

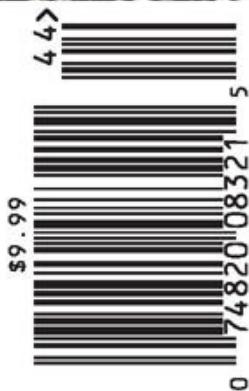
# 'Woke' Christians Dump Trump

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### SAME-DAY SERVICE

A large and growing number of operations that used to require an overnight (or longer) hospital stay can now be done quickly and with minimally invasive techniques, helping the patient heal faster.

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Bangalore Video News Editor \_ Nandini Krishnamoorthy

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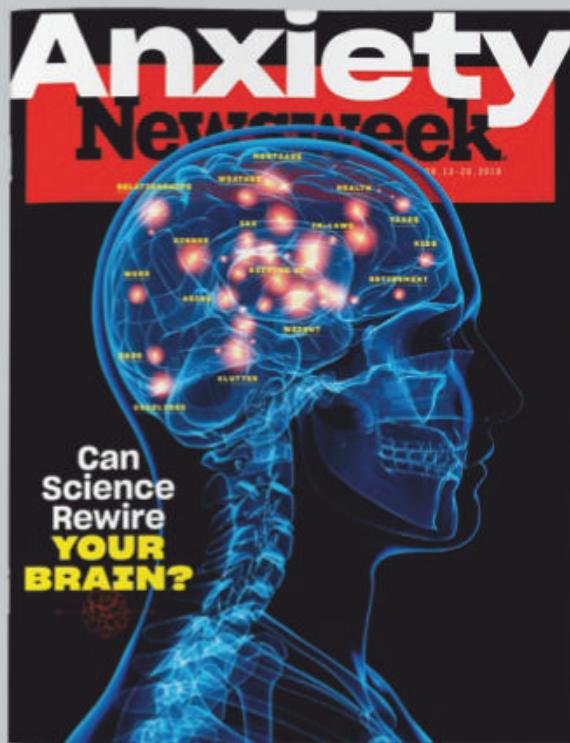
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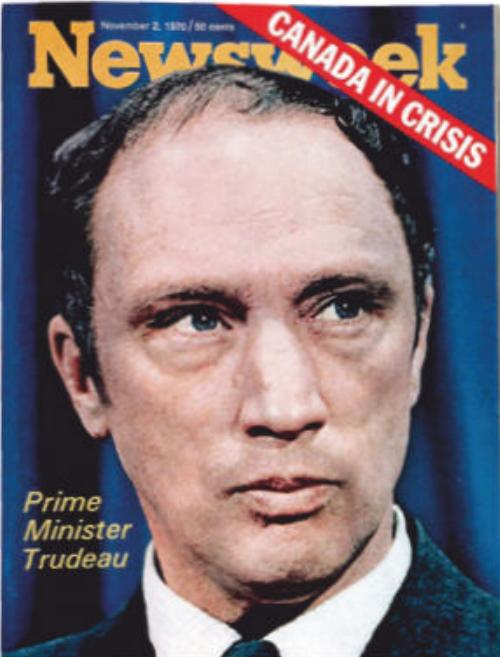
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# The Archives

1992

Madonna's career—marked from its inception by scandalous artistic choices and a lust for the limelight—continued with the joint release of the album *Erotica* and a coffee table book entitled *Sex*. *Newsweek* reported that “Dismissive reviews, splashed across the tabloids like news of Pearl Harbor, couldn’t stop the ambush.” Topping *The New York Times* best seller list, *Sex* sold 150,000 copies on the day of its release. Now, 28 years later, the star announced another surprise endeavor: She’s directing a film about her own life and career and co-writing the script with Oscar-winning writer Diablo Cody.



1970

Prime Minister Pierre Trudeau, leader of “one of the world’s most placid democracies,” made a “crucial experiment: meeting terror with toughness,” *Newsweek* reported, by invoking the War Measures Act in response to a kidnapping by the Liberation Front of Quebec. Today, Trudeau’s son, Justin, leads the country.



2005

*Newsweek* said, “The world is on edge, stalked by a virus that travels the great migratory flyways and kills where it lands.” The WHO recommended immediate quarantine at the first sign of human-to-human transmission, similar to its advice on the deadlier COVID-19, which so far has claimed over a million lives, compared to 455 for the H5N1 virus. ■

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WASHINGTON, D.C.

## Court Packing

Amy Coney Barrett, President Donald Trump's nominee for associate justice of the U.S. Supreme Court, swears in to a Senate Judiciary Committee confirmation hearing on October 12. The committee, led by a Republican majority, will vote to move the nomination to the full Senate on October 22. A final vote is expected by the end of the month, just before the November 3 presidential election. Democrats were not pleased. "A sham," said Sen. Amy Klobuchar, D-Minn., according to the Associated Press.

PHOTO: KEVIN DIETSCH



KEVIN DIETSCH/UPI/BLOOMBERG/GETTY



BANGKOK, THAILAND

## Road Block

Pro-democracy protesters gather at a main road intersection for an anti-government rally on October 16, after Thailand's police issued an emergency decree. The protesters, the *Bangkok Post* reported, pushed away riot police and "shouted for the ouster of Prime Minister Prayut Chan-o-cha."

→ MLADEN ANTONOV



KYZYLORDA REGION, KAZAKHSTAN

## Space Trucking

On October 14, Roscosmos cosmonauts Sergey Ryzhikov (front), Sergey Kud-Sverchkov (top) and NASA astronaut Kate Rubins (center) pose for photographers ahead of the launch of the Soyuz MS-17 to the International Space Station from Baikonur Cosmodrome. It's the last time the U.S. is expected to hitch a ride on a Russian rocket because private companies like SpaceX and Boeing will assume that role.

→ ROSCOSMOS PRESS OFFICE



PYONGYANG, NORTH KOREA

## Celebration Time

In a photo taken on October 12, participants wearing face masks attend a rally marking the start of an "80-day Campaign" in support of the upcoming Eighth Congress of the Workers' Party of Korea to be held in January 2021, at Kim Il Sung Square. The Congress will decide on a new five-year plan for the country that has struggled this year with COVID-19 and weather storms.

→ KIM WON JIN

CLOCKWISE FROM LEFT: MLADEN ANTONOV/AFP/GETTY; ROSCOSMOS PRESS OFFICE/TASS/GETTY; KIM WON JIN/AFP/GETTY





## CHRISTIAN DIVIDE

While some practitioners of woke Christianity reject the term as a pejorative, some actually embrace it.



POLITICS

# Trump's Headache from the Right

"Woke" Christians are dividing the evangelical church over social justice issues—and splitting their vote

“WE NEED TO TALK ABOUT RACE,” PHIL VISCHER says in a video posted June 14 on YouTube. The evangelical creator of *VeggieTales*, a children’s show that tells Bible stories using animated vegetables with names like Junior Asparagus and Pa Grape, tells viewers that Black households have one-tenth the wealth as white ones and delves into the history of Jim Crow laws, the “war on drugs” and “militarized police.” He talks about news media that scares Americans with images of Black criminals and teachers who favor white kids due to their “unconscious bias.”

Call Vischer the tip of the spear of what critics call a “woke” Christian movement whose members have not only embraced the language of

the left but also its chief goal of defeating Donald Trump in the upcoming presidential election. They’ll do so, some say, if they can convince as few as 2 percent of the evangelicals who voted for Trump in 2016 to vote for Joe Biden in November. After all, he won in swing state Pennsylvania, for example, by just 44,000 votes, courtesy of white evangelicals. Pew Research indicates that Trump got 81 percent of the vote nationwide from white evangelicals in 2016, and his support in that group as of three months ago was at 82 percent.

But Vischer’s video can help chip away at that support, given that it has been viewed 8 million times thus far, and Vischer told *Newsweek* 90 percent of the feedback he’s received has been positive.

BY

PAUL BOND

## Inserting More Daylight

MANY CHRISTIANS ON THE WOKE side are also looking to distance themselves from the religious right, a group typically maligned in mainstream media and pop culture for its opposition to abortion, same-sex marriage and other causes promoted by progressives. "There are hints of racism in the history of the religious right," says Vischer.

While some practitioners of woke Christianity reject the term as a pejorative, some actually embrace it. Eric Mason, the pastor of Epiphany Fellowship in Philadelphia and author of *Woke Church: An Urgent Call for Christians in America to Confront Racism and Injustice* urges Christians to "move beyond polite, safe conversations about reconciliation and begin to set things aright for our soon-coming King, who will be looking for a woke church."

To detractors, though, *woke* refers to Christians who embrace the pro-choice position on abortion as well as gay marriage and, especially, Black Lives Matter. Christians, of course, were instrumental in ending segregation (Martin Luther King Jr. began his Letter From a Birmingham Jail with "My Dear Fellow Clergymen"), while many white slavery abolitionists, such as William Wilberforce, were passionate about their Christianity. Critics of being *woke* don't object to the sentiment that Black lives matter but to the BLM organization, which they say promotes Marxism and critical race theory, a political position that argues racism is ingrained in American society.

Some of today's *woke* are more obviously partisan than others, such as "Christians Against Trumpism & Political Extremism," a nonprofit campaign from an organization dubbed Stand Up Republic that is

seeking signatures for its petition against "dark and divisive voices in the Christian community." Its statement excoriates faith leaders who "rush to the nearest news camera to minimize and justify the evil emanating from Washington," and it calls Trumpism "the intentional division and gleeful degrading of others made in God's Image."

Signers so far include dozens of pastors and theologians along with conservative columnist Mona Charen, former CIA Deputy Chief Steven Meyer and Dan Haseltine, the lead singer of Jars of Clay, a Christian rock band. Also signing are former Republican congressman Bob Inglis, Michael Gerson of *The Washington Post* and David Brooks of *The New York Times*.

## Trending Values

WOKE CHRISTIANS VEERING LEFT ARE becoming such an issue that entire podcasts are dedicated to maligning the trend. In one example, Matt Williams, whose podcast is dubbed *Reformgelical*, asks well-known evangelical Phil Johnson of Grace to You to explain "how the *woke*, social justice movement" has been creeping into churches, and Johnson tells how his Methodist church in the 1960s

**Several leaders of the Southern Baptist Convention are changing their names to exclude the word *Southern* in solidarity with Black Lives Matter because the word harks back to slavery.**

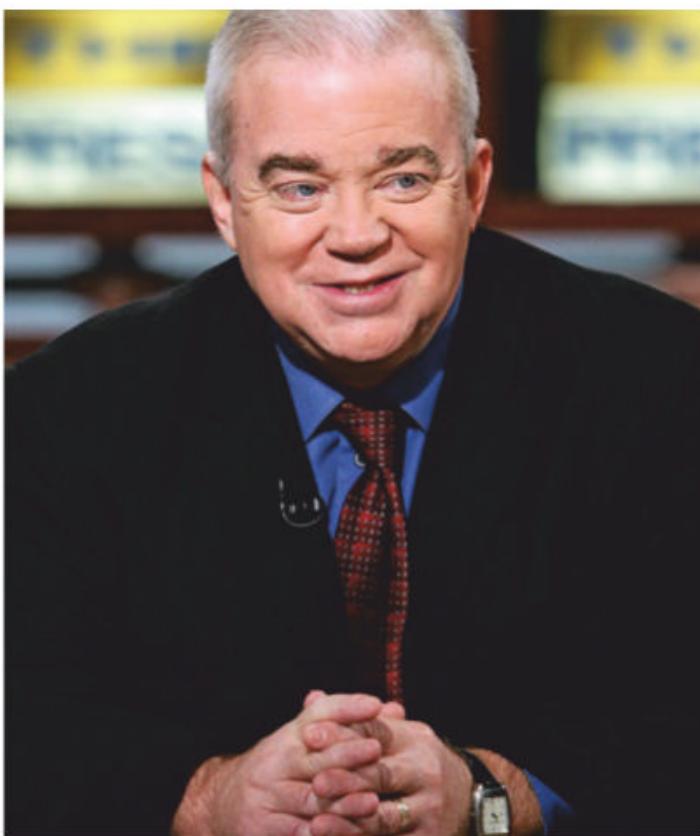
was "destroyed" when it embraced political social justice causes at the expense of Scripture. Today, "it's almost impossible to argue against what they say is social justice without being labeled a racist or a hater," Johnson says on the podcast.

"This is the No. 1 divide in evangelicism in 100 years," said JD Hall, a preacher who runs Pulpit & Pen, a website visited by about 1 million Christians a month. "The largest denominations in the country are splitting right down the middle on this. They're being taken over by the *woke* elite."

Case in point: Several leaders of the Southern Baptist Convention, made up of 50,000 churches with 15 million members, are changing their names to exclude the word *Southern* in solidarity with Black Lives Matter because the word harks back to slavery. Some are reportedly considering naming themselves "Great Commission Baptists."

