

**2018
OVERVIEW
2017
ANNUAL
REPORT**



THE ASPEN INSTITUTE



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A LETTER FROM PRESIDENT AND CEO DAN PORTERFIELD

There is nothing quite like the Aspen Institute. It is an extraordinary—and unique—American institution. We work between fields and across divides as a non-profit force for good whose mission is to convene change-makers of every type, established and emerging, to frame and then solve society's most important problems. We lead on almost every issue with a tool kit stocked for solution-building—always valuing reason, hope, drive, creativity, freedom, integrity, and humanity. In an era of unparalleled technological advancement and dramatic social change, we are needed now more than ever.

Over the past 15 years, the Institute has grown and deepened its impacts in extraordinary ways under the transformational and visionary leadership of Walter Isaacson. We offer the world dozens of policy programs, policy leadership programs, public programs, youth and engagement programs, seminars, international partnerships, and more—programs that span the globe and help communities and leaders everywhere to thrive.

In the years to come, the Aspen Institute will deepen our impacts. It is crucial that we enhance the development of the young, address the urgent challenges of the future, and renew the ideals of democratic society. I look forward to working closely with our many partners and friends as we write the next chapter on the Institute's scope and leadership for America and the world.

All the best,

A handwritten signature in black ink that reads "Dan R. Porterfield". The signature is fluid and cursive, with a long horizontal line extending from the end of the name.

Dan Porterfield
President and CEO



Dan Bayer

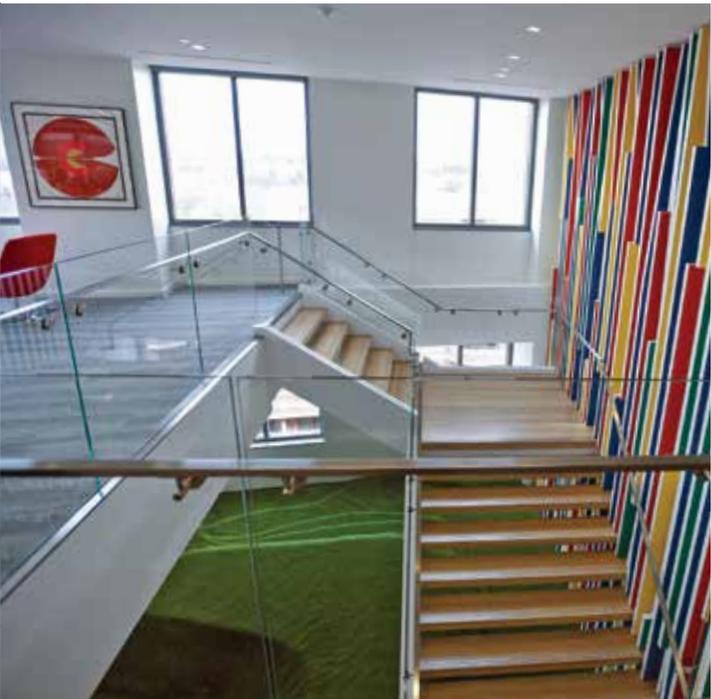
OUR NEW HEADQUARTERS

Washington, DC

Gazing out the windows of the Institute's new Washington, DC headquarters—with panoramic views of Rock Creek Park, Dupont Circle, and Georgetown—makes you feel as if you are standing on an urban mountaintop. The 90,000-square-foot space at 2300 N Street NW was designed by OTJ Architects and built by Davis Construction. The designers chose to work in the modernist idiom of renowned Bauhaus architect Herbert Bayer, who designed the Institute's Aspen Meadows campus. The new headquarters offers staff a more collaborative work environment and provides larger, enhanced gathering spaces for public events. Support from the Institute's generous donors (please see page 46) made the whole venture possible.



Photos by Riccardo Savi and Sam Abdelhamid



POLICY PROGRAMS

Nonpartisan initiatives that drive dialogue and action on today's challenges

Aspen Institute policy programs are unlike those of other organizations. They draw on the Institute's unparalleled convening power as a nonpartisan group to create forums for analysis, problem solving, and consensus building. Programs gather evidence and bring it to bear on a wide range of domestic and global issues, gathering leaders and experts to reach constructive and innovative solutions. Each program is unique in its substance and approach. Together the Institute's programs share a common mission and methodology: convene people of diverse perspectives to engage in informed dialogue that leads to action.



Institute Trustee Madeleine K. Albright co-chairs a meeting of the Stevens Initiative Advisory Council. (Leigh Vogel)



ASCEND AT THE ASPEN INSTITUTE

ascend.aspeninstitute.org

Ascend is the national hub for breakthrough ideas and collaborations to move children and families toward educational success, economic security, and health and well-being. Ascend embraces a two-generation approach in its work and brings a racial equity and gender lens to its analysis. Ascend directs a nationally recognized fellows program and a state fellowship in Colorado. In addition, Ascend leads a national network active in more than 40 states, fuels new approaches to state and county policy, and accelerates innovation for children and families. Ascend also recently launched the Aspen Family Prosperity Innovation Community to strengthen parents' and families' employment, economic security, and health and well-being.

ASPEN ECONOMIC STRATEGY GROUP

www.aspeninstitute.org/esg

The Aspen Economic Strategy Group gathers a diverse range of distinguished leaders and thinkers to address significant structural challenges in the US economy in a nonpartisan spirit. Led by co-chairs Henry Paulson and Erskine Bowles, the group fosters an open exchange of new economic policy ideas and finds viable solutions to economic challenges. The Economic Strategy Group also fosters relationship-building among the next generation of policy leaders in Washington.

ASPEN FORUM FOR COMMUNITY SOLUTIONS

www.aspencommunitysolutions.org

The Aspen Forum for Community Solutions supports collaboration among many kinds of groups to enable communities to effectively address challenges. Its Opportunity Youth Incentive Fund, a funding collaborative with major foundations and individual donor partners, has invested millions in communities in its commitment to equity across the country. The fund works for higher rates of reconnection to education and employment among "opportunity youth" who are out of school or out of work. Forum for Community Solutions is an organizer of the Collective Impact Forum, and also partners with groups like Neighborhood Funder's Group and the Center for Community Change to connect grassroots leaders to influencers who can accelerate the reduction of intergenerational poverty across America.

ASPEN GLOBAL INNOVATORS GROUP

www.aspenglobalinnovators.org

The Aspen Global Innovators Group widens access to health and prosperity for people living at the world's margins. Its network of innovators brings overlooked

challenges into plain sight and creates partnerships, programs, and policies to address them. Its early-stage initiatives are collaborations of grassroots experts living in developing countries, women, young leaders, and public and private sector pathfinders. The Aspen Global Innovators Group's portfolio of programs in the areas of leadership, entrepreneurship, and health innovation includes: Aspen Management Partnership for Health, Aspen New Voices Fellowship, Artisan Alliance, Spotlight Health, Aspen Ideas Incubator, and The Bridge podcast.

ASPEN HIGH SEAS INITIATIVE

www.aspeninstitute.org/programs/high-seas-initiative

The Aspen High Seas Initiative is working to bring the national park idea to the ocean with the creation and expansion of large marine reserves. The high seas cover areas beyond national jurisdiction—64 percent of the ocean surface and 43 percent of the Earth. Scientists tell us that at least 30-40 percent of the ocean needs to be protected to restore and maintain its health. The program spreads global awareness of the importance of the high seas through film and other media, harnesses technologies for exploration and enforcement of marine reserves, and promotes ocean stewardship among young people.

"Every four-four decision, where we throw up our hands and uphold the decision of the lower court, is a failure on the part of the Court. So we worked very hard to reach consensus and to find ways to agree that might not have been very obvious. I hope we continue to go the extra mile to build bridges across differences and to develop more consensus."

— **Elena Kagan**, associate justice of the US Supreme Court at an event hosted by the Justice & Society Program



Leigh Vogel



Students participate in a event run by Facing History and Ourselves, a partner of the Citizenship and American Identity Program. (Nick Kozak)

ASPEN INSTITUTE CITIZENSHIP AND AMERICAN IDENTITY PROGRAM

www.aspeninstitute.org/citizenship

In a time of rising inequality, increasing diversity, and widening polarization, the question of what it means to be American—and how we create a unifying story of “us”—is of prime consequence. The Citizenship and American Identity Program explores this question through a range of cross-ideological activity, from public forums to leadership gatherings to seminars. We focus on three aspects of citizenship: values, systems, and skills. The values segment focuses on articulating and updating the creedal and cultural content of American civic identity. The systems segment includes policy proposals and projects to build social cohesion. The skills segment teaches leaders to construct coalitions and a sense of shared fate across increasingly rigid class and race divides. Three of the program’s core projects are the Better Arguments Project, which encourages Americans to reach across political, cultural, and economic divides and engage one another in more productive debates; What Every American Should Know, an initiative to build civic and cultural literacy in America; and the Narrative Collaboratory, which aims to generate narratives of citizen power and to share the tools to exercise such power.

ASPEN INSTITUTE LATINOS AND SOCIETY PROGRAM

www.aspeninstitute.org/latinos-society

The Latinos and Society Program seeks to increase awareness and understanding of the growing Latino-American population in the United States and its connection to the well-being of all Americans. As the largest ethnic group in the US, projected to reach 30 percent of the population by 2060, the successes and failures of Latino-Americans will affect the trajectory of the entire country: their participation and leadership in all sectors of society is critical to the nation’s prosperity.

The Latinos and Society Program convenes meaningful dialogues across communities with a focus on influencing better solutions to challenges affecting Latinos and the nation, infusing the work of the Aspen Institute with Latino voices and ideas and developing Latino leadership capacity. The program’s policy work focuses on educational achievement, economic advancement, and civic participation.

ASPEN NETWORK OF DEVELOPMENT ENTREPRENEURS

www.aspeninstitute.org/ande

The Aspen Network of Development Entrepreneurs is a global network of organizations that propel entrepreneurship in emerging markets. ANDE members provide critical financial, educational, and business-support services to small and growing businesses based on the conviction that they will create jobs, stimulate long-term economic growth, and produce environmental and social benefits. ANDE members include capacity-development providers, corporations, development-finance institutions, donor agencies, foundations, investment funds, and research and academic institutions from around the world. Launched with 34 members in 2009, ANDE now comprises more than 280 members operating in over 150 countries. ANDE has regional chapters in Brazil, Central America and Mexico, East Africa, East and Southeast Asia, India, South Africa, and West Africa. ANDE will also be launching a new chapter in the Andean region of South America in 2018.

ASPEN PLANNING AND EVALUATION PROGRAM

www.aspeninstitute.org/apep

The Aspen Planning and Evaluation Program helps clients plan and evaluate efforts to shape public policy and promote changes in attitudes and behavior. Program staff and consultants work both internally with other Institute programs and externally with foundations and nongovernmental organizations based in the US, Africa, and Europe to assess their contribution to positive change. Current clients address issues as diverse as reducing the incidence of child marriage worldwide, strengthening advocacy for access to reproductive health services in sub-Saharan Africa, and organizing faith-based activists to promote greater educational opportunity for people of color in the US. The program also leads the Institute’s internal program-review process.

ASPEN STRATEGY GROUP

www.aspeninstitute.org/asg

How can America's national security establishment better adapt to nascent threats and challenges? As current global trends defy traditional notions of international relations, what common problems do nations face in the 21st century? This program focuses on transnational issues that blend foreign and domestic subjects. Founded in 1984 with a concentration on strategic relations, arms-control issues, and the US-Soviet relationship, the group traces its roots to annual conferences in the 1970s for university and think tank researchers associated with arms-control projects. As the group evolved, it grew to include legislators, government officials, business and industry representatives, and journalists. The current program has moved beyond its Cold War origins and today spans three generations of policymakers representing a range of perspectives. The approach, however, has remained constant: to use a bipartisan lens to identify the most contentious foreign policy and national security concerns facing our nation, and to assess America's evolving interests. Recent workshops, briefings, and reports have covered how the new administration should construct its national security decision-making structures, the rise of radicalism in the Middle East, the crisis with Russia, the future of American defense, and the global leadership role of the United States. The Aspen Ministers Forum and Track II dialogues with Brazil, China, and India are also organized under the auspices of the Aspen Strategy Group.

THE BRIDGE

www.aspeninstitute.org/bridge

The Bridge, the Institute's program on race, identity, and inclusion, kickstarts honest conversations by using the candid six-word memoirs of the Race Card Project, which has collected more than 200,000 stories on race, gender identity, ethnicity, religion, and more. The Bridge's mission is to create spaces where people can explore these issues for deeper understanding of other people's lives. The program works with communities, corporations, schools, and the media to help raise awareness, share knowledge, and activate learning using a variety of tools and resources. Its aim is to break down barriers and explore how race and identity can influence individuals and institutions. Its vision is to engage people in honest dialogue to help diminish differences, combat disparities, and create a more open world. We all have a story.

BUSINESS AND SOCIETY PROGRAM

www.aspeninstitute.org/bsp

The Aspen Business & Society Program helps established and emerging business leaders put values at the heart of practice. Through dialogue, teaching awards and curated leadership networks, the program designs and facilitates opportunities for executives and educators to explore

new routes to business sustainability and long-term value creation. Signature programs include the Long-term Strategy Group, First Movers Fellowship, and Ideas Worth Teaching.

CENTER FOR NATIVE AMERICAN YOUTH

www.cnay.org

The Center for Native American Youth believes Native American youth should lead full and healthy lives, have equal access to opportunity, and draw strength from their culture and one another. Created by former US Senator Byron Dorgan, CNAY works to improve the health, safety, and overall well-being of Native American youth. These youth face serious challenges, including some of the highest rates of unemployment, poverty, alcohol and substance abuse—and an epidemic in which Native youth attempt suicide at 2.5 times the national rate. Despite these challenges, Native youth across the country are undertaking inspiring initiatives to build a bright future for their communities. CNAY focuses on the resilience and strength of these individuals and supports them through youth recognition, inspiration, and leadership; research, advocacy, and policy change; serving as a national resource exchange; and developing Native youth media opportunities that focus on strengths and solutions. CNAY also manages the National Native Youth Network of former President Obama's Generation Indigenous initiative.



Dancers in a Cheyenne River Youth Project show, a partner of the Center for Native American Youth. (Amber Richardson)

THE ASPEN INSTITUTE CENTER FOR URBAN INNOVATION

aspeninstitute.org/policy-work/center-urban-innovation

The Aspen Institute Center for Urban Innovation exists to harness the innovative power of cities to make them great places for all of their residents, especially those in underserved neighborhoods, to live, work, connect, and flourish. At their best, cities are engines for inclusion,

economic advancement, and innovation. How can they continue to be? The Center is a white-board space where smart, passionate, creative people find the answers to that vital question together. Since its launch in 2015, the Center for Urban Innovation has hosted convenings and researched subjects including: how local-level regulations can help or hinder innovation and economic inclusion; how cities can prepare for the advent of autonomous vehicles; how inclusive innovation happens in businesses, philanthropies, local governments, and non-profits; and the challenges that women and people of color face in accessing capital. In line with the Aspen Institute's focus on values-based discussion, the center seeks to understand and articulate the values implicated in innovation, disruption, inclusion, and reinvention.

