former Minnesota education commissioner Cheri Pierson Yecke is named Distinguished Senior Fellow for Education and Social Policy and begins writing about No Child Left Behind and other subjects. The Center launches MinnesotaVotes.org, a free Internet service that provides fast and nonpartisan updates on legislative activities. Anticipating presidential and other elections in November, an *AEQ* symposium asks: "Are They as Pivotal as the Candidates Say?" Forty-four men and women join in. A special commencement issue of *AEQ* features essays on achievement gaps by Abigail Thernstrom and Jon Bacal, respectively; new professional roles for teachers by Ted Kolderie; and "common sense" reforms by Frederick M. Hess. Sean Hannity keynotes the Fall Briefing. John Major keynotes the Annual Dinner.

EXCERPT

The troubles with the Canadian system can't be adequately understood, even though important, by dry statistics, comparisons of MRIs per million. It has to be understood in human terms, what this lack of investment, the socialistic incentives, mean for people who need treatment. In a system that claims to deliver comprehensive, accessible, and universal care, many Canadians find they must wait months and sometimes years for critical care. Canadians confront few barriers, no out-of-pocket expenses, no insurance verification hurdles, and no bills – when they make an appointment with a primary care doctor. But should that doctor diagnose a serious disease, Canadians, both young and old, are fast exposed to their system's limits.

Sally Pipes
"Northern Exposure"
2004

2005

HIGHLIGHTS

Prompted in part by speaking invitations, Mitch Pearlstein writes three major papers on a range of topics: "Health Care and the End of Life: How Realistic and Reverent are Prospects for Cutting Costs?"; "Globalization and the Education of American Workers: Are We Living in a Fool's Paradise?"; and "A Quick History of the Conservative Movement in Minnesota and the Nation." In the aftermath of George W. Bush's reelection, AEQ publishes Vin Weber's "Is Our Red and Blue Nation Changing Colors?" Additional issues addressed at Forums include the costs of legalized gambling in Minnesota and the role of blogging in the downfall of Dan Rather. P.J. O'Rourke keynotes the Fall Briefing. Rudy Giuliani keynotes the Annual Dinner.



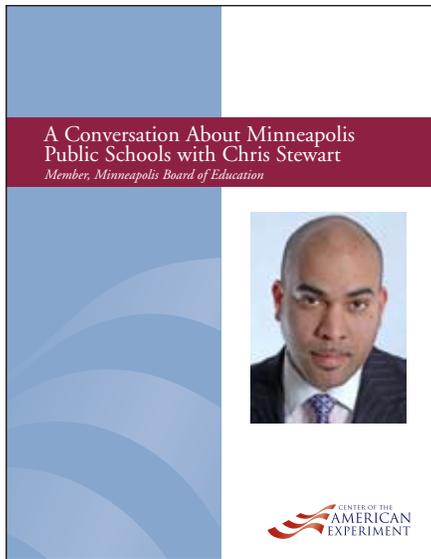
P.J. O'Rourke enjoying one of his own jokes at the Center's 2005 Fall Briefing at the Pantages Theatre in Minneapolis.

EXCERPT

The idea of the ownership society will only make progress if supporters make clear that choice doesn't mean you have to be an expert user of the Yellow Pages and a tough negotiator. The primary choice associated with ownership can often be the choice of an expert you trust to make detailed decisions for you – personal ownership means that expert just doesn't have to work for the government. That's why mutual funds and brokers exist. It's why informal networks of parents help each other figure out which college is best for their child. And it is why President Bush will succeed in bringing individual ownership to Social Security only if he continues to emphasize that structured choices of retirement plans is to be the foundation of personal retirement accounts.

Stuart M. Butler
"The Dependency Index"
2005





2006

HIGHLIGHTS

The Center announces a new focus on health care under the rubric "Stopping Boomer Health Care Budgets from Going Bust." Mitch Pearlstein completes two more studies: "Crime and Marriage: If Wedding Rings Help Break Vicious Cycles, What's Impeding Them from Doing So More Often?"; and "Achievement Gaps and Vouchers." The *Minnesota Policy Blueprint* series comes to a (temporary) close with "'Devoted to Some Useful Purpose': Reforming Minnesota's Legislature for the 21st Century." Ward Connerly leads a Forum on affirmative action and racial preferences; Charles Murray does so regarding the welfare state; and David Walsh does the same on why kids act the way they do. Ed Feulner keynotes the Fall Briefing. Tommy Franks keynotes the Annual Dinner.

EXCERPT

So, here I am, a Libertarian who wrote What It Means to be a Libertarian, and I am proposing an income redistribution program that Teddy Kennedy, in his wildest dreams, would never have imagined. What am I really doing? I am striking a grand bargain. I am saying to the left, I will give you big government in terms of expenditures; you give me small government in terms of government's ability to interfere with our lives. It is a bargain that is not perfect. If I could wave a magic wand, I would prefer a more pure libertarian solution. But it is also a bargain that doesn't bother me.

