

2019 IMPACT REPORT

& 2018 ASPEN INSTITUTE ANNUAL REPORT





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For 70 years, the Aspen Institute has worked toward a vision of a free, just, and equitable society. These are lofty ideals, and sometimes they seem abstract—until we think of them in terms of real people and demonstrated progress.

In these pages, you will read about programs that are developing best practices for addressing the challenges of job quality and financial security that affect millions of American households. And about the team that's using the internet to connect 40,000 students in classrooms in the Middle East, North Africa, the Palestinian Territories, and across the United States.

At the Aspen Institute, effort and impact have a human face. We build networks of values-driven leaders committed to creating positive change in the world. We convene diverse thinkers and doers to find paths to solving critical problems. We help citizens lower barriers to learning, work, and health.

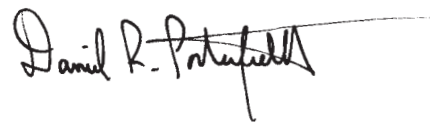
Today institutions like ours must make a difference. There's a hunger for hope. We need to come together to drive progress in addressing threats like climate change, economic insecurity, racism, and polarization. In many of our local community programs—in rural America, in community colleges, in youth leadership centers—the Aspen Institute is joining grassroots leaders to solve problems that aren't being addressed through the national political process.

The disruptions and anxieties of this age call us to deploy our values and strengths to compete confidently to make genuine progress. As this report shows, we're doing just that in many ways—right now.

I invite you to read about the myriad impacts our people and programs make near and far in partnership with a rich diversity of individuals, funders, and communities. Some benefits of our work bloom over the course of many years. Others are quickly apparent. Some results are quantifiable and can be shown in data and charts. Others are best told through narrative and story. How else do you convey the impact of opening a mind?

What's undeniable is that the Aspen Institute is an institution that matters—now more than ever. And we're setting big goals to create more major, high-impact initiatives in partnership with local communities, and enable more priority-setting and collaboration among our more than 60 programs.

Thank you for your support. Together, we can tap our shared love of humanity to create a flourishing world for all.



Daniel R. Porterfield
President and CEO



Dan Bayer

Kris Tripple



TRY THE BELOVED

Since the day I arrived at the Institute in 1993, fresh from living in a series of cities across the country, rural people and places have claimed an ever-larger piece of my heart and mind. The Community Strategies Group, which I direct, was born in 1985 as one of the Institute's first policy programs. We focus on building healthy economies, fighting family poverty, and strengthening local leadership in rural communities and rural-urban regions.



COUNTRY

We have many stories to tell about the impact the Community Strategies Group and the leaders we have been privileged to advise and support have made on the ground. Stories of how to do economic development differently, building from local assets and know-how. Stories of producing goods and services in current demand, rather than throwing financial packages and a prayer at the hope of recruiting the big-kahuna company from elsewhere. Stories of wrapping integrated services

Young people in Imperial, Nebraska, spearheaded a community-wide effort to build a skate park.

“

The Community Strategies Group has had a profound impact on the growth and evolution of the Nebraska Community Foundation network over the past 20 years. Through well-designed peer learning, CSG has connected us with other leaders doing rural development philanthropy and holistic development strategies. CSG helps facilitate hard, important conversations to build stronger, more equitable hometowns.”

—Jeff Yost

President and CEO

Nebraska Community Foundation

COMMUNITY: LOCAL LEADERSHIP



Courtesy, The Women's Fund of Greater Birmingham

Leaders from three Alabama counties joined by supporting partners from the Women's Fund of Greater Birmingham and the Community Strategies Group

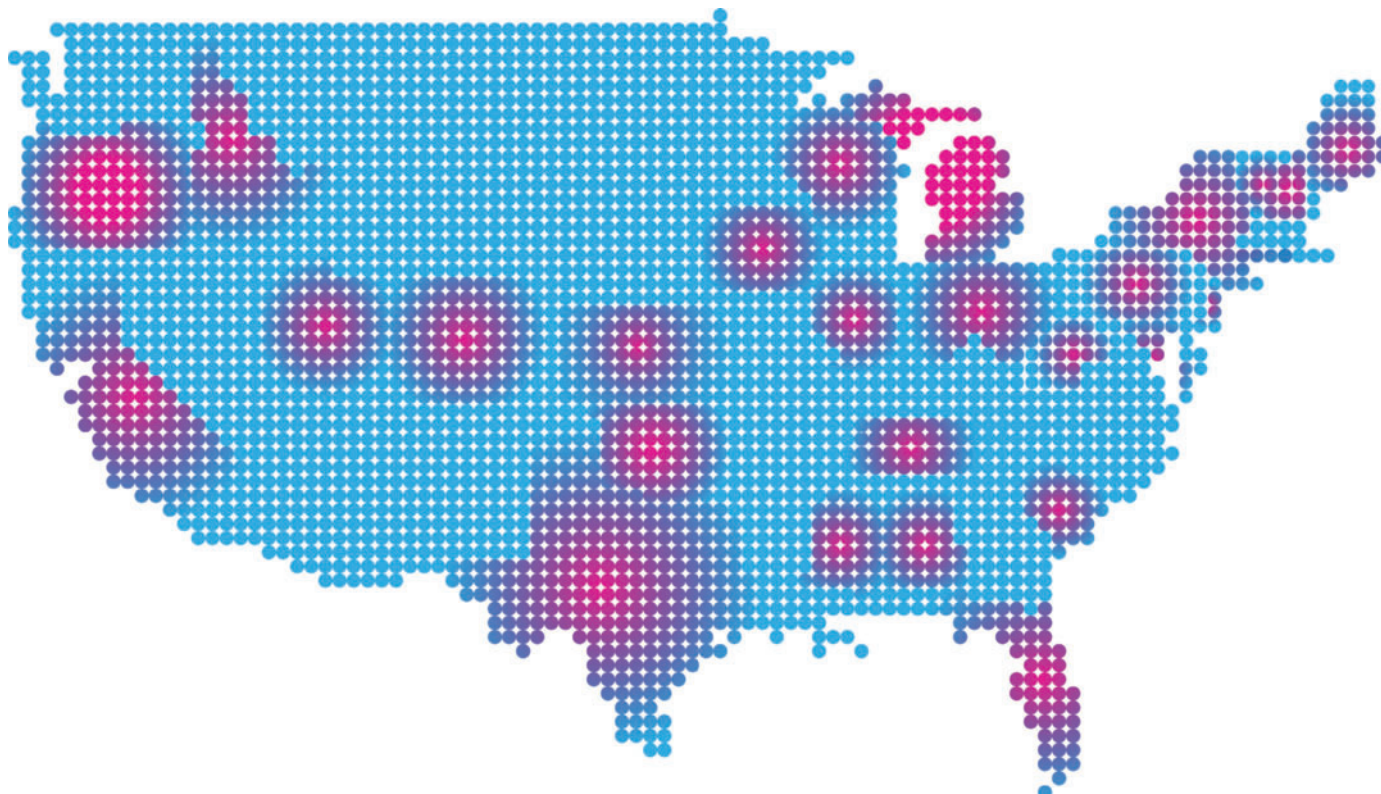
around striving but struggling families to help them earn more, keep more of what they earn, and build those earnings into assets over generations. Stories, that is, of the hard stuff—not fads, but what it takes to really change community, family, and economic outcomes over the long term.

Our work with pioneering rural-focused community foundations has helped change the entire field of community philanthropy. Community foundations are the most flexible form of nonprofit: they can create funds, educate donors, make grants, run initiatives, conduct lending programs, invest assets, and gather people across place, race, politics, class, and discipline. Once a rural foundation succeeds on a key community

problem or opportunity, locals turn to them for the next one—and they become go-to organizations.

Through peer-learning networks, one-on-one strategy sessions, and national and regional workshops, the Community Strategies Group has **helped build the leadership muscle of scores of community foundations across the country** as they take on what we have dubbed “economic development philanthropy.”

Too few see the people, places, and organizations in rural America that are bursting with innovation. The Institute is fortunate to have within it a program that has consistently kept rural America in the mix and at the forefront of positive change. —*Janet Topolsky*



Community
Strategies Group
worked with
teams from
29 states in
2018 alone

- ALABAMA
- CALIFORNIA
- COLORADO
- CONNECTICUT
- FLORIDA
- IDAHO
- ILLINOIS
- INDIANA
- IOWA
- KANSAS
- MAINE
- MARYLAND
- MICHIGAN
- MINNESOTA
- MISSISSIPPI
- NEW HAMPSHIRE
- NEW JERSEY
- NEW YORK
- OHIO
- OKLAHOMA
- OREGON
- PENNSYLVANIA
- SOUTH CAROLINA
- TENNESSEE
- TEXAS
- UTAH
- VERMONT
- WEST VIRGINIA
- WISCONSIN

“

Whether it is braiding resources or supporting people in working together, you need humility. Humility often means you’re working under the radar. That can be said of the Community Strategies Group. It is nearly impossible to create an enabling environment for change if you are not practicing with humility and working toward the goal of collective success.”

—Kelly Ryan

President and CEO

Incorporate Community Foundation, Wisconsin

MOVING HISTORY ONE THREAD AT A TIME

What our hearts desire more than anything else is a deep connection with another human being. But many Americans find themselves isolated. Social fragmentation is the core challenge of our day. We are isolated by distrust, polarization, trauma, and incivility. The question for each of us is: what can I do to replace this loneliness, division, and distrust with relationships, community, and purpose?

Weave: The Social Fabric Project is a network of people who are helping each other answer this question. Whether it is through community food co-ops, local coaches, recovery groups, or interfaith dialogue, connection is essential. At Weave, we learn from those who are knitting communities together across the United States. First, we just try to tell their stories. Then, we

spread the values they live out every day in dozens of ways, like through initiatives on how to create civil dialogue, how to expand friendships in adulthood, and how to truly listen. We work with partners like Facebook, Nationswell, Next Door, the YMCA, and local PBS stations to shift the culture to be less individual and more relational. Finally, we are a hub. We gather these Weavers, create connections, and serve their practical needs so they can do the important work. The Institute is in the bridge-building business.

Norms are constantly changing. But culture changes only when some find a better way to live and the rest of us copy them. History moves when you fix the culture. Then you fix the institutions. Then you fix the politics. Weavers are showing us the way. They are not only building community. They are standing up for a way of being that is an answer to the division that mars American life. —**David Brooks**



“

When you walk down the street and smile or say, ‘How are you doing today,’ you let people know you care about them. Everyone in this room cares about each and every one of us. Maybe we all need to get together and go to the next county commission meeting and start something.”

— Carol Canter

Wilkesboro, North Carolina

The first #WeaveThePeople event gathered 300 people from around the United States to meet in Washington, DC.

MONEY TALKS



From global trade to kitchen-table economics, money affects everyone. For many Americans, accruing savings, growing small businesses, attaining wealth, finding quality employment, investing sustainably, understanding taxation, and securing retirement can all seem inaccessible. At the Institute, financial matters are not treated as elite issues but as practical and necessary skills—whether you’re an entrepreneur, an hourly wage worker, or a philanthropist. Because the value of money is not nearly as important as personal values.

HIVE OF INDUSTRY

The Economic Opportunities Program is on a mission to help low- and moderate-income people thrive. The program explores how people can best access quality work, start a business, and create economic stability. It tackles topics like workforce training, microenterprise development, financial services, and business practices. Often the truth-in-lending laws that protect consumers, for example, do not extend to small businesses, making them more vulnerable to predatory lenders. So the program's Business Ownership Initiative supports organizations that meet the capital needs of entrepreneurs in the US whose businesses are too small, too new, or too lacking in credit and collateral to secure bank financing—businesses most likely to be owned by women or people of color.

The initiative also helped lead a coalition that created a Small Business Borrowers Bill of Rights, which lays out a set of principles and lending practices such as transparency in pricing, equal credit access, and responsible underwriting. In the last four years, more than 60 lenders and brokers have signed on, and more than 30 organizations, including the National League of

Cities, have endorsed it. The coalition also developed a similar set of state and federal policy recommendations, inspiring a pioneering commercial-financing disclosure law in California.

Just as important as bolstering small businesses is encouraging high-quality jobs. The Economic Opportunities Program does this through its Job Quality Fellowship, which supports business leaders dedicated to expanding the availability of better jobs. Since becoming a fellow, J.D. LaRock, the CEO of the Massachusetts Commonwealth Corporation, has made job-quality principles a top priority. His agency gave the Rail Trail Flatbread Company in Hudson, Massachusetts, a grant to develop staff skills and offer career advancement. It made a huge impact: employee incentives totaled \$137,000, five employees became salaried managers, and the number of overall Rail Trail jobs rose by 14 percent. LaRock and another Massachusetts fellow, Anjali Sakaria, then at the Federal Reserve Bank of Boston, worked with Governor Charlie Baker's administration to embrace job-quality initiatives across the state's workforce development agency.

DOLLARS & SENSE

Financial instability has gone mainstream: every day, more than 50 million Americans live in or near financial crisis. The Financial Security Program takes on the financial challenges facing American households and threatening the U.S. economy. By making financial security for all a national priority, the program helps build a future with a more inclusive economy, reduced wealth inequality, and shared prosperity.



When anything arrives from the Financial Security Program, we know it's going to be a good opportunity. The program has a combination of credibility, trust, and neutrality. We're better as a field and a movement when we remind ourselves we should be connected."

—Tim Flacke

Executive Director, Commonwealth



Photojournalist Aaron Huey's protest posters featured at the Action Forum

BEING THE CHANGE

The Aspen Global Leadership Network is a worldwide community of entrepreneurial leaders committed to creating a more just, fair, and equitable society. Fellows in the network, numbering more than 3,000 in 50 countries and growing, are challenged to put their passions, talents, and resources to work in helping to solve a societal challenge by launching a social impact venture and by making public commitments—action pledges—at the Resnick Aspen Action Forum.