Meanwhile, a new trend has Christian colleges like Bethel University and North Central University announcing they'll create scholarships in the name of George Floyd. "What are they doing?" asks Everett Piper, author of *Not a Day Care: The Devastating Consequences of Abandoning Truth* and former president of Oklahoma Wesleyan University. "Floyd should not have died, but that does not grant him sainthood. Why not name scholarships after Black people with integrity, like Booker T. Washington, Frederick Douglass, Star Parker [or] Larry Elder?"

According to a study released September 22 from the Cultural Research Center at Arizona Christian University, only 2 percent of American millennials subscribe to a biblical worldview (believing that absolute moral truths exist and are defined



by the Bible), and Piper believes that is because Christians have shifted their values in order to embrace the latest trend—the primary one at the moment being BLM.

“Something is wrong with what’s being preached at the pulpit and being taught in Sunday school,” he says. Christian liberal arts colleges “drank the Kool-Aid because they want to be popular and in vogue with cutting-edge ideas. Almost every Christian college is marching in solidarity with BLM.... How do you do that and claim to be an orthodox Christian university?”

Adds Piper, “It’s postmodernity run amok.”

Last year, *Christianity Today*, considered the go-to publication for evangelicals, boosted its subscribers when it called on Trump to resign and, in June, editor Timothy Dalrymple upped the ante by writing, “It’s time for the church to make restitution for racial sin.” The editorial, embraced by progressives, was roundly criticized as “woke” by conservatives, one of whom, Don Boys, a former member of the Indiana House of Representatives, dismissed it as “typical left-wing propaganda.”

#### MY BROTHER’S KEEPER?

Clockwise from top  
“Evangelicals for Trump”  
and *Sojourner* magazine  
editor Wallis are at odds  
over support for Trump.  
Civil rights leader King  
highlights the longstanding  
connection between the  
clergy and Black rights.

## Cancel Culture

A YEAR AGO, *RELEVANT MAGAZINE*, which appeals to young evangelicals and is perceived as anti-Trump, saw its founder, Cameron Strang, take a sabbatical after staffers accused him of being insensitive to minorities, including a complaint that Strang objected to an initiative to post an article about race each day of Black History Month.

In announcing his sabbatical from *Relevant*, which boasts a circulation of 50,000 and 280,000 podcast listeners, Strang wrote, “I’m sorry for my toxicity and insensitivity,” and he promised to “engage a process of healing, growth and learning,” while also seeking counseling for his transgressions.

*Relevant* did not respond to *Newsweek*’s request for comment.

*Sojourners*, perceived to be a left-wing Christian group and magazine, is another example. The magazine had been edited for decades by Jim Wallis, whose progressive credentials include serving on President Barack Obama’s Advisory Council on Faith-Based and Community Partnerships, and under his watch the publication promoted the left’s view of climate change, immigration and the war on terror. Nevertheless, he stepped aside as editor-in-chief in August, and critics say it was because he, too, was insufficiently woke.

“It’s a case of a longtime liberal activist who wasn’t keeping up with the culture, so he got canceled,” said Mark Tooley, president of the think tank, Institute on Religion and Democracy.

Wallis resents the insinuation his group is jumping on a bandwagon to appear woke and, in fact, he says he has supported BLM since the Michael Brown killing in Ferguson, Missouri, sparked rioting in 2014, and he’s had a BLM sign in the yard of his home for six years—long

before it was fashionable.

"I've been opposed to Donald Trump and his rhetoric from the beginning," he said. "I don't call myself 'Christian left.' The media tries to make everything binary. I find Trump's racism abhorrent. That doesn't put me on the left."

"Wallis has been woke for a decade. The problem now, though, is faith leaders are aligning with him who'd never have done so 10 years ago," said Hall.

Hall also said when Vice President Mike Pence spoke at the Southern Baptist Convention in 2018, "Woke fellows turned their backs on him. Then these crybabies walked out and tried to pass a resolution forbidding politicians to speak. They spent years telling us not [to] be political, now they're pushing BLM and every left-wing cause on us."

#### Fighting Back Against "Wokeism"

THERE ARE EVEN ENTIRE CONVENTIONS to push back against leftists in the church with names like "Stand Against Marxism" and "The Great Awokening," where Hall and others, like Judd Saul, who is making an anti-woke movie called *Enemies Within the Church*, speak to hundreds of attendees. Hall, whose book, *Ungodly Mess: How Marxists Have Stolen Christianity in America*, will be released later this year by Crown and Cross Books, says hundreds of churches have left the Southern Baptist Convention over the issue of being woke, his Fellowship Baptist Church in Montana among them.

"It's a very one-sided fight, and my side is getting the crap kicked out of us by the woke, politically correct," he said. "If Trump loses just 2 percent of the evangelical vote, he is toast. He can't win."

JD Greear, the president of the

Southern Baptist Convention, did not respond to Newsweek's request for comment, though he said in June that while he endorses BLM, he acknowledges "the movement and website have been hijacked by some political operatives whose worldview and policy prescriptions would be deeply at odds with my own."

Also pushing back on the BLM narrative is a group of minority pastors called Conservative Clergy of Color. Their six-step curriculum toward "all lives matter" includes indictments of liberal media bias, critical race theory and Marxism, all of which they say is a hallmark of BLM. Conservative Clergy of Color did not respond to Newsweek's request for comment.

"The civil rights movement is being commandeered by leftist ideologues who want to prostitute black and brown pain for perverse politics. A lot of it is election fodder," said Francisco

Vega of the Awakening & Reformation Center in Smyrna, Georgia, a member of Conservative Clergy of Color.

"We have tremendous concern with critical race theory...ignoring how we have progressed as a nation and risen from the ashes of the Civil War and Jim Crow," said Vega. "Critical race theory says racism is a systemic stain that can never be washed from the foundation of America and the whole system must be taken down and reset."

#### A Left Turn for Evangelicals

ACCORDING TO PEW RESEARCH, 52 percent of Democrats identify as Christians, while 79 percent of Republicans do. Apparently, though, evangelical has become a trigger word associated with the political right and is therefore "un-woke," numerous conservative Christians told Newsweek. Hence a group known since 1973 as Evangelicals for Social Action changed its name in September to Christians for Social Action. "The larger society thinks of evangelicals not as people committed to Jesus Christ and the biblical gospel but as pro-Trump political activists," founder Ron Sider said when announcing the name change.

"Racial justice is one of the top issues for progressive evangelicals," the group's executive director, Nikki Toyama-Szeto told Newsweek.

Like others accused of being woke by right-leaning evangelicals, she rejects the moniker. "We're people who are compelled by our faith to pay attention to the most vulnerable in society. Sometimes that aligns us with 'trendy' issues, but other times, we're faithful doing the work on other issues that aren't capturing the imagination," she said.

She said that since its founding 47 years ago the group has been engaged in issues often associated with

**"It's a very one-sided fight, and my side is getting the crap kicked out of us by the woke, politically correct."**





### SPEAKING OUT FOR RACIAL JUSTICE

BLM protests in Westbury, New York in June (opposite) and Joe Biden speaks in Kenosha, Wisconsin, in the aftermath of the police shooting of Jacob Blake (left).

benefits only a few hundred incredibly wealthy families, individuals and corporations. so that the American dream is now reserved almost exclusively for them and their descendants.” Cathy continued, “we must have intentional, difficult conversations,” and he advised “it’s OK to say, ‘I’m not sure I’m saying the right things right now.’ A lot of people don’t engage in hard conversations, because they’re afraid they’ll say something wrong.”

Perhaps he’s right about the fear, as Barna Group, a Christian polling and research firm, reported on September 15 that white Christians are less motivated now than they were a year ago to address racial injustice, with the “unmotivated” group rising from 19 percent last year to 30 percent today (among white adults in general it was a move from 20 percent last year to 28 percent now).

Some say Barna itself has gone woke, recently launching a slew of tools to get Christians to discuss race and an upcoming report dubbed “Beyond Diversity” that it will create in conjunction with a new group called the Racial Justice and Unity Center.

“We want white Christians to understand the lived experience of Black Christians, and we acknowledge we can do a better job explaining the vitality of the Black church in America,” Barna president David Kinnaman told *Newsweek*. “It will be a fascinating six months with the election and the pandemic both making a difference. The power of faith is an important theme.”

Indeed it is. One that Trump will be laser-focused on if he expects to win a second term. ■

FROM LEFT: STEVE PFOST/NEWSDAY RM/GETTY; JIM WATSON/AFP/GETTY

progressives like race and women's equality "back when it was unpopular—seen as heretical—to engage with any justice issues. But these were the things that our faith compelled us to address. In 1993, we launched the Evangelical Environmental Network, before climate change was a headline story."

According to Jon Harris, whose book *Social Justice Goes to Church: The New Left in Modern American Evangelicalism*, published by Ambassador International, most Christian publications have taken a sharp left turn, and he complains of Resolution 9, adopted by the Southern Baptist Convention a year ago.

"It was crammed down everyone's throat at the last minute," he told *Newsweek*. "It endorses the use of critical race theory and intersectionality as analytical tools."

A year before that, several Christian leaders attempted to "draw a line in the sand," as Harris puts it, with their "Statement on Social Justice and the Gospel" announcing they are "deeply concerned that values borrowed from secular culture are currently undermining Scripture in the areas of race, ethnicity, manhood and womanhood, and human sexuality."

But since then, even Chick-fil-A, founded by devout Southern Baptist S. Truett Cathy and often maligned by progressives for its perceived objection to same-sex marriage has weighed in on white privilege by way of an essay written by CEO Dan Cathy.

"Talking about the systemic inequality, bias, and injustices in our country will draw criticism," Cathy wrote. "There are countless academics and analysts who have written about how our democratic capitalism



# Protecting the U.S. From Cyberattacks

With foreign nations getting more aggressive and the tools at their disposal increasingly sophisticated, is America's best cyber strategy to go on the offensive? Or should we shore up our defenses?



## THE BEST (CYBER) DEFENSE IS A GOOD (CYBER) OFFENSE

by Jamil N. Jaffer

WE ARE AT WAR IN CYBERSPACE. WHILE lawyers might quibble about the definitions of armed attacks, the fact of the matter is that, for around a decade, we've been in a series of consistent—albeit small-scale—conflicts in cyberspace. They have intensified recently, particularly since the start of the COVID-19 pandemic, and have had a massive impact on the American public and private sectors. Standing alone, cyber-enabled economic warfare conducted by China drains the American private sector of billions of dollars a year, with total damages estimated in the trillions. Former NSA Director Gen.

Keith B. Alexander described this concerted effort as “the greatest transfer of wealth in human history.”

Even worse, in the last six years alone, we've seen our adversaries undertake attacks tantamount to acts of war. For example, we've seen North Korea and Iran engage in the affirmative destruction of data and the bricking of computer systems here in the United States. And the threat level continues to grow. Just last year, then-Director of National Intelligence Dan Coats told Congress that Iran is actively “preparing for cyberattacks against the United States and our

allies” and noted that “China has the ability to launch cyberattacks [in the U.S.] that [could] cause...disruption of a natural gas pipeline for days to weeks.” Russia's covert influence campaign undermined public confidence in our elections and rule of law institutions, but Russia is also actively “mapping our critical infrastructure with the long-term goal of being able to cause substantial damage,” including by “disrupting an electrical distribution network for at least a few hours.”

Notwithstanding the significant costs imposed on the American people and our economy by these activities, the Russians and others have paid little price for their actions. While we've imposed limited sanctions against Russia (primarily because Congress pushed for them), have indicted some key actors in both Russia and China and imposed some limited trade measures against China, the continued pace of activity from our adversaries in cyberspace makes clear that they are largely undeterred. This is especially clear given the frenetic activity we've seen in the recent months as threat actors have sought financial and strategic gains, including targeting institutions conducting cutting-edge vaccine research.

And yet, even in light of all this, there are those who would have us unilaterally disarm—or significantly constrain ourselves—when it comes to responding to cyber activities.

In order to stop the current onslaught in cyberspace, we must effectively deter our opponents by making the costs of taking action against us outweigh the benefits. For far too long, we have failed to do this in the nascent cyberwar and, as a result, our enemies have gotten more bold. As such, the fact that American offensive actions in cyberspace might be painful for our adversaries is not



a bug—it's a feature. We should be careful to avoid unnecessarily imposing costs on civilians or causing wanton damage to people and property. But for the better part of a decade, our opponents have fundamentally undermined our economy, conducted deliberate and destructive attacks and are actively putting in place capabilities to conduct very real harm to our people. Given all this, now is exactly the wrong time to unilaterally disarm.

Notwithstanding some recent important changes to our cyber response posture, we still face a significant onslaught. There are many reasons for this, including that when we do act, our responses appear to have been fairly limited in nature and may not impose significant enough costs. We should be clear about our capabilities, put out a clear declaratory policy on cyber redlines and be earnestly willing to take swift, decisive

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**“The fact that American offensive actions in cyberspace might be painful for our adversaries is not a bug—it’s a feature.”**

---

and visible action when those lines are crossed. It's not that deterrence doesn't or can't work in cyberspace—it's that we simply don't really practice deterrence today.