COLLEGE EXCELLENCE PROGRAM

www.highered.aspeninstitute.org

The College Excellence Program identifies and accelerates the adoption of practices and leadership strategies that improve equity in students' college access as well as the success of all students in learning, degree completion, and post-graduation employment. Over the past 50 years, increased college access has benefited millions of Americans. But now the nation must get more students through college with the skills and abilities needed for success after graduating. College Excellence helps colleges align their programs, practices, and policies to the success of today's students, both while they are in college and in the world they inhabit after college. The program's flagship initiatives include the Aspen Prize for Community College Excellence, which awards \$1 million biennially to the nation's best community colleges and replicates exceptional college outcomes nationwide; the Aspen Presidential Fellowship for Community College Excellence, which trains the next generation of community college leaders; the Siemens Technical Scholars, which recognizes the value that community colleges can provide students, communities, and businesses through excellent programs that prepare students for middle-skill jobs in STEM fields; and the American Talent Initiative, which expands socioeconomic diversity at leading colleges and universities.

COMMUNICATIONS AND SOCIETY PROGRAM

www.aspeninstitute.org/c&s

The Communications and Society Program serves as a venue for global leaders and experts to exchange insights on the societal impact of advances in digital technology and network communications. It creates a space in the policymaking world where both veteran and emerging decision-makers can explore new concepts and develop policy networks. The program convenes approximately 10 leadership roundtables each year on subjects such as artificial intelligence, broadband and spectrum



Fox News analyst Juan Williams moderates a panel at the Communications and Society Program's State of Race Symposium. (Laurence Genon)

policy, racial inclusion in communications, institutional innovation, and diplomacy and technology. Its major activity for 2017-18 is conducting the Knight Commission on Trust Media and Democracy. The program also runs a project on the future of public libraries. Leaders from across disciplines and perspectives engage in moderated discussions that culminate in specific conclusions and recommendations. The program distributes conference reports to key policymakers and opinion leaders around the world and to the public online.

COMMUNITY STRATEGIES GROUP

www.aspeninstitute.org/csg

The Community Strategies Group helps leaders in rural and urban communities create more vibrant regions that advance and sustain prosperity and well-being for local people, places, and firms, always including those on the economic margins. This group helps community leaders connect with and motivate each other, and equips them with the best ideas, tools, and strategies to improve community and family economic results. The group's hallmark approach is tailored, peer-to-peer exchanges in which community-based leaders advise each other and create immediate back-home action plans. Community Strategies also brings together practitioners and residents in specific geographic regions to collaborate and find common aims, and connects community innovators with regional and national experts and funders. It distills community lessons into action guides, good-practice profiles, virtual peer-learning exchanges, and online resources. The group builds and manages multiple networks of community-based practitioners and regional leaders from across the country who are focused on advancing family economic success, community-development philanthropy, and wealth-building approaches to regional economic development.

CONGRESSIONAL PROGRAM

www.aspeninstitute.org/congressional

This is a nonpartisan, public-policy education and civility-building program for members of the US Congress, in which more than 30 percent of the current Congress has participated. At a time of congressional gridlock and extreme partisanship, the program offers Republican and Democratic legislators the opportunity to explore policy alternatives and learn from internationally recognized academics and experts. It assists legislators in developing a deeper understanding of public-policy options and the personal relationships necessary to help Congress meaningfully address our nation's problems. Although the program does not endorse specific legislation, for more than three decades it has provided a forum for policy-issue discussion that has often sown the seeds for significant policy initiatives. Current subjects include international economic and security issues; extremism; energy policy; policy challenges in the developing world; and US policy with regard to Russia, Asia, and the Middle East. The program annually sponsors 25 breakfast meetings and four conferences for members of Congress. No lobbyists, congressional staff, or outside observers are permitted. The program also provides policy education initiatives as a resource for key congressional staff members.

CYBERSECURITY AND TECHNOLOGY PROGRAM

www.aspeninstitute.org/cyber

The attacks of the last decade by nation-states, organized-crime groups, and even individual hackers threaten to undermine trust in not just our institutions but also in the very information that powers our society, from financial and medical records to the media that keeps us informed. Launched in 2017, the Institute's Cybersecurity and Technology Program offers educational resources, shares knowledge across industries and sectors, and brings together government and private-sector leaders to discuss challenges and offer policy solutions that will help create a safe and secure online environment. Through both public events and a closed-door strategy group that brings together thinkers from Washington, Silicon Valley, academia, journalism, and the private sector, the program helps shape the future of our nation's security online and ensure that the internet remains a key driver of American innovation.

ECONOMIC OPPORTUNITIES PROGRAM

www.aspeninstitute.org/eop

The Economic Opportunities Program advances promising strategies, policies, and ideas to help low- and moderate-income Americans connect to and thrive in a changing economy. Over its more than 25 years, the program has focused on expanding individuals'



Panelists discuss the fair food movement at an Economic Opportunities Program book talk. (Laurence Genon)

opportunities to find quality work, start businesses, and build assets and economic stability. Its staff works closely with national and local leaders—practitioners, policymakers, employers, foundation leaders, academics, and advocates—to illuminate and encourage policies and practices that have the potential to help lower-income Americans succeed. The program has particular expertise in workforce training and education, microenterprise development and business ownership, financial services and asset-building, and business practices that support quality jobs. To support these fields, the staff leads evaluations and applied research to learn what works and document it; facilitates leadership development and capacity-building opportunities; and communicates promising approaches to broad and diverse audiences. The program comprises several interrelated initiatives that dive deeply into particular approaches to expanding opportunity: FIELD, Workforce Strategies Initiative, UpSkill America, and Good Companies/Good Jobs. The program recently created the Economic Opportunity Fellows Network, which will increase the connections of leaders within and across its fellowship programs.

EDUCATION AND SOCIETY PROGRAM

www.aspeninstitute.org/education

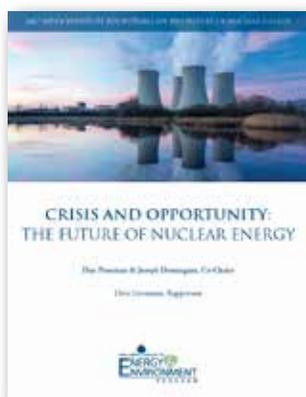
The Education and Society Program advances equity for traditionally underserved students by inspiring, informing, and influencing education leaders across policy and practice. By providing venues for authentic learning and honest off-the-record dialogue and producing a range of resources and tools, Education and Society assists education leaders in designing, implementing, and continually improving strategies to ensure that students prepare for college, career, civic engagement—and life. The program convenes a wide range of stakeholders that are diverse by design—networks of urban superintendents and their teams, state chiefs and their cabinets, elected officials

and their staffers, federal, state, and local policymakers and practitioners, civil rights organizations, teachers, union leaders and reformers, and Republicans and Democrats—to question conventional wisdom, elevate evidence over ideology, and promote innovation that addresses vexing challenges facing the country’s public education system.

ENERGY AND ENVIRONMENT PROGRAM

www.aspeninstitute.org/ee

The Energy and Environment Program convenes non-partisan policy dialogue and neutral forums focused on key energy, conservation, and environmental topics and how to promote environmental sustainability and human well-being in a technological world. The program’s mission is to take up enduring questions about nature and society and prompt new thinking among diverse participants by deliberately testing assumptions and policies related to sustainable water use, clean energy, climate change, and conservation. It promotes values-based dialogue among thought leaders from business, government agencies, nongovernmental organizations, and academia to address complex energy and environmental policy challenges in a collegial atmosphere that allows deliberation, creativity, collaboration, and compromise to flourish. Like the Aspen Institute as a whole, the Energy and Environment Program seeks to inspire and explore new ideas and provoke action in the real world.



Crisis and Opportunity: The Future of Nuclear Energy, a report from the Energy and Environment Program, explores solutions to the challenges facing nuclear power.

FINANCIAL SECURITY PROGRAM

www.aspenfsp.org

The Aspen Institute Financial Security Program is dedicated to solving critical financial challenges facing America’s households and creating a more inclusive and prosperous economy in which all Americans have the opportunity to save, invest, and own. Working at the intersection of policy and financial markets, the program uses an array of strategic dialogues, briefings, and publications to build consensus among industry leaders, policymakers, and consumer advocates. The goal is to find breakthrough solutions that help hardworking families meet short-term needs and achieve their long-term financial goals. And to foster effective public policies that will shape the rapidly evolving financial system in a way that reduces wealth inequality and improves the financial security of all Americans.

FOOD AND SOCIETY AT THE ASPEN INSTITUTE

Food and Society brings together leaders and decision-makers in the food and beverage industry and the public health community—scientists, nutritionists, environmentalists, entrepreneurs, chefs, restaurateurs, farmers, and food makers of all kinds—to find solutions to production, health, and communications challenges in the food system. Initiatives include examining the current state and prevalence of gene editing in food production and assessing whether, where, and how it can be used to foster equity and reduce food insecurity; finding common ground in the current assortment of soda-tax initiatives to make them result in meaningful health improvements; developing seeds for crops that taste better as well as producing higher yields; building on current strategies to reduce food waste; and making restaurants better, harassment-free places to both work and dine. The goal is for people of all income levels to eat better and more healthful diets—and to enjoy them bite by bite.

FUTURE OF WORK INITIATIVE

www.aspeninstitute.org/future-of-work

The Aspen Institute’s Future of Work Initiative identifies concrete ways to address the challenges American workers and businesses face given the changing nature of work in the 21st century. The growth of the independent workforce, increased importance of education and skills as a result of new technologies and increased automation, and focus on short-term profits over long-term value creation will bring dramatic changes in the years ahead. Rather than waiting to react to future disruptions, business and policy leaders must invest in workers and strengthen preparedness for the jobs of the future. The Initiative focuses on policy solutions at the federal, state, and local levels to improve economic security for both traditional and independent workers, expand investment in and access to effective education and training programs, and reduce pressure on businesses to prioritize short-term profits and encourage investment in long-term value creation.

HEALTH, MEDICINE AND SOCIETY PROGRAM

www.aspeninstitute.org/health

The Health, Medicine and Society program creates opportunities for government, industry, academic, and advocacy leaders to explore critical issues in health, health care, medical science, and health policy in the US. It facilitates knowledge exchanges and advances strategic thinking among decision-makers through nonpartisan, multi-disciplinary public policy programs and dialogue, including roundtables, briefings, conferences, and other forums. These gatherings encourage collaborative

networks among leading policymakers, health professionals, scientists, and advocates in a broad range of fields, while helping to inform and advance policies to improve the health of individuals, families, communities, the nation, and the world. Its signature programs include Spotlight Health, the opening segment of the Aspen Ideas Festival, which is produced in collaboration with the Institute's Aspen Global Innovators Group; and the Aspen Health Strategy Group, which brings together some of the sharpest minds in the nation to identify and promote strategies to address America's most complex and controversial health challenges.

HOMELAND SECURITY PROGRAM

www.aspeninstitute.org/security

Years have passed since 9/11, yet holes remain in America's defenses against terrorism. The change in administration has increased the discussion of American withdrawal from global institutions. Traditional and emerging security partners are facing their own internal turmoil: where does America's security posture stand? How ready and resilient are we for another attack on our homeland? How committed are we to our alliances and partnerships? This program works to identify gaps in the nation's defenses against terrorism and other security vulnerabilities and recommends ways to close them. Through reports, roundtable discussions, and public forums, it strives to convince policymakers, industry leaders, and the public at large to find ways to reduce America's national security vulnerabilities. The Aspen Security Forum is convened under the auspices of this program.

JUSTICE & SOCIETY PROGRAM

www.aspeninstitute.org/justice

For four decades, the Justice & Society Program has brought together individuals from diverse backgrounds to discuss the meaning of justice and how a just society ought to balance fundamental rights with the exigencies of public policy to meet contemporary social challenges and strengthen the rule of law. Through its public programming component—periodic roundtables at the Institute's Washington, DC office and presentations by leading jurists—the program brings to the table public officials, established and emerging opinion leaders, and grassroots organizers to share their perspectives in a neutral and balanced forum. Recent and ongoing multi-year projects focus on law and policy issues including religious pluralism, state public-health policy, and US and global judicial independence. The annual Justice and Society Seminar, held in Aspen and co-founded by the late US Supreme Court Associate Justice Harry A. Blackmun, continues to be led by preeminent judges and law professors. The Justice Circle was launched in January 2014; through the Circle, friends maintain an ongoing connection to the work of the program and enjoy special

events. The Sandra Day O'Connor Conversation, a tribute to the retired Supreme Court Justice, focuses on the Supreme Court and the structural safeguards of democracy embodied in the Constitution.

PROGRAM ON PHILANTHROPY AND SOCIAL INNOVATION

www.aspeninstitute.org/psi

The Program on Philanthropy and Social Innovation seeks to maximize the impact of social-sector leaders in contributing to the Good Society at home and abroad. It hosts the Aspen Philanthropy Group, an agenda-setting body of foundation leaders at the cutting edge of change. It spurs dialogue among leaders from the private, public, and social sectors in convenings, leadership development initiatives, and strategic partnerships. Among the program's current working-group series is the Nonprofit Data Working Group, an effort to ensure high-quality and accessible statistical data on activity in the social sector; and a grant-making collaboration with JPMorgan Chase to strengthen community-based nonprofits through leadership meetings, publications, and targeted grants. Leadership development initiatives include the Aspen Social Enterprise Philanthropic Group, the Fellowship for Emerging Nonprofit Leaders, and the Seminar for Mid-America Foundation CEOs. The program's Artist-Endowed Foundations Initiative

"We live in a world where the Russians have massive nuclear stockpile and are firmly entrenched in Syria. They have a foothold in Southeast Ukraine. Those are facts on the ground. And America has an obligation to push back against that, not to allow that continued expansion that has taken place and to be serious in the way that we deal with them."

— Mike Pompeo, then-CIA Director and current US Secretary of State, at the 2017 Aspen Security Forum



Dan Bayer

strengthens the charitable impact of private foundations created by artists, a rapidly growing force in cultural philanthropy. The program hosts philanthropy conferences such as the Aspen Children's Forum, which engages philanthropists committed to advancing the health and well-being of children. It also collaborates with other policy programs on the Summit on Inequality and Opportunity, which engages policymakers, philanthropists, social investors, and nonprofit leaders on ways to combat inequality and advance opportunity. Finally, it partners with the Global Philanthropy Forum on an annual conference for individual philanthropists and social investors committed to advancing international causes.

PROGRAM ON THE WORLD ECONOMY

www.aspeninstitute.org/pwe

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

SERVICE YEAR ALLIANCE

www.serviceyear.org

The Service Year Alliance, an initiative between the Aspen Institute, Be the Change, and Service Year Exchange, is working to make a year of paid, full-time service – a service year – a common expectation and opportunity for all young Americans. A service year before, during, or after college gives young people the chance to transform their lives, make an impact in their community, and become the active citizens and leaders our nation needs. Expanding service years has the power to revitalize cities, uplift and educate children at risk, and empower communities struggling with poverty.

