

2022

Highlights Report

ASPEN INSTITUTE
LEADERSHIP DIVISION

executive leadership
SEMINARS
aspen institute


weave
the social fabric project
aspen institute

**ASPEN
GLOBAL
LEADERSHIP
NETWORK**
aspen institute

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INTRODUCTION

from Executive Vice President, Leadership Division, David Longstaff

What a difference a year makes. I am pleased to say that 2022 was one of our strongest years, in both growth and impact. Defined by a strategic combination of in-person and virtual gatherings, our programs drove our impact through powerful seminar experiences, Fellowship gatherings, and engagement with local communities – each of which demonstrated our distinct contributions to the practice and cultivation of values-based leadership.

In this report, you will see the highlights of the year, the culmination of programs' dedication to strategic growth in a time where gathering and uplifting values-driven leaders – in all communities and contexts – will help determine the state of our world in the years to come. It is with immense pride that I share these updates from 2022:

Executive and Custom Leadership Seminars performed remarkably, holding 35 seminars in 2022, including 28 Custom seminars, serving corporations, non-profit organizations, foundations, and educational institutions as well as the Aspen Institute's Policy Programs and community of International Partners. Reflecting on the impressive track record of growth and innovation this year, the Seminars team is poised to significantly scale all offerings. Working closely with the Office of Curriculum and Moderators and the Institute at large, the foundations are being laid to increase capacity to support additional seminars, produce curricula, coordinate moderators, and continue to grow its network of clients. This growth will continue to serve Aspen's wider network, including training international seminar moderators with the Institute's International Partners in 2023.

Similarly, Weave: the Social Fabric is poised for both expansion and scale as we continue our focus in rebuilding social trust in communities across America. Weave saw dramatic progress in key areas in 2022, all centering the needs of weavers. Weave launched several foundational tools to help realize its vision: a scalable model to spur hyperlocal investment; an online learning and resource hub for weavers nationally; a speakers bureau and media partnerships to augment weavers and the importance of social trust; and a network of weaving organizations that new weavers can use to engage in the work of building trust and belonging where they live. These resources are already serving as in-roads for individuals, communities, and organizations to help rebuild social trust and lift up locally-centered change-making.

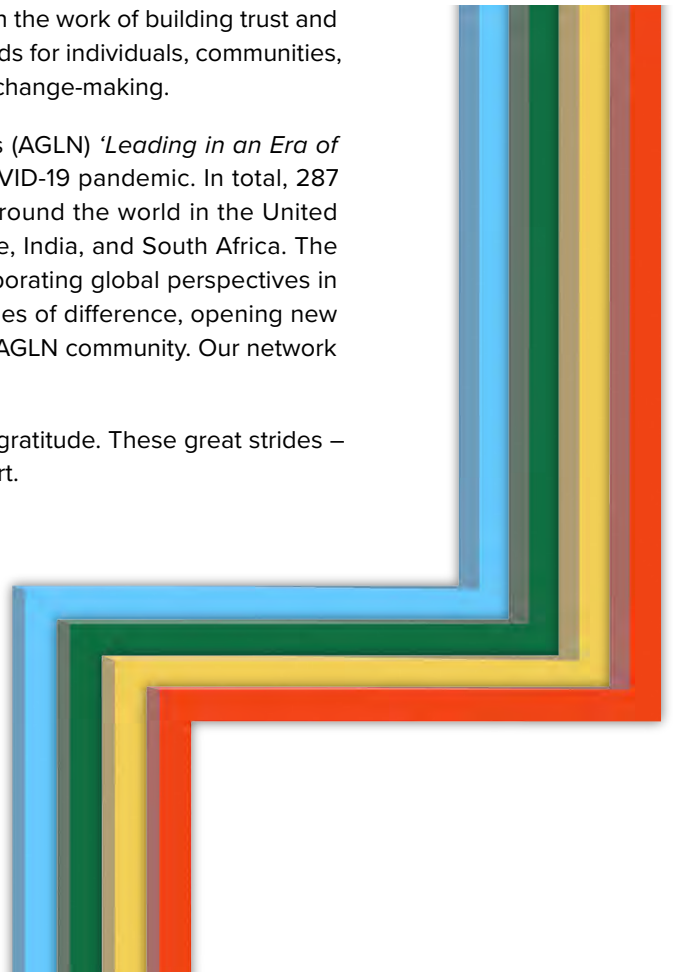
2022 also saw the relaunch of the Aspen Global Leadership Network's (AGLN) '*Leading in an Era of Globalization*' seminar after nearly three years of disruption by the COVID-19 pandemic. In total, 287 Fellows from eight Fellowships participated in the cycle, connecting around the world in the United States (Washington, DC; San Diego, CA); Costa Rica, Singapore, Greece, India, and South Africa. The seminar, which emphasizes the importance of learning about and incorporating global perspectives in an increasingly complex age, created many new relationships across lines of difference, opening new avenues for collaboration and continuous learning that characterize the AGLN community. Our network is more than 3,500 Fellows globally.

To our community of friends and supporters – I offer sincere thanks and gratitude. These great strides – detailed in the pages ahead – would not be possible without your support.



A handwritten signature in black ink, appearing to read 'David H. Langstaff', written in a cursive style.

David H. Langstaff
Executive Vice President, Leadership Division
The Aspen Institute



Executive Leadership Seminars



The Seminars Department drives change by curating experiences that create brave spaces of reflection, dialogue, and shared meaning that help leaders become more self-aware, more self-correcting, and more self-fulfilling. Using a 70+ year model of moderated, text-based dialogue, seminars deepen participants' sense of shared humanity and their capacity for moral judgment, while establishing meaningful connections among diverse individuals in service of a better society.

In 2022, the Seminars Department returned to a full schedule of in-person seminars including six Aspen Executive Seminars on Leadership, Values, and the Good Society; the Justice and Society Seminar; and 16 Custom Leadership Seminars for external organizations. Through its initiative on Justice, Society, and Democratic Institutions, the Department also offered a range of seminars on specifically democracy-themed topics designed to address polarization in our discourse. Seminars also partnered with Aspen Policy Programs and International Partners on various leadership seminars, supporting seminar design, moderator placement, and curriculum development.

SEMINARS BY THE NUMBERS

Programs for Individuals | Aspen Executive Seminar on Leadership, Values, and the Good Society & Justice and Society Seminar

7 SEMINARS **120** PARTICIPANTS **33** SCHOLARED PARTICIPANTS | 27.5% of all participants received scholarships to attend

Participant Sectors:

35.7%

NON-PROFIT

28.6%

CORPORATE/FOR-PROFIT

12.8%

GOVERNMENT

11.7%

MILITARY

11.2%

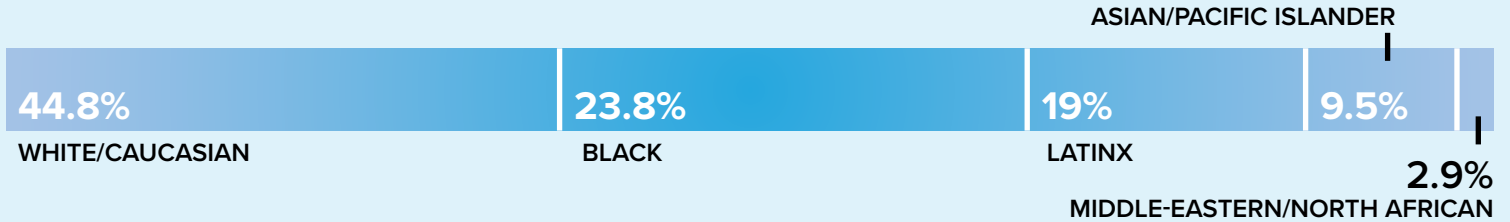
EDUCATION



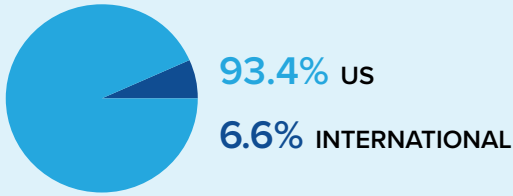
SEMINARS BY THE NUMBERS

Programs for Individuals | Aspen Executive Seminar on Leadership, Values, and the Good Society & Justice and Society Seminar

Participant Ethnicity/Race



U.S. Participants vs. Non US



Gender

50% WOMEN 49% MEN 1% NON-BINARY

Following the Aspen Executive Seminar, I know that I will do things differently in my personal and professional life. Each day I had a new “aha” or a new moment of introspection. I will be forever grateful for this experience.



TONYA HORTON, PHD
EXECUTIVE VICE PRESIDENT OF CENTRAL OPERATIONS, TNTP,
(formerly known as The New Teacher Project)

SEMINARS BY THE NUMBERS

Programs for Organizations | Custom Leadership Seminars

16 Custom Seminars for Organizations Including

FOR-PROFITS

META, DOORDASH, MICROSOFT GAMING, AND FIRST REPUBLIC BANK

NON-PROFITS

THE HEADS NETWORK, STANFORD MEDICAL SCHOOL, VERTEX, AND ASPEN INSTITUTE PROGRAMS

12 Custom Seminars for Aspen Institute International Partners

ESPAÑA

ITALIA

ROMANIA

COLOMBIA

COLLABORATION WITH ROMANIA AND KYIV: YOUNG EURO LEADERS SEMINAR



PROGRAM HIGHLIGHTS



Executive Seminar Participants, including participants from Teach for America and Latinos and Society in Aspen, CO.

Collaboration With Teach For America at Aspen Executive Seminar

The Seminars team launched a new collaboration with Teach For America, North Carolina (TFA NC) to support the attendance of TFA NC alumni at Aspen Executive Seminars. This opportunity enables individuals who have chosen education or service to their community as their career field to take part in the Institute's premier leadership formation seminar. 2022 welcomed 10 TFA alumni to the Executive Seminar experience, all with unique life experiences and perspectives that richly contributed to the Executive Seminar participant mosaic.

Partnership with Aspen Institute Latinos and Society Policy Program

The Seminars team formally partnered with the Aspen Institute Latinos and Society Program to increase accessibility and participation of Latinx leaders from all sectors in seminar experiences, including the Executive and Justice and Society Seminars. In addition to reserving Seminars scholarship funds to support participants selected by the Latinos and Society program, the Seminars team designed and delivered a custom two-hour Aspen seminar titled "Power and Justice" at the 2022 Latino Business & Entrepreneurship Summit. This partnership will grow in 2023, with 14 spaces reserved for Latinos and Society participants.



Being able to catalyze alumni leadership by providing opportunities for North Carolina TFA alums to attend the Aspen Executive Seminar directly aligns with our mission, and the very active work we are doing in North Carolina as we advance towards doubling our impact in our communities by 2030. This collaboration is a tremendous benefit for our NC-based alumni and ultimately the communities we serve.

MONIQUE PERRY GRAVES

EXECUTIVE DIRECTOR, TFA, TEACH FOR AMERICA, NORTH CAROLINA

Justice, Society, and Democratic Institutions Initiative

The Aspen Institute's Justice, Society, and Democratic Institutions Initiative (JSDI) develops non-partisan, multi-sectoral spaces for collective wisdom and action to emerge in support of a more just, capable, and trusted democratic social system. Founded in late 2021 to expand the Institute's justice and democracy-themed programming, The Initiative strives to inspire both grass tops and grass roots leaders by helping them clarify their own values, understand others' values, and develop the habits of discourse essential to a vibrant democracy.