And to those who say deterrence is always escalatory, one need only look back at recent history to prove them wrong. In the early part of the Syrian civil war, notwithstanding his infamous redline on chemical weapons use in Syria, President Obama waffled publicly after the Assad regime used

sarin on its own people. He ultimately backed off, significantly weakening us in the eyes of friends and foes alike.

In contrast, when the current administration responded to Iranian proxy attacks killing Americans in Iraq with a devastating blow, taking out its elite military leader, Qassem Soleimani, American newspapers were full of editorials opining that we were on the precipice of full-scale war with Iran. All the hand-wringing was for nought. Rather than take us into war, the current administration's bold and forceful response got the attention of the Iranians, forcing them to rethink their decades of attacks on American forces.

So what does all this tell us? First, it ought to be clear that, with cyber threats at an all-time high, now is not the time to step back. To the contrary, we ought to provide more resources and authority to those taking the fight to the enemy in cyberspace. Second, we need to help build up our defenses at home so that we can limit the damage caused. The American government must provide effective, real-time direct assistance to critical infrastructure providers in the private sector to help them rapidly upscale their defenses. This collective defense approach will require the government to collect and share highly classified intelligence at scale and speed and actively collaborate with the private sector on defense. If we are to succeed in this very real war, we must make clear to the world that while we did not start this fight, we will bring it to a successful close.

→ **Jamil N. Jaffer** is the founder and executive director of the National Security Institute at George Mason University's Antonin Scalia Law School. The views expressed in this article are the writer's own.



## THE U.S. NEEDS A CYBER STRATEGY DESIGNED FOR DEFENSE

by Bonnie Kristian

CYBER WARFARE IS A NEW ARRIVAL TO the foreign policy tool kit—so much so that our government seems uncertain of how to classify it. Should we think of cyberattacks like sanctions? Air strikes? Espionage? Is “warfare” a misnomer? Though any terminology will have its flaws, cyberattacks are best considered a scalable tactic that *can* function as a weapon of war, a weapon—like any more conventional weapon—whose use by the United States should be subject to constitutional oversight, constrained by rules protecting innocent civilians and designed for defense.

In common parlance, a “cyberattack” can be anything from phishing to ransomware, to hacking social media accounts, to denial of service attacks, to mass leaks of personal data or communications, to meddling in

foreign elections via voter manipulation or sabotage of election results, to shutting down power grids, to damaging nuclear centrifuges, to remotely causing explosions or disabling enemy defenses. If the “internet of things” expands and self-driving vehicles go into widespread use, the destructive potential of cyber warfare will increase apace.

Blowing up a building, especially if the explosion kills people or damages national security infrastructure, is no less grave an act because the weapon of choice is digital. Damage to major utilities or political turmoil caused by election meddling are as capable of claiming lives as are explosions.

This scalability introduces a level of uncertainty absent with more conventional weapons and techniques, and that uncertainty makes restraint



JOINT FORCE HEADQUARTERS, PENNSY; DAVID PAUL MORRIS/BLOOMBERG/GETTY

and accountability in the use of cyber warfare in U.S. foreign policy all the more important.

Constitutional oversight is a necessity. President Donald Trump has loosened prior administrations' cyber-attack policies so the CIA can conduct cyber warfare at its own discretion, without presidential permission or any involvement by Congress.

This laxity is a mistake that puts U.S. security at risk. The CIA has already used its new power for "a combination of destructive things," an unnamed former U.S. official told *Yahoo! News*, "and also public dissemination of data: leaking or things that look like leaking." This is the kind of behavior that could easily plunge us into war—but the Constitution assigns the power to initiate war exclusively to the legislature, and the role of commander-in-chief to the president. Shifting those responsibilities to an intelligence agency that by nature operates in secrecy is a dangerous and undemocratic abrogation of duty. The American people and military should never be at risk of finding ourselves committed to a conflict started by bureaucracy.

Also vital are civilian protections, like those for other weapons of war. Microsoft president Brad Smith has argued for a "Digital Geneva Convention," which would "call on the world's governments to pledge that they will not engage in cyberattacks on the private sector, that they will not target civilian infrastructure, whether it's of the electrical or the economic or the political variety," and that "they will not stockpile vulnerabilities," concealing them from private parties who could repair those problems. An international convention may not be feasible or even desirable, but we don't need it for the U.S. to codify such commitments in our own laws to protect



**ALWAYS BE PREPARED** Above: Gen. Keith Alexander in 2017. Opposite: Pennsylvania National Guard soldiers along with their counterparts from more than 40 states participated in Cyber Shield 20 in September in an exercise to sharpen their skills as network defenders.

civilians here and abroad.

Lastly, beyond these procedural and humanitarian constraints, U.S. use of cyber warfare should be predicated upon a strategy of defense, not offense. "Across the U.S. federal government," *Reuters* has reported, an incredible "90 percent of all spending on cyber programs is dedicated to offensive efforts."

This is exactly backwards—and remarkably reckless. That funding should be diverted to defensive measures immediately. This would include hardening online targets, as Cato Institute scholars Brandon Valeriano and Benjamin Jensen argue in their 2019 analysis on restraint in digital defense. These "can range from

**"Instead of actively courting conflict that could well escalate into a shooting war, Washington should focus on making its own house secure."**

employing 'white hat' hackers, ethical computer hackers who penetrate systems in order to identify vulnerabilities, to updating cyber defensive systems regularly," they note, as well as better educating federal staff about the nature of digital threats.

Securing major infrastructure and weapons systems is particularly important. The Government Accountability Office reported in 2018 that "from 2012 to 2017, [Department of Defense] testers routinely found mission-critical cyber vulnerabilities in nearly all weapon systems that were under development. Using relatively simple tools and techniques, tests were able to take control of these systems and largely operate undetected." In this context, that 90 percent figure represents utterly inexcusable negligence. Contrary to the usual sports platitude, as Valeriano and Jensen contend, "in cyberspace, the best defense is actually a good defense."

Absent those improvements, our government's cyber defenses are far from what they should be, as the Office of Personnel Management hack of 2016 and this year's attack on the Department of Health and Human Services demonstrated all too well. Instead of courting conflict that could well escalate into a shooting war, Washington should focus on making its own house secure. Stop playing hacker abroad and shore up our defenses, particularly while fears of foreign election interference run high. Make cybersecurity a source of strength instead of risk by ending our programs of aggressive meddling in other nations' digital space and precluding their meddling in ours. ■

→ **Bonnie Kristian** is a fellow at Defense Priorities and contributing editor at THE WEEK. The views expressed in this article are the writer's own.

# Rx for an Ailing Economy



THE NEXT PRESIDENT WILL BE TASKED WITH  
**RESTORING AMERICA'S FINANCIAL HEALTH.**

WHAT'S THE MOST CRITICAL MOVE HE SHOULD MAKE?

NEWSWEEK ASKED 12 TOP ECONOMIC  
THINKERS FOR THEIR BEST ADVICE



BY PETER CARBONARA AND SCOTT REEVES

**With two weeks to go before the election,** the nation's financial health is top of mind for Americans. According to a recent Gallup poll, nearly nine out of 10 registered voters say the economy is the most important factor in their decision about who to vote for—ahead of response to the pandemic, crime, race relations and a dozen other key issues. Additionally, nearly half of those polled said that President Donald Trump's recent COVID-19 diagnosis had made them even more worried about the economy than they already were.

→ NO MATTER WHAT HAPPENS BETWEEN now and Inauguration Day, January 20—even in the unlikely event of a coronavirus vaccine or a second round of stimulus checks—the next president will be looking at an economy that is in rough shape and faces a long recovery.

The current national unemployment rate, after all, is still at a lofty 7.9 percent. While that's well below the nightmare days of late spring when it rose as high as 14.7 percent—a level second only to the rates seen during the Great Depression—it's still in another ballpark from last January, when it stood at 3.6 percent, near its 50-year low.

That pain is not being distributed equally. The Federal Reserve Bank of St. Louis estimates that the unemployment rate for Black Americans is 12.1 percent and 10.3 percent for Latinos, compared to 7 percent for whites; meanwhile, the unemployment rate for men topped out at 13.5 percent in April while hitting 16.2 percent for women the same month. Then too, according to the Labor Department, about five million people are about to join the ranks of the "long-term unemployed," meaning they've been out of work for at least six months, a point at which they are increasingly likely to stop looking for a job altogether.

Total job losses so far: about 30 million and the Labor Department estimates about 4 million of those are permanent. For some individual sectors of the economy, many of them composed largely of small business, the lasting damage has been brutal. Business review site Yelp, for example, recently estimated that 19,590—or 61 percent—of the 32,109 restaurants that have closed this year are gone for good.

So, with all those depressing numbers in mind and the need for action critical, what should the next president do to fix the ailing economy? *Newsweek* asked 12 leading economic thinkers to imagine a phone call on January 21 from the nation's commander-in-chief asking them, "What's your best advice for me right now on the economy?"

Below are their answers to that question, edited for space and clarity. We heard a range of specific recommendations, but almost all of them included the federal government pumping a ton of money into the U.S. economy, in the form of both immediate direct aid to individuals and businesses as well long-term investment in things like infrastructure and education. The word we heard repeatedly was "spend." Or as one economist put it: "What's the answer? Money. And lots of it."



## Earmark \$3 Trillion for Stimulus



**MARK ZANDI,**  
Chief Economist  
Moody's Analytics

ZANDI LOOKS AT THE ECONOMIC FALLOUT OF THE CORONAVIRUS through the lens of the 2008 financial meltdown. He worries that we've forgotten one of the main lessons of that disaster: If the federal government pumps too little cash into the economy, the downturn will be longer and more painful than necessary. "That's why it took us a full decade to get back to full employment," says Zandi. "We can't afford that again."

His advice for the next president: "To get back to full employment as soon as possible, that means go big on fiscal policy and spending—not worry about deficit and debt, not today." Zandi, who believes a President Biden would be better for the U.S. economy than a second term for President Trump, recommends more stimulus checks now "as a bridge to the other side of the pandemic," followed by investment in things that have a direct and long-lasting effect on the economy, like new roads, bridges and other infrastructure and on improving America's schools.

Just how big an investment? Zandi favors spending about \$3 trillion, close to the \$3.4 trillion proposal Democrats initially floated in Congress—and far more than the \$1.8 trillion (Republican) to \$2.2 trillion (Democrats) packages currently on the table.



## MANDATE PAID PARENTAL LEAVE

**Sallie Krawcheck,** CEO and Co-Founder, Ellevest

**One in four women in the U.S. is** considering downshifting her job or quitting altogether due to the pandemic, according to a recent report by McKinsey and LeanIn—at great potential cost not just to their families and careers but also to the productivity of the country. A critical part of the solution, says Krawcheck, a longtime top Wall Street executive, who now runs a digital investing platform for women: mandating paid family leave. "We have mischaracterized maternal and parental leave as an expense," says Krawcheck. "It's really an investment and it pays for itself in the first year."

Focusing relief efforts on women is a matter of commonsense, in Krawcheck's view. "You are not going to find a bigger target than half the population," she says. "Nothing bad happens when you put more money in the hands of women and a lot of great things happen. Economies grow, societies are fairer, families are better off, nonprofits are better off because women give away a larger percentage of their wealth. If you want a lever toward growing U.S. GDP by trillions, I would focus on women."

Women also typically put money to more economically productive use than men—"Men tend to spend their excess money on drink and fun, women on advancing their families," Krawcheck says—and they've been hit harder by the pandemic. "Women have lost their jobs to a greater degree than men," she says. "Even women privileged enough to work from home are losing productivity."



## Prioritize COVID Containment

**OLIVIA S. MITCHELL**, Professor of Business Economics and Public Policy,  
The Wharton School, University of Pennsylvania

THERE CAN BE NO RESOLUTION OF THE ECONOMIC CRISIS WITHOUT FIRST TACKLING THE HEALTH CRISIS THAT CAUSED BUSINESSES TO SHUT down in the first place, Mitchell believes. An expert on pensions and retirement whose work typically requires taking a long view, Mitchell wants the next president to focus instead on the here and now. The top priority, she says: "Take seriously the job of halting the coronavirus."

For Mitchell, that means testing and contract tracing on a massive scale, continuing to promote self-quarantining and masks, leaving the scientists alone who are trying to develop a vaccine and fostering the creation of a national vaccine delivery system. That, she says, "would go a long way toward jumpstarting the economy, though some additional stimulus payments are clearly needed for the next year or so."