SUCCESS AT SCALE

How do you bring social impact to scale? Find people working on similar challenges and connect them to the resources necessary to fuel their solutions. Aspen Global Leadership Network fellows can scale up their impact through several special initiatives.

The John P. McNulty Prize, awarded annually in partnership with the Institute, recognizes exceptional fellowship ventures. Laureates receive financial support, communications assistance, and professional coaching, and the winner receives a \$100,000 award.

Since winning the inaugural McNulty prize in 2008, Jordan Kassalow has radically scaled his venture VisionSpring, a global social enterprise that provides eyeglasses and eye care services in the developing world. “Our reach was 50,000 people 10 years ago,” he says. “This year it will be 1.4 million. Winning enabled me to create a powerful partnership-based model in Bangladesh which has scaled out to over 20 countries in Asia, Africa, and Latin America.”

The Braddock Scholars Program, now in its third year, helps Aspen Global Leadership Network fellows learn

to solve the challenges that come with scaling. For the fellows, this means committing to monthly meetings with Institute trustees and mentors, preparing quarterly memos on their progress, and receiving up to \$25,000 in grant funding for their initiatives.

Braddock scholar Aimée Eubanks Davis, the founder and CEO of Braven, which helps underrepresented college students get strong first jobs, says the program “has been one of the most catalytic experiences for both my personal development and for Braven as an organization.” Institute board member and business executive Rick Braddock chose Davis to participate in the inaugural 2015 cohort of his namesake program and mentored her himself. Braddock connected Braven with financial-services behemoth Prudential as an employer partner in Newark, New Jersey. As of 2017, Braven has grown from just 14 students in its pilot program to more than 745 students at San Jose State University in California and Rutgers University in New Jersey. Davis says the Braddock Scholars Program’s “mentorship, insights, support, and encouragement have greatly advanced Braven’s strategic path forward.”

Trustee mentors and mentees echo her. Here are just a few on their Braddock Scholars Program experience:

“I’ve never looked at other people’s businesses in the depth I did for the Braddock program. I was able to listen to their ideas for moving into new areas and say, ‘Here are some problems to look at from my own experience.’ Not that my suggestions were definitive—these people were pretty solid. But it was good to get someone else to say ‘Hey, this is your issue. You’d better take a hard look at that.’ And they now have a view toward making a profit.”

—Stewart Resnick
Co-founder, The Wonderful Company

“The Braddock program was like having a board of directors meeting twice a year and a fellowship meeting at the same time. The main theme that came out of my experience is: think bigger.”

—David Williams
Founder and CEO
Care3

MARCELO CLAURE

Chairman of the Board, Sprint Corporation
Henry Crown Fellowship

VENTURE: 1Million Project, which will provide one million students with internet access through free network services from Sprint and a free device for four years.

In 2018, the project raised over **\$5 million**.

\$1 million has so far reached **14,000 high schools** and **115,000 students**.

JOSHIN RAGHUBAR

Chairman and Founder, iKineo
Africa Leadership Initiative, South Africa

ACTION PLEDGE: To create 2,000 new technology-related jobs in South Africa by 2020 through his nonprofit, Capacity.

The program has helped nearly **2,000 people** find **employment** in the tech industry.

Capacity now has a funding pipeline of **\$20 million** and is on track to surpass his pledge and deliver **4,500 jobs** by 2020.

JILL VIALET

Chief Executive Officer and Founder, Playworks
Pahara-Aspen Education Fellowship

ACTION PLEDGE: To ensure that **3.5 million students** in 7,000 US schools have access to safe and healthy play by 2020.

The project launched two new online platforms.

21,000 educators and youth professionals from all **50 states** have signed up for tips, games, and ideas for every recess and play space.



FROM THE ASPEN STAGE

The Institute's public programs allow our thoughtful, nonpartisan inquiries to reach a wider audience. From the larger-than-life Aspen Ideas Festival to intimate Arts Program roundtables, attendees deeply engage in conversations that touch all parts of society.

CITY LIGHTS

CityLab, an influential summit on urban life, explores topics like gentrification, climate, housing, infrastructure, and arts—and asks how cities can improve. In 2018, CityLab went to Detroit, a city whose dramatic story captures the industrial revolution, the automobile’s golden age, and a new wave of start-ups—as well as persistent inequality and financial distress.

“One CityLab workshop, Rethinking Accessibility, examined public spaces. I used to think barrier-free entrances and stair-free presentation rooms guaranteed accessibility. Not so. ‘Wheelchair-friendly’ does not mean totally inclusive. Those with hearing or visual disabilities also need access to exhibitions—especially with the vast array of solutions technology offers. After CityLab, I am using universal design at work, so we can serve all.”

—Adam Svejda

Co-Founder, Center for Architecture and Metropolitan Planning, Prague, Czech Republic

STRONG MEDICINE

When seven former FDA commissioners declared from the Spotlight Health 2016 stage that the FDA should be an independent agency, the Institute’s Health, Medicine and Society Program staff knew that news was being made. But this consensus was far from a fully fleshed-out idea: no one really knew how an independent agency might work. Then the Laura and John Arnold Foundation expressed interest in funding Health, Medicine and Society to help the commissioners develop the concept.

After two years of research, the program produced a white paper that provided the basis for a *Health Affairs* editorial written by the commissioners advancing the idea. In the immediate future, they noted, the negotiations and legislation required to move the FDA out of the US Department of Health and Human Services make separation unlikely. But they proposed interim steps that would allow the FDA to operate more efficiently. As significant, all seven are on record as favoring independence. It is a landmark recommendation—one that started on the Institute’s stage.



Thank you to Aspen Words for this award. So many of us who want to write and engage the issues of the day are encouraged not to. We’re told that that’s not what real art does. This award encourages all of us to keep following the strength of our convictions.”

—Tayari Jones

Author and winner of the 2019 Aspen Words Literary Prize

THE PEN IS MIGHTIER

In 2018, Aspen Words established a new literary prize to honor a work of fiction that illuminates a contemporary issue. The \$35,000 award, endowed in perpetuity by an anonymous donor, is one of the largest literary prizes in the United States and one of the few focused on fiction with social impact. Eligible works must be novels or short-story collections published in English that address questions of violence, inequality, gender, the environment, immigration, religion, race, and other issues. Judges look for books that not only engage social issues but are also beautifully rendered. The winner of the inaugural prize was Mohsin Hamid for *Exit West*, a novel that draws readers into the lives of modern refugees; in 2019, the prize was awarded to Tayari Jones for *An American Marriage*. Beneath the surface of this deeply moving love story, Jones wove a powerful statement about a corrupt criminal justice system that has ravaged generations of African American families.



Jones and author Jennifer Clement

HOW TO MEASURE IMPACT

HOW DID WE DO?





ver my 25 years with the Institute, I have had several jobs, mainly as part of policy programs that address daunting long-term challenges: climate change, access to family planning, promoting women's and girls' rights. I'd like to think that we were making a difference. But for years, nobody really asked. Then that

changed. People started asking. Funders wanted to know the return on their investments in promoting social change. And so did the activists and advocates we collaborated with. It's natural: people want to know that their work is meaningful.

For the past 10 years, I have led evaluation efforts for external clients like the William and Flora Hewlett Foundation, the Bill and Melinda Gates Foundation, CARE, and many others. Our team developed and refined tools to help answer persistent questions about what makes a difference—and what difference it makes. We can use interviews, focus groups, surveys, and other standard (and some quite innovative) evaluation tools to identify the possible ways that clients contribute to a possible outcome—changed attitudes about child marriage among youth and parents in rural Bangladesh, say, or among key congressional staff in Washington, DC.

But at times, the Aspen Planning and Evaluation Program must tell clients and colleagues why we can't answer those questions. The data aren't good; there is too much noise and not enough signal. Or we can't say for certain what else might have made those outcomes occur. Complex social problems and systems don't yield nice statements like: "A made B happen."

We can't offer a randomized control trial that eliminates every other possible cause for B. And operating in a complex system doesn't offer nice, neat return-on-investment calculations. That is, we can't tell you exactly what part of B that A accomplished per dollar spent. That is frustrating but truthful.

So I look at the Institute's work with the gimlet eyes of a professionally skeptical evaluator, but also with the affectionate regard of a 25-year employee who believes in the ideals of the Institute—and in its potential to create positive change in individuals and society.

As you review this collection of impact statements, I invite you to maintain a similar perspective: affectionate, skeptical, and realistic. My colleagues may not be able to answer the "so what?" question every time with satisfying rigor and clarity. For good reason: like our external clients, my Aspen colleagues work on complex social problems. Dialogue opens minds, but it can also spark actions that may occur years later. Research may inform policy, but policymakers may be reluctant to admit what influenced them. Any one actor—and any one Aspen program—can try to track its contributions to change. But claiming, "We made this happen all by ourselves," is usually a mistake.

Nonetheless, the Institute can and does do a lot to map our contributions to making the Good Society we envision. At our best, our policy, leadership, and public programs enable change by creating the conditions under which change can happen. But at our best, we are also smart enough to be humble. —**David Devlin-Foltz**

& YOUNG RESTLESS

The Institute's newest cadre of leaders has seen what happens when people wait to address problems—and they aren't willing to do the same. They're impatient for a revolution. "I realized that to change the world, we must keep moving forward," says Jacob Urbina, an alumnus of the Bezos Scholars Program. Our youth programs focus on the next generation by working directly in urban, rural, and tribal communities to develop leadership skills and activate civic engagement. Together they are empowering young people to make their mark.



TO BE YOUNG, NATIVE, & EMPOWERED

The Center for Native American Youth is dedicated to improving the lives of young people across Indian Country. Through a variety of initiatives, CNAY helps young Natives lead full and healthy lives, have equal access to opportunity, and draw strength from their culture and one another.

“CNAY has not only been a resource and outlet, they have become like a family. Since our first interactions, they have helped me grow professionally and educationally. They have become an outlet and a resource for myself and others. Our messages are all different, but CNAY has managed to tend to all of Native youth needs.”

—Nancy Deere-Turney
Member, Muscogee (Creek) Nation
CNAY Youth Advisory Board Vice President

YOUTH PROGRAMS

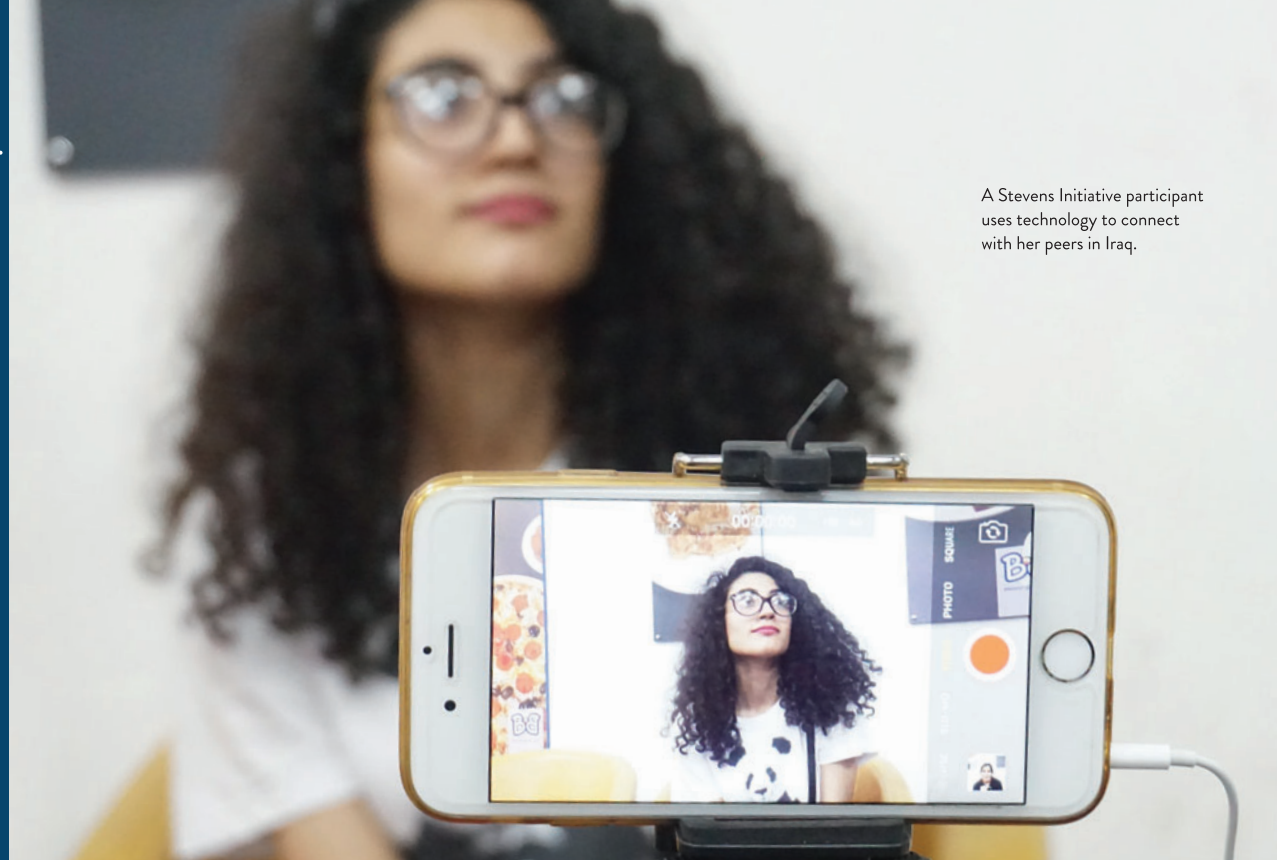
BACK TO SCHOOL, BACK TO WORK

Born out of a White House initiative, the Institute's Forum for Community Solutions challenges and encourages local groups and leaders to create a more equitable and just world. In 2012, the program launched its biggest project yet: the Opportunity Youth Forum, a national collaborative of communities, funders, and local organizations dedicated to bringing young adults back to school or into the workforce. This collaborative encompasses 1.2 million "opportunity youth" across the United States. In 2018, the Opportunity Youth Forum received remarkable results from an independent three-year evaluation of its work.