In its first year, JSDI offered seminars for national and local audiences in the political, legal, educational, and security sectors on justice, democratic procedures, civic engagement, and free inquiry in academia. Additional outreach included facilitation training for AGLN Fellows, a program for civic leaders in Nigeria, and engagement with Justice and Society Seminar alumni, Rodel Fellows, and other elected and non-elected public servants. The Initiative also supported the Institute's Hurst Community Initiative, engaging public servants in the Roaring Fork Valley and areas adjacent to Aspen. These programs have not only supported the development of leaders and communities committed to a more democratic and just vision for society, but have fostered broader civil discourse and constructive citizen engagement.

Programming on Higher Education and Free Inquiry has begun to engage significant stakeholders in academia: current and former college presidents from private and public institutions alike, as well as major academic organizations, including Phi Beta Kappa, the Council of Independent Colleges, and the Association of American Colleges and Universities. The groundwork begun in 2022, including a 3-hour seminar for various stakeholders, sets the stage for more extensive and in-person seminars in 2023.

Additional partners in 2023 include elections administrators, the National Association of Attorneys General, Howard University, and the New York State Court system.



The trajectory of my life has been fundamentally and profoundly altered by my participation in the Justice and Society Seminar. I hope that I do justice every day, but now I have a deeper understanding of what it means and why.

HON. ANDREA MASLEY
JUSTICE, NEW YORK SUPREME COURT



LOOKING FORWARD

Throughout 2022, the Seminars department saw remarkable progress on efforts including diversifying and expanding access to the Executive Seminar, generating opportunities for collaboration across the broad Aspen Institute network, and growing its reach and impact across industries through custom leadership seminar experiences.

In 2023, the Seminars Department will continue to build on its commitment to expand the accessibility of the Executive Seminar, with plans to award a total of 35 scholarships to participants throughout the year, and sponsor the participation of three staff representatives from three of Aspen's International Partners. Ensuring the participant mosaic reflects a rich diversity of individuals from different sectors and backgrounds will remain a core priority, and the Seminars team will seek to build partnerships and increase available scholarship funds to support participants from areas such as journalism, the clergy, and the arts.

In addition to growing Executive Seminar offerings, Seminars will continue to meet the strong demand for Custom Leadership Seminars for major non-profit and corporate partners, filling the gap for values-based leadership development opportunities in specific organizational contexts and cultures. Additionally, the Justice, Society, and Democratic Institutions Initiative will extend its programming and partnerships in pursuit of a stronger democracy rooted in dialogue.

The need for self-aware, values-based leaders in all parts of global society has never been greater. Energized and mobilized by the essential nature of its work, Seminars will continue to increase its offerings in the coming years.

Office of Curriculum and Moderators

The Office of Curriculum and Moderators (OCM) is at the cornerstone of Aspen’s approach to values-based leadership development. Through training a corps of moderators that facilitate brave spaces for honest and vulnerable dialogue and designing thought-provoking curricula reflective of the greatest thinkers and creators around the globe, OCM drives Aspen’s development of more humane and self-correcting leaders on a global scale.

In 2022, OCM saw several milestones in moderator development, graduating a new class of moderators whose training was interrupted by the pandemic and finalizing the restructured arc of moderator development for implementation in 2023. Throughout the year, OCM continued strengthening connections among the existing moderator community through weekly opportunities to engage with seminar texts in a peer learning environment and several intensive online and in-person workshops.

OCM also engaged in extensive curricula review and revision, supporting leadership seminar experiences across the global Aspen community. For the Aspen Global Leadership Network, a community of 13 Fellowship programs reaching 3,500+ individuals, OCM refreshed the curriculum of several core seminars, including *Leading in an Era of Globalization*, *Promise of Leadership*, and *Challenge Leadership*. OCM also partnered in this work with several Aspen Institute International Partners, including the Aspen Initiative in Colombia (in Spanish), and the Aspen European Young Leaders Seminar in partnership with Aspen Romania and Aspen Kyiv.

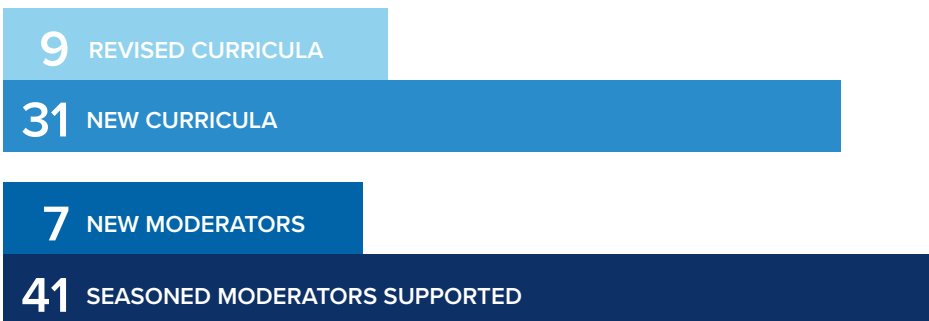


Moderator Training at the 2022 Resnick Aspen Action Forum.

OF MODERATORS BY COUNTRY

CANADA 1
EL SALVADOR 1
GHANA 1
HONG KONG 1
ISRAEL 1
JORDAN 1
PANAMA 1
SINGAPORE 1
UNITED KINGDOM 1
UGANDA 1
CHINA 2
LEBANON 2
NIGERIA 2
COSTA RICA 3
SOUTH AFRICA 5
INDIA 6
UNITED STATES 71

OCM BY THE NUMBERS



MODERATORS BY GENDER

54% WOMEN

46% MEN

PROGRAM HIGHLIGHTS AND IMPACT

New Structure For Moderator Support

In 2022, OCM revisited the existing moderator development arc, which developed a cadre of moderators with targeted expertise in moderating the four AGLN Seminars. As OCM cultivates a more integrated corps of moderators to serve the AGLN, public Executive Seminars, and the growing number of Custom Seminars, as well as to reflect a greater diversity of

background and experience, the new moderator development structure will support moderators who can facilitate dialogue amongst a greater breadth of audiences within and beyond Aspen. This new structure will leverage a combination of in-person and virtual convenings, as well as one-on-one and peer coaching.

Moderator Development



ANCHOR TRAINING

CORE TRAINING

Week-long, in-person retreat on the fundamentals of moderating

SEMINAR-FOCUSED SESSIONS

Virtual sessions on purpose, seminar arc, and texts of specific seminars



MODERATOR ENHANCEMENT

WEEKLY TOUCHPOINTS

to troubleshoot texts, arcs, and skills in a virtual peer learning environment

INDIVIDUAL MODERATOR PLANS

personal plans to develop critical skills

QUARTERLY WORKSHOPS

building a regular cadence of gathering to create a community of practice (virtual)

VETERAN WORKSHOPS

in-person retreats to refresh moderators every 3-5 years

ADDITIONAL TRAINING

in-person and virtual trainings to address specific needs

AD HOC COACHING SESSIONS

The seminar moderators received wonderful accolades from our conference attendees. The poignant anthology and their questioning hit a chord with so many as they reaffirm the core of their leadership. We cannot thank the Aspen Institute enough for your time and talent.

MARGARET WADE ED.D., EXECUTIVE DIRECTOR
THE HEADS NETWORK, CUSTOM LEADERSHIP SEMINAR CLIENT

LOOKING FORWARD

The transformational impact of the Aspen Institute's leadership seminars depends upon high-quality curricula and moderators.

In 2023, OCM will finish implementing the new approach to moderator development, bringing about a moderator corps better prepared to facilitate seminars for any audience, in any context, at any time. In 2023, OCM will also strengthen partnerships with the larger Aspen community, holding at least one Fundamentals of Moderating workshop for Aspen's European International Partners and offering structured support for Aspen Institute Policy Programs incorporating the seminar approach into their programming.

As the Aspen Institute strengthens its roots in leadership development, deepening its existing programs and expanding both in scale and audience diversity, the Office of Curriculum and Moderators will remain integral, enabling the open dialogue and leader-driven impact that sits at the core of Aspen's mission.

Weave: The Social Fabric Project



Weave: The Social Fabric Project aims to weave a new, strong, and inclusive social fabric in the US to counter the divisions that have put the nation in political and social gridlock. The project is rebuilding trust from the ground up by investing in grassroots leaders who are known and trusted and who inspire their communities to work together on local needs. By supporting these “weavers,” the project helps communities find common purpose and shift from a culture of “I” to a culture of “we.”

In 2022, Weave saw dramatic progress in three key areas. It expanded the range of services offered to community weavers and now has an active online community of nearly 1000 individuals who are connecting and supporting each other as they engage in weaving work across the nation. Second, Weave refined and prepared to scale a new partnership model that allows large foundations and corporations to invest in trust-building on a neighborhood level. Third, it spotlighted weavers and their work on stages and in media around the US, and is poised to expand this exposure through its new Speakers Bureau.

PROGRAM HIGHLIGHTS

Expanding the Ranks and Skills of Weavers

The online Weave Community of grassroots leaders doubled in 2022 to nearly 1000 people. They are sharing support, resources, skills and projects both locally and nationally. Members are also running peer support groups, welcoming new members, organizing meet-ups, teaching workshops, developing collaborations, and mentoring. Local Weave chapters are starting to open in new communities around the country.



2022 Weaver Awardees at Baltimore’s M&T Bank Stadium.

Scaling Philanthropy at the Neighborhood Level Through Partnerships

Weave is helping to define new ways for foundations and corporations to invest in hyperlocal, high impact opportunities that grow new community partnerships. With partner M&T Bank, Weave completed its second year of piloting a community-led awards model, doubling the initial investment and directly infusing funds, media attention, and resources into community prioritized projects. In 2022, the Weaver Awards worked with local community builders to bring together a local advisory board (LAB), promote the program in neighborhoods across the city, and solicit applications. Together, Weave and M&T Bank disbursed \$100,000 to 20 weavers building trust and fostering social



Weavers in Baltimore engaging at the 2022 Awards Celebration for hyperlocal leaders.

cohesion across Baltimore City. Building on the success of the Baltimore Weaver Awards, Weave is developing the Weaver Awards Partnership Program to spread this model of neighborhood-level microgrants across the US. Interested communities, foundations, and corporations will be able to partner with Weave to create their own LABs and develop customized Weaver Awards to recognize and uplift local leaders who are weaving, building trust, and creating new opportunities for meaningful connection in their neighborhoods.

Spreading Stories of Weavers and Their Work

Weave's efforts in 2022 exposed hundreds of thousands to the idea of weaving in various contexts. A partnership with The 74 Million, an education news site, produced a 15-part video and article series on weaver-educators across the US, with individual stories syndicated through local newspapers. A partnership with state and local Gannett papers led to the Wisconsin Weavers article series, profiling people uniting and serving their communities from Milwaukee to rural towns.

Weave's efforts in 2022 exposed hundreds of thousands to the idea of weaving in various

Social Investor magazine wrote about Weave to expose its philanthropic and entrepreneurial readers to the need to invest in building social trust. More than 30 stories and interviews were published about the 2022 Baltimore Weaver Awards. Weavers and staff spoke at events ranging from the Aspen Ideas Festival to the University of Pittsburgh and Cuyahoga Community College, as well as at conferences, in webinars, and on podcasts reaching diverse audiences.

Weave's efforts in 2022 exposed hundreds of thousands to the idea of weaving in various

At the end of 2022, Weave launched the Weave Speakers Bureau to help weavers share their stories, insights, and practices in settings from Rotary Clubs and faith groups to college campuses and social innovation conferences. The Bureau provides speaker coaching, pitches speakers, and promotes speakers on the Weave website through profiles and speaker request forms. The 20 initial speakers are expected to double in the first 18 months.



Weave Speakers and Executive Director Frederick Riley at Cuyahoga Community College in 2022.