SPORTS & SOCIETY PROGRAM

www.sportsandsociety.org

The Sports & Society Program convenes leaders, fosters dialogue, and inspires solutions that help sports serve the public interest. Its signature initiative is Project Play, which develops, shares, and applies knowledge that helps stakeholders build healthy communities through sport. Its seminal report, "Sport for All, Play for Life: A Playbook to Get Every Kid in the Game," has been used by hundreds of organizations - from foundations to sport providers to professional leagues - to introduce or shape



Participants at the Program on Philanthropy and Social Innovation's 2017 Aspen Children's Forum. (Dan Bayer)

youth programs. The program hosts the annual Project Play Summit, where 400 leaders gather to push forward the movement to build healthy communities through sport. In 2018, the program added a new conversation series, Future of Sport, a venue to think through some big questions in the sport industry.

STEVENS INITIATIVE

www.stevensinitiative.org

The Stevens Initiative is an international effort to build global competence for young people in the United States and the Middle East and North Africa region by expanding and enhancing the field of virtual exchange: online, sustained, international, collaborative learning. The Initiative conducts a number of activities to increase cross-cultural understanding and build language, communication, digital literacy, problem-solving, and other skills young people need to succeed in the 21st-century economy. In addition to offering financial awards to organizations conducting virtual exchange programs, the Stevens Initiative raises awareness of the field; creates a clearinghouse of tools and resources; convenes leaders and experts to spur innovation; and conducts evaluations, impact measurement, and research. The Initiative is a tribute to the legacy of Ambassador Chris Stevens, who was killed in Libya in 2012 and dedicated himself to building understanding between people from different countries.

LEADERSHIP INITIATIVES

ASPEN GLOBAL LEADERSHIP NETWORK

**MULTI-YEAR PROGRAMS WHERE LEADERS
EXPLORE THEIR CORE VALUES TO DRIVE ACTION
IN THEIR COMMUNITIES AND BUSINESSES**

The Aspen Global Leadership Network is a worldwide community of entrepreneurial leaders committed to making the world a better place. The network fellows are selected to be part of one of 14 geographic or sector-specific initiatives around the world—all modeled after the Aspen Institute's flagship Henry Crown Fellowship Program. Fellowship gatherings provide space for introspection, probing dialogue, and problem solving. The vast majority of fellows are senior business leaders, and they are asked to bring their leadership to bear on a pressing societal concern by launching a venture of their choosing. Fellows are using their businesses and positions to promote the free flow of information, bridge the educational achievement gap, fight rare diseases, stop domestic violence, and help the elderly. Today, the Aspen Global Leadership Network numbers more than 2,700 fellows in 60 countries and continues to grow. The network connects fellows online as well as at regular events including its flagship event—the Resnick Aspen Action Forum, an annual gathering that brings together Aspen Global Leadership Network fellows and other leaders from Aspen Institute programs and partners, spurring them to move from thought to action.





China Fellow Leong Cheung exchanges ideas with other AGLN fellows at the 2017 Resnick Aspen Action Forum. (Dan Bayer)



Henry Crown fellow Suzanne Malveaux, far right, moderates an Action Forum panel on the many “great re-sets” taking place in society, technology, and the economy with (from left) AGLN fellows M. Sanjayan (Catto), Carlos Viviani (Catto), Jocelyn Mangan (Henry Crown), and Wayne Franklin (Health Innovators). (Dan Bayer)

AFRICA LEADERSHIP INITIATIVE

africaleadership.net

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

ASPEN INSTITUTE-RODEL FELLOWSHIPS IN PUBLIC LEADERSHIP

aspeninstitute.org/rodel

This program, introduced in 2005 through the vision and support of Aspen Institute Trustee Bill Budinger, seeks to strengthen US democracy by bringing together the nation’s most promising young elected political leaders, both Democrats and Republicans, to explore democratic values and the responsibilities of public leadership. The Fellowship helps recipients excel in public service through thoughtful and civil bipartisan dialogue.

CENTRAL AMERICA LEADERSHIP INITIATIVE

centralamericaleadership.net

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

CHINA FELLOWSHIP PROGRAM

aspeninstitute.org/china

Launched in 2013 by two Henry Crown fellows with the support of David M. Rubenstein, the China Fellowship Program aims to energize the new generation of private sector business leaders in China to step up in a meaningful fashion to meet the challenges presented by the country’s vast economic and social transformation.

ENVIRONMENT LEADERS FELLOWSHIP

aspeninstitute.org/leadership

Established in 2007 as the Catto Fellowship Program with support from the late Henry Catto and his wife, Jessica, this initiative seeks creative solutions to global environmental problems by gathering emerging leaders to work collaboratively as a fellowship across public, private, and nonprofit lines.

FINANCE LEADERS FELLOWSHIP

aspeninstitute.org/flf

Launched in 2016 thanks to the vision of a Henry Crown fellow, this fellowship develops high-integrity leaders in the global finance industry and challenges them to advance the positive impact of finance on society.

HEALTH INNOVATORS FELLOWSHIP

aspeninstitute.org/hif

Launched in 2015, this fellowship strengthens the leadership of innovators across the US health care ecosystem and to connect, inspire, and challenge them to create new approaches to improve the health and well-being of all Americans. Greenville Health System is the founding funder and a thought partner in this initiative.

HENRY CROWN FELLOWSHIP PROGRAM

aspeninstitute.org/crown

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

KAMALNAYAN BAJAJ FELLOWSHIP

anantaaspencentre.in/intro_leadership.aspx

Founded as the Indian Leadership Initiative in 2006 and renamed in the memory of renowned business leader Kamalnayan Bajaj, this fellowship develops a new generation of values-based, action-oriented leaders to engage more vigorously with the challenges of their communities and country.

LIBERTY FELLOWSHIP PROGRAM

libertyfellowshipsc.org

Liberty Fellowship is an incubator for exemplary leadership in South Carolina, empowering the state and its leaders to realize their full potential. It is a partnership

between Aspen Institute Trustee Hayne Hipp and his wife Anna Kate, who founded the program in 2003; the Aspen Institute; and Wofford College, where it is based.

MIDDLE EAST LEADERSHIP INITIATIVE

agln.aspeninstitute.org/fellowships/meli

Launched in 2009 by three Henry Crown fellows, this initiative identifies leaders from across the Middle East and motivate them to apply their energies, skills, and resources to the important societal challenges in their countries and region.

PAHARA-ASPEN EDUCATION FELLOWSHIP

pahara.org

Inaugurated in 2007 through a collaboration of two Henry Crown fellows, this program identifies high-potential leaders who are reimagining public education and provides them with an opportunity to broaden their perspectives, build networks of like-minded change agents, and hone their skills in values-based leadership to improve US public education.



Clockwise from top left: Middle East Leadership Initiative fellow Lana Abu-Hijleh won the 2017 John P. McNulty Prize for catalyzing a global youth leadership movement with her Youth Local Councils. (Photo courtesy John P. McNulty Prize) Over 200 Central America Leadership Initiative fellows came together in San Salvador, El Salvador to reflect on leadership, find ways to support each other, and reaffirm their commitment to making a positive impact in their communities. (Neto Flores) Sarah Friar, second from left, a Finance Leaders fellow and CFO of commerce company Square, launched her venture "Ladies who Launch" to provide female entrepreneurs opportunities to network and knowledge share at the local level. (Photo courtesy of Sarah Friar) Fellows from Jordan, South Carolina, and China share advice around leadership challenges during their "Leading in an Era of Globalization" seminar in Aspen. (Dan Bayer)

PUBLIC PROGRAMS

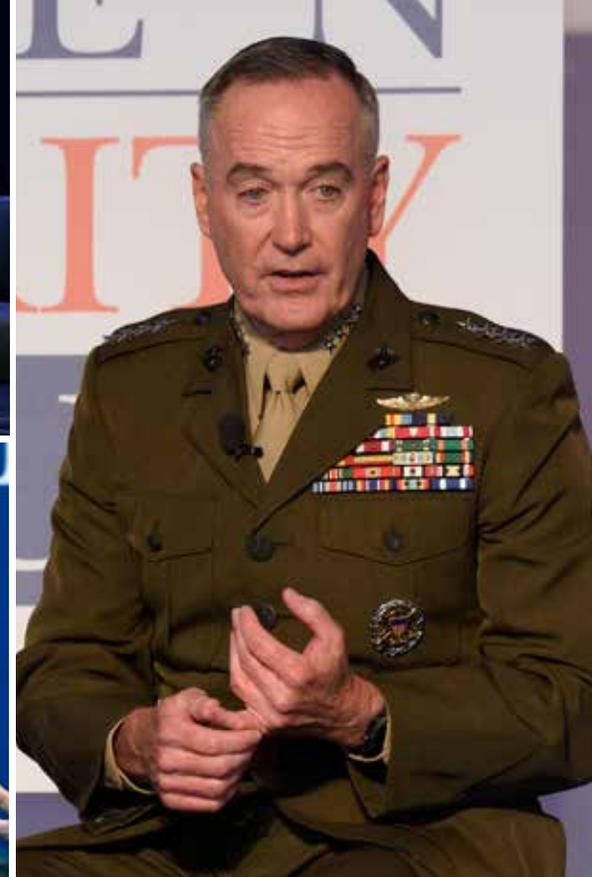
Opportunities for members of the public to engage with experts and each other

Public programs open the Institute to wider audiences, offering opportunities to engage in thoughtful, nonpartisan inquiry. They range from major conferences—such as the Aspen Ideas Festival, CityLab, and the Aspen Security Forum—to more intimate discussion series. Programs take place in Aspen, Colorado; Washington, DC; New York City; San Francisco; and other locations in the US and abroad.





US Representatives Beto O'Rourke (D-TX) and Will Hurd (R-TX) at the 2017 Aspen Ideas Festival. (Dan Bayer)



Clockwise from top left: Students discuss campus activism at the 2018 Summit on Inequality and Opportunity. (Laurence Genon) Joseph Dunford, chairman of the Joint Chiefs of Staff, at the 2017 Aspen Security Forum. (Dan Bayer) National Symphony Orchestra conductor Giandrea Nosedà at a Washington Ideas Roundtable. (Riccardo Savi) Scholars at the 2017 Aspen Ideas Festival. (Dan Bayer)

ALMA AND JOSEPH GILDENHORN BOOK SERIES

This regular lunch series, held in Washington, DC, presents informal conversations with notable authors of current books. It provides the chance to listen to and talk with biographers, political scientists, journalists, scholars, and other writers about their work. The past year's series featured, among others: *Washington Post* columnist David Ignatius' cyber thriller *The Quantum Spy*, Presidential historian Robert Dallek on *Franklin D. Roosevelt: A Political Life*, Erica Armstrong Dunbar's *Never Caught: The Washingtons' Relentless Pursuit of Their Runaway Slave*, Ona Judge, former *USA Today* editor Joanne Lipman's *That's What She Said*, and our Aspen Institute colleague Eric Motley's memoir *Madison Park: A Place of Hope*. The series is underwritten by Lifetime Trustee Alma Gildenhorn and her husband, Ambassador Joseph Gildenhorn.

ASPEN AT ROOSEVELT HOUSE

www.aspeninstitute.org/series/aspen-roosevelt-house

The Institute's main venue in New York, Roosevelt House, is the historic home of Franklin and Eleanor Roosevelt and the Public Policy Institute of Hunter College. Each academic year, the Institute and Hunter College present joint programs at the House focused on critical public policy issues such as the economy, the arts, and the environment.

ASPEN COMMUNITY PROGRAMS

www.aspeninstitute.org/community

The Aspen Institute hosts dozens of public programs year-round for residents and visitors alike, including Great Books, the Edlis-Neeson Great Decisions Series, Sharing Shakespeare, the McCloskey Speaker Series, the Hurst Lecture Series, and Our Society Reimagined. These programs offer unique and affordable opportunities for a diverse mixture of participants to find inspiration in a variety of ways. Thanks to the generosity of donors, the program offers need-based scholarships to teens and adults to take part in Aspen-based events.

ASPEN IDEAS FESTIVAL

www.aspenideas.org

The Aspen Ideas Festival is the nation's leading public gathering of leaders from around the globe and across many disciplines to engage in deep and probing discussion of the ideas and issues that shape our lives and challenge our times. Launched in 2005, Ideas Fest takes place on the Aspen Institute's campus in Aspen, Colorado, and in venues throughout the town of Aspen itself. Some 350 presenters, 300 sessions, and 4,000 attendees participate each summer. The Festival's mission is to create a stimulating and invigorating environment that links the foremost thinkers in the world today with civically minded leaders in business, the arts, politics, sciences,

humanities, and philanthropy. Participants and attendees come together in a setting of rare intimacy to share ideas, raise challenging questions, and inspire thought to action. The Aspen Institute produces the Aspen Ideas Festival in concert with its partner, The Atlantic.

ASPEN INSTITUTE ARTS PROGRAM

www.aspeninstitute.org/arts

The Aspen Institute Arts Program supports and invigorates the role of arts and culture in public life through initiatives, public and private gatherings, and strategy work across the United States and globally. The program brings together artists, advocates, educators, foundations, and government officials to exchange ideas and develop policies and programs that strengthen the reciprocal relationship between the arts and society. Program activities include the Creative Youth Alliance; ArtStrikes; Civic Practice Scholars; and Race, Arts, and America. The Arts Program also offers curated conversations, events, and performances in New York City and elsewhere around the country, as well as arts-focused discussions for the Washington Ideas Roundtable Series and film screenings for the New Views Documentaries and Dialogue Series. The Aspen Arts Strategy Group meets in various American cities to strategize on ways the arts can solve problems in realms such as education and community development. The Harman-Eisner Artist in Residence Program brings distinguished artists to participate in the Aspen Ideas Festival and other Institute programs throughout the year.