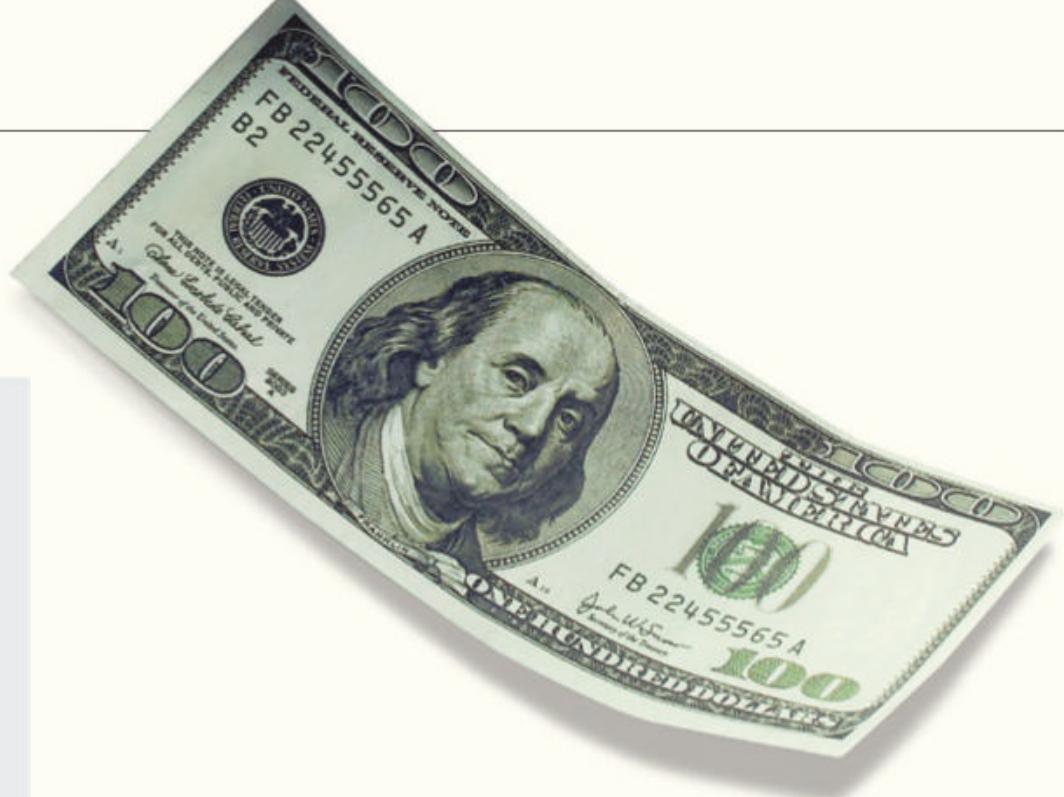
## PUMP UP SPENDING ON SCIENCE

**Jonathan Gruber**, Professor of Economics, Massachusetts Institute of Technology

**Gruber, who was one of the architects** of the Affordable Care Act, says he'd advise the new president to follow the example of Eisenhower and other post World War II presidents: "During the decades after World War II, the U.S. government increased public research and development spending to 2 percent of the entire economy, while massively investing in science education at all levels. The result was not only the birth of virtually all modern technologies but also the creation of the greatest middle class the world has ever seen."

Since then the U.S. has lagged other developed countries in government spending on science. "The result has been slow growth and falling behind our competitors in technology development and good job creation," he says. "An increased investment of 0.5 percent of GDP in public R&D, paired with system wide devotion to improved and expanded science education, would create 4 million good jobs and make America the innovation engine of the world again."

Gruber also cautions to make sure the benefits of that government spending are widely distributed, and not limited to "coastal 'superstar' cities." He says, "There are more than 100 U.S. communities that have the skills, educational institutions and high quality of living that can turn them into the next tech hubs. We should hold a competition to distribute federal funds to the locations that demonstrate the most potential to do so."



## Help the Hardest Hit



**RHONDA VONSHAY SHARPE**, Economist and Founder, Women's Institute for Science, Equity and Race

VONSHAY SHARPE ADVOCATES FOR A NEW RELIEF PACKAGE FOR HOUSEholds that have been struggling to get by on low unemployment benefits and families helping out young adult members. One provision, she recommends: Allow heads of household to claim adult children as dependents up to age 26, especially if they had been living independently and had to return home or are college students or recent grads, thereby qualifying the parent for more generous relief payments if there's another round of stimulus or bigger tax breaks.

She also suggests making unemployment assistance pay at least as much as a worker would get for a full week at the federal minimum wage (\$290 a week). According to a CNBC report, 21 states make some unemployment payments at a rate less than the federal minimum hourly wage of \$7.25 an hour and six have capped their benefits below that level. Even better than matching or topping the federal minimum wage, Vonday Sharpe says, would be a check equal to the median between what the out-of-work person's gross income was and what they are now entitled to under their state's program.

Lastly, she favors grants and loans for small businesses, particularly to cover anti-coronavirus expenses like personal protective equipment or a redesigned workspace that allows for adequate social distancing and other safety measures. She says, "The choice between livelihood and life should not be a privilege only afforded to those with means."



## Establish an Economic Bill of Rights



**WILLIAM A. DARITY JR.**, Professor of Economics, Political Science and African American Studies, Duke University

DARITY URGES THE NEXT PRESIDENT TO FOCUS ON THE MIDDLE AND lower income people who have been hit hardest and who usually get left behind during recoveries. "I'm a longtime proponent of an economic bill of rights for the 21st century so that is what I'd propose," says Darity, a pioneer in the field of "stratification economics," which focuses on the role of class, race and caste in creating and maintaining wealth and income inequality in society. He says, "The economic bill of rights is a series of policies that I wish had been in place before the start of the coronavirus crisis. I think it would have curbed a lot of the economic ramifications significantly."

The legislation that Darity has in mind would, among other things, include a federal job guarantee (people who can't find private sector work would get government jobs at salaries they could live on); a national health insurance program along the lines of Medicare for All ("No more pussyfooting around with ACA," he says) and a public banking system to provide quality services to small depositors who are underserved by big banks now and are subject to predatory lending practices like reliance on payday loans.



## BACK OFF FURTHER STIMULUS

**Chris Edwards**, Economist, Director of Tax Policy Studies, *The Cato Institute*

**While most economists have joined** the chorus calling for more stimulus—how much, not if, is typically the focus of the debate—Edwards is a singular voice who would advise the next president to put the brakes on. "The government is overdoing it on relief," he says.

"Overall American incomes were higher in recent months than they would have been without a recession because of the huge amount of federal relief," Edwards says. "As for state aid, state government revenues have only dipped modestly, and local government revenues are stable because property tax revenue continue to edge upwards. At best, additional stimulus spending would modestly boost GDP for a quarter or two, but that would come at the expense of slower growth later on because of the higher debt or taxes. The economy will return to full strength on its own when the health crisis subsides."

Edwards would also advise President Biden, if elected, to back off his proposal to double the capital gains rate. Edwards believes that would undermine America's high-tech economy by robbing the entrepreneurs, angel investors and venture capitalists who invest in these high-risk ventures of their full rewards. If Trump wins, Edwards instead urges spending cuts. "The easy one is Social Security," he says. "Reduce the growth rate of benefits for middle- and higher-income workers by 'progressive price indexing' of initial benefits."



## PUT RELIEF ON AUTOPILOT

**Justin Wolfers,** Professor of Public Policy and Economics, University of Michigan

**Given the degree of financial pain** that households are suffering, Wolfers, like many economists, would urge the next president to get more money into the hands of Americans fast. But he'd also advise the president to remove—or at least reduce—the politics that have gummed up the federal government's ability to respond quickly to the financial crisis thus far by taking some decisions out of human hands.

"The last few weeks of stimulus talks being on again, then off again, as electoral fortunes—and the president's steroid doses—fluctuated are a primary example of the system not working," he says. "The fiscal need didn't change, just the politics. So why not simply agree in advance that if the economy gets this bad, we'll execute some specific amount of fiscal stimulus?"

A good way to accomplish this, Wolfers says, is through "what economists call automatic stabilizers, which are programs that automatically spend more and tax less when the economy tanks." One current example: the Supplemental Nutrition Assistance Program, commonly known as food stamps. During tough economic times, the number of people who meet the program's income and savings requirements go up and the program costs more. When times are good, the reverse happens.





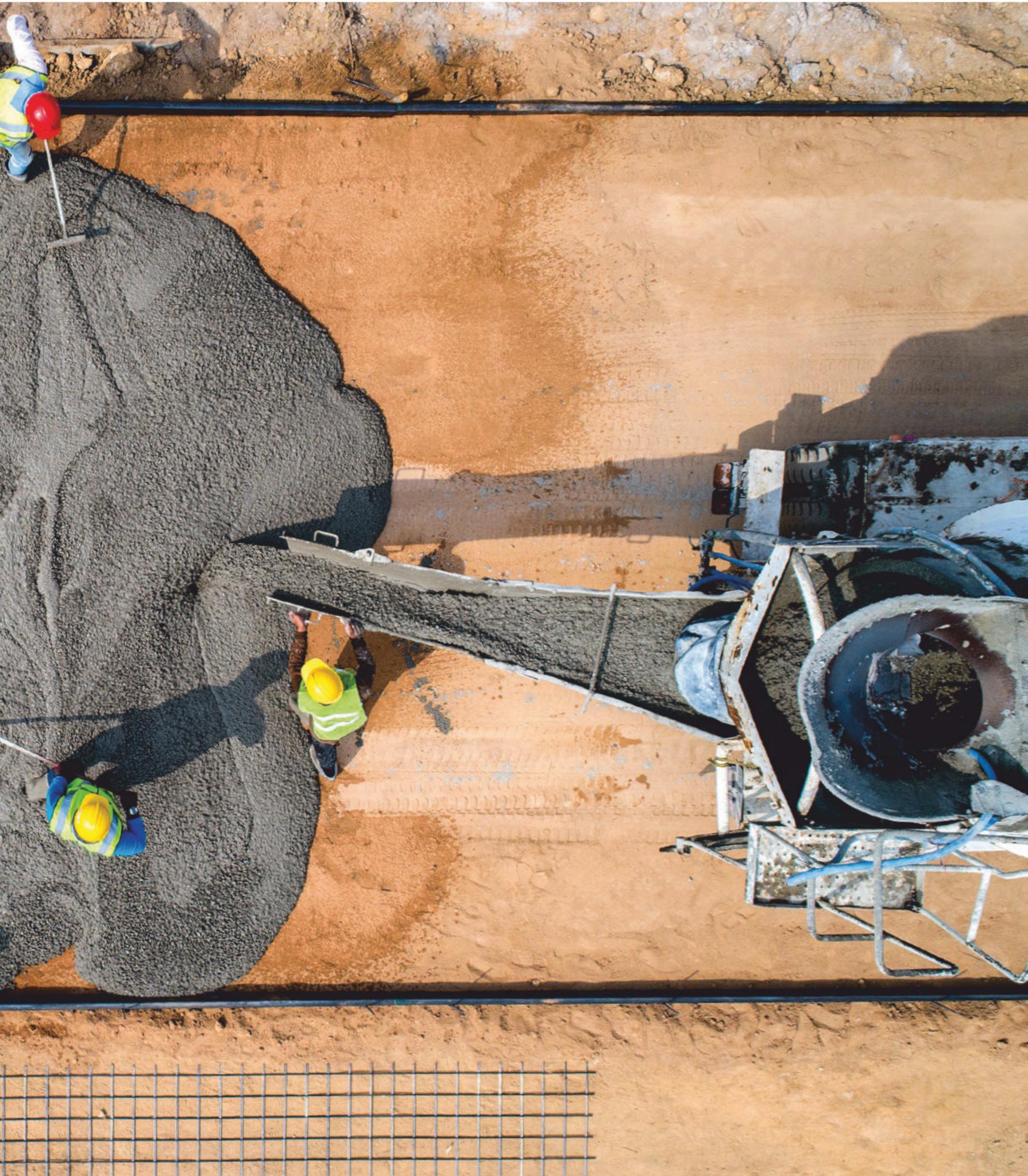
## FOCUS ON JOB CREATION

**Beth Ann Bovino,** *U.S. Chief Economist, S&P Global Ratings*

**Even though the unemployment rate** has fallen sharply since its spring peak, Bovino points out that joblessness remains high and the improvement seems fragile. "While the U.S. economy is no longer teetering into depression territory, the still-high unemployment rate says the U.S. remains mired in a severely weakened recovery and we still face a 30 to 35 % chance of falling back into recession," she says. "The harsh reality is the next president has his work cut out for him."

Bovino believes that the next president's first priority should be to create jobs, which would require spending a lot of money. To get the biggest bang for the buck, she recommends an ambitious effort to fix or replace America's dilapidated bridges, tunnels, highways and airports. "Serious investment in infrastructure that meets the magnitude of this crisis is the biggest light at the end of the tunnel," she says. "An investment of \$2.1 trillion would create more than 2.3 million jobs by 2024, increase per capita income by \$2,400 and add \$5.7 trillion to GDP over the next ten years. That would be 10 times the recession losses. It's not spending, it's a rock-solid investment in our country and our workforce."







