

PLUS: HIGHLIGHTS OF THE SEASON AND WHAT'S COMING UP AT THE INSTITUTE



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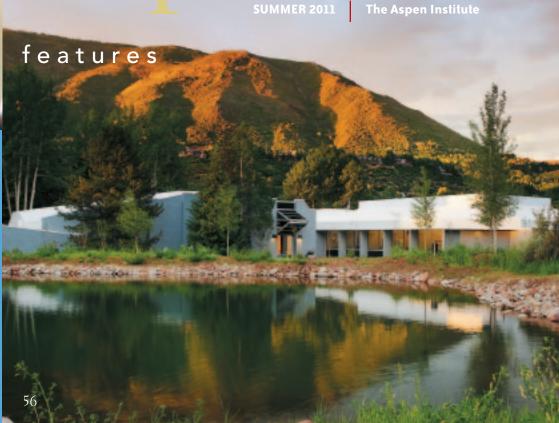
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On the Cover: The Paepcke Building photo by Michael Brands; Insets, left to right: Madeleine Albright and James Baker photos by Donovan Marks; Wynton Marsalis photo by Boo Nguyen; Arne Duncan photo by Daniel Bayer; Colin Powell photo by Donovan Marks; Bob McDonnell photo by Steve Johnson; Melody Barnes photo by Daniel Bayer.

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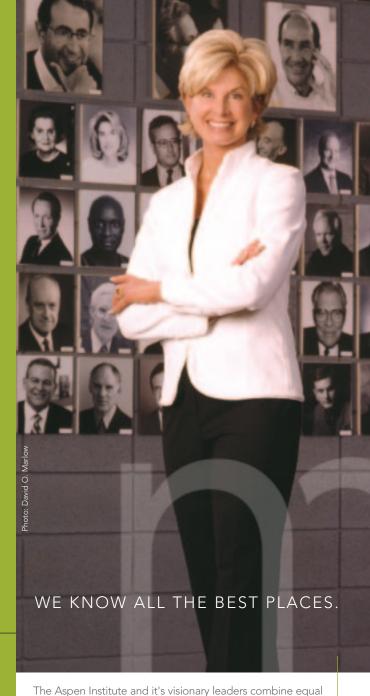
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- Carol Hood



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Flow Will You Shape the Future? MAJA DUBRUL JEWELRY

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contributors

DICK CLARK is an outgoing senior fellow and vice president of the Institute. He founded the Institute's Congressional Program in 1983. Clark, a former US senator, wrote about the role of bipartisan discourse on page 72.



MICKEY EDWARDS is an Institute vice president and director of the Institute's

Rodel Fellowships in Public Leadership. He is also a lecturer at Princeton University's Woodrow Wilson School of Public and International Affairs and was a Republican member of Congress from Oklahoma for 16 years. Edwards wrote about the state of civility in today's political discourse on page 76.

GARY HUGGINS is the director of the Institute's Commission on No Child Left Behind. Previously, he served as executive director of the Education Leaders Council and the Education Leaders Action Council, organizations focused on improving K-12 education. He wrote about the Commission's latest work on page 62.



JUDITH SAMUELSON is the founder and executive director of the Institute's Business and Society Program, dedicated to developing leaders for a sustainable global society. She wrote about the Institute's Beyond Grey Pinstripes MBA-education program on page 66.

JOSH WYNER is the executive director of the Institute's College Excellence Program, which administers the Aspen Prize for Community College Excellence. The first Aspen Prize will be awarded in late 2011. Wyner's article about the Prize is on page 64.



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*On Leave of Absence

Alice Young



WHAT IS THE ASPEN INSTITUTE?

The Aspen Institute 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 Aspen 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.
- Leadership programs around the globe that bring a selected class of proven leaders together for an intense multi-year 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 by the Wye River on Maryland's Eastern Shore; it also has an international network of partners.

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SEMINARS

The Aspen Seminar

For almost 60 years, the Aspen Seminar on Leadership, Values, and the Good Society has challenged leaders in every field to think more critically and deeply about their impact on the world. A premier leadership and professional-development roundtable, the Aspen Seminar is a unique opportunity to step away from the demands of the present and to reflect on the concept of a good and just society—with 20 others in a moderated, text-based, Socratic dialogue. The sublime settings of Aspen, Colorado, and Maryland's Eastern Shore are ideal for rejuvenating body, mind, and spirit. "The Aspen Seminar is the best whetstone out there," says Reed Hastings, founder and CEO of Netflix. To learn more, visit www.aspeninstitute.org/ aspenseminar.

Justice and Society

This seminar brings together individuals from diverse 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 US judges to international human rights and humanitarian laws. The annual Justice and Society Seminar, co-founded by former Supreme Court Justice Harry A. Blackmun, is held in Aspen and led by preeminent judges and law professors. For more information, visit

www.aspeninstitute.org/jss.

The Socrates Program

The Socrates Program provides a forum for emerging leaders (ages approximately 28-45) from a wide range of professions to explore contemporary issues through expert-moderated roundtable dialogue. Socrates also provides an introduction into a diverse professional network and into the broader range of the Institute's programs. Socrates events include weekend-long seminars in Aspen



and at Wve River: dav-long seminars in major US cities; and will soon add international seminars. Recent topics include bioethics, the impact of the global financial crisis, technology and privacy, China and America, energy security, Afghanistan and Pakistan, globalization, Islam and democracy, sports and society, health care reform, and green investing. Visit www.aspeninstitute.org/ socrates.

Philanthropy Seminar

The Philanthropy Seminar is a collaboration with the Global Philanthropy Forum and is open to principals of family foundations, individual philanthropists and CEOs of private and corporate

foundations seeking a meaningful and substantive exploration of philanthropic values and wishing to share practical strategies that generate positive, lasting impacts both domestically and around the world. Because of the highly participatory nature of this seminar, the program is closed to auditors and is open only to those who can make the three-day commitment. For more information, including speakers, agenda, and registration materials, visit www.aspen institute.org/psi.

Racial Equity and Society

The Racial Equity and Society Seminars provide an opportunity for participants to immerse themselves in readings, study,

and dialogue on issues of race, ethnicity, and equity in the United States. Participants explore a range of issues, including historical and contemporary dynamics of structural racism, ideological and political debates regarding race-related issues, the ways public policies and social processes promote or limit racial equity, and social and cultural influences on popular perceptions of race and ethnicity.

Wye Faculty Programs

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 liberal arts education, citizenship, and the global polity.

Custom Seminars

Custom seminars enable organizations and companies to develop one- to multi-day seminars relevant to their day-to-day operations. This program has grown to include many of the world's leading corporations.

HOW TO SIGN UP

For more information or to register for a seminar, contact Charlene Costello at (410) 820-5374 or visit www.aspeninstitute.org/ seminars. Limited financial assistance is available for most seminars.

2011 SEMINAR SCHEDULE

The Aspen Seminar*

*By invitation/nomination only. Visit www.aspeninstitute. org/aspenseminar to learn more or contact Todd Breyfogle at todd.breyfogle@aspeninstitute.org.

May 21-27, 2011, Aspen, CO August 13-19, 2011, Aspen, CO August 20-26, 2011, Aspen, CO September 17-23, 2011, Aspen, CO October 1-7, 2011, Wye River, MD

Topical Seminars

Socrates Program

June 24-27, 2011, Summer Seminars, Aspen, CO October 28-30, 2011, Senate Socrates, Wye, MD November 18-19, 2011, Salon, New York, NY

Justice and Society Seminar

July 10-16, 2011, and July 31-August 6, 2011, Summer Seminars, Aspen, CO

SUMMER 2011 THE ASPEN IDEA

AspenInstitutefacts .

POLICY PROGRAMS



ADVOCACY PLANNING AND **EVALUATION PROGRAM**

helps partners and clients plan, evaluate, and learn from efforts to shape public policy. APEP works with foundations and NGOs in the US, Europe, and Africa on issues as diverse as obesity, human trafficking, and family planning. www.aspeninstitute.org/apep

AGENT ORANGE IN VIETNAM

PROGRAM promotes dialogue within the US policy community and between the United States and Vietnam on solutions to the continuing impact of the wartime use of herbicides.

www.aspeninstitute.org/ agentorangeprogram

ASCEND, the Family Economic Security Program, is a hub for ideas and strategies that move parents, especially women and their children, beyond poverty. Ascend focuses on engagement, education, and economics to build a network of leaders and to increase families' economic security and education.

www.aspeninstitute.org/ascend

ASPEN NETWORK OF DEVELOPMENT ENTREPRENEURS is a global network committed to creating market-based solutions to global poverty. Members provide financing and business support to small and growing businesses that create significant economic, environmental, and social impacts in developing countries. www.aspeninstitute.org/ande

ASPEN PRIZE FOR COMMUNITY **COLLEGE EXCELLENCE** is an

annual award for the nation's best community colleges. The program recognizes institutions that have exceptional levels of student achievement—both on campus and after graduation - and disseminates information about the most successful schools.

www.aspenprize.org

ASPEN STRATEGY GROUP uses

a bipartisan lens to identify and examine the most contentious foreign policy and national security concerns facing the United States and to assess America's evolving strategic interests.

www.aspeninstitute.org/asg

BUSINESS AND SOCIETY

PROGRAM is dedicated to developing leaders for a sustainable global society. Through dialogue and education, the Program challenges business leaders to link financial success with social and

Each program has a different policy area at its core, but all strive to promote dialogue and informed leadership.

environmental innovation. www.aspeninstitute.org/bsp

CENTER FOR NATIVE

AMERICAN YOUTH, founded by former US Senator Byron Dorgan, is dedicated to improving the well-being of Native American youth, by raising awareness and increasing dialogue about the challenges they face. www.aspeninstitute.org/cnay

CHANGE AND PROSPERITY: THE PROGRAM ON THE WORLD

ECONOMY promotes dialogue among leaders in business, finance, government, academia, and the media from industrialized and developing nations to generate new approaches to major economic challenges.

www.aspeninstitute.org/pwe

COMMISSION ON NO CHILD

LEFT BEHIND is designed to inform the anticipated reauthorization of this landmark legislation by holding hearings, conducting and distilling research, and developing recommendations to improve its effectiveness.

www.nclbcommission.org

COMMISSION TO REFORM THE FEDERAL APPOINTMENTS

PROCESS is a bipartisan commission formed to review federal government vetting procedures and to provide recommendations to the Senate and White House. www.aspeninstitute.org/federal appointments

COMMUNICATIONS AND SOCIETY PROGRAM promotes

dialogue and innovation in communications policy. It convenes leaders to assess the impact of digital and network technologies and develops new models for communications policy.

www.aspeninstitute.org/c&s

COMMUNITY STRATEGIES

GROUP designs and manages action-inducing peer-learning among community-based leaders and policymakers to advance local economic development, civic capacity, family livelihoods, and the development of philanthropic resources.

www.aspeninstitute.org/csg

CONGRESSIONAL PROGRAM

offers nonpartisan educational programs designed to foster leadership on public policy issues among members of Congress.

www.aspeninstitute.org/ congressional

COUNCIL OF WOMEN WORLD

LEADERS mobilizes women leaders globally for collective action on issues critical to women. The Council promotes good governance and gender equality, increasing the number, effectiveness, and visibility of women who lead at the highest levels.

www.womenworldleaders.org www.aspeninstitute.org/cwwl

ECONOMIC OPPORTUNITIES

PROGRAM supports practices that make economic opportunity accessible to those who are struggling, and houses Skills for America's Future, which builds partnerships between community colleges and employers to address unemployment and skill-building. www.aspeninstitute.org/eop www.skillsforamericasfuture.org

EDUCATION AND SOCIETY

PROGRAM manages networks of urban school-district executives and senior congressional staff that help local, state, and national education leaders to improve the education and life chances of poor and minority students, and works with school systems to accomplish these goals.

www.aspeninstitute.org/ education

ENERGY AND ENVIRONMENT

PROGRAM brings together leaders in business, government, educational, research, and environmental organizations to seek creative solutions to domestic and international policy issues involving energy and the environment. www.aspeninstitute.org/ee

GLOBAL HEALTH AND

DEVELOPMENT promotes

solutions for global health and poverty by educating political leaders, putting global attention on country-level best practices, developing new evidence, providing forums for debate, and implementing innovative strategies with large-scale impacts.

www.aspeninstitute.org/ghd

GLOBAL INITIATIVE ON CULTURE AND SOCIETY seeks

to build a platform for reflection. network-building, policy formulation, leadership development, and resource mobilization in arts, culture, and socioeconomic development.

www.aspeninstitute.org/ cultureandsociety

HEALTH, BIOMEDICAL SCIENCE, AND SOCIETY INITIATIVE exam-

ines domestic and international policy issues related to health. medicine, nutrition, and biotechnology through a combination of roundtable discussions, speaker series, and public forums.

www.aspeninstitute.org/health

HOMELAND SECURITY

PROGRAM examines issues relating to US security, assesses progress made by the Department of Homeland Security, and develops recommendations to make Americans safer.

www.aspeninstitute.org/ security

INITIATIVE ON FINANCIAL

SECURITY convenes a leadership group from the financial-services industry to explore financial products that create lifelong assetbuilding opportunities for the tens of millions of working Americans who currently lack access to tax-advantaged or employersubsidized savings vehicles.

www.aspeninstitute.org/ifs

JUSTICE AND SOCIETY

PROGRAM Through public programs, summer seminars, and roundtable discussions, the Justice and Society Program focuses on issues that crosscut law and public policy. Judicial seminars introduce US judges to international human rights and humanitarian laws.

www.aspeninstitute.org/justice

MARKET-BUILDING INITIATIVE

generates dialogue, frameworks, and active engagement for countries building market economies after conflict and instability. The Initiative aims to create value chains and underpin the credible institutions that allow citizens to participate in the benefits of a globalizing world.

www.aspeninstitute.org/mbi

MIDDLE EAST PROGRAMS

take a comprehensive approach toward the Middle East with a portfolio of projects that work with American, Middle Eastern, and Muslim business and political leaders dedicated to a peaceful resolution to all Middle East conflicts and to partnerships between America and the Muslim world.

www.aspeninstitute.org/ mideast

PROGRAM ON PHILANTHROPY AND SOCIAL INNOVATION

employs leadership development initiatives, convenings, and communications efforts to strengthen and inform philanthropy, the nonprofit sector, and social enterprise so that each can contribute to the good society, domestically and internationally.

www.aspeninstitute.org/psi

ROUNDTABLE ON COMMUNITY

CHANGE distills lessons about how to revitalize distressed urban and rural communities, and helps policymakers, funders, and practitioners develop effective strategies for promoting vibrant communities, child and family success, and social and racial justice.

www.aspeninstitute.org/rcc

SPORTS AND SOCIETY convenes

leaders, fosters dialogue, and inspires solutions that help sport serve the public interest. The program covers a range of topics and focuses on the development of active children and communities. www.sportsandsociety.org

PUBLIC PROGRAMS

Aspen Ideas Festival

This annual weeklong, largescale public event—co-hosted by The Atlantic—will take place June 27–July 3. Visit www. aifestival.org or call Deborah Murphy at (970) 544-7955.

The Washington Ideas Forum

Presented in partnership with The Atlantic and the Newseum, this Washington, DC-based event will feature leading figures in public policy October 4-6, 2011. Contact Christine Gasparich at christine.gasparich@ aspeninstitute.org or at (202) 736-2913.

Aspen Programs

The Institute offers residents of Aspen and surrounding communities a variety of programs throughout the year, including lectures, discussions, films, and more. Contact Cristal Logan at cristal.logan@aspeninstitute.org.

New York Programs

The Institute hosts a variety of programs in New York City, from book talks and discussions to symposia and benefits. Contact Christine Gasparich at christine. gasparich@aspeninstitute.org or at (202) 736-2913; visit www.aspen institute.org/newyork.

Aspen Environment Forum

The 2011 Aspen Environment Forum, co-hosted by National Geographic, will take place in Aspen May 30-June 2, 2011.

For more information, visit www.aspenenvironment.org.

Cultural Diplomacy Forum

Each fall, the Institute examines the relationship between arts, culture, and politics. The next Forum takes place October 16-18, 2011, in Tokyo, Japan. www.aspencdf.org.

Aspen Security Forum

The Aspen Security Forum will convene leaders in government, industry, media, think tanks, and academia from July 27 to July 30, 2011. For more information, visit www.aspensecurityforum.org.

Aspen Writers' Foundation

The Aspen Writers' Foundation encourages writers and readers through a broad repertoire of programs.

www.aspenwriters.org

DC Programs

From September through June, the Institute's DC headquarters hosts the Alma and Joseph Gildenhorn Book Series and the Washington Ideas Roundtable Series, which is made possible with support from Michelle Smith and the Robert H. Smith Family Foundation. Contact Jeffrey Harris at jeffrey.harris@ aspeninstitute.org.

Program in the Arts

Includes the Harman-Eisner Artist-in-Residence program plus public convenings on issues in the arts in America.



SUMMER 2011 THE ASPEN IDEA

LEADERSHIP PROGRAMS

Since 1997, the Institute has built a series of programs for accomplished leaders in the United States and abroad—from South Carolina to South Africa. The Aspen Global Leadership Network, inspired by the Henry Crown Fellowship Program, has a goal of developing a new generation of civically engaged men and women by encouraging them to move "from success to significance." Each Aspen Global Leadership Network program selects an annual class of approximately 20 proven leaders ages 30–45 and convenes them four times over the course of two years for a series of intensive leadership seminars. Each Fellow is also required to design and carry out a high-impact leadership project. Today, the Network numbers more than 1,300 Fellows from 43 countries and 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

The Aspen Institute-Rodel Fellowships in Public Leadership

American elected leaders. www.aspeninstitute.org/rodel

Aspen Institute/NewSchools Fellows: Entrepreneurial Leaders for

Public Education
www.aspeninstitute.org/
newschoolsfellows

The Central America Leadership Initiative (CALI)

www.aspeninstitute.org/cali

The Liberty Fellowship

South Carolina www.aspeninstitute.org/liberty

The Henry Crown Fellowship Program

The flagship leadership program. www.aspeninstitute.org/crown

The Catto Fellowship Program

Leaders in the environment. www.aspeninstitute.org/catto

The Africa Leadership Initiative (ALI)/ West Africa

Ghana and Nigeria www.aspeninstitute.org/ali

Nigeria Leadership Initiative-Senior Fellows Program

www.aspeninstitute.org/nli

The Africa Leadership Initiative (ALI)/ South Africa

www.aspeninstitute.org/ali

The Africa Leadership Initiative (ALI)/ East Africa

Tanzania, Uganda, Rwanda, and Kenya www.aspeninstitute.org/ali

The Africa Leadership Initiative (ALI)/ Mozambique

www.aspeninstitute.org/ali

The Middle East Leadership Initiative (MELI)

www.aspeninstitute.org/meli

The India Leadership Initiative (ILI) www.aspeninstitute.org/ili

Other Programs First Movers Fellowship of the Business and Society Program www.aspeninstitute.org/firstmovers



If 9 fully loaded jumbo jets crashed every year, something would be done about it.



EVERY YEAR, MORE THAN 4,000 TEENS DIE IN CAR CRASHES.



When even one plane crashes, the story is in the headlines for weeks. But the equivalent of 9 planes full of teens dying every year is barely a blip on the national radar. You can help change that by supporting the STANDUP Act (S. 528).

WHAT IS THE STANDUP ACT?

The STANDUP Act creates a national Graduated Driver Licensing (GDL) law that limits nighttime driving, reduces in-car distractions, puts a cap on the number of friends in the car and increases the required hours of training and supervision. When states have implemented comprehensive GDL programs, the number of fatal crashes among 16-year-old drivers has fallen by almost 40%.

Make a difference by joining Save11, a movement dedicated to eliminating the 11 needless teen driver fatalities a day. Show your support by visiting facebook.com/Save11 where you can email your congressmen and ask them to support the STANDUP Act.

Every day the STANDUP Act is not passed, 22 more parents will have to face the unthinkable.

Please, support the STANDUP Act today.

It's time to make the world a safer place to drive. That's Allstate's Stand.





from the president

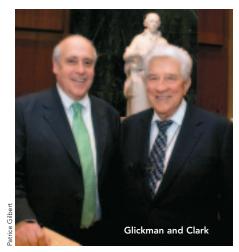
A Place to Find Common Cause

ormer Senator and Congressional Program head Dick Clark is departing the Institute after more than 30 years. Throughout this time, Dick has been an unwavering beacon of reason and temperance in a town more often characterized by spin and hyperbole. The aim of the Congressional Program is to offer Senate and House leaders indepth seminars and study groups on complex topics and to provide a space for nonpartisan and civil discussion. Those opportunities are needed now more than ever as the nation sits ready

to retreat to its red-state/blue-state polarities at the slightest provocation. (You can read Dick Clark's thoughts about civility in politics on page 72.)

The Congressional Program transcends familiar comfort zones and challenges politicians to do the really hard work of finding common ground. Under Dick's leadership, the Congressional Program has had remarkable successes. The Program's US-South Africa sessions, which brought Nelson Mandela and F.W. de Klerk together with other South African and American decision-makers, played a key role in helping to dismantle apartheid by bridging the divide between political rivals and opening the door to negotiations. In 1992, Democratic Senator Sam Nunn and Republican Senator Richard Lugar came together under the auspices of the Congressional Program and hammered out the intellectual underpinnings of what would become the Nunn-Lugar Cooperative Threat Reduction Act—arguably the most significant nuclear-nonproliferation legislation of our time. And, in 2001, Republican John Boehner, then chairman of the House education committee, and George Miller, the committee's ranking Democrat, joined the Congressional Program to discuss education. This effort ultimately led to the bipartisan No Child Left Behind Act. These achievements are enough to restore your faith in politics.