ASPEN SECURITY FORUM

www.aspensecurityforum.org

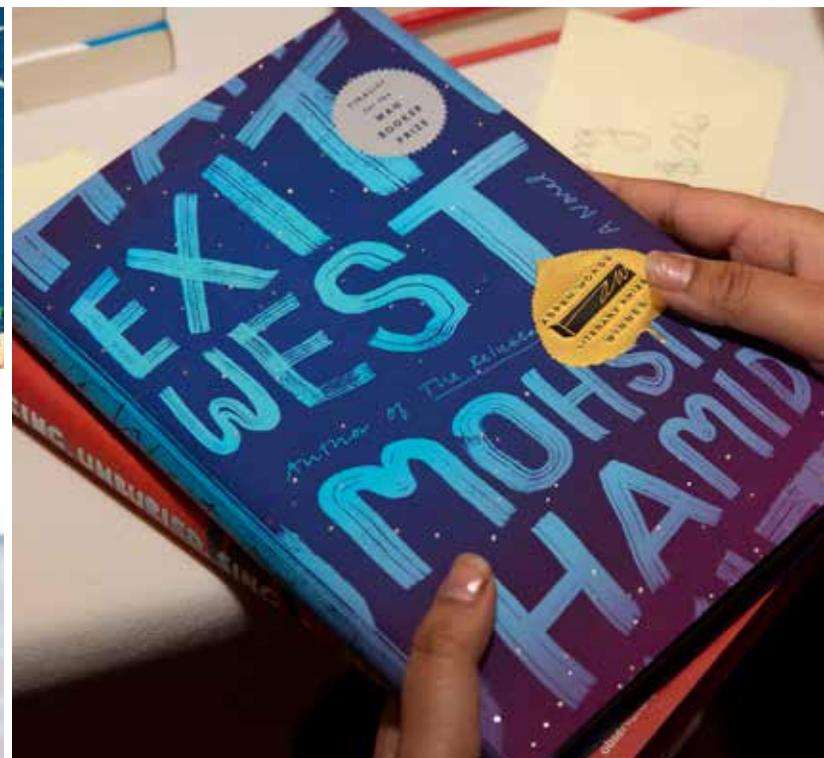
What are the key security threats we face as a nation and how safe are we today? The Institute's Homeland Security Program presents this three-day forum in Aspen, Colorado, bringing together leaders in government, industry, media, think tanks, and academia to explore key security issues. Themes include counterterrorism strategy and intelligence challenges, cyber security and critical infrastructure, partnerships and alliances, and geopolitically strategic regions of importance to national security.

ASPEN WORDS

www.aspenwords.org

Aspen Words encourages writers, inspires readers, and connects people through the power of stories. One of the nation's leading literary centers, its programs include Summer Words, a writing conference and literary festival; Winter Words, a speaker series presenting the best of contemporary literature; the Aspen Words Literary Prize, a \$35,000 annual award for fiction with social impact; and a writers-in-the schools program and writing residencies. Recent speakers include Ann Patchett, Adam Gopnik, Azar Nafisi, Luis Alberto Urrea, and Tracy K. Smith.

Clockwise from top left: Republican Governors Doug Burgum and Mary Fallin at a McCloskey Speaker Series event. (Riccardo Savi) *Exit West* by Mohsin Hamid was named the inaugural winner of the Aspen Words Literary Prize. (Erin Baiano) *Washington Post* columnist David Ignatius signs copies of his book *The Quantum Spy*, featured in the Gildenhorn Book Series. (Laurence Genon)





Paris Mayor Anne Hidalgo speaks to *The Atlantic's* James Fallows at CityLab Paris. (Melanie Leigh Wilbur)

CITYLAB: URBAN SOLUTIONS TO GLOBAL CHALLENGES

www.aspeninstitute.org/citylab

The Aspen Institute, The Atlantic, and Bloomberg Philanthropies gather the world's foremost mayors and urban leaders annually for "CityLab: Urban Solutions to Global Challenges." In Paris in October 2017, the summit brought together some 40 mayors and city staff from around the world as well as civic leaders, practitioners, academics, and business leaders to advance bold, scalable ideas and emerging trends transforming cities into more livable and sustainable places. CityLab 2018 will take place in October in Detroit.

CONVERSATIONS WITH GREAT LEADERS IN MEMORY OF PRESTON ROBERT TISCH

www.aspeninstitute.org/series/tisch-conversations

Founded in 2009, the Institute's flagship discussion series in New York City is underwritten by Laurie, Steve, Jonathan, and Lizzie Tisch to memorialize the legacy of their father, Preston Robert Tisch, an extraordinary business leader, philanthropist, and public servant. The series features moderated conversations with influential leaders from all walks of civic life. It also includes the annual Preston Robert Tisch Award in Civic Leadership. Highlights have included conversations with women's sports pioneer Billie Jean King, former New York City Mayor Michael Bloomberg, media visionary Arianna Huffington, civil rights leader and US Rep John Lewis, and Ford Foundation President Darren Walker.

HURST COMMUNITY FUND

www.aspeninstitute.org/hurst

The Hurst Community Fund hosts Great Ideas Seminars, modeled after the Institute's flagship Aspen Seminar, for middle-school and high-school students in Aspen and throughout the Roaring Fork Valley. In addition, the Hurst Community Fund supports the Hurst Lecture Series, enabling the Institute to present renowned and inspiring

leaders for public audiences year-round. These events, underwritten by the Hurst Family Foundation, are open to all Roaring Fork Valley residents and other participants at a modest ticket price.

McCLOSKEY SPEAKER SERIES

www.aspeninstitute.org/mccloskey

This summer program in Aspen features talks by leaders who have a far-reaching impact on society. Past speakers have included former President Jimmy Carter and former First Lady Rosalynn Carter, Secretary of Defense Robert Gates, US Representative John Lewis, US Supreme Court Justice Ruth Bader Ginsburg, and Twitter co-founder Evan Williams, among many others. The series is made possible by a donation from the McCloskey Family Charitable Foundation.

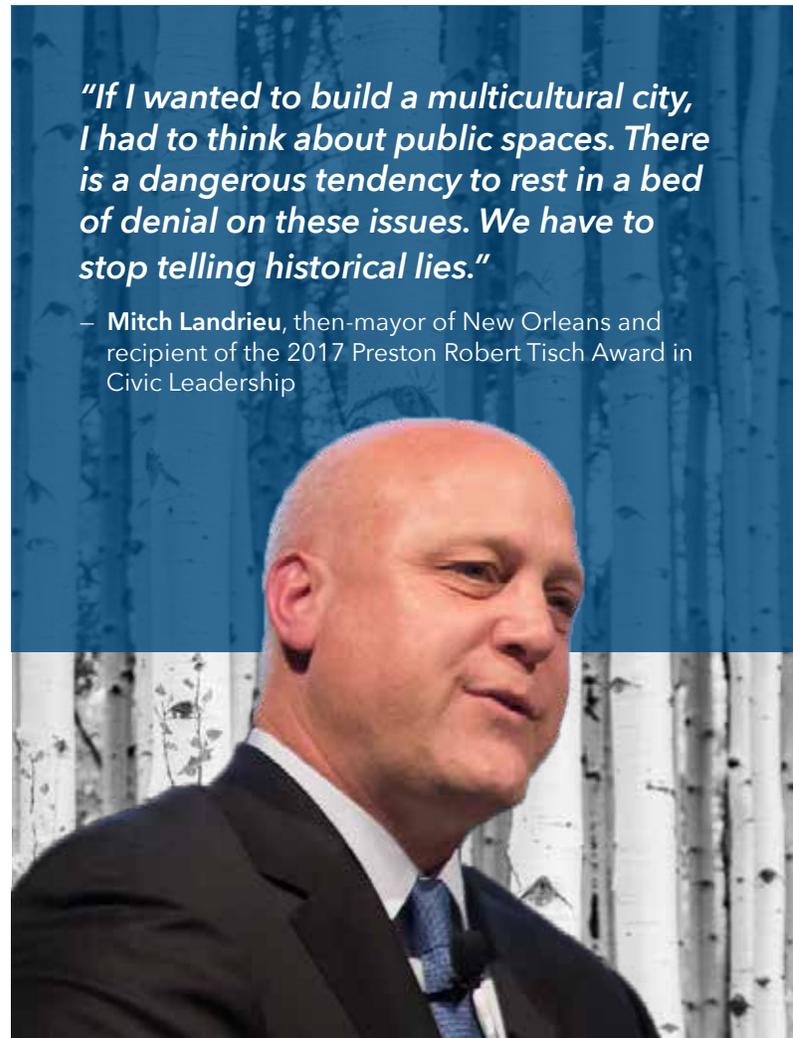
THE MORRIS LECTURE SERIES

www.aspeninstitute.org/series/morrisseries

The Morris Series focuses on innovation and leadership, bringing cutting-edge thought and industry leaders to the San Francisco area on topics ranging from understanding the American dream in a changing world to innovation in global food and agriculture, the moonshot technologies of the future, and how capital will

"If I wanted to build a multicultural city, I had to think about public spaces. There is a dangerous tendency to rest in a bed of denial on these issues. We have to stop telling historical lies."

– **Mitch Landrieu**, then-mayor of New Orleans and recipient of the 2017 Preston Robert Tisch Award in Civic Leadership



Eirin Baiano



Aspen Strategy Group Director Nicholas Burns with former national security advisors Condoleezza Rice, Susan Rice, Thomas Donilon, and Stephen Hadley at a Hurst Series program. (Riccardo Savi)

move in an increasingly globalized world. Conversations are curated in partnership with Aspen Institute policy programs in an effort to bring the full breadth and depth of the Institute's work to the West Coast. This last year, the series featured David M. Rubenstein on global economics; Farah Pandith and David Ignatius in conversation with Nicholas Burns on the future of extremism in the United States; Secretary Penny Pritzker on what it means for the commerce sector to innovate; and Tom Friedman on the future of work, politics, and populations. The series is made possible with the support of Institute Trustee Diane L. Morris.

MURDOCK MIND, BODY, SPIRIT SERIES

www.aspeninstitute.org/murdock

The Murdock Mind, Body, Spirit Series reflects the founding principles of the Aspen Institute—a commitment to nurturing the whole individual—by bringing a range of experts, innovators, and leaders to Aspen to discuss their research and share the latest revelations about the link between mindfulness, physical activity, and emotional well-being. Past speakers include Deepak Chopra, Dr. Neal Barnard, Daniel Levitin, and Goldie Hawn. The series is generously underwritten by Gina and Jerry Murdock.

SOCRATES PROGRAM

www.aspeninstitute.org/socrates

The Aspen Institute Socrates Program is designed to provide emerging leaders values- and ethics-based learning through expertly moderated, text-based Socratic explorations that facilitate the exchange of ideas. Socrates hosts programs several times a year in Aspen, Wye River, various US cities, and internationally in collaboration with Aspen Institute partners. Recent topics include Learning from the Life of Abraham Lincoln, the Politics of Discontent and Blockchain, and Trusts and Government. Since 1996, the Socrates network has grown to include over 5,000 leaders, including investors, policy experts, entrepreneurs, academics, journalists and artists from across the US and 30 countries. Socrates alumni stay engaged with the program, connecting with each other by collaborating professionally and sharing networks.

SPOTLIGHT HEALTH

www.aspeninstitute.org/spotlight-health

Spotlight Health, a three-day event, is the opening session of the Aspen Ideas Festival held annually on the Institute's Aspen, Colorado campus and is the world's leading creative health forum. Presented through both a domestic and global lens, Spotlight Health features the world's leading thinkers and doers in health and medicine, focusing on cutting-edge issues in health and health care. A mixture of formats including keynotes, one-on-one interviews, interactive sessions, and panel discussions foster learning, encourage informal conversations with speakers, and spark new ideas.

WASHINGTON IDEAS FORUM

www.aspeninstitute.org/washington-ideas-forum

Since 2008, the Aspen Institute and The Atlantic have hosted an annual two-day session of interviews and conversations in Washington, DC, pairing today's key newsmakers with the nation's leading journalists in an attempt to ask big questions, identify overarching themes, and bring together diverse perspectives for civil dialogue.



The 2017 Washington Ideas Forum gathered leaders to discuss issues such as gene editing, the future of work, and the history of race in America. (Kris Tripplaar)

WASHINGTON IDEAS ROUNDTABLE SERIES

This monthly Washington-based lunchtime discussion series focusing on world affairs and arts and culture is made possible by the generous support of Institute Trustee Michelle Smith and the Robert H. Smith Family Foundation. Programs from the past year featured political commentators E.J. Dionne and Norm Ornstein, Washington Ballet artistic director Julie Kent, former Philadelphia Mayor Michael Nutter, and Gianandrea Noseda, music director of the National Symphony Orchestra.

YOUTH & ENGAGEMENT PROGRAMS

Empowering generations of thoughtful, socially conscious, and diverse young people engaged in solving critical issues of the day

Youth & Engagement Programs is dedicated to empowering youth ages 14-24 from diverse backgrounds to tackle critical issues. Through innovative programming and partnerships nationwide, the division provides youth with the training and tools they need to succeed in the modern economy and lead the change that they want to see in their communities. The work fuels the powerful transfer of social capital and significantly broadens the reach of the Institute beyond the constituencies it has traditionally served.





A cohort of San Francisco Bay Area high school students visits the Oakland Museum of California at AspenX. (United Roots Media)



Clockwise from top left: AspenX students learn about their city's history at the Oakland Museum of California. (United Roots Media) Students listen to opening remarks at Aspen Challenge Philadelphia. (Dan Bayer) The winning Aspen Challenge teams from Philadelphia and Chicago at the Aspen Ideas Festival. (Hal Williams)

ASPEN CHALLENGE

www.aspenchallenge.org

Aspen Challenge, launched in partnership with the Bezos Family Foundation, elevates youth voice and empowers students to tackle critical problems in their communities. Participants use their imagination, enthusiasm, competitive spirit, and a sense of global citizenship to address challenges posed by community leaders and industry experts.

ASPEN YOUNG LEADERS FELLOWSHIP

aylf.aspeninstitute.org

The Aspen Young Leaders Fellowship, a place-based, multi-site initiative that partners with local communities, develops a global community of entrepreneurial leaders committed to the greater good. Selected groups of up to 24 fellows convene for nine seminars over 15 months to build the skills necessary to effectively lead change in their communities. Programming includes intensive values-based dialogue, community-focused impact projects, and engagement with community stakeholders.

ASPENX

www.aspeninstitute.org/aspenx

AspenX is a two-day program for high school students that connects virtual and experiential learning around a topic of local, national, and global significance. Through both digital platforms and in-person dialogue moderated in the style of the traditional Aspen Institute seminar, AspenX provides a unique opportunity for students to explore difficult topics in conversations with peers from the same community who have different perspectives and backgrounds.

BEZOS SCHOLARS PROGRAM

www.bezosscholars.org

The Bezos Scholars Program is a year-long leadership development program for public high school rising seniors and educators. It begins with a scholarship to attend the Aspen Ideas Festival and continues through the following school year, when teams return home to launch Local Ideas Festivals intended to have impact on their peers, schools, and broader communities for years to come. For 12 years, scholars have mobilized communities around a range of issues including alleviation of rural poverty, increasing digital literacy, creating healthier food environments, and inspiring conservation leadership.

HURST GREAT IDEAS STUDENT SEMINARS

www.aspeninstitute.org/programs/youth-and-engagement/hurstseminars

Hurst Great Ideas Student Seminars are modeled after the Aspen Institute Executive Seminar, which has convened leaders from around the world for over 65 years. Each of two four-day seminars, one for tenth graders and one for eighth graders, convenes a diverse group of 24-28 students to learn problem solving and critical thinking skills in an environment conducive to thought and fellowship. A variety of classic and contemporary texts form the starting points of a lively, intensive conversation in which the questions posed by the group are frequently as illuminating as the timeless wisdom of the texts.

