ABOUT THE ASPEN INSTITUTE

The Aspen Institute’s mission is twofold: to foster values-based leadership, encouraging individuals to reflect on the ideals and ideas that define a good society, and to provide a neutral and balanced venue for discussing and acting on critical issues. The Institute does this primarily in four ways:

• Seminars, which help participants reflect on what they think makes a good society, thereby deepening knowledge, broadening perspectives, and enhancing their capacity to solve the problems leaders face.

• Young-leader fellowships around the globe, which bring a selected class of proven leaders together for an intense multiyear program and commitment. The Fellows become better leaders and apply their skills to significant challenges.

• Policy programs, which serve as nonpartisan forums for analysis, consensus-building, and problem-solving on a wide variety of issues.

• Public conferences and events, which provide a commons for people to share ideas.

The Institute is based in Washington, DC; Aspen, Colorado; and on the Wye River on Maryland’s Eastern Shore. The Institute also has offices in New York City and an international network of partners.
At the Aspen Institute we respect the traditions of our values and ideals, but we are also looking to the future for how we can be more imaginative in a wide variety of fields—from the environment to education to foreign policy to creating the right new group of young global leaders. We are trying to find the most creative thinking and translate that into leadership.”

Walter Isaacson, President and CEO, The Aspen Institute
The Power of Great Ideas

Aspen Institute founder Walter Paepcke was a great believer in the transformative power of modern art in advertising. As chairman of the Container Corporation of America, Paepcke commissioned advertising artwork over the years by many prominent artists, illustrators, and designers who celebrated great ideas, including this one from Alexis de Tocqueville’s classic *Democracy in America*, a text that has served since the beginning of the Aspen Institute as one of the core readings in its seminars.

The values and principles of democracy have been at the forefront of a number of the Institute’s recent programs and partnerships, from conferences on educating for democracy in a digital age and reports on the information needs of democratic communities to conversations about privacy and democracy, a series on civility and making our democracy work, discussions of women as a critical force in democratic governance, dialogues on democracy and our schools, projects on economic opportunity, and considerations of whether democracy will take root in the Arab world as protests and uprisings sweep across the Middle East and North Africa at what seems to be a defining moment for the region.

Since its creation more than 60 years ago, the Aspen Institute has witnessed times of enormous change at home and abroad, and it has always remained a place where those changes can be examined and understood from different perspectives. Just as Walter Paepcke wanted his company advertising to serve a public interest, so the Aspen Institute’s seminars, policy programs, public events, and leadership programs serve the public interest by addressing urgent social and cultural issues, educating leaders and decision-makers of all kinds, seeking policy solutions, and offering a venue for informed public debate and nonpartisan dialogue.

As these pages describe, the power of great ideas—old and new—continues to inform our mission, drive our work, and guide our commitment to understanding the world both as it is and as it should be.
de Tocqueville on the progress of democracy

The progress of democracy seems irresistible, because it is the most uniform, the most ancient, and the most permanent tendency which is to be found in history.

(Democracy in America, 1835)

CONTAINER CORPORATION OF AMERICA
The Aspen Institute intends to be a place of excellence and excitement where men and women of the finest qualities of mind and spirit from all walks of life in the United States and abroad can meet to learn from one another by serious discussion of the most important problems facing man and the greatest ideas that have been expressed throughout history concerning these problems.”

Joseph E. Slater, President of the Aspen Institute, 1969-1986
Robert O. Anderson, President of the Aspen Institute, 1957-1963, and Chairman of the Board of Trustees, 1963-1987
From their foreword to *Aspen Readings*, an anthology of texts used in the early years of the Aspen Seminar program.
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Policy Programs and Partnerships

Advancing Public Policy Through Dialogue and Action

www.aspeninstitute.org/policy-work

The Aspen Institute policy programs advance public and private sector knowledge on the most pressing issues facing contemporary society. Policy programs frame critical topics, bring new evidence, propose innovative new ideas, and convene leaders and experts to reach constructive solutions to issues. While each is unique in substance and approach, the Institute’s policy programs share a common mission and methodology. Each serves as an impartial forum, bringing a diversity of perspectives together in informed dialogue, research, and action.
Advocacy Planning and Evaluation Program
www.aspeninstitute.org/apep
This program helps its partners and clients plan and evaluate efforts to shape public policy. Program staff and consultants work with foundations and nongovernmental organizations in the United States, Africa, and Europe assessing advocacy efforts on issues as diverse as curbing obesity, combating human trafficking, and increasing access to family planning. The program also leads the Institute’s internal program review process.

Agent Orange in Vietnam Program
www.aspeninstitute.org/agentorangeprogram
This bipartisan program promotes dialogue in the US policy community and among US and Vietnamese officials on eliminating the health and environmental impact of wartime herbicides in Vietnam. It sponsors meetings and briefings on dioxin, the highly toxic chemical compound in the defoliant Agent Orange, and strengthens US-Vietnamese cooperation on mitigating contamination problems. The program also builds public support through education and advocacy for practical solutions, such as soil-restoration and community-health programs, education and treatment centers, improved services for those with dioxin-related disabilities, local environmental training, and remediation work at contaminated sites. In 2010, the Agent Orange in Vietnam Program released a ten-year plan to address the toxic legacy of dioxin contamination.

Ascend, the Family Economic Security Program
www.aspeninstitute.org/ascend
Ascend is a hub for breakthrough ideas and proven strategies that move parents, especially women, and their children beyond poverty toward educational success and economic security. Ascend’s work builds on lessons learned internationally about the power of investing in women and encourages similar investments in the US. Ascend takes a “two-generation” approach, focusing on opportunities for both parents and their children. The program concentrates on three key content areas — education, economics, and social capital. Ascend’s core strategies are to change the conversation around low-income families in the US, convene and engage across diverse sectors to build political will and develop a network of leaders, and elevate effective two-generation policies and community solutions.

Aspen Global Health and Development
www.aspeninstitute.org/ghd
The mission of this program is to identify breakthrough solutions for global health and poverty by informing and strengthening the capacity of political leaders, moving country-level best practices to global policy attention, developing and promoting new evidence, and providing high-level forums for debate and implementation of innovative strategies that have the potential to result in positive, large-scale outcomes. The program currently supports the development of four ideas: building the capacity of public-sector leaders and institutions in health crisis countries; recognizing reproductive
health as a key contributor to other development outcomes; adopting policy innovations to address the global health workforce shortage, with a special focus on the role of health worker migration and collaborative solutions to health worker imbalance; and investing in high value-added African agriculture.

Aspen Network of Development Entrepreneurs  
www.aspeninstitute.org/ande

ANDE is a global network of organizations that propel entrepreneurship in emerging markets. Its 130-plus members—drawn from nonprofits, investment funds, foundations, and research institutions that work in 150 developing economies—are at the vanguard of a movement focused on supporting small and growing businesses that create economic, environmental, and social benefits for developing countries. The network advocates that policymakers and financial leaders drive more resources to these entrepreneurial businesses. ANDE hosts conferences and training programs for capacity development builders and investors and provides financial support for innovative partnerships aimed at improving services to emerging-market entrepreneurs. It also sponsors annual events focused on the small-business sector, including a conference on key trends and new developments, a workshop on metrics and impact assessment, and an orientation session for new employees of network members. ANDE has regional chapters in Brazil, Central America, East Africa, India, and South Africa. Additional chapters are envisioned for 2011.

Aspen Strategy Group  
www.aspeninstitute.org/asg

How can America’s national security establishment better adapt to nascent threats and security challenges? As current global trends defy traditional notions of international relations, what common problems do nations face in the 21st century? This program examines foreign policy trends by focusing on transnational issues that blend foreign and domestic subjects. Founded in 1984 with a concentration on strategic relations, arms-control issues, and the US-Soviet relationship, its roots as an annual conference for researchers associated with arms-control projects at universities and think tanks date back to the 1970s. As the group evolved, it also included legislators, government officials, business and industry representatives, and journalists. The current program has moved beyond its Cold War origins and today includes a new generation of policymakers representing a range of perspectives. The approach, however, has remained constant: to use a bipartisan lens to identify the most contentious foreign policy and national security concerns facing our nation and to assess America’s evolving interests. Recent workshops, briefings, and reports have covered American interests in South Asia, the global economic crisis and its implications for foreign policy and national security, the national security implications of climate change, China in the 21st century, and the challenge of nuclear proliferation. An ongoing US-India dialogue also meets under the auspices of the group, as well as the Aspen Ministers Forum, a meeting
of former foreign ministers from across the political spectrum who develop nonpartisan recommendations for addressing common global challenges.

**Business and Society Program**
www.aspeninstitute.org/bsp

The program builds on 60 years of Aspen Institute programming to help established and emerging business leaders put values at the heart of practice. Through dialogue, research, and outreach, this program creates opportunities for executives and educators to explore new routes to business sustainability and values-based leadership. The Corporate Values Strategy Group for business executives supports long-term thinking in business and investing through change in corporate practice, as well as in public policy. The Aspen Center for Business Education is the home to several signature programs including *Beyond Grey Pinstripes*, a survey and ranking of business schools that integrate social and environmental stewardship into their curricula and research, and CasePlace.org, a resource for online case studies and MBA teaching materials on topics ranging from corporate governance and accountability to entrepreneurship, ethics, and stakeholder management. The First Movers fellowship is for exceptional business innovators who are integrating profitability and social value in their companies.