Luckily, Dick is leaving the Congressional Program in good hands. I am thrilled that my friend Dan Glickman will be taking over the Program. Dan served nearly two decades in Congress, becoming a devoted advocate of non-polarization and nonpartisanship. Dan will expand on Dick's legacy at



seminars on contemporary topics and by encouraging more members to participate (read more about Dan Glickman on page 75.) Dan will also have a partner at the Institute in Mickey Edwards, director of the Institute's Rodel Fellowships in Public Leadership—a complementary initiative that brings together the country's most promising young political leaders at the start of their careers for dialogues about our common democratic values. (Mickey Edwards, himself a former congressman from Oklahoma, writes about the state of political discourse in the country today on

the Congressional Program with new

page 76.)

Finding common ground on difficult issues is a theme that echoes across the Institute. This year, the Elementary and Secondary Education Act faces reauthorization, and our Commission on No Child Left Behind, chaired by Republican Tommy Thompson and Democrat Roy Barnes, has taken the lead in urging meaningful updates to this landmark legislation. The Commission has also turned its attention to creative ways of reforming US education (Commission head Gary Huggins writes about the Institute's Education Innovation Forum and Expo as part of a larger feature on education programming at the Institute on page 62). The Aspen Strategy Group—chaired by Brent Scowcoft and Joseph Nye—has tackled everything from post-Cold War arms control to post-9/11 terrorist threats. And the Commission to Reform the Federal Appointments Process—co-chaired by former Republican Senator Bill Frist, former Democratic Senator Chuck Robb, and former White House officials Mack McLarty and Clay Johnson—is hard at work trying to untangle the obstacles to government service so that Washington can run efficiently.

Vigorous and partisan debate is useful. But it's also useful to have a place where thinking can be done in a civil way based on the values we all share.

Walter Isaacson President and CEO

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The World Economic Forum is an independent international organization committed to improving the state of the world by engaging business, political, academic and other leaders of society to shape global, regional and industry agendas.

Incorporated as a not-for-profit foundation in 1971 and headquartered in Geneva, Switzerland, the Forum is tied to no political, partisan or national interests.

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We expect you to exhibit demonstrated leadership capabilities, excellence in a particular field or discipline and proven interest in global affairs. You possess a broad intellectual background with a Master's degree in science, engineering, economics, business, public policy or public administration. You have solid professional experience. You are fluent in English and at least one other language.

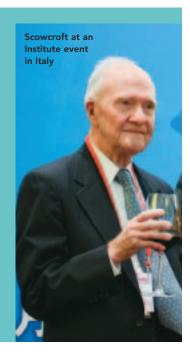
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WHAT'S NEW AND WHAT'S NEWS AT THE INSTITUTE

Summer Dinner to Honor Brent Scowcroft...

On August 6, the Institute will host its 18th Annual Summer Celebration. This year, we are honoring General Brent Scowcroft, cochair of the Aspen Strategy Group and national security advisor to both President Gerald Ford and President George H. W. Bush. A public forum featuring Scowcroft in conversation with Walter Isaacson will be followed by a reception and benefit dinner where Scowcroft will receive the Institute's Public Service Award. Tickets for the conversation and the dinner are available at www.aspeninstitute.org/summercelebration.



. . . Fall Dinner to Honor Joel Klein



On November 3, 2011, the Institute will host its 28th Annual Awards Dinner at The Plaza Hotel in New York City. This year's event will honor Joel Klein, former chancellor of the New York City Department of Education, with additional honorees to be announced. The Institute is especially grateful for the renewed commitment of dinner chairs Mercedes and Sid Bass. Additional information, including ticket pricing and registration, will be posted online (www.aspeninstitute.org/annualdinner) in the coming months.



BEYOND GRIDLOCK

The Institute joined forces with the Bipartisan Policy Center on April 20 to host the first in a roundtable series dedicated to "Conversation on Civility: Making Our Democracy Work." Delaware Governor Jack Markell, Trey Grayson, director of the Institute of Politics at the John F. Kennedy School of Government at Harvard University, and Cokie Roberts of NPR and ABC News discussed how to make government work with the Institute's Mickey Edwards, director of the Rodel Fellowships in Public Leadership. Among the participants were Rep. Connie Morella (R-MD), former Sen. John Warner (R-VA), and former Sen. Bob Bennett (R-UT). To watch video of this event, visit www. aspeninstitute.org/video.

ASCEND TAKES OFF IN WASHINGTON

Ascend, the Family Economic Security Program—a new policy program at the Institute—celebrated its launch in March with a dinner in Washington convening philanthropists, policymakers, innovators, and media—including **Wes Moore**, author of *The Other Wes Moore*, and **Hilary Pennington** of the Bill & Melinda Gates Foundation. Ascend will use a two-generation approach—parents and children—to move families out of poverty. "We need to ensure that vulnerable parents and kids are visible," said Executive Director **Anne Mosle**. To learn more, visit **www.aspeninstitute.org/ascend**.





Game On

The Institute's new Sports and Society Program held its inaugural meeting on May 13. The event featured conversations about the role of sports organizations in defeating childhood obesity, how video friendly environments, and the challenges of developing a national sport-development model. ESPN correspondent **Tom Farrey** heads up the new initiative, which will focus on inspiring active children and communities, with a goal of trying to get, and keep, more kids involved in healthy sports throughout their teenage years and beyond—key to confronting the nation's obesity epidemic. The initiative will be the first of its kind to bring together high-level leaders from across the disjointed those from policy. To learn more visit www.sportsand society.org.

ASPEN LAUNCHES NATIVE AMERICAN INITIATIVE

On February 28, the Institute launched the Center for Native American Youth with a discussion about the challenges facing Native youth, followed by a reception at the Smithsonian National Museum of the American Indian. "Our country has a responsibility to keep its promises to the first Americans," said former US Senator Byron Dorgan, who founded the Center, to a crowd that included tribal

leaders. Indian advocates, and policy experts. "Let's begin by reaching out to Native youth who face real challenges." The new policy program is dedicated to improving the health, safety, and well-being of Native young people, with an emphasis on suicide prevention. The Center will hold a series of roundtables and summits in Indian Country this year. To learn more, visit www.aspen institute.org/cnay.



Aspen Trialogue Launches in Italy

In December, the Aspen Strategy Group—a bipartisan forum of leaders who tackle critical security challenges—co-hosted the inaugural Europe-China-US "Trialogue" along with Aspen Italia and the Central Party School of China. Participants included Strategy Group Co-Chairs Brent Scowcroft and Joseph Nye, Group Director Nicholas Burns, former US Trade Representative Susan C. Schwab, New York Times columnist Nicholas Kristof, Italy's Minister of Economy and Finance Giulio Tremonti, Oxford University Chancellor Christopher Patten, and Central Party School Executive Vice President Li Jingtian. The delegations discussed global gov-



ernance, energy, climate change, the economic crisis, and security threats. The Trialogue will meet again in Italy this fall. Meanwhile, this spring, the Strategy Group published American Interests in South Asia, which explores the national-security challenges posed by Afghanistan, Pakistan, and India. To learn more, visit www.aspen institute.org/asg.

SUMMER 2011 THE ASPEN IDEA

Forum Confronts Population Boom

The 2011 Aspen Environment Forum, presented by the Institute's Energy and Environment Program in partnership with National Geographic on May 30-June 2, will examine a significant global



milestone: a world population of seven billion. How can we reconcile Earth's finite resources with its ability to sustain our expanding human needs? This year's speakers include Senator Jeff Bingaman; Josh Dorfman, host of "The Lazy Environmentalist" on the Sundance Channel; Bill McKibben, author of Eaarth; M.A. Sanjayan, lead scientist at the Nature Conservancy; and Laurie Mazur, director of the Population Justice Project; among others. To learn more, visit www.aspenenvironment.org.

EXPLORATION

"The time that I've spent in the Arctic has greatly enriched my appreciation of the Arctic's abundant natural resources," said National Oceanic and Atmospheric Administration head Jane Lubchenco, also a former commissioner on the Insti-



tute's Energy and Environment Program's Aspen Dialogue and Commission on Arctic Climate Change, at a roundtable in March. "And everyone recognizes that the Arctic is changing dramatically." The event marked the release of the Commission's final report, "The Shared Future," which presents the Commission's recommendations on protecting this dramatic landscape from the ongoing effects of global climate change. To read the report or to learn more, visit www.aspeninstitute.org/arcticcommission.

Investment Fraud Recovery

"Were you 'Madoff'd' and don't even know it yet?" "Was it really just an investment gone bad?"

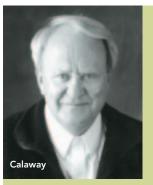
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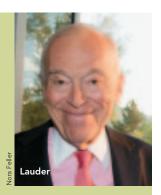
Ten Years Post-9/11

As we approach the tenth anniversary of 9/11, the threat of another terrorist attack still looms, from both foreign and domestic sources. July 27-30, the 2011 Aspen Security Forum will tackle immediate questions of national security: Is the government doing everything to prevent another attack? How can we minimize the impact of an attack and recover quickly? The Institute's Homeland Security Program, in partnership with The New York Times, will bring together leaders such as Department of Homeland Security Secretary Janet Napolitano, former Security Secretary Michael Chertoff, former White House National Security Advisor Stephen Hadley, and former Director of National Intelligence **Dennis Blair** for three days of in-depth discussions in Aspen this summer. To learn more, visit www. aspensecurityforum.org.









TRUSTEES JUMPSTART SCHOLARS FUND

Three long-time leaders at the Institute have stepped forward with significant gifts to create scholarships and advance the Institute's work. Jim Calaway, chairman of the Institute's lifetime trustees, is committing \$1 million in support of education initiatives ("Calaway Scholars" will participate in a variety of programs) and seed funding for collaborative projects. Calaway's son, James Calaway, has also added his own gift to expand the family's legacy. Trustee Leonard Lauder will support two key initiatives at the Institute: He will direct \$2 million toward a new endowment for the Socrates Program, and \$1 million to bring "Lauder Scholars" to the Aspen Seminar in perpetuity. And trustee Anne Welsh McNulty has established the McNulty Prize Fund with a gift of \$1 million. This fund extends the impact of the John P. McNulty Prize—created to recognize Aspen Global Leadership Network Fellows with exceptional leadership projects—by providing scholarships to other Fellows with promise.

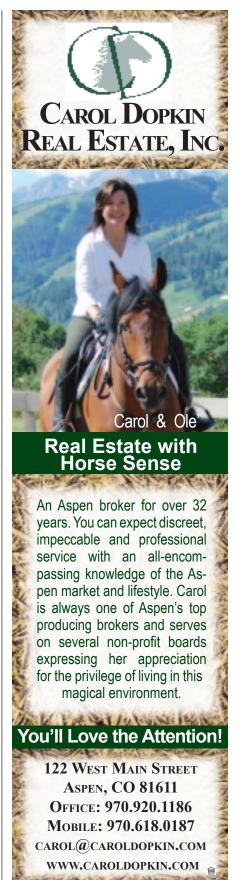
Civics 101

On March 29, the Institute's Justice and Society Program held a major event in partnership with the Georgetown University Law Center, iCivics.org, and

the MacArthur Foundation to promote civic learning and participation among today's youth: "Educating for Democracy in a Digital Age." Programs designed

to inspire students to become active and informed citizens need to reflect the current educational needs, technologies, and interests of young people. The conference featured Institute lifetime trustee and retired Supreme Court Justice Sandra Day O'Connor and Institute Henry Crown Fellow and US Secretary of Education Arne Duncan. To learn more or to watch video, visit www.aspeninstitute.org/justice.





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Governors Debate Health Care Act

The Justice and Society Program brought the Affordable Care Act controversy to the Institute with a debate about its constitutionality between **Bob McDonnell**, Republican governor of Virginia, and **Ed Rendell**, former Democratic governor of Pennsylvania, moderated by **Jeffrey Rosen**, law professor at George Washington University. McDonnell maintained that the Com-



merce Clause regulates activity, not inactivity: "This exceeds the limits our Founders put in place." Rendell countered that inactivity can still have a profound effect on commerce and wondered, "If every other nation in the world can have universal health care, why can't we?" Still, there was common ground: Both governors agreed that the matter should be expedited to the Supreme Court for a final ruling. To learn more or to watch video, visit www.aspen institute.org/justice.

2011 ARTISTS CHOSEN



In June, the Institute welcomes into the fold its 2011 Harman-Eisner Artists in Residence: painter and sculptor **Eric Fischl** and conductor **Robert Spano**. Best known for his portraits that expose dark undercurrents in suburban and mainstream America, Fischl is also the founder, president and lead curator for America: Now and Here. This multi-disciplinary exhibition of 150 of some of America's most celebrated visual artists, musicians, poets, playwrights, and filmmakers is designed to spark a national conversation

about American identity through the arts. Fischl will join us for the Aspen Ideas Festival, where he will talk about his work and the new project.

Spano—now in his tenth season as music director of the Atlanta Symphony Orchestra—was recently named music director of the Aspen Music Festival and School, where he will begin in summer 2012. In his career, Spano has conducted the greatest orchestras of North America, as well as many of the top orchestras around the world. He is known as a passionate advocate for arts education and is also an accomplished pianist. Spano will take part in the Aspen Ideas Festival and other Institute programs throughout the summer.





HEALTH REFORM HITS THE ROAD

The landscape of America's new health care system has just begun to take shape. The Institute's Health, Biomedical Science, and Society Initiative's Aspen Health Stewardship Project held a November symposium to discuss the implications of health reform on the future of insurance, drug therapies, and disease prevention. Secretary of Agriculture Tom Vilsack spoke to attendees about preventing childhood obesity, one of our nation's most pressing health issues. In 2011, the Project's "Voices of Main Street" will continue the conversation at roundtables and regional meetings in cities across the country, including Indianapolis, Denver, Portland, and Raleigh/Durham. The goal is to bring together the nation's top health care experts and to get feedback from community leaders. To learn more, visit www.aspeninstitute.org/ health

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SPOTLIGHT ON LEADERSHIP

From Aspen to Uganda: A Network of Leaders



A farmer packs cotton onto a truck bed bound for Gulu, where it will be ginned for export.

GROWING PEACE IN THE WEST BANK

For his leadership project, Henry Crown Fellow **Toby Coppel** is boosting agriculture and employment in the West Bank by connecting Palestinian farmers to largely untapped markets in Europe and the United States. As a native of Northern Ireland, he brings more to the enterprise than just business smarts: "I am a strong believer in the important contribution of economic development to the peace process in countries that are torn apart by political conflict," he says.

Coppel's Moon Valley Enterprises trains and develops Palestinian growers in modern agronomy, logistics, sustainability, and energy and water conservation and assists with product development and marketing. Produce from the temperate Jordan Valley is able to fill a gap for European markets with reliable, high-



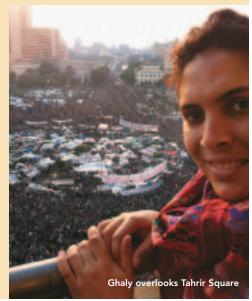
quality 'off-season' crops. Moon Valley produce is already sold at such retailers as Marks & Spencer, Sainsbury's, Carrefour and Whole Foods. Initially focused on fresh herbs, they are working to expand their product lines to add peppers, dates and tomatoes.

Bruce Robertson, an Aspen Global Leadership Network Fellow of the Africa Leadership Initiative/South Africa, established the Gulu Agricultural Development Company in Uganda in 2009. Gulu reinvigorated a region previously devastated by war-reviving a dormant cotton ginnery, employing 200 people, and igniting the local economy for more than 20,000 farmers. Luckily, when Gulu needed a line of credit to buy seed cotton, Robertson connected with Henry Crown Fellow and Institute trustee Jacqueline Novogratz and Henry Crown Fellow Brian Trelstad—CEO and CIO, respectively, of the Acumen Fund, a nonprofit global venture fund-through the Network. The three Fellows saw the synergies between Gulu and Acumen, and Acumen along with Root Capital provided Gulu a \$2.2 million loan. (Acumen and Root Capital are also founding members of the Aspen Network of Development Entrepreneurs.) Today, Trelstad says that Gulu's "business is booming, cotton prices are soaring." "Without the AGLN, this would not have happened," adds Robertson. To learn more, visit www.aspeninstitute.org/agln.

Fellows Bring Tahrir Square to the World

During the Egyptian revolution, Middle East Leadership Initiative Fellows Fatma Ghaly and Amjad Tadros from the Aspen Global Leadership Network teamed up to share footage from Tahrir Square with the world. Jordanian Fellow Tadros, the Middle East point person for CBS News, traveled to Cairo with "60 Minutes" and called on Egyptian Fellow and journalist Ghaly to help him gather footage. A media bank in Tahrir Square allowed people to donate photos and footage; all the

data was backed-up and sent abroad every two hours to ensure no information was destroyed. Ghalv was able to get her hands on the mediabank footage-but she spent a few days dodging curfews and hotel lockdowns before she could discreetly hand off the material to Tadros, which he later gave to CBS. "Everyone wanted to help in any way they were able to," says Ghaly. To learn more, visit www. aspeninstitute.org/agln.



SUMMER 2011 THE ASPEN IDEA

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The events across the Middle East this year have underscored the need to provide jobs for growing populations of young people around the world. The Institute's Market Building Initiative has been working with governments, nonprofits, and the private sector globally to grow local economies and to create jobs—which can lead to much greater political stability. The Initiative is currently on the ground in a number of countries: mapping economic flows in Nepal; creating jobs and identifying job opportunities in Sudan, Egypt, and Somalia; supporting the development of a domestic construction industry in Haiti; and designing programs for economic growth in Afghanistan. The Initiative has also been convening leaders stateside to identify economic plans that work. To learn more, visit www.aspeninstitute.org/mbi.

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Ideas Fest 2

To keep pace with the rapid growth of the Aspen Ideas Festival, the Institute has redesigned the Festival's website to make it even easier to discover or revisit your favorite presentations, speakers, and discussions. "With the level of interest in the Festival growing globally," says Festival Director Kitty Boone, "it was time to rethink how to offer the incredible conversations happening on our campus to as broad an audience as possible." Plus, a new blog will tie current events to Festival discussions and will feature guest contributors. Find hundreds of videos, audio files, and transcripts—with links to intriguing facts, books, and other Institute programming—at your fingertips at www.aifestival.org.

Sustainable Style

Fashion is big business. The global apparel, accessories, and luxury-goods market generates billions of dollars each year. In December, the Institute's Business and Society Program, with support from Levi Strauss & Co.,

published a teaching module for business-school faculty, *The Future of Fashion*. It takes a fresh look at sustainability issues through the lens of the dynamic, global fashion market. The module, which high-



lights dozens of case studies and teaching materials, is available on **www. CasePlace.org**, the Business and Society online resource for those who want to incorporate environmental, social, and ethical topics into management teaching and practice.



TACKLING THE DEFICIT

On December 17, 2010, the Institute's Initiative on Financial Security brought together leading economists and budget experts to debate the merits of proposals for US deficit- and debt-reduction. Moderated by *New York Times* economics columnist **David Leonhardt**, the discussion featured **Dean Baker**, co-director of the Center for Economic and Policy Research; **Grover Norquist**, president of Americans for Tax Reform; and former labor leader **Andy Stern**, presidential appointee to the National Commission on Fiscal Responsibility; among others. The conversation touched on the drivers of the US federal deficit and debt, with panelists exploring the potential for an overhaul of the US tax code, changes to the health care system and Social Security, and the real-life impact any changes might have on the American taxpayer's financial security. To learn more, visit **www.aspeninstitute.org/ifs**.



From Dylan to Defense

The Institute's Washington Ideas Roundtable Series monthly DC-based lunchtime discussions on world affairs, arts, and culture-finished an incredible second season this spring. The series, made possible with the generous support of trustee Michelle Smith and the Robert H. Smith Family Foundation, featured James Wolfensohn, former World Bank president; Sean Wilentz, Princeton professor of history, on Bob Dylan in America; George Voinovich, two-term US senator from Ohio, on his career in public service; Austan Goolsbee, chairman of the Council of Economic Advisers, on the nation's prospects for growth; Michael Kaiser, president of the Kennedy Center, on arts leadership; and Michèle Fluornoy, undersecretary of defense for policy; among others. To watch videos of these discussions, visit www.aspeninstitute.org/video.





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The Institute's Aspen Network of Development Entrepreneurs released its second annual "Impact Report" on March 29 in London. The comprehensive study offers a pulse on the small- and growing-business sector from ANDE members on the ground in emerging markets. For ANDE, the key to combating global poverty is to support the growth of small businesses and the entrepreneurs who run them. Successful small businesses in developing countries can provide a lifeline to the world's poorest people through job opportunities and access to crucial products and services. "We are witnessing a trend in international development—a shift from traditional grantmaking to investments that yield both social and financial returns," says Randall Kempner, ANDE executive director. To learn more or to read the report, visit www.aspeninstitute.org/ande.

DC MAYOR TALKS **STATEHOOD**



"We are a state, a county, and a municipality all in one," said newly elected Washington, DC, Mayor Vincent Gray at the Institute's Washington Leadership Series. Gray decried the fact that the District had not yet achieved statehood, saying that Congress put "expectations of leadership" on the city but "without any autonomy." The Washington Leadership Series features some of DC's most influential thought leaders for discussions of the critical issues facing the country and in particular the well-being of the nation's capital. To watch video of this event, visit www.aspeninstitute.org/video.