The virtual exchange was amazing because for the first time I worked with people from a different country. My partners in Iowa taught me lots of things about their culture and our commonality. We are the same, we are all humans."

—Stevens Initiative participant, Jordan



A Stevens Initiative participant uses technology to connect with her peers in Iraq.

MODEL CITIZENS

Within the internet's borderless spaces, young people can find connections outside their local communities and can even tackle challenges on the other side of the planet. In other words, technology is changing the way young people engage with the world and is inspiring a sense of global citizenship. Yet unmediated online connections have the potential to fuel misunderstanding and division. To ensure that global connectivity leads to a safer and more prosperous world, the Stevens Initiative promotes personal interactions among youth through virtual exchange programs. With the addition of its newest programs, the Stevens Initiative will expand its reach to nearly 40,000 students in 15 Middle Eastern and North African countries and in the Palestinian Territories, as well as in 44 US states, Puerto Rico, and Washington, DC. The idea is to equip young people with the language proficiency, digital literacy, and cross-cultural communication skills they will need for a globalized future.

RIISING TO THE CHALLENGE

Since 2013, the Aspen Challenge has served over 2,000 youth, 500 teachers, and dozens of community partners in seven US cities: Los Angeles, Denver, Washington, Chicago, Philadelphia, Dallas, and Louisville. What does that mean? It's different in every city, but the impact is clear, consistent, and profound. Teams of eight students and two educators focus on issues like urban ecology, economic mobility, relationships with police, or immigration. Gains realized during this eight-week competition compare to or exceed those of a full year of college.

In Philadelphia, the student leaders at PhitPhilly addressed health disparities and brought sustainable changes in health to their community. As the flagship city for the larger UrbanPhit initiative, which is designed to deliver better health to metro areas, health care expert Dr. Ezekiel Emanuel challenged students throughout Philadelphia to improve the

overall health of people of all ages in their neighborhoods. "We won the competition by creating a class for elementary and high school students and their parents," Juan Rivera, a rising junior from PhitPhilly, says, "that focused on healthy eating, organizing community events to promote physical activity, and developing a downloadable app to help residents achieve their health goals."

Since the competition, UrbanPhit has received over 2,000 downloads from various countries. The app includes links to healthy-eating cookbooks and recipes, exercise regimens for all fitness levels, mental health data, and other valuable information. "Spreading the message of health and a balanced lifestyle made us healthier in the process," Kailah McFadden, a graduating senior, says. "Even when many of us go to college next year, we will have a lifelong commitment to serving our community—and staying healthy."

A participant at Aspen Challenge Dallas



The Center for
Native American Youth placed
40 STORIES
BY NATIVE YOUTH LEADERS
in widely read publications
like *Teen Vogue*.



**28,000
YOUTH**

COMPLETED THEIR EDUCATION
or entered the workforce with
the help of the Forum for
Community Solutions.

FROM POVERTY TO PROSPERITY



A young man practices soldering in Chennai, India, at Servals Automation, supported by ANDE members

Entrepreneurs are known for building something out of nothing—for identifying gaps in products and ideas and creating something to fill those spaces. For a time, microfinancing was seen as the solution to household poverty in the developing world. But there were few systems in place to support the next level of businesses—those that have the potential to lift communities, not just families, out of poverty. Small businesses that hoped to move beyond just a few jobs struggled to grow. In 2009, a group of leaders with a mix of private- and public-sector experience came together at the Institute to address that gap and improve the entrepreneurial landscape in developing countries. The Aspen Network of Development Entrepreneurs was born.

ANDE HAS GROWN FROM A
MEMBERSHIP BASE OF 34
ORGANIZATIONS TO NEARLY 300.

ANDE was formed to help investment funds, business accelerators, foundations, and training institutions accelerate the work of growth-focused entrepreneurs in emerging markets. Since its launch, ANDE has grown from a membership base of 34 organizations to nearly 300. It has launched regional offices in eight countries, providing in-person opportunities for local entrepreneurs and intermediary organizations to share knowledge and generate collective insights. And ANDE has generated more than \$7 million in philanthropic support to solve challenges specific to the small and growing business sector in emerging-market countries—including how to access financing, attract and retain talent, improve gender equity, and measure social and environmental impact.



ADVOCACY & STORYTELLING

New Voices fellow Sisonke
Msimang at her TED talk

The Aspen Global Innovators Group addresses overlooked challenges in global health and development. The group engages a diverse, global network to identify and promote new leaders and solutions that advance health, equality, and prosperity for all. Each year, it hosts two fellowship programs that amplify the voices of emerging leaders working in the United States and across the globe—the New Voices Fellowship and the Healthy Communities Fellowship.

The New Voices Fellowship includes a diverse group of thinkers and doers who are tackling food security, universal health care, human trafficking, and reproductive rights. Through a yearlong mentorship program, coupled with intensive communications and advocacy training, fellows learn to showcase their own life experiences, research, and on-

the-ground expertise. The group has secured more than 2,500 media placements, including *The New York Times*, NPR, the BBC, and TED.

Launched in 2019, the Healthy Communities Fellowship builds upon the mentorship, communications, and advocacy curriculum of the New Voices Fellowship, and focuses on US-based community leaders addressing the social determinants of health. The inaugural class—which is taking on issues ranging from criminal justice to maternal care—is learning to use storytelling to advocate for health outside the doctor's office.

Together, these programs challenge our understanding of expertise, bringing local voices from disenfranchised communities and developing countries into the global health and development discussion.



THE BUILDING BLOCKS OF LIFE

With the right tools, great leaders can do incredible things. But first they start as children. Children all over the world over need a few basic building blocks for life: a good education, good health, and good opportunities that let them use their knowledge.

FAMILY PROSPERITY

The Institute's Ascend program takes a two-generation approach to ending intergenerational poverty in families. As the national hub for moving children and families to educational success, economic security, and health, Ascend invests in fellowship programs, drives change through a network of 323 organizations, and fuels new approaches to national, state, and local policy for families.

TAKING THE LEAD

Equity is central to the mission of public education, and equity is public education's defining challenge. In 2016, the Education and Society Program worked with state education leaders to develop specific commitments for leaders to advance equity. Drawing on interviews with over 60 leaders, the Institute convened a workshop of unprecedented diversity and distinction: Republican and Democratic state legislators and governors' education advisors, three state superintendents, two Teachers of the Year, senior school district leaders, civil rights advocates, scholars, and philanthropy leaders. Half of the participants were people of color. The goal was intimate, off-the-record discussions that would develop public commitments to advance equity.

From that workshop, the Institute took the lead in drafting *Leading for Equity: Opportunities for State Education Chiefs*, 10 commitments leaders can act

on to create greater equity in education outcomes. The document prompts leaders to identify their most pressing concerns and demonstrates ways to measure progress. Leading for Equity commitments were unanimously adopted by the Council of Chief State School Officers board of directors, embedded throughout that organization's strategic plan, and publicly released at the Institute's DC headquarters in February 2017. CCSO hired its first equity director in 2018, and uses the equity commitments to orient and support every new state superintendent.

Tony Evers, the group's president before successfully running to become the governor of Wisconsin, says: "I would not be doing what I am doing today in the state of Wisconsin with regard to equity were it not for my participation at the Aspen summer meeting on equity."

THE TWO-GEN APPROACH AT WORK

Elizabeth Scales, a mother of four, didn't expect to start life over as a single parent. After leaving an abusive relationship, she moved to Tulsa, Oklahoma, to live with family and, through searching for better outcomes for herself and her family, discovered a unique two-generation initiative: CAP Tulsa and its CareerAdvance project. According to Steven Dow, the executive director of CAP Tulsa, Scales enrolled her son in the CAP Tulsa early education program and soon noticed his growth and the new opportunities he had to socialize with other children. Then CareerAdvance helped her find a job that worked with her children's schedules. Plus, when Scales embarked on a medical-assistant certification, the program provided the support she needed, including coaching and study tips. After completing CareerAdvance, Scales was hired by the clinic where she had completed her training. "CAP Tulsa really felt like a family," Scales says. "The people there cared not only about my son's success but my own."

COLLEGIATE CHAMPIONS

Every two years, the College Excellence Program awards \$1 million to outstanding community colleges. The program looks at achievements in student learning, certificate and degree completion, graduates' success rates, and outcomes for students of color and low-income students. Since the Aspen Prize began, in 2011, the College Excellence Program has awarded \$5 million to 15 high-performing colleges. Schools across the country have used the prize money to grant scholarships and to pursue innovative student programs.

2019 ASPEN PRIZE
finalists overall have a
graduation/transfer rate
of 45%. The national
average is just 39%.

STUDENTS OF COLOR
make up **64%** of Aspen
Prize finalist schools.

STUDENTS OF COLOR
also **graduate or transfer at**
higher rates than the
national average,
42% and 33%, respectively.



US Representatives Vincent Sheheen, Mia Costello, and John Walsh at a Rodel seminar

CROSSING THE AISLE

Policy matters. It drives the economy, health care, culture, foreign affairs, criminal justice, and everything in between. To get policy results, US democracy requires rigorous debate—and rigorous compromise. Without common ground, legislators can't govern or help the Americans who most need their support. Elected leaders must engage across party lines with civility and respect—which is exactly what the Institute provides. Politics and government, from city council to Congress, can be arduous and messy. It can also be bipartisan and transformative.



FRIENDS & FELLOWS

The Rodel Fellowships in Public Leadership program's strict "leave your party affiliation and ideology at home" approach to closed dialogue has for its 15 years proved extremely successful, with many of Rodel's young fellows moving on to the nation's most important public positions: seven as governors, three as Cabinet secretaries, 17 as members of Congress, and dozens of state legislative leaders, attorneys general, and mayors of major American cities. By early summer, four had already entered the next presidential race.

The program is the invisible link connecting the Republican governor of Arizona and the Democratic governor of California; Georgia Democratic gubernatorial nominee Stacey Abrams and Jon Husted, the Republican lieutenant governor of Ohio; state attorneys general Maura Healey of Massachusetts, Lisa Madigan of Illinois, Bob Ferguson of Washington state, Alan Wilson of South Carolina, and Josh Shapiro of Pennsylvania.

When Florida Democratic gubernatorial nominee Andrew Gillum told a reporter that he could work productively with the Republican legislature, he said that was because of his Rodel relationship with state house speaker Jose Oliva.

Courtesy Rodel Fellowship

GIVE PEACE A CHANCE—AND FUNDING

The Institute's Congressional Program gives US senators and representatives the opportunity to delve into complex and pressing public-policy issues with internationally recognized experts in a neutral, off-the-record setting. Since the program's inception, it has engaged 458 members of Congress, including 35 percent of the current Congress, and more than 1,600 international parliamentarians, political leaders, and scholars. In 2015, the Congressional Program hosted a bipartisan delegation of members of Congress at a conference in Tanzania focused on US interests

in Africa. During the course of that forum, the delegation met with Peace Corps volunteers who taught at a local school. Upon their return to the United States, the members of that delegation wrote to their congressional colleagues about the impact they had witnessed from the various projects supported by these volunteers and advocated the merits of increasing funding for the Peace Corps. As a direct result, Congress increased the appropriation for the Peace Corps by 15 percent, the organization's largest yearly increase ever.



Serving in a legislature can be very isolating, polarizing, and partisan. The Rodel experience helped remind me that it does not have to be and should not be that way.

As public officials, we are under great pressure to stick to the partisan party line. Rodel provides a counterbalance to those pressures.”