## Give a Bigger Hand to Student Borrowers

FENABA ADDO, Economist, Associate Professor, University of Wisconsin-Madison

THE NEXT PRESIDENT SHOULD EXTEND AND EXPAND help for the 43 million current and former college and graduate students who collectively are on the hook for more than \$1.7 trillion in higher education debt, says Addo. Research shows that the most vulnerable borrowers are those who may have comparatively small loans but are in the worst position to pay them back—often because they were unable to finish their degree and, as a result, have trouble finding livable-wage jobs. She says, “They have had to prioritize non-debt related needs, at potential cost to their own credit, so that their families are not facing housing or food insecurity.”

At the moment, the Department of Education has suspended student loan payments through the end of

the year and some private lenders have been willing to cut individual deals with people who can’t make their payments. Addo hopes the next president will go further on relief efforts, and cancel at least a portion of these loans, possibly along the lines of a recent proposal by Democratic senators to have President Trump use his executive powers to forgive up to \$50,000 per student in debt.

Addo recognizes, though, that loan forgiveness is politically unlikely. “If debt cancellation is not an option,” she says, “loan payments should continue to be suspended and households provided money, such as the stimulus direct cash payments, to pay their expenses until there is a vaccine.”





## Restock the Labor Pool



**JEFFREY KORZENIK,**  
Chief Investment  
Strategist,  
Fifth Third Bank

EVEN WHILE UNEMPLOYMENT NUMBERS HAVE SOARED, KORZENIK says, the next U.S. president will need to deal with a longer-term shortage of workers that will hurt GDP after the pandemic is over. Part of this shortage, he says, comes from declining birth rates as well the retirement of baby boomers. Newer and more worrisome is “the declining participation of 35- to 54-year-old women, which had previously been a bright spot in workforce growth.” Korzenik thinks a big factor is that so many women now need to be home with school-age kids who are attending school remotely. He thinks incentives for employers to provide childcare would help as well as enhanced health measures for schools so they can begin in-person teaching faster.

He is also concerned that, in terms of joblessness, “the worst is yet to come,” as people who were laid off early in the pandemic join the ranks of the long-term unemployed. In general, the longer you’ve been out of work, the harder it gets to find work and the more likely you are to drop out of the workforce. One way the next president could help the situation, Korzenik says: Provide back-to-work bonuses as an incentive for discouraged workers to continue to look for jobs.

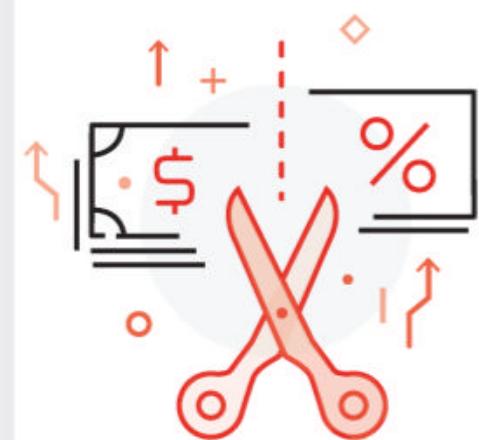


## DOLE OUT A FEW TAX BREAKS

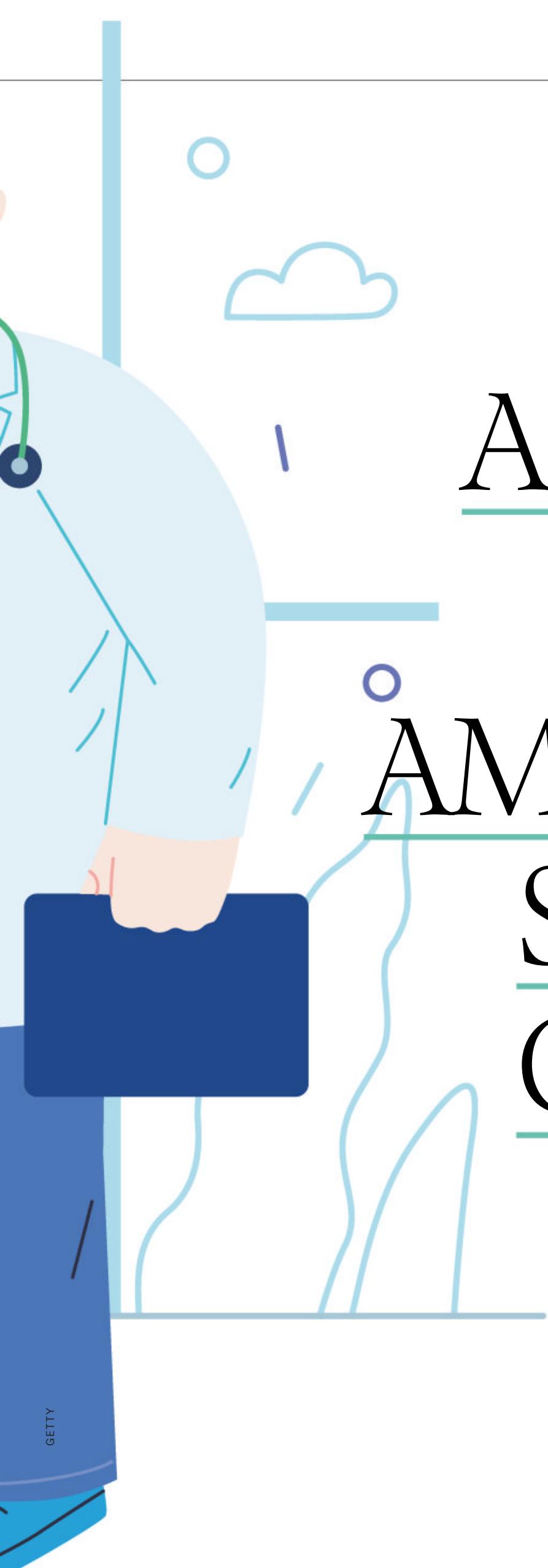
**Joel Griffith,** Research Fellow,  
*The Heritage Foundation*

Instead of asking the new president to spend more money, Griffith wants the next administration to concentrate on cutting taxes and business regulations. He points out that while President Trump’s cuts for corporations are intended to last forever, most of the cuts for individuals expire in 2025. Making them permanent, as well as letting businesses deduct the full cost of some capital investments, he says, “will provide a permanent boost to long-term economic growth.”

Not that he sounds very optimistic. Given the additional funds for stimulus that the government will likely pass, on top of what’s already been spent, along with the huge federal deficit that existed before the pandemic began, he believes that tax increases are more likely. Still, Griffith says that’s the wrong way to go: “Pro-growth tax policy ultimately requires getting our fiscal house in order.” ■







Newsweek

# AMERICA'S BEST AMBULATORY SURGERY CENTERS 2021



BIG, BUSY HOSPITALS CAN BE lifesavers—when you need them. But when outpatient care is possible, patients often prefer ambulatory care centers: they allow you to have procedures done after business hours and closer to home.

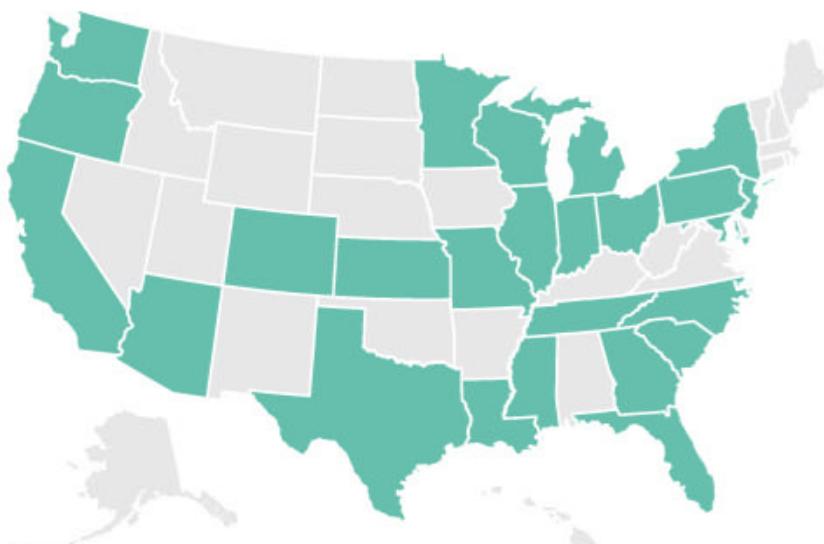
Ambulatory surgical centers performed more than half of all outpatient surgeries in 2017, according to Bain research, and that percentage is already expanding. Orthopedic, cardio and spinal surgeries are expected to drive the growth.

To help our readers make knowledgeable choices when they seek care for themselves or loved ones, *Newsweek* partnered with respected global research firm Statista to name America's Best Ambulatory Surgery Centers 2021. This list spotlights the 400 best centers in the 25 states that have the most facilities. (They are: California, Florida, Illinois, North Carolina, Texas, Colorado, Georgia, Missouri, Maryland, Michigan, New Jersey, Oregon, Pennsylvania, Louisiana, Ohio, Wisconsin, Washington, Minnesota, Arizona, Mississippi, New York, South Carolina, Indiana, Kansas and Tennessee.)

Our experts and our survey participants assessed quality of care, performance data and peer recommendations relative to in-state competition. They also took into account how well facilities were responding to the threat of COVID-19.

Even after you've decided to undergo a procedure, it can be stressful to choose a facility. Your health, safety and quality of life are important to you—and to everyone who cares about and depends on you. We hope these trustworthy, carefully vetted rankings of America's Best Ambulatory Surgery Centers help you make choices with confidence.

→ **NANCY COOPER**, *Global Editor-in-Chief*



## METHODOLOGY

→ Working with data research firm Statista, we analyzed ambulatory surgical center performance data. As part of the research, we conducted a survey of experts, asking nurses, therapists, physicians and surgeons, and administrators in ASCs for the best surgery centers in their state or a state they're familiar with. We also invited them to assess how well the ASC in question has handled the challenges of the COVID-19 crisis.

The rankings included Ambulatory Surgery Centers operating exclusively for the purpose of providing surgical services to patients not requiring hospitalization and in which the expected duration of services would not exceed 24 hours following an admission. An unanticipated medical circumstance may arise that would require an ASC patient to stay in the ASC longer than 24 hours, but such situations should be rare.

The research project analyzed more than 4,300 Ambulatory Surgery Centers in 25 states. The 400 Best Ambulatory Surgery Centers were identified, with a varying number of ASCs awarded per state: California, with 80, had the most, while Mississippi is represented with 3 ambulatory surgery centers.

The Ranking is based on the Overall Score of each facility, which is based on the Reputation Score and the KPI Data Score. The Reputation Score is based on three sub-scores: for recommendations, for quality and for the handling of the situation

regarding COVID-19 (as of August 2020). Additionally, experts from all over the U.S. were able to participate in the survey of the Best Ambulatory Surgery Centers in the U.S. on newsweek.com. All data was collected by *Newsweek* and Statista during the survey period from July to September 2020. Self-recommendation was not possible (e.g., a recommendation of the ambulatory surgery center someone worked for was not counted in the evaluation).

Participants were asked to recommend up to five ambulatory surgery centers. Additionally, participants were asked to rank quality, differentiating among these variables:

- **Management in times of the COVID-19 crisis** (e.g., safety of residents, hygiene measures)
- **Management of waiting time** (e.g., appointments)
- **Quality of surgery preparations** (e.g., consultation with doctor, information)
- **Quality of surgical care** (e.g., procedure)
- **Quality of follow-up care** (e.g., physical therapies)

The KPI Data Score is based on number of measures which are important for safe surgeries (e.g., burns, falls, hospital transfers). The U.S. Centers for Medicare & Medicaid Services (CMS) finalized the Ambulatory Surgical Center Quality Reporting (ASCQR) Program which provides KPI data for ambulatory surgery centers. The full methodology is online at newsweek.com/basc-2021.