**Center for Native American Youth**
www.aspeninstitute.org/cnay

Founded by former US Senator Byron Dorgan, the Center is dedicated to improving the health, safety, and overall well-being of Native American youth through communication, policy development, and advocacy. Despite the efforts of tribal governments and advocates, difficult conditions persist in many tribal communities. High rates of unemployment, poverty, alcohol and substance abuse, crime, and health disparities in Indian Country all have an impact on the lives of young Native Americans. Too many Native youth face long odds to success when confronted with these daunting challenges. The Center seeks to raise awareness of these issues by increasing the dialogue between Native youth, tribal leaders, advocacy organizations, academic institutions, and other experts through roundtables, summits, and other events held throughout Indian Country. Technical assistance is also provided to tribal governments and organizations to identify and secure programs and resources and to encourage replication of successful prevention programs. Strong partnerships with tribal leaders and organizations are critical to the program’s success.

**College Excellence Program**
www.AspenCCPrize.org

Improving college completion rates from their current level of 50 percent is a vital national priority. Over the past 50 years, increased college access has benefitted millions of Americans, but now the nation must get more students successfully through college with the skills and abilities needed for success in a knowledge-based economy. The goal of this program is to
“IN EMERGING MARKETS, SMALL AND GROWING BUSINESSES CAN BECOME THE BACKBONE OF ECONOMIC GROWTH AND ARE CRITICAL TO EXPANDING PROSPERITY FOR THE POOR. MARKET-BASED APPROACHES TO POVERTY REDUCTION ARE A VIABLE, BUT UNDERUTILIZED, MODEL FOR PROVIDING KEY PRODUCTS AND SERVICES TO DISADVANTAGED POPULATIONS.”

Aspen Network of Development Entrepreneurs
identify and accelerate the replication of campus-based practices and policies that improve student success. The program’s first initiative is the Aspen Prize for Community College Excellence, which will award one million dollars annually to the nation’s best community colleges. The prize aims to bring together community colleges around a measurable definition of excellence and to recognize community colleges that achieve exceptional student results. By focusing on student success and highlighting models that work, the prize will honor excellence, stimulate innovation, and create benchmarks for measuring progress. Established in partnership with the Joyce Foundation, the Lumina Foundation for Education, and the charitable foundations of Bank of America and JP Morgan Chase, the first million-dollar award will be made in December 2011.

Commission on No Child Left Behind
www.nclbcommission.org

This bipartisan, independent effort builds support for improvements in federal education policy in order to spur academic progress and close achievement gaps. In the years since the release of its blueprint for improving the landmark No Child Left Behind Act, major strides have been made toward some of its key recommendations, including measuring teacher quality primarily on effectiveness in increasing student achievement, strengthening school leadership, developing common standards and assessments, improving the use of data, and undertaking more aggressive interventions in low-performing schools. Co-chaired by Tommy Thompson, former US Secretary of Health and Human Services, and Roy Barnes, former Governor of Georgia, the
technology and network communications. It also creates a multidisciplinary space in the communications policymaking world where veteran and emerging decision-makers can explore new concepts and develop policy networks. The program convenes approximately ten leadership roundtables each year on subjects such as new technologies and democratic values, business models to sustain journalism, communications industries and the environment, reforms in spectrum policy, public-service media, mobile technologies, cloud computing, and broadband communications policies. Leaders from across disciplines and perspectives engage in moderated discussions that culminate in specific conclusions and recommendations. Meetings have led to the creation of the Knight Commission on the Information Needs of Communities in a Democracy, new initiatives in public media, and the Federal Communications Commission’s new media inquiry. Conference reports are distributed to key policymakers and opinion leaders around the world and are also made available to the public online.

**Commission to Reform the Federal Appointments Process**
www.aspeninstitute.org/federal-appointments

The Aspen Institute, with support from the Rockefeller Foundation, formed in 2010 this independent, nonpartisan effort to evaluate the federal government’s vetting and clearance procedures, identify opportunities for improvement, and work with interested parties to effect reform of the process. The commission is co-chaired by former US Senators Bill Frist and Chuck Robb and former White House officials Mack McLarty and Clay Johnson. The Commission was created to work with the White House, Congress, and other interested parties to help identify and adopt measures to streamline and expedite the vetting process without sacrificing high standards of quality for government leaders. The goal is to assure that Presidents can more quickly fill key positions particularly during the first six months of a new administration with the qualified people necessary to serve the public interest, while reducing the burden and intrusiveness on nominees.

**Community Strategies Group**
www.aspeninstitute.org/csg

Since 1985, this group has equipped community leaders to connect with the best ideas, tools, and strategies available to improve economic development, strengthen families, sustain natural resources, create locally controlled philanthropic assets, and build vital and just civic cultures. The group’s hallmark is tailored, peer-to-peer exchanges in which community-based leaders create immediate back-home action plans. It convenes action-learning sessions for teams from multiple locations and
Improving student learning on the school level is unlikely to succeed without reassessing the system in which schools operate.”

Education and Society Program
organizes site visits for peer communities to examine exemplary community change at close range. It brings together disconnected leaders from a specific geographic region to collaborate and find common aims. The group also connects community innovators with regional and national experts and funders. It develops community lessons into action guides, good-practice profiles, and web resources. Through its Rural Development Philanthropy Learning Network, the group has helped hundreds of community-based business, nonprofit, church, government, and civic leaders work together to grow locally controlled philanthropic funds and use them to improve community outcomes. In its Family Economic Success Initiative, the group is engaging an expanding network of community leaders across the country to help hard-working, low-income families earn more, keep more of what they earn, and grow what they save into assets that reduce family and community poverty over time.

Congressional Program
www.aspeninstitute.org/congressional

This program is a nongovernmental, nonpartisan, educational initiative for members of the US Congress to strengthen their grasp of critical public policy issues. It holds high-level conferences offering legislators the opportunity to learn from internationally recognized academics, experts, and leaders to explore policy alternatives. Current subjects include nuclear security, policy challenges in the Muslim world, energy security, and education reform. Over the years, hundreds of members of Congress, international parliamentarians, political and government leaders, and scholar-experts have been involved in the program. There is no identification with a political or party viewpoint and no endorsement of specific legislation. No lobbyists, congressional staff, or outside observers are permitted, and all conference agendas are reviewed by the House and Senate ethics committees. The program also sponsors two dozen annual breakfast meetings in the Capitol featuring distinguished scholars and international experts.

Council of Women World Leaders
www.aspeninstitute.org/cwwl

This network of 45 current and former women heads of state and government mobilizes women leaders for action on issues of global importance and enhances the experience of democracy around the world by increasing the visibility, effectiveness, and number of women leaders. The council provides a platform for members to participate in high-level summits, discuss their policy agendas, and raise global issues of critical importance to women through its Spotlight on Leadership Series. The Madeleine K. Albright Women’s Voices at the Aspen Institute Series offers internationally acclaimed experts a forum to address the gender dimensions of timely policy issues and provide a catalyst for future action. Council programs also include the Business Case for Women Initiative to promote the importance of women’s leadership in the corporate sector and the Graduate Fellowship Programs to allow graduate students to work with presidents, prime ministers, ministers, and leaders of international organizations on important global issues, applying a gender perspective to their work and observing first-hand the ways leadership is manifested.
Economic Opportunities Program
www.aspeninstitute.org/eop
This program supports fields of practice that make economic opportunity more accessible to those who are struggling in the changing economy, including workforce training and education, microenterprise development, and financial services. The program investigates and documents strategies for economic opportunity that work. It develops practical tools that help program leaders better implement those strategies, and it offers leadership development opportunities for collaborative learning about promising practices designed to help low-income individuals start businesses, find better jobs, and build wealth. It actively engages leaders of community-based organizations, community colleges, and local government, as well as leaders from businesses and philanthropy, and it seeks to bring the voices and experiences of local initiatives into policy discussions. The program is currently composed of four related initiatives: Access to Capital and Credit; the Microenterprise Fund for Innovation, Effectiveness, Learning, and Dissemination; Skills for America’s Future; and the Workforce Strategies Initiative. Projects in these areas include developing an online platform that organizations can use to help low-income individuals connect to mainstream financial services, convening philanthropic leaders to discuss investment strategies in microenterprise, and investigating key features that lead to success in community college-nonprofit collaborations.

Education and Society Program
www.aspeninstitute.org/education
Recognizing the importance of effective education policy to improve US schools, this program convenes workshops for federal, state, and local policymakers, education leaders, researchers, and analysts to provide ongoing peer-to-peer learning and professional development. It facilitates knowledge-sharing among urban school district leaders about how school systems can improve the education and life chances of all students. Program participants also work to identify solutions that will support, nurture, and develop new cadres of leaders in schools and classrooms. In addition, the program’s Aspen Senior Education Congressional Staff Network informs federal policy development by assisting congressional staff members in better understanding innovations in the field, shared challenges, and the impact of federal education laws on states and urban school districts.