—Jon Husted

Republican Lieutenant Governor, Ohio

RODEL OVERALL:
314 FELLOWS
FROM **48 STATES**

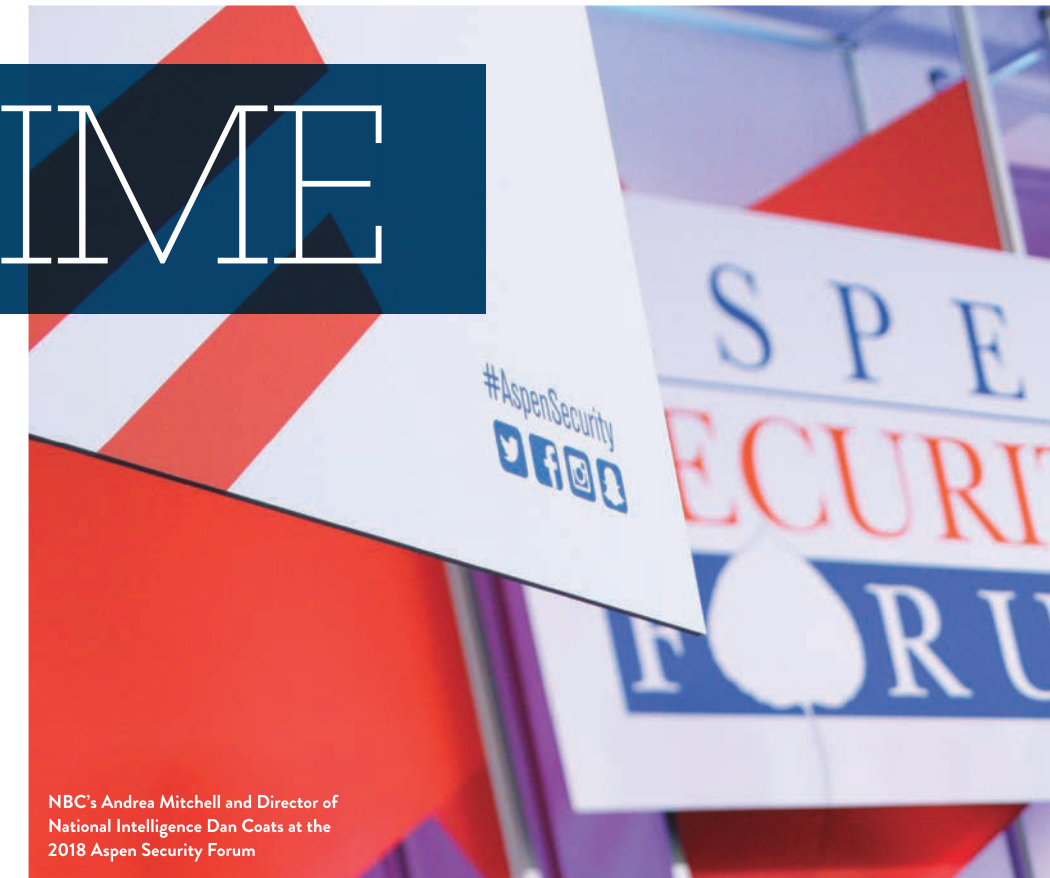
7 GOVERNORS
from California, Arizona, Oregon,
Montana, Alaska, Rhode Island,
& Delaware. 2 R | 5 D

17 MEMBERS
OF CONGRESS
from Michigan, Pennsylvania, Maryland (2),
Delaware, Arizona (3), Georgia, California,
Virginia, Kansas, Utah, Minnesota,
Massachusetts, Indiana, and New York. 8 R | 9 D

SCREEN TIME

The new age of cybertechnology presents the United States both opportunities and challenges. Just as nuclear weapons were critical to geopolitics and the 20th-century balance of power, so too will the possession and use of cyberweapons shape the 21st century. However, as former Assistant Secretary of Defense for Homeland Defense and Global Security Eric Rosenbach outlined at an Aspen Strategy Group workshop, cybertechnologies and nuclear weapons are markedly distinct. Nuclear weapons are not subtle, and their origin is always obvious. Any use of nuclear weapons is a devastating attack. But cyberattacks can be misattributed, disguised, scaled, and countered proportionally. Moreover, whereas nuclear weapons require the resources of a superpower, cyberweapons are in the arsenal of anyone with access to the internet.

The Institute is actively working on these issues through its quickly growing Cybersecurity & Technology program. Founded just two years ago, the program began by launching the Aspen Cybersecurity Group—modeled on the Aspen Strategy Group—which brings together government officials, private-sector leaders, and civil-society thinkers to push for action on critical national problems, from securing emerging technologies to workforce-training issues. Co-chaired by former White House Homeland Security Advisor Lisa Monaco, current US Representative Will Hurd, and IBM CEO Ginni Rometty, the group's first year of work led directly



NBC's Andrea Mitchell and Director of National Intelligence Dan Coats at the 2018 Aspen Security Forum

to corporate-hiring reforms aimed at increasing opportunities for women in technology, as well as new bipartisan legislation on Capitol Hill, co-sponsored by Hurd and Senator Mark Warner, that focused on better security protocols for emerging Internet of Things devices.

Now, with a new San Francisco-based Aspen Tech Policy Hub—the Institute's first permanent initiative in the Bay Area—the Cybersecurity & Technology Program is also helping bridge the divide between Washington and Silicon Valley by training in-resident fellows from the tech community on how to participate in the policy arena.



SOFT POWER: THE SECURITY FORUM'S MEDIA MIGHT

Every summer, the Aspen Security Forum brings top experts from government, intelligence, and homeland security together to discuss the most dangerous threats to the United States today—from North Korean missiles to Chinese cyberattacks to the Islamic State. Last year's forum received a big boost from its timing just after the Helsinki Summit between Donald Trump and Vladimir Putin. Andrea Mitchell's interview with Director of National Intelligence Dan Coats moved that story forward and went viral. And overall, the Aspen Security Forum maintained an outsized presence in the national news cycle, generating extensive TV, print, and online coverage from across the political spectrum.

2018 ASPEN SECURITY FORUM BY THE NUMBERS

DAILY PRESS COVERAGE PEAKED AT

3,940
PRESS CLIPPINGS,
MORE THAN 4 TIMES THAT OF 2017.

THERE WERE MORE THAN

10,000

TOTAL PRESS CLIPPINGS FOR THE YEAR.

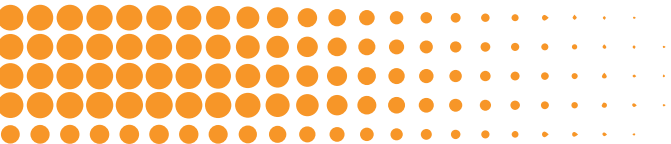
THAT'S COVERAGE VALUED
AT AN ESTIMATED

**\$100
MILLION.**

BETTER CONNECTIONS

In an age of disinformation, ubiquitous social-media, foundering local newspapers, and unequal internet accessibility, the Communications and Society Program provides a crucial voice for thoughtful decision making. The program encourages industry leaders to think critically about the media, journalism, and information policy. Take Craig Newmark: the founder of Craigslist and Craig Newmark Philanthropies is an expert on how the public accesses information. Nevertheless, when he attended his first Forum on Communications and Society, in 2006, it transformed his view of local journalism. “The Communications and Society Program has been instrumental to my understanding of the news-media industry,” Newmark says. “I’m now providing considerable support to journalism groups to strengthen trust in news.” In fact, Newmark’s philanthropy in journalism now exceeds \$75 million.

The program has also made a huge impact on the John S. and James L. Knight Foundation and its commitment to local journalism. The foundation cited a report from the Communications and Society Program’s Knight Commission on Trust, Media and Democracy as critical to its new funding process.





“

According to the John S. and James L. Knight Foundation, the Communications and Society Program’s work has “informed the Knight Foundation’s boldest grantmaking—doubling our commitment to strengthening journalism to \$300 million over five years.”

SEMINARS



Fellows gather for a seminar at the 2018 Resnick Aspen Action Forum.

THE ROOM WHERE IT HAPPENS

The seminar room provides a space for leaders to reflect on timeless ideas and values and be challenged to put those ideas and values into action. 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.

Dan Bayer photos

CHERISH THE THOUGHT

Ideas have consequences. I see this in almost every moment of moderating seminars. Feelings, insights, and experiences burst forth in seminars like seeds, gradually settling to earth, taking root, and reshaping the garden of our lives. I say, “our lives.” In each seminar, I find the moral ecology of my life tested and transformed. Even as I lead conversations, ideas jostle for space inside me, demanding that I think and live differently.

Leaving my position as a university professor to direct the Institute’s Seminars department was a career shift but also an expansion of my vocation—learning in service of living. I am less inclined to individualism and more drawn to community. I have been profoundly touched by deep friendships—a rare gift.

Aristotle speaks of *arete*, or virtue—excellence in fulfillment of a purpose. In moderating, I have become more moderate—less attached to the person I am and more attached to the person I am called to be. —*Todd Breyfogle*



Breyfogle leading an executive seminar

CIVILITY & COMMUNITY

Learning never ends. But, for some, life experience isn’t enough; they seek unique opportunities to learn. The Institute’s Socrates Program brings together leaders from various fields to explore contemporary issues—like digitization, new media, global economics, and political upheaval—through expert-moderated dialogue. The seminars are Socratic explorations that allow a profound exchange of ideas. The program also gives attendees a new professional network and access to the broader range of the Institute’s programs.

“Almost as soon as we sat down, something magical transpired. I met community leaders, civil servants, and other young professionals of all backgrounds and ideologies. While we had little in common, and argued passionately about policy, we agreed on first principles: the inherent dignity of all people, and the resulting respect we are each owed and owe to others.

I attended my first Socrates seminar in 2003 and have participated for the past 16 years, most recently in Cartagena, Columbia. Each time, I benefit from a rich intellectual experience and I make remarkable new friendships.”

—*Kim Fortunato, President, Campbell Soup Foundation*

“

You start challenging your own thoughts and thinking processes in the executive seminar. As a leader, I needed go through the self-correcting process to focus on self-leadership. It took time. But I can sense that people in my organization look at me now more like a humane leader than a corporate CEO.”

—*Sunil Deshmukh, Managing Director,
Wilson Cables Private, Ltd.*

OUR PROGRAMS



WHERE IDEAS BECOME ACTION

The American project is one of engaged citizenship—something that requires values-driven leadership, an educated public, and effective government solutions. That’s also the Institute’s primary objective: build the Good Society. Signature **Seminars** allow leaders at different points in their careers to reflect on their purpose and how they can create meaningful change. **Public Programs** bring the world to our doorstep, ensuring that the Institute’s rich programming—featuring visionary thinkers—reaches as many people as possible. **Youth Programs** plant the seeds of empowerment and civic responsibility in passionate kids across the country. **Leadership Initiatives** ask successful entrepreneurs, advocates, and other creative leaders to instill their work with new principles, ones that challenge them to change the world in new and measurable ways. **Policy Programs** identify solutions for everything from economic distress to educational opportunity, from climate change to racial disparities, in an effort to affect legislation and bring the best and most inspired proposals to elected officials and activists. **International Partners** take up all of this work in nations across the planet. It’s a lot to do, but it is all for an extraordinary ideal: bring people together, find common ground, make a better world.

POLICY PROGRAMS

ASCEND

ascend.aspeninstitute.org

Ascend is the national hub for breakthrough ideas and collaborations to move children and their families toward educational success, economic security, and health and well-being. Ascend embraces a two-generation approach with a racial equity and gender lens. Ascend invests in leaders through fellowship programs, drives practice and systems innovation through a multi-sector network of 310 organizations, and fuels new approaches to national, state, and local policy for families. Ascend recently launched the Aspen Family Prosperity Innovation Community to promote family-supportive policies and the Post-Secondary Success for Parents Initiative.

Anne Mosle, Executive Director | anne.mosle@aspeninstitute.org

ASPEN NETWORK OF DEVELOPMENT ENTREPRENEURS

andeglobal.org

The Aspen Network of Development Entrepreneurs is a global membership network of organizations that propels entrepreneurship in emerging markets. ANDE members support small and growing businesses that are the engines of job and prosperity growth in developing countries. Members include capacity-development providers, corporations, development finance institutions, donor agencies, foundations, investment funds, and research institutions. Launched with 34 founding members in 2009, ANDE now includes more than 290 organizations operating in over 150 countries. ANDE maintains eight regional chapter offices: Andean, Brazil, Central America and Mexico, East Africa, East and Southeast Asia, India, South Africa, and West Africa.

Randall Kempner, Executive Director
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ASPEN PLANNING AND EVALUATION PROGRAM

[aspeninstitute.org/aep](https://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. Clients include other Institute programs as well as foundations and nonprofits based in the United States, Africa, and Europe. APEP staff and consultants assess our clients’ contributions to change on issues as diverse as strengthening local advocacy for family planning in sub-Saharan Africa and promoting greater educational opportunity for people of color in the United States. The program also leads the Institute’s internal program-review process.

David Devlin-Foltz, Executive Director
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ASPEN STRATEGY GROUP

aspeninstitute.org/asg

Founded in 1984 with a concentration on strategic international relations, arms-control issues, and the US-Soviet relationship, the Aspen Strategy Group now focuses on transnational issues that blend foreign and domestic subjects with an emphasis on national security and foreign policy. The group evolved from university and think-tank researchers to include legislators, government officials, business and industry representatives, and journalists. The ASG is resolutely nonpartisan as it focuses on the most contentious national security issues facing the nation. ASG also organizes the Aspen Ministers Forum and Track II dialogues with Brazil, China, Europe, and India.

Nicholas Burns, Executive Director
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THE BRIDGE

aspeninstitute.org/bridge

The Bridge, the Institute's program on race, identity, and inclusion, kick-starts honest conversations by using the candid six-word memoirs of the Race Card Project, which has collected over 200,000 stories on race, gender identity, ethnicity, religion, and more. The Bridge creates spaces that allow people to explore these issues for a 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 to break down barriers and explore how race and identity influence individuals and institutions.

Michele Norris, Executive Director
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BUSINESS AND SOCIETY PROGRAM

aspeninstitute.org/bsp

The Institute's Business and 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.

Judith Samuelson, Executive Director
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CENTER FOR NATIVE AMERICAN YOUTH

cnay.org

The Center for Native American Youth believes Native American youth should lead full and healthy lives, have equal access to opportunity, draw strength from their culture, and inspire one another. Created by former US Senator Byron Dorgan, CNAY improves the health, safety, and overall well-being of Native American youth. It does this by training and developing young leaders in tribal communities, connecting them with media opportunities, and developing research and policy resources so they can advocate in their own voices on the issues that matter to them.

Erik Stegman, Executive Director
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CENTER FOR URBAN INNOVATION

aspeninstitute.org/center-urban-innovation

The Center for Urban Innovation is becoming a network hub that catalyzes and supports a broader movement to define values-led approaches to the development, piloting, regulation, and evaluation of urban technologies. It connects city leaders, nonprofit organizations, and emerging businesses who share the belief that people deserve more than "smart cities." We deserve cities that promote human flourishing and digital infrastructure that enhances the experiences and opportunities that city life affords for all residents, particularly those in underserved neighborhoods. That's the standard we develop and promote.

Jennifer Bradley, Executive Director
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CITIZENSHIP AND IDENTITY PROGRAM

aspeninstitute.org/citizenship

In a time of rapid demographic changes, widening polarization, and rising inequality, the question of what it means to be American is of prime consequence. The Citizenship and American Identity Program explores this question through cross-ideological activities, from public forums to leadership gatherings to seminars. Two of the program's core projects are: the Better Arguments Project, which encourages Americans to reach across political, cultural, and economic divides to engage in more productive debates; and What Every American Should Know, an initiative to build US civic and cultural literacy.