TALES OF THE MIDDLE EAST IN ASPEN

The Aspen Writers' Foundation will host its 35th annual Aspen Summer Words Writing Retreat and Literary Festival, June 19–24. The Retreat welcomes writers Colum McCann, Ron Rash, Nikky Finney, Elinor Lipman, Erica Jong, Mona Eltahawy, and Randall Kendall, among others. The Literary Festival, "Papyrus," will celebrate the magical literature of the modern Middle East. Paper was born and poetry has flourished in its ancient lands, but the rich sweep of Middle Eastern storytelling continues in today's novels, memoirs, and journalism. The Festival will give a panoramic view of the region's literary landscape, with leading Middle Eastern spellbinders—like Rabih Alameddine, Firoozeh Dumas, Mona Eltahawy, Khaled Hosseini, Fady Joudah, and Daniyal Mueenuddin weaving stories of their homelands and shedding new light on old worlds. To learn more, visit www.aspen writersfoundation.org.

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Changing the Race Story

"My idea of civic journalism is taking some responsibility for what happens to our journalism beyond publication," said **Frank Denton**, editor of *The Florida Times Union* at the Racial Equity and Society Seminar for Media Professionals last November. "We need to try to engage the public, inform them, and empower them, with a full range of possible solutions." This seminar was one of many efforts of Project Breakthrough: Changing the Story of Race in Jacksonville. Leaders from across Jacksonville, Florida, came together with the Institute's Roundtable on Community Change to learn how to make racial equity a reality. As a result, Project Breakthrough is hitting its stride, with more than 100 professionals working together to address racism and to promote racial equity throughout their city. To learn more, visit **www.aspeninstitute.org/rcc**.

FEMALE FELLOWS ABROAD TAKE TOP POSTS

The Council of Women World Leaders has built on the success of last year's Graduate Fellowship Program by expanding in 2011. For the first time, the Council will welcome students from Carnegie Mellon University and Georgetown University while continuing its partnerships with Columbia, Johns Hopkins, UC Berkeley, Rennselaer Polytechnic Institute, Cornell, and Harvard. The Council provides Fellowships in Gender and Public Policy, Public Health Policy, and Environmental Policy. This year, in addition to over 30 continuing sites, new Fellowships will be offered in Guyana's Ministry of Human Services and Social Security, Chile's National Women's Service, Panama's Environment Ministry, the UN Development Programme, the Mary Robinson Foundation-Climate Justice, Ecuador's Environment Ministry, and Kiribati's Ministry of Health and Medical Services. To learn more, visit www. aspeninstitute.org/cwwl.



This year, the Knight Commission on the Information Needs of Communities in a Democracy—a blue-ribbon Commission funded by the John S. and James L. Knight Foundation and run by the Institute's Communications and Society Program—is releasing papers and holding a series of roundtable discussions on topics such as digital literacy, public media, online hubs, civic participation, and local journalism. The series kicked off with a symposium at the Newseum in Washington attended by leaders like **Rey Ramsay**, president of TechNet; **Kathy Grillo**, senior vice president at Verizon; **Jon Leibowitz**, chairman of the Federal Trade Commission; **Blair Levin**, Institute senior fellow and former executive director of the FCC's National Broadband Plan; and **Charlie Firestone**, executive director of the Communications and Society Program. Follow the Knight Commission's work in action at **www.knightcomm.org**.

Bailey Joins Battle Against Agent Orange



On May 2, the Institute's Agent Orange in Vietnam Program hosted a reception and discussion to welcome **Charles Bailey**, previously with the Ford Foundation, to the staff. Attendees included Luis Ubiñas, president of the Ford Foundation, and Connie Schultz, Pulitzer Prize-winning reporter at Cleveland's The Plain-Dealer. The program is a bi-national association of civic and governmental leaders from the United States and Vietnam who have worked together the last three years to address the enduring legacy of Agent Orange and dioxin—including its devastating environmental and health impacts. The results of Agent Orange relief work in Vietnam hold promise for new insights into the impacts on American veterans and their families. To learn more, visit www.aspeninstitute.org/ agentorangeprogram.



Locally Sourced Change

The Institute's Roundtable on Community Change held a book launch for its newest publication, Voices from the Field III: Lessons and Challenges from Two Decades of Community Change Efforts, a groundbreaking look at the accomplishments of local and neighborhood movements. The launch convened a distinguished panel to discuss communitychange priorities. Participants included John Barros, executive director, Dudley Street Neighborhood Initiative; Raphael Bostic, assistant secretary, Department of Housing and Urban Development; Xavier Briggs, associate director, Office of Management and Budget; Alaina Harkness, program officer, the MacArthur Foundation; Joel Ratner, president, the Raymond John Wean Foundation; and Jennifer Vanica, president and CEO, Jacobs Center for Neighborhood Innovation. To learn more about the Roundtable, to buy the book, or to watch video of the discussion, visit www. aspeninstitute.org/rcc.

Bright IDEA

The International Digital Economy Accords Project (the IDEA Project) was launched by the Institute's Communications and Society Program with the goal of building international consensus around a single, reliable, and open Internet. Former US Federal Communications Commission Chairman Reed Hundt chairs the project, which includes participation from numerous government officials, including current FCC Chairman Julius Genachowski and State Department Legal Advisor Harold Koh. After a successful meeting in Los Angeles, attended by Genachowski, Deputy US Trade Representative Miriam Sapiro, and US Ambassador to the European Union William Kennard, the project met again in Brussels to continue building international support for its mission. "This is a crucial time for preserving the Internet as the world's common medium, where economic and social opportunities of all people can thrive," said Hundt. Learn more at www. aspeninstitute.org/idea.





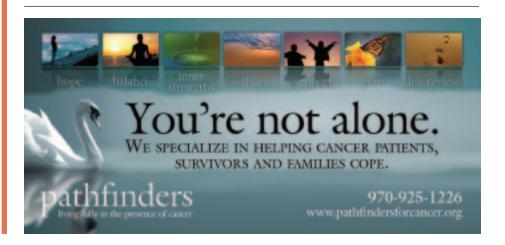
Gutherie and Bruner lead a discussion at the business-education summit.

BUSINESS FUTURES

On February 1, in New York City, the Institute's Business and Society Program convened the second in a series of dialogues about the future of management education. Business school deans like **Robert Bruner**, dean of the Darden School of Business at the University of Virginia, and **Doug Guthrie**, dean of the George Washington University School of Business, as well as business leaders and key thinkers gathered to reflect on the current state of business education—especially its ability to produce far-sighted and responsible leaders. This dialogue will continue with summits in the Midwest and on the West Coast throughout the year. To learn more, visit www. aspeninstitute.org/bsp.

TRANSFORMING RURAL AMERICA

In December, the Institute's Community Strategies Group convened members of 27 innovative organizations from across the country in Olive Branch, Mississippi, to start a new Rural Development Philanthropy Collaborative. The Collaborative will help local organizations use both community economic-development tools and philanthropy tools to help transform rural regions. At the gathering, representatives of community-development loan funds, foundations, and economic-development organizations swapped advice and discussed invigorating the Rural Development Philanthropy movement. **Jeff Yost** of the Nebraska Community Foundation said participants are "hoping to create and sustain bottom-up, community-led change." To learn more, visit **www.aspeninstitute.org/csg**.



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Henkin Wins Eleanor Roosevelt Award



Alice Henkin, director emeritus of the Institute's Justice and Society Program, and her late husband, Columbia University Law Professor Louis Henkin, were among those honored by Secretary of State Hillary Clinton with the Eleanor Roosevelt Human Rights Award. The award honors individuals who have devoted themselves to the field of human rights, promoting those prin-

ciples on both a local and global scale. As Secretary Clinton noted, "Lou and Alice were full partners in integrating the United States into the international human rights system." The award was presented at a ceremony on December 10, 2010, the anniversary of the UN Universal Declaration of Human Rights, in the Treaty Room at the State Department.

New Initiative Promotes Food Security

With the world teetering on the brink of another food crisis, the Institute's Global Health and Development initiative has launched TransFarm Africa, an initiative to promote food security in sub-Saharan Africa. TransFarm Africa combines investment and policy in a groundbreaking approach to African agriculture. An initial investment in seed potatoes in the Iringa highlands of southern Tanzania,

for example, will benefit 125,000 small farm families by helping to double their income. The program seeks to make donor funding catalytic, spurring economic growth, private capital, and agricultural innovations to help as many of Africa's small farmers as possible. To learn more, visit www.aspeninstitute. org/transfarmafrica.



Citi Funds Aspen Credit Project

The financial crisis has revealed the challenges many people face in managing their credit. For aspiring micro-entrepreneurs, lack of a solid credit history can block access to loans, which means businesses don't grow and less money flows into households. To help these entrepreneurs, the Citi Foundation has awarded \$750,000 to the Institute's FIELD program for a pilot project that will test the use of a secured credit card as a stepping-stone to improved credit. Cardholders, selected and supported by five nonprofit partners, will open interest-bearing savings accounts to back their use of the card and participate in financial education. FIELD will provide grants, training, and peer learning as well as evaluate program effectiveness. To learn more, visit www.fieldus.org.

ON THE MOVE

The Institute's First Movers Fellows are exceptional, mid-career business professionals, dedicated to implementing breakthrough strategies that create both profitable business growth *and* contribute to a sustainable society. The fellowship, an initiative of the Business and Society Program, serves as an innovation lab and offers the Fellows a chance to become part of a growing community of innovators who share a passion about their work and a belief in new possibilities for business. In April, the second class of Fellows, who come from a variety of companies—including Best Buy, Coca-Cola, Dow Chemical, Microsoft, IDEO, Pratt & Whitney, and Walmart—celebrated the completion of their fellowship. To learn more, visit www.aspeninstitute.org/bsp.



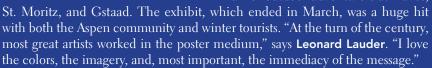
Institute trustee Bill Mayer talks with First Movers Fellow Ajay Badhwar, Dow Chemical's strategic marketing manager for Dow Oil & Gas.

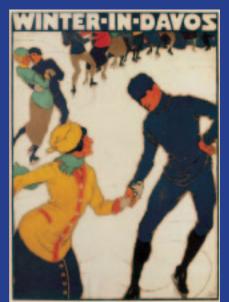
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SNOW, SPEED,

STYLE

On December 20, the Institute Galleries in Aspen opened an exhibition from the Leonard and Evelyn Lauder Collection of more than 30 vintage posters that capture the golden age of Alpine winter resorts. The show features masters of modern poster design, such as Emil Cardinaux, Burkhard Mangold, and Carl Moos, who each depicted the physical thrills of crosscountry skiing, alpine skiing, sledding, and skating as well as the fashion flair of outdoor adventurers at Davos,





Burkhard Mangold, "Winter in Davos," 1914

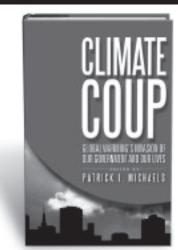
Messier on Leadership

"The Aspen Leadership Series: Conversations with Great Leaders in Memory of Preston Robert Tisch" closed out 2010 with former New York Governor Mario Cuomo and former New Jersey Governor Christine Todd Whitman who spoke about issues facing today's leaders—from congressional stalemates to the qualities necessary for leadership in times of crisis. The Tisch series continued in 2011 with six-time Stanley Cup champion and National Hockey League hall-of-famer



Mark Messier. Messier expressed concern about youth in sports today: "It should be about the physical and emotional well-being of our kids, not about whether they'll play professional sports. It should be about preparing them for life." This series is made possible through the generous support of Steve, Laurie, and Lizzie and Jonathan Tisch. To learn more, contact Linda Lehrer, linda.lehrer@aspen institute.org.

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Health for 7 Billion

In December, Hans Rosling, director of the Gapminder Foundation, captivated a packed audience at the Institute with a presentation on the correlation between investments in reproductive



health and increased incomes and longer life expectancies. The presentation—with responses from Maria Otero, US undersecretary of state for democracy

and global affairs, and Henry Crown Fellow Kavita Ramdas, senior advisor to the Global Fund for Women—kicked off the Institute's Global Health and Development's new series, "7 Billion: Conversations that Matter," which teases out the effect of population on the environment, economic development, resources, and security, and is supported by the Global Leaders Council for Reproductive Health and USAID's Informing Decision-Makers to Act Project. To learn more, visit www. aspeninstitute.org/ghd.

Take a Meadows Getaway

The Aspen Meadows Resort isn't just for the Institute. The Meadows is open year-round to anyone looking for a spectacular mountain getaway or unique conference site. In addition to well-priced packages, the Meadows offers a state-of-the-art health club, two indoor art galleries, renowned regionally sourced cuisine at Plato's Restaurant, beautiful Bauhaus-designed guest suites, 42 acres of rolling countryside, and the most advanced meeting facilities in the country. And all of our venues are notable for their floor-to-ceiling windows overlooking Colorado's beautiful skies and Rocky Mountains. To learn more, visit www.dolceaspen-hotel.com.

Healthy Debate

The Institute's Global Health and Development's Ministerial Leadership Initiative hosted its first Learning Collaborative Forum in Addis Ababa, Ethiopia, this winter. The event gathered together senior officials from the health ministries of Mali, Nepal, Senegal, Sierra Leone, and Ethiopia—to discuss issues ranging from reproductive health to equitable health financing. To learn more, visit www.ministerial-leadership.org.



Senior Health Ministry officials from Mali and Nepal at the Learning Collaborative Forum.

IN MEMORIAM

Institute lifetime trustee **Peter Cundill** died in London in January at the age of 72. He was elected to the Institute's Board of Trustees in 1998, was an active member of the Finance Committee, and was elected to lifetime trustee status in 2008. At the Institute, Cundill helped



launch programs and seminars for residents of the Roaring Fork Valley, and he was dedicated to the Aspen Global Leadership Network's efforts to promote young

leaders and meaningful change around the world. Cundill was chairman emeritus of Mackenzie Cundill. Throughout his career, Cundill earned many distinctions, including the 2001 Analysts' Choice Career Achievement Award as the greatest mutual-fund manager of all time. Cundill's legacy will continue with McGill University's Cundill Prize. The \$75,000 Grand Prize is considered to be the largest non-fiction historical literature prize in the world.

When Institute lifetime trustee Merrill Ford died last fall at the age of 84, Aspen lost a force for arts and culture as well as a great storyteller. "She knew everybody and had a story about her escapades with everybody—the Paepckes, funny stories about Fritz and Fabi Benedict, Her-

bert Bayer," Alan Fletcher, president of the Aspen Music Festival and School, told *The Aspen Times*. Ford was a very active trustee of the Institute and even lived on the



Institute grounds for the past decade. The walls of her townhouse featured the work of iconic designer Herbert Bayer, who created the Bauhaus look of the Institute's campus in Aspen. Ford was also friends with Mortimer Adler, who curated the Institute's Great Books seminar. And Ford was a key figure in the growth of the Institute's Aspen Writers' Foundation. "What a loss. But what a life!" Lisa Consiglio, executive director of the Foundation, told the *Times*.

Remembering Sidney Harman

n April, the Institute lost one of its most active and passionate trustees, Sidney Harman, at the age of 92. A man famous for his physical vigor and extraordinarily sharp mind, he had purchased Newsweek in 2010 in a much-publicized effort to save the magazine and was serving as its executive chairman. Just months before his death he had negotiated its merger with The Daily

Beast. He was married to Jane Harman, who recently left the US House of Representatives after serving nine terms to become president and CEO of the Wilson International Center for Scholars and has also been a deeply engaged member of the Institute family.

"Sidney had a remarkable combination of passions," says Institute President Walter Isaacson. "He cared deeply about the role of ideas, art, beauty, and creativity in our lives, but he was also an extremely successful entrepreneur and innovator. He was a real polymath."

Harman co-founded Harman/Kardon in 1953, an innovative company that pioneered high-quality audio equipment for homes and businesses. It later grew to become Harman International Industries, which continued to

lead in high-end sound technologies as well as navigational and other devices for cars. He had also served as deputy commerce secretary under President Jimmy Carter.

Harman joined the Institute board in 2000 and over his 11 years of service advised on a number of issues. He was famous for issuing impromptu recitations of significant passages from the likes of Shakespeare, Aristotle, or Camus (always entirely from memory) at board meetings and other gatherings. He took part in public discussions on topics like business, manufacturing, and innovation. But perhaps his most passionate concern at the Institute was the integration of arts, artists, and the spirit of creativity into all aspects of its work.

In 2006, Harman joined fellow trustee and former Disney CEO Michael Eisner to provide the funding and inspiration for the Institute's Harman-Eisner Program in the Arts, the central element of which is an artist-in-residence program. Each year it brings one or two leading artists into the fold of the Institute, hosting them at the Aspen Meadows campus for up to a month, during which they offer public talks and performances and are encouraged to take part in any and all Institute activities that interest them. Since its inception, the program has engaged actor and playwright Anna Deavere Smith (now an Institute trustee), dancer Damian Woetzel, writer Tobias Wolff, painter Chuck Close, opera singer Jessye Norman, opera director Stephen Wadsworth, and sculptor Guy Dill.

"The idea was to take the Institute back to its crucial roots," said Harman in 2007 of the program. "As the Institute has grown and developed substantial gravitas in virtually every significant policy arena you can think of, we somehow lost track of

> the consequence of the arts." He went on to explain his vision for the program as a creative two-way street: "The artist brings that unique poetic perspective to every issue of consequence, whether it is health or war or peace. And by participating in our programs," he said, "not only will that artist illuminate that program, but without question, will draw much value from it."

> Deavere Smith served as the Insti-

tute's inaugural Harman-Eisner Artistin-Residence in 2006 and heartily agrees with this notion of the program. She remembers Harman's dedication to the arts as an essential element of human endeavor in all its forms. "There is a hole in my heart about our loss of Sidney," she says. "It's tragic to lose him now, when we most need him," she says. "A champion for the arts, a champion for grace, a champion

for can do. A champion for what we must do to keep a caring, feeling, cultured, learned nation on track."

"Sidney was, quite simply, a giant," says Damian Woetzel, the former principal dancer for the New York City Ballet who served as a Harman-Eisner Artist in Residence in 2007. In 2008, Jane Harman asked Woetzel to give Sidney an impromptu—and public-ballet lesson as part of his 90th birthday celebration in Aspen. "Sidney relished it," recalls Woetzel. "Not only was he his usual charming and winning self as a performer in this somewhat odd circumstance, he also actually absorbed some real balletic expertise."

Dana Gioia, who in 2009 and 2010—after serving as chairman of the National Endowment for the Arts-became the Institute's first Director of the Harman-Eisner Program in the Arts, recalls their work together fondly. "The Harman-Eisner program was not simply another charitable gift for Sidney," he says. "It was an ongoing enterprise in which he loved being involved. He enjoyed knowing everything we were doing or planning. He gave advice and counsel, but he never meddled. Without his guidance and support," adds Gioia, now a professor of poetry at USC, "we would never have succeeded in making the arts a major presence again at the Institute."

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Sidney Harman at the 2008 Aspen Ideas Festival

Tales of Change

Historical clashes, modern wars, and journeys into the fabric of our beings.

his season's Alma and Joseph Gildenhorn Book Series brought a dynamic array of authors to the Institute's DC headquarters. Writers explored the nation's history of civil rights and of cancer, the rise of terrorism and the fall of reason. Watch these and other events at www.aspeninstitute.org/video. Below are some highlights.

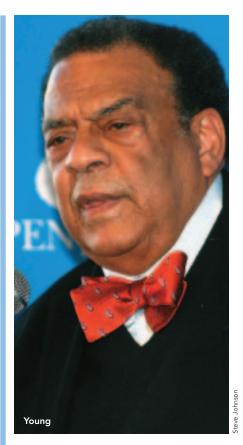
Siddhartha Mukherjee

Staff Cancer Physician, Columbia University Medical Center

The Emperor of All Maladies: A Biography of Cancer; 2011 Pulitzer Prize winner

"Cancer is stitched into our genome. The fundamental lesion in many cancers is a mutation in a gene that sits in each and every one of our chromosomes. It is as much a part of being a human being as anything else. Therefore, the idea that we will eliminate or eradicate cancer from our world is by necessity a false idea. This is not a disease that will be eliminated from our lives and our species. If we could push the frontier of cancer as far as we can in human longevity, I think that will mark a kind of victory—not the death of cancer, but a kind of victory that will really change, even with all due humility, the history of our species."



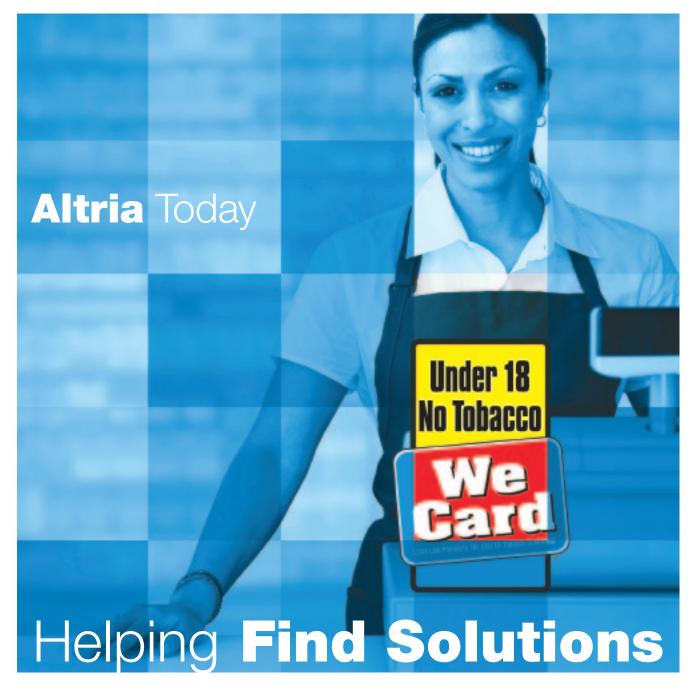


Andrew Young

Civil Rights Leader and former US Ambassador to the United Nations

Walk in My Shoes: Conversations between a Civil Rights Legend and His Godson on the Journey Ahead

"You can be included in the politics but still excluded from the economic order. Young people who want to do for America what Thurgood Marshall and others did need to figure out how we break down the economic walls that create classes and restrict opportunities on the basis of money."