Charles Murray
"A Plan to Replace the
Welfare State"
2006



2007

HIGHLIGHTS

Five weeks after the 35W bridge collapse, Robert Poole, the nation's leading theorist for private solutions to transportation problems, meets with legislators in St. Paul and leads a special Luncheon Forum on the "Indispensable Role of Markets" in "Safeguarding and Rebuilding America's Physical Infrastructure." In other Forums, Mayor R.T. Rybak and Metropolitan Council Chairman Peter Bell participate in a "Kitchen Table Conversation about Minneapolis and Its Future"; and climatologist John R. Christy offers "A More Temperate Take on Global Warming." Peter Nelson completes "Affording Boomer Long-Term Care: What Do the Demographics and Health Trends Tell Us?" A symposium asks: "Should Medicare be Means-Tested?" Twenty-eight people participate. Bill Kristol keynotes the Fall Briefing. George Will keynotes the Annual Dinner.

EXCERPT

Michael Crichton famously said, "Consensus is not science." In regard to the climate, you often hear, "consensus says this," or "consensus says that." Yet if you have to vote on it, that's not science – that's political activity. We know what science is: All science is numbers. Lord Kelvin told us that a century and a half ago. You measure something, you put it into a number, and then you know something about your subject. My favorite author [P.J. O'Rourke] said this: "Some people will do anything to save the earth – except take a science course."

John R. Christy
"A More Temperate Take
on Global Warming"
2007



Chairman Ron Schutz leads the crowd in saluting Ambassador John Bolton at American Experiment's 2008 Annual Dinner at RiverCentre in St. Paul.





David Brooks speaking at the Center's 2008 Fall Briefing at the Pantages Theatre in Minneapolis.

2008

HIGHLIGHTS

American Experiment publishes two symposia aimed at re-energizing conservatism in Minnesota and the nation and prompted in (nonpartisan) part by the Republican National Convention in St. Paul. In the first, 40 writers pursue the question: "What Does It Mean to be an Urban Conservative?" In the second, 29 writers ponder ways of, "Getting the Balance Right" in terms of "Principle and Pragmatism." The Center also conducts several new, more rapid-fire electronic symposia, including "What's a Free Marketeer to Think?" during the depths of the financial meltdown. Mitch Pearlstein's newest book is *Riding into the Sunrise: Al Quie and a Life of Faith, Service & Civility*. David Brooks keynotes the Fall Briefing. John Bolton keynotes the Annual Dinner.

EXCERPT

A visit to one of the great American historical sites helps us to remember our origins, and thereby remember a part of who we are. Whenever one visits a reconstructed colonial American setting – and here I am thinking not only of a relatively elegant town like Williamsburg, but also of somewhat more spare or rugged places such as Jamestown or Old Sturbridge Village or Plymouth Plantation or St. Mary's City – one is forcibly reminded of the tentativeness and fragility of the entire American undertaking. That impression follows one into the more famous venues . . . All are lovely, well-kept sites. Yet one is struck not by their grandeur, but their tininess, their almost self-effacing modesty. Even the most jaded among us may feel compelled to pause for a moment, and ponder the astounding fact that a nation so colossal could have grown from seeds so small.

Wilfred M. McClay
"Is America an Experiment?"
2008



2009

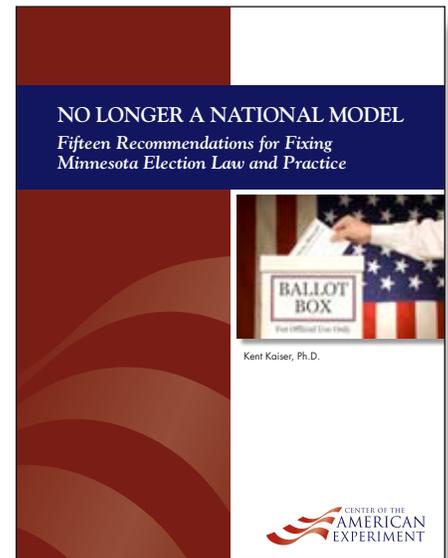
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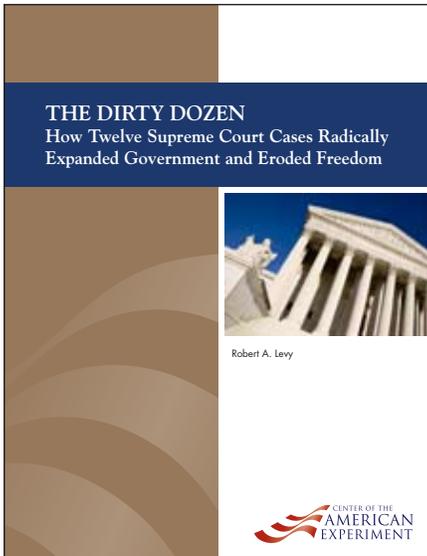
American Experiment publications include Minnesota budget recommendations by Peter Nelson (“Preparing for an Even More Demanding Future”), and a symposium featuring 33 writers on the question: “How Can Conservatism Better Allay the Economic Fears of Working-Class and Middle-Class Americans?” Also released is an investigation by Senior Fellow Kent Kaiser: “No Longer A National Model: Fifteen Recommendations for Fixing Minnesota Election Law and Practice.” Along with Peter Nelson, Center senior fellows Chuck Chalberg, Laurence Cooper, and Tom Kelly participate in a published conversation on a health care hurdle to be scaled: “When Will Americans and Minnesotans Get Serious about the Impending Entitlement Crisis?” Steve Forbes keynotes the Fall Briefing. Charles Krauthammer keynotes the Annual Dinner.