Eric Liu, Executive Director
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COLLEGE EXCELLENCE PROGRAM

higher.ed.aspeninstitute.org

The College Excellence Program advances higher education practices that improve student learning, degree completion, and success after college—especially for students of color and low-income students. To do this, CEP runs fellowships and training for boards and presidents, recognizes excellence (including the \$1 million Aspen Prize), expands opportunity for low-income students with the American Talent Initiative, and publishes research and tools to help institutions create a path to associate degree, transfer, and bachelor's degree attainment, as well as workforce success. Schools engaged with CEP educate millions of students each year.

Josh Wyner, Executive Director
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COMMUNICATIONS AND SOCIETY PROGRAM

aspeninstitute.org/c&s

The Communications and Society Program serves as a global venue for leaders and experts to exchange insights on the societal impact of digital technologies and network communications. It creates a space in the policymaking world where veteran and emerging decision-makers can explore new concepts and develop policy networks. Leaders from various disciplines and perspectives engage in moderated discussions that culminate in reports with specific conclusions and recommendations for opinion leaders and the public.

Charlie Firestone, Executive Director
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COMMUNITY STRATEGIES GROUP

aspeninstitute.org/csg

The Community Strategies Group helps leaders in rural and urban communities across America create vibrant regions that advance prosperity and well-being for local people, places, and firms, always including those on the economic margins. The group's hallmark approach, peer-to-peer exchanges, allow community leaders to advise each other and create action plans. CSG distills community lessons into good-practice profiles, virtual peer-learning exchanges, and online resources. The group builds and manages networks of community practitioners and regional leaders from across the country who are focused on family economic success, community-development philanthropy, and wealth-building approaches to regional economic development.

Janet Topolsky, Executive Director
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OUR PROGRAMS



CONGRESSIONAL PROGRAM

aspeninstitute.org/congressional

In an era of heightened partisanship and polarization in Congress, this program brings together members of Congress—away from phones, press, and Twitter—to take a multiday look at foreign and domestic issues they will address in upcoming legislation. Scholars offer analysis from a variety of perspectives. No partisan advocacy. No lobbyists. No political darts allowed. It is the premier nonpartisan educational forum of its kind: a forum that combines members of Congress—across political and regional differences—with world-renowned experts in a media-free, politically neutral setting to foster the open exchange of ideas. The thought-provoking conversations at our conferences and 25 annual members-only breakfasts are unmatched and promise to restore one's faith in the US Congress.

Dan Glickman, Executive Director
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CYBER & TECHNOLOGY PROGRAM

aspeninstitute.org/cyber

The Cyber & Technology Program works at the intersection of business, government, and civil society to solve critical problems in cybersecurity through its industry-leading Aspen Cybersecurity Group—co-chaired by former White House Homeland Security Advisor Lisa Monaco; US Representative Will Hurd; and IBM Chairman, President, and CEO Ginni Rometty—through its innovative San Francisco-based Tech Policy Hub, and through education efforts and public events like the Aspen Cyber Summit and the @aspencyberjournalism project. The program builds bridges between technologists in Silicon Valley and policymakers in Washington, DC, to help ensure that the internet remains a key driver of US innovation.

Garrett Graff, Executive Director
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ECONOMIC OPPORTUNITIES PROGRAM

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. The program works with national and local leaders—in government, business, nonprofits, academia, and advocacy—to expand opportunities for individuals to find quality work, start businesses, own business assets, build economic stability, and pursue economic mobility. Staff have expertise in workforce training, microenterprise development, entrepreneurship, and business practices that support quality jobs. The program conducts applied research to learn what works, hosts public and private cross-sector dialogue, facilitates leadership development and capacity-building, and communicates promising approaches to diverse audiences.

Maureen Conway, Executive Director
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ECONOMIC STRATEGY GROUP

aspeninstitute.org/esg

The Institute's 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 group also promotes relationship-building among the next generation of Washington policy leaders.

Melissa Kearney, Executive Director
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EDUCATION AND SOCIETY PROGRAM

aspeninstitute.org/education

The Education and Society Program improves public education by inspiring, informing, and influencing education leaders across policy and practice, with an emphasis on equity for students of color and students from low-income families. We create venues for authentic learning and honest dialogue by providing direct assistance to education leaders and producing new approaches and practical tools that prepare young people to succeed in college, career, civic engagement, and life. The program convenes diverse groups to question conventional wisdom, elevate evidence over ideology, and advance positive change.

Ross Weiner, Executive Director
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ENERGY AND ENVIRONMENT PROGRAM

aspeninstitute.org/ee

The Energy and Environment Program challenges leaders to test and shape energy and environmental policies, governance systems, and institutions that support the well-being of both nature and society. The program's forums and dialogues are designed to cultivate trust and leadership, and develop collective solutions based on the ideal that both humankind and the natural world have intrinsic value. Like the Institute as a whole, EEP seeks to inspire and explore new ideas that provoke action in the world.

Greg Gershuny, Executive Director
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FINANCIAL SECURITY PROGRAM

aspenfsp.org

The Financial Security Program's mission is to illuminate and solve the most critical financial challenges facing American households and to make financial security for all a top national priority. We aim for nothing less than a more inclusive economy with reduced wealth inequality and shared prosperity. We believe transformational change requires innovation, trust, leadership, and entrepreneurial thinking. We galvanize a diverse set of leaders across the public, private, and nonprofit sectors to engage in deep, deliberate private and public dialogues, and we elevate evidence-based research and solutions to strengthen the financial health and security of financially vulnerable Americans.

Ida Rademacher, Executive Director
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FOOD AND SOCIETY PROGRAM

aspeninstitute.org/foodandsociety

Food and Society brings together food-industry and public-health leaders—policymakers, researchers, environmentalists, entrepreneurs, chefs, farmers, food-makers—to find solutions to current challenges in the food system. Initiatives include examining gene editing in food production and next steps that will benefit the public; the potential of the Food Is Medicine movement to prove reductions in health-care costs that will warrant insurance reimbursement for healthful meals; and finding common ground in current soda-tax initiatives so they result in meaningful health improvements. The goal is to help people of all income levels to eat better and more healthful diets—and to enjoy them bite by bite.

Corby Kummer, Executive Director
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FORUM FOR COMMUNITY SOLUTIONS

aspencommunitysolutions.org

The Forum for Community Solutions supports collaboration among many kinds of groups to enable communities to effectively address challenges. Its Opportunity Youth Fund, a collaborative with major foundations, has invested more than \$15 million in communities, with a commitment to equity. The fund achieves systems changes and higher rates of reconnection to education and employment among “opportunity youth” who are ages 16-24 and not connected to school or work. The forum also organizes the Collective Impact Forum and partners with groups like the Financial Security Program and Neighborhood Funder's Group to connect grassroots leaders to influencers in order to accelerate social impact.

Steve Patrick, Executive Director
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FUTURE OF WORK INITIATIVE

aspeninstitute.org/future-of-work

The Future of Work Initiative identifies concrete ways to address the challenges that US workers and businesses face due to the changing nature of 21st-century work. Rather than waiting to react to future disruptions, it is critical to develop solutions that address the changes transforming the US economy. The initiative focuses on policy ideas at the federal, state, and local level to improve economic security for traditional and independent workers; expand investment in and access to effective education and training; and reduce pressure on public companies to prioritize short-term profits and encourage investment in long-term value.

Alastair Fitzpayne, Executive Director
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GLOBAL INNOVATORS GROUP

aspenglobalinnovators.org

The Global Innovators Group expands access to health and prosperity for people living at the world's margins. Its network of innovators bring overlooked challenges into plain sight and creates partnerships, programs, and policies to address them. Its initiatives are collaborations among grassroots experts in developing countries, women, young leaders, and public- and private-sector pathfinders. The group's programs in leadership, entrepreneurship, and health innovation include: Aspen Management Partnership for Health, New Voices Fellowship, Artisan Alliance, Aspen Ideas: Health, Aspen Ideas Incubator, and *The Bridge* podcast.

Peggy Clark, Executive Director
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HEALTH, MEDICINE AND SOCIETY PROGRAM

aspeninstitute.org/health

The Health, Medicine and Society Program brings together influential leaders, clinicians, scientists, policymakers, and advocates across disciplines to exchange ideas and advance strategic, creative solutions to the most vexing challenges in health and medicine. Through its signature initiatives—including Aspen Ideas: Health; the Aspen Health Strategy Group; the Vaccine Science and Policy Group; Science and Society; and Public Health Reaching Across Sectors—the program's thoughtful, evidence-based work advances actions to improve the health of individuals, families, communities, the nation, and the world.

Ruth Katz, Executive Director
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HIGH SEAS INITIATIVE

aspeninstitute.org/high-seas

The High Seas Initiative focuses on protecting the health of the global ocean, particularly the High Seas—the area beyond any one nation's jurisdiction. We foster collaboration among leaders in science, government, and civil society and inspire innovation in strategies, technology, and partnerships, which we then amplify with strategic communications to drive action in key areas. Our goals include contributing to the scientific target of protecting 30 percent of the ocean by 2030, increasing understanding of the ocean, and cultivating a diverse group of new ocean champions.

Michael Conathan, Executive Director
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JUSTICE & SOCIETY PROGRAM

aspeninstitute.org/justice

For 40 years, the Justice & Society Program has examined the distinction between law and rules; the importance of the rule of law; and how US constitutional democracy balances individual rights with the majority's will. It brings together public officials, opinion leaders, and grassroots constituencies. The program's Inclusive America Project, which focuses on religious diversity, builds alliances and resilience by providing thought leadership and practical tools in the fight against hate and intolerance. Other programs include custom seminars, the annual Sandra Day O'Connor Conversation in Aspen, Colorado, and the Justice Circle, supporters who have an ongoing connection to the Justice & Society Program and enjoy special events.

Meryl Chertoff, Executive Director
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OUR PROGRAMS

LATINOS AND SOCIETY PROGRAM

aspeninstitute.org/latinos-society

Founded in 2015, the mission of the Latinos and Society Program is to identify and promote ideas and solutions that foster greater opportunity for American Latinos and enable a more prosperous, inclusive America for all. Projected to reach nearly one in three Americans by 2060 and representing one in four K–12 students today, Latinos will influence the trajectory of the United States well into the future. More than 250 Ricardo Salinas Scholars have participated in Institute programs, 150 Latinos have been connected to the Institute, and several new collaborations and initiatives have been inspired by the program's activities.

Abigail Golden-Vazquez, Executive Director
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PROGRAM ON PHILANTHROPY AND SOCIAL INNOVATION

aspeninstitute.org/psi

Through seminars, leadership programs, and conferences, the Program on Philanthropy and Social Innovation helps social-sector leaders maximize their impact. It hosts the Aspen Philanthropy Group, comprising foundation leaders at the cutting edge of change. It offers leadership-development programs for donors and emerging NGO leaders. It curates cross-sector working groups on specific issues—such as ensuring data are “open”—and helps build the field of artist-endowed foundations, a fast-growing force in cultural philanthropy. It hosts the Aspen Children's Forum and partners with the Global Philanthropy Forum. Finally, the program helps to advise and match-make among donors.

Jane Wales, Executive Director
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PROGRAM ON THE WORLD ECONOMY

aspeninstitute.org/pwe

Created in 1981, the Program on the World Economy promotes sustainable economic growth and financial stability in the world economy by gathering 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.

Alexa Chopivsky, Director
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SPORTS & SOCIETY PROGRAM

sportsandsociety.org

The Sports & Society Program meets with 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 sports. The program hosts the annual Project Play Summit, the nation's premier gathering at the intersection of youth, sports, and health. The program's Future of Sports conversation series thinks through some of the biggest ideas in sports.

Tom Farrey, Executive Director
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STEVENS INITIATIVE

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 regions by expanding and enhancing the field of virtual exchange. The initiative conducts multiple activities to increase cross-cultural understanding and to build the skills young people will 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, meets with leaders and experts to spur innovation, and conducts evaluations, impact measurement, and research.

Mohamed Abdel-Kader, Executive Director
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PUBLIC PROGRAMS

ALMA AND JOSEPH GILDENHORN BOOK SERIES

aspeninstitute.org/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: Jill Abramson's *Merchants of Truth*, Evan Thomas's *First: Sandra Day O'Connor*, and Doris Kearns Goodwin's *Leadership in Turbulent Times*. Lifetime trustee Alma Gildenhorn and her husband, Ambassador Joseph Gildenhorn, underwrite the series.

ASPEN COMMUNITY PROGRAMS

aspeninstitute.org/community

The Institute hosts dozens of public programs year-round in Aspen, Colorado, for residents and visitors alike, including Great Books; the Edlis Neeson Great Decisions Series; the Murdock Mind, Body, Spirit 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 mix 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.

Cristal Logan, Director | cristal.logan@aspeninstitute.org

ASPEN IDEAS FESTIVAL

aspenideas.org

The Aspen Ideas Festival is one of the nation's premier public gatherings for leaders around the globe and across disciplines to engage in deep discussion of the issues that shape our lives and challenge our times. Launched in 2005 and produced by the Institute in partnership with The Atlantic, some 400 presenters and 3,000 attendees participate in the Aspen Ideas Festival on the Institute's campus in Aspen, Colorado, each summer. The festival's mission is to create a stimulating and invigorating



environment that links the foremost thinkers of today with civically minded leaders in business, arts, politics, sciences, humanities, and philanthropy to share ideas, raise challenging questions, and inspire thought to action.

Kitty Boone, Vice President of Public Programs
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ASPEN IDEAS: HEALTH

aspenideas.org/health

Aspen Ideas: Health (formerly known as Spotlight Health) is the opening, three-day event of the Aspen Ideas Festival, held annually on the Institute's Aspen, Colorado, campus. It is the world's leading creative health forum. Presented through both a domestic and global lens, Aspen Ideas: Health features the leading thinkers and doers from around the globe in health and medicine, focusing on today's cutting-edge innovations and complex challenges in health and health care. A mixture of formats—including keynotes, one-on-one interviews, interactive sessions, special cultural offerings, and panel discussions—foster learning, encourage informal conversations with speakers, and spark new ideas that lead to action.