Energy and Environment Program
www.aspeninstitute.org/ee
This interdisciplinary policy program stimulates open-minded dialogue about the state of the natural world, global energy, environmental challenges, and sustainable solutions. It draws on the knowledge and experience of leaders in science, government, business, and civil society and raises public attention through policy dialogues and forums, a leadership initiative, and major public events. For more than three decades, its Energy Policy Forum has convened senior industry, government, environmental, and other leaders to report on a
broad range of energy issues, including climate change, electricity markets, nuclear power, renewable fuels, and fuel efficiency. At its Global Forum on Energy, Economy, and Security, experts and policymakers discuss oil and gas issues and global markets. Its newly created Clean Energy Roundtable addresses commercial and public policy issues at the intersection of renewable energy, clean technology, innovation, and financing. In 2010, the program continued to advance policy discussions on the impact and governance of climate change in the Arctic, conservation and human development, and international institutional responsibilities for validating emerging carbon markets. The program also spearheads the Institute’s Catto Fellowship Program for young environmental professionals and partners with National Geographic to convene the annual Aspen Environment Forum. These efforts advance collaborative dialogue and collective knowledge to help solve critical environmental problems.

Global Initiative on Culture and Society
www.aspeninstitute.org/cultureandsociety

In the midst of growing recognition of the power of artistic and cultural expression to inspire solutions to societal challenges, sustain livelihoods, and create conditions necessary for social change, this initiative seeks to build a neutral platform for reflection, network-building, policy formulation, leadership development, and resource mobilization in the fields of arts, culture, and socioeconomic development. Through domestic and international roundtables, forums, seminars, and summits, it fosters leadership and raises awareness of the value of arts and culture in human development, employment creation, cross-cultural dialogue, international exchanges, and peace-building. The initiative creates and convenes networks of leading professionals from diverse backgrounds to share information, generate arts and culture policy debates, and seed new actions. Recent activities have included meetings of the Aspen Cultural Diplomacy Forum in Paris, France; Aviles, Spain; and Washington, DC. The initiative facilitated the creation of the Arts and Business Council for the city of Rio de Janeiro, Brazil; and organized a dialogue in Aspen on the power of fashion that engaged distinguished fashion industry insiders in a candid conversation on the interdependent dynamic of fashion, cultural identities, international relations, socioeconomic development, poverty alleviation, environmental concerns, entertainment, and human security. An ROH Muscat – Aspen Creative Arts World Summit is scheduled for November 2011 in Oman; and an Aspen Cultural Diplomacy Forum in Tokyo is slated for 2012. Also on the horizon are a Fashion and Society Forum in the US, a Cultural Enterprise Development Roundtable in China, and a series of national and regional meetings in Africa, Latin America, and the Middle East to address culture and socioeconomic development challenges and opportunities.

Health, Biomedical Science, and Society Initiative
www.aspeninstitute.org/health

This program is a venue for academic, government, and industry leaders to explore critical issues in health care and health policy and to understand their effects on the health of individuals, families, communities, nations, and
the world. By convening bipartisan, multidisciplinary forums, the program facilitates the exchange of knowledge and insights among decision-makers and forges networks and collaborations to improve human health. Through public programs and strategic dialogue, including roundtables, policy briefings, conferences, and Internet discussion forums, the program charts the way forward on issues of health and medical science by bringing together leading scientists, economists, physicians, policymakers, historians, patients, and other committed voices in health care and health policy. Initiatives include the Aspen Health Stewardship Project, an effort to broaden and reframe the national dialogue on health care reform; the Aspen Health Forum, a public event where lay people can exchange ideas with Nobel laureates, prominent National Institutes of Health officials, health care industry leaders, and health policy experts from government and academia; and the Aspen Global Health and Nutrition Task Force, an international strategy group with the goal of reducing obesity and malnutrition among children worldwide.

**Homeland Security Program**
www.aspeninstitute.org/security

Ten years have passed since 9/11, yet holes remain in America’s defenses against terrorism, heightening the risk of another terrorist attack. This program identifies gaps in the nation’s defenses against terrorism and recommends ways to close them. Through reports, roundtable discussions, congressional testimony, and forums, it strives to convince policymakers, stakeholders, and the public at large to reduce America’s vulnerability to terrorism.

**Initiative on Financial Security**
www.aspeninstitute.org/ifs

Saving sparks entrepreneurship, increases the gross domestic product, builds the middle class, and creates jobs for the future, but America’s savings system is broken. Working toward restoring financial security for all, this initiative is the nation’s leading policy program focused on helping Americans at every stage of life to save, invest, and own. In roundtables, panel discussions, and other forums, it brings together federal officials and industry experts to craft innovative policies that enable low- and moderate-income families to acquire financial assets. It designs new savings accounts for children and homeownership as well as safe and simple investment products for adult savers and lifelong income products for seniors. It also researches new approaches to savings and tax policy and works with federal policymakers to support efforts to increase financial security for all Americans.

**Justice and Society Program**
www.aspeninstitute.org/justice

This program brings together individuals from diverse disciplines and backgrounds to discuss what justice means and how a just society ought to deal with issues such as private conduct and public mores, entitlements, race and gender, criminal justice and the morality of punishment, and the meaning of justice beyond national borders. Judicial seminars introduce judges to international human rights and humanitarian laws. The annual Justice and Society Seminar, cofounded by former Supreme Court Justice Harry A. Blackmun, is held in Aspen and led by preeminent judges and law professors.
LARGE-SCALE CHANGE IN GLOBAL HEALTH MUST BE DRIVEN BY COUNTRY LEADERS. BUILDING LEADERSHIP CAPACITY IN HEALTH MINISTRIES WILL HAVE LASTING IMPACT SO THAT COUNTRIES CAN MEASURABLY IMPROVE HEALTH OUTCOMES.”

Aspen Global Health and Development

The health and well being of these Masai girls in Kenya depends on leaders who champion breakthrough policy solutions that link health and development services in new ways.
Additional program conferences, publications, and events have focused on transitional justice in post-conflict settings, human rights protection in peacekeeping field operations, and the US relationship to the International Criminal Court. Public programming in Washington, Aspen, and New York has concentrated on participatory democracy and the intersection of law and social policy, judicial elections and selection, federal regulation of executive compensation, civic education in America, and rule-of-law training for foreign judges and lawyers.

**Market Building Initiative**
www.aspeninstitute.org/mbi

This initiative addresses one of the most problematic issues of our time: the proliferation of fragile or failed states across the world and the inability to stabilize them. At the heart of the breakdown of the social compact between citizens and their governments is the failure to provide for economic opportunity. Millions of young people in countries across the world are without the prospect of earning a living or the dignity of a job. The initiative takes a market-oriented approach to generating innovative ideas for building legitimate market economies and proposes strategies for positive economic change informed by the realities of a globalized world. It looks for ways to foster common interests among economic stakeholders through the creation of rules, structures, and programs that support legitimate market activities; convenes innovative thinkers to refine approaches and toolkits; supports senior economic policymakers on market-building in a number of fragile contexts; and contributes to high-level strategy formulation and implementation.

**Middle East Programs**
www.aspeninstitute.org/mideast

Partners for a New Beginning, the US-Palestinian Partnership, the North Africa Partnership for Economic Opportunity, the Emirates-Aspen Forum on Innovation, the US-Lebanon Dialogue, and the Huda and Samia Farouki Luncheon Series all focus on a comprehensive approach to the Middle East. Working with prominent American, Middle Eastern, and Muslim business and political leaders throughout the region, these initiatives are dedicated to achieving a peaceful resolution to all Middle East conflicts and to forging partnerships between the United States and the Muslim world. They concentrate on pragmatic policy initiatives that build trust, enhance innovation, and promote regional stability and economic development. They also create new projects that strive to further the prospects for enduring peace, end the Arab-Israeli conflict, and bridge the US-Muslim divide. The programs include targeted economic projects to benefit private entrepreneurs and moderate political leaders. Together, the programs strengthen the region’s private sector and its civic leadership. They serve as a networking forum, and they create a political space in the United States that supports its peace efforts.

**Program on Philanthropy and Social Innovation**
www.aspeninstitute.org/psi

Through convenings, leadership development initiatives, communications, and strategic partnerships, this program seeks to maximize the impact of social-sector leaders in contributing to the good society at home and abroad. It hosts the Aspen Philanthropy Group, an agenda-
setting body of foundation, public, and private-sector leaders at the cutting edge of change, and it spurs partnerships and collaborative action among them in cross-sector working groups. The program’s current workshop series is an effort to build consensus for a transparent, decision-based approach to impact measurement. Leadership-development initiatives include the American Express Foundation-Aspen Institute Fellowship for Emerging Nonprofit Leaders, the Aspen Philanthropy Seminar and the Seminar for Mid-America Foundation CEOs. Its policy initiatives include its nonprofit data working group and its Impact Economy Initiative. The program partners with the Global Philanthropy Forum, and its online Aspen Philanthropy Blog offers fresh thinking and timely observations on developments that will affect the future of philanthropy.

Program on the World Economy
www.aspeninstitute.org/pwe

Begun in 1981, this program promotes sustainable economic growth and financial stability in the world economy by convening prominent leaders from both industrial and developing nations. It uses an interdisciplinary approach to generate pragmatic solutions to major economic and financial challenges and to advance cooperation on key issues facing the global economic and financial system.

Roundtable on Community Change
www.aspeninstitute.org/rcc

This program focuses on the problems of distressed communities and seeks solutions to individual, family, and neighborhood poverty. It convenes national leaders in the community-change field, reviews community anti-poverty initiatives, and disseminates to funders and practitioners key lessons on improving outcomes for low-income children, families, and communities. The program covers a wide range of issues, such as poverty alleviation, employment, housing, neighborhood change, public health, education, youth development, child welfare, and criminal justice. It also focuses on dismantling structural racism and hosts a seminar series for government, nonprofit, media, and business leaders to develop strategies in their work that will further racial equity.