## ARIZONA

RANK	SCORE	NAME, LOCATION
1	84.2%	Mayo Clinic - Building Scottsdale Scottsdale
2	75.9%	Arizona Digestive Health - Scottsdale Gelzayd Scottsdale
3	75.7%	Adobe Surgery Center, PC Tucson
4	74.8%	Surgery Center of Gilbert Mesa

## CALIFORNIA

RANK	SCORE	NAME, LOCATION
1	92.0%	Sutter Health - Surgery Center Palo Alto Palo Alto
2	90.6%	Surgical Care Affiliates - University Ambulatory Surgery Center San Diego
3	89.8%	Surgical Care Affiliates - UCSD Center for Surgery of Encinitas Encinitas
4	89.6%	UCLA Health - Ambulatory Surgery Center Westwood Los Angeles

5	86.4%	Cedars Sinai - 90210 Surgery Medical Center Beverly Hills
6	86.2%	Sutter Health - Surgery Center Mountain View Mountain View
7	85.7%	Surgical Care Affiliates - Surgical Center of San Diego San Diego
8	85.1%	436 Beverly Hills Surgery Center Beverly Hills
9	84.9%	Sutter Health - Surgery Center Fremont Fremont
10	84.1%	MemorialCare - Surgical Center Laguna Woods Laguna Hills
11	83.9%	Surgical Care Affiliates - North Coast Surgery Center Oceanside
12	83.9%	Hoag Endoscopy Center Newport Beach
13	83.3%	Surgical Care Affiliates - San Diego Endoscopy Center San Diego
14	82.6%	Surgical Care Affiliates - Barranca Surgery Center Irvine
15	82.3%	Sutter Health - Fort Sutter Surgery Center Sacramento
16	82.2%	Scripps - Encinitas Surgery Center Encinitas
17	81.9%	Scripps - Mercy Surgery Pavilion San Diego
18	81.8%	Surgical Care Affiliates - Memorial- Care Surgical Center at Orange Coast Fountain Valley
19	81.7%	MemorialCare - The Surgical Center at Saddleback Laguna Hills
20	81.3%	Sutter Health - Surgery Center San Carlos San Carlos
21	81.0%	Surgical Care Affiliates - Outpatient Surgery Center of La Jolla La Jolla
22	80.7%	Newport Beach Surgery Center Newport Beach
23	80.4%	Advanced Eye Medical Group - Dr. Ghosheh Advanced Eye Medical Mission Viejo
24	80.4%	Surgical Care Affiliates - Inland Surgery Center Redlands
25	80.2%	Surgical Care Affiliates - Grossmont Surgery Center La Mesa
26	80.1%	Hoag Orthopedic Institute - Main Street Specialty Surgery Center Orange
27	80.0%	Premier Surgery Center Concord
28	80.0%	Huntington Ambulatory Surgery Center Pasadena
29	79.2%	Mid Valley Surgery Center Ontario
30	79.1%	United Gastrodiagnostics - Orange - Gastroenterology Orange
31	78.8%	Fremont Surgery Center Fremont
32	78.6%	Eye Surgery Center of San Francisco San Francisco
33	78.5%	Valley Surgery Center Modesto
34	78.4%	Crown Valley Outpatient Surgical Center Mission Viejo
35	78.2%	Southern California Medical Gastro- enterology Group - Santa Monica Santa Monica

36	<b>78.2%</b>	La Peer Surgery Center Beverly Hills
37	<b>77.9%</b>	Sutter Health - Santa Rosa Surgery and Endoscopy Center Santa Rosa
38	<b>77.8%</b>	Sutter Health - North Bay Regional Surgery Center Novato
39	<b>77.7%</b>	Watsonville Surgeons Group - Central Coast Surgery Center Freedom
40	<b>77.6%</b>	Sutter Health - Sierra Surgery Center Roseville
41	<b>77.5%</b>	Specialty Surgical Center of Arcadia Arcadia
42	<b>77.5%</b>	NSC Management Company - Endeavor Surgical Center Northridge
43	<b>77.3%</b>	Carlsbad Surgery Center Carlsbad
44	<b>77.3%</b>	Sutter Health - Capitol City Surgery Center Sacramento
45	<b>77.2%</b>	Cedars Sinai - Endoscopy Center Beverly Hills
46	<b>77.0%</b>	Sutter Health - Auburn Surgery Center Auburn
47	<b>77.0%</b>	Forest Surgery Center San Jose
48	<b>77.0%</b>	Sutter Health - Santa Barbara Endoscopy Center Santa Barbara
49	<b>76.9%</b>	Associated Gastroenterology Medical Group - Endoscopy Center Anaheim
50	<b>76.9%</b>	Surgical Care Affiliates - San Luis Obispo Surgery Center San Luis Obispo
51	<b>76.9%</b>	Folsom Sierra Endoscopy Center Folsom
52	<b>76.8%</b>	Aspen Surgery Center Walnut Creek
53	<b>76.8%</b>	Washington Outpatient Surgery Center Fremont
54	<b>76.6%</b>	Advanced Diagnostic & Surgical Center Alhambra

55	<b>76.5%</b>	Posada Surgery Center Templeton
56	<b>76.4%</b>	Archibald Surgery Center Rancho Cucamonga
57	<b>76.4%</b>	Surgical Care Affiliates - La Veta Surgical Center Orange
58	<b>76.4%</b>	Surgical Care Affiliates - Golden Triangle Surgicenter Murrieta
59	<b>76.2%</b>	North Orange County Surgery Center Anaheim
60	<b>76.1%</b>	Aspen Surgery Center Simi Valley
61	<b>76.1%</b>	Eye MD & Laser Surgery Center Oakland
62	<b>76.0%</b>	Inland Valley Surgery Center Pomona
63	<b>76.0%</b>	Airport Endoscopy Center Los Angeles
64	<b>76.0%</b>	Specialty Surgical Center of Irvine Irvine

65	<b>75.8%</b>	Surgical Care Affiliates - Glenwood Surgery Center Riverside
66	<b>75.8%</b>	Waverley Surgery Center Palo Alto
67	<b>75.7%</b>	Sutter Health - Briggsmore Specialty Surgery Care Center Modesto
68	<b>75.6%</b>	Four Seasons Surgery Centers of Ontario Ontario
69	<b>75.6%</b>	Sutter Health - Otay Lakes Surgery Center Chula Vista
70	<b>75.4%</b>	Salinas Endoscopy Center Salinas
71	<b>75.4%</b>	Sutter Health - Roseville Endoscopy Center Roseville
72	<b>75.4%</b>	Monterey Peninsula Surgery Centers Monterey
73	<b>75.4%</b>	Mirage Endoscopy Center Rancho Mirage
74	<b>75.3%</b>	Pacific Ambulatory Surgery Center Alhambra





75	<b>75.2%</b>	Greater Long Beach Endoscopy Center Long Beach
76	<b>75.1%</b>	Sutter Health - Amador Surgery Center Jackson
77	<b>74.9%</b>	San Antonio Ambulatory Surgical Center Upland
78	<b>74.9%</b>	South Bay Gastroenterology - Endoscopy Center Torrance
79	<b>74.9%</b>	Southern California Stone Center Encino
80	<b>74.6%</b>	Mission Valley Eye Medical Surgical Center Fremont

## COLORADO

RANK	SCORE	NAME, LOCATION
1	<b>78.3%</b>	Littleton Day Surgery Center Littleton
2	<b>77.4%</b>	Health One - Rose Surgical Center Denver
3	<b>76.4%</b>	Grand Valley Surgical Center Grand Junction
4	<b>75.8%</b>	Denver Surgery Center Denver
5	<b>75.8%</b>	Madison Street Surgery Center Denver
6	<b>75.5%</b>	Arapahoe Surgicenter Littleton
7	<b>75.3%</b>	Gastroenterology of the Rockies - Denver West Endoscopy Center Lakewood
8	<b>74.4%</b>	Boulder Community Health - Endoscopy Center of the Rockies Longmont Longmont
9	<b>74.2%</b>	Boulder Community Health - Endoscopy Center of the Rockies Lafayette Lafayette
10	<b>74.1%</b>	Sky Ridge Surgical Center Lone Tree

## FLORIDA

RANK	SCORE	NAME, LOCATION
1	<b>93.2%</b>	Surgical Care Affiliates - Boca Raton Outpatient Surgery & Laser Center Boca Raton
2	<b>83.1%</b>	Florida Medical Clinic - North Tampa Tampa
3	<b>82.8%</b>	Coral Gables Surgery Center Miami
4	<b>80.7%</b>	USF Health - Ambulatory Surgery Center Tampa
5	<b>80.1%</b>	University of Miami Health System - Bascom Palmer Eye Institute Naples
6	<b>80.1%</b>	Bayview Surgery Center Sarasota
7	<b>79.5%</b>	Mayo Clinic Jacksonville ASC Jacksonville
8	<b>79.2%</b>	Surgical Care Affiliates - Orlando Center for Outpatient Surgery Orlando
9	<b>79.2%</b>	United Surgical Partners International - Premier Surgery Center of Sarasota Sarasota
10	<b>79.0%</b>	Ambulatory Surgery Center Tampa Tampa
11	<b>79.0%</b>	Baptist Health South Florida - Endoscopy Center Galloway South Miami
12	<b>78.8%</b>	New Tampa Surgery Center Wesley Chapel
13	<b>78.2%</b>	Bascom Palmer Surgery Center - Palm Beach Gardens Palm Beach Gardens
14	<b>78.1%</b>	BayCare - Surgery Center (Trinity) Trinity
15	<b>78.0%</b>	Surgical Care Affiliates - Alliance Surgical Center Lake Mary
16	<b>77.8%</b>	SurgCenter Pinellas Largo
17	<b>77.7%</b>	Intercoastal Medical Group - Ambulatory Surgery Center Sarasota Sarasota
18	<b>77.6%</b>	Surgical Care Affiliates - Sand Lake Surgery Center Orlando
19	<b>77.5%</b>	Central Florida SurgiCenter Lakeland
20	<b>77.5%</b>	Panama City Surgery Center Panama City
21	<b>77.2%</b>	Citrus Ambulatory Surgery Center Orlando
22	<b>76.9%</b>	Advanced Surgery Center of Palm Beach County Lake Worth
23	<b>76.9%</b>	Surgical Care Affiliates - Maitland Surgery Center Maitland
24	<b>76.9%</b>	The Outpatient Center of Delray Delray
25	<b>76.9%</b>	Martin Health System - Tradition Surgery Center Port St. Lucie
26	<b>76.6%</b>	Lakeland Surgical & Diagnostic Center - Griffin Campus Lakeland
27	<b>76.5%</b>	Florida Medical Clinic - Zephyrhills Zephyrhills
28	<b>76.4%</b>	Surgery Center at Coral Springs Coral Springs
29	<b>76.1%</b>	The Surgery Center at TGH Brandon Healthplex Tampa
30	<b>75.8%</b>	Broward Specialty Surgical Center Hollywood
31	<b>75.6%</b>	The Center of Surgical Excellence Venice
32	<b>75.0%</b>	Memorial Healthcare System - Same Day Surgery Center Pembroke Pines
33	<b>75.0%</b>	Bradenton Surgery Center Bradenton
34	<b>74.5%</b>	Citrus Endoscopy & Surgery Center Crystal River
35	<b>74.4%</b>	Bayside Ambulatory Surgery Center Miami



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## GEORGIA

RANK	SCORE	NAME, LOCATION
1	84.5%	Emory Healthcare - Emory Clinic at 1365 Clifton Rd Atlanta
2	83.2%	Emory Healthcare - Emory Ambulatory Surgery Center Atlanta
3	78.5%	Surgery Center of Athens Athens
4	77.7%	Digestive Healthcare of Georgia - Atlanta Atlanta
5	77.6%	Consultative Gastroenterology Atlanta
6	76.2%	Perimeter Center for Outpatient Surgery Atlanta
7	75.6%	Atlanta Gastroenterology - Midtown Endoscopy Atlanta
8	75.3%	Southern Crescent Endoscopy Suite Stockbridge
9	74.4%	Atlanta Gastroenterology - Northern Crescent Endoscopy Atlanta

## ILLINOIS

RANK	SCORE	NAME, LOCATION
1	80.1%	Surgical Care Affiliates - Northwest Surgicare Arlington Heights
2	79.7%	RUSH SurgiCenter Chicago
3	79.0%	25 East Same Day Surgery Chicago
4	78.9%	Surgical Center of DuPage Medical Group Lombard
5	78.2%	Northwest Community Healthcare - Day Surgery Center Arlington Heights
6	77.5%	Surgical Care Affiliates - Golf Surgical Center Des Plaines
7	77.3%	Illinois Gastroenterology Group - Northwest Endoscopy Center Arlington Heights
8	77.2%	Illinois Gastroenterology Group - Elgin Gastroenterology Endoscopy Center Elgin
9	77.2%	Hoffman Estates Surgery Center Hoffman Estates

10	76.9%	Surgical Care Affiliates - Center for Minimally Invasive Surgery Mokena
11	76.5%	North Shore Endoscopy Center Lake Bluff
12	75.4%	Tinley Woods Surgery Center Tinley Park
13	75.2%	Silver Cross Surgery Center New Lenox
14	74.9%	Good Samaritan Surgery Center Mount Vernon

## INDIANA

RANK	SCORE	NAME, LOCATION
1	78.3%	Unity Surgical Center Lafayette
2	78.1%	IU Health - East Washington Surgery Center Indianapolis
3	77.5%	Parkview Health - Inverness Surgery Center Fort Wayne
4	77.1%	Franciscan Health - Surgery Center Indianapolis
5	76.3%	Carmel Ambulatory Surgery Center Carmel
6	75.9%	United Surgical Partners International - Indiana Specialty Surgery Center Bloomington

## KANSAS

RANK	SCORE	NAME, LOCATION
1	76.7%	KU MedWest Outpatient Surgery Center Shawnee
2	75.7%	AdventHealth - Surgery Center Shawnee Mission Shawnee Mission
3	74.8%	Gastrointestinal Associates - Endoscopic Imaging Center Overland Park
4	74.7%	Mid-America Surgery Institute Overland Park