NXT BEAT

Launching in November 2018 in Washington, DC, NXT Beat is a national festival designed for and by youth who are purpose-driven and ready to make a difference in the world. Convening a vast network of young people from urban and rural communities nationwide, NXT Beat sparks their entrepreneurial spirit to solve problems in their communities and beyond. Attendees will connect with youth from different backgrounds, engage in thoughtful civil discourse around topical issues, and gain new skills to take home.

TEEN SOCRATES

www.aspeninstitute.org/programs/youth-and-engagement/teen-socrates

Teen Socrates is a three-day seminar modeled after the Institute's Executive Seminar which takes place each year over Presidents' Day Weekend in Aspen, Colorado. Teenagers between 15 and 17 from the Roaring Fork Valley and across the country convene to take part in lively, intensive roundtable discussions dedicated to enhancing leadership, problem solving, and critical thinking skills.



Barnard College sophomore Camille Allen at *Civil Discourse in a Fractured Age* convening. (Laurence Genon)

YOUNG ADULT FORUM AT THE ASPEN IDEAS FESTIVAL

The Young Adult Forum is a one-day annual convening at the Aspen Ideas Festival for young people ages 14 to 24 from across the US and the world. The event includes an interactive evening of presentations, small group discussions, performances, and opportunities to engage with other participants.

YOUTH COMMISSION ON SOCIAL, EMOTIONAL, AND ACADEMIC DEVELOPMENT

www.aspensead.org

By engaging educators, families, and community leaders, researchers, and policymakers in communities across the country, the Commission—a cohort of 18 people ages 14-24 appointed for a two-year term advising the Institute's National Commission on Social, Emotional, & Academic Development—explores how schools can fully integrate social, emotional, and academic development to support the whole student. The Youth Commission gives young leaders the chance to help re-envision what constitutes success in America's K-12 schools.



Students at the Young Adult Forum reflect on countering stereotypes and achieving equality in education. (Leigh Vogel)



Climate activist Xiuhtezcatl Martinez calls for unity and positivity to fight hate at the 2017 Young Adult Forum. (Riccardo Savi)

SEMINARS

Small gatherings where experts and leaders reflect, connect, and share ideas

Aspen Institute executive leadership seminars help leaders reflect on timeless ideas and values. Through text-based dialogue with expert moderators and accomplished peers, seminar participants refine their tools of intellectual analysis, test the wellsprings of their convictions, and enhance their capacities to think more creatively in solving the problems that confront society.





Seminar participants refresh mind, body, and spirit at Maroon Bells. (Kalissa Hendrickson)

THE ASPEN EXECUTIVE SEMINAR

www.aspeninstitute.org/aspenseminar

For more than 65 years, this roundtable has challenged leaders in every field to think critically and deeply. This seminar, the flagship offering that launched the Institute in 1950, provides a unique opportunity to step away from the demands of the present and reflect with other leaders in moderated, text-based Socratic dialogue on the concept of a good and just society. What is the good society, how does it become a reality, and what is our role in making it happen? The settings—Aspen, Colorado, and on Maryland’s Eastern Shore—are ideal for rejuvenating the mind, body, and spirit of participants, who emerge personally renewed and professionally refocused.

WYE ACADEMIC SEMINARS

www.aspeninstitute.org/wyefaculty

In a longstanding collaboration with the Association of American Colleges and Universities, these seminars engage faculty, senior academic administrators, and college presidents in an exchange of ideas about education, citizenship, and the global polity. Sessions address the need for a liberal arts institution’s faculty and leadership to exchange ideas with colleagues from other colleges and disciplines while exploring the ideas and values that underlie their teaching. Modeled after the Aspen Executive Seminar and offered at the Institute’s Wye River campus near the Chesapeake Bay in Maryland, the seminars focus on issues such as citizenship, civil dialogue, and the public purpose of education.

CUSTOM SEMINARS

www.aspeninstitute.org/customseminars

Building on the Institute’s historic strength in professional development through text-based dialogue, custom seminars address specific leadership issues facing major corporations, government agencies, and nonprofit organizations. Seminars are led by moderators who help organizational teams identify and align fundamental institutional and personal values, think critically and creatively about strategic and operational issues, and build a culture of cooperation and trust.



Seminar participants are encouraged to express their core leadership values. (Dan Davis)



Small breakout sessions foster communal bonds and deepen engagement. (Dan Davis)



In the seminar room, participants hone their ability to listen across boundaries. (Dan Davis)

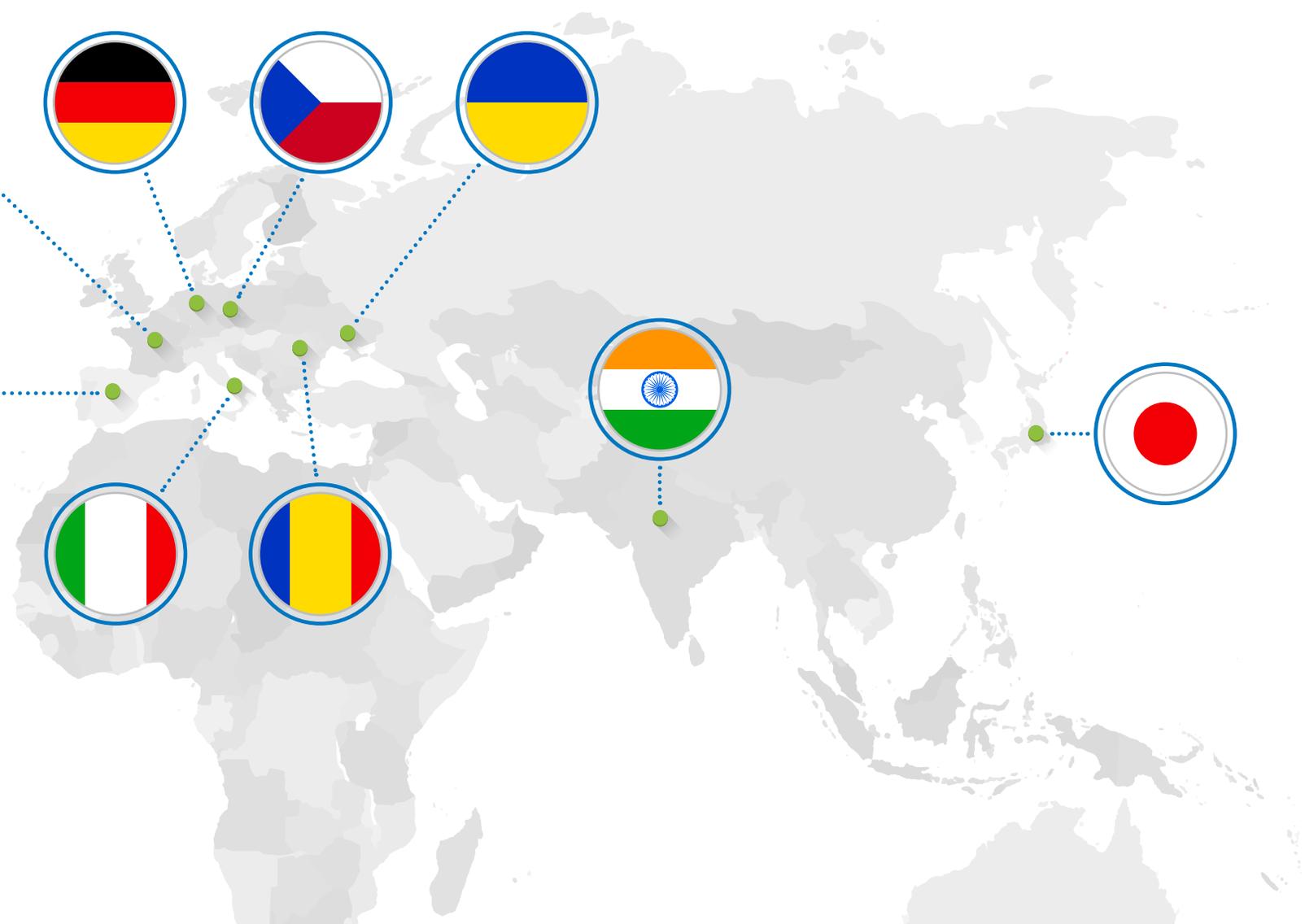


Dan Bayer



INTERNATIONAL PARTNERSHIPS

A network of partners that address global challenges and develop values-based leaders



The Aspen Institute’s ten international partners are located in Prague, Czech Republic; Paris, France; Berlin, Germany; Rome, Italy; Bucharest, Romania; Madrid, Spain; New Delhi, India; Tokyo, Japan; Mexico City, México; and Kyiv, Ukraine. The partners conduct independently developed and financed programs, conferences, and seminars on regional-specific issues, global challenges, and leadership development. Each partner works closely with the Aspen Institute to develop unique programming and also to stay true to a mission of values-based leadership and enlightened dialogue.



The first English-language seminar was held in Otsu, Japan in October 2017. (Photo courtesy of Aspen Institute Japan)



Inaugural Young European Leaders of the Aspen Initiative for Europe pose in front of the Duomo in Orvieto, Italy. (Marcelo Lago)

Aspen Institute Central Europe

Aspen Institute Central Europe is a nonpartisan platform for policy innovation and inclusive dialogue that facilitates exchange of ideas, fosters open society, and promotes values-based leadership. Based in Prague, the Institute operates across central Europe and focuses on strengthening interdisciplinary and regional cooperation. Activities are divided into leadership, policy, and public programs. One of the flagship programs is the Aspen Young Leaders Program, which supports emerging Central European leaders in their development. Aspen Institute Central Europe also publishes a quarterly magazine, *Aspen Review*.



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Aspen Institute España

Aspen Institute España, headquartered in Madrid, 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 and incorporating Spain's close ties with other regions in Europe, Latin America, and the Mediterranean.



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Institut Aspen France

Institut Aspen France was founded in 1983 as a nonpartisan international center for discussion and dialogue. It provides a forum for debate by bringing together a wide array of prominent stakeholders, including French and international decision-makers from the private and public sectors, academic experts, and political and civic leaders. These players bring to the table a wealth of perspectives to address some of the world's most complex problems while reflecting on the concept of the common good. Aspen Institute France gatherings are meant to have an impact beyond the conference room: they are designed to inspire real-world action.



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www.aspensfrance.org

The Aspen Institute Germany

Aspen Institute Germany, founded in Berlin in 1974 as the first international Aspen Institute, is committed to promoting values-based leadership, constructive dialogue among conflicting parties, and Euro-Atlantic cooperation to support and enhance a strong open society. It pays particular attention to forming sustainable networks and to the establishment of an open and critical discourse among decision-makers and experts from the fields of politics, business, academia, media, culture, and civil society from Europe, the US, Russia, and the Western Balkans.



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Ananta Aspen Centre

Ananta Aspen Centre is an independent and not-for-profit organization in India that seeks to foster positive change in society through dissemination of knowledge. The Centre facilitates discussions on issues of international significance, values-based leadership, and cross-sector outreach by engaging the civil society, government, private sector, and other key stakeholders.



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www.anantaaspencentre.in

Aspen Institute Italia

Aspen 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 journal, *Aspenia*, is read in Italy and abroad, and has been judged one of the world's finest foreign affairs journals. Aspen Italia conferences gather prominent figures in every field thanks to its more than 300 international 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 reassuring conclusions but to bring to light the complexity of our world.



Aspen Institute Italia
Piazza Navona 114 • 00186 Roma, Italy
info@aspeninstitute.it
www.aspeninstitute.it

Aspen Institute Japan

Aspen Institute Japan is a nonprofit organization committed to enhancing values-based leadership in contemporary society. Since it was established, in 1998, the Institute has been 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. Based on its flagship program, the Executive Seminar, the Institute today offers various seminars tailored to the needs of national and local government officials, young business leaders, university students and high school students. The number of seminars it annually holds has grown to over 30. In addition to those seminars, it also offers periodic lecture programs for seminar alumni to strengthen the Aspen community in Japan.



The Aspen Institute Japan
Harks Roppongi Bldg., 2nd Fl. • 15-21,
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Tokyo, Japan 106-0032
Ph: +81 3 6438 9208 • Fax: +81 3 3405 1668
www.aspeninstitute.jp/english

Aspen Institute Kyiv

The Aspen Institute Kyiv, launched in November 2015, is dedicated to promoting values-based leadership in Ukraine and neighboring countries. The Institute aims to nurture open dialogue among Ukrainian leaders facilitating the exchange of ideas that contribute to a good society, supporting and promoting the integration of Ukrainian leaders into national, regional, and global dialogue. Among other activities, the Institute has a well-established leadership program and is developing a number of program initiatives.



The Aspen Institute Kyiv
100 Velyka Vasylkivska St, Tower A
Kyiv, Ukraine 0315
+380442200430
www.aspeninstitute.kiev.ua/

Aspen Institute México

Aspen Institute México launched in March 2014 in Mexico City as a nonpartisan center for debate and discussion. Among its main objectives is to foster the development of young leaders and their networks, promoting the values and principles of democracy such as freedom, the rule of law, and economic efficiency; and to expand relations with rising leaders from other countries in the region. The activities are divided into seminars, policy and public programs, and leadership initiatives.



Aspen Institute México
Av. Ciudad Universitaria 298
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México D.F. 01900
Tel: +52 (55) 5631-0592
www.aspeninstitutemexico.org

Aspen Institute Romania

Aspen Institute Romania was launched in Bucharest in 2006 and is dedicated to promoting values-based leadership in Romania and the Central and Eastern European region. The Institute encourages open-minded and informed debate among leaders about the challenges facing societies today, and provides a neutral and balanced venue for discussing and acting on critical issues. It does this through a series of activities including leadership programs that harness individual potential and leadership; policy programs that serve as nonpartisan forums for analysis, consensus building, and problem solving on a wide variety of issues; and public programs that provide a commons for people to share ideas.



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MEDIA RESOURCES

The Aspen Institute produces digital content and publications that promote innovative thinking and solutions.

aspeninstitute.org

Aspeninstitute.org is the online home for the Institute's countless conversations on the vexing problems it tackles. It is a tool for those curious to explore new ideas each day and for guests seeking to attend events. Its fresh design mirrors an online audience that is more mobile and social than ever. It's also home to our blog, which every day publishes thought-provoking ideas, insights, and reports from Institute staff, guests, and fellows.

IDEAS: The Magazine of the Aspen Institute

The magazine recently increased its frequency from two to three issues a year, with a new name, new logo, and new mandate to promote not just the ever-increasing initiatives and programs of the Institute but the ideas driving them. Thought leaders and Institute colleagues contribute essays that position the magazine as a national destination for the most influential voices guiding imaginative, forward-looking public thinking. With its incisive, forward-thinking design, the magazine offers an ideal platform for companies and individuals who wish to reach the exclusive Institute audience. Anyone interested in advertising may contact Nicole Corea, the associate publisher, at nicole.corea@aspeninstitute.org.

Aspen Ideas To Go Podcast

A weekly show about big ideas, Aspen Ideas To Go is a hosted and curated podcast that brings programming from Institute events including the Aspen Ideas Festival, Aspen Security Forum, CityLab, Aspen Summit on Inequality and Opportunity to an audience far beyond those able to attend Institute events.