Sports and Society Program
www.sportsandsociety.org

This new program convenes leaders, fosters dialogue, and inspires solutions that help sport serve the public interest. It covers a range of topics and is currently focused on developing active children and communities and elevating public conversation around the critical need to keep more children involved in healthy sport into the teenage years and beyond—a key component in confronting the nation’s obesity epidemic. It also brings together high-level leaders from across the sports landscape, as well as those from policy and other realms, to address the barriers that limit widespread participation in sport. The program’s inaugural meeting featured topics such as the role of sport organizations in defeating childhood obesity, lessons to be learned from video games about competition-friendly environments, and the challenge of creating a national sport development model.
Public Programs

Promoting Nonpartisan Inquiry and Engaging the Public

www.aspeninstitute.org/events

Public programs open the Institute to wider audiences, offering opportunities to engage in thoughtful, nonpartisan inquiry. They range from major conferences — such as the Aspen Ideas Festival, the Cultural Diplomacy Forum, and the Aspen Security Forum — to more intimate discussion series and topical symposia offered by the Socrates Program. They take place in Aspen, Colorado; Washington, DC; New York City; and occasionally in varied locations outside the US.
Recent speakers have included, clockwise from left, EPA Administrator Lisa Jackson; Microsoft Chairman Bill Gates with Walter Isaacson (photos by Michael Brands); filmmaker Spike Lee (photo by Bill Burke); Carnegie Corporation President Vartan Gregorian (photo by Riccardo Stavi); author Kathryn Stockett (photo by Dan Bayer); Ted Leonsis, owner of the NBA's Washington Wizards and NHL's Washington Capitals (photo by Steve Johnson); Chairman of the Joint Chiefs of Staff Admiral Mike Mullen (photo by Dan Bayer); and New York City mayor Michael Bloomberg (photo by Bill Burke).
Aspen Ideas Festival
www.aifestival.org
This annual event in partnership with The Atlantic gathers together some of the world’s foremost academic, political, scientific, business, and cultural leaders for a week-long exchange of ideas on the Institute’s Aspen, Colorado, campus. Lectures and panel discussions address wide-ranging topics, including some of the most pressing issues of the day.

Aspen Institute Arts Program and Harman-Eisner Artist-in-Residence Program
www.aspeninstitute.org/arts-program
These programs were established in 2006 to increase the importance of the arts at the Institute and to enhance the presence of the arts in society at large. They expand the Institute’s already vital dialogue in the areas of science, business, politics, and social policy to encompass the different ways of thinking and communicating fostered by the arts, and reach out to artists, philanthropists, arts administrators, writers, policymakers, and patrons to connect them to every part of the Institute community. A distinguished artist-in-residence program has been created through which artists join the Aspen Ideas Festival, as well as other Aspen programs on many topics. Roundtable discussions and other public programs are also among many new and developing efforts in the arts.

Washington Ideas Forum
The Institute and partner The Atlantic host an annual two-day session of interviews and conversations at the Newseum in Washington, DC, pairing today’s key newsmakers with the nation’s leading journalists in an attempt to ask big questions, identify overarching themes, and bring together diverse perspectives for provocative civil dialogue.

Aspen Writers’ Foundation
www.aspenwritersfoundation.org
This pioneering arts organization has been bringing readers and writers together since 1976. Its repertoire of year-round programs includes the Aspen Summer Words Writing Retreat and Literary Festival; AWF Reads, a televised book club; Lyrically Speaking, an interview and concert series; The Great Read, a community reading initiative; Scribes and Scribblers, creative writing camps for children; Story Swap, a cross-cultural storytelling exchange; Weekly Writers Group, a read-and-critique forum; Winter Words, an author reading series; and Writers in the Schools, an educational outreach program.

McCloskey Speaker Series
www.aspeninstitute.org/mccloskey
This summer program held in Aspen features talks by leaders who have a far-reaching impact on society. Past speakers have included Chairman of the Joint Chiefs of Staff Admiral Mike Mullen, Supreme Court Justice Elena Kagan, documentary filmmaker Ken Burns, New York Times columnist Nicholas Kristof, Carnegie Corporation President Vartan Gregorian, and infectious disease expert Anthony Fauci, among many others. The series is made possible by a generous donation from the McCloskey Family Charitable Foundation.
Aspen Community Programs  
www.aspeninstitute.org/aspenevents
The Institute hosts dozens of affordable and inspiring public events in Aspen that attract a cross-section of community members, from high school students and year-round residents to part-time residents and visitors. Programs include the Great Ideas Seminars, Great Books and Great Decisions Discussion Series, Sharing Shakespeare, Fireside Chats, The Great Conversation: Engaging Young Aspen, and the Arts & Ideas Series, which traveled to Florence, Italy for a recent program.

Aspen Environment Forum  
www.aspenenvironment.org
This annual public convocation in partnership with National Geographic convenes leaders in business, government, science, nonprofit organizations, and the media to exchange ideas, stimulate discussion, and raise awareness about the relationship between the Earth’s two most complex systems—human culture and the natural environment. Topics include climate change, biodiversity, conservation, energy, clean-technology innovations, sustainable development, water and ocean resources, and many other environmental and energy issues.

Aspen Health Forum  
www.aspeninstitute.org/healthforum
Presented by the Institute and *Time* magazine, this public gathering is an opportunity to learn about issues in global health and medical science and their implications for our lives, families, and communities. Participants exchange ideas with Nobel Prize laureates, prominent officials from the National Institutes of Health, health care industry leaders, and other experts in health and biomedicine. Panel discussions and keynote speeches cover topics such as the science of sex, the brain, food for a new world, frontiers in biotechnology, and the challenges and promises of health care reform.
Aspen Security Forum
www.aspensecurityforum.org
What are the key security threats we face as a nation, and how safe are we today? The Institute and The New York Times launched this three-day symposium in Aspen that brings together leaders in government, industry, media, think tanks, and academia to explore key homeland security and counterterrorism issues, including the state of aviation, maritime, border, and mass-transit security; critical infrastructure and cyber protection; emergency preparedness; and counterterrorism strategy and intelligence issues.

Conversations With Great Leaders in Memory of Preston Robert Tisch and The Aspen Book Series in New York
www.aspeninstitute.org/newyork
Founded in 2009, the Institute’s flagship discussion series in New York City is underwritten by Laurie, Steve, and Jonathan Tisch to memorialize the legacy of their father, an extraordinary business leader, philanthropist, and public servant. The series features moderated conversations with influential leaders from all walks of civic life. It also includes the annual Preston Robert Tisch Award in Civic Leadership. Highlights have included conversations with JP Morgan CEO Jamie Dimon, Newark Mayor Cory Booker, Teach for America founder Wendy Kopp, musician and arts advocate Wynton Marsalis, and others. The Institute also hosts an author discussion series in New York City, featuring current authors of books of social, cultural, or political importance.

Alma and Joseph Gildenhorn Book Series
This regular series in Washington, DC, presents informal conversations with notable authors of current books. It is a chance to discover new books and to talk to biographers, historians, philosophers, political scientists, journalists, scholars, and other writers about their work.

Washington Leadership Series
Since the inception of this series in 2008 with the support of Liz Dubin and Michelle Smith, the Institute has offered intimate discussions with top Washington leaders in city government, education, and the media. Recent guests have included Washington, DC Mayor Vincent Gray and Ted Leonsis, owner of the NBA’s Washington Wizards and NHL’s Washington Capitals.

Washington Ideas Roundtable Series
This monthly Washington-based lunchtime discussion series focusing on world affairs, arts, and culture is made possible by the generous support of Michelle Smith and the Robert H. Smith Family Foundation. It has recently featured Under Secretary of Defense Michèle Flournoy, Chairman of the Council of Economic Advisers Austan Goolsbee, and Modigliani biographer Meryle Secrest.
Seminars

Deepening Knowledge and Fostering Leadership

www.aspeninstitute.org/seminars

Aspen Institute seminars help leaders reflect on timeless ideas and values. Through text-based dialogue with expert moderators and accomplished peers, seminar participants expand their knowledge, refine their tools of intellectual analysis, test the wellsprings of their convictions, and enhance their capacities to think more creatively in solving the problems that confront society.
The Aspen Seminar
www.aspeninstitute.org/aspenseminar
For almost 60 years, this premier roundtable has challenged leaders in every field to think more critically and deeply. The seminar is a unique opportunity to step away from the demands of the present and reflect with other leaders in moderated, text-based Socratic dialogue on the concept of a good and just society: What is it? How does it become a reality? What is our role in making it happen? The settings in Aspen, Colorado, and on Maryland’s Eastern Shore are ideal for rejuvenating the mind, body, and spirit of participants who emerge personally renewed and professionally refocused.