Volunteers building a playground in Shreveport, LA.
Photo courtesy of Community Renewal, International.



Juneteenth celebration in the Panway neighborhood of Baltimore, 2021.
Photo courtesy of The Urban Oasis.

Joining with Points of Light Foundation to Highlight Weaving Opportunities

In partnership with the Points of Light Foundation’s national volunteer database, Weave created The Weaver Network – a search engine to highlight organizations and volunteer opportunities that involve interpersonal caring and trust building. The Network will help people who are inspired by Weave’s media coverage, social campaigns, digital platforms, and speakers to find volunteer opportunities with local groups creating unity

and connection in their communities. The multi-year partnership will spread the word among organizations and prospective volunteers about how they can deepen volunteering to move beyond service to work that builds long-term relationships and community cohesion. People using the search engine will type in their address and interest areas to find in-person opportunities to weave from among thousands of possibilities across the country.

Community Advisors

Weave is committed to local design, leadership and ownership across all of its programming. In 2022, it engaged a dozen community advisors who represent a diverse range of geographic locations, age groups and backgrounds, in a dynamic partnership opportunity centered around shared values. Together, they represent a combined experience of over 150 years in community action. These advisors will meet quarterly with the Weave team over their two year terms to inform and guide programming, ensuring Weave’s programs are relevant and responsive to the needs of weavers and their communities.



Weave Community Advisors gather for first working session in Washington, DC.

WEAVER STORIES

WEAVER AWARDEE

Dayson Brooks

BALTIMORE, MARYLAND



Dayson Brooks at the M&T Stadium in Baltimore Honoring Weaver Awardees.

Dayson Brooks is one of 20 recipients of the 2022 Baltimore Weaver awards. Dayson has worked with children and community groups since he was 13 and is now a junior at Coppin State University. He started his work in the Greenmount neighborhood in Baltimore, where he founded the non-profit Level Up to propel young people towards growth and success by giving them mentors, resources, clothing, food, and moments of joy through outings. Dayson describes his style of weaving as “a Grower: building community by fostering healthy connections across Baltimore”.

Learn about all of the 2022 Baltimore Weaver Awardees at WeaverAwards.org

WEAVER EDUCATOR

S. Renee Mitchell

PORTLAND, OREGON



S. Renee Mitchell facilitates a call and response activity with Black Student Union students in her Portland classroom. Photo courtesy of S. Renee Mitchell.

S. Renee Mitchell in Portland, Oregon, is a self ascribed ‘creative revolutionist’ who is working to develop new engagement strategies for Black youth. As a teacher, she would ask students to introduce themselves along with an adjective to describe themselves, but time after time, children were unable to associate themselves with a positive word. *She says, “I kept seeing it over and over and it was just like, Oh, what’s happening? The Black kids are not able to identify something positive.”*

In response, Renee worked with the community to open the Soul Restoration Center, a ‘youth centered community gathering space’ that offers a range of opportunities for Black youth, from dance, poetry, and trauma informed healing programming, to youth leadership and mentorship.

Read Renee’s story and others on Weaver Educators at [The 74 Million](https://The74Million.com).



LOOKING FORWARD

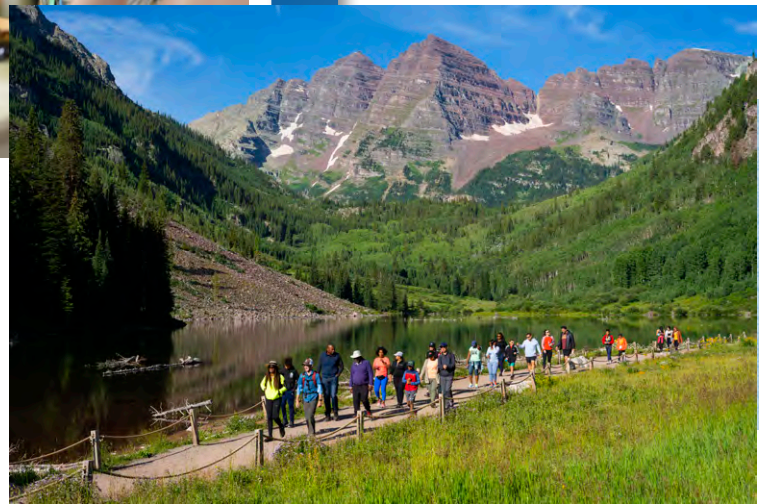
Weave: The Social Fabric Project envisions a nation of weavers brimming with deep, healthy connections, where mutual trust and affection is the standard, equity is implicit, and all people find joy and meaning in daily community life. In 2022, the project completed the key foundations for realizing this vision: a model to spur hyperlocal investment in weavers and their communities; an online learning and resource hub where weavers share knowledge, gain skills, and collaborate; a speakers bureau and media partnerships that illustrate the crucial role of weavers in healing our nation and inspire new weavers; and a network of weaving organizations and opportunities that new weavers can use to engage in the work of building trust and belonging where they live.

In 2023, Weave will refine these foundational elements and expand their reach. Five new communities will implement Weaver Awards. Social media, speaking engagements, and media partnerships will introduce weaving to hundreds of thousands more people. Hundreds of organizations with weaving values will participate in the Weaver Network. And thousands of weavers will grow relationships through exchange in the online community while they gain new resources, perspectives, and tools through the Weave Learning Center. As this work progresses, weavers will feel recognized, supported, and admired as agenda setters. The people our society looks to as “thought leaders” and “experts” in any given area of social change will increasingly be leaders who are locally rooted. And our nation’s culture will start to swing back to prioritize “we” over “I”.

Aspen Global Leadership Network



The Aspen Global Leadership Network (AGLN) develops authentic, high-integrity individuals committed to confronting societal challenges, individually and collectively, to create a more just, free, and equitable society. In a world facing societal trends towards restriction - of civic spaces, open dialogue, and free expression - where values-based leaders are a global minority, the call to grow and strengthen this network is all the more urgent.



In 2022, Vice President of the AGLN, Dar Vanderbeck engaged in a global listening tour, meeting with key stakeholders and talking to hundreds of Fellows. This year marked the return of in-person activities for the 10th anniversary of the Resnick Aspen Action Forum that convened more than 400 Fellows, other distinguished leaders, and young people. The theme for the week: Emergence: Into the Future of Our Making. Days were filled with inspiration, reconnection, and commitment to tackling the greatest challenges of our time. This year also reunited moderators and Fellows for the Leading in an Era of Globalization Seminars that take place around the world. The recently re-built AGLN team is developing a revived strategy to deepen and broaden the global community, increase the impact of Fellows, and strengthen the Fellowships to be on a course for growth.

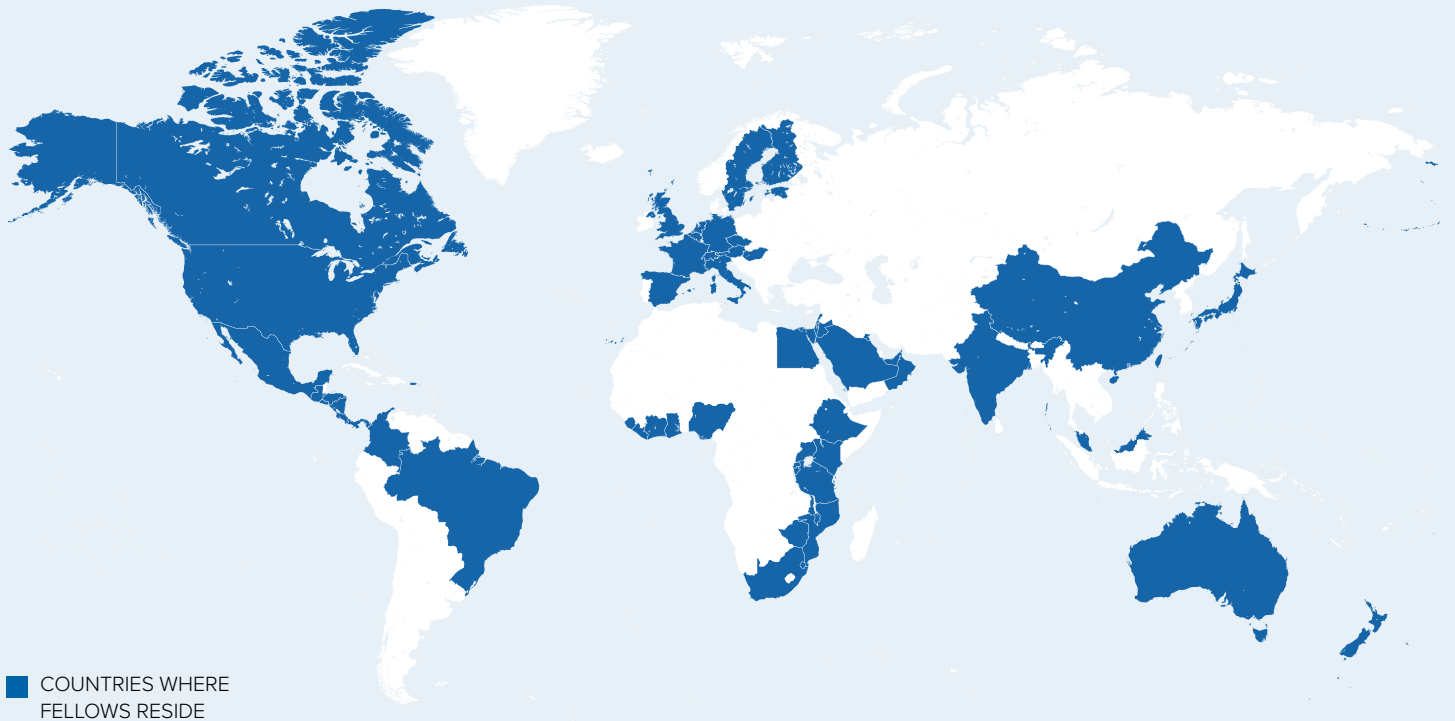
BY THE NUMBERS

The first AGLN Fellowship was launched 25 years ago. Today, the AGLN is composed of 15 Fellowship programs and more than 3,500 Fellows representing over 50 countries. The mosaic of Fellows represent entrepreneurial leaders from business, government, and the non-profit sector.

FELLOWSHIP 	FOUNDED 	NUMBER OF FELLOWS 
Henry Crown Fellowship	1997	500
Africa Leadership Initiative: East Africa	2002	84
Africa Leadership Initiative: South Africa	2003	241
Liberty Fellowship	2004	327
Rodel Fellowships in Public Leadership	2005	325
Africa Leadership Initiative: West Africa	2006	157
Central America Leadership Initiative	2006	359
Kamalnayan Bajaj Fellowship	2006	171
Catto Fellowship	2007	40
Pahara Fellowship	2007	842
Middle East Leadership Initiative	2009	115
China Fellowship Program	2013	140
Health Innovators Fellowship	2015	120
Finance Leaders Fellowship	2016	103
Civil Society Fellowship: A Partnership of ADL and the Aspen Institute	2019	56



GEOGRAPHIC REPRESENTATION ACROSS THE AGLN



PROGRAM HIGHLIGHTS

Gathering Across the Network

The AGLN creates accountable networks of values based leaders to support the Aspen Institute's mission of advancing a free, just, equitable society. A large part of strengthening this network is through gathering. At various convenings throughout 2022, the AGLN brought Fellows together to reflect on their role in a globalized world, recommit to taking action on our greatest challenges, and discuss key issues like human rights and belonging.