EXCERPT

Tenured civil servants are supposed to earn market-level compensation AND enjoy job protection AND generous pensions AND lifetime health care. Senior Wall Street executives and fund managers are supposed to earn billions in salaries and bonuses, regardless of performance. Homeowners insurance is supposed to cost what it does, and we are supposed to pay the premiums to protect not us – but get this – the lenders. Health insurance is supposed to be paid by our employers and is supposed to pay more to the hospital-medical industry the less well we care for ourselves and the sicker we get. If someone sues us in a frivolous lawsuit, we are supposed to pay the cost of defending ourselves. And so it goes.

John S. Adams
“Pay for What We Get – And be
Sure to Get What We Pay For”
2009





EPILOGUE AS PROLOGUE

It's not that think tanks are inherently more insightful than other institutions such as legislatures and executive branch agencies. Not by a Kent Hrbek stretch. Nevertheless, it definitely is the case that private-sector policy organizations like American Experiment are less burdened by political constraints to write things that need to be written and propose ideas that need to be tested. None of this, certainly, guarantees brilliance or bravery on the part of any think tank – only a wider opportunity to go where other institutions have consistently proved reluctant to tread.

In that fiducial frame, here are several immense policy hurdles the Center will continue researching, writing, and speaking about as wisely and courageously as we can; areas where we will keep taking fullest possible advantage of our independence and our members' public-spirited support.

EDUCATION. There are many strong and encouraging facts about American and Minnesota education. But when it comes to our future, the weak and discouraging data are more critical. For instance, while the United States used to lead the world in high school graduation rates and college participation rates, we're no longer even close. Moreover, the longer American boys and girls stay in school, the more they fall behind international counterparts. And for all of Minnesota's successes, achievement gaps here are among the very highest in the nation.

What to do? There is no one . . . or two . . . or half-dozen things which will suffice. But one absolutely necessary step is expanding educational choice to include private and religious schools. A second essential step is truly customizing instruction by taking increasing advantage of miraculous technology. Will much of the educational establishment – led by teacher unions – keep trying to stymie all of this? It goes without saying. Will American Experiment keep resisting the resistance? That's why we exist.

FAMILIES. Tying families and education together, is it possible to imagine children in the United States and Minnesota leading the world in learning – or much of anything else benign – when family fragmentation in this country may well be higher than anywhere else on the planet? Just a shade less than 40 percent of all American children, for example, are born out of wedlock, with proportions much higher in inner-city and many other communities. Non-marital birth rates in parts of Minneapolis rival the highest in the world, and when it comes to divorce, hardly another nation in the world rivals the sad severity of ours.



No organization in Minnesota has been as unswerving as American Experiment over the last 20 years in focusing – both bluntly and graciously – on matters of family breakdown. This work will continue with a new book by Mitch Pearlstein, scheduled to be published by Rowman & Littlefield, *Shortchanging Student Achievement: The Costs of Family Fragmentation*. One particular thing the study will calculate, for the first time, is the monetary cost of family breakdown to U.S. economic competitiveness.

HEALTH CARE. It would be absurd to suggest that politicians and others don't recognize health care as the profound issue it is. But that's not to say enough leaders and others have come to sufficient grip with an imminent entitlement crisis involving Medicare, Medicaid, and Social Security. It's not an overstatement to say that the scariness of those future numbers supersede any sums associated with stimulus packages and bailouts.

Much of American Experiment's work in health care falls under the lengthy rubric, "Stopping Boomer Health Care Budgets from Going Bust: The Imperative of Taking Greater Advantage of Markets, Families, and Faith in Assuring First-Rate and Affordable Care for the Coming Surge of Seniors." Main audiences for publications have been rank-and-file men and women (as in "Affording Boomer Long-Term Care in Minnesota and the Nation") as well as experts and specialists (as in "What to Expect from Uniform Pricing of Health Care Services"). Led by Policy Fellow Peter Nelson, the Center will keep on contributing as one of the few market-based organizations immersed in Minnesota health care debates.