Aspen Insight

Aspen Insight takes you through the halls of the Aspen Institute and introduces you to the people tackling the world's most complex challenges. From the opioid crisis to the Syrian Civil War to cybersecurity Aspen Insight brings you stories about the issues we work on and the experts able to make sense of them. In such a divided society, finding common ground can feel like an impossible task. Aspen Insight shows listeners how the Institute is finding it.

Five Best Ideas of the Day

Published each weekday at noon, the Five Best Ideas of the Day highlights five thought-provoking, current, and influential ideas from around the web, and delivers them straight to your inbox.



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THE YEAR IN REVIEW

2017-2018 Selected Highlights of the Institute's Work

- In July in Aspen, the Economic Security Summit: Constructing the New Middle Class brought together leaders in industry, academia, government, and philanthropy to find new solutions to the new financial challenges facing American households.
- The Socrates program honored Institute trustee and former secretary of state Madeleine Albright with the Socrates Award, in recognition of her tireless work as a champion of young leaders.
- The Institute's summer schedule came to a festive finale with the Society of Fellows' Leonardo da Vinci Celebration, which brought together scholars and art historians to explore the life and mind of the original Renaissance Man.
- The annual Public Service Award was given to David Boies and Ted Olson, renowned lawyers who set aside past political differences to find common ground across both sides of the aisle and make significant contributions to American jurisprudence.
- In partnership with the John S. and James L. Knight Foundation, the Institute's Communications and Society program formed the Knight Commission on Trust, Media and Democracy to examine the troubling lows to which trust in major institutions has fallen in a rapidly changing information ecosystem--and to identify the emerging values and social obligations that should guide those who produce and consume news.
- In San Diego, the Latinos and Society program hosted Innovation and Culture at the Border in partnership with the Institute of the Americas, a conversation on innovation and culture along the US - Mexico border highlighting success stories with a particular focus on American Latinos in CaliBaja.
- The communications department launched Aspen Insight, a podcast that takes listeners through the halls of the Aspen Institute to learn from the people working every day to improve the planet.



- Among the announcements made at this year's Project Play Summit was the rollout of Project Play 2020— an initiative that marks the first time that industry and non-profit groups have come together to develop shared goals around making sport accessible to all children, regardless of zip code or ability.
- The Cambridge Cyber Summit brought together top government, business, and technology leaders to explore the latest threats and trends in cybersecurity. The event featured a keynote address by then-White House Homeland Security Advisor Thomas P. Bossert.
- The fifth annual CityLab was held in Paris. The two-day summit explored solutions for the many challenges facing today's city leaders, such as climate change, terrorism, refugee populations, autonomous vehicles, and even loneliness.
- Youth Local Councils founder and Middle East Leadership Initiative fellow Lana Abu-Hijleh was announced as the recipient of the 10th annual John P. McNulty Prize. Abu-Hijleh and other prize laureates were honored at the annual McNulty Prize reception in New York City.
- At the 34th Annual Awards Dinner, the Aspen Institute honored President and CEO Walter Isaacson with the Henry Crown Leadership Award. Isaacson was joined in conversation by Priscilla Chan, Co-Founder of the Chan Zuckerberg Initiative and recipient of the Institute's Public Leadership Award.
- In November, the Aspen named Daniel R. Porterfield, PhD, as the organization's next president and CEO. Dan is the former president of Franklin & Marshall College.
- The 8th Annual Preston Robert Tisch Award in Civic Leadership was presented to Mitch Landrieu, then-mayor of the City of New Orleans. The award is presented to an individual who has had a positive impact on his or her community and who embodies the broad Aspen Institute ideal of values-based leadership.
- In December, the Institute moved to its new Washington, DC headquarters at 2300 N Street, NW. This space was designed to increase collaboration across our programs and provide exceptional convening space for our seminars, policy roundtables, and public events.
- The Aspen Challenge teamed up with the Dallas and Philadelphia school districts to issue challenges to high school students and educators. Each year, the Aspen Challenge provides inspiration, tools, and a platform for young people to design solutions to issues in their communities.
- The Inequality and Opportunity Summit showcased a series of conversations featuring the newest research, policies, and emerging innovations in the fight. This year's summit, held on International Women's Day, welcomed a diverse range of speakers including educators, youth activists, and a family court judge.
- The Institute held its spring board meeting in San Francisco for the first time. The city is home to many fellows and supporters who play an important role in advancing the mission of the Institute.
- In April, the inaugural Aspen Words Literary Prize was awarded to Mohsin Hamid, author of *Exit West*. The award honors a work of fiction that illuminates a vital contemporary issue and demonstrates the transformative power of literature on thought and culture.
- In the spring, *New York Times* columnist David Brooks joined the Institute to lead a new initiative dedicated to understanding and reducing the growing fragmentation of American society.



LIVE ON THE ASPEN STAGE



Elaine Chao

US Secretary of Transportation



Jose Antonio Vargas

journalist



Jeff Flake

US Senator from Arizona



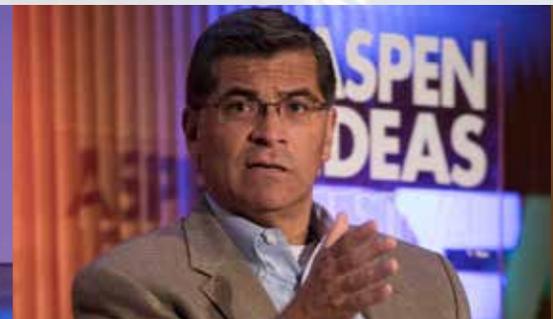
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chairman of O'Shares Investments



Chimamanda Ngozi Adichie

novelist



Xavier Becerra

Attorney General of California



Brian Grazer

founder of Imagine Entertainment



Priscilla Chan

co-founder of the Chan Zuckerberg Initiative



Alonzo King

artistic director of Alonzo King LINES Ballet



Cecile Richards

president of Planned Parenthood



J.D. Vance

author



Nancy Pelosi

minority leader of the US House of Representatives

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Ava DuVernay
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John Lithgow
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artistic director of The Washington Ballet



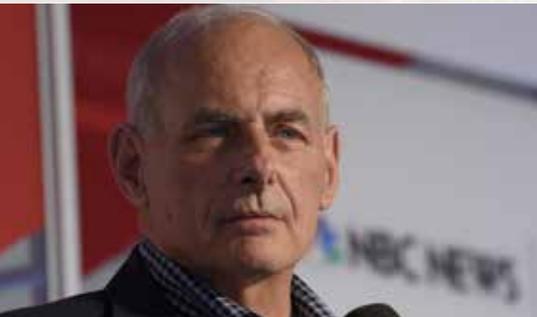
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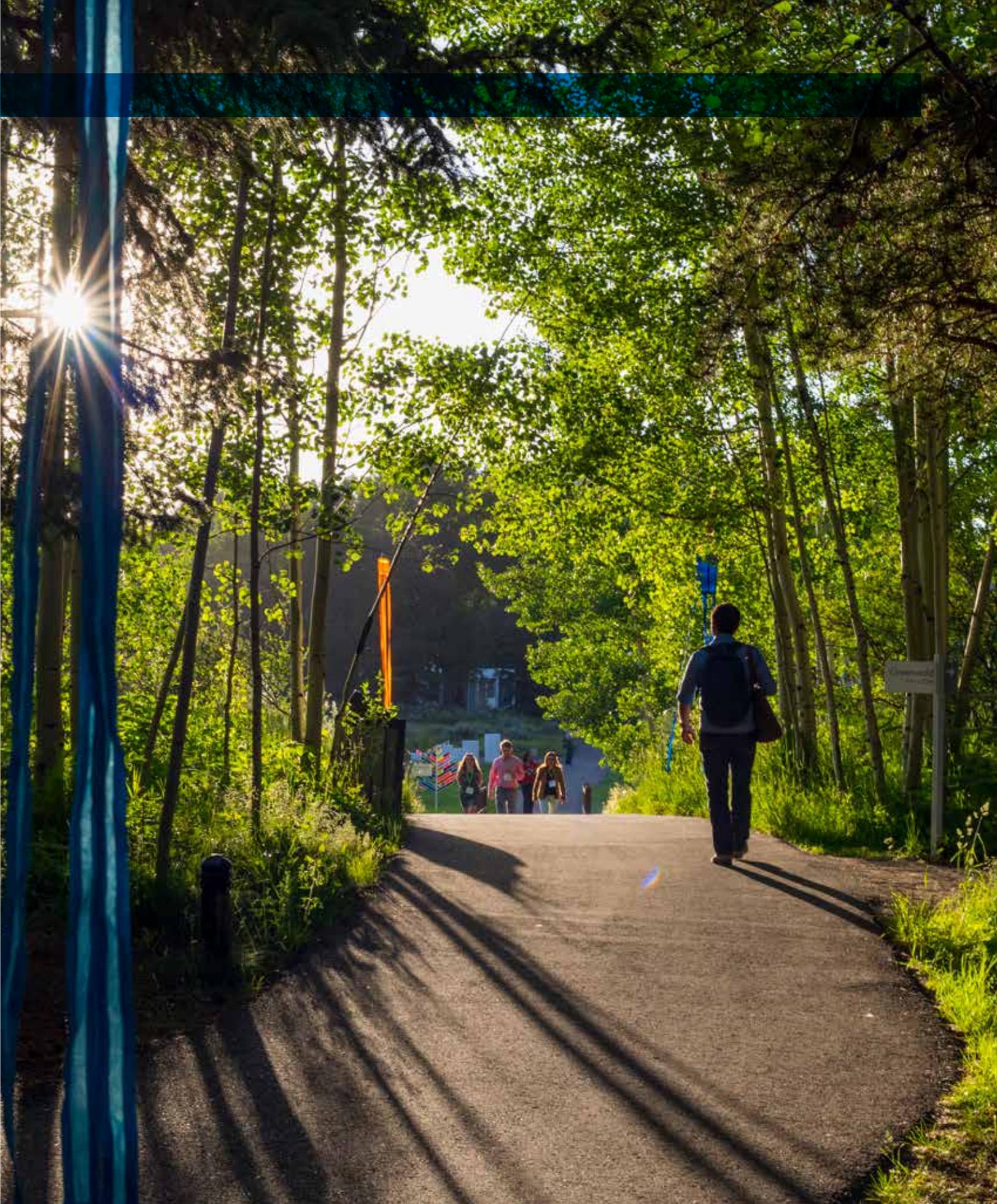


Martin Baron
executive editor of *The Washington Post*

INSTITUTIONAL ADVANCEMENT

Making a Difference, Together

The Office of Institutional Advancement supports the Aspen Institute by engaging philanthropic leaders who provide critical resources, thoughtful dialogue, and deep expertise in support of the Institute's commitment to nonpartisan ideas, leadership, and action. Institutional Advancement has the distinct privilege of partnering with Trustees, Society of Fellows members, and close friends of the Aspen Institute, who not only believe in our mission but are dedicated to helping bring it to life.



CAPITAL CAMPAIGNS

Building the Future of the Institute

The Institute's recently renovated Aspen Meadows Reception Center and Pavilion and new Washington, DC Headquarters will serve as important gathering places for people from all over the world to exchange ideas, commit to values-based leadership, and take action to address some of the world's most complex problems. In Aspen, the renovation reflects Herbert Bayer's original vision and classic Bauhaus design. This aesthetic also influenced the building choice and design in DC, which carries the spirit of the Aspen Meadows campus all the way to Washington. The Institute is extremely grateful to our generous friends whose support helped make these new spaces possible.

The Aspen Institute Headquarters

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Steelcase

The Aspen Meadows Campus

The name of the Aspen Meadows Reception Center was changed to honor Walter Isaacson in recognition of his service as President and CEO of the Aspen Institute. The newly added pavilion was named after Institute Trustee Madeleine K. Albright.

Spaces in the Reception Center that were made possible by friends of the Institute through the recent campaign include the Mercedes T. Bass Castle Creek Deck, the Davis Commons, the Diane L. Morris Lobby, the Bren and Mel Simon Terrace, and the Laurie M. Tisch Terrace and Gardens, Limeslicers Bar, and the Moderators Bridge.

Reception Center Renovation and Pavilion Expansion Donors

Lead donors:

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The Walter Isaacson Center and Madeleine K. Albright Pavilion (Dan Bayer)

THE WALTER AND ELIZABETH PAEPCKE SOCIETY

Lifetime of Leadership

The Walter and Elizabeth Paepcke Society honors philanthropic leaders who have made exceptional, long-term contributions in support of the Aspen Institute's mission. Paepcke Society members as of December 2017 are listed below:

Mary H. and Paul F. Anderson	Cathy and Walter Isaacson
Barbara and Robert O. Anderson	Alex Kaufman
Donna and Jim Barksdale	Joan I. Fabry and Michael R. Klein
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THE HERITAGE SOCIETY

Investing in Our Future

Comprising Trustees, Lifetime Trustees, members of the Society of Fellows, and friends, the Heritage Society recognizes a special circle of benefactors who are making a difference today and for generations to come. Bequests and other planned gifts provide important funding to help the Institute fulfill its mission, perpetuate lifelong learning, inspire enlightened leadership, and foster its work to help build the "Good Society."

"The Aspen Institute is synonymous with inspired leadership and generation of values. For 70 years it has influenced science, the arts, philosophy and human behavior. My Co-Chairmanship of the Lifetime Trustees and role as Chairman Emeritus were precursors to my naming the Institute in my trust and joining the Heritage Society. Come join us..."

– Ann Korologos, Chairman Emeritus, Lifetime Trustee, and Heritage Society Member



Clockwise from top left: Elizabeth and Walter Paepcke at the Goethe Bicentennial in 1949 in Aspen. (Ferenc Berko) The Aspen Ideas Festival's Afternoon of Conversation in the Benedict Music Tent. (Dan Bayer) The Society of Fellows held a three-day celebration of Leonardo da Vinci's life and works. (Dan Bayer)

SOCIETY OF FELLOWS

A Community of Active Ambassadors

The Society of Fellows is a national community of Aspen Institute supporters who actively participate in the Aspen Institute’s programs, act as advocates and ambassadors, and help sustain the Institute’s mission.

Members come from the worlds of business, finance, government, the sciences, non-profits, and the arts. The commitment of these leaders to engage with each other in the discussions at the intersection of timeless values, current events, and leadership is the foundation for the effectiveness and success of the Society of Fellows. Fellows understand the importance of fostering leadership based on values, encouraging individuals to reflect on the ideals and ideas that define a good society, and promoting civil dialogue on the important issues of our day.

Fellows receive special invitations to more than 50 richly curated, intimate programs featuring leading experts on an array of topics each year. These programs range from discussion receptions with thought leaders in private homes, to multi-speaker, half-day forums over breakfast and lunch, to multi-day, roundtable symposia. Regular programming is offered in Aspen, Washington, DC, New York, and San Francisco.