Socrates Program
www.aspeninstitute.org/socrates
For 15 years, this program has served as a forum for emerging young leaders from various professions to explore contemporary issues through expert-moderated dialogue. It also provides the opportunity for participants to enter a diverse professional network as well as the broader range of the Institute’s programs. Its weekend-long seminars in Aspen and day-long seminars in major US cities are values-based Socratic explorations that facilitate the exchange of ideas. Selected recent topics include the US economy, energy security, twenty-first-century media, education innovation, bioethics, technology and privacy, immigration, green investing, Afghanistan and Pakistan, and US-China relations.
Wye Faculty and Deans Seminars
www.aspeninstitute.org/seminars/wye
In a longstanding collaboration with the Association of American Colleges and Universities, these seminars engage faculty, senior academic administrators, and college presidents in an exchange of ideas about education, citizenship, and the global polity. Sessions address the need of a liberal arts institution’s faculty and leadership to exchange ideas with colleagues from other colleges and disciplines while exploring the ideas and values that underlie their teaching. Modeled after the Aspen Seminar and offered at the Institute’s Wye River campus near the Chesapeake Bay in Maryland, the seminars focus on issues such as individual rights and responsibilities and the public purpose of education.

Custom Seminars
www.aspeninstitute.org/seminars/custom
These seminars are tailored to address specific leadership issues facing major corporations, government agencies, and nonprofit organizations. Building on the Institute’s historic strength in professional development through text-based dialogue, these seminars are led by skilled moderators who help organizational teams identify and align fundamental institutional and personal values, think critically and creatively about strategic and operational issues, and build a culture of cooperation and trust.
Leadership Programs
Developing Leaders at Home and Abroad

For more than a decade, the Aspen Institute has supported programs for accomplished leaders in the United States and around the world. Beginning with the creation of the Henry Crown Fellowship Program, these initiatives have a common goal of encouraging a new generation of civically engaged men and women to move “from success to significance” and apply their entrepreneurial talents to addressing the foremost challenges of their organizations, communities, and countries. Each Aspen Global Leadership Network program selects a class of Fellows, approximately 20 proven leaders typically between the ages of 30 and 45, and convenes them several times over the course of two years for a series of intensive leadership seminars. Fellows are also required to design and carry out high-impact community projects. The Institute has gathered its leadership Fellows and initiatives into an international network to connect leaders across programs and leverage their talents on a global basis. Today, the Aspen Global Leadership Network counts more than 1,300 Fellows in 43 countries, and it continues to grow.

Another leadership program, the First Movers Fellowship, founded by the Institute’s Business and Society Program, seeks to have the business community live up to its full potential as a vehicle for positive social change.
The Aspen Global Leadership Network
www.aspeninstitute.org/agln

Henry Crown Fellowship Program
www.aspeninstitute.org/crown
Founded in 1997, this flagship leadership initiative challenges the next generation of leaders, largely from the US business sector, to use their talents and energies to make a difference in the world. The program honors the memory of Chicago industrialist Henry Crown (1896-1990), whose career was marked by a lifelong commitment to integrity, industry, and philanthropy.

Africa Leadership Initiative
www.aspeninstitute.org/ali
This initiative captures the energy, talent, and resolve of an emerging generation of leaders in Africa and engages them in confronting the foremost challenges of their countries. Founded in 2001 by four Henry Crown Fellows, it is a collaborative venture of the Institute, the Databank Foundation (Ghana), Infotech Investments (Tanzania), LEAP Africa (Nigeria), the Letsema Foundation (South Africa), and CETA Construction and Services (Mozambique). The initiative has programs in West Africa, East Africa, South Africa, and Mozambique.

Liberty Fellowship Program
www.aspeninstitute.org/liberty
This program promotes outstanding leadership in South Carolina, empowering the state and its leaders to realize their full potential. Founded in 2003 by Institute trustee Hayne Hipp, it is a partnership of Mr. Hipp, the Institute, and Wofford College, where it is based.

Central America Leadership Initiative
www.aspeninstitute.org/cali
Inspired by two Henry Crown Fellows and begun in 2004, this initiative develops values-based leadership talent in all six countries of Central America to tackle the challenges this region confronts. A partnership of the Institute, TechnoServe, INCAE, and FUNDEMAS, the initiative was formalized in 2007 as an independent nonprofit foundation.

Aspen Institute-Rodel Fellowships in Public Leadership
www.aspeninstitute.org/rodel
This program, introduced in 2005, seeks to strengthen US democracy by bringing together the nation’s most promising young elected political leaders, both Democrats and Republicans, to explore Western democratic values and the responsibilities of public leadership. The fellowships help recipients excel in public service through thoughtful and civil bipartisan dialogue.
India Leadership Initiative
www.aspeninstitute.org/ili
Begun in 2006, this collaboration between the Aspen Institute (US) and the Aspen Institute India helps leaders from across India explore leadership approaches to addressing challenges faced by the world’s largest democracy.

Nigeria Leadership Initiative-Senior Fellows Program
www.aspeninstitute.org/nliseniorfellows
Launched in 2006 by Segun Aganga, an Africa Leadership Initiative Fellow, and Dr. Christopher Kolade, Nigeria’s then-high commissioner to the United Kingdom, this program focuses on senior leaders in Nigeria and in the diaspora. Its goal is to effect positive change in the most populous country in Africa through a growing network of community-spirited, values-based leaders.

Aspen Institute-NewSchools Fellowship: Entrepreneurial Leaders for Public Education
www.aspeninstitute.org/newschoolsfellows
Inaugurated in 2007 in partnership with NewSchools Venture Fund through a collaboration of two Henry Crown Fellows, this program offers entrepreneurial leaders in US education an opportunity to broaden their perspectives, build networks of like-minded change agents, and hone their skills in values-based leadership to improve US public education.

Catto Fellowship Program
www.aspeninstitute.org/ee/catto
Established in 2007 with support from Institute trustee Henry Catto and his wife, Jessica, this Aspen leadership initiative seeks creative solutions to global environmental problems by gathering emerging leaders from business, government, and civil society to work collaboratively as a fellowship across public, private, and nonprofit lines. The program is administered by the Institute’s Energy and Environment Program.

Middle East Leadership Initiative
www.aspeninstitute.org/meli
Launched in 2009 by three Henry Crown Fellows, the aim of this initiative is to identify emerging leaders and motivate them to apply their energies, skills, and resources to the important societal challenges in their countries and region.

Other Leadership Programs

First Movers Fellowship
www.aspeninstitute.org/firstmovers
Established in 2009 by the Business and Society Program, this fellowship is designed for exceptional business innovators who are integrating profitability and social value in their companies. It meets a growing need for values-based business leaders who understand the interdependency of business success and the long-term health of society.
In 1964, a group of Aspen Institute supporters founded the Society of Fellows to champion the work of the Institute and to participate in its programs and projects. Over the years it has become an important source of unrestricted financial support, helping to sustain the Institute’s mission, expand its programs, and ensure its future. Today, the Society of Fellows has more than 1,000 donors.

Joining the Society of Fellows is a chance to support the Aspen Institute and become involved in the full scope of its programs, including policy discussions, public forums, and symposia, as well as special programs and events created exclusively for Fellows. These include luncheons, private receptions, and gatherings held in the homes of Fellows, courses moderated by leading scholars, and discussions with top policy experts and the Institute’s own policy program directors. Fellows sustain the mission of the Institute year after year and understand the need for values-based leadership in today’s complicated world.

Because of its policy work, global leadership network, public programs, and seminars, the Institute has access to some of the world’s most inspired and provocative thinkers, writers, artists, business people, teachers, and leaders. Members of the Society of Fellows share in this access and are able to hear from, talk to, and debate with top minds while expanding their own.

The Institute offers six Society of Fellows donor levels, each of which includes year-round invitations to special events in Aspen, Colorado; Washington, DC; New York City; and other major metropolitan areas.

Recent Society of Fellows events have included symposia on The Future of Free Speech: Balancing Tensions of the First Amendment; Mind, Body, and Behavior: The Science of Meditation; What’s So Funny? The Power of Humor; The Golden Decade: How 1900-1910 Transformed Music and Shaped the Modern World; Afghanistan and Pakistan: A Critical Crossroads; and Thoughts on the Good Life: Just Living or Living Well.

Harvard professor and Aspen Institute trustee David Gergen addressing a Society of Fellows gathering at a private home in Aspen. (photo by Nora Feller)

Aspen Wye Fellows

www.aspeninstitute.org/aspenwyefellows

The Aspen Wye Fellows program is a special donor and public outreach initiative on the Institute’s Wye River campus in Maryland. Fellows are Chesapeake Bay-area residents who support and share the Institute’s interest in global, open-minded dialogue. The program includes discussions, receptions, book signings, and other special events featuring prominent leaders and policy experts.
2010-2011 Selected Highlights of Our Work

- Seventh annual Aspen Ideas Festival convenes to discuss topics such as the post-9/11 world, the US economy, social media, medicine, music, art and design in American culture, and the environment.

- Annual Aspen Environment Forum in partnership with National Geographic focuses on the fast-approaching global population of seven billion.

- The Institute creates a Sports and Society Program to identify future directions in sports policy, practice, and research that will serve the public good.


- Council of Women World Leaders meets at the United Nations to discuss the role of women in democratic governance.

- The Communications and Society Program, the Aspen Institute Roundtable on Community Change, and Comcast Corporation sponsor inaugural Aspen Institute Symposium on the State of Race in America.

- “Educating for Democracy in a Digital Age,” a conference on civics education featuring historians, authors, digital pioneers, and education policymakers from across the country, is hosted by the Institute.

- The Institute announces the launch of Ascend, a new Family Economic Security Program to serve as a hub for strategies that move parents, especially women, and their children beyond poverty.

- The Institute launches the North Africa Partnership for Economic Opportunity with the US Department of State to create economic opportunities in Mauritania, Morocco, Tunisia, Algeria, and Libya.