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- Supported giving the FDA authority to regulate tobacco the only major tobacco company to do so and continue to talk with policymakers and others to help address industry issues.

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David Brooks

Columnist, The New York Times

The Social Animal: The Hidden Sources of Love, Character, and Achievement

"I've covered a series of policies over the past 20 years that often failed because we had a dehumanized view of human nature. ... We inherited, centuries back, this view of human nature that we're divided selves, that reason is divided from the emotions and that society progresses to the extent that reason, which is trustworthy, suppresses the passions, which are untrustworthy. So, when we try to build policymaking structures, we try to create a world in which passion is suppressed and reason takes over. But emotions are not separate from reason; emotions are at the foundation of our thinking. ... The emotions assign value to things. Smarter emotions lead to smarter reason."





Peter Bergen

CNN National Security Analyst

The Longest War: Inside the Enduring Conflict between America and Al-Qaeda

"Al Qaeda is losing the war of ideas in the Muslim world not because the United States is winning them, certainly, but because they are losing them. Support for Bin Laden, Al Qaeda, and suicide bombing is cratering in the Muslim world, and the events going on in the Middle East right now simply confirm their complete irrelevance to what's going to happen in the future. ... The big Achilles heel [for Al Oaeda] is that they've killed a lot of Muslim civilians in Iraq and Indonesia and Jordan and Saudi Arabia, and these are groups that position themselves as defenders of true Islam. That's the reason Al Qaeda is just going to fade away over time."

Stephen L. Carter

Institute Trustee, Author, and Professor of Law, Yale University

The Violence of Peace: America's Wars in the Age of Obama

"Whatever anyone may think about the war in

Libya, the war in Afghanistan, the war in Iraq, or any other war that we fight or have fought in the past or might fight in the future, the invitation to engage in serious moral dialogue about it is quite important. Our first instinct in the United States about almost everything is to



reduce it immediately to partisan dialogue. The first question is: Who can we use this to criticize; does it help our side or their side? And, if we do that on the capital-gains tax, I don't particularly care. But, in war, we're killing people, and we're sending people off to die. And that is the last place where we should be milking what's going on for partisan advantage. We can be for it or we can be against it, but we have to try to project our best moral selves."



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"My Values Are On My Sleeve"

How Jeff Yost and the Institute are changing rural America. By Missy Daniel

'm a data guy, a math guy, an economist," confesses Jeff Yost, president and CEO of the Nebraska Community Foundation. But, ten years ago, as a participant in a small peer-learning group he was invited to join by Janet Topolsky, co-director of the Institute's Community Strategies Group and head of its Rural Development Philanthropy Learning Network, Yost says he learned essential

human-relations skills that transformed his work in the field of community development and taught him the importance of using data "to ask better questions." He hasn't stopped working with the Institute since.

Yost grew up milking cows and selling eggs from his family's chickens in Red Cloud, Nebraska, a town of just over 1,000 people. "It was terrific experience for a social entrepreneur," says Yost, adding that Red Cloud was also the home of American author Willa Cather, who wrote

The Nebraska Community Foundation helps rural communities become places where young people will choose to return to live, work, and raise

about Nebraska pioneers and homesteader life. Cather's descriptions of the community's relationship to the land, he says, "helped me frame the Nebraska Community Foundation's work—the deep connection with family, the pride we have in building this place, and the connection to the prairie itself." It also helped him understand, he says, that "charitable giving is all about motivation and inspiration. You can't make anyone do anything."

Through his work with the Institute's Community Strategies Group, Yost says, he has learned to inspire and challenge his fellow Nebraskans to become philanthropic leaders and social entrepreneurs in their own right, to recognize the value of rural giving and rekindle their belief in a vibrant future for the American hometown.

Today, the Nebraska Community Foundation, headquartered in Lincoln, serves more than 200 community, organizational, and donor funds in 78 counties. It has become a national model for community-endowments. With 1,800 volunteer leaders, the Foundation inspires charitable giving and strategic investments across the state—all of which benefit Nebraska's mostly rural communities.

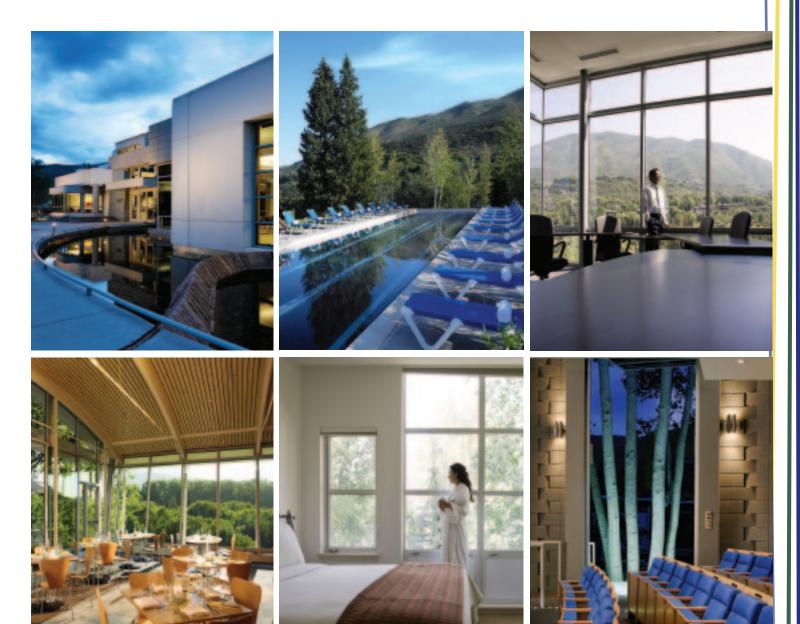
Yost says his long involvement with the Institute's Community Strategies Group has been critical to the Foundation's success. It "has helped me move people to a much higher

level of buy-in" when it comes to community philanthropy—whether talking with potential benefactors about reinvesting in their communities, inspiring volunteers, encouraging local residents to leave legacy gifts, or trying to fuel local economies by attracting young families back to their rural roots. The little town of Shickley, Nebraska, for example, has fewer than 400 people, but, with the help of the Founda-

tion, local leaders have built a community fund of nearly \$2.5 million. Local philanthropy will provide steady revenue that will enhance quality of life for generations. The kind of giving that the Nebraska Community Foundation encourages, Yost says, "is a leap of faith for people who are used to giving their kids luggage for graduation."

But Nebraskans aren't the only ones taking a leap of faith with the Foundation: Three years ago, thanks to support from the Institute's Community Strategies Group, the Nebraska Community Foundation was one of five organizations chosen by the Ford Foundation to receive a \$1 million challenge grant to support its work and to catalyze its endowment-building efforts. Yost says that, through his relationship with the Institute, he was introduced to key people in the field; Topolsky made him a lead partner in strategic-planning sessions; and her Community Strategies Group helped facilitate an important rural-philanthropy conference in Nebraska in 2008 that was attended by more than 200 people from 35 states. Meanwhile, the strategic lessons he took from Institute programs have taught him how to "move from high-minded aspirations to boots on the ground that continue to be boots on the ground."

Yost also credits his participation on a national task force for community leadership facilitated by the Institute as a revelatory moment. It "brought out the best in others," he says, and demonstrated the Institute was more than just "a neutral convener." Now, he says, "when I show up for a meeting, my values are on my sleeve. I let people know the reason I am doing this work." Leading with your values, he has concluded, is the only way to make change that sticks, and that, too, he says, is something he has taken away from the Institute.



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On the Front Porch with Gabby: And How You Can Join Us

This op-ed was originally published in The Huffington Post by the inaugural class of the Aspen Institute-Rodel Fellowships in Public Leadership (see list on right page), in response to the shootings in Tucson on January 14, 2011.

e're all Gabby Giffords.
Six years ago, the Institute invited 16 of us to take part in a new program. The Rodel Fellowship was created to explore the responsibilities of public leadership; advance thoughtful, civil, bipartisan dialogue; and help America's young leaders achieve their fullest potential in public service.

Gabby became our beloved friend—our sister. Her political skills are undeniable. But what distinguished her the first time we met, and ever since, is her passion for civic engagement. At our very first session, Gabby lamented the advent of the automatic garage door: how our new practice of shutting ourselves into our homes and insular lives has denied us—and society—the simple pleasures and communal benefits of the front porch. "We don't spend enough time talking to our neighbors," Gabby remarked in our first class. "We need more front porches—more open conversation."

We returned to that theme over and over again in the years that followed. Each of these meetings renewed our faith in public service. For Gabby and the rest of us, these discussions provided not only a welcome respite from the harsh political climate but a chance to change the climate itself.

That is our challenge now.

We don't know precisely what motivated a gunman to open fire in Tucson, wounding and killing so many innocent people. But we do know that no good



Gabby Giffords (second from left) with her fellow Rodel classmates in Aspen.

can come from the fear and anger that have poisoned our political system on both sides of the ideological divide. We know that democracy demands vigorous and honest debate. And we know that neither violence nor the threat of violence has any place in that debate.

As Gabby wrote to one of our classmates on the eve of the assassination attempt against her, "We need to figure out how to tone our rhetoric and partisanship down."

Our democratic discourse has been derailed. Political opponents become enemies. Cries of tyranny and treason, once reserved for revolutions, are now a commonplace call to arms. Civility in American politics is not dead; it simply is being drowned out by the louder, angrier shouting in the arena.

That's why we plan to reconvene and broaden our mission: to design and develop concrete programs that will promote a more civil democracy. Moving from talk to action will be challenging, given the current state of affairs. But, with five new classes of Rodel Fellows, we are now more than 125 strong, representing a broad cross-section of government and a new generation of Americans who are demanding more responsible leadership.

We ask you to do your part as well. As a tribute to Gabby, attend the next political town-hall meeting in your community. Communicate with your elected officials. Ask your school board to include more civic education. Stand up to those who stoke division for their own selfish ends. Participate in our magnificent, pluralistic society—without fear.

And the next time you get home from work, school, or errands, take Gabby's advice: Spend some quality time on your front porch. Bring out the whole family and engage your neighbors. Only when we each take steps to truly honor the universally shared moral principle—to love your neighbor as yourself—will we have the kind of civil society to which we all aspire.

|40| the aspen idea |40| summer 2011

The Institute's Rodel Fellowships in Public Leadership, Inaugural Class:

Hon. Jason Atkinson Oregon State Senate

Hon. Scott Avedisian Mayor, City of Warwick (RI)

Hon. Jon Bruning Nebraska Attorney General

Hon. Robin Carnahan Missouri Secretary of State

Hon. Trey Grayson Former Kentucky Secretary of State; Director, Harvard University Institute of Politics Hon. Lynn Jenkins US House of Representatives (KS)

Hon. Tom Kean, Jr. New Jersey State Senate

Hon. Jonathan Miller
Former Kentucky
State Treasurer;
Former Secretary of
Finance & Administration,
Kentucky

Eva Moskowitz
Former New York City
Councilwoman;
Executive Director,
Harlem Success Academy

Hon. Erik Paulsen US House of Representatives (MN)

Tom Perez Assistant Attorney General, Civil Rights Division, US Department of Justice

Hon. Karen Carter Peterson Louisiana State Senate

Hon. Andrew Romanoff Former House Speaker, Colorado House of Representatives

Hon. Michael Steele Former Maryland Lieutenant Governor; Former Chairman, Republican National Committee The Institute's Rodel Fellowships in Public Leadership seek to enhance our democracy by identifying and bringing together the nation's most promising young political leaders to explore the underlying values and principles of Western democracy, the relationship between individuals and their community, and the responsibilities of public leadership; to support and inspire political leaders committed to sustaining a political system based on thoughtful and civil bipartisan dialogue; and to help America's brightest young leaders achieve their full potential in public service.

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158N 978-1-933286-600

Nancy Birdsall and William D. Savedoff



"The Cash on Delivery Aid approach proposed in this book could breathe new life into donor commitments to the education Millennium Development Goals and could serve as a vehicle for serious additional funding.... This approach has the potential to change the relationship between donors and partner governments and reinforce the development community's focus on results."

-Kofi Annan

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society of fellows ____

Winter Season: Free Speech and Meditation's Effect on the Brain

This winter's symposia, created especially for the Institute's key donor group, took on two pressing issues: First Amendment rights, and the nature of meditation. In February, **Jeffrey Rosen**, legal affairs editor of *The New Republic*, and American Constitution Society member **Geoffrey Stone** came to Aspen to lead an insider's exploration of "The Future of Free Speech: Balancing Tensions of the First Amendment." In the midst of the discussions, the Obama administration's reversal of the Defense of Marriage Act was announced, a perfect synergy of



symposium and breaking news. Stone, a law professor at the University of Chicago Law School, commented: "I've taught law for almost 40 years, and this was one of my very best teaching experiences. The participants were incredibly informed, curious, enthusiastic, and interesting. One of the wonderful moments was when, as we were discussing the constitutionality of the federal Defense of Marriage Act, we learned that President Obama had decided not to defend the constitutionality of the Act." Then, in March, University of Miami Professor **Amishi Jha** and **Geshe Lobsang Negi**, co-director of the Emory-Tibet Science Initiative, explored "Mind, Body, and Behavior: The Science of Meditation." Fellows addressed the latest discoveries in neuroscience, the intersection of science and spirituality, and evidence that meditation does indeed change the brain.

JOIN US: Individuals and couples who wish to participate more directly with the Institute's programs and networks are invited to join the Society of Fellows. Because Fellows are an integral part of the Institute community, they frequently receive advance notice of events and have a direct line to call for information about many Institute programs, seminars, and festivals offered throughout the year in Aspen, Washington, and New York. For more information about becoming a Fellow, please contact Steven Wickes at (970) 544-7912.



SUMMER IN ASPEN:

Democratic Revolution, Religion, and Shakespeare

Society of Fellows donors have a full summer ahead. Fletcher School Professor Vali Nasr will join us July 11-14 in Aspen to explore the future of democracy in the Arab world. Then, July 16, 30, and August 20, Institute trustee and Aspen Music Festival and School President Alan Fletcher and Artistic Director of the Shakespeare Theatre Company Michael Kahn will explore the intersection of Shakespeare and the arts. August 1–4, Asia Society Director **Orville Schell** will examine US-China economic relations. And finally, a seminar, "Creating the Good Life: The Quest for Meaning" will take place August 15–18.

The Social Calendar

This summer in Aspen, the Society of Fellows is presenting several Evening Discussion Receptions hosted by local donors in their homes and luncheons in the Doerr-Hosier Center. Each event will feature a distinguished speaker, who will take questions and lead a discussion with participating Fellows. Institute CEO **Walter Isaacson** will host the opening reception June 25.

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socrates program.



WINTER SEMINARS: Health Care, Sustainable Communities, Immigration

More than 60 emerging leaders celebrated President's Day weekend, February 18–21, in Aspen for the 2011 Socrates Winter Seminars. The National Institutes of Health's Ezekiel Emanuel led a discussion on bioethics posthealth-care reform. Jeff Rosen of the George Washington University School of Law examined the future of privacy and technology in the 21st century. And together, Rosen and Emanuel also led a discussion on the strengths and weaknesses of the president's new health care law. Meanwhile, Michelle Lapinski of the Nature Conservancy and Jeff Speck, co-author of Suburban Nation and The Smart Growth Manual, co-moderated a seminar on sustainable communities and the characteristics of cities, and Peter Romero, former assistant secretary of state of the Western Hemisphere Affairs Bureau, discussed immigration and the relationship between the United States and Mexico.

A Season of Leadership and Power

On April 1st, the Socrates Program held its inaugural Boston salon. A reception for alumni and new attendees was held at the Harvard Club in Boston, and Harvard's Joseph Nye moderated a day-long roundtable seminar on "The Future of Power in the 21st Century." Participants examined the multiple dimensions of global power and its evolution. Then on April 7th, the Socrates Program hosted a reception in celebration of its 15th anniversary at St. Albans School in Washington, DC, following the public forum, "Values and Diplomacy," with former Secretaries of State Madeleine Albright, James Baker, and Colin Powell (see page 48).

Join the Socrates Program!

For more information, contact Melissa Ingber, director of the Socrates Program, at melissa.ingber@aspeninst.org or visit www.aspeninstitute.org/socrates.

Upcoming Events

June 24-27, 2011

Summer Socrates Seminars in Aspen "Capitalism at a Crossroads," moderated by *The Financial Times*' Clive Crook

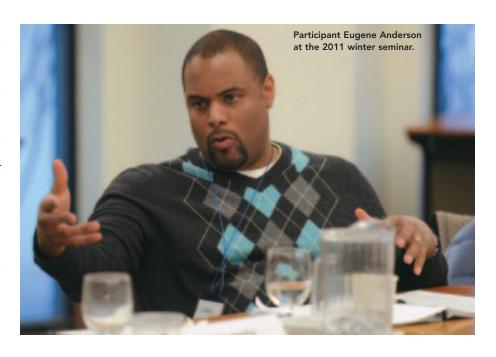
"Cybersecurity," moderated by the State Department's Catherine Brown "Innovation, Education, and Skills-Building in a Global Economy," moderated by *The New* York Times' Pulitzer Prize—winning David Leonhardt

"World Politics, Regional Dynamics," moderated by the University of Virginia's Philip Zelikow, former director of the 9/11 Commission "21st Century Media: News, Entertainment, and Public Information," moderated by University of Southern California's Geneva Overholser

June 26, 2011
15th Anniversary Dinner celebration

October 28–30, 2011 Senate Socrates at Wye, MD

November 18–19, 2011 Socrates Salon in New York, NY





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One Egyptian sees the lessons of the Aspen Seminar unfold in his homeland.

By Amr Attia

For the past few months, my concern, involvement, and judgment of Egypt's march to democracy has been directed by my Aspen classmates' thoughts during our time at the Aspen Seminar last summer. It seems like the wisdom I heard in Aspen transferred to all young Egyptians. In Aspen, we discussed democracy, but it seemed to me like a historic - and



far-fetched! — blessing. I never thought that I would live it, let alone witness its birth. During the Seminar, I envied my classmates their democracy, but now I have the opportunity to help in its creation. I heard the echoes of my Seminar readings every day in Tahrir Square: "A right delayed is a right denied," said Martin Luther King, Jr.; "Those who make peaceful revolution impossible will make violent revolution inevitable," said John F. Kennedy; "Those who desire to give up freedom in order to gain security will not have, nor do they deserve, either one," said Benjamin Franklin. In a way, the Seminar had a virtual presence in Egypt's revolution. And so, I have started an ongoing discussion about this historic event with the friends I made in Aspen. After all, there is still so much to do, and it is going to be my Seminar classmates and other young leaders around the world who will advise our current policymakers on next steps.

Amr Attia is associate professor of urban planning at Ain Shams University, Egypt's largest university. He attended the Aspen Seminar with the assistance of a McLaughlin Scholarship.



ASPEN ITALIA CELEBRATES JUNIOR FELLOWS SEMINARS

March 2011 marked the fifth anniversary of the Values and Society Seminar for young Italian leaders, organized by the Aspen Italia Junior Fellows Program in collaboration with the Institute's Seminars department. Held twice each spring near Rome and Como, the Values and Society Seminar—based on the classic Aspen Seminar but tailored for an Italian audience—challenges young leaders to reflect on the good society and values-based leadership. Since 2007, the Seminar has drawn more than 225 leaders from academia, medicine, nonprofits, media, and government. While most participants are Italia Junior Fellows, 30 percent come from abroad, including India, Japan, Nigeria, Russia, and the United States. "The diversity of experience and expertise among participants is crucial to the learning experience," says Francesco Leopardi Dittaiuti, who manages the Junior Fellows Program. This year, alumni of the Seminar gathered for a new discussion: Leadership, Globalization, and the Quest for Common Values. "These Aspen Italia Seminars have become an important point of intersection, not only for young Italian leaders," says Todd Breyfogle, director of seminars at the Institute, "but for global alumni of the Aspen Seminar." Lucio Stanca, vice chairman of Aspen Italia and member of the Italian Parliament, agrees: "Attending the Aspen Seminar was an extraordinary opportunity ... to reflect on the complexities of the contemporary world."

2011 Seminar Schedules

The Aspen Seminar*

*By invitation/nomination only. Visit www.aspeninstitute. org/aspen seminar to learn more or contact Todd Breyfogle at todd.breyfogle@aspeninstitute.org

May 21-27, 2011, Aspen, CO

August 13-19, 2011, Aspen, CO

August 20-26, 2011, Aspen, CO

September 17-23, 2011, Aspen, CO

October 1-7, 2011, Wye River, MD

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Values and Diplomacy

FORMER SECRETARIES ALBRIGHT, BAKER, AND POWELL ON FOREIGN POLICY DILEMMAS.

In April, three former secretaries of state—Institute trustee Madeleine Albright, James Baker, and Colin Powell—joined Institute CEO Walter Isaacson for a conversation in the Washington National Cathedral. The secretaries discussed the Arab Spring, Libya, Iraq, and new media among other topics. To watch video of the event, go to www.aspeninstitute.org/video. Below are some highlights.

Walter Isaacson: How do you see the role of values, democracy, and freedom in our foreign policy?

Madeleine Albright: This is an exceptional country where our values

have been a motivating factor. America is a very special place, and we have special responsibilities. You can divide national interest in a number of ways. Obviously, the easiest is when you have been attacked or your allies have been attacked. Those are vital national interests. But there are other values. I believe that American foreign policy has to be value-based. It has to be moral, but it cannot be moralistic where we go around telling everybody what to do. It is in our national interest to have a value-based foreign policy and defend countries or protect those that are in harm's way if we are able to do that.

Isaacson: Should we be using our military to help democracy in places like Bahrain or Beijing or Saudi Arabia?