Ruth J. Katz, Co-Director | ruth.katz@aspeninstitute.org
Peggy Clark, Co-Director | peggy.clark@aspeninstitute.org



ARTS PROGRAM

aspeninstitute.org/arts

The mission of the Institute's Arts Program is to honor and give a platform to artists and cultural leaders as some of society's most important innovators and influencers. The program offers curated conversations and events in New York and elsewhere, including an Aspen Ideas Festival track, the Michelle Smith Arts and Culture Series, the Eisner/Lauder New Views Documentaries and Dialogue Series, and the yearlong Harman/Eisner Artist in Residence program, which more deeply explores the work of selected artists and their impact on society. A dedicated trustee Committee on Arts and Culture and Arts Circle members provide program support.

Erika Mallin, Executive Director
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ASPEN SECURITY FORUM

aspensecurityforum.org

What are the most pressing national security threats we face as a nation, and how prepared for them are we today? The Aspen Security Forum is a resolutely nonpartisan annual gathering of leading thinkers, influencers, and decision-makers from the US government, foreign governments, academia, media, and industry to explore the most important security challenges of the day.

John Hogan, Program Manager | john.hogan@aspeninstitute.org

ASPEN WORDS

aspenwords.org

Aspen Words encourages writers, inspires readers, and connects people through the power of stories. One of the nation's leading literary centers, Aspen Words' year-round 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; a writers-in-the schools program; and writing residencies.

Adrienne Brodeur, Executive Director
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CITYLAB: URBAN SOLUTIONS TO GLOBAL CHALLENGES

aspeninstitute.org/citylab

The Institute, The Atlantic, and Bloomberg Philanthropies gather the world's foremost mayors and urban leaders annually

for "CityLab: Urban Solutions to Global Challenges." In Detroit in October 2018, 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 that can transform cities into more livable and sustainable places. CityLab 2019 will take place in October in Washington, DC.

Libby Franklin, Associate Director of Public Programs
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CONVERSATIONS WITH GREAT LEADERS IN MEMORY OF PRESTON ROBERT TISCH

aspeninstitute.org/tisch

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 include conversations with women's sports pioneer Billie Jean King, former New York City Mayor Michael Bloomberg, Principal Dancer for the American Ballet Theater Misty Copeland, civil-rights leader and US Representative John Lewis, and Ford Foundation President Darren Walker.

Linda Lehrer, Director of New York Public Programs
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HURST COMMUNITY FUND

aspeninstitute.org/hurst

Modeled after the Institute's flagship Aspen Executive Seminar, the Hurst Community Fund hosts four-day Great Ideas Seminars for middle-school and high-school students in Aspen, Colorado, 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 throughout the year. Past Hurst Lecture Speakers include former Secretary of State Condoleezza Rice, former Secretary of State Madeleine Albright, and former New York City Mayor Michael Bloomberg. These events are made possible by a donation from the Hurst Family Foundation.

Cristal Logan, Director of Aspen Community Programs
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OUR PROGRAMS

MCCLOSKEY SPEAKER SERIES

aspeninstitute.org/mccloskey

This summer program in Aspen, Colorado, features talks by leaders who have a far-reaching impact on society. Past speakers include former President Jimmy Carter and former First Lady Rosalynn Carter, former 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.

Cristal Logan, Director of Aspen Community Programs
cristal.logan@aspeninstitute.org

MICHELLE SMITH ARTS AND CULTURE SERIES

aspeninstitute.org/smith

This monthly Washington-based lunchtime discussion series focusing on world affairs and arts and culture is possible thanks to the support of Institute trustee Michelle Smith and the Robert H. Smith Family Foundation. Programs from the past year featured Gianandrea Noseda, the music director of the National Symphony Orchestra; Michael Murphy, the co-founder and executive director of MASS Design Group; Dawoud Bey, a photographer and educator; members of Congress; prominent journalists; political observers; and Washington thought leaders. In 2019, the series will focus exclusively on arts and culture.

Erika Mallin, Executive Director, Arts Program
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MORRIS LECTURE SERIES

aspeninstitute.org/morris

The Morris Lecture Series focuses on innovation and leadership, and brings cutting-edge leaders to the San Francisco area to discuss topics such as trends in artificial intelligence, the American dream in a changing world, global food and agriculture innovation, future moonshot technologies, and how capital will move in a globalized world. Conversations are curated in partnership with the Institute's policy programs in an effort to bring the full breadth and depth of the Institute's work to the West Coast. The series is made possible with the support of Institute trustee Diane L. Morris.

Stacey Silver, Deputy Director
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MURDOCK MIND, BODY, SPIRIT SERIES

aspeninstitute.org/murdock

The Murdock Mind, Body, Spirit Series reflects the founding principle of the Institute—a commitment to nurturing the whole individual—by bringing experts and innovators to Aspen, Colorado, to discuss research and share the latest revelations about health and wellness. Past speakers include Michael Pollan, Dr. Neal Barnard, Adam Grant, Gretchen Rubin, and Dr. Judson Brewer. The series is underwritten by Gina and Jerry Murdock.

Cristal Logan, Director of Aspen Community Programs
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SOCRATES PROGRAM

aspeninstitute.org/socrates

The Institute's Socrates Program provides emerging leaders with 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, Colorado; Wye River, Maryland; various US cities; and internationally in collaboration with 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 Program's network has grown to more than 6,000 leaders, including investors, policy experts, entrepreneurs, academics, journalists, and artists from across the United States and 30 countries. Socrates alumni stay engaged with the program, connect with each other, collaborate professionally, and share networks.

Cordell Carter, Executive Director
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LEADERSHIP INITIATIVES

AFRICA LEADERSHIP INITIATIVE

alieastafricafdn.org / ali-wa.net / africaleadership.net

This initiative captures the energy, talent, and resolve of Africa's most dynamic leaders and engages them in confronting the foremost challenges of their countries. The initiative has three distinct programs: West Africa, East Africa, and South Africa.

Willow Darsie, Managing Director, Leadership Programs and Partnerships | willow.darsie@aspeninstitute.org

ASPEN INSTITUTE-RODEL FELLOWSHIPS IN PUBLIC LEADERSHIP

aspeninstitute.org/rodel

This program, introduced in 2005 through the vision and support of Institute trustee Bill Budinger, strengthens 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.

Mickey Edwards, Executive Director
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CENTRAL AMERICAN LEADERSHIP INITIATIVE

califoundation.org

This initiative develops values-based leadership talent in six Central American countries 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.

Claudia Salmerón, Executive Director
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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 energizes the new generation of private-sector business leaders in China to step up and meet the challenges presented by their country's vast economic and social transformation.

Spring Fu, Managing Director
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CIVIL SOCIETY FELLOWSHIP

civilsocietyfellowship.org

Launched in 2019 as a partnership with the Anti-Defamation League, the Civil Society Fellowship prepares the next generation of US community and civic leaders, activists, and problem solvers engaged in all aspects of civil society. The program will empower fellows through values-based leadership seminars, on-site learning, and exposure to a diverse network of leaders to accelerate the creation of more engaged and cohesive communities in the United States.

Nike Irvin, Managing Director
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FINANCE LEADERS FELLOWSHIP

aspeninstitute.org/flf

This fellowship develops a community of effective and enlightened leaders in the global finance industry and challenges them to advance the positive impact of finance on society. The program encourages fellows to reflect on the historical importance of finance in well-functioning societies as well as current challenges in the sector, inspiring them to play an active role in shaping its future. Fellows strengthen their companies' cultures, look for ways to improve system stability, and innovate to ensure global financial inclusion. The program recently selected its fourth class and has 85 fellows operating in more than 15 countries.

Jennifer C. Simpson, Executive Director
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HEALTH INNOVATORS FELLOWSHIP

aspeninstitute.org/hif

The Health Innovators Fellowship is designed for highly successful American health care leaders who are ready to pause and reflect on how to use their skills and experiences to move from success to a place of growing significance. The fellowship offers them a unique opportunity to clarify their own core values and explore questions of effective and enlightened leadership with a diverse group of peers with whom they may not ordinarily interact. Fellows come from a wide variety of industries and sectors, ranging from medicine to venture capital to public health and beyond.

Rima Cohen, Executive Director
rima.cohen@aspeninstitute.org

HENRY CROWN FELLOWSHIP PROGRAM

aspeninstitute.org/crown

Started in 1997, the Henry Crown Fellowship Program is the flagship leadership initiative at the Institute. It 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, whose career was marked by a lifelong commitment to integrity, industry, and philanthropy.

Tonya Hinch, Executive Director
crown@aspeninstitute.org

KAMALNAYAN BAJAJ FELLOWSHIP

anantaaspencentre.in

Founded in 2006, the Kamalnayan Bajaj Fellowship (formerly known as the India Leadership Initiative) in India is developing a new generation of values-based, action-oriented leaders who will engage more vigorously with the challenges of their communities and their country.

Kiran Pasricha, Executive Director and CEO
kiran.pasricha@anantacentre.in

LIBERTY FELLOWSHIP PROGRAM

libertyfellowshipsc.org

The Liberty Fellowship is an incubator for exemplary leadership in South Carolina where it empowers the state and its leaders to realize their full potential. This vibrant network of more than 310 fellows was founded as a partnership in 2003 among Institute trustee Hayne Hipp and his wife, Anna Kate; the Institute; and Wofford College, where the fellowship is based.

Ann Marie Stieritz, President and CEO
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MIDDLE EAST LEADERSHIP INITIATIVE

aspeninstitute.org/meli

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

Tim El-Hady, Managing Director
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OUR PROGRAMS



PAHARA-ASPEN EDUCATION FELLOWSHIP

pahara.org

The Pahara-Aspen Fellowship offers leaders who are reimagining public education an immersive experience that combines individual reflection on values tensions with dialogue across difference. It fosters deep connections among these leaders to challenge, strengthen, and sustain them in their work across many sectors.

Kim Smith, Founder and CEO
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YOUTH PROGRAMS

ASPEN CHALLENGE

aspenchallenge.org

Aspen Challenge, launched in partnership with the Bezos Family Foundation, elevates youth voices and empowers students around the country 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 and to design innovative solutions to these pressing problems.

Katie Fitzgerald, Program Director
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ASPEN YOUNG LEADERS FELLOWSHIP

aylf.aspeninstitute.org

The Aspen Young Leaders Fellowship identifies and cultivates future generations of talent to engage in values-based leadership—essential for transforming their lives and society. The fellowship nurtures diverse youth committed to addressing the most compelling social, political, and scientific issues facing their communities. It connects talent to opportunity, develops passions into purpose, and transforms vision into action.

John P. Dugan, Managing Director
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BEZOS SCHOLARS PROGRAM

bezoscholars.org

The Bezos Scholars Program is a yearlong 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 next school year, when teams return home to launch Local Ideas Festivals to impact their peers, schools, and broader communities. For 15 years, scholars have mobilized communities around a range of issues, including rural poverty alleviation, increased digital literacy, healthier food environments, and conservation leadership.

Molly Pencke, Program Manager
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HURST GREAT IDEAS STUDENT SEMINARS

aspeninstitute.org/hurst-seminars

Hurst Great Ideas Student Seminars are modeled after the Aspen Executive Seminar, which has been meeting with leaders from around the world for over 65 years. Each of two four-day seminars, one for 10th-graders and one for eighth-graders, gathers a group of 24 students to learn problem-solving and critical-thinking skills in an environment conducive to thought and fellowship. Classic and contemporary texts form the starting points of lively conversations in which the questions posed by the group are as illuminating as the timeless wisdom of the texts.

Jillian Scott, Program Manager
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TEEN SOCRATES

aspeninstitute.org/teen-socrates

The Institute offers its Teen Socrates Seminar each year over Presidents' Day weekend in Aspen, Colorado. Modeled after the Institute's flagship Aspen Executive Seminar, teens between the ages of 15 and 17 from the Roaring Fork Valley and beyond convene over three days to take part in lively, text-based roundtable discussions dedicated to enhancing leadership, problem-solving, and critical-thinking skills. The seminar challenges students to think critically and deeply about their values and ideas, and those that make the Good Society. They come away from the seminar with new perspectives as they confront the difficult choices of an ever-changing world.

Zoë Brown, Program Manager
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SEMINARS

ASPEN EXECUTIVE SEMINAR

aspeninstitute.org/exl

For more than 65 years, the Aspen Executive Seminar 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, gather with other leaders, and reflect in a 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 setting in Aspen, Colorado is ideal for rejuvenating the mind, body, and spirit of participants, who emerge personally renewed and professionally refocused.

WYE ACADEMIC SEMINARS

aspeninstitute.org/exl

In collaboration with the Association of American Colleges and Universities, these seminars engage faculty, senior administrators, and college presidents in an exchange of ideas about education, citizenship, and the global polity. Liberal-arts institution's faculty and leadership exchange ideas with colleagues from other colleges and disciplines while exploring the 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

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.

Todd Breyfogle, Managing Director of Seminars
todd.breyfogle@aspeninstitute.org

PRESIDENT'S NATIONAL INITIATIVE

WEAVE: THE SOCIAL FABRIC PROJECT

aspeninstitute.org/weave

Weave: The Social Fabric Project aims to heal America's deeply divided society and politics by renewing our cultural norms. Today's epidemic of loneliness, isolation, and tribalism stems from a hyper-individualistic culture that values social freedom and personal success over relationships, commitment, and community. The project supports people across the country who are weaving our tattered social fabric by bringing their communities together to connect and serve each other across differences. It is helping these people form a grassroots movement to instill a culture of relationalism that finds meaning in social connection and community building.