## LOUISIANA

RANK	SCORE	NAME, LOCATION
1	80.1%	Lake Surgery Center Baton Rouge
2	79.4%	Advanced Surgical Care of Baton Rouge Baton Rouge
3	79.0%	Ochsner Health - Outpatient Surgery Suite Slidell
4	76.9%	Lafayette General Endoscopy Center Lafayette
5	76.6%	Oil Center Surgical Plaza Lafayette
6	76.5%	The Acadiana Surgery Center New Iberia
7	74.7%	Tenet Health - Our Lady of the Lake Pontchartrain Surgery Center Covington

## MARYLAND

RANK	SCORE	NAME, LOCATION
1	82.7%	Johns Hopkins Endoscopy & Surgery Center Columbia
2	80.1%	Anne Arundel Gastroenterology Associates - AAMC Pavilion - Pasadena Pasadena
3	79.6%	GastroIntestinal Diagnostic Center Baltimore
4	79.4%	Johns Hopkins Health Care & Surgery Center - White Marsh Nottingham
5	79.0%	University of Maryland Medical Center - Ambulatory Surgery Center Columbia
6	78.6%	Digestive Disease Associates - Howard County Gastrointestinal Diagnostic Center Columbia
7	78.3%	Privia Medical Group - Advanced Surgery Rockville
8	77.3%	Dr. Russell Schub - Advanced Endoscopy Center Columbia

9	76.0%	Leonardtown Surgery Center Leonardtown
10	75.5%	Maple Lawn Surgery Center Fulton

## MICHIGAN

RANK	SCORE	NAME, LOCATION
1	77.8%	TruVista Surgery Center Troy
2	76.7%	Lakes Surgery Center West Bloomfield
3	76.0%	Novi Surgery Center Novi
4	75.5%	Bald Mountain Surgical Center Lake Orion
5	75.5%	Muskegon Surgery Center Muskegon
6	75.4%	Copper Ridge - Northwest Michigan Surgery Center Traverse City
7	74.8%	West Michigan Surgery Center Big Rapids

## MINNESOTA

RANK	SCORE	NAME, LOCATION
1	80.2%	Surgical Care Affiliates - Maplewood Surgery Center Maplewood
2	78.6%	M Health - Fairview Clinics and Surgery Center - Minneapolis Minneapolis
3	78.3%	Surgical Care Affiliates - St. Cloud Surgical Center St. Cloud
4	77.9%	Surgical Care Affiliates - Ridges Surgery Center Burnsville
5	76.3%	MNGI Digestive Health - Plymouth Endoscopy Center & Clinic Plymouth
6	75.8%	M Health - Fairview Clinics and Surgery Center - Maple Grove Maple Grove

7	75.8%	MNGI Digestive Health - Bloomington Endoscopy Center & Clinic Bloomington
8	75.4%	North Memorial Ambulatory Surgery Center of Maple Grove Maple Grove
9	75.2%	MNGI Digestive Health - Eagan Endoscopy Center & Clinic Eagan

10	75.2%	Brainerd Lakes Surgery Center Baxter
11	74.6%	Mankato Clinic - Endoscopy Center Mankato
12	74.5%	WestHealth Surgery Center Plymouth

## MISSISSIPPI

RANK	SCORE	NAME, LOCATION
1	80.5%	St. Dominic Ambulatory Surgery Center Jackson
2	79.1%	Desoto Surgery Center Southaven
3	75.8%	Gastrointestinal Associates - Endoscopy Center Vicksburg Vicksburg

## MISSOURI

RANK	SCORE	NAME, LOCATION
1	86.7%	The Surgical Center at Columbia Orthopaedic Group Columbia
2	76.8%	St. Louis Surgical Center Creve Coeur
3	75.7%	Mid America Surgery Center Chesterfield
4	75.0%	Saint Luke's - East Hospital Surgery Center Lee's Summit
5	74.5%	Surgery Center of Columbia Columbia



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## NEW JERSEY

RANK	SCORE	NAME, LOCATION
1	84.3%	Mercer County Surgery Center Lawrenceville
2	82.1%	RWJBarnabas Health - Ambulatory Surgical Pavilion New Brunswick
3	81.9%	United Surgical Partners International - Hackensack Endoscopy Center Hackensack
4	81.2%	Advanced Endoscopy & Surgical Center Eatontown
5	81.1%	Surgical Care Affiliates - Raritan Valley Surgery Center Somerset
6	80.9%	Rockland Surgical Project Ramsey
7	79.5%	Hudson Crossing Surgery Center Fort Lee
8	79.4%	Virtua Health - Center for Surgery Washington Township Sewell
9	79.3%	Surgical Care Affiliates - Surgical Center of South Jersey Mount Laurel
10	79.0%	The Endo Center at Voorhees Voorhees
11	78.9%	Surgical Care Affiliates - Emmaus Surgical Center Hackettstown
12	78.7%	South Jersey Musculoskeletal Institute Turnersville
13	78.7%	Saint Peter's Healthcare System - CARES Surgicenter New Brunswick
14	78.7%	Virtua Health - Memorial Ambulatory Surgery Center Mount Holly
15	78.6%	Surgical Care Affiliates - Surgicare of Central Jersey Watchung
16	78.5%	Northfield Surgical Center West Orange
17	78.4%	Somerset Ambulatory Surgical Center Somerville

18	78.1%	Union County Surgery Center Union
19	78.1%	Summit Surgical Center Voorhees
20	78.0%	Virtua Health - Jersey Shore Ambulatory Surgical Center Somers Point
21	77.3%	Virtua Health - Gastro Surgi Center of New Jersey Mountainside
22	76.8%	Millennium Eye Care - Freehold Freehold
23	76.6%	Gastroenterology Diagnostics of Northern New Jersey Woodland Park
24	76.5%	Wayne Surgical Center Wayne
25	76.2%	Virtua Health - Center for Ambula tory and Minimally Invasive Surgery Eatontown
26	76.1%	Wills Eye Surgery Center in Cherry Hill Cherry Hill
27	75.1%	East Brunswick Surgery Center East Brunswick
28	74.9%	Gloucester County Surgery Center Mullica Hill

## NEW YORK

RANK	SCORE	NAME, LOCATION
1	83.9%	Gramercy Surgery Center - New York New York
2	83.8%	Gramercy Surgery Center - Flushing Flushing
3	81.0%	Mount Sinai - East Side Endoscopy New York
4	80.2%	Center for Ambulatory Surgery Buffalo Buffalo
5	79.7%	Buffalo Surgery Center Amherst
6	77.6%	North Shore Surgi Center Smithtown

7	77.0%	Manhattan Endoscopy New York
8	76.8%	Brooklyn Surgery Center Brooklyn
9	74.2%	Carnegie Hill Endoscopy New York

## NORTH CAROLINA

RANK	SCORE	NAME, LOCATION
1	83.5%	Capital City Surgery Center Raleigh
2	83.2%	Surgical Care Affiliates - Charlotte Surgery Center - Museum Campus Charlotte
3	80.0%	NHRMC Physician Group - Endoscopy Center Wilmington
4	79.9%	Atrium Health - Carolinas Gastroenter ology Center - Medical Center Plaza Charlotte
5	79.7%	Duke Health - Duke Triangle Endoscopy Center Durham
6	79.1%	Atrium Health - Carolina Endoscopy Centers Pineville Charlotte
7	78.2%	Gastroenterology Associates of the Piedmont Salem Winston Salem
8	78.1%	Wake Forest Endoscopy Center Wake Forest
9	78.0%	Novant Health - Huntersville Outpatient Surgery Center Huntersville
10	77.9%	Novant Health - Ballantyne Outpatient Surgery Center Charlotte
11	77.4%	Surgical Care Affiliates - Blue Ridge Surgery Center Raleigh
12	77.4%	Blue Ridge Healthcare Medical Group - Carolina Digestive Care Morganton
13	77.2%	Duke Health - Davis Ambulatory Surgical Center Durham
14	77.0%	Cleveland Ambulatory Services Shelby



15	<b>76.0%</b>	UNC REX Healthcare - Surgery Center of Cary Cary
16	<b>76.0%</b>	Carolina Digestive Health Associates - Charlotte Endoscopy Center Charlotte
17	<b>75.7%</b>	East Carolina Gastroenterology Endoscopy Center Jacksonville
18	<b>74.9%</b>	Raleigh Endoscopy Center Cary

## OHIO

RANK	SCORE	NAME, LOCATION
1	<b>90.5%</b>	Cleveland Clinic - Wooster Milltown Specialty and Surgery Center Wooster
2	<b>85.7%</b>	Cleveland ASC - Cleveland Surgical Suites Richmond Heights
3	<b>82.5%</b>	Chagrin Surgery Center Beachwood
4	<b>79.7%</b>	Surgical Care Affiliates - Dublin Surgery Center Dublin
5	<b>79.4%</b>	University Endoscopy Center Cincinnati
6	<b>79.2%</b>	Central Ohio Surgical Institute New Albany
7	<b>78.5%</b>	Cleveland Eye and Laser Surgery Center Fairview Park
8	<b>77.3%</b>	Anderson Endoscopy Center Cincinnati
9	<b>77.1%</b>	Cleveland Center For Digestive Health & Endoscopy Beachwood
10	<b>76.7%</b>	Gandhi GI Group - Colonoscopy and Endoscopy Center Dayton
11	<b>76.5%</b>	The Toledo Clinic - Outpatient Surgery Center - Main Campus Toledo
12	<b>76.2%</b>	UH - Suburban Health Center South Euclid
13	<b>75.7%</b>	Findlay Surgery Center Findlay

14	<b>75.5%</b>	Digestive Health Center Akron
15	<b>75.4%</b>	Medina-Summit Ambulatory Surgery Center - The Medina Surgery Center Medina
16	<b>75.3%</b>	Central Ohio Endoscopy Center Columbus
17	<b>74.6%</b>	Ohio Valley Ambulatory Surgery Center Belpre

## OREGON

RANK	SCORE	NAME, LOCATION
1	<b>80.6%</b>	Surgical Care Affiliates - Northbank Surgical Center Salem
2	<b>80.1%</b>	Surgical Care Affiliates - Grants Pass Surgery Center Grants Pass
3	<b>79.5%</b>	Bend Surgery Center Bend
4	<b>78.2%</b>	Surgical Care Affiliates - McKenzie Surgery Center Eugene
5	<b>78.0%</b>	BSM Surgery Center Corvallis
6	<b>77.6%</b>	Ashland Surgery Center Ashland
7	<b>75.8%</b>	Surgery Center at Tanasbourne Hillsboro
8	<b>74.4%</b>	Plaza Ambulatory Surgery Center Portland

## PENNSYLVANIA

RANK	SCORE	NAME, LOCATION
1	<b>80.1%</b>	Wills Surgery Center of Northeast Philadelphia
2	<b>78.3%</b>	Eastern Pennsylvania Endoscopy Center Allentown
3	<b>78.2%</b>	Twin Rivers Endoscopy Center Easton

4	<b>78.0%</b>	Surgery Center of Allentown Allentown
5	<b>77.7%</b>	Aestique Surgical Center Greensburg
6	<b>77.6%</b>	Southwestern Ambulatory Surgery Center Pittsburgh
7	<b>77.5%</b>	Carbon-Schuylkill Endoscopy Center Lehighton
8	<b>77.4%</b>	Digestive Disease Associates - Brandywine Valley Endoscopy Center Downingtown
9	<b>77.3%</b>	Jefferson Health - Jefferson Endoscopy Center at Bala Cynwyd
10	<b>77.2%</b>	Penn Medicine - Penn Gastroenterology Pennsylvania Hospital Philadelphia
11	<b>77.1%</b>	Wills Eye Hospital - Wills Eye Surgery Center in Plymouth Meeting Conshohocken
12	<b>77.1%</b>	Hershey Endoscopy Center Hershey
13	<b>77.0%</b>	WellSpan - Dr. Roy A. Himelfarb Surgery Center Chambersburg
14	<b>76.9%</b>	Turks Head Surgery Center West Chester
15	<b>76.7%</b>	Paoli Surgery Center Paoli
16	<b>76.6%</b>	Allegheny Health Network - Monroeville Surgery Center Monroeville
17	<b>76.6%</b>	Surgical Care Affiliates - Pocono Ambulatory Surgery Center Stroudsburg
18	<b>76.5%</b>	Geisinger Gray's Woods Outpatient Surgery & Endoscopy Port Matilda
19	<b>76.4%</b>	Abington Surgical Center Willow Grove
20	<b>76.3%</b>	UPMC - Monroeville Surgery Center Monroeville
21	<b>76.3%</b>	Hartman Eye Group Greensburg
22	<b>75.5%</b>	Penn Medicine - Penn Gastroenterology Radnor Radnor