2022 Resnick Aspen Action Forum



Fellows Tom Fisher, Jen Zhu Scott and Arturo Condo speak on stage at the opening plenary “Emerging Into What” moderated by Chair of the Aspen Institute Board of Trustees, Margot Pritzker.

Theme | Emergence: Into the Future of Our Making

Under the theme Emergence: Into the Future of Our Making, the 10th annual Resnick Aspen Action Forum brought together 350 global leaders and 120 youth participants from 24 countries, to pause, reflect, and recommit to doing their part to build a better world.

The four-day program was filled with inspiring conversations on topics like racial and gender justice, community organizing, and global tensions, and offered opportunities to collaborate to catalyze action on major challenges. This year also marked the first in-person Action Forum since the onset of the pandemic, and participants emerged refreshed, recommitted, and with new resources and relationships to enhance their impact.

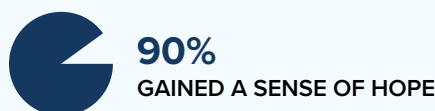
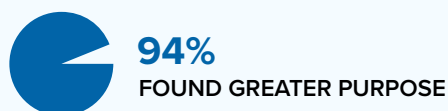
Program Design & Impact

The Action Forum combined a variety of program formats to re-engage and rebuild community among AGLN Fellows after two years apart. Classic seminar dialogues acted as the centerpiece, offering space for Fellows to explore texts surrounding the theme “Emergence.” Plenary sessions featured keynote speakers both from within and outside the community to amplify a diversity of perspectives. The event also featured action oriented programming in the form of Impact Breakouts - topical deep dives - and Leadership Labs - expert-led sessions on leadership skills to create opportunities for collective action and global collaboration.

The program also included a special performance by Aspen Institute trustee Anna Deavere Smith. Programming left a deep impact on participants - as a result of participating:



2022 McNulty Prize Winners shared insights from moments that galvanized their decisions to step up in key areas of human thriving.



2022 Resnick Aspen Action Forum



Youth participate in Human Centered Design Workshop with Justin Ferrell, Director of Strategic Partnerships, Stanford d.school.

Commitment to Impact: Action Pledges

The Action Forum gives a platform for participants to make public commitments to act. These 'Action Pledges' help turn ideas into real and measurable change. Below are just a few examples from the 2022 Action Forum:

I will produce educational resources to reach 100,000 students throughout the world to help them increase grit and resiliency skills & connect with nature by the end of 2023.

JO HACKL | LIBERTY FELLOWSHIP

I will design and roll out a pilot exposure program for youth in two districts in India to sensitise them to rural poverty and development challenges by 2024.

SUMEETA BANERJI
KAMALNAYAN BAJAJ FELLOWSHIP

I will build 15 new Ecovillages regenerating and preserving hundreds of acres, 10 new alternative schools in the next 4 years, and an regenerative orphanage for 90 children and 60 women over 2 years.

MARCELO VALANSI | CENTRAL AMERICA LEADERSHIP INITIATIVE

Leading in an Era of Globalization Seminars



Leading in an Era of Globalization Seminar Cohort.
San Diego, October 2022.

After a nearly three year pause on the Leading in an Era of Globalization Seminar, the AGLN team launched the 2022-2023 “SuperCycle,” engaging 287 Fellows from eight Fellowship programs, including:

- Africa Leadership Initiative-South Africa
- Central America Leadership Initiative
- China Fellowship Program
- Finance Leaders Fellowship
- Henry Crown Fellowship Program
- Kamalnayan Bajaj Fellowship
- Middle East Leadership Initiative
- Liberty Fellowship

These seminars connect Fellows across the growing, worldwide network. Focused on exploring how increased interconnectedness influences the world - economically, politically, and culturally - the seminar encourages leaders to recognize the effect of their choices in a global context. This “SuperCycle” will result in 287 Fellows convening - representing the largest Globalization seminar series to date.

- San Diego, CA
- Middleburg, VA
- Costa Rica
- Singapore
- Greece
- India
- South Africa

Virtual Convenings on Key Issues



Panelists Simran Jeet Singh, Executive Director, Aspen Institute Religion and Society program, Rev Jen Bailey, Founder and Executive Director, Faith Matters Network and Adam Taylor (Civil Society Fellow), President, Sojourners, engage in a virtual dialogue on faith and healing with Dar Vanderbeck, Vice President, AGLN.

Throughout 2022, the AGLN partnered with programs across the Aspen Institute, Fellowship programs, and Fellows for virtual events that brought focus around urgent and pervasive issues.

Bridge or Wedge? How Faith Can Heal Our Divides

The AGLN partnered with the Aspen Institute’s Religion and Society program and Adam Taylor (Civil Society Fellow), President of Sojourners, on a panel conversation around what religion can teach Americans about coming together across difference. The conversation focused on frameworks and practices from their faith traditions that can help heal the critical divides that fracture trust in the United States. In a follow up to the panel, the more than 200 attendees were invited to engage in these learnings further in small cohorts in which the transcript of the conversation was used as a text for a virtual seminar. Participants walked away with expanded thinking on the topic and new ideas to take action.

Demonstrating Civil Discourse in the United States: Civil Society Fellowship Town Hall

The Civil Society Fellowship, a Partnership of ADL and the Aspen Institute, and the AGLN joined forces to produce the second iteration of Towards a More Civil Society: Conversations Across America in December 2022. The Town Hall provided a vehicle to make sense of the midterm election results informed by the perspectives of 22 Fellows and invited community members from across the United States. The experience gave the more than 120 Town Hall attendees unique insight into what’s on the minds of a diverse array of Americans across ideology and identity.

Gender Freedom Dialogue and Action

After witnessing Iran’s violent response to protests across the country following the death of 22-year-old Mahsa Amini, who had been detained by the country’s “morality” police, Fellows around the world came together to discuss how these attacks on women’s freedoms are showing up in their communities and countries, as well as ways this community can step up - individually and collectively - to support those in urgent need of support and create more just futures going forward.

SUPPORTING SOCIAL IMPACT VENTURES ON KEY ISSUES OF HUMAN FLOURISHING

The John P. McNulty Prize: \$450,000 Awarded to Leaders Driving Bold Solutions to End Hunger, Thirst, and Poverty

In 2022, the Aspen Global Leadership Network partnered with the John P. McNulty Prize as they expanded its impact. For the first time, the Prize named three winners with each of them receiving \$150,000 towards their organization. Their transformative social ventures are striving to end malnutrition worldwide, sparking a movement of guaranteed income programs in the US, and harnessing renewable technology to bring clean drinking water to communities, even in the most remote locations.



Edesia | Global
NAVYN SALEM

HENRY CROWN FELLOWSHIP

Navyn Salem founded Edesia after witnessing the fatal effects of childhood malnutrition in her father's homeland of Tanzania. To date, Edesia's specialized therapeutic foods have treated 17 million malnourished children in 60 countries. Their foods are distributed in partnership with USAID, the World Food Programme, UNICEF and local nonprofits to children at the frontlines of war, natural disasters, and other emergencies.



Magnolia Mother's Trust | United States

DR. AISHA NYANDORO
ASCEND FELLOWSHIP

Dr. Aisha Nyandoro launched the cash transfer program Magnolia Mother's Trust to break the cycle of poverty in Jackson, Mississippi. Magnolia Mother's Trust replaces an adversarial system of welfare with one that trusts mothers to do what is best for their families. The program gives Black mothers in federally subsidized housing \$1,000 a month for a total of one year, with no strings attached—and a college savings account for their children. Of special note, Aisha is the first Fellow from Ascend to win a McNulty Prize.



SOURCE Global | Global
DR. CODY FRIESEN

HENRY CROWN FELLOWSHIP

Dr. Cody Friesen founded SOURCE Global, whose innovative hydro panels use the sun to transform water vapor in the air into high-quality drinking water, even in remote, low-humidity locations. A public benefit corporation, SOURCE has brought clean drinking water to over 450 projects in 50 countries, focusing on Indigenous communities and others that have been historically neglected.

The McNulty Prize Catalyst Fund: Supporting Emerging Organizations Building Local Solutions for a Resilient Future

The McNulty Prize Catalyst Fund recognizes ventures at critical junctures on their path to creating meaningful impact. Between the pandemic, the march of distrust and intolerance, and widespread economic disruption, it has been a difficult year for optimism and solutions. Yet communities, large and small, have been incredibly resilient, and in times of stress, it is neighbors and fellow citizens that they rely on. In one way or another, all of the 2022 Catalyst Fund recipients answer the question: how can we strengthen the social fabric of our communities?

2022 RECIPIENTS

Grapevine Health | United States

DR. LISA FITZPATRICK

HEALTH INNOVATORS FELLOWSHIP

Physician, epidemiologist, and public health advocate Dr. Lisa Fitzpatrick is strengthening Black and Hispanic communities in the greater Washington D.C. area through Grapevine Health, which combats rumor and misinformation and improves understanding with relatable, culturally appropriate messages. Through storytelling and trusted voices, Grapevine Health is partnering with health systems and insurers to spread scientific data and accurate health information across the region.

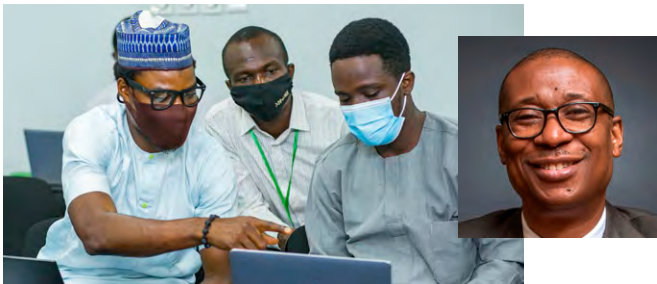


Nigerian University of Technology and Management | Nigeria

OKECHUKWU ENELAMAH

AFRICA LEADERSHIP INITIATIVE - WEST AFRICA

Co-founded by Nigeria's former Minister of Industry, Trade and Investment Okechukwu Enelamah, the Nigerian University of Technology and Management is training the next generation of leaders and entrepreneurs from Nigeria and across Africa. With a focus on high quality teaching, mentorship, and entrepreneurship, NUTM is growing rapidly on its mission to reverse the brain drain and spur a vibrant future.





East Harlem COAD | United States

DR. ANN-GEL S. PALERMO
HEALTH INNOVATORS FELLOWSHIP

When disaster strikes, whether in a hurricane or during a pandemic, public health and equity expert Dr. Ann-Gel S. Palermo knows the first and last line of defense isn't large institutions, it's your local community. East Harlem COAD (Community Organizations Active in Disaster) is a multisectoral coalition serving one of New York City's most underserved neighborhoods, building a coordinated response to public health emergencies and delivering information to the community by those trusted most.



EastMojo | India

KARMA PALJOR AND TANUSHREE HAZARIKA
KAMALNAYAN BAJAJ FELLOWSHIP

Journalist Karma Paljor and entrepreneur Tanushree Hazarika saw that the northeast region of India, physically separated from the rest of the country and home to long-neglected indigenous populations, was left out of national media and conversations. They founded EastMojo, the first outlet to cover the region extensively and amplify local voices with unbiased, ethical journalism—especially important in India, where news voids can be filled by dangerous social media rumors.



SC AgriWellness | United States

J.E.B. WILSON
LIBERTY FELLOW

The mental health crisis facing American farmers has been building for years as the industry consolidated, and that went into overdrive as the pandemic added new stresses and isolation. Fifth-generation South Carolina farmer J.E.B. Wilson founded SC AgriWellness to combat this trend, promote awareness of mental health issues in rural farming communities, and provide access to treatment and support, with aims to expand regionally.