Colin Powell: We have a respondent military that has the capacity to involve itself in military intervention or in humanitarian relief operations. We've done that throughout the course of my career in the military. It is not out of the ordinary for the US armed forces to participate in such activities. We are a nation of values, values given to us by our Founding Fathers, reflected in our Declaration, reflected in our

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Constitution. But, at the same time, our Founding Fathers did not expect us to go all over the world inserting ourselves militarily or through power.

Isaacson: Do we have a national interest in Libya?

James Baker: No, but I think Libya is probably a very limited exercise. The president was quite clear and the UN Security Council was quite clear in their resolution that they were going in to protect civilians. So what I say about Libya—and I believe this strongly—is that it's an appropriate exception to what I think ought to be the rule. That is, before you commit military forces substantially, you need to have a national interest involved. Why do I say that? Because I've served in three White Houses. And I know that you cannot maintain the policy when the body bags start coming home if you do not have a national interest. We're a democracy and

democracy in countries, not impose it. It's different from the Founding Fathers because we happen to know what's going on inside every country now. And the role that media is playing in all of this in terms of the support of the American people is quite different. Obviously information technology has played a huge role in the Arab Spring that is viral. But the media have also played a huge role in America's reaction to it.

Isaacson: Was Iraq a mistake in retrospect?

Baker: I think the jury is still out on that. We don't know how Iraq is going to turn out. If it doesn't turn out all right, it was a mistake. If it turns out OK, it was not a mistake. But let me tell you what wasn't a mistake: the first Iraq war. That was a textbook example of the way you fight a war. You go in with a limit, you have a specific purpose and mission, you get other people to pay for it, you

"It is in our national interest to have a value-based foreign policy and defend countries or protect those that are in harm's way if we are able to do that." –Madeleine Albright

American people are the final arbiters of what our foreign policy should or should not be.

Isaacson: Isn't it easier to sustain policy when people believe it comports with our values?

Albright: It is. But I have always thought that there's a false dichotomy in terms of idealism and realism. Also there is not always consistency in foreign policy decisions. You do have to look at it case by case, which is why having that underlying value system so that you can assess what's happening is very important. ... You cannot impose democracy with the military. Americans need to support

go in, you have a clear exit strategy, you do what you said you're going to, you get the entire international community behind you, and you get the job done.

Isaacson: Did you have doubts about the way the second Gulf War was conducted?

Powell: Everybody says we tried to impose democracy. The first thing we did was get rid of a dictator and destroy his capacity to oppress his people any longer. Now, I think at that point we made some very serious mistakes. We should have imposed order on the country, and my position throughout that period is: When you break it, you

own it—the Pottery Barn rule. The point here is that you have to be careful. And we're watching in Libya now. When you take out a regime, you become the government, you have the responsibility for the people that you have just liberated.

Isaacson: So we broke it in Iraq the second time around?

Powell: Yes. And the plan should have called for the use of a much larger force to impose order on the country, which is what the Iraqis thought we were going to do. And, when we didn't do that, the insurgency broke out and we didn't respond to that insurgency for years.

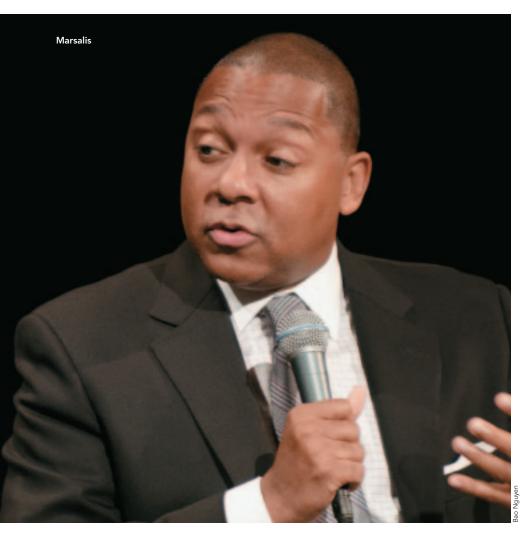
Isaacson: Secretary Rumsfeld said you were wrong in his new memoir.

Powell: His new memoir is somewhere between deceptive and delusional.

Isaacson: When there's a duty to protect—or there's a genocide or there's a humanitarian reason to go in—what rules do you apply?

Albright: This is a new concept that's very hard to apply and it really rams right into the issue of sovereignty. No country wants to have some other country coming in there and telling it what to do. New Orleans was a mess. There were people living under bridges and in convention centers and dying. Supposing the Chinese or the French had said, 'Well, the United States government isn't taking care of its people properly,' and then all of a sudden they came over and said, 'We're taking care of this.' So it's an issue. It is very difficult.

It's an uncooked process at the moment. We are watching it evolve. But there is something about watching people being slaughtered or having a leader like Gaddafi saying they are all rats and 'I'm going to kill them' without doing something about it. So the rules of the game are being figured out at the moment. \P



Music Man

WYNTON MARSALIS ON ART AND UNDERSTANDING OURSELVES

The Institute presented its first annual Preston Robert Tisch Award in Civic Leadership to Wynton Marsalis at the Kaye Playhouse in New York City on November 29, 2010. The award recognizes a leader who embodies the spirit and values of Preston Robert Tisch—someone who has had significant positive impact on the community and who embodies values-based leadership. Marsalis donated his \$25,000 prize money to Jazz at Lincoln Center. During the ceremony, Marsalis also sat down with Institute CEO Walter Isaacson for a conversation about the arts, race in America, and what brings him inspiration. To watch video of the event, go to www.aspeninstitute.org/video.

Isaacson: Tell me a little bit about your father, Ellis Marsalis, and his influence on your life.

Marsalis: My father led a lot by example, and he was always very cool. He was just a local musician in New Orleans. and in Kenner, Louisiana, he was a band director. He grew up in segregation. You couldn't ask for a better influence. He liked to talk, but he didn't talk you into understanding something. He would do it himself. He practiced every day, so you understood, OK, I better practice if I want to learn how to play. I saw him many years play concerts for very few people, maybe seven or eight people in the club, but he always played the same way. Even to this day, I try to make him proud, and he's still cool.

Isaacson: He taught you about Louis Armstrong.

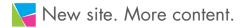
Marsalis: He sent me a tape of Louis Armstrong playing "Jubilee." I put it on and said, "OK, I'm going to just learn it." That's the first time I ever learned a Louis Armstrong solo. I would learn Miles Davis solos or Freddie Hubbard or John Coltrane, and this Louis Armstrong solo, which seemed so much simpler than those, I couldn't play all the way through. I thought, "Could Louis Armstrong really be playing this much horn that you can't make it through a solo he played on a three-minute record?" I called my father and said, "I think I got a much better understanding of Louis Armstrong." It was the ground floor of an understanding, which, as time has passed, has flowered. That's how my father teaches.

Isaacson: You have said that when we sing of ourselves we know ourselves.

Marsalis: The American song is about our freedom, which is earned by earning that freedom for other people. My father would always say, "Don't forget that the fight for civil rights was always black and



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white versus white. It was never black versus white." When you take an issue that's complex and reduce it to something that's inaccurate, then you start to really have even more problems as time passes, because you begin to base your philosophy on inaccuracy.

Isaacson: Do you think we have a poor feel for our history? You once



said blacks have a poor feel for their history.

Marsalis: There's a complexity of reasons why we as a nation have a misunderstanding of our history, and there's another set of reasons why Afro-Americans do not have an understanding of our history, and they're also both one and the same. Whenever you talk about the Afro-American, you are also talking about the American. There is great symbolism in our history, and we don't teach that to our kids. We will teach that we have a history and a legacy of slavery, but we really also have a legacy of coming together, and these things are very important, because symbols are what you live by.

Isaacson: We come together a lot with music.

Marsalis: We used to, but not so much now. We have a very interesting racial history when it comes to music, but, since the 1960s, we've retrenched. What you thought would happen after the swing era did not happen in terms of us dancing together, singing together, addressing our American-ness as one, and really taking off and developing on the artistry of people like Benny Good-

man, Duke Ellington, Count Basie, Frankie Manning, all the great dancers. There is a great tradition there. We have not developed that, because I don't think we as a nation have identified the value of that yet.

Isaacson: What is the value of arts in general, and music in particular, in helping us understand our history?

Marsalis: Music is the art of the invisible. It deals with emotions. It deals with imagination. It deals with a depth of disappointment that cannot be described in words. The arts in

general provide us with an understanding of why we are alive.

Isaacson: Do some types of music bring us together and other types divide us?

Marsalis: I don't ever find that music divides us. It may be that the marketing of music will divide us. Most music around the world is trying to bring people together. Most musicians want to do that.

Isaacson: Race and music in America today—how do you see it?

Marsalis: Race is in our Constitution. We fought the Civil War over it. We dealt with Reconstruction, and the failures of Reconstruction led us to the civil rights

movement all these years later. We have a shared history. We know that history more or less. ... Sometimes we deal with it for a little while, and then we get away from it because it's too intense. But, until we deal with it personally, we'll never get better. That's the position we're in as a nation. Until we can have honest dialogue about this history, not blaming white folks or blaming black folks or pretending like both sides have a point—all that is a waste of time. We have a shared history that has been successful and that has been a failure. Until we can be truthful about it, we're just wasting our time.

Isaacson: What has inspired you in history?

Marsalis: I'm inspired by Abraham Lincoln's second inaugural address. I'm inspired by Carter G. Woodson's The Miseducation of the Negro. I'm inspired by Bix Beiderbecke and Louis Armstrong, by swing dancing, and by the fact that people in our country in the 1930s, regardless of race and age, danced together. It could be anything I look at. We've done unbelievable things in this country. I can look into some of the darker corners of our history, and I still see people who are always fighting for that not to be the reality of our nation, and I'm always cognizant that those people were victorious. Sometimes, there's the feeling that they were not victorious, because the victory is not complete. But they had to leave something for us to do, and we're going to leave something for the next people to do, so I'm always inspired when I look into our history.

Isaacson: I once heard you say that, wherever you go, people always ask you, "Are we coming together? Is it going to be all right?"

Marsalis: It's going to be all right, because we're going to make it be all right. We have to learn how to be ourselves, and the best of ourselves, and teach that to our kids. ♠

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Risk Management

THREE HOMELAND SECURITY SECRETARIES ASSESS THE THREATS TO OUR NATION

On March 1, the Institute's Homeland Security Program, in partnership with Georgetown University's School of Foreign Service, hosted a unique conversation with US Secretary of Homeland Security Janet Napolitano and her two predecessors, former Secretaries Michael Chertoff and Tom Ridge, moderated by NBC News' Andrea Mitchell. The event marked the eighth anniversary of the founding of the Department of Homeland Security, which was established in response to the 9/11 attacks. Napolitano, Chertoff, and Ridge discussed a range of issues, including the successes, failures, and evolution of the Department of Homeland Security through its first eight years. All three speakers emphasized that our nation is safer now than in the days after 9/11, but that the terrorist threat continues to evolve. Visit www.aspeninstitute.org/video to watch this event.

Mitchell: How much of homeland security is luck, and how much is it skill and government intelligence-gathering?

Napolitano: The notion that intelligence is linear and you simply connect the dots is not accurate. There is lots and lots and lots of information, a cloud so to speak, and you have to be able to discern patterns in that cloud and identify threats.

Chertoff: This is about risk management. It is not about risk elimination. ... There is no magic solution to homeland security. It's not going to be perfectly addressed by intelligence. It's not going to be perfectly addressed by technology. You have to build a system that has multiple layers so, if one fails, another one can pick up the job. You also have to recognize that human error is a part of a system, and that's why a multiple-layered defense allows you to overcome human error.

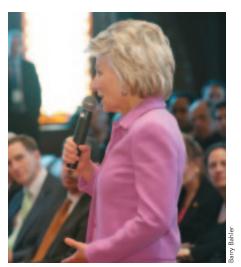
Ridge: You never want a single point of failure. The first point of failure would be if you don't have intelligence about the potential actor, because that's ideally what homeland security's about. You want to get the actor before they act.

Mitchell: Is Al Qaeda no longer the chief threat because of what we've been able to accomplish through drones and other technologies? Are we now talking about Anwar Al Awlaki and other splinter groups?

Napolitano: Core Al Qaeda has been constrained by a number of activities and is largely confined to the area between Afghanistan and Pakistan. You now have Al Qaeda in the Arabian Peninsula, Al Qaeda in Maghreb, Al Shabab in Somalia. You have these groups all over the world. And then the evolution I have seen really accelerate has been the so-called "home-growns," those US persons who, for whatever reason, become

themselves inspired to commit jihad. They may travel abroad to get training and then come back. That's a key concern for us moving forward. It's not just one group in one place using one methodology. It's many different groups dispersed, and some individuals and small groups even within our own country, using lots of different methodologies.

Ridge: One of the great concerns I have is the growing influence of Iran. It is by far the No. 1 terrorist provocateur in terms of financing, political support, arms, ammunitions throughout the Middle East. ... Negotiating with them hasn't worked, and sanctions haven't worked. And, as our influence



Former US Representative Jane Harman, CEO of the Woodrow Wilson International Center for Scholars, asks a question of the secretaries.

"It's important to give the Muslim community a feeling of a stake in the adventure of this country, which is the best antidote to having more recruiting going forward."—Michael Chertoff

has diminished and the Western world's influence has diminished in the region, there's a vacuum, and they're beginning to fill it, and I think we ought to be really concerned about that.

Mitchell: How good is our intelligence, and what should we be anticipating?

Chertoff: The idea that there's a capability to pinpoint every single threat, even at the granular level, is not realistic. That's the kind of thing you see on television. That's why it's an issue of layers and having the intelligence about who comes in, but putting the assets on the border that give you a reasonable chance of intercepting and apprehending, and the truth is: It has worked.

Ridge: The portfolio of threats, in my mind, is a lot broader than we thought it would be. Unfortunately, I don't see any narrowing of those threats as the Internet

continues to be a very effective tool to proselytize, to educate, and to motivate, and the threat may even get larger. My sense is that the challenges are greater, not less, because, in the eight years since the creation of the Department of Homeland Security, the threat has changed significantly.

Chertoff: The one other area I think is increasing in significance is cybersecurity. We've seen some very dramatic publicized attacks, not terrorism so much as espionage. That is going to become an increasing area of concern for the Department.

Napolitano: The problem with cyber-security is that, almost by the time you are talking about something, they are onto the next thing. It is really a fast-moving field, so this is an area where we are really trying to hire people.

Ridge: We've dealt with grave threats

in our history before. We had thousands of nuclear missiles pointed at us and thousands of nuclear missiles pointed at the other folks, and, under that umbrella, we built a strong America. The threat's real. We're going to be dealing with it for several generations. Let's not be breathless about it. Let the professionals worry about it, and let the rest of Americans go about enjoying the opportunities they have here.

Mitchell: How important is it to build bridges to the US Muslim community?

Napolitano: We have a civil rights and civil liberties component within the Department. They have an active outreach program. Muslim associations have reached out to us and invited us to colloquia, to other meetings in their communities, and so forth, so there's active bridge-building going on. It's important to distinguish Muslims from Islamists and terrorists—that very, very small percentage who seek to do us harm. That small percentage exists. It's there, but it's not the Muslim community at large.

Chertoff: It's also getting the Muslim community engaged in countering the narrative of the extremists who come in and recruit. It's important to give the community a feeling of a stake in the adventure of this country, which is the best antidote to having more recruiting going forward.

Ridge: It's very important for the broader Muslim community and the clerics that lead it to stand up and be vocal, visible, and consistent in their condemnation of those who basically hijack their religion. We want to trust and embrace them, because they are a source of information, but we need a sustained advocacy on their part—and condemnation of what they see going on, of those very few people who have discredited this historic and very, very powerful religion. •

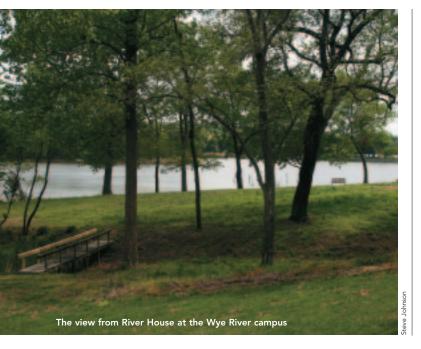
BY JAMIE MILLER

For nearly a decade, the Institute has been investing boldly in our campuses so that they can support our mission more fully.



The Doerr-Hosier Center and "Stone River," a sculpture by Andy Goldsworthy, were completed in 2007.

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Institute in its very first incarnation—the historic 1949 gathering honoring the legacy of the German poet and humanist Johann Wolfgang von Goethewas no more than a large, circus-style canvas tent, which stood expectantly on what is now the Aspen Meadows campus. Today, the Institute conducts its work across the nation in a spectacular set of facilities, which it has been improving, thanks to extraordinarily generous donors, in a series of major projects over the past decade.

THE ASPEN MEADOWS CAMPUS

After officially founding the Aspen Institute for Humanistic Studies in 1950, Walter Paepcke commissioned Bauhaus architect Herbert Bayer and Frank Lloyd Wright protégé Fritz Benedict to design the Aspen Meadows lodging and seminar rooms. The structures were marked by clean lines, bold simplicity, and modernism. But, by the early 2000s, they needed upgrading and modernizing. And, with the addition of major public forums like the Aspen Ideas Festival, it was becoming clear that the Meadows campus needed a large convening space to better serve the Institute's needs.

So began a major overhaul of the Meadows campus, the most significant element of which was building the Doerr-Hosier Center, completed just in time for the summer of 2007. Marked by understated modern design, a major outdoor/indoor sculpture by artist Andy Goldsworthy, and environmentally friendly systems and materials throughout, the LEED-certified building has hosted a steady stream of global conferences, galas, seminars, and more. "The idea

that we could build someplace that would unite people from all over the world for open-minded discussion and problem-solving was the real source of inspiration," says architect Jeff Berkus. The Health Center was also renovated, including upgrades to the equipment, shower facilities, and massage rooms. The pool and spa area behind the club, with its magnificent views, remains an alluring part of the newly renamed Resnick-Malek Health Center.

The final touch on the Meadows campus's rebirth came with the restoration and renovation of the Walter Paepcke Memorial Building, originally dedicated in 1963 and also designed by Herbert Bayer. In early summer 2010, architect Michael Schnoering of Farewell Mills Gatsch Architects of Princeton, New Jersey, completed a restoration and renovation that increased the building's capacity, opened it more to the outdoors, and let in natural light. Schnoering introduced the latest in energy and heating upgrades—all with a keen eye for its historic roots.





Left: The Walter Paepcke Memorial Building. Right: The lighter, brighter, higher-capacity Paepcke Auditorium, completed in 2010 as part of the renovation.

THE WYE RIVER CAMPUS

In 1979, Arthur A. Houghton Jr., and his wife Nina Rodale Houghton donated some 1,100 acres of their land on the Wye River—a tributary of the Chesapeake Bay—to the Institute. (Arthur Houghton died in 1990; Nina Houghton remains a lifetime trustee of the Institute.) On the land were three distinct properties: River House, Houghton House, and Wye Woods.

This year, a major renovation and building project is underway to join the first two properties as a state-of-the-art conference center for the Institute and outside groups. The project began in late 2010 with River House, which Houghton had built to be his family's home but which the clan ultimately found too large. In 1987, it was converted into

a hotel and conference center, but legacies of its original purpose—especially a small dining area and kitchen—presented perennial problems. The guest rooms needed some polishing. And, most prominently, a staircase in the center of the main reception space prohibited its use as a social and common area—a function sorely missing from the building as a whole.

Baltimore-based architect Jamie Pett took on the River House renovation, having been engaged with the Institute since helping to develop a master plan for Wye River in 2000 (which was soon shelved for lack of funding). Key goals included a new commercial-grade kitchen to serve up to 100 and the expansion of the dining room to comfortably



Construction is slated to begin on the Merrill Family Pavilion in the summer of 2011.

"We are determined to have the building incorporate sustainable design principles keeping with both the Institute's and Mr. Merrill's personal beliefs."

seat 60 (instead of 30) for dinner. "Aesthetically, we were determined to have the expansion feel like it was part of the original house and not an add-on," says Pett. Careful selection of materials—like the brick, siding, and standing-seam roofing—all blend the addition gently into the existing building, he says.

Inside, Pett installed hardwood floors and wall treatments to give the space a bright, new look and extended these features into the existing spaces, again to blur the distinction between existing and new. Another priority was to make the spaces more visually open—an idea strongly advanced by both the Institute's EVP for Operations Amy Margerum and VP and Executive Director of the Aspen Wye River Campus Cindy Buniski.

The next phase in the Wye River rebirth is the construction of the Merrill Family Pavilion, which will host larger symposia, conferences, and public events while also engaging Institute participants more meaningfully with the natural setting of the Wye River campus. Also designed by Pett, the building will be funded by the family of the late Institute trustee Phillip Merrill, a public servant and publisher of *Washingtonian* magazine as well as an avid sailor of the Chesapeake Bay and its tributaries. The new building will have roundtable seating for up to 35 and theater-style

seating for nearly 100—which enables the Institute to offer programming for the community as well as policy experts and seminar attendees.

"The Merrill Family wanted the building to reflect Merrill's love of the outdoors and particularly the Chesapeake Bay," says Pett. "For this reason, the design is intentionally unique from the other more neo-colonial brick buildings nearby. It will use a more rustic stone, cedar cladding, and warmer colors. We also envision some nautical touches like cleats for door pulls and floors reminiscent of the traditional teak and holly cabin-sole (floor) of a boat."

As with the facilities on the Aspen Meadows campus, building green remains a priority at Wye River. "We are determined to have the building incorporate sustainable design principles keeping with both the Institute's and Mr. Merrill's personal beliefs," Pett adds, citing the use of a geothermal heat-pump system to heat and cool the facility among other environmentally friendly elements.