“What I love about the Aspen Institute is that everyone, from the staff to the leadership to the members, really cares deeply about the quality of the conversations and the non-partisan mission of the Institute. It makes me excited to be a part of it.”

– Francis Najafi, SOF Member



Society of Fellows members examine the future of education at a discussion reception. (C2 Photography)



Bob Woodward discusses the changing political state of Washington with Wye fellows. (Paul Fine)

“When I became CEO of Hilton International Co., I decided it was time to broaden my brain beyond hotels. I signed up for a two-week executive seminar moderated by Bill Moyers and his wife, Judith. From Mortimer Adler’s presentations to our very diverse group’s production of Sophocles’ Antigone, it confirmed my suspicion that there was a world beyond hotels—and I could find it in the Society of Fellows.”

– Curt Strand, SOF Member since 1987

“Being a member of the Society of Fellows—especially a founding member of the Vanguard Leadership Board—has been a life-altering experience. I treasure the meaningful connections and friendships; appreciate the exchange of diverse ideas and perspectives; and truly enjoy being a part of a small, vibrant community of creative, inspiring, and admired influencers.”

– Larry P. Thomas, Vanguard Member

WYE FELLOWS

Launched in 2006 by residents of the Chesapeake Bay area, the Aspen Wye Fellows program is a special donor and public outreach initiative on the Institute’s Wye River campus located on Maryland’s Eastern Shore. Wye fellows support and share in the Institute’s interest in global, meaningful dialogue through inspiring conversations, book talks, and discussions with some of the most stimulating leaders and policy experts of our time.

JUSTICE CIRCLE

Launched in 2014, the Justice Circle enables friends of the Justice & Society Program at the Aspen Institute to stay connected to the program's work, while gaining greater access to JSP's events and distinguished network of legal minds.

Justice Circle Co-Chairs

Tristan Duncan and Sharon Owsley

Justice Circle Members

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Jeffrey and Gail Bayer
Jay Bernstein
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Leslie Corwin
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Henry L. Hecht

Orin L. McCluskey
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ARTS CIRCLE

Arts Circle members, passionate about the role of arts and culture in public life, provide the Arts Program with vital funding for its education, advocacy and community-building work. Thanks to generous membership support, the program continues to use history as a lens to focus its cultural conversations among artists, educators, and public officials to examine pressing issues and uncover creative solutions based in empathy and understanding.

Arts Circle Chairs

Jane and Michael Eisner

Arts Circle Members

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C2 Photography

“It is only through the wonderful generosity of our supporters and closest friends that the Institute has become the nation’s preeminent forum for nonpartisan dialogue. Scholarships, and the endowments that make them possible, create truly transformative experiences at our programs. Please consider extending your support and in turn, helping us make an impact that will compound in perpetuity.”

– Eric L. Motley, PhD, Executive Vice President,
Institutional Advancement & Corporate Secretary



Clockwise from top left: Vanguard Leadership Board member Larry Thomas. (C2 Photography) A conversation on social justice with Arena Stage’s Artistic Director Molly Smith and Lizan Mitchell, a cast member from its production of *A Raisin in the Sun*. (Laurence Genon) Leah Wright Rigueur moderating an SOF symposium on civil rights. (C2 Photography) Ann Nitze, Francis Najafi, and Alireza Ittihadieh at the 2017 Summer Celebration Dinner. (Riccardo Savi)

PHILANTHROPIC PARTNERS

Creating Opportunities to Create Change

Valuable resources from the Institute's generous donors create opportunities at the Aspen Institute that not only buttress great programs and fellowships but also significantly broaden the reach of those programs through scholarships. Named scholarship and endowment funds help the Institute build a global community of people who enrich our events and more accurately mirror the brilliant diversity of voices and views in our broader society. In 2017, this community included high school leaders from cities like Newark, Oakland, and St. Louis, international journalists, emerging Latino professionals, civil servants, veterans, and health care providers.

Named Scholarships and Endowment Funds

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Becky Heldfond and Jon Kelly, Vanguard Leadership board members, performing *Antigone* at their annual seminar. (Dan Bayer)

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German Ambassador to the US Peter Wittig addresses a group of Wye fellows on the changing relationship between the two countries. (Tom Miller)

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The Mercedes T. Bass Lecture Series
Edlis-Neeson Great Decisions Series at the Aspen Institute
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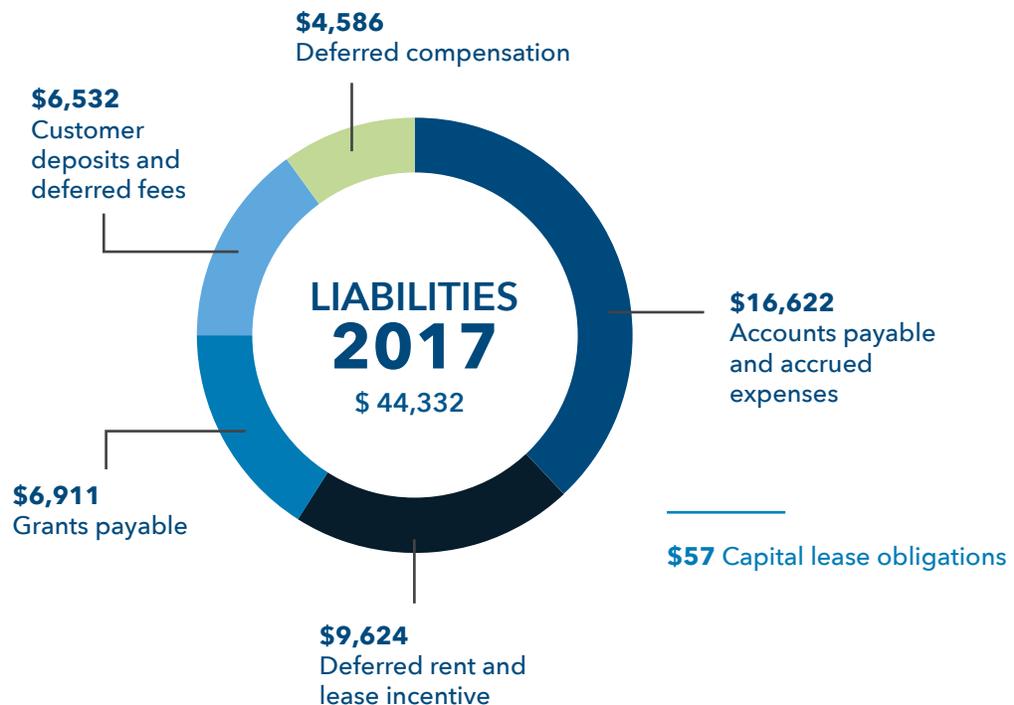
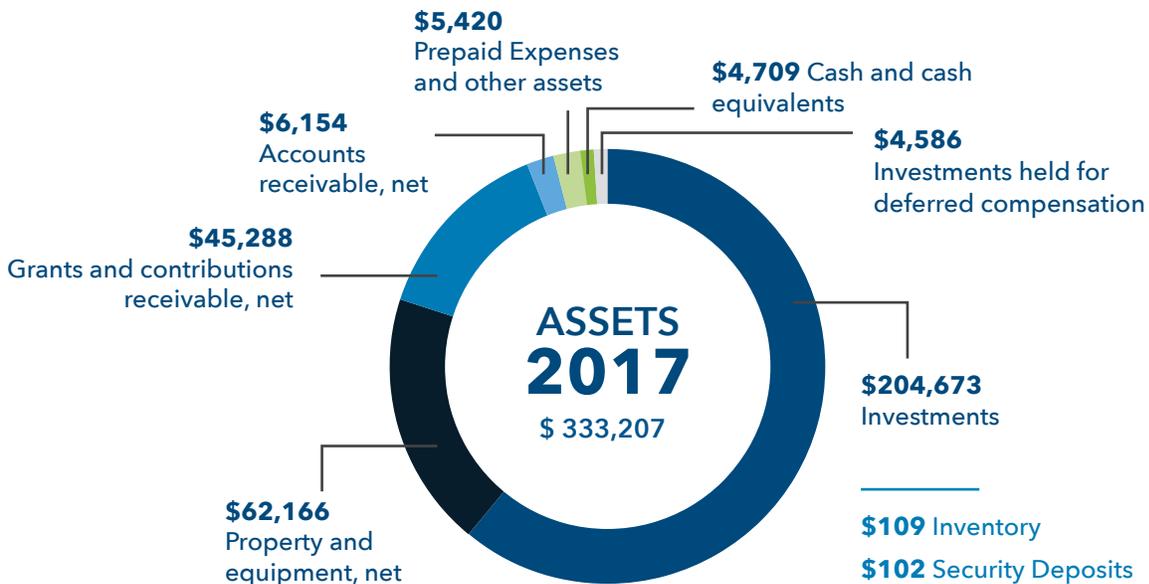
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2017 ANNUAL REPORT

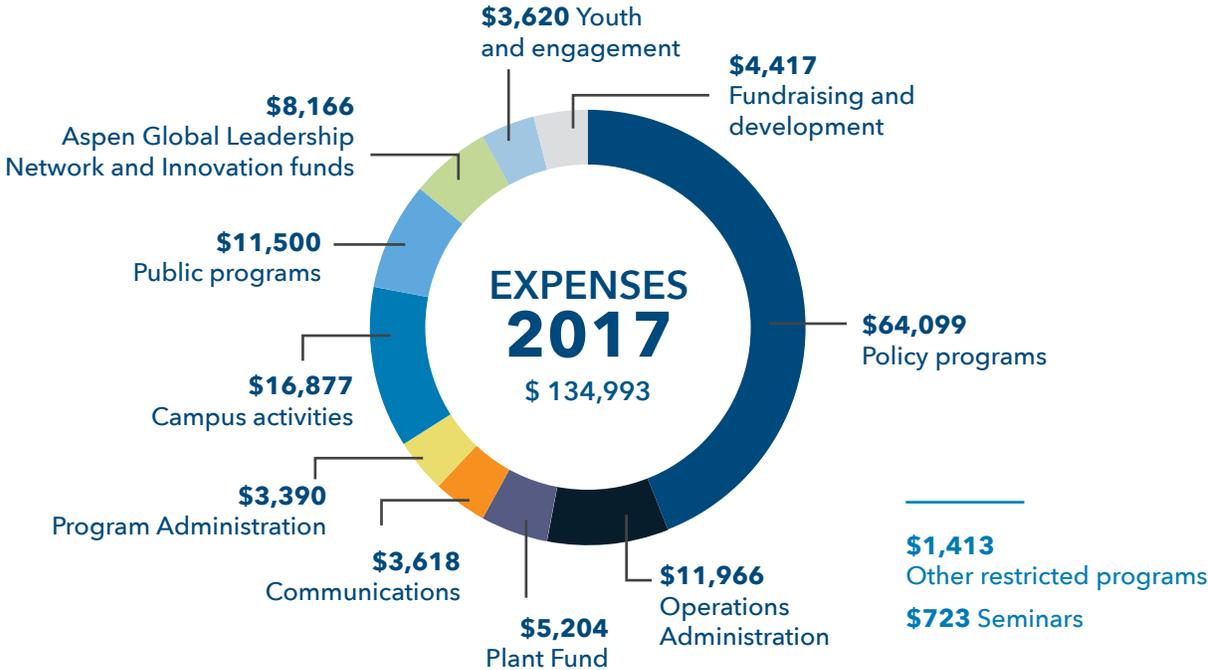
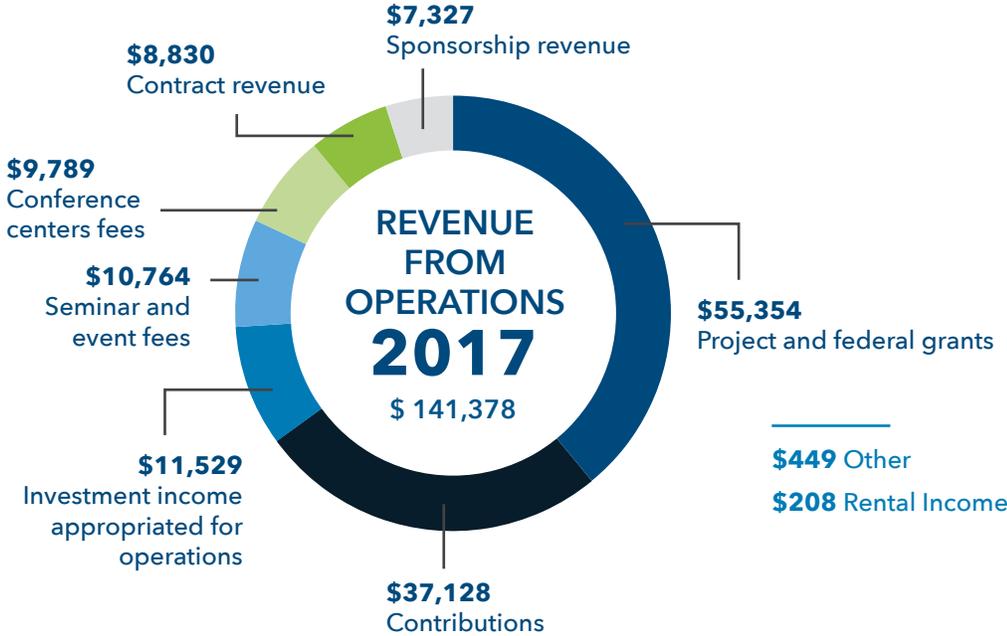
Statement of Financial Position

(Dollars in Thousands)



Statement of Activities

(Dollars in Thousands)



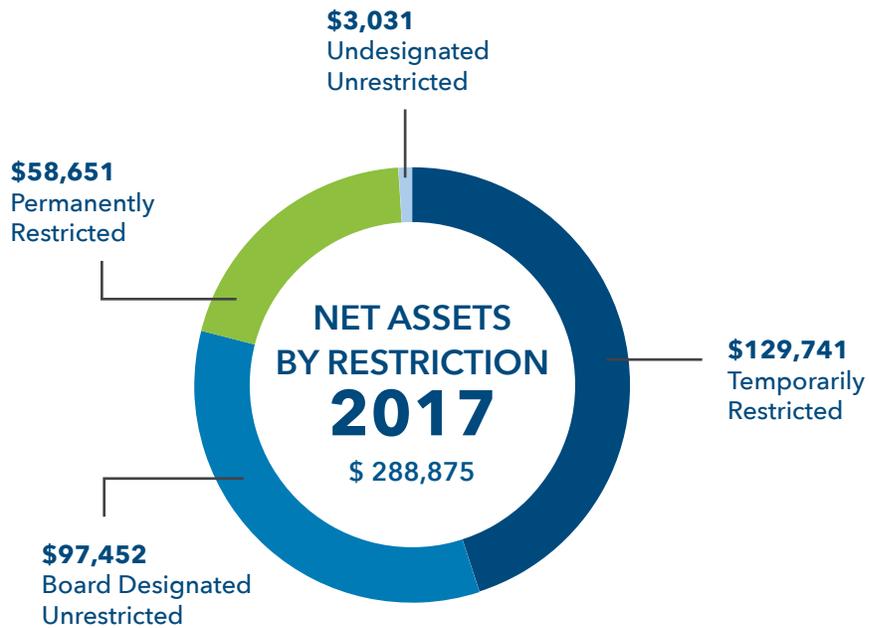
STATEMENT OF FINANCIAL POSITION (unaudited) December 31, 2017