David Brooks, Executive Director
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INTERNATIONAL PARTNERS

ASPEN INSTITUTE CENTRAL EUROPE

aspeninstitutece.org

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

Aspen Institute Central Europe
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Ivan Hodač, President
Jiří Schneider, Executive Director



OUR PROGRAMS

ASPEN INSTITUTE ESPAÑA

aspeninstitute.es

Aspen Institute España, headquartered in Madrid, incorporated as a foundation in 2010. The Institute promotes values-based leadership and contributes to the debate about critical issues for the future of Spanish society. It organizes programs, seminars, and public forums. The Institute incorporates the values, methodology, and goals of the Aspen model, adjusting them to Spain and its close ties to Europe, Latin America, and the Mediterranean.

Fundación Aspen Institute España

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Javier Solana, Chair

José M. de Areilza, Secretary General

INSTITUT ASPEN FRANCE

aspenfrance.org

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

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Jean-Luc Allavena, Chair

Yanis Hachimi, Operations Manager



ASPEN INSTITUTE GERMANY

aspeninstitute.de

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 establishing an open and critical discourse among leaders from politics, business, academia, culture, and civil society from Europe, the United States, Russia, and the Western Balkans.

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Eckart von Klaeden, Chair

Rüdiger Lentz, Executive Director

ANANTA ASPEN CENTRE

anantaaspencentre.in

Ananta Aspen Centre, a non-partisan and not-for-profit organization, focuses on values-based leadership development and open dialogue on important issues facing Indian society to help foster its transformation. The centre serves to provide a platform and forum that engages civil society, business, governments, and other stakeholders on issues of importance to India's national security and development.

Ananta Aspen Centre

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Satinder K. Lambah, Chairman

Kiran Pasricha, Chief Executive Officer

ASPEN INSTITUTE ITALIA

aspeninstitute.it

Aspen Institute Italia promotes enlightened dialogue in Europe and across the Atlantic through 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 is considered 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. The Institute focuses on the most important problems 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 the world.

Aspen Institute Italia

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info@aspeninstitute.it

Giulio Tremonti, Chair

Angelo Maria Petroni, Secretary General

ASPEN INSTITUTE JAPAN

aspeninstitute.jp/english

Aspen Institute Japan is a nonprofit organization committed to values-based leadership in contemporary society. Since 1998, the Institute has been providing the leaders and future leaders of Japan with reflective experiences through moderator-led dialogue based on classic and contemporary authors and from the Western and non-Western world. Based on its flagship program, the Executive Seminar, Aspen Institute Japan now offers various seminars tailored to the needs of national and local government officials, young business leaders, and university and high-school students. It hosts more than 30 seminars annually. In addition, it also offers periodic lectures for seminar alumni to strengthen the Aspen community in Japan.

Aspen Institute Japan

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Teisuke Kitayama, President

Ken Ito, Executive Director

ASPEN INSTITUTE KYIV

aspeninstitutekyiv.org/en

The Aspen Institute Kyiv, launched in 2015, is dedicated to promoting values-based leadership in Ukraine and neighboring countries. The Institute nurtures open dialogue among Ukrainian leaders and facilitates the exchange of ideas that contribute to the Good Society, supporting and promoting the integration of Ukrainian leaders into national, regional, and global dialogue. The Institute has a well-established leadership program and is always developing new program initiatives.

Aspen Institute Kyiv

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Natalie Jaresko, Chair

Yuliya Tychkivska, Executive Director

ASPEN INSTITUTE MÉXICO

aspeninstitutemexico.org

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; to promote 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. These activities are divided into seminars, policy and public programs, and leadership initiatives.

Aspen Institute México

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Luis Gerardo del Valle Torres, Chair

Enrique Berruga Filloy, Director

ASPEN NEW ZEALAND

aspeninstitute.nz

Launched in 2019, Aspen New Zealand is a non-partisan and non-ideological organization focused on education and policy. Its mission is to foster leadership to contribute to the development of both New Zealand society and globally.

Aspen Institute NZ

5-7 Coronation Drive
Queenstown 9348, New Zealand
info@aspeninstitute.nz

Sir Don McKinnon, Chair and Co-Patron

Christine Maiden Sharp, Chief Executive

INSTITUTUL ASPEN ROMANIA

aspeninstitute.ro

Aspen Institute Romania launched in Bucharest in 2006. It is dedicated to promoting values-based leadership in Romania and in Central and Eastern Europe. The Institute encourages open-minded and informed debate among leaders about the challenges facing society 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, which harness individual potential and leadership; policy programs, which serve as nonpartisan forums for analysis, consensus building, and problem solving; and public programs, which provide a commons for people to share ideas.

Institutul Aspen Romania

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Mircea Geoana, President

GIVING THANKS



Dan Bayer

As the Aspen Institute approaches commemorating our 70th year with a renewed commitment to ideas, leadership, and action, we are deeply grateful to our community of supporters. Philanthropy enables the Institute to invest in transformational ideas to meet the urgent challenges of the future. Trustees, Society of Fellows, Paepcke and Heritage Society members, and other close friends of the Aspen Institute believe and stand behind our mission. Their extraordinary dedication brings our mission to life, creating a lasting legacy of partnership that elevates our work across policy, leadership, and public engagement programs.

Thanks to our friends and supporters, the Aspen Institute will expand its reach and impact in America and the world for decades to come. I invite you to continue to join us in our mission by supporting the Institute in a personally meaningful way.

A handwritten signature in blue ink, reading "Eric L. Motley". The signature is fluid and cursive, with a prominent "E" and "M".

Eric L. Motley, Ph.D.
Executive Vice President
& Corporate Secretary

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 J/P Haitian Relief Organization
 The Jane Goodall Institute
 Jay's Valet Parking & Luxury Shuttle Service
 Jewish Communal Fund
 Johns Hopkins Program for International Education in Gynecol
 Johnson & Johnson
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 The Joyce Foundation
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 JPMorgan Chase Foundation
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 KeyBank National Association
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 Kiva
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 L.E.A.P Africa
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 Lemelson Foundation
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 National Mentorship Movement
 National Urban Indian Family Coalition
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 Nimmok SAS
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 Novastar Ventures Limited
 Novo Foundation
 Nuclear Threat Initiative
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 Poarch Band of Creek Indians
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 Promotora Social Mexico AC
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 The Raikes Foundation
 Reforestamos Mexico
 REI Foundation
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 The Rockefeller Foundation
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 Spring Point Partner LLC
 Stage Six
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 Stanton Fund
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 Stichting DOEN
 Stichting Enviu Nederland
 Stichting Hivos
 Stichting Spark
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 Sunflower Foundation
 Surdna Foundation
 SVX Mexico
 Swisscontact
 Synergy Social Ventures
 Syngenta Crop Protection LLC
 T.L.L. Temple Foundation
 Tamkeen Abu Dhabi LLC
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 TechnoServe, Inc.
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 Mark and Amy Tercek Foundation
 The Thrift Shop of Aspen
 Thunderbird School of
 Global Management

TIAA-CREF
 Tides Foundation
 TMA NY Office
 Toilet Board Coalition
 Toyota Motor North America Inc.
 Transformational Business Network
 TriLinc Capital Management, LLC
 Trillium Asset Management, LLC
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 International Development
 U.S. Department of State
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 UBS Optimus Foundation
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 UNDP
 United Way for
 Southeastern Michigan
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 United Way of SE Michigan
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 US Olympic Committee
 V and A Waterfront Holdings
 Valor Equity Partners
 Value for Women
 Verstanding Foundation
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 The Vitol Foundation
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Nancy and Charles Wall
Family Foundation Fund
The Wallace Foundation
Walmart
The Walmart Foundation
Walton Family Foundation
Wangara Capital Partners Limited
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Water Foundation
Water Sanitation for the Urban Poor
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World Vision Australia
World Wildlife Fund
Wright Capital Gestao
Wyeth Foundation For American Art
Youth For Technology Foundation
Yunus Social Business Fund
Zahlungsausgleich

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Patricia M. Patterson
Carla and Charles Powell
Kathleen D. Smith[†]
Linda and Dennis H. Vaughn

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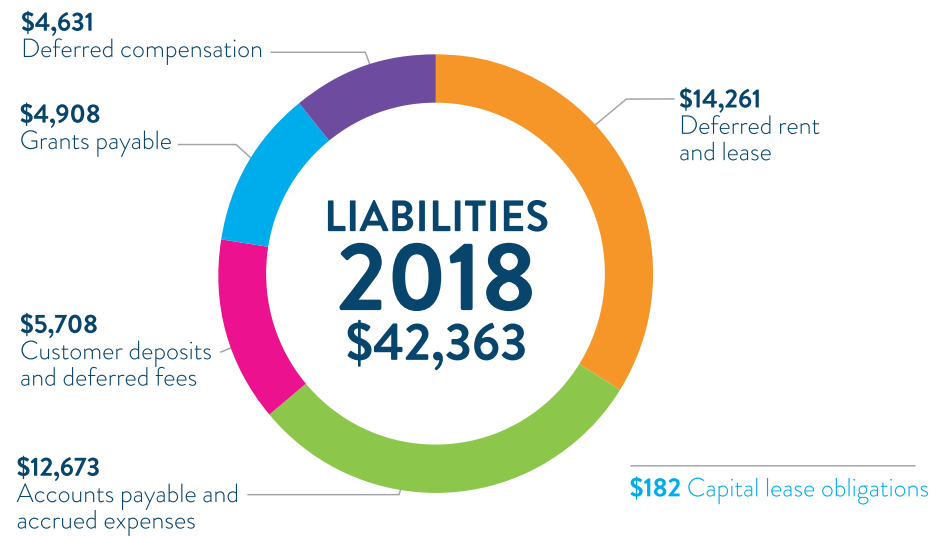
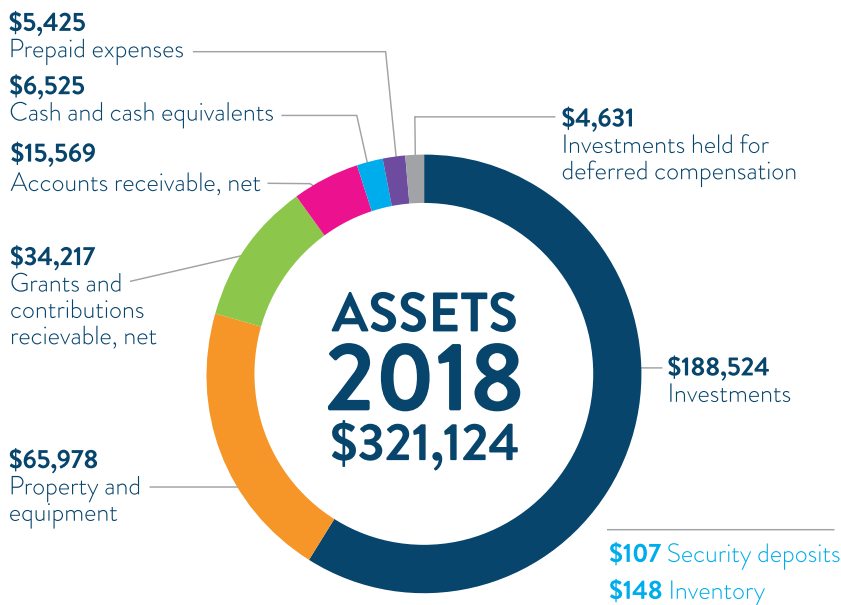
GIFTS IN KIND

Anonymous
Berggruen Gallery
Leslie Berriman and Nion McEvoy
Bethel Party Rentals
Glenn Martin Bucksbaum
Suzanne and Robert Cochran
Colorado Audio Visual
Kim and Rob Coretz
Alena Esina and Martin Davis
Gloria S. Dittus
El-Hibri Foundation
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Sharon and Lawrence D. Hite
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Paul J. Hoenmans
Irja Brant and Alireza Ittihadieh
Jay's Valet Parking and
Luxury Shuttle Service
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Lugano Diamonds
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Martha and Adam Metz
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Josiane Collazo-Psaki
and James Psaki
Joanna Rees and John Hamm
Sarah Broughton and John Rowland
Pascaline Servan-Schreiber
and Kevin Ryan

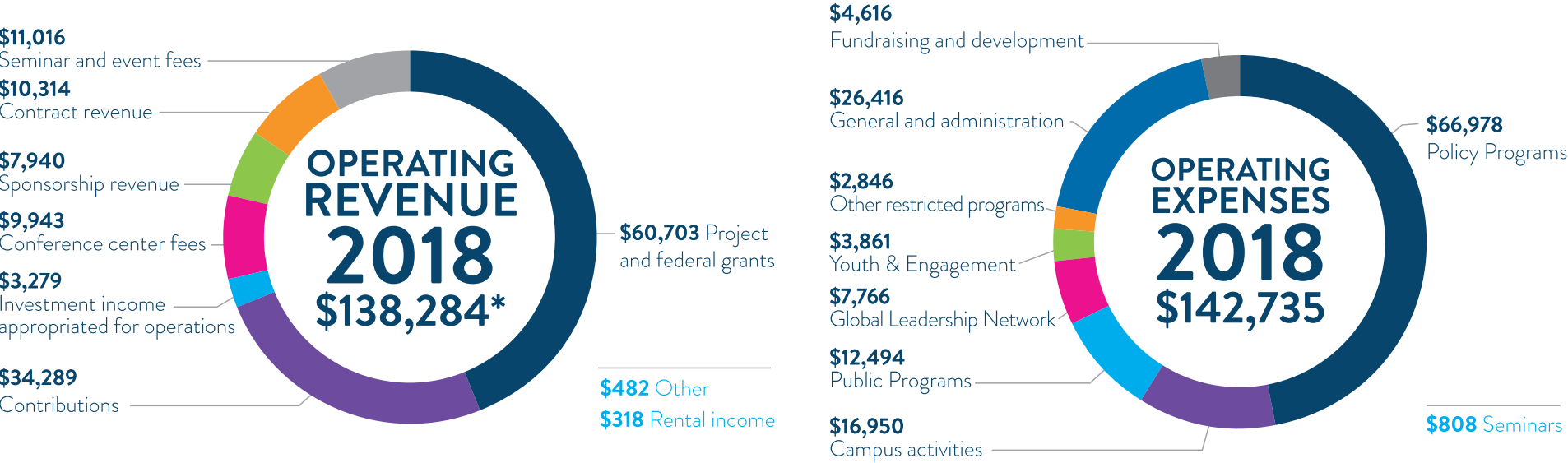
Lynn and John Savarese
Isa Catto Shaw and Daniel Shaw
Rachel and Anthony J. Sherman
Patsy and John H. Shields
Wendy and Michael Sidley
Dan F. Smith
Gillian and Robert K. Steel
Christie and Jeffrey P. Weiss
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Alison and Boniface Zaino
Mary and Harold Zlot

STATEMENT OF FINANCIAL POSITION (unaudited)

(Dollars in Thousands)



STATEMENT OF ACTIVITIES (unaudited)



* In 2018, loss from investment returns due to market performance unfavorably affected net assets from operations by \$4,451 with no impact on programs.