Global Inclusive Growth Spark Grants

In December, the Global Inclusive Growth Partnership, a collaboration between the Mastercard Center for Inclusive Growth and the Aspen Institute, selected the 2022 Global Inclusive Growth Spark Grants. The Grant awarded \$100,000 in total to five organizations led by Aspen Global Leadership Network Fellows from around the world who are leading critical initiatives to reimagine more inclusive economic futures for all. The 2022 recipients are:



< SERES | Guatemala & El Salvador CORRINA GRACE CENTRAL AMERICA LEADERSHIP INITIATIVE

Casa Maya is a social enterprise being incubated by SERES to promote environmentally sustainable tourism while providing long-term livelihoods to the local population, particularly women.

DigDeep | United States >

GEORGE MCGRAW CIVIL SOCIETY FELLOWSHIP: A PARTNERSHIP OF ADL AND THE ASPEN INSTITUTE

DigDeep is a human rights non-profit working to ensure that every American has clean, running water forever.



< Enterprising Ventures Of Color | United States LILLIAN SINGH CIVIL SOCIETY FELLOWSHIP: A PARTNERSHIP OF ADL AND THE ASPEN INSTITUTE

Enterprising Ventures of Color's goal is for financially resilient nonprofits of color to serve their communities with greater confidence in their resources and financial security.

The Convention On Business Integrity Ltd > | Nigeria OLUSOJI APAMPA AFRICA LEADERSHIP INITIATIVE - WEST AFRICA FELLOWSHIP

The Convention on Business Integrity Ltd seeks to address challenges faced by businesses in Nigeria that are required to work with agents they didn't hire, can't monitor and can't discipline. Often, such are the regulators who then corruptly abuse their powers. They are working to address this in partnership with the Maritime Anti-Corruption Network.



< Impulse Ngo Network | India HASINA KHARBHIH KAMALNAYAN BAJAJ FELLOWSHIP

Impulse NGO Network is focusing on livelihood as part of its prevention strategy towards ending unsafe migration leading to human trafficking. From 2021 onwards, INGON has embarked on providing humanitarian assistance to displaced persons from Myanmar.

Braddock Scholars

The Braddock Scholars Program supports Aspen Global Leadership Network (AGLN) Fellows aiming to make a transformational impact on society through their ventures. The Braddock Scholars program helps entrepreneurs bridge the oft-encountered “scaling gap” that exists between the ideation and maturation of an organization, as entrepreneurs face challenges unique to the growth phase of scaling, which often require a different skill set.

By channeling the expertise of a senior mentor, the program helps Scholars navigate the challenges identified along the journey to scaling their ventures, including strategic and operational issues and leadership and market dynamics.

In 2022, the Braddock Scholars Program prioritized cohort support and development. The program resumed Scholar convenings in April 2022, bringing together mentors and scholars of Cohort 5 in Washington, D.C. to engage in discussions on scaling and professional development that produced meaningful connections and opportunities for participants.

The program also re-engaged alumni to continue support of Scholars past their year-long engagement. This included hosting a gathering of Braddock Scholars alumni at the Resnick Aspen Action Forum in Aspen, CO, as well as co-hosting an event in Washington, D.C., for Braddock Scholar and Braven Founder Aimee Eubanks Davis with her team, key customers, and leaders in the education space. Additional alumni support centered on board development, amplification and communications work, and leadership development.

At the start of 2023, after eight successful years supporting and amplifying promising social impact ventures, the Braddock Scholars Program will sunset as a formal offering of the Aspen Institute. The AGLN remains deeply committed to promoting transformational ventures and entrepreneurship across its programs and will leverage learnings from the Braddock Scholars Program as it develops a comprehensive strategy to support the innovative work of more than 3,500 Fellows.

Scholar Spotlight

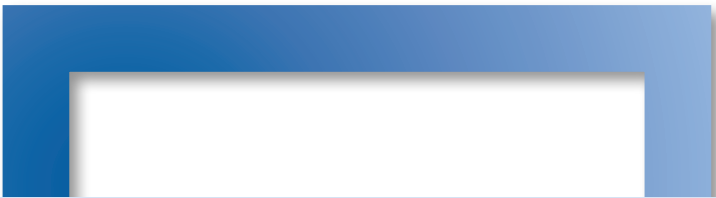
Jessica Sager | All Our Kin

Braddock Scholar and All Our Kin co-founder, Jessica Sager (Pahara-Aspen Education Fellowship) is considered a leading national voice on family childcare. All Our Kin raises the quality, availability, and sustainability of childcare in low-income communities by training and supporting the family childcare educators who operate small, home-based early education programs.

All Our Kin has scaled the organization’s impact to serve over 40,000 children and is poised to exceed 150,000 across several additional states by 2026. Jessica credits her participation in the Braddock Scholars Program for pushing her to implement a more scalable model to reach more providers in more markets. She has also expanded earned revenue streams and is working to decrease the organization’s reliance on philanthropy.



Jessica Sager shares her impact at the 2022 Action Forum.

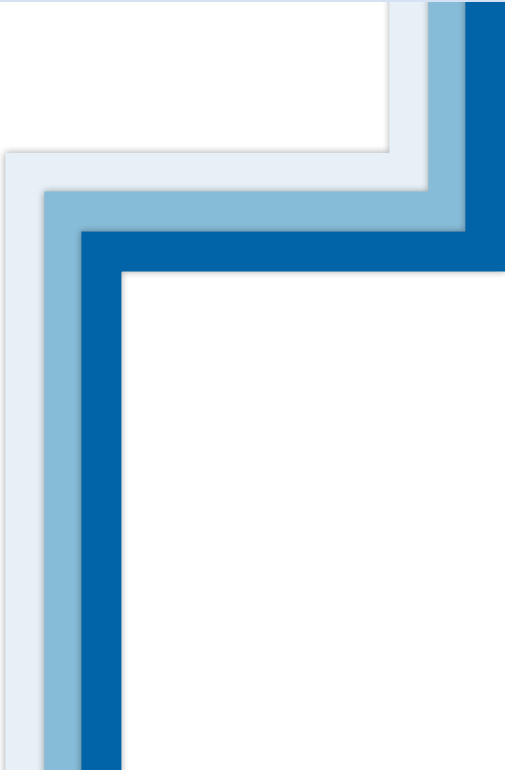


LOOKING FORWARD

The work to prevent further erosion of civic spaces and restore deeply fractured societies begins at an individual level. The 3,000+ Fellows of the AGLN - who wield power in business, government, and the non-profit sectors - are already active leaders of this work.

The role of the Aspen Global Leadership Network is to give these individuals a life-long community from which to draw the support, expertise, and courage they need to continue living lives of remarkable impact in service of a more free, just, and equitable society.

In the coming year, the AGLN will focus on building and strengthening the network's foundations for greater future impact. With plans to launch a global gathering strategy that creates more opportunities for Fellows to gather across geography, Fellowship and class; redesign and recommit to the impact ventures portfolio; and re-orient its business model to strategic growth, the AGLN is excited to embark on another year of progress and purpose.



Henry Crown Fellowship Program

In the 26th year since the founding of the Henry Crown Fellowship Program, the mission remains consistent: to develop the next generation of community-spirited leaders, providing them with the tools necessary to meet the challenges of business leadership in the 21st century. The Fellowship is proud to honor the legacy of Henry Crown, who modeled that integrity, business success, and community service are interconnected.

After an unprecedented two years entrenched in a global pandemic, the Fellowship has returned to its annual cadence of launching a new class and creating alumni programming with both virtual and in-person events. The Program hosted more than 40 events, both virtual and in-person, continuing to bring Fellows together for inspiration, interconnectivity, and impact.

PROGRAM BY THE NUMBERS



FOUNDED IN 1997



40+ EVENTS IN 2022



500 FELLOWS



MORE THAN 50% OF FELLOWS ENGAGED
IN HCF PROGRAMMING IN 2022

PROGRAM HIGHLIGHTS

2022 SUPERGLUE Class

It may be that I define my existence as pre & post Fellowship. Thank you again for this opportunity.

NICOLE FELD STRAUSS
EVP AND BOARD DIRECTOR,
FELD ENTERTAINMENT

In 2022, the Henry Crown Fellowship Program pre-screened more than 500 candidates, a continued best practice that allows us to give feedback to nominators year-round. After interviewing nearly 75 finalists, 22 Fellows were selected for the 2022 SUPERGLUE Class. Candidates represent a broad cross-section of diversity as well as a variety of industry types, including entrepreneurs, intrapreneurs, and family businesses.

Nominees came from a number of high-profile companies including Instacart, ManpowerGroup, Snap, and Vimeo. Approximately 73% of nominations were submitted by Henry Crown Fellows, 13% by other Aspen Global Leadership Network Fellows, and the remaining were sourced from Aspen Institute Trustees, friends of the Fellowship, and others.



2022 SUPERGLUE Class at their Challenge of Leadership seminar in Aspen, CO.

Seminars

The Challenge of Leadership

The 2022 SUPERGLUE Class kicked off their Fellowship in Aspen, CO, from August 9-14, 2022, with the Challenge of Leadership Seminar. As the SUPERGLUE name suggests, the Class quickly bonded. They spent six days engaging in team-building activities and moderated discussions led by an all-HCF moderating team: **Tonya Hinch** (2007 Class), **Tim Noonan** (2008 Class), and **Lynn Utter** (2003 Class). Discussions were based on excerpts from timeless readings which were meant to provoke dialogue and thought, primarily on the values and qualities necessary to master the challenges of leadership in today's environment.

Thank you for letting me be a part of this.
You have changed me and the trajectory of my life.

EMMA MCILROY
FOUNDER & CEO, WILDFANG

Leading in an Era of Globalization

The Aspen Global Leadership Network re-launched the Leading in an Era of Globalization Seminar where Fellowships across the AGLN mix for their third seminar. Given the pandemic, Fellows from the 2018 2 Legit 2 Quit, 2019 MOONSHOT, and 2021 Phoenix Classes participated in the super cycle rotation in 2022.

The Promise of Leadership

The graduating 2019 MOONSHOT Class met in Aspen, CO, August 15-20, 2022, for their fourth and final seminar, the Promise of Leadership. Over six days, the Fellows explored the concepts of legacy and life balance within the framework of leadership. The seminar culminated in a graduation ceremony, organized by the Fellows, highlighting their extended time together in the formal Fellowship Program.



2019 MOONSHOT Class in Aspen, CO fulfilling their final Promise of Leadership seminar.

Thank you so much for this incredible gift! I am forever changed due to the Fellowship.

RUBEN SIGALA
CHIEF MARKETING AND ANALYTICS OFFICER, WELL

Building for Long-Term Impact

Since January 2022, the Fellowship has planned and hosted over 40 events with more than 250 Fellows attending. With in-person events, including the return of welcome receptions, the second Women's Weekend, and an assortment of other programs, Fellows across the country have had an opportunity to be in fellowship with one another.

Welcome Receptions

For the first time in two years, the Fellowship is back to hosting in-person welcome receptions. Fellows from the 2022 SUPERGLUE Class chose from six different receptions hosted in Boston, MA; Miami, FL; New York, NY; Los Angeles, CA; San Francisco, CA; and Chicago, IL. Receptions were hosted by current or graduated Fellows and open to both Fellows and spouses/partners. In total, 19 of the 22 new Fellows attended, and 66 graduates and 21 guests came to welcome the new class!

Women's Weekend

After several pandemic pauses, the Fellowship hosted its second Women's Weekend in Dallas, TX, March 18-20, filling two seminar rooms with Fellows from almost every class. The magic was in the multigenerational conversations and support. The weekend began with inspiration from a guest speaker, a SOAR Fellow from the Aspen Forum on Women and Girls.