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23	75.5%	Surgical Care Affiliates - Mt. Pleasant Surgery Center Mount Pleasant
24	75.2%	Harrisburg Endoscopy & Surgery Center Harrisburg
25	75.1%	Gamma Surgery Center Pittsburgh
26	75.0%	Allegheny Health Network - Outpatient Center Westmoreland Greenburg
27	74.4%	Bethlehem Endoscopy Center Bethlehem

## SOUTH CAROLINA

RANK	SCORE	NAME, LOCATION
1	81.1%	Midlands Orthopaedics & Neurosurgery - Surgery Center Columbia
2	81.0%	Palmetto Surgery Center Columbia
3	78.8%	Surgical Care Affiliates - Spartanburg Surgery Center Spartanburg
4	78.0%	Ambulatory Surgery Center of Spartanburg Spartanburg
5	76.9%	Surgical Care Affiliates - Charleston Surgery Center Summerville
6	76.6%	Piedmont Surgery Center Greenville
7	76.1%	Columbia Gastroenterology Associates P.A. - Gastrointestinal Endoscopy Center Columbia
8	75.8%	Surgical Care Affiliates - Outpatient Surgery Center of Hilton Head Hilton Head Island
9	75.4%	Lexington Medical Center - Outpatient Hospital in Lexington Lexington
10	75.3%	MUSC Health - The Surgery Center at Edgewater Indian Land
11	75.0%	Summerville Endoscopy Center Summerville
12	74.2%	Surgery Center at Pelham Greer

## TENNESSEE

RANK	SCORE	NAME, LOCATION
1	81.5%	Methodist Germantown Surgery Center Germantown
2	79.8%	Baptist Germantown Surgery Center Germantown
3	77.6%	Saint Thomas Surgery Center - Midtown Nashville
4	76.6%	Middle Tennessee Ambulatory Surgery Center Murfreesboro
5	76.2%	Physician's Surgery Center of Chattanooga Chattanooga
6	75.9%	United Surgical Partners International - Surgery Center at Saint Francis Memphis
7	75.4%	The Surgery Center of Middle Tennessee Columbia
8	74.9%	Centennial Surgery Center Nashville

## TEXAS

RANK	SCORE	NAME, LOCATION
1	83.6%	Surgical Care Affiliates - Texas Health Surgery Center Craig Ranch McKinney
2	82.2%	Baylor Scott & White SurgiCare - Denton Denton
3	81.8%	Baylor Scott & White SurgiCare - North Dallas Dallas
4	81.8%	Surgical Care Affiliates - Texas Health Surgery Center Alliance Fort Worth
5	81.2%	Surgical Care Affiliates - Southwest Fort Worth Endoscopy Center Fort Worth
6	80.7%	Surgical Care Affiliates - Hays Surgery Center Kyle
7	80.3%	Baylor Scott & White SurgiCare - Dallas Dallas

8	80.3%	Surgical Care Affiliates - Texas Health Surgery Center Rockwall Rockwall
9	80.1%	Baylor Scott & White SurgiCare - North Garland Garland
10	79.7%	Memorial Hermann - Surgery Center Texas Medical Center Houston
11	79.3%	Memorial Hermann - Surgery Center Sugar Land Sugar Land
12	79.1%	Austin Gastroenterology - Endoscopy Center II (South) Austin
13	78.8%	Methodist Healthcare - Ambulatory Surgery Center - Medical Center San Antonio
14	78.8%	Memorial Hermann - Endoscopy & Surgery Center North Houston Houston
15	78.7%	Surgical Care Affiliates - Texas Health Surgery Center Denton Denton
16	78.7%	Surgical Care Affiliates - Fort Worth Endoscopy Center Fort Worth
17	78.5%	Surgical Care Affiliates - Texas Health Orthopedic Surgery Center Flower Mound
18	78.5%	Austin Gastroenterology - Endoscopy Center I (North) Austin
19	78.5%	Aesthetic Plastic Surgery Center - Md Aesthetic Surgery Center Houston
20	78.3%	Memorial Hermann - Surgery Center Kirby Glen Houston
21	78.3%	Eye Surgery Center of North Dallas Carrollton
22	78.2%	Surgical Care Affiliates - Cedar Park Surgery Center Cedar Park
23	78.1%	Novamed Surgery Center of Dallas Dallas
24	78.0%	Kelsey-Seybold Clinic - Ambulatory Surgery Center at Main Campus Houston
25	77.9%	Surgical Care Affiliates - Texas Health Surgery Center Bedford Bedford
26	77.6%	Surgical Care Affiliates - Texas Health Surgery Center Fort Worth Midtown Fort Worth

27	77.5%	Baylor Scott & White SurgiCare - Rockwall Rockwall
28	77.2%	Memorial Hermann - Surgery Center Texas International Endoscopy Center Houston
29	77.1%	Specialty Surgery Center of San Antonio San Antonio
30	77.0%	St. David's Surgery Centers - Bailey Square Surgery Center Austin
31	77.0%	Austin Diagnostic Clinic Ambulatory Surgery Center Austin
32	76.9%	Memorial Hermann - Surgery Center Bay Area Endoscopy Center Houston
33	76.9%	Endoscopy Center of El Paso El Paso
34	76.8%	Surgical Care Affiliates - Stonegate Surgery Center Austin
35	76.8%	Surgical Center of El Paso El Paso
36	76.5%	El Paso Day Surgery El Paso
37	76.5%	Cy Fair Surgery Center Houston
38	75.8%	Methodist Craig Ranch Surgery Center McKinney
39	75.7%	Tuscan Surgery Center at Las Colinas Irving
40	75.7%	Medical City Surgery Center Fort Worth
41	75.5%	Baylor Scott & White Ambulatory Endoscopy Center Plano
42	75.4%	Gramercy Outpatient Surgery Center Houston
43	75.2%	St. David's Surgery Centers - Oakwood Surgery Center Round Rock
44	75.0%	CHRISTUS Santa Rosa - Physicians Ambulatory Surgery Center - Ewing Halsell San Antonio
45	74.9%	River Oaks Endoscopy Conroe



46 74.6% Bay Area Surgicare Center Webster

47 74.2% The Austin Diagnostic Clinic - Surgery Austin

## WASHINGTON

RANK	SCORE	NAME, LOCATION
1	84.3%	Proliance Surgeons - Seattle Surgery Center Seattle
2	82.2%	Proliance Surgeons - Eastside Surgery Center Kirkland
3	81.3%	Proliance Surgeons - The Retina Surgery Center Bellevue
4	80.1%	Tri-City Regional Surgery Center Richland
5	79.9%	Gastro Health - Puget Sound Gastroenterology Kirkland Kirkland
6	79.2%	First Hill Surgery Center Seattle
7	78.4%	Pacific Medical Centers - First Hill Seattle
8	78.3%	Providence Health & Services - Providence Medical Park - Spokane Valley Spokane Valley
9	78.0%	Pacific Surgical Center Longview

10 77.2% Gastro Health - Puget Sound Gastroenterology Seattle - Northgate Seattle

11 76.9% Bellingham Ambulatory Surgery Center Bellingham

12 76.2% Gastro Health - Puget Sound Gastroenterology Edmonds Edmonds

13 75.7% Overlake Surgery Center Bellevue

## WISCONSIN

RANK	SCORE	NAME, LOCATION
1	83.0%	The Surgery Center Franklin Franklin
2	81.2%	Froedtert Surgery Center Milwaukee
3	78.6%	Aurora Health Care - North Shore Surgical Center Glendale
4	76.9%	Marshfield Clinic Health System - Outpatient Services Marshfield
5	75.9%	Ambulatory Surgical Center of Stevens Point Stevens Point
6	75.3%	Aurora Health Care - Aurora Surgery Center Germantown
7	74.4%	Center for Digestive Health Milwaukee



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UNCHARTED

## Grotesques and Gargoyles Around the World

Carved stone animals adorn the sides of many Gothic buildings, particularly in Europe. Perched on high, some of these mystical beings provide merely visual appeal; others—technically known as gargoyle—are an essential part of a building's water drainage system. Just like Halloween costumes on trick-or-treaters, grotesques don't have to be eerie or ghastly; they can be quirky and even goofy. From Darth Vader on the National Cathedral in Washington, D.C., to stone dragons in China's Forbidden City, behold some of the most unexpected and unique grotesques and gargoyles from around the world. —*Alexandra Schonfeld*





## HOW TO PLAY THE GAME

Michael Strahan on his crossover career » P.48



### NEW CATHEDRAL SALAMANCA, SPAIN

This cathedral has left many visitors bewildered because of one particular carving—a figure resembling an astronaut. What's so strange about an astronaut? This cathedral was carved back in the 17th century—when space travel would have simply been the figment of someone's imagination. (See number 5 on following spread)

## Culture



### 01 Peace Tower —Ottawa, Canada

Rather than appear scary or intimidating, these four gargoyles jutting out from the Peace Tower in the middle of Parliament Hill are carved in the likeness of a man with his hands together. The tower serves as a memorial to the men and women who have given their lives fighting for Canada.

### 02 National Cathedral —Washington, D.C.

Luke's father has peered over the side of the otherwise classic cathedral since the 1980s. The carving of the villainous Darth Vader was the third-place winner in a contest for children during the cathedral's 83-year construction. Others among its 112 gargoyles include a bear representing the symbol of Missouri and one carved in the likeness of a New York City corporate executive.

### 04 Basílica del Voto Nacional —Quito, Ecuador

Legend has it that if this neo-Gothic church is ever fully complete, the world will come to an end. Superstitious or not, before that happens, visitors should take a look at the gargoyles that adorn its exterior which depict animals native to the region from iguanas to armadillos.

**05** New Cathedral  
— Salamanca, Spain  
(See previous spread)



8



9

**06** Bern Minster Cathedral  
— Bern, Switzerland

Constructed in the 1400s, the tallest cathedral in all of Switzerland is home to some very expressive gargoyles—from a ferocious dog to a devil clutching a mermaid’s neck—and most notably the screaming “stonemason.”

**08** House with Chimaeras  
— Kyiv, Ukraine

Another example of non-traditional gargoyles, this Art Nouveau building is decorated with scenes depicting animals and mystical creatures. From frogs sitting in a row to an elephant head and even a mermaid flipping her tail, this official Ukrainian building has a hodgepodge of statues to discover.



**07** Nidaros  
Cathedral  
— Trondheim, Norway

From humanoid figures in distress to roaring reptilian creatures to a perched gorilla, this Gothic cathedral is covered in picturesque-and grotesque-gargoyles. Begun in 1070, the church was built over the tomb of Norway’s patron, St. Olav.



**09** Forbidden City  
— Beijing, China

Famous around the world for its gold and red detail-rich exterior, China’s imperial palace complex features gargoyles in the image of dragons as part of its surrounding walls. Throughout the Forbidden City, dragons are emblematic of the emperor.

PARTING SHOT

# Michael Strahan

**↗** MICHAEL STRAHAN IS ARGUABLY ONE OF THE BUSIEST PEOPLE ON TELEVISION at the moment. In addition to his daily gig as one of the hosts of ABC's *Good Morning America*, he's also a contributor to FOX Sports and hosts ABC's reboot of the game show *The \$100,000 Pyramid*, one of his "favorite shows to film because it doesn't feel like a job...it's a great time." If all that doesn't keep him busy enough, he also has his popular athleisure clothing line, MSX by Michael Strahan, which recently expanded to include affordable, official NFL-licensed items. Before he moved to TV, Strahan spent 15 years as a defensive end for the New York Giants. He said the transition wasn't "easy," but that he looked to his idols like Michael Jordan and Magic Johnson on how to do it successfully. "It's important for athletes to remember that when your playing days end, your career and accomplishments are not over" and to "use what they already have, and what they've built, as a jumping-off point to create a business that they enjoy and feels authentic to who they are."

**"When your playing days end, your career and accomplishments are not over."**



**Your clothing line is expanding, which feels like a perfect time because everyone is in athleisure working from home. Why now?**

I miss sports. I think a lot of other people do, too. With the expansion of the MSX line into licensed apparel, I feel like we are giving fans a chance to still feel that sense of excitement and unity that sports brings, regardless of where they'll be supporting and cheering their teams on from.

**You've achieved the rare feat of the crossover from professional sports to mainstream broadcasting. Was that always the goal?**

No, but when my football career ended I had to adapt and figure out what was next. I was inspired by my idols like Magic Johnson and Michael Jordan to look beyond sports.

**You host the reboot of the game show *The \$100,000 Pyramid*. Were you always a fan of game shows?**

Always! I remember watching reruns of the original *\$10,000 Pyramid*. To be able to bring back a show that was hosted by the iconic and legendary Dick Clark brought it full circle. We couldn't let Dick Clark down.

**You have fans in so many different areas. What's a fan encounter that stands out to you?**

The craziest thing was when people started recognizing me as someone on TV. I got to a point in my career where fans didn't even know I played football! —H. Alan Scott

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