- The million-dollar Aspen Prize for Community College Excellence is announced at the White House Community College Summit.
• Aspen Commission on Arctic Climate Change releases The Shared Future, its final report and recommendations on managing the Arctic marine environment.

• The Institute and the Aspen Young Professionals Association launch “The Great Conversation: Engaging Young Aspen,” a new series of discussions on national and international issues.

• The Institute hosts an Education Innovation Forum & Expo in partnership with the US Department of Education to connect education innovators with venture capitalists, social innovation investors, and policymakers.

• Agent Orange in Vietnam Program unveils comprehensive ten-year action plan to address the toxic legacy of Agent Orange and other herbicides in Vietnam.

• Initiative on Financial Security holds Capitol Hill briefing on post-financial crisis home ownership policy and roundtable discussion on lifelong retirement policy.


• Aspen Network of Development Entrepreneurs releases impact report on supporting small business entrepreneurs to alleviate poverty around the world.

• Cultural Diplomacy Forum partners with the Phillips Collection and New York University’s John Brademas Center for the Study of Congress for a Washington, DC, event about using cultural exchange to communicate with other nations.

• Economic Opportunities Program’s Fund for Innovation, Effectiveness, Learning, and Dissemination (FIELD) publishes online directory of US microenterprise programs that provide direct business services to entrepreneurs.

• The Institute welcomes the Center for Native American Youth, founded by former US Senator Byron Dorgan, to improve the health, safety, and well-being of Native American youth.

• The Institute begins gathering Fellows from across the Aspen Global Leadership Network to explore the challenges of leading in an increasingly complex and intertwined world with the “Leading in an Era of Globalization” seminar.

• The Socrates Program celebrates its 15th anniversary.

• Aspen Global Leadership Network Fellow John Danner wins the third annual John P. McNulty Prize for his work with Rocketship Education, a national network of high-performing elementary charter schools whose mission is to eliminate the income achievement gap.
A Global Presence

International Partners
www.aspeninstitute.org/international
The Aspen Institute has international partners in France, Germany, India, Italy, Japan, Romania and Spain. These centers represent a broad range of opinion from the corporate, academic, political, and other sectors of society. They focus on the development of leadership networks and informed dialogue about the values and principles of democracy, the rule of law, and a wide array of economic, financial, social, and political topics. The centers host seminars, workshops, conferences, and policy programs for high-level leaders and decision-makers to encourage discussion and debate on global, foreign policy, defense, and trade issues as well as current political and international affairs.
Recent international events have included leadership seminars for young scientific researchers and young political leaders; conferences on the economic crisis in a globalized world, civil society in Iran, and elections in Lebanon; a discussion of US democracy promotion in the Middle East; roundtables on fighting poverty in India and reforming Italy’s public administration; seminars on the classics for Japanese high school students; and symposia on leadership, philanthropy, and human rights advocacy.

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Our Locations

The Aspen Institute is headquartered in Washington, DC, where a variety of policy program events and meetings, roundtable lunches, and book talks are held. The Institute also carries out much of its work on its two campuses in Colorado and Maryland, where natural beauty and quiet surroundings encourage thoughtful reflection and refresh the mind, body, and spirit. Both campuses are also favorite retreats for corporate and organizational meetings.

www.aspeninstitute.org

The Aspen Meadows campus, nestled in the quiet West End of the Rocky Mountain town of Aspen, was created by Bauhaus designer Herbert Bayer. Its 40 acres, bordered by mountain streams and fields of wildflowers, are just minutes away from the center of Aspen.

www.dolce-aspen-hotel.com

The Aspen Wye River campus is located near Queenstown, on the Eastern Shore of the Chesapeake Bay in Maryland. Its conference centers are set on 950-plus acres on the banks of the Wye River.

www.aspeninstitute.org/wyeriver

New York City is home to an increasing number of Aspen Institute activities, including policy work, public programs, and special events. New York-based staff will be centralized at 477 Madison Avenue as of November 2011. Many Institute events take place at Roosevelt House on the Upper East Side, the onetime home of Franklin and Eleanor Roosevelt that is now part of Hunter College.

www.aspeninstitute.org/newyork
Aspen Institute Executive Officers

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Key Leadership

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</tr>
</tbody>
</table>
Policy Program Directory

Advocacy Planning and Evaluation Program
David Devlin-Foltz, Director
david.devlin-foltz@aspeninstitute.org

Agent Orange in Vietnam Program
Charles Bailey, Director
charles.bailey@aspeninstitute.org

ASCEND, the Family Economic Security Program
Anne Mosle, Executive Director
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Nisha Patel, Deputy Director
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Aspen Network of Development Entrepreneurs
Randall Kempner, Director
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Aspen Strategy Group
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Center for Native American Youth
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College Excellence Program
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Commission on No Child Left Behind
Gary Huggins, Director
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Commission to Reform the Federal Appointments Process
Eric Motley, Director
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Communications and Society Program
Charles Firestone, Executive Director
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Community Strategies Group
Janet Topolsky, Director
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John Molinaro, Co-Director
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Congressional Program
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Council of Women World Leaders
Laura Liswood, Secretary-General
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Economic Opportunities Program
Maureen Conway, Executive Director
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Ross Wiener, Executive Director
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Nancy Pelz-Paget, Director
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Energy and Environment Program
David Monsma, Executive Director
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Nicole Alexiev, Associate Director
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Peggy Clark, Executive Director
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Global Initiative on Culture and Society
Damien Pwono, Director
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Homeland Security Program
Clark Ervin, Director
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Initiative on Financial Security
Lisa Mensah, Director
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Justice and Society Program
Meryl Chertoff, Director
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Alice H. Henkin, Director Emerita
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Market Building Initiative
Ashraf Ghani, Co-Director
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Clare Lockhart, Co-Director
clarelockhart@effectivestates.org

Middle East Programs
Toni Verstandig, Executive Director
toni.verstandig@aspeninstitute.org
Michael Bergman, Director
mickey.bergman@aspeninstitute.org

Program on Philanthropy & Social Innovation
Jane Wales, Executive Director
jane.wales@aspeninstitute.org
Cinthia Schuman, Deputy Director
cinthia.schuman@aspeninstitute.org

Program on the World Economy
Joan Lovett, Director
jelovett@msn.com

Roundtable on Community Change
Anne C. Kubisch, Director
akubisch@aspenroundtable.org

Sports & Society Program
Tom Farrey, Director
tomfarrey@gmail.com
In 1931, Albert Einstein published the following passage in a paper titled “The World as I See It”: “The most beautiful experience we can have is the mysterious. It is the fundamental emotion which stands at the cradle of true art and true science. Whoever does not know it and can no longer wonder, no longer marvel, is as good as dead, and his eyes are dimmed.” Einstein’s comment has enormous application to the world of business. Interpret his “mysterious” as “curious.” Then think of creative curiosity as driving one to think anew and to reject the orthodoxy that declares, “This is how we always do things.” See it as prompting systems thinking rather than bureaucratic process. When you see that in a senior executive, you are looking at the material of leadership, creativity, and serious response to a changing business universe.

From remarks delivered by Sidney Harman at the Institute’s 2004 celebration of Albert Einstein
The Aspen Institute Board of Trustees  (as of April 2011)