2018 ANNUAL REPORT

STATEMENT OF FINANCIAL POSITION (unaudited) December 31, 2018

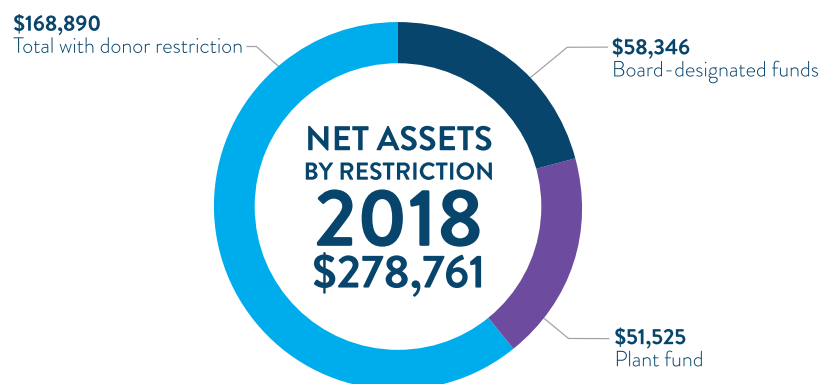
With Summarized Financial Information as of December 31, 2017 (Dollars in Thousands)

ASSETS	2018	2017
Cash and cash equivalents	\$6,525	\$4,709
Investments	\$188,524	\$204,673
Investments held for deferred compensation	\$4,631	\$4,586
Accounts receivable, net	\$15,569	\$6,154
Grants and contributions receivable, net	\$34,217	\$45,288
Prepaid expenses	\$5,425	\$5,420
Inventory	\$148	\$109
Property and equipment, net	\$65,978	\$62,166
Security deposits	\$107	\$102
Total Assets	\$321,124	\$333,207

LIABILITIES & NET ASSETS	2018	2017
Liabilities		
Accounts payable and accrued expenses	\$12,673	\$16,622
Grants payable	\$4,908	\$6,911
Customer deposits and deferred fees	\$5,708	\$6,532
Capital lease obligations	\$182	\$57
Deferred rent and lease incentives	\$14,261	\$9,624
Deferred compensation	\$4,631	\$4,586
Total Liabilities	\$42,363	\$44,332
Net Assets		
Without donor restriction	\$109,871	\$100,483
With donor restriction	\$168,890	\$188,392
Total Net Assets	\$278,761	\$288,875
TOTAL LIABILITIES AND NET ASSETS	\$321,124	\$333,207

NET ASSETS BY RESTRICTION

(Dollars in Thousands)



STATEMENT OF ACTIVITIES (unaudited) December 31, 2018

With Summarized Financial Information as of December 31, 2017 (Dollars in Thousands)

OPERATING REVENUE & SUPPORT	2018	2017
Project and federal grants	\$60,703	\$55,354
Contributions	\$34,289	\$37,128
Investment income appropriated for operations	\$3,279	\$11,529
Conference center fees	\$9,943	\$9,789
Sponsorship revenue	\$7,940	\$7,327
Contract revenue	\$10,314	\$8,830
Seminar and event fees	\$11,016	\$10,764
Other	\$482	\$449
Rental income	\$318	\$208
Total Operating Revenue and Support	\$138,284	\$141,378

EXPENSES & LOSSES	2018	2017
Program Services		
Policy Programs	\$66,978	\$64,099
Campus activities	\$16,950	\$16,877
Public Programs	\$12,494	\$11,500
Global Leadership Network	\$7,766	\$8,166
Youth & Engagement	\$3,861	\$3,620
Seminars	\$808	\$723
Other restricted programs	\$2,846	\$1,413
Total Program Services	\$111,703	\$106,398
Supporting Services		
General and administrative	\$26,416	\$24,178
Fundraising and development	\$4,616	\$4,417
Total Supporting Services	\$31,032	\$28,595
TOTAL EXPENSES	\$142,735	\$134,993
Change in net assets from operations	(\$4,451*)	\$6,385

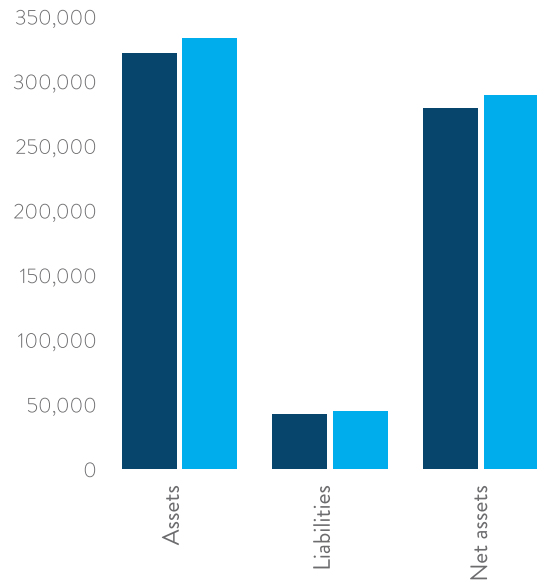
NON-OPERATING ITEMS

Investment income appropriation in excess of earnings	(\$4,413)	\$7,687
Loss on early lease termination	\$0	(\$1,615)
Provision for deferred taxes	\$0	\$3,506
Change in donor intent	(\$1,250)	\$0
Change in assets	(\$10,114*)	\$15,963
Net assets, beginning of year	\$288,875	\$272,912
NET ASSETS, END OF YEAR	\$278,761	\$288,875

*In 2018, loss from investment returns due to market performance unfavorably affected net assets from operations by \$ 4,451 and total net assets by \$10,114, and was the main reason for the net loss of \$4.5M and \$10.1 M respectively with no impact on programs.

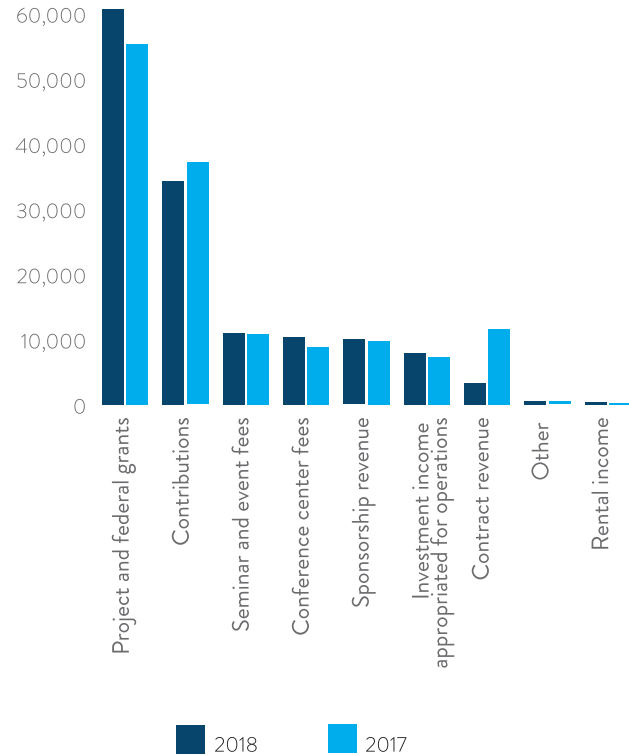
2018 V. 2017
ASSET, LIABILITY
AND NET ASSET
IN TOTALITY

(Dollars in Thousands)



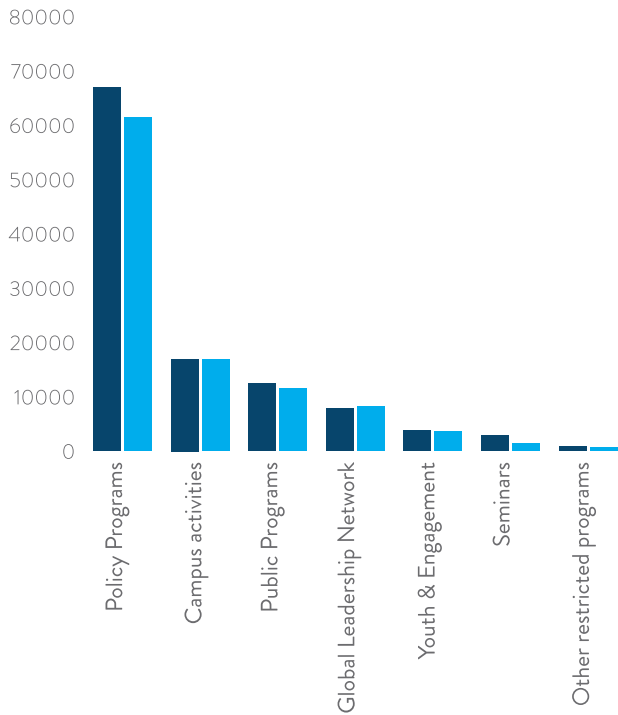
2018 V. 2017
REVENUE BY CATEGORY

(Dollars in Thousands)



2018 V. 2017
EXPENSES BY CATEGORY

(Dollars in Thousands)





Dan Bayer

ASPEN INSTITUTE OFFICERS

SENIOR EXECUTIVE TEAM

Daniel R. Porterfield

President and Chief Executive Officer

daniel.porterfield@aspeninstitute.org

Amy DeMaria

*Executive Vice President,
Communications and Marketing*

amy.demaria@aspeninstitute.org

Elliot Gerson

*Executive Vice President,
Policy and Public Programs, International Partners*

elliot.gerson@aspeninstitute.org

Namita Khasat

*Executive Vice President,
Finance and Administration
Chief Financial Officer and Corporate Secretary*

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David H. Langstaff

*Interim Executive Vice President,
Leadership and Seminars*

david.langstaff@aspeninstitute.org

Eric L. Motley, PhD

*Executive Vice President,
Institutional Advancement and Corporate Secretary*

eric.motley@aspeninstitute.org

James Pickup

General Counsel

james.pickup@aspeninstitute.org

James M. Spiegelman

Vice President and Chief of Staff

jim.spiegelman@aspeninstitute.org

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Founder and Executive Producer
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Bezos Family Foundation

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Chief Executive Officer and President
Mount Sinai Health System

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Ernst & Young

Thelma Duggin
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Former Chairman and CEO
The Walt Disney Company

L. Brooks Entwistle
Global Head of Business
Development
Uber

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President and CEO
Aspen Music Festival and School

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Founder and CEO
Planet Word

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W.E.B. Du Bois Professor of
Humanities
Harvard University

Mircea Geoana
President
Aspen Institute Romania

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Founder/Manager/Chief Investment
Officer
Valor Equity Partners

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Chairman
The Lovell Group

Arjun Gupta
Chief Believer
TeleSoft Partners

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Director, President and CEO
Woodrow Wilson Center

Kaya Henderson
Former Chancellor
District of Columbia Public Schools

Hayne Hipp
Private Investor

Ivan Hodac
President
Aspen Institute Central Europe

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President and CEO
Hyatt Hotels Corporation

Gerald D. Hosier
Principal
Law Offices of Gerald D. Hosier, Ltd.

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Crestview Advisors, LLC

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Aspen Institute Kyiv

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Deputy Director of Strategic
Initiatives
Equal Justice Initiative;
Founder
Taste Savant

Salman Khan
Founder and Executive Director
Khan Academy

Teisuke Kitayama
Chairman
Sumitomo Mitsui Banking
Corporation
President
Aspen Institute Japan

Michael Klein
Chairman/CEO
Sunlight Foundation

Satinder K. Lambah
Chairman
Ananta Aspen Centre

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BAMM Ventures

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Cellist and Songwriter

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Partner
Park Avenue Equity Partners
Chairman Emeritus
The Aspen Institute

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Co-CEO
Bridgewater Associates

Donald McKinnon
Chairman
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Chairman
Morris Capital Management

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Ancora Associates, Inc.

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Managing Director and Co-Founder
Insight Venture Partners

Marc B. Nathanson

Chairman
Mapleton Investments

William A. Nitze

Chairman
Oceana Energy Company

Her Majesty Queen Noor

Humanitarian Activist;
Founder and Chair of Queen Noor
and King Hussein Foundations

Jacqueline Novogratz

Founder / CEO
Acumen

Olara A. Otunnu

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LBL Foundation for Children

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Princeton University

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Walton Family Foundation

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The Aspen Institute

Margot Pritzker

President and Founder
Women on Call

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Public Policy
Hoover Institution
Former US Secretary of State

Ricardo B. Salinas

Founder and Chairman
Grupo Salinas

Lewis Sanders

CEO and Co-CIO
Sanders Capital LLC

Anna Deavere Smith

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