"The building is not only a very special seminar location," says Pett, but, with its ample glass, its secluded location, and its sublime views of both woods and water, "it's also the point of departure for experiencing more of the natural beauty of the Aspen Wye River campus."

The Aspen Institute is grateful to the following major donors, whose gifts—along with many others from the Institute community—have supported significant enhancements to the Aspen Meadows campus over the past several years.

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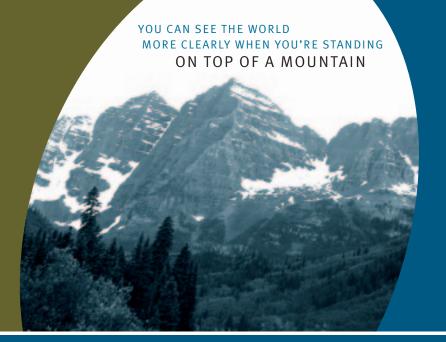
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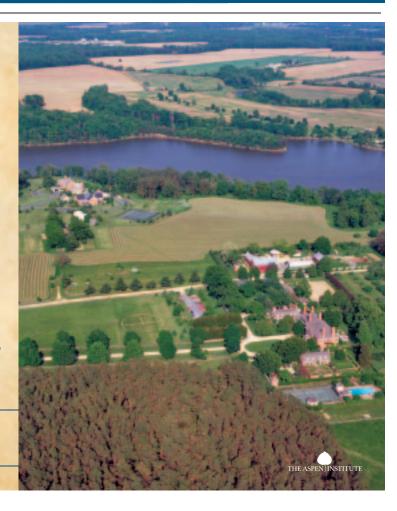


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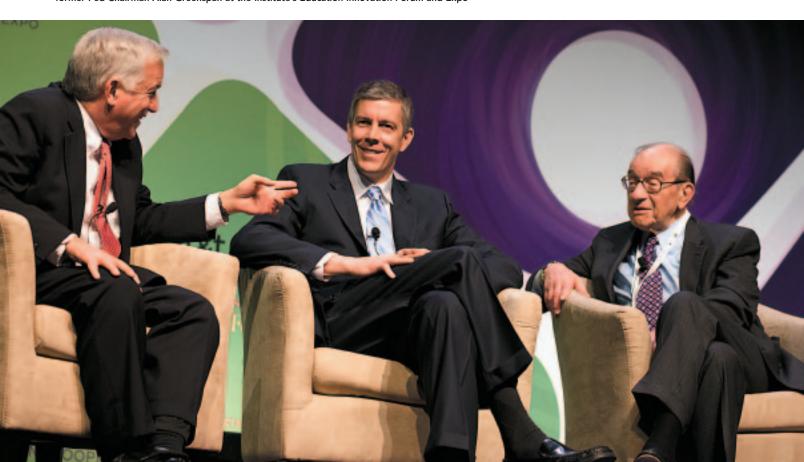
A Diverse Group of Institute Programs Takes On

Education

"We know what it takes to compete for the jobs and industries of our time," said President Barack Obama in his State of the Union address in January. "We need to out-innovate, out-educate, and out-build the rest of the world." This rallying cry was met with booming applause, but what does it really mean to "out-educate" in today's increasingly competitive global marketplace?

Through a diverse portfolio of programs, the Institute is working to ensure that US education rises to the significant challenges of the 21st century. These programs take many different forms, employ different methods, and focus on different segments of the education landscape, from K–12 to urban high schools to entrepreneurial approaches to community colleges. But they all share a vital common thread: Each strives to bring together people who can make a difference—from government, academia, business, unions, civil rights and community organizations, and philanthropy—for high-level, non-ideological learning and discussion committed to helping our education system to meet the demands of the 21st century. To follow is a look at just a few of the programs the Institute is working on.

Institute CEO Walter Isaacson with Secretary of Education (and Henry Crown Fellow) Arne Duncan and former Fed Chairman Alan Greenspan at the Institute's Education Innovation Forum and Expo



Sharing Wisdom for Better Public Schools

The Education and Society Program



Mary Ellen Elia, superintendent of the Hillsborough County (Florida) Public Schools, and Ross Wiener in Aspen

ounded in 1974—less than a decade after the passing of the first Federal Education Legislation—the Education and Society Program is the cornerstone of the Institute's work in this arena.

It brings together local, state, and national education leaders to share and build knowledge—based on their real-life challenges—about how public school systems can improve the education and life chances of poor and minority students. Its projects studiously avoid the political and ideological posturing that too often characterize education debates, instead seeking to highlight the best work from the field, synthesize the best research, and provide a forum for its dissemination to those who can use it.

Much of this is done through the creation of standing professional learning networks that convene regularly in Aspen or elsewhere around the country. Perhaps the most established of these is the **Urban District Superintendents' Network**, which includes the superintendents of some of America's largest and most complex urban school districts. At semi-annual seminars—which typically bring together 10–15 superintendents—intensive, structured conversations based on data and case studies help these leaders better understand the challenges they are facing as well as help

them strategize together about how to overcome them.

At the superintendents' request, the Program has built four additional networks of senior leaders within these urban districts to help them drill down on tough topics in more detail: the Chief Academic Officers Network, the Chief Financial Officers Network, the Urban Literacy Leadership Network, and the Urban Mathematics Leadership Network.

The Senior Congressional Staff Network is based on the same principles but engages a very different group. It works to improve federal policy by providing key congressional staff working in education policy with the opportunity to engage in deeper education-reform discussions, to

see examples of innovative education models, and to query educators and other experts on their experiences implementing federal policy. It hosts seminars, retreats, and school visits for staffers—hosting leading researchers and practitioners as experts at these events and creating a space for staffers to explore the implications of federal policy in a non-ideological setting.

Other Networks are more specifically targeted. In 2010, for example, Campaign for High School Equity brought together the policy directors from nine top civil

rights organizations along with leading researchers and practitioners with an eye toward greater equity in access to effective teachers and school leaders. The **Building Teaching Effectiveness Network** brings together researchers and advocates along with union leaders to discuss ways to better evaluate and improve teacher performance.

"As education reform debates become more ideological and polarized," says Ross Wiener, executive director of the Education and Society Program, "our program has become even more valuable as a place for serious conversations and for building trust across political and ideological divides."

To learn more, visit www.aspen institute.org/education.



Warren Simmons of the Annenberg Institute for School Reform with Long Beach (Calif.) Public Schools Superintendent Chris Steinhauser

Investing in Innovation

The Education Innovation Forum and Expo

BY GARY HUGGINS

n January, the Commission on No Child Left Behind joined the US Department of Education to present the Education Innovation Forum and Expo in Washington, DC. The major event was part of a sustained and coordinated effort to drive a national conversation on creating an innovation culture in education.

The Forum attracted nearly 800

attendees including leading education innovators, investors, and practitioners as well as reform advocates and local, state, and national policymakers. Featured speakers included Arne Duncan, US secretary of education (and a Henry Crown Fellow); Jim Shelton, assistant deputy secretary of education for innovation and improvement (and an Aspen-NewSchools Fellow); Aneesh Chopra, federal chief technology officer at the White House Office of Science and Technology; Paul Pastorek, state superintendent of education in Louisiana; Kim Smith, Henry Crown Fellow and co-founder and CEO of Bellwether Education Partners: and many others. The event generated a huge response on Twitter and was one of the Twitterverse's top trending topics of the day in Washington, DC.

The Forum aimed to build on the momentum created by the public private partnerships launched by the administration's competitive Investing in Innovation Fund (i3), which provided \$650 million in grants to a number of promising education inno-



vators around the country. To create opportunities for productive interactions between leading innovators and potential investors, the Forum also featured a "Venture Fair," conducted in partnership with Investors Circle and Startl, as well as a large interactive

Shelton Shelto

Educating for Innovation

A Digital Town Hall

In 2010, the Education and Society Program partnered with the Institute's Public Programs team, "PBS NewsHour," and underwriter Intel to explore the integral relationship between US education and our current and future prospects as a global leader in innovation. The collaboration yielded a series of discussion events culminating in a "Digital Town Hall" in December, at which an in-person audience, a Web audience, and participants from a math and science magnet high school and an engineering college weighed in on the conversation. New York Times columnist Thomas Friedman spoke about giving kids an "exit ticket from a failing school." "When people take ownership of their future," he said, "good things happen." For information or to watch video, visit www.the innovationeconomy.org.



urence Genon

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exhibit space featuring nearly 100 leading nonprofit and for-profit education innovators from around the country.

The Forum also began a much needed dialogue on how to more effectively attract private investment to the education enterprise. "People are coming from all over the country to run schools in New Orleans," said Pastorek,

"because there's freedom to innovate."

In May, the Commission along with the NewSchools Venture Fund continued that conversation in Silicon Valley, where they held a national summit on education innovation as part of an ongoing effort to close persistent achievement gaps and reshape the delivery of education in the future.

"People are coming from all over the country to run schools in New Orleans, because there's freedom to innovate."

Change Agents

THE ASPEN INSTITUTE-NEWSCHOOLS FELLOWSHIP PROGRAM

Building on the model of the Henry Crown Fellowship Program, the Institute partnered with Henry Crown Fellow Kim Smith, founder of the NewSchools Venture Fund, to launch the Aspen Institute—NewSchools Fellows Program in 2008. Each year, the Fellowship selects approximately twenty exceptional entrepreneurial public education leaders and innovators working to reform US public education and improve the life chances of low income students through nonprofits, foundations, charter schools (CMOs), and traditional school districts. The Fellowship gives them the rare opportunity to work together to develop their own leadership capacities while pushing their collective impact to even greater heights.

The Fellowship engages leaders in four seminars over two years and challenges them to pursue leadership projects aimed at strengthening the education field. Examples of projects include: an initiative to strengthen ties between leaders of the education reform movement and the more traditional civil rights movement, a new organization to help mobilize more policy entrepreneurs in the Midwest, and a new charter school that uses technology to better serve "over-age, under-credited" youth in NYC. Additionally, several Fellows have stepped-up to major roles in the public sector. Among them are John Deasy, who is superintendent of Los Angeles United School District; Jean-Claude Brizard, who is the new CEO of Chicago Public Schools; Joanne Weiss, who is chief of staff to US Secretary of Education Arne Duncan; and Kaya Henderson, who is acting chancellor of DC Public Schools. For information, visit www.aspeninstitute.org/ newschoolfellows.

Los Angeles Unified Schools Superintendent and NewSchools Fellow John Deasy speaks at the 2010 Aspen Ideas Festival. Deasy is also a member of the Education and Society Program's Urban District Superintendents Network.



Dan Baye

Community Colleges:

A New National Priority

The Aspen Institute Prize for Community College Excellence

BY JOSH WYNER

nnounced at the White House Community College Summit in the fall of 2010, this new effort seeks to galvanize and accelerate efforts to improve community college student outcomes. With the first \$1 million to be awarded late in 2011, the Prize will reward and shine a spotlight on community colleges that deliver exceptional student results. After announcing the award, the Institute will use what it learns during the selection process to stimulate replication of effective community college practice and leadership.

Working with deeply knowledgeable independent researchers, former college presidents, and officials from the Department of Education, the Department of Labor, and the White House, the Institute has developed a definition of community college excellence that revolves around three core factors: learning, completion, and labor outcomes. In short, an excellent community college is one that excels at—and is constantly

Next Up: A Closer Look at Higher Ed

A new initiative, tentatively titled the Higher Education Leadership Forum, is in the works at the Institute. It will be chaired by Harvard University President **Drew Gilpin**Faust and University of Maryland, Baltimore County, President Freeman Hrabowski, III, and will bring together key leaders of the nation's private and public universities and colleges to discuss the issues they face and the evolving role of US higher education here and around the world. Look for an announcement in late 2011.



rendan Hoffman/Gel



Director of the White House Domestic Policy Council Melody Barnes at the 2010 Aspen Ideas Festival: "Change is hard and big change is harder. We are trying to build education reform on evidence."

striving to improve—how much students learn, how many students complete their degrees or certificates, and how well what students learn prepares them to earn a good wage after graduation.

Early in his presidency, Barack Obama set a goal of the US regaining within the next decade—its place as first in the world in the percentage of adults with a college education. As increasing degree completion rises as a national priority, community colleges are receiving long overdue attention. Community colleges enroll over eight million Americans, including the majority of freshman and most of the fastest-growing college populations: low-income and Hispanic students. Unfortunately, the outcomes for these students fall far short of what they and our economy need. Nationally, well under half of the students who enroll in a community college finish their two-year degree or one-year certificate program after four years. And, recent projections demonstrate the labor market demand for such degrees and certificates is growing faster than the supply.

Over the course of 2011, the Prize will continue to partner with experts on community college practice to help us identify the best community colleges

through data review and site visits. The Prize will culminate in December 2011 with selection of an inaugural winner by a Prize Jury of prominent Americans, dedicated to the proposition that our most successful community colleges should no longer be invisible, but instead deserve recognition for the excellent student outcomes they have achieved.

For more about the Prize, including its funders, visit www.AspenCCPrize.

Over the course of 2011, the Prize will continue to partner with experts on community college practice to help us identify the best community colleges through data review and site visits.

Focus on Federal Reform

The Commission on No Child Left Behind

This bipartisan, independent effort builds support for improvements in federal education policy in order to spur academic progress and close achievement gaps. In the three 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 commission includes leaders of national civil rights organizations, state legislators, successful principals and teachers, business leaders, state education chiefs, school superintendents, higher education leaders, researchers, and school board members. Together, they are working to develop updated recommendations that will advance effective education reform.



Zaid Hamid

The Business of Education

Why changeminded MBA candidates turn to the Institute before they pick a business school.

BY JUDITH F. SAMUELSON

his fall, close to 1,000 US graduate schools of business will welcome over 150,000 new MBA candidates onto college campuses, and even more students will start the highly competitive admissions process to business schools around the globe. These days, many young business school candidates want to make a good living and stay true to their ethics, environmental concerns, and social causes. So they turn to the Institute to find the right school.

Every two years since 1999, the Institute's Business and Society Program has produced a global ranking and searchable database of MBA programs called Beyond Grey Pinstripes. For a generation of business students and faculty, Pinstripes—along with a suite of Institute resources and academic networks to encourage cutting-edge scholarship—is their primary connection to the Institute. "When I first read Beyond Grey Pinstripes in the late '90s, I was blown away," says Jason McBriarty, a manager at Levi Strauss. "Reading it was one of the factors

that motivated me to attend b-school."

The process of gathering and analyzing the reams of data required to produce *Pinstripes* is a complex one. The goals, however, are straight-forward: Arm the next generation of business leaders with information, and drive the changes necessary to incorporate environmental stewardship and social-impact management into mainstream b-school curricula.

Converting data from 150 participating schools in Asia, Europe, and the Americas into a credible ranking and coherent story about the state of play in global business education requires significant people-power—and attention to detail. The program relies on a threeperson team in the Business and Society Program's New York office along with a cadre of talented Ph.D. students from schools around the world who compete to be named Scoring Fellows. "As a Ph.D. student, it's been an amazing experience to review the course outlines that are at the very leading edge of teaching about sustainability, international business, and poverty alleviation," says

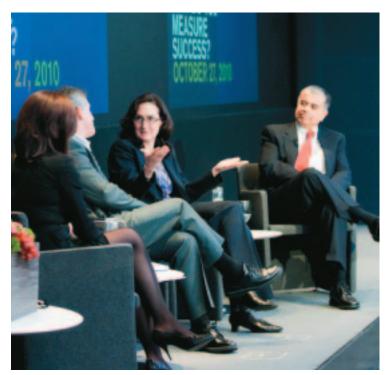


Kevin McKagne, a 2009 Scoring Fellow from Toronto. "I'm now fully up to speed on best practice in course design, including the latest resources, debates, and pedagogical approaches."

There is no shortage of content. This year's class of 14 Scoring Fellows analyzed 5,826 course submissions and almost as many research abstracts—all scrubbed clean of school identity to eliminate selection bias. With b-schools competing for a numerical ranking in the Pinstripes "Global One Hundred"—from INSEAD in France, Pontificia Universidad Católica in Peru, and the Korea Advanced Institute of Science and Technology to top US schools like Berkeley, Cornell, Stanford, Wharton, and Yaleadministrators are eager to download course descriptions and syllabi onto the Institute's custom website to document their claims of values-driven business education. Sometimes just submitting material to *Pinstripes* can catalyze change at a school. "The data collection gave us a baseline, illuminating our strengths as well as areas that needed improvement," says Ann Buchholtz, research director at Rutgers' Institute for Ethical Leadership, John Mittelstaedt, a marketing professor at Clemson University, agrees: "[Pinstripes] is shaping the strategic direction [by] leading and aspiring business schools in ways individual faculty, scholarly communities, and journals cannot."

Plans for the public release of the ranking begin before the results are in—including extensive media outreach, design of a state-of-art website, an awards breakfast and deans' dialogue in New York City, and a program of corporate sponsorship that builds bridges to influential firms that also recruit MBAs. Corporate sponsors over the years—like Microsoft, Ernst & Young, and Citigroup—send the message that the attitudes, skills, and knowledge that *Pinstripes* values are welcome in the Big Show: getting a job.

Finally, select syllabi, teaching resources, and case studies are selected and loaded onto www.BeyondGrey Pinstripes.org and its sister site, www. CasePlace.org, where tens of thousands of business educators access them each



Sally Blount (third from left), dean of the Kellogg School of Management, discusses the future of business education at recent Business and Society Program event at Bloomberg in New York.

"We need to spotlight the best thinking and teaching about the complex realities and multiple objectives of business and we need to help students vote with their feet."

year. Faculty also get involved by nominating their peers for the coveted Aspen Faculty Pioneer Awards—which *Financial Times* has dubbed "the Oscars of the business school world"—that celebrate scholars who put business purpose and values at the center of their scholarship.

So why do we do it? In short, business schools matter. In the United States, one out of four post-grads and one out of five undergrads are majoring in business or a near-equivalent. Business education is a major enterprise; it is setting the tone in boardrooms and executive suites across the planet. We need to spotlight the best thinking and teaching about the complex realities and multiple objectives of business. And we need to help students vote with their feet—to enlist them in creating demand for the kind of coursework that engages business in the most critical issues of our day.

And it's working: In the weeks and months following the release of the 2011-2012 ranking this coming November, more than 100,000 visitors are expected to come to www.Beyond GreyPinstripes.org to compare school profiles, just as the business school admissions process kicks into high gear. In addition to prospective students, visitors will include interested alumni, faculty, and administrators, who use the site to benchmark their peers in the hyper-competitive environment of global business education. The Institute has been a great home for this work since the Business and Society Program opened its doors in 1998. And Beyond Grey Pinstripes has allowed the Institute to introduce itself to a new generation of users-and in turn introduce that generation to a unique set of ideas: timeless values.



THYSELF

The Socrates
Program
celebrates
15 years of
enlightened
dialogue.

BY MISSY DANIEL

"KNOW THYSELF," SAID SOCRATES. THE ANCIENT GREEK PHILOSOPHER WAS FAMOUS FOR HIS METHOD OF GETTING AT THE TRUTH BY QUESTIONING OTHERS AND FOR HIS INSISTENCE ON THE IMPORTANCE OF THE EXAMINED LIFE.

This year, the Institute's Socrates Program, whose name derives from Aspen's decades-old commitment to the fundamental educational value of Socratic dialogue, celebrates its 15th anniversary of becoming what Institute Executive Vice President Elliot Gerson describes as "one of the most successful things we do."

In the summer of 1996, venture philanthropists Gary and Laura Lauder helped the Institute launch a series of young leadership seminars—beginning with a session called "Dilemmas of the Digital Age." It was an effort at a time when the world wide web was just becoming a public tool to reach out to Silicon Valley entrepreneurs and to bring to the Institute's seminar table the energy and voices of young innovators from post-industrial, high-tech America. Since that first weekend seminar, the Socrates Program has grown into a network of over 3,000 emerging leaders (ages approximately 28 to 45 years old) from more than 20 countries across a variety of professions—many of whom continue to take advantage, year after year, of what are now



multiple annual Socrates Program offerings, including summer- and winter-weekend seminars in Aspen, regional salons in major US cities, and even a special Socrates seminar designed for staff members of the US Senate. Socrates still offers seminars on technology, but today the program examines opinions and perspectives on an ever-expanding number of issues and topics—from the future of power to the future of privacy, from Islam and democracy to China and US relations, from terrorism to globalization.

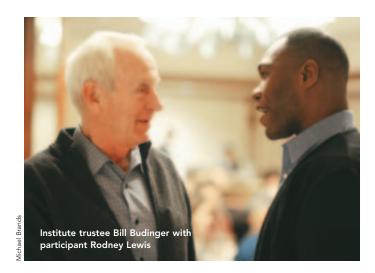
Over the years, a scholarship fund has been created for Socrates to ensure the engagement of leaders from a broad range of backgrounds and organizations. Socrates participants include policy experts, academics, investors, entrepreneurs, doctors, lawyers, representatives of government, international and non-profit organizations. Socrates participants are also enabled and encouraged to attend a full range of Institute programs including the Ideas Festival and Aspen Seminar, and some become members of the Society of Fellows, Henry Crown and Catto environment fellows among other programs. Institute trustee Bill Budinger, who took his first Socrates seminar on Islam with Husain Haqqani in February 2004, says Socrates seminars are also "a rich, efficient, and exciting way to introduce rising young stars to the methods and potential of the Aspen Institute."