Henry Crown Fellows at Women's Weekend in Dallas, TX.

The event continued with curated readings and moderation by **Joanna Rees** (2002 Class) and **Ranji Nagaswami** (2005 Class), allowing attendees to dive into restoration and care from leading through the pandemic. Women's Weekend Planning Committee Member, **Sarah Robb O'Hagan** (2016 Class), organized EXOS wellness coaches to be on-site for fitness trainings and health and wellness assessments.

The focus on developing differentiated, high-quality alumni events and connections for the HCF community, particularly the Women's Weekend, has been a wonderful way to create significant additional value to what was already an amazing experience as a Henry Crown Fellow. Love these cross-generational experiences!

DEB DEHAAS

CEO, CORPORATE LEADERSHIP CENTER, 2000 CLASS

Collaboration

The Fellowship has found partnering with other Aspen Global Leadership Network Fellowship and Aspen Institute Programs to be beneficial in creating commonalities and alignment around passion and work. On April 8-9, the Fellowship worked with the Rodel Fellowship to bring Fellows together for *Saving American Democracy* in Washington, D.C. On October 13, Fellows joined the Health Innovators Fellowship for their *Radical Solutions in Healthcare* virtual program to discuss data equity in healthcare.

The Fellowship utilized its alumni base to assist the Financial Security Program in conducting research on addressing wealth inequality in the US. Several Fellows volunteered to complete the survey. In addition, a slate of speakers was provided to the Aspen Ideas, Energy and Environment, and the Aspen Tech Hub teams, landing Henry Crown Fellows on their panels and main stages.

Aspen Institute Annual Awards Dinner

The Fellowship returned to New York on November 3-4 for the Aspen Institute Awards Dinner, its after party, and the HCF Board of Overseers meeting. Courtesy of HCF Founder and Trustee **Francis Hoffman**, 21 of the 22 2022 SUPERGLUE Fellows attended the dinner before joining 35 Henry Crown Fellows for an after party at the LiFE Rooftop Bar. The SUPERGLUE Class was invited to privately meet and take a photo with the Henry Crown Leadership Award recipients, **Jacklyn and Miguel Bezos**, before the start of the Awards Dinner.



The 2022 SUPERGLUE Class pictured with Miguel and Jacklyn Bezos at the Aspen Institute Annual Awards Dinner.

This program and everyone at HCF has changed my life in the most positive ways and I feel forever grateful and I feel like I won a life lotto!

TONI KO
FOUNDER, BESPOKE BEAUTY BRANDS

IMPACT HIGHLIGHT: FELLOW-LED VENTURES

The spirit of the Henry Crown Fellowship is to move an emerging generation of leaders from Success to Significance and from Thought to Action. Through their leadership ventures, the Fellowship hopes to activate a global cadre of highly entrepreneurial, creative leaders to stretch themselves to address the foremost challenges of our times. This year, two of the three 2022 John P. McNulty Prize winners, **Cody Friesen** (2015 Class) and **Navyn Salem** (2014 Class), were Henry Crown Fellows. The Prize recognizes Fellows across the Aspen Global Leadership Network who demonstrate moral courage, a vision for change, and a track record of bold and lasting impact.

In addition to the McNulty Prize winners, Fellows across the Henry Crown Fellowship are putting their passions, talents, and resources to work in helping solve a societal challenge - wherever these challenges may lie and however big they may be.

IMPACT HIGHLIGHT: FELLOW-LED VENTURES

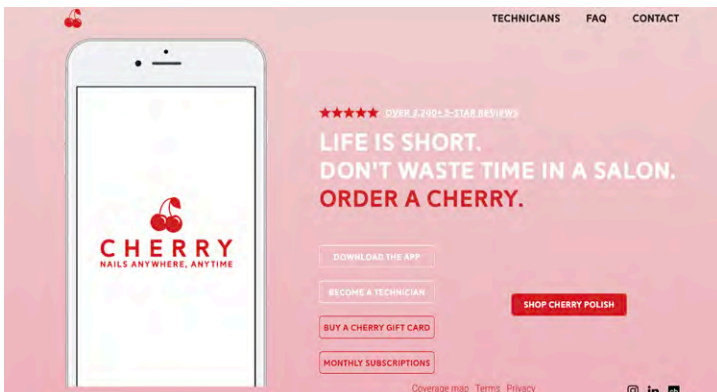


Cherry App

AMBER VENZ BOX
PRESIDENT AND
CO-FOUNDER, LTK
2019 MOONSHOT CLASS

Cherry App is an on-demand mobile nail services app where certified nail technicians can work on their own schedule, in a safe environment, with higher, more transparent pay. The app provides a way for all nail consumers to support working women that are proximate to them, making an impact in their own community. Consumers pay market prices for services and technicians take home a higher margin of services, plus tip.

Cherry launched in Dallas, TX, and has now expanded to more than 37 zip codes in Texas, including Austin and Houston. In 2020, the United Way of Metropolitan Dallas joined Cherry as an investor and partner to focus on economic mobility through technology innovation and wrap-around services that smooth the transition from economic dependence to economic freedom.



Reflection Park

HAROON MOKHTARZADA
CO-FOUNDER AND CEO,
ROCKET MONEY
(FORMERLY TRUEBILL)
2021 PHOENIX CLASS

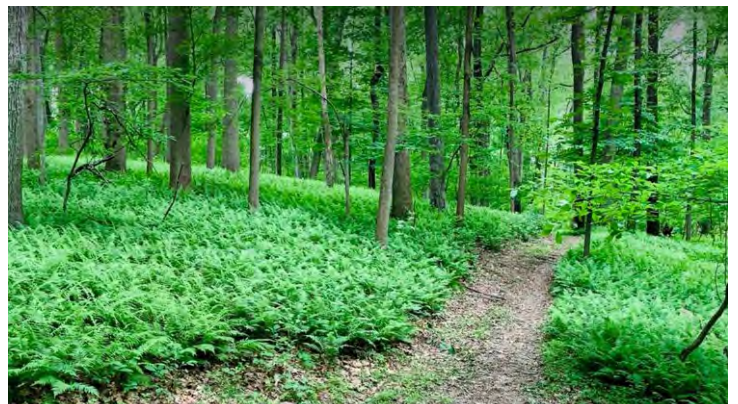
Reflection Park is a non-profit, multi-faith natural burial ground in development located in Silver Spring, Maryland. Reflection Park is dedicated to restoring a natural relationship with the cycle of life, death, and renewal so that we live more conscious and purposeful lives. The project is dedicated to:

Harmony: The natural eco-cycle is the most responsible and sustainable way to care for the deceased. The natural burial practices will allow a loved one's body to return to the earth from which it came with dignity, simplicity, and beauty.

Care: Tending to the deceased is a duty that honors the body's role as a sacred vessel. The primary aim of Reflection Park is to offer this care as a service for grieving families to lessen their burden and to affirm the life of the departed.

Equity: Death unites us in our humanity and everyone has the right to a dignified and affordable burial. Reflection Park will be open to individuals and families from all faiths and backgrounds.

The park will have a community center, trail system, and meditation spaces to allow visitors to hike through the park's natural landscapes and reflect upon the cycle of life, death, and renewal.



LOOKING FORWARD

2022 officially marked the 25th anniversary of the Henry Crown Fellowship. To honor the milestone, 16 Henry Crown Fellows hosted dinners in seven different cities across the country to celebrate the Anniversary and Henry Crown's birthday. More than 100 Fellows representing all 25 classes gathered around the dinner, grounded in a special reading curated by HCF Founding Executive Director, Keith Berwick. These summer dinners are just the beginning of the celebrations that will culminate in a Fellowship-wide, multi-class gathering in Chicago, June 2023.



As always, the Henry Crown Fellowship remains committed to strengthening the already solid bonds between classmates, building bonds across classes, and deepening the candidate pool to reflect the face of today's diverse business leaders. The Fellowship looks forward to welcoming the 2023 Class this year and continuing efforts on its pillars of impact, interconnectivity, and inspiration to help solve the world's most intractable problems.

The Middle East Leadership Initiative

The Middle East Leadership Initiative (MELI) aims to better the region by identifying and motivating proven high integrity leaders from across the Middle East to apply their skills and platforms to solving pressing societal challenges in their communities and countries.

In 2022, MELI continued outreach efforts to strengthen the circle of Fellowship supporters in the region. MELI’s virtual “Rethinking Leadership” discussion series engaged business leaders in the region for conversations about “Leadership Required for the Future” and “Enabling Equity: The Challenges and Opportunities of Unequal Access to Technology in the Middle East.” In July, MELI Fellows and their families came together in-person at the 2022 Resnick Aspen Action Forum, making pledges for impact and leading discussions on leveraging their platforms for impact.

BY THE NUMBERS



FOUNDED IN 2009



115 FELLOWS



6 CLASSES



31 INDUSTRIES



A NATIONAL AND ETHNIC MOSAIC ACROSS THE MIDDLE EAST*

REPRESENTING 14 COUNTRIES/NATIONALITIES: BAHRAIN, CYPRUS, EGYPT, IRAN, ISRAEL, JORDAN, KUWAIT, LEBANON, OMAN, PALESTINE, SAUDI ARABIA, SYRIA, TURKEY, UNITED ARAB EMIRATES

**Fellows also reside outside the region in Canada, China, France, South Korea, the United Kingdom, and the United States*



PROGRAM HIGHLIGHTS

Gathering for Support and on Key Issues

2022 marked a resurgence of international Fellow connections between MELI Fellows residing in 17 different countries. Fellows gathered in Cairo, Dubai, and Tel Aviv, resulting in re-connection and strengthening of the Fellowship network and Fellows’ support for one another.

In addition to meeting across MELI classes, Fellows continued to open the doors for collaboration and impact with others across the Aspen Global Leadership Network from the China Fellowship Program, Finance Leadership Fellowship, and Henry Crown Fellowship.



Hisham El-Khazindar (Class 2) organized an event with the Egyptian Center for Economic Studies at which China Fellow Vanessa Xu presented to a group of business leaders and finance policy makers in Cairo.



Fellows **Omar Samara** (Class 6), **Amal Enan** (Class 6), and **Hisham El Khazindar** (Class 2) presented in COP 27, supported by other MELI fellows in attendance at this major environmental conference hosted by United Nations Framework Convention on Climate Change.

In honor of China Fellows, Finance Leaders Fellows, Henry Crown Fellows, and Africa Leadership Initiative Fellows visiting Dubai, **Shane Tedjarati**, co-founder of MELI and Henry Crown Fellow, organized a dinner and discussion to strengthen ties across Fellowship Programs. **Bob Clark**, Commissioner General of the USA Pavilion at Dubai EXPO 2020, was a guest speaker.



IMPACT HIGHLIGHT: LEVERAGING PLATFORMS FOR ACTION

Features at the Resnick Aspen Action Forum

MELI Fellows and many of their families traveled to Aspen, CO to take part in the Resnick Aspen Action Forum.



Making Connections to Ensure Education for Refugees and Underserved Children in Lebanon

KARIM BA'ALBAKI (Class 5) shared his personal experiences with the ongoing economic, political and social challenges Lebanon faces and how he leveraged his platform and access to work with key schools in the country to drive greater

inclusion of children from lower socio-economic backgrounds as well as refugees. The number of refugees in Lebanon has increased dramatically in the last decade, representing a significant proportion of the population. Karim works with the business community and large-school alumni to help identify funding sources for schools to ensure they can bring in more children of refugees. Karim's 15-year-old daughter also participated in the Action Forum's youth program, joining the closing plenary to discuss her help fundraising for the Lebanon Children Cancer Hospital.