Tying much of what American Experiment will continue doing in these and other areas are two key threads.

The first is a deep and perpetual lack of patience with political correctness and the countless intellectual contortions and evasions the term implies. Climate change and energy, for example, are serious subjects. But precisely because they are serious matters, intellectual integrity ought to be a prerequisite, not a casualty.

The second thread is the economic imperative of discovering new ways of doing a lot more with a lot less. This is just one of the reasons, for instance, why vouchers are incumbent, and why education in Minnesota and the rest of the country must take far greater advantage of technology.

These are just some of the policy and cultural frays Center of the American Experiment has been leading the market-based and conservative way on for two decades now – and counting.

SCHOOL CHOICE IN MINNESOTA

A Conference Reporting on a New Study About Low-Income Children and Private Schools

8:30 a.m. to 2 p.m.
Tuesday, November 16, 1993

Minneapolis Hilton and Towers
1001 Marquette Avenue
Minneapolis, Minnesota

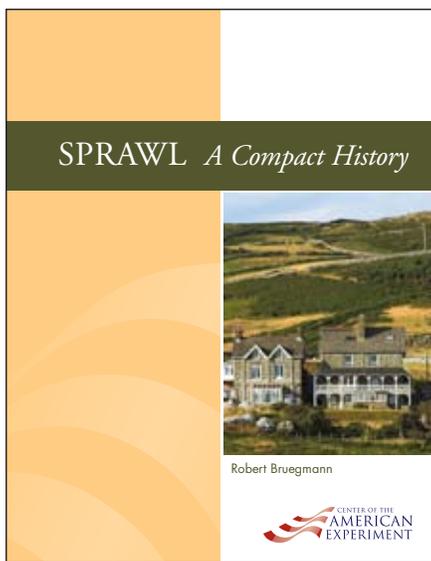
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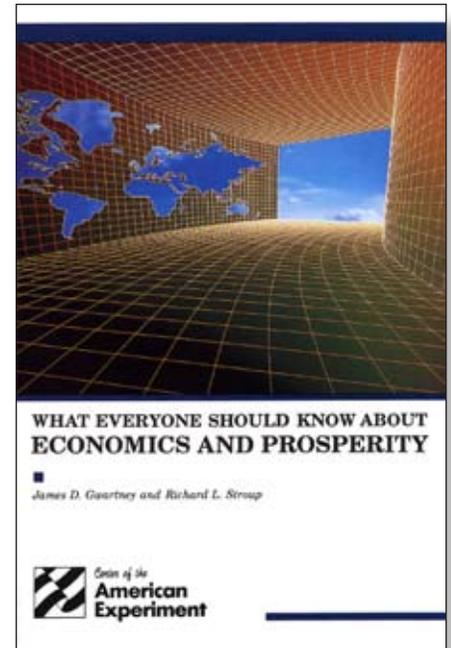
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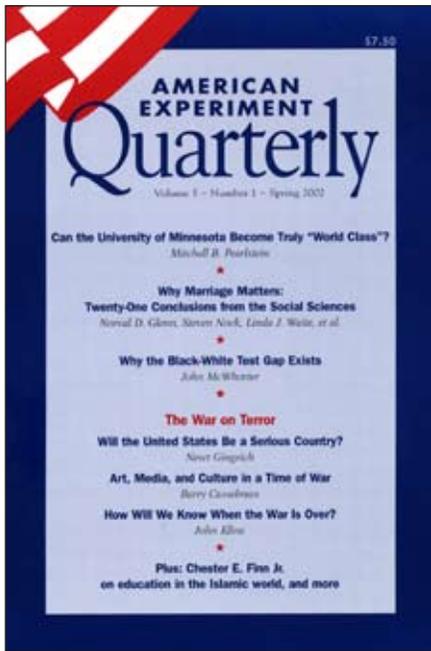


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ACKNOWLEDGMENTS

My great thanks to the Board of Directors, starting with members of a special 20th anniversary task force – Robin Kelleher, Ken Morris, Bryan Reichel, Tom Stauber, and Chuck Spevacek – for encouraging and guiding this commemorative publication. Chairman Spevacek, in fact, made it financially possible.

As for the staff, the preceding pages once again show them to be pound-for-pound terrific. This is another way of saying Center of the American Experiment has always been harder working, more nimble, and more potent than giant sized.

And when it comes to thanking literally thousands of steadfast and generous people over the course of a near generation, I would like to think that every preceding page makes that manifestly clear, too.

MP
November 2009

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