The Socrates Program also adds value by creating useful relationships among participants, enabling them to leverage their resources to put concepts and thoughts learned in the seminars into action. For example, Senate committee staffers were mobilized after a recent seminar on demographic changes to ask their committees to add population and immigration topics to their agendas. And after a Socrates seminar on financial reform, Christian Cooper, a participant from New York, helped start a program to encourage leaders in finance



to engage with Congressional staffers in issues surrounding national security and financial reform. Amanda Brooke, who recently participated in a bioethics seminar, added, "Socrates is not merely cerebral; it is a forum that instigates active engagement and change, and has direct, professional application."

Socrates Director Melissa Ingber, herself an alumna of the seminars, describes them as "leadership exercises that leave participants with a deeper understanding and ability to express their own perspectives as well as contrary views." Seminar moderators, she says, are experts in their fields and particularly adept at the art of Socratic inquiry and cross-examination, to help find answers to difficult questions raised by challenging contemporary issues. Socrates moderators and guest speakers



have included recognized leaders over the years including David Gergen, Tom Friedman, Barack Obama, Nouriel Roubini, Isobel Coleman, John McCain, Wolf Blitzer, Husain Haggani, Ezekiel Emanuel, Shashi Tharoor, Ayaan Hirsi Ali, Joseph Nye and Niall Ferguson.

Peter Romero, former US ambassador to Ecuador and a career foreign service officer, has recently moderated a Socrates seminar on immigration. Listening, he says, is one of the key ingredients of a Socrates seminar—the kind of listening that will "give you the big picture." And Jeff Rosen, George Washington University Professor of Law, who has moderated Socrates seminars over the past decade added, "Socrates is such a valuable project because it offers something so rare in America today: opportunities for engaged conversations among people of different backgrounds whose only goal is thinking together about the most pressing questions of our day—from politics and philosophy to the effect of technology on society. Where else can you unplug for three days and treat yourself to the insights and experiences of such engaging colleagues?"

As Socrates looks toward the future, the program aims to continue to develop cutting edge, topical seminars and to expand its diverse base of participants by holding seminars in more domestic and international locations. Early next year, Socrates is planning a seminar in Cuba with US and Cuban participants pending government approval. Socrates aims to pursue more international hybrid seminars with some of the Institute's partners abroad as well as other locations. Socrates also hopes to expand its current salon seminar offerings in Washington, New York, Boston, Los Angeles, and San Francisco to include new cities.

For Catherine Merrill Williams, who has attended a number of Socrates seminars, the strength of the Socrates program lies in the texts and readings, which serve as the basis of the discussions. "Everybody needs time away to reflect on their position on divisive issues." At a Socrates seminar, she says, "you get to know your own mind."

Or, as Socrates counseled, "To find yourself, think for yourself." This year, the Institute's Socrates Program will celebrate the part it has played as a place where young leaders can come together and do just that. •

SOCRATES Is Born

In 1993, **Gary Lauder** and his wife **Laura** participated in "Democracy in the Digital Age" seminar led by the Institute's Communications and Society Executive Director Charlie Firestone. The program was stimulating, but they hadn't seen many of the younger entrepreneurs they knew of from Silicon Valley—those who were driving the internet revolution, conceiving and building gamechanging technologies and dynamic new business and social models—at the Aspen Institute.

They were instantly excited and inspired to start their own program for young leaders. They envisioned topical symposia over holiday weekends—specifically designed for participants with demanding jobs and families—and Socrates was born over the Fourth of July weekend in 1996. Laura said the program "developed as a result of our passion for values-based leadership training. Our generation often doesn't take time to stop and think about the values behind the fast-paced decisions we are making. We found the Institute to be a refreshing, exciting, and enlightening opportunity to do just that."

Soon, leaders from every field were descending on Aspen to take seminars on the most compelling topics of the day—from nanotechnology and intellectual property to foreign policy and bioethics—as well as to climb the Rockies or test themselves on class-four rapids.

"What has always drawn me to Socrates is its participants: the best and the brightest of our young leaders," says Gary's father, Institute trustee Leonard Lauder, who was won over by the Socrates vision as he began to meet its dynamic coterie. "They bring the program tremendous insight, energy and intellect and their contributions and discussions are never anything but exciting and worthwhile."



Founders Laura and Gary Lauder talk to then-Senator Barack Obama at a Socrates event.



JOIN US:

Socrates Anniversary and Benefit Dinner

Please join US to celebrate the Socrates Program's 15th anniversary at a special dinner on Sunday, July 26, at the Aspen Meadows Resort. The event will feature **Thomas Friedman**, New York Times columnist and Pulitzer Prize-winning author, moderating a conversation with Sonal Shah, director of the White House Office of Innovation and Institute Henry Crown Fellow, and **Jonathan Zittrain**, professor of Law at Harvard Law School and co-founder of the Berkman Center for Internet

& Society. The discussion will tackle the "Digital Disconnect: Innovations in Technology and the Impact on International Relations."

Socrates is very grateful to founders, Laura and Gary Lauder, who will serve as dinner cochairs. Additionally, Society of Fellows members and Socrates Program alumni Samia and Huda Farouki will be honored at the dinner. For tickets, please contact Becky Ward at (970) 544-7925 or becky.ward@aspeninst.org. Or register online at www.aspeninstitute.org/socratesdinner.



The following Socrates Program supporters have already made the Socrates Program Endowment Campaign possible with their leadership and contributions.

Leonard and Evelyn Lauder Gary and Laura Lauder Rodel Foundation

A. Huda and Samia Farouki Pascal and Belinda Levensohn Arjun Gupta

Miguel and Jacklyn Bezos Gerald O'Dwyer

The Socrates Program would also like to thank the following donors for their generous contributions*: Michael and Shelagh Adams James and Tatyana Beldock John Driscoll Evelyn N. Farkas Edward Lenkin Karen Listgarten Ann Mass Lance Matthiesen Patrick McKenna John and Carrie Morgridge Kristin Rechberger Nathan and Karen Sandler Blaze Stancampiano Guillermo and Tammy Trevino Michele A. Verna Jeff and Christie Weiss Frank and Leonora Williamson

* As of April 1, 2011

SUMMER 2011 THE ASPEN IDEA

Bridging the Gap

How great distances and even greater sums of money have fueled the nation's hyperpartisanship. n the spring of 1980, Joseph Slater, then-president of the Institute, invited me to develop a program that would foster ideals of enlightened leadership and open-minded dialogue among elected officials. As a former US senator, a chief-of-staff in the House of Representatives, and a university professor, I realized there was a troubling gap in the legislative branch between policymaking and scholarship. The United States and other countries had an enormous reservoir of experts and academics who spent their lives studying public policy issues, yet members of Congress were making policy without the benefit of their scholarly insights and expertise. The Institute could make a meaningful contribution by bringing these two groups together. Policymakers could learn from scholars, and the ideas of the scholars could be exposed to and tested by a candid exchange with members of Congress. So, in 1983, with support and guidance from David Hamburg, president emeritus of the Carnegie Corporation of New York, the Institute's Congressional Program was born.

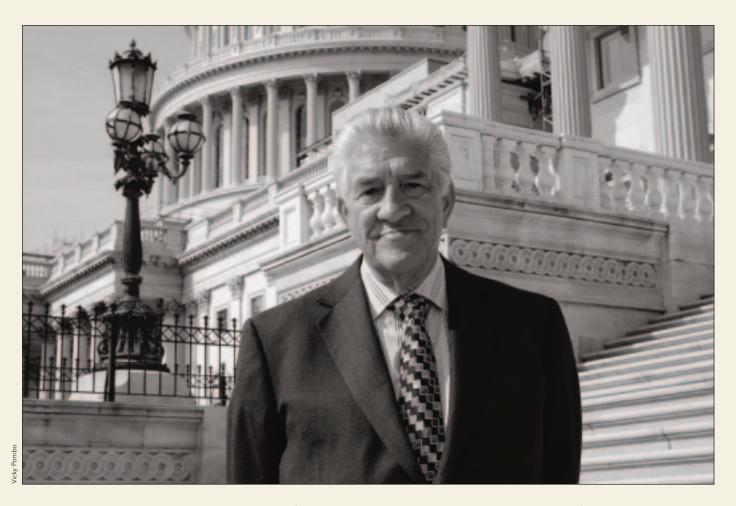
My goal at that time was to build a wellinformed, bipartisan core group of lawmakers who could play a leading role in developing realistic and effective policies to address challenges, particularly in the international arena. Most members of the House and Senate arrived in Washington with knowledge and expertise only in domestic issues. Based on my own experience as a freshman senator assigned to the foreign relations committee, I decided to focus the Congressional Program on foreign policy to strengthen the grasp of lawmakers on long-term international issues and alternatives. After almost three decades, the Congressional Program has grown to include domestic issues such as education and the environment.

I must confess that, because of my own experience as a Democratic senator from Iowa in the 1970s, the issue of nonpartisanship was some-

thing of an afterthought for me when it came to creating the program for the Institute. Party labels back then didn't mean as much as they do now; I was recently reminded of this when I came across some old copies of the *Congressional Record* and was struck by the number of times Republicans and Democrats used to vote together. While I knew the Institute's Congressional Program had to be nonpartisan, I concentrated much more on its intellectual purposes at first. I didn't create it to address nonpartisanship and civility. Yet those have turned out to be among its most valuable and relevant byproducts.

A Tradition of Bipartisanship

The bipartisan relationships the program has cultivated over the years have led to important legislative initiatives, such as No Child Left Behind. President George W. Bush had already proposed



his education reforms when participants in the Congressional Program met to discuss education in 2001 with John Boehner, then chairman of the House education committee, and George Miller, the committee's ranking Democrat. We talked about how to move forward with reforming education, and the ideas generated by the Congressional Program meeting were critical to articulating the intellectual underpinnings of the legislation and putting the final framework together. In the midst of the most closely divided Congress in half a century, a considerable bipartisanship was achieved: Senator Edward Kennedy, Representative George Miller, Representative John Boehner, and President George W. Bush were all on the same page and progress on a tough issue was made.

Another prime example of the program's contribution to landmark bipartisan legislation and to progress in the lawmaking process was the Nunn-Lugar Cooperative Threat Reduction Act, one of the most important steps toward nuclear nonproliferation ever taken. That 1992 legislation was designed to facilitate the transportation, storage, safeguarding, and destruction of nuclear and other weapons in the former Soviet Union.

When the Congressional Program began, coping with the Cold War was the main foreign policy objective of the United States. Yet members of Congress knew very little about the intricacies of the communist government system, its goals, and what it was doing in other countries; thus during the Soviet era the Institute worked to address those shortcomings. After the fall of the Soviet Union in 1991, much of the foundational work for the legislation ultimately sponsored by Senators Sam Nunn, a Democrat, and Richard Lugar, a Republican, came out of meetings of the Congressional Program that also helped to foster positive ties between Russian and American military officials as well as cooperative interactions and conversations between members of Congress and Russian parliament members.

The Problem Today

Today, the political atmosphere in Washington and across the country is quite a bit different than it was when the Congressional Program began. Rhetoric has become spiteful, nasty accusations commonplace, distrust rampant. There was a time when senators showed more respect to their colleagues in office than they do now. No longer

Politicians have a very real incentive to keep their big, partisan donors happy.

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is a senator reluctant to campaign against another senator of the other party. No majority leader had ever campaigned against a majority leader of the opposing party, but that, too, changed in 2004 when Senator Bill Frist campaigned against the reelection of Senator Tom Daschle. Now the practice is the norm on both sides of the aisle. What happened?

The Cost of Campaigns

Many elements, of course, are fueling our current political incivility and hyper-partisanship, but I believe the skyrocketing costs of campaigns over the last several decades and the unrelenting need to raise money have been major impediments to developing the kind of cross-party relationships that lead to effective policymaking and that the Congressional Program has often been able to foster. While my first campaign in 1972 cost \$252,000, the most recent Senate bid in Iowa cost over \$7 million. And many candidates spent much, much more throughout the country. Candidates for House seats who used to spend \$25,000 on a race now often spend \$2 or \$3 million. Current politicians spend an enormous amount of time and energy on the telephone raising money when they could be studying issues or meeting with voters, colleagues, and constituents.

Why is this a problem? In order to raise that kind of money, you have to go to people with special interests—and they know, when a politician runs again, he is going to come back to them. It means the average citizen in the United States is underrepresented, because those forces and corporations that can give a politician enormous sums of money will also expect a great deal more access to the politician than the average citizen. It doesn't mean special interests buy votes, but receiving hundreds of thousands of dollars, or even millions, from a single source often makes it difficult for a politician to vote against that funder's interests—or to care as much about the interests of the \$50 donor. Big funders—whoever they are, whatever ideological side they are on expect politicians to come back to them for more and more money every time they run. Politicians have a very real incentive to keep their big, partisan donors happy.

When I was in the Congress, we began to devise a system of federal financing for elections in the wake of Watergate. Our efforts didn't get beyond public funding for presidential elections, and now even that has broken down as candidates find they can raise much more by going out on their own in search of private-interest money

without taking any public funds. We put restrictions on the amount of money candidates could take from political action committees and individuals, but much of that, too, has disintegrated in recent years. Having spent a considerable amount of my time in the Senate on campaign finance reform, I learned that it is impossible to get public support for the idea of giving candidates public money. According to opinion polls and surveys, public approval is close to zero. It seems we are not very concerned about where campaign money comes from, and, without public pressure, I have little doubt that funding will remain a significant part of our current partisanship problem.

Relationships

Another problem adding to the current polarized atmosphere is that there is so little time to build friendships or even working relationships in one's own political party, much less across the congressional aisle. If lawmakers go out and have dinner together on Saturday night, then on Monday morning, even if they are members of opposing parties with different ideologies, they don't start shouting terrible things at one another. It is as simple as that. There was a time before advances in mass transportation, when members of Congress lived in Washington and took very few trips back to their home states. It was simply too expensive and the travel options were far more limited. And so, members of Congress would have each other over for dinner in Washington; they became friends and acquaintances. Civility and nonpartisanship have broken down in no small part because people no longer live in Washington and don't know one another. Ironically, nowadays spending too much time in Washington can be seen as a negative-with politicians frightened to appear "inauthentic" or as too much of an "insider." Members of Congress today work day and night while they are in the capital—and then leave as quickly as possible for the weekend.

The Congressional Program has tried to serve as an antidote to these circumstances, requiring members to look at and listen to each other, to talk in depth about the policy implications of the issues they face, and in the process to broaden their vision and build the intellectual capital they will be able to bring to the decisions they are called upon to make. That is why the Congressional Program was designed to include shared meals and unconstrained discussion sessions that emphasize civility, thoughtful conversation, exposure to different points of view, and informal opportunities for getting to know one another. We have tried to counter the increasing isolation of legislators from

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Civility and nonpartisanship have broken down in no small part because people no longer live in Washington and don't know one another.



one another, encouraging reflection, genuine learning, and a free exchange of ideas. Participants have an opportunity to call on one another, test the water on different issues, co-sponsor legislation, testify at committee hearings, and join in coalitions. But this is a rare sight. These days, members of Congress caucus only as parties—if they caucus at all. They don't study issues together across party lines or meet with experts and outside authorities. And they rarely become friends.

A Perfect Storm

Perhaps today what is most different about the political climate since the creation of the program is the growth of mass media. The explosion of Internet and social-networking outlets, and the tendency of some cable news networks, both conservative and liberal, to generate and feed on controversy and partisanship, only aggravates nasty political rhetoric. Every misstep is captured on video, every musing spoken aloud is added to the permanent record, and every denizen of the Web is poised to attack. Plus, with a skyrocketing deficit and the growth of new movements like the Tea Party, a feeling that government has become too big and too intrusive has fueled Americans' dissatisfaction with their legislators. Add to this mix out-of-control campaign costs that demand special-interest monies and a breakdown in basic relationships between members of Congress, and you have a perfect storm of hyper-partisan rage. It is simply becoming harder and harder to be a moderate in American politics.

Still, I believe members of Congress really do want more civility and less fundraising. They are human beings just like the rest of us. They hunger for substance, the ability to make a difference, and for a breather from the endless calls spent asking people they have never heard of and do not know for yet more and more money. Perhaps it will take some major governmental crisis or some embarrassing event to shock people into demanding a real return to congressional civility and nonpartisanship. Indeed, in the aftermath of the Arizona shooting rampage that seriously wounded Representative Gabrielle Giffords, there have been renewed calls for more civil discourse and common purpose on Capitol Hill. I am certain that better government is possible; even at the time of this writing, some encouraging signals of compromise and bipartisanship were discernable through the haze of the federal deficit debate. I will continue to hope, and I believe in our system and the men and women we have elected to do our business. After 30 years of working with them, I know that they—and we—are better than this. ♠

Changing of the Guard

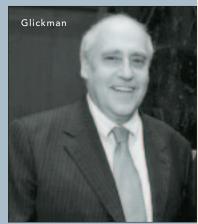
Dan Glickman to lead Congressional Program

AFTER THREE DECADES, Congressional Program head Dick Clark is leaving the Institute. Taking the reins is Dan Glickman, who has previously acted as chairman and CEO of the Motion Picture Association of America, served as

US secretary of agriculture, and represented Kansas in the House for 18 years. "When I first ran for office, it was different—a bit more civil," says Glickman. "But, throughout American history, there have been moments of great hostility all across this republic."

Still, Glickman is quick to echo Clark's concerns about members no longer socializing together, about the financial demands of campaigning, and about the divisiveness of modern media outlets. "Right now there are disincentives for people to get along," says Glickman. "We need to encourage the building of trust, which is what we do here at Aspen—where we can sit and reflect on important issues in a positive, intellectual setting."

As a senior fellow at the Bipartisan Policy Center, Glickman has long been passionate about building trust among leaders and working together. "There will be deep differences," he says, "but this government will only survive when we work together." Glickman remembers being a freshman congressman in 1977 and hearing one of then-Senator Hubert Humphrey's



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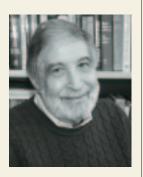
final speeches—a rare address by a senator to the House of Representatives. Humphrey told the elected officials to fight every battle as though it were the most important of their lives and then, when the battle was done, to go and shake the hands of their opponents—because on another day, and on another issue, they'd need an ally. "There's not enough of that spirit any more," says Glickman.

Saying Dick Clark exudes non-polarization, Glickman hopes to continue Clark's work by getting more members of Congress involved and excited about new topics and working together. "We have to move the country forward. To do that, we have to remember that politics is not a game; it's serious business."

SUMMER 2011 THE ASPEN IDEA

"Where consensus is impossible, compromise is essential."

Our collective responsibility for a more civil discourse.



ix years ago, when I helped launch the Institute's Rodel fellowships, a program that brings together the country's most promising young political leaders for a renewed focus on our common democratic values, I was very aware of the highly partisan nature of our political

system. Even though it was our goal to bridge that partisan gap, I accepted it as "the way things are." Thus, I set out to ensure that every class of 24 Fellows would be evenly

divided between Republicans and Democrats. At seminars, we arrange seating so that each Republican sits between two Democrats and each Democrat between two Republicans. It was like a C-SPAN call-in show, in which listeners call in on either the Republican phone line or the Democratic line so the show's hosts can alternate in order to avoid showing favoritism. The goal is balance and it starts with a premise of partisan division.

Today, as I look around our table, I am often shocked to find that I cannot remember whether a particular Fellow—a mayor, a Senate president, a state treasurer—is a Democrat or a Republican. As we've gotten to know each other, the person has come to transcend the party as an identifier. Starting with a premise of partisan division does not have to be "the way things are."

Incivility

Sadly, this is the norm in the highly polarized political world we live in today. When candidate Barack Obama said in 2008 that there is neither a "red America" nor a "blue America" but only a United States of America, it was a wonderful sentiment—and a great aspiration—but at some level

he was wrong. Before coming to the Institute, I served in Congress for 16 years, representing my home state of Oklahoma, and then I taught at Harvard for 11 years, working in Cambridge, Massachusetts. The people I've known both in Oklahoma and in Massachusetts are delightful, smart, and caring. But, when it comes to their views on politics, culture, religion, and values, they could not be more different if they were two alien races. At some level, that's fine: There are now 300 million Americans and to expect consensus in such a highly diverse population is unrealistic. Our differences are genuine. To paraphrase Walt Whitman: We are large; we contain multitudes. But where consensus is impossible, compromise is essential. Acknowledging the gulfs between us and building a bridge across them is the seminal task of government.

That becomes much more difficult when our disagreements are seen not as a reflection of differences in experience and perspective but as a sign of stupidity or evil intent. On election night last year, I watched the returns come in with a group of people who greeted every announcement of a Republican victory with angry cries of "Nazi" or "fascist." And, as liberals are well aware,

conservatives are no slouches themselves when it comes to insult and accusation, either.

Gabrielle Giffords, who was the very first person chosen to be a Rodel Fellow six years ago, was not shot by a person driven by political ideology, but the focus on Gabby in the wake of this tragedy has spotlighted a special person—one with a calm and thoughtful demeanor, forthright intelligence, and a serious commitment to representing and listening to her constituents. The events in Tucson early this year brought a new level of public awareness to the diligence and sacrifice made by those who devote themselves to public service. And that in turn made many a bit ashamed of the casual way in which we dismiss and denigrate those whose views may run counter to our own. Perhaps this will lead to some improvement in our public discourse and make our elected officials more amenable to seeking out those essential compromises that will allow such a large and complex society to govern itself. (To read about the Rodel Fellows' response to the shooting of their classmate, see page 40.)

Civics

But incivility is not the only problem we face. Recently, a Washington Post columnist wrote of the president going overseas and stepping out of his role as "head of government" to function in his other role as "head of state." Similarly, a prominent historian who spoke at the Institute's Aspen Ideas Festival a couple of years ago said the United States is different from Great Britain in that Americans have combined "head of government" and "head of state" into a single person. Except, of course, we do not. The United States does not have a "head of government" at all. The single most important feature of the US government is that our three branches are separate and equal. The Founders' goal was to leave ultimate authority in the hands of the peoples' representatives.