(With Summarized Financial Information as of December 31, 2016)

(Dollars in Thousands)

ASSETS	2017	2016
Cash and cash equivalents	\$ 4,709	\$ 8,438
Accounts receivable, net	6,154	4,185
Grants and contributions receivable, net	45,288	60,571
Prepaid expenses	5,420	1,795
Inventory	109	123
Investments	204,673	168,236
Investments held for deferred compensation	4,586	3,677
Property and equipment, net	62,166	49,067
Security deposits	102	100
TOTAL ASSETS	\$ 333,207	\$ 296,192
LIABILITIES AND NET ASSETS		
Liabilities		
Accounts payable and accrued expenses	\$ 16,622	\$ 8,753
Grants payable	6,911	4,555
Customer deposits and deferred fees	6,532	5,764
Capital lease obligations	57	103
Deferred rent and lease incentive	9,624	428
Deferred compensation	4,586	3,677
TOTAL LIABILITIES	44,332	23,280
Net Asset		
Unrestricted		
Board designated	97,452	84,062
Undesignated	3,031	920
Total Unrestricted	100,483	84,982
Temporarily restricted	129,741	132,845
Permanently restricted	58,651	55,085
TOTAL NET ASSETS	288,875	272,912
TOTAL LIABILITIES AND NET ASSETS	\$ 333,207	\$ 296,192

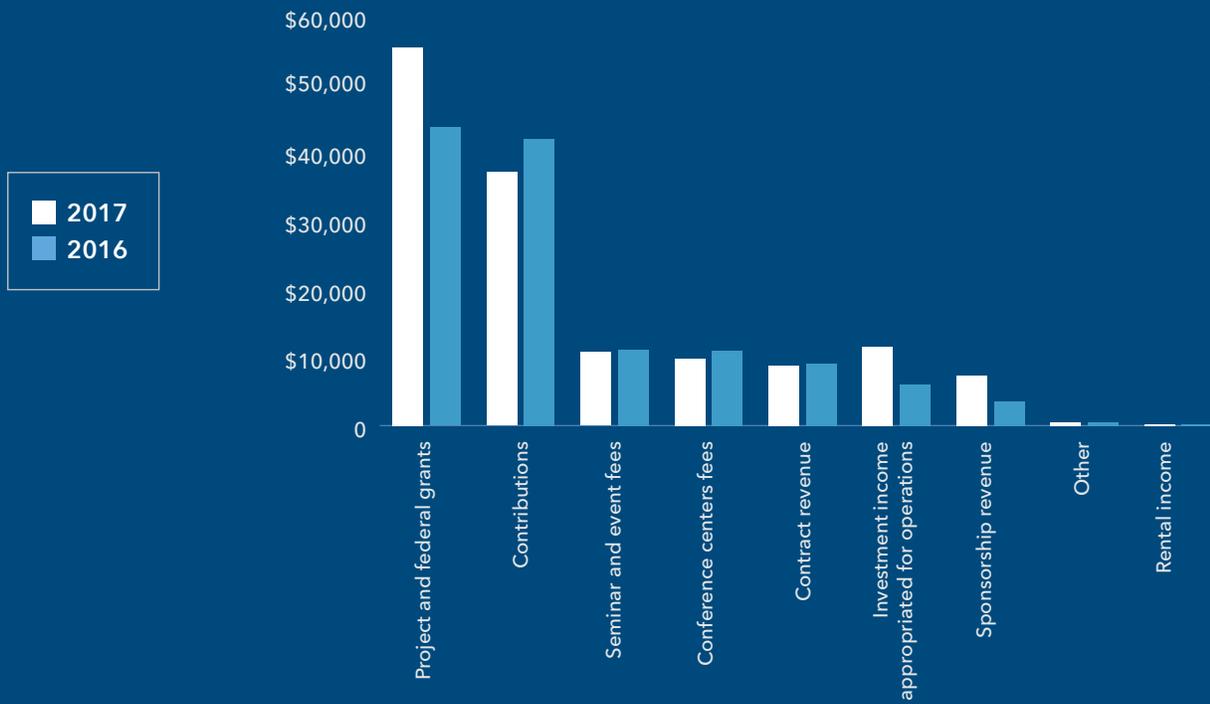
2017 V. 2016 ASSET, LIABILITY AND NET ASSET IN TOTALITY



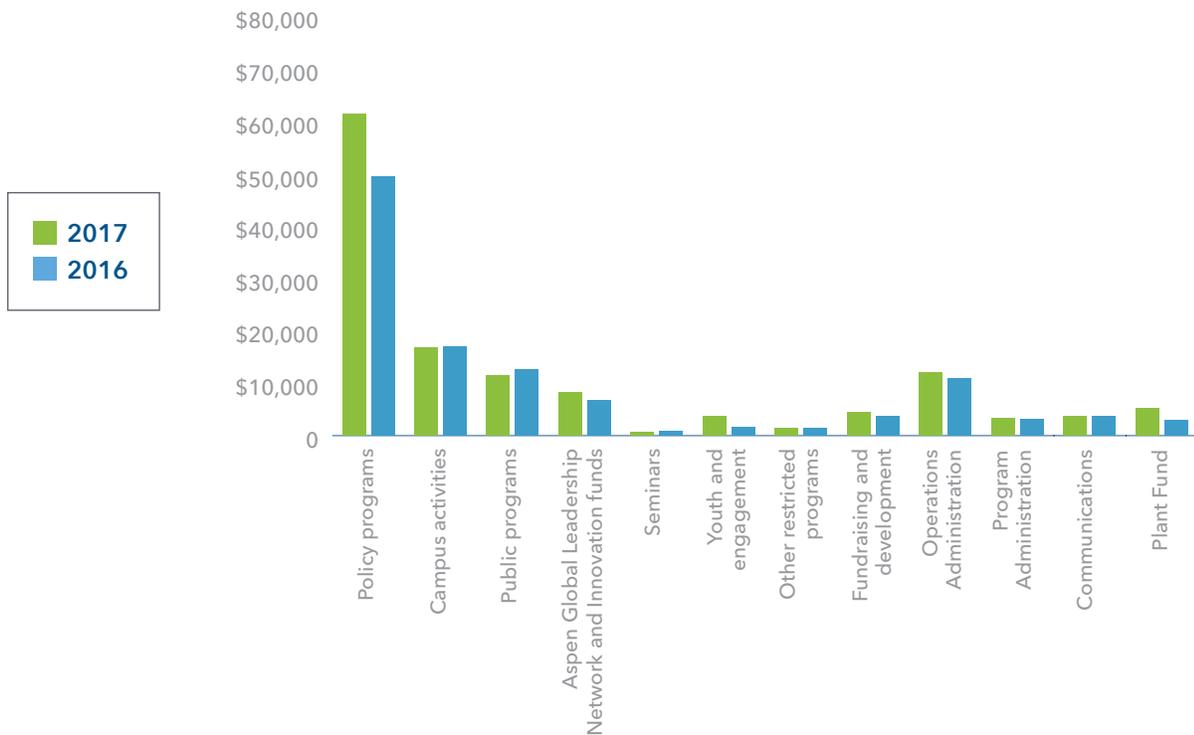
STATEMENT OF ACTIVITIES (unaudited) for the Year Ended December 31, 2017
 (With Summarized Financial Information for the Year Ended December 31, 2016)
 (Dollars in Thousands)

OPERATING REVENUE AND SUPPORT	2017	2016
Project and federal grants	\$ 55,354	\$ 43,680
Contributions	37,128	41,972
Seminar and event fees	10,764	11,160
Conference centers fees	9,789	10,963
Contract revenue	8,830	9,101
Investment income appropriated for operations	11,529	6,005
Sponsorship revenue	7,327	3,577
Other	449	510
Rental income	208	153
Net assets released from restrictions:		
Satisfaction of time restrictions	—	—
Satisfaction of program restrictions	—	—
TOTAL OPERATING REVENUE AND SUPPORT	\$ 141,378	\$ 127,121
EXPENSES AND LOSSES		
Program Services:		
Policy programs	\$ 64,099	\$ 49,508
Campus activities	16,877	16,970
Public programs	11,500	12,692
Aspen Global Leadership Network and Innovation funds	8,166	6,726
Seminars	723	912
Youth and engagement	3,620	1,634
Other restricted programs	1,413	1,365
Total Program Services	106,398	89,807
Supporting Services:		
General and administrative	24,178	20,750
Fundraising and development	4,417	3,681
Total Supporting Services	28,595	24,431
TOTAL EXPENSES	134,993	114,238
Change in net assets from operations	6,385	12,883
NONOPERATING ITEMS		
Investment income in excess of appropriation	7,687	1,052
Provision for deferred taxes	3,506	—
Loss of early lease termination	(1,615)	—
CHANGE IN NET ASSETS	15,963	13,935
NET ASSETS, BEGINNING OF YEAR	272,912	258,977
NET ASSETS, END OF YEAR	\$288,875	\$272,912

2017 V. 2016 REVENUE BY CATEGORY



2017 V. 2016 EXPENSES BY CATEGORY



OUR LOCATIONS

The Aspen Institute headquarters

The Aspen Institute is headquartered in Washington, DC, where a variety of policy program events and meetings, roundtable lunches, and book talks take place.

The Aspen Institute

2300 N Street, NW
Washington, DC 20037
202-736-5800 | 202-467-0790 (fax)
www.aspeninstitute.org



New York City

New York City is home to an increasing number of Aspen Institute activities, including policy work, public programs, and special events. Many Institute events take place at Roosevelt House on the Upper East Side, the onetime home of Franklin and Eleanor Roosevelt and now part of Hunter College.

The Aspen Institute

477 Madison Avenue
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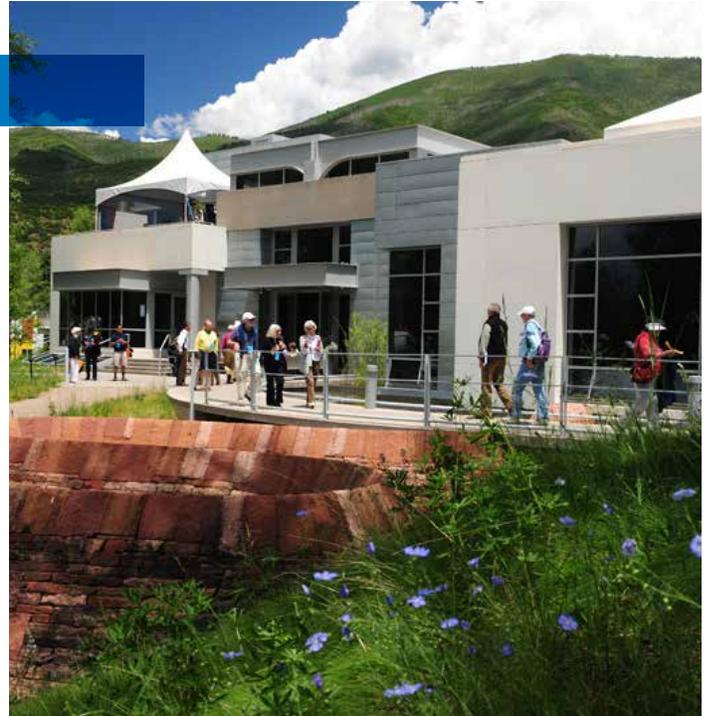


The Aspen Meadows campus

The Aspen Meadows campus, in the quiet West End of Aspen, Colorado, was created by renowned Bauhaus artist and architect Herbert Bayer. Its 40 acres, bordered by mountain streams and fields of wildflowers, are just minutes away from the center of Aspen.

The Aspen Institute

1000 North Third Street
Aspen, CO 81611
970-925-7010 | 970-925-4188 (fax)
www.aspeninstitute.org



The Aspen Wye River campus

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

The Aspen Institute

2010 Carmichael Road
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The New York Times crossword puzzle features the Institute in October 2017.
(Shireen Mathews)

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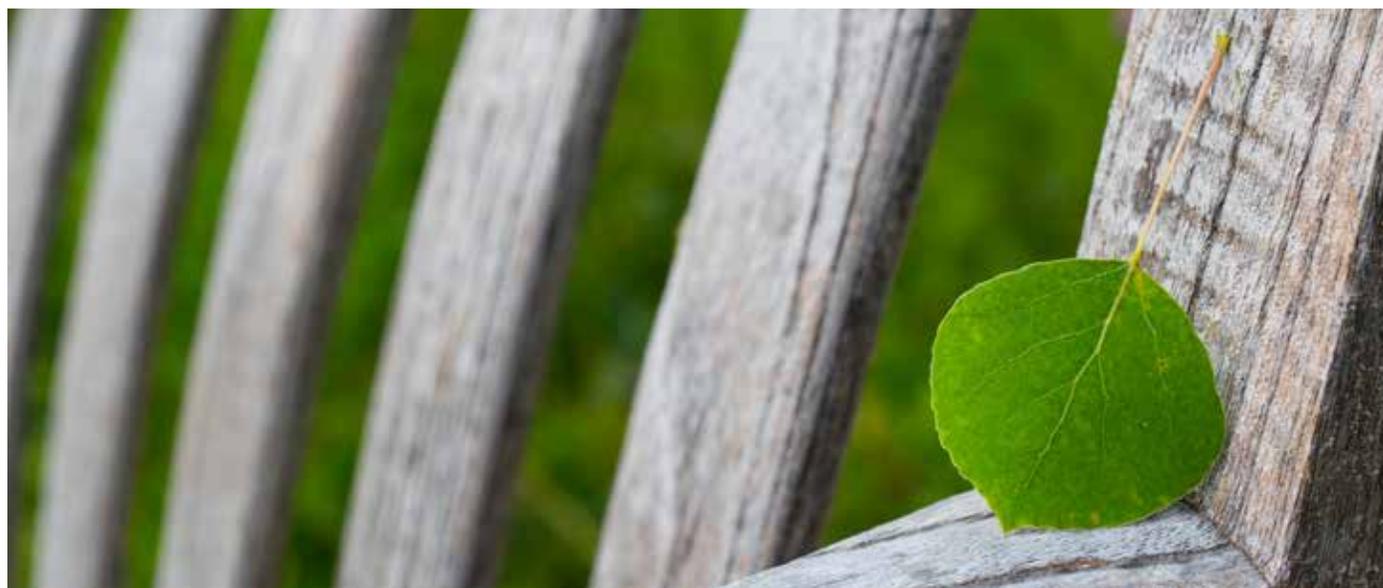
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Lil Buck and Jon Boogz use a 2017 Aspen Ideas Festival performance to help people reconsider what movement can do. (Dan Bayer)





Riccardo Savi



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