Business Addressing Social Challenges and Women's Freedoms

ANOUSHEH ANSARI (Class 2) led an Action Forum Impact Breakout on "Emerging Solutions for Business Leaders to Meet the Moment." She shared several stories of Fellows who leveraged their platforms to address social challenges in their communities. The breakout

generated discussion and collaborative action among participants and encouraged them to see the challenges they face as opportunities for greater impact. Later in 2022, Anousheh was invited to join an international Dialogue on Women's Freedom, speaking about the limiting of women's marginalization in Iran and around the world.

Fellow-Led Ventures

MELI fellows continued to drive impact in their respective fields, in their countries, and in the region at large. Below are some examples of their work.



Empowering the Creative Community

FOUZ AL-SABBAH (Class 6) recently established and launched her platform for work exchange for creative artists, called "Radar", as part of her MELI venture project. The platform empowers the regional creative community to be more inclusive, accessible, and sustainable by fostering connections, highlighting

opportunities, and building industry resources. This platform is the first of its kind in the Middle East Region, and is focused primarily on Gulf Cooperation Council countries, where the issue of developing the creative industry is a national concern.



Supporting Rural Egypt with Job Opportunity

FATMA GHALY'S (Class 1) venture, which she officially established in 2013 in the form of a design school, is now demonstrating significant impact through the Foundation she established in 2020. Fatma wanted to solve a pressing problem in Egypt - the dissolution of

rural communities because of lack of jobs. She established a design school, and later an NGO, to revive traditional crafts, and also preserve Egyptian Rural Culture and Heritage. Leveraging her platform of being the most recognized brand in the region for jewelry inspired by Egyptian culture, the Foundation helped skill up more than 160 marginalized and underserved youth, mostly women.

LOOKING FORWARD

In 2022, despite a challenging period of pandemic-related travel restrictions, MELI Fellows showed their appetite and energy for community-building, alumni engagement opportunities, and continued investment in the wider AGLN network. In 2023, MELI will continue to support these connections with 21 MELI Fellows participating in *Leading in an Era of Globalization* seminars. Also in 2023, Class 6 will re-engage in seminars, participating in the Aspen Executive Seminar on Leadership, Values, and the Good Society.

Going forward, MELI seeks to strengthen its network to better position Fellows to lead the fast-paced social and economic transformation occurring in the region. The Fellowship will also take action to grow its reach, with a goal of graduating 200 Fellows by 2030. To encourage progress towards these efforts, work is currently underway to create a MELI Advisory Board. The board will share MELI's vision for values-based leadership of the social and economic development of the region, and will help bring this vision to fruition. Composed of MELI Fellows, regional leaders in the business and social impact communities, the board will play a key role in creating a strong, stable foundation for MELI's next era of impact.

China Fellowship Program



BY THE NUMBERS

 **FOUNDED IN 2013**

 **140 FELLOWS**

56% MEN

44% WOMEN

China Fellows gather in Fellowship despite travel constraints.

Since 2013, the Aspen Institute's China Fellowship Program has inspired influential leaders from across China to step up and address the country's pressing economic and social challenges in meaningful ways. The Fellowship currently includes 140 senior Chinese executives, covering China's most dynamic industries from investment and financial services to technology, retail, manufacturing, and more.

Due to the ongoing COVID-19 pandemic, the China Fellowship's official programming remained paused through 2022. Although Fellows have not been able to meet in-person around the seminar table, domestic alumni activities and Fellow-led class reunions continued. China Fellows continue to support one another across and within classes during the difficult time, bolstering the Fellowship community across classes, and strengthening their bonds during a challenging year.

PROGRAM HIGHLIGHTS

Fellow-Led Seminars

2022 witnessed a few societal and market incidents, including shutdowns of major cities and regions including Shanghai and Beijing. The Fellowship network has been serving as a support system and personal board of advisors for fellows, their organizations, and families as they experience difficulties.

The bonding and engagement among fellows has deepened and strengthened in the past challenging year. Fellows have organized cross-class reunions in Beijing, Shanghai, and Hong Kong. Classes of Fellows initiated local seminars which were designed, organized, and moderated by Fellows. The content

and programming were true inspirations to bring the traditional Aspen methodology to a more localized context, by balancing the existing classic texts with timely and global pieces and perspectives.

The self-organized seminars were mostly topically focused, and brought expertise from both Fellows and timely themes. These ranged from geopolitical and economic discussions to family and childhood education which encouraged sharing and debates. Fellows also explored the Aspen methodology to unpack and discuss local topics, such as global leadership in the context of the rise and fall of the Tang dynasty in ancient China. Fellows' learning journeys and interactions with archaeologists, artists, and historians have added refreshing new elements to the table.



Fellows gather for self-organized seminars to reconnect and reflect on their leadership and the world around them after the challenging past two years.

Features at the Resnick Aspen Action Forum

China Fellows were featured prominently at the 2022 Resnick Aspen Action Forum. Showcased on the plenary stage and in action-oriented sessions like Impact Breakouts, which explored topics including using technology for good and making sense of a changed world, Fellows shared their perspectives and discussed action toward pressing global challenges.



JENNIFER ZHU SCOTT presents on a panel about emergence.

JENNIFER ZHU SCOTT (Class 3), as Executive Chairman of The Commons Project, was instrumental in developing SMART Health Cards, an immunization data standard adopted by countries and healthcare providers across the globe. She shared learnings from her experience leading this effort at the opening panel at the Action Forum. Jennifer was also a part of the Action Forum Advisory Board, working with Fellows across the AGLN and the Aspen Institute team consulting on program development.

TAO ZHANG (Class 3), Founder and Managing Director of Dao Ventures, a U.S. - China impact investment, advisory, and accelerator group, was featured in a plenary session where he committed to an Action Pledge to invest in and incubate at least 30 Chinese sustainable food ventures by 2023, turning his idea into action through a measurable impact.

TAO ZHANG (Class 3), Founder and Managing Director of Dao



TAO ZHANG presents his Action Pledge to the AGLN community.

LING HAI (Class 2), Co-President of International Markets at Mastercard, was a lead discussant in an Impact Breakout on emerging approaches to use technology for good. There he shared his experience in the ever-changing technology sector, built connections with other Fellows, and found opportunities for collaborative action.



LING HAI leads a break out session on technology for good.

LOOKING FORWARD

The China Fellowship has faced significant challenges since 2020 and has not been able to launch a new class or resume seminars for the active cohorts (Class 6 & Class 7) due to the travel restrictions and COVID risk in China, with increasing external uncertainty and constraints.

The vision and mission of the Aspen China Fellowship stays the same, with even more significance during these challenging years to keep engaging the China Fellows with the Aspen Global Leadership Network. These uncertain times are a reminder of the biggest value-add of the AGLN – to bridge inclusive and authentic dialogues amongst an ever changing global context. The voice of the China Fellows, who are the representatives of the new generation of business leaders, must not be absent from the conversations. Resuming seminars for the active cohort and launching a new class remain priorities of the China Fellowship in 2023. The program aims to send Class 6 Fellows to the 'Leading in an Era of Globalization' seminar in spring, and convene Class 7 for their second seminar in summer.

To maintain momentum and take the Fellowship Program into the next chapter, a legal entity is being set up in Singapore which will enable the operation of seminars, events, and fundraising activities in the region to continue at an even higher caliber, serving the mission and impact of the program. Moreover, it will provide a strategic platform in Asia to connect the existing work with greater opportunities, keep the program inclusive and sustainable, and strengthen Aspen's presence in Asia.

Finance Leaders Fellowship



Class V Fellows (left to right)
Lydie Hudson, Ailish Campbell,
Dan McCollum, Kathryn Finney convene for
feedback on their Fellowship ventures.


The Aspen Institute Finance Leaders Fellowship (FLF) is a global community of impact-driven finance leaders leveraging the influence of their platforms and power of the industry to use finance as a force for social good.

In 2022, following the pandemic’s prolonged stall to in-person programming, the Fellowship reignited seminars, reunions, and other core in-person convenings. Classes 1 and 2 held reunions, Classes 3 and 4 came together at seminars for the first time in more than 1,000 days, and Class 5 passed the midway point of their Fellowship journey after completing the Aspen Executive Seminar in Rüschtlikon, Switzerland.

2022 also saw the departure of Kara Gustafson, who stepped down as Executive Director following two years of leadership stewarding the Fellowship through pandemic-related challenges and elevating FLF’s mission. The Institute is grateful for Kara’s many contributions, and The Institute is grateful for Kara’s many contributions, and a search to identify her successor was launched in January 2023 with support from a retained executive search firm.

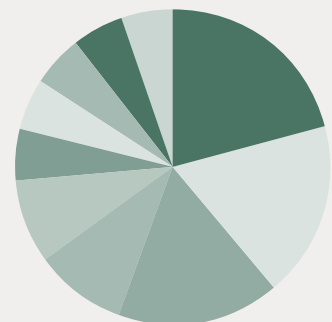
BY THE NUMBERS

 **FOUNDED IN 2016**  **5 CLASSES**  **20 COUNTRIES**

 **103 FELLOWS** **52% MEN** **48% WOMEN**

SECTOR REPRESENTATION

20% Asset Management	5% Policy / Public Service
17% Banking	5% Insurance
16% Private Equity / Venture Capital	5% Consumer / Industrial Goods
9% Fintech	5% Consulting
8% Impact Investing	<5% Journalism; Education; Not-For-Profit



PROGRAM HIGHLIGHTS

Seminars & In-Person Engagement

From Aspen to Chicago to Zürich, the return of seminars and reunions strengthened the FLF community immeasurably in 2022, as each forum allowed Fellows to reconnect with one another and recommit to action. Seminars provided space for Fellows to seed ideas for collective impact initiatives and generate momentum around the community's shared commitments to closing the racial wealth gap and reimagining ESG commitments.

Powerful reflections and insights from moderated seminar discussions—like the importance of remaining in proximity to injustice—inspired resolute commitments to action, and saw Fellows leave the week-long seminar as embodiments of Mary Oliver's cosmic warning: "Be ignited, or be gone."

Features at the Resnick Aspen Action Forum

As the keynote presenter for the "Emerging Into What" plenary session at the 2022 Resnick Aspen Action Forum, **Tokunboh Ishmael** (Class 1, Nigeria) pledged to equip more than 100,000 young people with financial literacy by 2024 through her venture Yellow Cowries, a suite of digital tools that use gamification to empower young people and entrepreneurs to build more secure economic futures.

Kicking off the "Emerging Into What" session, **Kara Gustafson** and **Adam Wasserman** (Class 2, United States) outlined FLF's commitment to convene AGLN-wide ESG discussions that encourage Fellows to implement ESG and sustainable development projects within their organizations and industry sectors.



Fellows of Class 3 during their graduation seminar in Rüslikon, Switzerland.



Kara Gustafson and Adam Wasserman share the Fellowship's commitment to convene Fellows for ESG discussions at the Action Forum.

FELLOW LED IMPACT



Diversifying the Finance Industry and Strengthening ESG Efforts Globally

YOLANDA DANIEL (Class 2, United States, pictured left) and **BRANDON COMER** (Class 5, United States, pictured right) continue their efforts to revitalize Black-owned financial institutions through The National Black Bank Foundation (NBBF), which they co-founded in 2020 along with four AGLN Fellows. By injecting Tier 1 capital into Black banks, NBBF hopes to make them more competitive, more profitable, and better able to meet the needs of underserved communities.