This confusion about a very basic part of our governmental system is an example of a problem every bit as great as lack of civility in our public discourse: the failure of our schools—public, private, primary, secondary, undergraduate, graduate-to properly teach what used to be called "civics" or "social studies," giving students a grasp of how US government works and why. A wideranging group of Americans-including such leaders as retired Supreme Court Justice and Institute lifetime trustee Sandra Day O'Connor, former Congressman Lee Hamilton, and American Federation of Teachers President Randi Weingarten-have sounded the alarm about the absence of adequate civic education across the country. When Benjamin Franklin said the Constitution's authors had given us a republic "if we can keep it," he was making clear that selfgovernment is not a spectator sport: It is our job as citizens to be informed and engaged. Abraham Lincoln, speaking at Gettysburg, described the Civil War as a test to determine whether this unique system of government could endure; it is a test that must be passed over and over and over again.

Sustainable Solutions

Finally, there is a third problem to be addressed. Incivility and inadequacy of civic instruction pose significant problems, but so does the failure to establish a meaningful hierarchy of our collective responsibilities. I am not necessarily an advocate for "small" government-the constitutional requirement is for "limited" government, but "limited" and "small" are quite different things. Nonetheless, choices must be made. During my years in Congress I found that the number of appealing causes-medical research, bridge repair, law enforcement, national security, food and drug safety, public education—was seemingly inexhaustible. Then there was the impulse to bring federal engagement to more peripheral questions, like investigating whether professional baseball players used steroid injections. It seems a case can be made for-and against-almost any claim for government funds or government involvement. But, even in public life, the day ends after 24 hours, funds are exhaustible, and the ability to tax without consequence is narrow.

It is a constant temptation in public office to try to please all comers. But the total deficit each year is astronomical and the accumulated federal debt continues to grow to unsustainable levels. Part of mature decision-making is the ability to assign higher priorities to some things and lower priorities to others. We are a multitude, we are diverse, and we must sit down together and find sustainable solutions. To want what we want when we want it—with no give or compromise is not governance; it's childishness, and it's harming this great nation.

The Institute tries to bring openness to every public conversation in an attempt to reach common ground. Knowing that, I also try to start with an openness—to the idea that I might be wrong, that another idea might be better than my own. If we could learn to engage each other with that in mind, perhaps the president's promise—not red, not blue, just united—might actually prevail.

Self-government is not a spectator sport: It is our job as citizens to be informed and engaged.

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ASPEN INSTITUTE SPAIN



Fundación Aspen Institute España Gran Vía 28 28013 Madrid, Spain maria.ljacoiste@aspeninstitute.es

spen Institute España was incorporated as a Foundation in December 2010. The Institute aims to promote social responsibility and contribute to the strengthening of civil society, providing a neutral forum for public dialogue and reflection through conferences, seminars, and roundtable discussions. In this pursuit, the Institute

takes on the values, features, and goals of the Aspen model, adjusting them to the realities of the Spanish context; a context that incorporates Spain's close ties with other regions in Europe, Latin America, and the Mediterranean. Aspen Institute España is chaired by Javier Solana and is headquartered in Madrid.

Institut Aspen FRANCE



Institut Aspen France 84 rue de Lille 75007 Paris, Fr www.aspenfrance.org

nstitut Aspen France was founded in 1983 as a nonpartisan, nonprofit, international center for discussion and dialogue. Based in Lyon since 1994, Aspen France has two goals: to help leaders identify the challenges they face and seek solutions to contemporary problems and to facilitate informal meetings of leaders from different geographical, cultural, and professional

worlds. Aspen France organizes policy programs and leadership seminars to address the major economic, social, and political issues of the day. Recently, Aspen France set up two discussion clubs—in Paris and in Lyon. These clubs of roughly 20 young leaders spend time discussing what the future will look like in ten years' time with leading experts on a variety of topics.

ASPEN INSTITUTE GERMANY



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spen Institute Germany, founded in 1974 for the study and advancement of ideas related to major contemporary issues, is the oldest international Aspen center. In the heart of the new European capital, the Berlin facility, located on the island of Schwanenwerder, overlooks the city's picturesque Wannsee Lake. Aspen Institute Germany is especially active in promoting transatlantic and regional

relations through dialogue about prevalent political, economic, and ethical issues. Convening a diverse network of representatives from all sectors for discussion, Aspen Institute Germany seeks to address the challenges of the 21st century in areas such as global economic change, technological advancement, international security, and emerging leaders.

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ASPEN INSTITUTE INDIA



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spen Institute India promotes values-based leadership, open dialogue, and cross-sector outreach by engaging business, governments, nonprofits, and other stakeholders on issues related to India's development. Focusing on India's challenges, Aspen Institute India invites industrial, economic, financial, political, social, and cultural leaders to discuss these issues in settings that encourage frank and open dialogue. The Aspen Institute India organizes five types of programs:

(1.) Outreach Seminars to promote a deeper understanding of India's complexities; (2.) Policy Programs that seek to improve public- and private-sector policymaking; (3.) Leadership Seminars that bring together small groups to explore fundamental truths through the Socratic method; (4.) Ideas India in New Delhi, which brings together diverse sections of society to discuss issues of crucial importance to India; and (5.) Strategic Dialogues to help bring India closer to other parts of the world.

ASPEN INSTITUTE ITALIA



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spen Institute Italia is a leader in promoting enlightened dialogue in Europe and across the Atlantic, organizing a number of conferences, seminars, and roundtables each year on economics, business, politics, and security. Its quarterly, Aspenia, is read in Italy and abroad, and has been judged one of the best foreign affairs journals in the world. Aspen Italia conferences gather prominent figures in every field thanks to its more

than 300 international board members. Aspen Italia focuses on the most important problems and challenges facing society in settings that encourage frank and open debate. The aim is not to reach unanimous agreement or to crank out reassuring conclusions, but to bring to light the complexity of our world. Aspen Italia is composed of a community of Sustaining Members, Ordinary Members, Friends of Aspen, and Aspen Junior Fellows.

ASPEN INSTITUTE JAPAN



Aspen Institute Japan Harks Roppongi Bldg, 2 Fl. 6-15-2, Roppongi 6-chome, Minato-City, Tokyo, Japan 106-0032 www.aspeninstitute.jp

spen Institute Japan is a nonprofit organization committed to enhancing values-based leadership in contemporary society. Evolved from the Tokyo liaison office of the Aspen Institute and Aspen Institute Japan Council, AIJ was formally established in 1998. Its flagship program has been the Nippon Aspen Executive Seminars. The Institute offers three seminars annually, providing the leaders and future leaders of Japan with

reflective experiences through moderator-led dialogue based on extensive readings of texts from both classic and contemporary authors and from the Western and non-Western world. In addition to the seminars, the Institute offers other executive seminars tailored to the needs of national and local government officials and young business executives. It also organizes periodic lecture programs for the alumni of the seminars.



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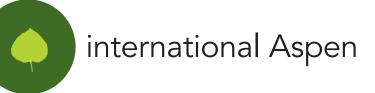
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INSTITUTUL ASPEN ROMANIA



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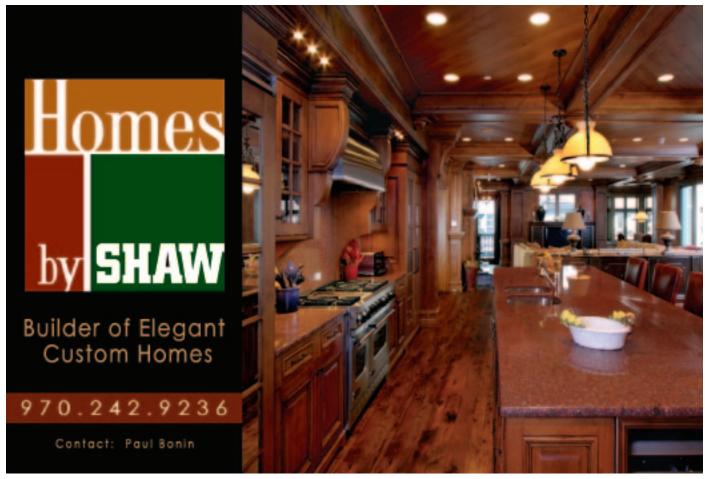
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spen Institute Romania launched in Bucharest in 2006, which coincided with the completion of Romania's transition to a democratic and modern society and formal entry into the European Union. The Institutul focuses

on the development of leadership networks and the promotion of democratic values, the rule of law, and economic efficiency. It hosts Executive Seminars, policy programs, and a Young Leaders Program.

Global Reach The Aspen Institute's international partners—in Bucharest, Romania; Rome, Italy; Berlin, Germany; Lyon, France; Madrid, Spain; New Delhi, India; and Tokyo, Japan—conduct independently developed and supported programs, conferences, and seminars on region-specific issues, global challenges, and leadership development. Each partner works closely with the Institute to develop unique programming but also to stay true to a mission of values-based leadership and enlightened dialogue.

To learn more about the Institute's international partners and programming, visit www.aspeninstitute.org/about/global-partners.





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faces

27th Annual Awards Dinner

Friends of the Institute gathered at the Plaza Hotel in New York for a celebration of leadership in November.

Photography by Clint Spaulding/Patrick McMullan Photography



▲ ABC's **Christiane Amanpour** and former Secretary of State **Henry Kissinger**



▲ Institute trustee **Anne Welsh McNulty** presents the John P. McNulty Prize

■ Evelyn Lauder



▲ Diane von Furstenberg and Princess Firyal of Jordan



▲ Former Second Lady Happy Rockefeller and Institute trustee Henry Catto





◀ Annette Heuser, Carnegie Corporation's Vartan Gregorian, and Dinner Chair and Institute trustee Mercedes Bass



◆ Former Deputy Secretary of State John Negroponte

► Institute trustee Leonard Lauder, winner of the Corporate Leadership Award, and Vartan Gregorian, winner of the Henry Crown Leadership Award





▲ Institute trustees Michael Eisner and Rick Braddock

▲ Joel Klein and ABC's Christiane Amanpour

 \blacktriangle TIME's Rick Stengel and Barry Diller



▲ Stewart Resnick, Institute trustee Lynda Resnick, Institute trustee Bill Budinger, and Markle Foundation President Zoë Baird



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▲ Susan Braddock and Institute trustee Arjun Gupta

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faces

A Fond Farewell Members of Congress gather to bid farewell to Dick Clark—and to welcome Dan Glickman.

► Representative Tom Petri, Julie Clark, Dick Clark, and Representative



▼ Dan Glickman and Representative Henry Waxman



▼ Senator **Roger Wicker** and Representative George Miller



▲ Congressional Program participant Senator Dick Lugar with Dick Clark













































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— John Adair

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faces

A Night at the Cathedral Institute trustees and

special guests gather for the spring board meeting and a conversation at the Washington National Cathedral.

Photography by Donovan Marks



▲ Institute lifetime trustee Ann Korologos with Institute trustee Elaine Pagels

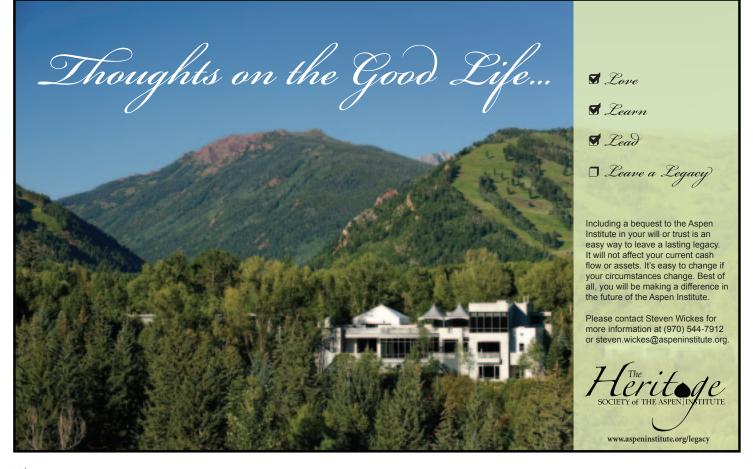


▲ Alma Powell and Institute trustee Arjun Gupta

▲ Former Secretaries of State James Baker, Colin Powell, and Madeleine Albright prep for the discussion with Institute CEO Walter Isaacson

> ► Institute trustee **Leonard Lauder** with Markle Foundation President **Zoë Baird**

 Colin Powell with The Washington Post's Sally Quinn





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For more information: www.aspensecurityforum.org Contact: Josh Diamonstein, josh.diamonstein@aspeninst.org

next

JUNE

May 30-June 2

Aspen Environment Forum

Aspen, CO

3-7

Liberty Fellowship Program: The Promise of Leadership Seminar

Spartanburg, SC

8

Aspen in NYC Book Series featuring Roger Martin

New York, NY

13

Center for Native American Youth Summit

Milwaukee, WI

 1^{2}

Alma and Joseph Gildenhorn Book Series with Jonathan Yardley, Second Reading

Washington, DC

16

Roundtable featuring Meryle Secrest **Washington**, **DC**

17

Roundtable featuring US Trade Rep Ron Kirk

Washington, DC

19-24

35th Annual Aspen Summer Words Literary Festival

Aspen, CO

19-25

Henry Crown Fellowship Program: The Aspen Seminar

Wye, MD

24-27

Teen Socrates Seminar

Aspen, CO

24-27

Socrates Program: Summer Seminars with Catherine Brown, Clive Crook, David Leonhardt, Geneva Overholser, and Philip Zelikow

Aspen, CO

25

Society of Fellows: Opening Reception Aspen, CO

26

Socrates 15th Anniversary Benefit

Aspen, CO

27-July 3

Aspen Ideas Festival

Aspen, CO

JULY

5

McCloskey Speaker Series: Physicist Brian Greene

Aspen, CO

7-10

Aspen Global Leadership Network: ACT II

Aspen, CO

11-14

Society of Fellows Symposium: "The Future of Democracy in the Arab World"

Aspen, CO

12

McCloskey Speaker Series: Politico Donna Brazile

Aspen, CO

15

Society of Fellows: Luncheon

Aspen, CO

16

Society of Fellows: "In Tune with Shakespeare"

Aspen, CO

16-18

Roundtable on Institutional Innovation

Aspen, CO

18

Society of Fellows: Discussion Reception

Aspen, CO

18

NEW VIEWS Documentaries, co-presented with aspenFilm

Aspen, CO

20-24

Africa Leadership Initiative/West Africa: The Promise of Leadership Seminar **Ghana**

20-24

Africa Leadership Initiative/South Africa: The Promise of Leadership Seminar

Stellenbosch, South Africa

21-24

2011 Clean Energy Economy Roundtable

Aspen, CO

22

Society of Fellows: Luncheon

Aspen, CO

22

McCloskey Speaker Series: A Conversation with Republican

Governors Aspen, CO

25

Society of Fellows: Discussion Reception

Aspen, CO

, top

NEW VIEWS Documentaries, co-presented with aspenFilm

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25-31

Central America Leadership Initiative: The Aspen Seminar

INCAE, Costa Rica

27

McCloskey Speaker Series: TBA

Aspen, CO

27-30

Aspen Security Forum

Aspen, CO

30

Society of Fellows: Symposium

Aspen, CO

29-31

Aspen Philanthropy Group: 2010 Annual Meeting

Aspen, CO

AUGUST

1

NEW VIEWS Documentaries, co-presented with aspenFilm

Aspen, CO

1 4

Society of Fellows: "US-China Economic Relations"

Aspen, CO

1-4

Communications and Society: FOCAS

Aspen, CO

2

McCloskey Speaker Series: Justice Elena Kagan

Aspen, CO

5-6

Board of Trustees Summer Meeting Aspen, CO

5 10

Aspen Strategy Group: Summer Workshop

Aspen, CO

SUSTAINABLE DEVELOPMENT TODAY BUILDS SUSTAINABLE ENERGY FOR TOMORROW

Ongoing political unrest and tragic events around the world underscore the need for a diversified, global energy system – one that not only meets growing energy demand but also protects the environment and respects local communities.

These are among the sustainable development imperatives that drive our business at Shell and allow us to develop and deliver more energy in socially, economically and environmentally responsible ways. Let me share three examples.

First, we're playing an important role to ensure that natural gas is a vital, long-term component of any future energy mix – one that has the potential to completely change the energy outlook for the United States. Natural gas is a lower-carbon energy source – in fact, it's the cleanest-burning and most efficient fossil fuel. And with its 250-year global supply, natural gas is an affordable energy solution that supports growth while reducing climate emissions.

At Shell, we're producing more natural gas, using advanced technologies to develop new resources and finding ways to make the most from existing resources. By next year, our company will produce more natural gas than oil.

Second, Shell is focused on sustainable biofuels, which we believe provide the most practical and commercial way to reduce CO₂ from transport fuels over the next 20 years. Our recent joint venture – named Raizen – with the Brazilian ethanol company, Cosan, will have the capacity to produce more than half a billion gallons of Brazilian sugarcane ethanol, which is the most sustainable biofuel available today.

Finally, we see great promise in carbon capture and storage technology. We're involved in a number of R&D projects globally to test a range of technologies. The Gorgon LNG project in Australia, which will be the world's largest once completed, will capture and store nearly 4 million tons of CO₂ per year – the equivalent of removing 700,000 cars from the road.

This year, we issued our 14th annual Shell Sustainability Report. I invite you to read it to learn more about how Shell is helping to build a sustainable energy future.

Marvin Odum

President, Shell Oil Company

You will find more information about our focus on the environment and the 2010 Shell Sustainability Report at www.shell.com/sustainability.



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6 18th Annual Summer Celebration Aspen, CO

6-9

20th Annual Roundtable on Information Technology

Aspen, CO

Society of Fellows: Discussion Reception

Aspen, CO

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Aspen, CO

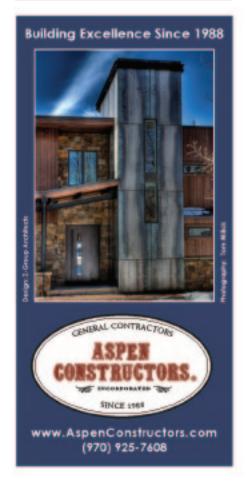
McCloskey Speaker Series: "Ten Years After 9/11"

Aspen, CO

10-14

Henry Crown Fellowship Program: The Promise of Leadership Seminar

Aspen, CO



Society of Fellows: Luncheon

Aspen, CO

Society of Fellows Closing Reception

Aspen, CO

13-19

Aspen Seminar

Aspen, CO

15-18

Society of Fellows: "What Is the Good Life?"

Aspen, CO

15-20

Henry Crown Fellowship Program: The Challenge of Leadership Seminar

Aspen, CO

16-19

25th Annual Conference on Communications Policy

Aspen, CO

Society of Fellows: Luncheon, featuring Scott Neeson, Cambodian Children's Fund

Aspen, CO

Society of Fellows: "In Tune with Shakespeare"

Aspen, CO

20 - 26

Aspen Seminar

Aspen, CO

Africa Leadership Initiative/South Africa: The Challenge of Leadership

Stellenbosch, South Africa

SEPTEMBER

14-18

Liberty Fellowship Program: The Challenge of Leadership Seminar

Spartanburg, SC

17-23

Aspen Seminar

Aspen, CO

High School Great Ideas Seminar Aspen, CO

Community Great Ideas Seminar Aspen, CO

OCTOBER

Aspen Seminar

Wye, MD

Aspen Leadership Series: Professor Henry Louis Gates, Jr.

New York, NY

16-17

International Digital Economy Accords (IDEA)

Delhi, India

24-28

Central America Leadership Initiative: The Promise of Leadership Seminar Panamá

25-29

Aspen-NewSchools Fellowship Program: The Promise of Leadership Seminar

Aspen, CO

Socrates Reception

Washington, DC

28-30

Senate Socrates

Wye, MD

■ NOVEMBER

Annual Awards Dinner Honoring Ioel Klein

New York, NY

Board of Trustees Fall Meeting New York, NY

13-15

Roundtable on Spectrum Policy Wye, MD

15 - 20

Aspen Global Leadership Network: Leading in an Era of Globalization Seminar

Stellenbosch, South Africa

Socrates Program New York Salon New York, NY

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For updates and additions to the Institute's ever-growing schedule of events, visit www.aspeninstitute.org/ events.

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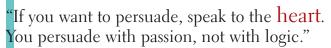
Real Estate on Higher Ground

BJ Adams • Scott Calliham • Andrew Ernemann • Mark Lewis • Kristen Maley • Leah Moriarty • Doug Nehasil • Lucy Nichols • Tara Turner

food for thought

"We are drowning in a sea of open-source information, all of which is quite useful."

-CNN national security analyst **Peter Bergen**, Washington, DC, February 2011



Neuroscientist and former entertainment executive Eric
Haseltine, Washington, DC, January 2011

"The arts provide us with an understanding of why we are alive."

-Wynton Marsalis, New York City, November 2010



"What I'm trying to do in the last few years of my life, whatever they are, is to find a way to get hedge funds to feed the hungry."

 -Andrew Young, civil rights leader and former US ambassador to the UN, Washington, DC, December 2010

"What we need now as a workforce are people who are educated not just to be knowledgeable but to be creative problem-solvers. And if you don't start a child feeling comfortable in their creative 'muscles' very early, they're not going to feel comfortable when they're 22."

Kennedy Center President Michael Kaiser, Washington, DC,
 March 2011

"As a country, do we want to treat everyone as a potential terrorist forever and ever?"

-Former Secretary of Homeland Security Tom Ridge, Washington, DC, February 2011

For more highlights from recent programs, visit

www.aspeninstitute.org/video

"The idea that we can use bullets, military weapons, and uniformed military personnel to fashion countries in our image is silly."

Former Secretary of Defense **Donald Rumsfeld**, Wye River Campus, April 2011

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