<table>
<thead>
<tr>
<th>Robert K. Steel, Chairman of the Board</th>
<th>Henry E. Catto, Vice Chairman</th>
</tr>
</thead>
<tbody>
<tr>
<td>Walter Isaacson, President and CEO</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Madeleine K. Albright</th>
<th>John Doerr</th>
</tr>
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<tbody>
<tr>
<td>Chairman</td>
<td>Partner</td>
</tr>
<tr>
<td>Albright Stonebridge Group</td>
<td>Kleiner Perkins Caufield &amp; Byers</td>
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<table>
<thead>
<tr>
<th>Paul F. Anderson</th>
<th>Sylvia A. Earle</th>
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<tbody>
<tr>
<td>Senior Advisor</td>
<td>Chairman</td>
</tr>
<tr>
<td>Booz Allen Hamilton Inc.</td>
<td>Deep Ocean Exploration &amp; Research</td>
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<table>
<thead>
<tr>
<th>Mercedes Bass</th>
<th>Michael D. Eisner</th>
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<tbody>
<tr>
<td>Sid R. Bass, Inc.</td>
<td>President</td>
</tr>
<tr>
<td></td>
<td>Tornante Company</td>
</tr>
<tr>
<td></td>
<td>Former Chairman and CEO</td>
</tr>
<tr>
<td></td>
<td>The Walt Disney Company</td>
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<table>
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<tr>
<th>Berl Bernhard</th>
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<tr>
<td>Partner</td>
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<tr>
<td>DLA Piper US LLP</td>
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<tr>
<th>Richard Braddock</th>
<th>Alan Fletcher</th>
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<tbody>
<tr>
<td>Chairman and CEO</td>
<td>President</td>
</tr>
<tr>
<td>Fresh Direct</td>
<td>Aspen Music Festival and School</td>
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<table>
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<tr>
<th>Beth Brooke</th>
<th>Leonhard Fischer</th>
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<tbody>
<tr>
<td>Global Vice Chair of Public Policy</td>
<td>President</td>
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<tr>
<td>Ernst &amp; Young</td>
<td>Aspen Institute</td>
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<tr>
<th>Melva Bucksbaum</th>
<th>Henrietta Holsman Fore</th>
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<tr>
<td>Martin Bucksbaum Family Foundation</td>
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<thead>
<tr>
<th>William D. Budinger</th>
<th>Ann B. Friedman</th>
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<tr>
<td>Founder, Former Chairman &amp; CEO</td>
<td>Educator</td>
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<td>Rodel, Inc.</td>
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<table>
<thead>
<tr>
<th>Stephen L. Carter</th>
<th>Stephen Friedman</th>
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<tr>
<td>Professor of Law</td>
<td>Senior Advisor</td>
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<tr>
<td>Yale University Law School</td>
<td>Stone Point Capital</td>
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<table>
<thead>
<tr>
<th>Henry E. Catto</th>
<th>Henry Louis Gates, Jr.</th>
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<tbody>
<tr>
<td>Vice Chairman</td>
<td>W.E.B. Du Bois Professor</td>
</tr>
<tr>
<td>The Aspen Institute</td>
<td>of Humanities</td>
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<tr>
<td>Former Ambassador to Great Britain;</td>
<td>Harvard University</td>
</tr>
<tr>
<td>Chairman Emeritus</td>
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<td>Atlantic Council of the United States</td>
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<table>
<thead>
<tr>
<th>James S. Crown</th>
<th>Mircea Geoana</th>
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<tbody>
<tr>
<td>President</td>
<td>President</td>
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<tr>
<td>Henry Crown and Company</td>
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<table>
<thead>
<tr>
<th>Andrea Cunningham</th>
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<tbody>
<tr>
<td>Chief Marketing Officer</td>
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<td>Rearden Commerce</td>
<td>Harvard Kennedy School;</td>
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<tr>
<td></td>
<td>Senior Political Analyst</td>
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<tr>
<th>Gerald Greenwald</th>
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<tr>
<td>Managing Partner</td>
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<tr>
<th>Patrick W. Gross</th>
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<tr>
<td>Chairman</td>
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<thead>
<tr>
<th>Arjun Gupta</th>
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<tr>
<td>Founder and Managing Partner</td>
<td>TeleSoft Partners</td>
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<thead>
<tr>
<th>Hayne Hipp</th>
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<td>Private Investor</td>
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<tr>
<th>Gerald D. Hosier</th>
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<tr>
<td>Principal</td>
<td>Law Offices of Gerald D. Hosier, Ltd.</td>
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<table>
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<tr>
<th>Ann Frasher Hudson</th>
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<tr>
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<td>Javelina Partners</td>
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<table>
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<tr>
<th>Robert J. Hurst</th>
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<tr>
<td>Managing Director</td>
<td>Crestview Advisors, LLC</td>
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<table>
<thead>
<tr>
<th>Walter Isaacson</th>
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<tbody>
<tr>
<td>President and CEO</td>
<td>The Aspen Institute</td>
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<table>
<thead>
<tr>
<th>Jean-Pierre Jouyet</th>
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<tr>
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<td>Aspen France</td>
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<table>
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<tr>
<th>Yotaro Kobayashi</th>
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<tr>
<td>Administration Office for Directors</td>
<td>Fuji Xerox Co., Ltd.</td>
</tr>
<tr>
<td>and Officers</td>
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</table>

<table>
<thead>
<tr>
<th>David H. Koch</th>
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<tr>
<td>Executive Vice President</td>
<td>Chemical Technology</td>
</tr>
<tr>
<td>Koch Industries, Inc.</td>
<td></td>
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</tbody>
</table>
The Aspen Institute Board of Trustees (continued)

Timothy K. Krauskopf
Principal
Round Lake Designs, LLC

Leonard A. Lauder
Chairman of the Board of Directors
The Estee Lauder Companies, Inc.
Chairman Emeritus
The Aspen Institute

Frederic V. Malek
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Thayer Capital Partners

James M. Manyika
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Member, Management Committee
Bridgewater Associates

Anne McNulty
Managing Partner
JBK Partners

Karlheinz Muhr
Chairman and CEO
Cenario Capital Management

Clare Muñana
President
Ancora Associates, Inc.

Jerry Murdock
Managing Director and Co-Founder
Insight Venture Partners

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Chairman
Mapleton Investments

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Chairman
Ocean Energy Company

Her Majesty Queen Noor
Humanitarian Activist; UN Expert Advisor

Jacqueline Novogratz
Founder / CEO
Acumen Fund

Olara A. Otunnu
President
LBL Foundation for Children

Elaine Pagels
Professor of Religion
Princeton University

Charles Powell
Chairman
Sagitta Asset Management Limited

Michael K. Powell
Chairman
The MK Powell Group

Roderick K. von Lipsey
Managing Director
UBS Financial Services, Inc.

Margot Pritzker
Chairperson
Zohar Education Project
Incorporative

Peter A. Reiling (Ex Officio)
Executive Vice President
Seminars and Leadership Programs
The Aspen Institute

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Co-Owner and Vice Chairman
Roll International Corporation

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Stephenson Senior Fellow on Public Policy
Hoover Institution
Former U.S. Secretary of State

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New York University

Michelle Smith
Director
Robert H. Smith Family Foundation

Javier Solana
President
Aspen Institute Spain

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Chairman of the Board, The Aspen Institute
Deputy Mayor for Economic Development, New York City

Gautam Thapar
Chairman, Aspen Institute India
Chairman and CEO, Avantha Group

Shashi Tharoor (leave of absence)
Congressman, Lok Sabha
Indian Parliament

Giulio Tremonti
Chairman
Aspen Institute Italia

Vin Weber
Managing Partner
Clark & Weinstock

Alice Young
Chair, Asia Pacific Practice
Kaye Scholer LLP
## The Aspen Institute Lifetime Trustees

### James C. Calaway, Chairman

<table>
<thead>
<tr>
<th>Name</th>
<th>Title/Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>HRH Prince Bandar bin Sultan</td>
<td>Royal Embassy of Saudi Arabia</td>
</tr>
<tr>
<td>Keith Berwick</td>
<td>Keith Berwick Chair, The Aspen Institute</td>
</tr>
<tr>
<td>John Brademas</td>
<td>President Emeritus, New York University</td>
</tr>
<tr>
<td>James C. Calaway</td>
<td>Chairman, Lifetime Trustees, The Aspen Institute</td>
</tr>
<tr>
<td>William T. Coleman, Jr.</td>
<td>O'Melvey &amp; Myers</td>
</tr>
<tr>
<td>Lester Crown</td>
<td>Chairman, Henry Crown and Company, Vice Chairman Emeritus, The Aspen Institute</td>
</tr>
<tr>
<td>Tarun Das</td>
<td>Chief Mentor, Confederation of Indian Industry (CII)</td>
</tr>
<tr>
<td>William L. Davis</td>
<td>WLD Davis Holdings, LLC</td>
</tr>
<tr>
<td>Al Dietsch</td>
<td>Chairman, Best Year Yet LLC</td>
</tr>
<tr>
<td>William H. Donaldson</td>
<td>Chairman, Donaldson Enterprises</td>
</tr>
<tr>
<td>James L. Ferguson</td>
<td>Retired Chairman, General Foods Corp.</td>
</tr>
<tr>
<td>Richard N. Gardner</td>
<td>Senior Counsel, Morgan Lewis Business and Financial Practice Group</td>
</tr>
<tr>
<td>Jacqueline Grapin</td>
<td>President, The European Institute</td>
</tr>
<tr>
<td>Irvine O. Hockaday, Jr.</td>
<td>Retired President and CEO, Hallmark Cards, Inc.</td>
</tr>
<tr>
<td>Nina Rodale Houghton</td>
<td>President, Wye Institute</td>
</tr>
<tr>
<td>Jérôme Huret</td>
<td>Aspen Institute France</td>
</tr>
<tr>
<td>William N. Joy</td>
<td>Partner, Kleiner Perkins Caufield &amp; Byers</td>
</tr>
<tr>
<td>Henry A. Kissinger</td>
<td>President, Kissinger Associates, Inc.</td>
</tr>
<tr>
<td>Ann Korologos</td>
<td>Chairman, Rand Board of Trustees, Chairman Emeritus, The Aspen Institute</td>
</tr>
<tr>
<td>Robert Malott</td>
<td>Retired Chairman and CEO, FMC Corporation</td>
</tr>
<tr>
<td>Olivier Mellerio</td>
<td>General Partner, Interfinexa</td>
</tr>
<tr>
<td>Eleanor Merrill</td>
<td>Publisher Emeritus, Washingtonian Magazine</td>
</tr>
<tr>
<td>Elinor Bunin Munroe</td>
<td>President, Elinor Bunin Productions, Inc.</td>
</tr>
<tr>
<td>Sandra Day O’Connor</td>
<td>Chancellor, The College of William &amp; Mary, Former U.S. Supreme Court Justice</td>
</tr>
<tr>
<td>Hisashi Owada</td>
<td>International Court of Justice</td>
</tr>
<tr>
<td>John J. Phelan, Jr.</td>
<td>Retired Chairman and CEO, NYSE; Chairman Emeritus, The Aspen Institute</td>
</tr>
<tr>
<td>Thomas R. Pickering</td>
<td>Vice Chairman, Hills &amp; Company</td>
</tr>
<tr>
<td>Warren B. Rudman</td>
<td>Partner, Paul Weiss, Rifkind, Wharton and Garrison</td>
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<tr>
<td>Jay Sandrich</td>
<td>Television Director</td>
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<tr>
<td>Lloyd G. Schermer</td>
<td>Retired Chairman and CEO, Lee Enterprises, Inc.</td>
</tr>
<tr>
<td>Carlo Scognamiglio</td>
<td>Honorary Chairman, Aspen Institute Italia</td>
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<tr>
<td>Albert H. Small</td>
<td>President, Southern Engineering Corp.</td>
</tr>
<tr>
<td>Andrew L. Stern</td>
<td>International President, Service Employees International Union</td>
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<tr>
<td>Solomon D. Trujillo</td>
<td>President and Chairman of the Board, The Limited, Inc.</td>
</tr>
<tr>
<td>Paul A. Volcker</td>
<td>Federal Reserve System (retired)</td>
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<tr>
<td>Leslie H. Wexner</td>
<td>President and Chairman of the Board, The Limited, Inc.</td>
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<tr>
<td>Frederick B. Whitemore</td>
<td>Advisory Director, Morgan Stanley &amp; Co., Inc.</td>
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### STATEMENT OF FINANCIAL POSITION
December 31, 2010
(With Summarized Financial Information as of December 31, 2009)