In 2022, NBBF facilitated a \$25 million loan with Major League Soccer—the first time any professional sports league participated in a major commercial transaction exclusively with Black banks—and announced plans for a Baltimore-based, Black-owned bank to participate in a multi-million syndicated loan to finance renovations of the historic Baltimore Arena.



TILLY FRANKLIN (Class 2, United Kingdom), Chief Executive Officer and Chief Investment Officer of the Cambridge University Endowment Fund, is scaling her venture Girls Are Investors (GAIN), which she launched to level the gender imbalance in the UK's investor management space—where women represent just 8% of decision makers—through mentoring support and career-advancement events for emerging women investors. GAIN has reached over 6,000 students at 35 universities and 50 schools, delivering upwards of 130 events and growing its volunteer network to more than 600.

In commemoration of GAIN's early success, Tilly received the 2021 EMEA Industry Leadership Award from *100 Women in Finance*, and GAIN earned the "Championing Women's Equality Award" from *The Financial Times' FTAdviser Diversity in Finance Awards 2022*.



ADAM WASSERMAN (Class 2, United States) left his post in May 2022 as Head of Enforcement at the New York Stock Exchange to launch Finpublica, a non-profit that supports senior finance leaders working collaboratively to advance ESG and sustainable development initiatives inside their organizations and throughout the industry.

To date, Finpublica has engaged more than sixty Aspen Fellows and other leaders to set and achieve ESG goals through educational programming, discussion, and action. Finpublica also fosters alliances with other non-profit organizations devoted to specific ESG topics (e.g., carbon reduction, economic inclusion, political transparency) in order to connect them with finance industry leaders.

FLF partnered with Adam and Finpublica to launch the FLF-ESG Impact Exchange, a series of discussion-based forums for Fellows and experts to chart pathways to collaboration and action on a range of ESG efforts. The FLF-ESG Impact Exchange has hosted five virtual forums thus far.



EN LEE (Class 3, Singapore), Head of Sustainable and Impact Investments for LGT Asia, is educating emerging finance leaders in Asia on the catalytic power of finance to drive positive social and environmental change through his venture Asia Sustainable Finance Course. Understanding that sustainable investing is no longer an option but an imperative, En launched a 12-module course in partnership with two local universities targeted at mid-level managers. He also launched an advanced certificate program at Singapore Management University (SMU) for C-Suite leaders. En is now looking to expand his reach globally.

LOOKING FORWARD

In 2023, the Fellowship is set to add to its ranks of influential, impact-driven finance leaders with the announcement of Class 6. The nomination and selection process for Class 6 kicked off with a call for nominations in November 2022, and the Fellowship team will review, shortlist, and interview a global pool of applicants before selecting and announcing Class 6 in the summer of 2023.

Increased seminar activity will continue to leave transformational fingerprints on the Fellowship, as more than 40 Fellows will participate in a Globalization seminar between January and March. Seminars will resume in the second half of 2023, when Class 6 begins their Fellowship journey with the Challenge of Leadership seminar in August. The journey for one class begins as another class's ends, with Class 4's Promise of Leadership seminar and graduation slated for October.

FLF looks forward to welcoming a new Executive Director in 2023 to lead the Fellowship into a new phase of spirited growth and impact.

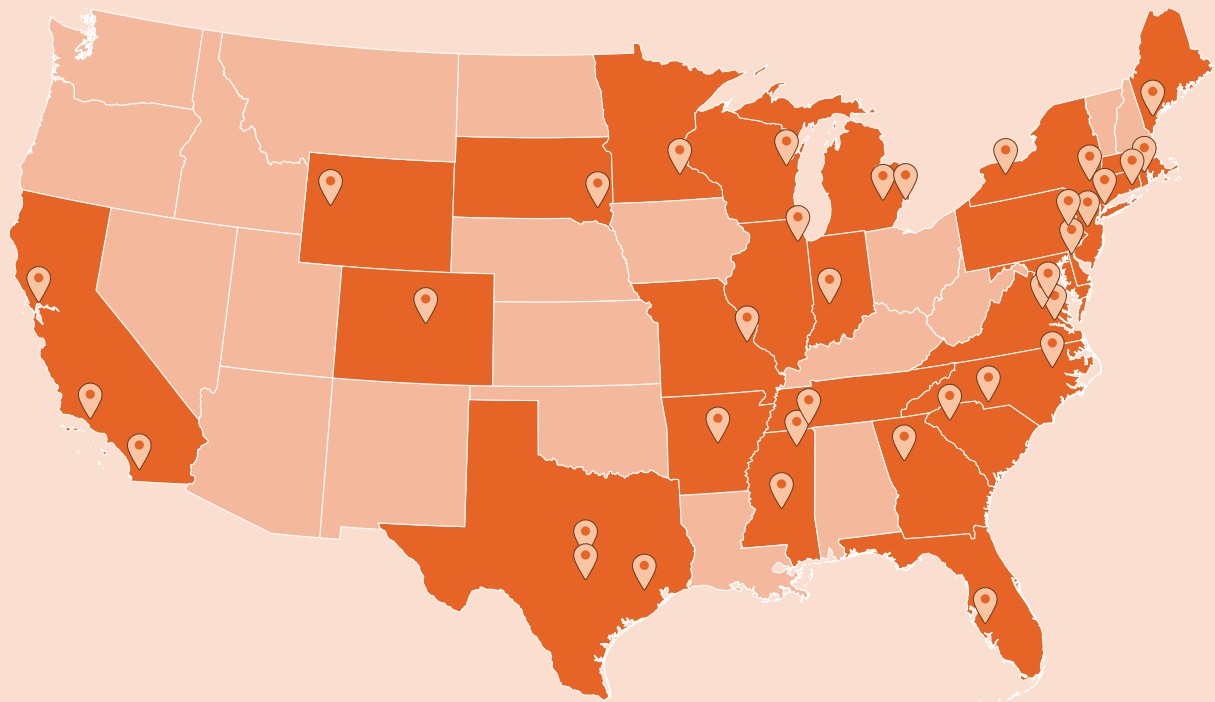
Aspen Health Innovators Fellowship

The Aspen Institute Health Innovators Fellowship (HIF) is fostering a growing community of energized, values-driven leaders committed to reimagining U.S. health care and improving health equity for all. The program brings together a diverse group of high-performing health care leaders from industry, government, academic health centers, and non-profit organizations to break down silos in health care and explore system change and scalable solutions..

In 2022, HIF caught up on pandemic postponements, graduating classes 4 and 5, and announced and launched class 6, one of the Fellowship's most diverse classes to date. Seminars were convened in Vermont, Utah, and Colorado.

BY THE NUMBERS

CONNECTING
HEALTH CARE
LEADERS
ACROSS
THE UNITED
STATES



FOUNDED IN 2015



6 CLASSES



120 FELLOWS

61 MEN

60 WOMEN

PROGRAM HIGHLIGHTS

Strengthening the Network of Values-Driven Health Care Leaders

Welcoming Class 6 - The Sixers

HIF launched its sixth class of Fellows in October and convened the group for the Challenge of Leadership Seminar in Aspen, Colorado. In service of the Fellowship's efforts to break down silos in the health care industry, the new class includes venture capitalists, a conservative health care commentator, a big city fire chief, and a number of health care professionals focused on improving health equity and inclusion at major medical institutions. The group delved into meaningful discussions of race, culture, and leadership as a collective versus individual action. Fellows also began workshopping their ventures during their first seminar in small groups with their colleagues.



Class 6 Fellows at the Challenge of Leadership Seminar in Aspen, CO.



Health Innovators and Henry Crown Fellows gather to discuss biases in health care data.

Featured at Aspen Ideas: Health

Nina Kjellson (Class 4) and Megan Ranney (Class 5) took to the stage at the 2022 Aspen Ideas: Health Festival to speak about venture capital, preventing gun violence, and the future of digital health. Nina spoke on a panel about venture capital's transformative influence on health care. Disruptive ideas are bubbling up in digital health and biopharmaceuticals, accelerating the shift of care away from clinical settings and into the home, while promising to transform patient outcomes and overcome access gaps. Nina spoke to how venture capitalists decide where to place their bets and anticipate future breakthroughs.

Radical Solutioning

HIF began hosting its Radical Solutioning discussion series, exploring complex health care issues and the diversity of perspectives within the Fellowship. These serve as a connector between Fellows and have the potential to impact systemic challenges in the U.S. health care environment. The first discussion explored mental health and kicked off exploration of a 'megaventure,' a single venture involving multiple Fellows, to meet the mental health needs of adolescents in Mississippi. The second conversation focused on value-based care and health equity, and the third was convened in partnership with the Henry Crown Fellowship to discuss biases in health care data.



Fellow Megan Ranney (second from right) speaking on a panel on preventing gun violence at Aspen Ideas Health.

Relaunch of the HIF Board

The Health Innovators Fellowship revived its Board this year, recruiting one member from each of the five graduated classes to provide oversight and strategic direction to the Fellowship. Dar Vanderbeck, Vice President of the AGLN, also serves as a Board member, in addition to HIF supporter Andrew Paul. The reconstituted Board met in person for the first time in Menlo Park, California in October and reviewed the Fellowship’s finances, orientation, and opportunities for growth.



Welcome Reception for Class 6 with Board Members in Menlo Park, CA.

Impact Highlight: Fellow-Led Ventures

Fighting Health Misinformation in Communities of Color



Dr. Lisa Fitzpatrick (Class 3), CEO and Founder of Grapevine Health, was announced as a 2022 McNulty Prize Catalyst Fund awardee. Lisa was awarded for her efforts in strengthening Black and Latinx communities in the greater Washington D.C. area by providing accurate health information from trusted sources. Grapevine Health is a data-driven health media company that delivers trusted health information to people where they are. They use technology and digital media to engage underserved communities in their health through relatable, culturally-appropriate multimedia content. This organization was inspired by Lisa’s Fellowship experience.



Dr. Lisa Fitzpatrick meets with a community member in South East D.C.

By providing access to people, we get to listen to understand what their concerns are and answer their questions in a way maybe they haven’t heard before.

DR. LISA FITZPATRICK



Transforming the Business of Health Care

Ikenna Okezie's (Class 1) company Somatus grew substantially in 2021 and secured over \$325 million in a series E funding round in 2022, placing the kidney care company at a valuation exceeding \$2.5 billion. Over the past year, Somatus has developed six new health plan partnerships—including a multi-year commitment from Anthem—and expects membership across its health plan members to grow well over 150,000 lives by the end of this year. Ikenna's experience as an Aspen Fellow transformed his business. His venture was the initial build of RenallQ, a renal analytics platform to identify undiagnosed kidney disease. This analytical software now serves as a business intelligence platform as well, identifying gaps in quality of care and physician performance related to kidney care.

LOOKING FORWARD

The Health Innovators Fellowship is gearing up for an exciting 2023. In addition to sponsoring a discussion series on adolescent behavioral health throughout the spring and summer, HIF will continue to explore ways to bring Fellows together across all six classes with a potential reunion this fall. Meanwhile, the sixth class of Fellows will experience two seminars this year, the Aspen Executive Seminar and Leading with Values in Health Care. HIF hopes to welcome a seventh class of Health Innovators in 2024 through expanding and diversifying its support for the Fellowship to increase its impact.

THE LEADERSHIP DIVISION

of the Aspen Institute builds off its 70-year history of developing people across generations and place to become more effective, values-based leaders.

Today, the Division supports the life-long development of leaders through seminar offerings, Fellowship programs, and grassroots initiatives that strengthen our social fabric. These programs create communities of changemakers who are willing and able to make an impact in the lives of others and build a more free, just, and equitable society.

aspeninstitute.org/leadership