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<tr>
<th>ASSETS</th>
<th>2010</th>
<th>2009</th>
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<td>Cash and cash equivalents</td>
<td>$6,975,288</td>
<td>$4,935,128</td>
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<td>Investments</td>
<td>76,095,101</td>
<td>71,194,645</td>
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<td>Investments held for deferred compensation</td>
<td>1,647,025</td>
<td>1,215,093</td>
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<tr>
<td>Accounts receivable, net</td>
<td>1,131,985</td>
<td>1,288,267</td>
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<td>Grants and contributions receivable, net</td>
<td>24,701,726</td>
<td>29,616,462</td>
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<td>Prepaid expenses</td>
<td>489,754</td>
<td>510,267</td>
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<td>Inventory</td>
<td>97,936</td>
<td>96,834</td>
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<td>Property and equipment, net</td>
<td>59,366,458</td>
<td>55,087,651</td>
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<td>Security deposits</td>
<td>169,542</td>
<td>145,182</td>
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<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td><strong>$170,674,815</strong></td>
<td><strong>$164,089,518</strong></td>
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<th>LIABILITIES AND NET ASSETS</th>
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<td>Liabilities</td>
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<td>Accounts payable and accrued expenses</td>
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<td>Customer deposits</td>
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<td>Capital lease obligations</td>
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<td>Deferred compensation</td>
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<td><strong>10,377,863</strong></td>
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Net Assets:

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<td>25,384,938</td>
<td>23,718,951</td>
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<td><strong>TOTAL NET ASSETS</strong></td>
<td><strong>160,296,952</strong></td>
<td><strong>152,052,272</strong></td>
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<td><strong>TOTAL LIABILITIES AND NET ASSETS</strong></td>
<td><strong>$170,674,815</strong></td>
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</tbody>
</table>
## OPERATING REVENUE AND SUPPORT:

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Unrestricted</td>
<td>Temporarily Restricted</td>
</tr>
<tr>
<td><strong>Project grants</strong></td>
<td>$ 177,398</td>
<td>$27,889,493</td>
</tr>
<tr>
<td><strong>Contributions</strong></td>
<td>9,286,433</td>
<td>10,864,128</td>
</tr>
<tr>
<td><strong>Investment income</strong></td>
<td>2010</td>
<td>2009</td>
</tr>
<tr>
<td>Appropriated for operations</td>
<td>948,189</td>
<td>1,486,725</td>
</tr>
<tr>
<td><strong>Conference and facility fees</strong></td>
<td>8,504,279</td>
<td>-</td>
</tr>
<tr>
<td><strong>Contract revenue</strong></td>
<td>4,687,683</td>
<td>-</td>
</tr>
<tr>
<td><strong>Seminar fees</strong></td>
<td>5,454,695</td>
<td>-</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td>202,357</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net assets released from restrictions:</strong></td>
<td>21,807,812</td>
<td>(21,807,812)</td>
</tr>
<tr>
<td>Satisfaction of time restrictions</td>
<td>26,121,959</td>
<td>(26,121,959)</td>
</tr>
<tr>
<td><strong>Total Operating Revenue and Support</strong></td>
<td>77,603,376</td>
<td>(7,689,425)</td>
</tr>
</tbody>
</table>

## EXPENSES:

### Program Services:

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policy programs</td>
<td>28,819,276</td>
<td>-</td>
</tr>
<tr>
<td>Campus activities</td>
<td>13,409,777</td>
<td>-</td>
</tr>
<tr>
<td>Public programs</td>
<td>4,430,973</td>
<td>-</td>
</tr>
<tr>
<td>Global leadership network</td>
<td>2,862,859</td>
<td>-</td>
</tr>
<tr>
<td>Seminars</td>
<td>1,403,976</td>
<td>-</td>
</tr>
<tr>
<td>Other restricted programs</td>
<td>900,375</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Program Services</strong></td>
<td>51,827,236</td>
<td>-</td>
</tr>
</tbody>
</table>

### Supporting Services:

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>General and administration</td>
<td>12,816,092</td>
<td>-</td>
</tr>
<tr>
<td>Fundraising and development</td>
<td>2,099,874</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Supporting Services</strong></td>
<td>14,915,966</td>
<td>-</td>
</tr>
</tbody>
</table>

**Total Expenses** 66,743,202  -  -  66,743,202  65,412,073

## CHANGE IN NET ASSETS FROM OPERATIONS

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Investment income in excess of earnings appropriated for operations</strong></td>
<td>2,376,434</td>
<td>1,031,510</td>
</tr>
<tr>
<td><strong>Change in Net Assets</strong></td>
<td>13,236,608</td>
<td>(6,657,915)</td>
</tr>
</tbody>
</table>

## NET ASSETS,

**BEGINNING OF YEAR** 72,607,975  55,725,346  23,718,951  152,052,272  141,311,482

**END OF YEAR** $85,844,583  $49,067,431  $25,384,938  $160,296,952  $152,052,272
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($50,000 and above)

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A. Huda and Samia Farouki

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($25,000)

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Stefan Edlis and Gael Neeson
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John and Alicia Goldsmith
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Walter and Cathy Isaacson
Michael Klein and Joan Fabry
Toby Devan Lewis
Dr. and Mrs. Vijay Mallya
Michael Mendenhall
Scott D. Miller
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Anne and Chris Reyes
Rob and Melani Walton
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($10,000)

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Gustavo Cisneros and Patricia Phelps de Cisneros
Sara Fraser Crisman
Marshall and Jane Crouch
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Lawrence and Suzanne DeGeorge
Claiborne and Elaine Deming
Gloria Story Dittus
Thelma Duggin
Richard and Gail Elder
Gail and Alfred Engelberg
Ted and Bess Enloe
Judy Estrin
The Honorable and Mrs. Melvyn J. Estrin
Shannon and Richard Fairbanks
Alan and Dafna Fleischmann
Rosemarie Forsythe
Jim and Karen Frank
Jessica and John Fullerton
Barbara and Gerald D. Hines
Woody and Gayle Hunt
Alireza Ittihadieh
Robert and Marjorie Kargman
Michael and Elizabeth Kasser
Joel and Robin Kassimir
Suzie Katz Snyder
Lawrence and Anneliese Ladin
Laura and Gary Lauder
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Renée Schatz
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Jacquelin Sewell and Carl Sewell III
Neil and Jacqueline Shear
Muriel Siebert
The Simms/Mann Family Foundation - Victoria and Ronald Simms
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Adam Trombly and Nancy Oliphant
Charles and Nancy Wall
Sam and Tiffie Walton
Judy and Fred Wilpon
Randy and Mandy Gray
Beau and Heather Wrigley
Cheryl and Sam Wyly
Dee and Charles Wyly
Barbara and David Zalaznick
Mortimer B. Zuckerman

Aspen Leaf Society
($5,000)

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Zoë Baird Budinger
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CASERVE Foundation
Claudia and Bill Coleman
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Susan Crown and William Kunkler
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David and Holly Dreman
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Gordon and Llura Gund
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Judy Ley Allen
Carolyn Alper
Patricia Alper-Cohn
Paul and Tanya Alston
Judi and Alan Altman
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Wendy Aresty
Becky Ayres
Brad Bachmann and Michelle Stern
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Allison and John Beadles
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Chuck Bellock
Norman Belmonte
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Leo and Judy Zickler
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Pamela Zuker
Paula Zurcher

*Deceased
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Robin F. and James D. Carreker
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Mary Eshbaugh and Jim Hayes  
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The lifeblood of the Aspen Institute continues to be the leaders who come into our programs. Starting with the Executive Seminar in the 1950s and continuing with the Henry Crown Fellowship Program and all leadership programs, the Institute has engaged entrepreneurs, elected officials, nonprofit leaders, and others in examining what it takes to lead a life that is good, useful, worthy, and meaningful.

In 2010, the Aspen Institute was pleased to award over $1 million in scholarship support to 400 scholars from 30 countries. Across our programs we aim to achieve a balance of gender, ethnicities, nationalities, political affiliations, and professions, convening leaders who will, in turn, extend the reach and resonance of civility in an increasingly complex world.

The Institute gratefully acknowledges the donors who made gifts and pledges in support of scholarships in 2010, as well as those whose generosity in prior years created funds that can be tapped for future needs and opportunities.

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