

IMPACT REPORT

& 2022 ASPEN INSTITUTE ANNUAL REPORT

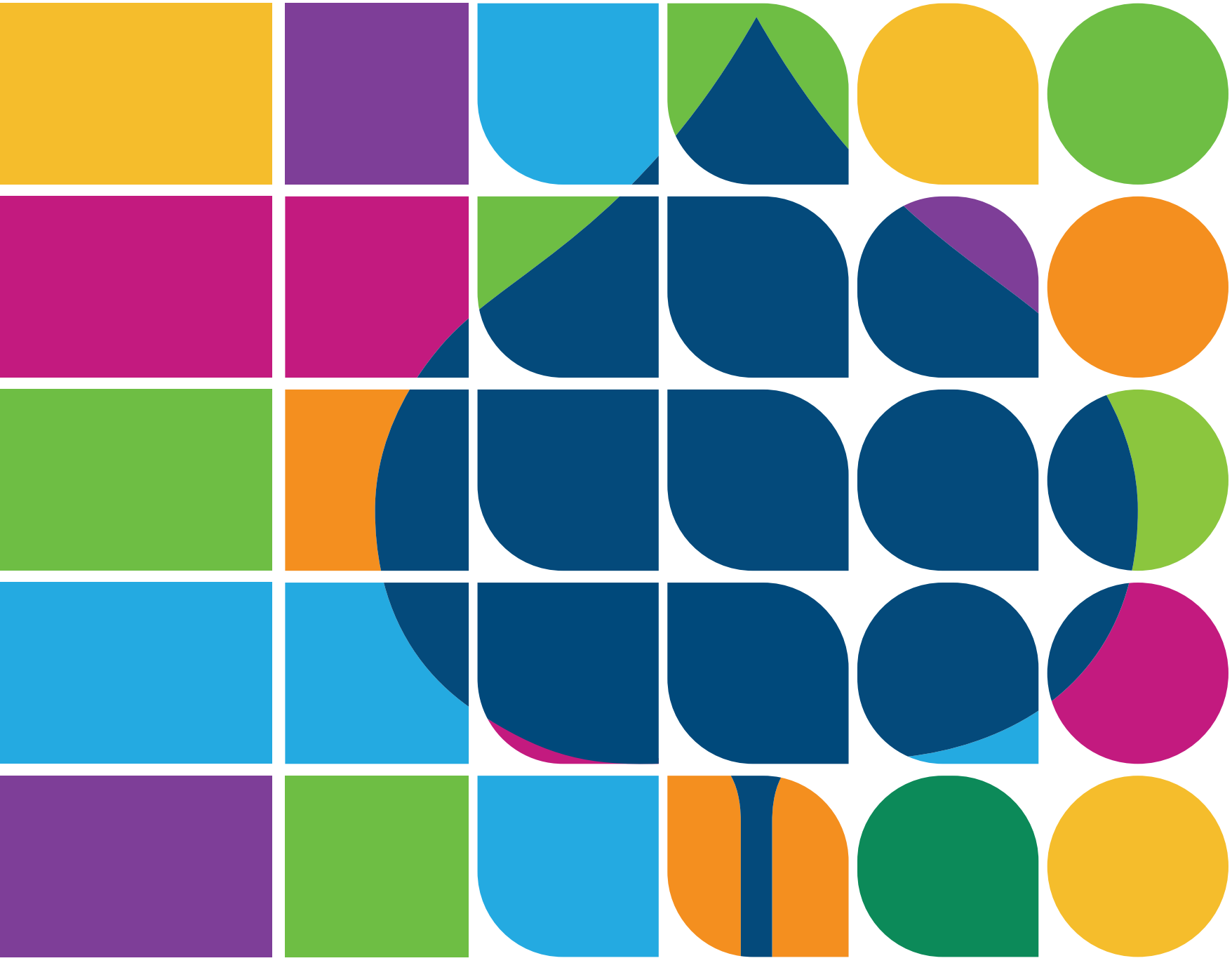






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LETTER FROM MARGOT PRITZKER AND DAN PORTERFIELD



The Aspen Institute came into the world nearly 75 years ago when a group of thinkers and doers from civil society and the business world gathered in the Colorado mountains to discuss nothing less than the future of humanity. They did so with a shared belief in human dignity and a social order defined by freedom, justice, opportunity, and democratic fellow-feeling.

From that first convening in 1949, we have pursued a bold purpose, which is to ignite human potential to build understanding and create new possibilities for a better world.

The notion of igniting human potential has been at our core since that first gathering, after which we named ourselves the Aspen Institute for Humanistic Studies. Building understanding through reflection and discussion is what we do—and it matters now more than ever. Creating new possibilities for a better world speaks to our aspiration across programs and across continents to provide the spark for new inventions, new partnerships, new art, and new solutions.

For seven decades, the Aspen Institute has grown with the times and brought programming to many countries and communities—about which you will read in the pages of this report. With your support, the Aspen Institute has flourished to become a highly trusted global convening and leadership organization serving society in many ways.

To more fully live our mission and as a way of linking and leveraging our many assets for deeper impacts, this year the Institute’s Board of Trustees adopted and endorsed a new five-year strategic plan. **The plan identifies three enterprise-wide priorities, which many of our programs now pursue in highly impactful ways:**

1. Helping to rebuild trust in institutions and one another;
2. Building an interconnected community of the tens of thousands of Aspen Institute–cultivated leaders worldwide; and
3. Opening our doors more widely to youth, young adults, and young professionals.

These priorities could not be more important for the world we live in today and present an opportunity to organize ourselves to make even greater differences. We are excited about the momentum that this plan will generate and look forward to sharing our progress with you in the years to come.

Thank you for all you do to support our aspirations and enable our success.

Margot Pritzker
Chair, Board of Trustees

Dan Porterfield
President and CEO



LISTENING TO WORKERS



Leaders at the Business and Society Program's Environmental, Social, and Governance summit

The Business and Society Program convenes an off-the-record forum to help workers speak up.

As the Covid-19 crisis forced a reckoning about who is truly “essential” in the US economy, workers began speaking up in a way they hadn’t in decades—and many savvy companies began to realize that their workers are a rich source of strategic and operational insight.

To give those companies a place to share strategies, the Aspen Institute’s **Business and Society Program**, led by Judy Samuelson, launched the **Forum for Trust and Worker Voice** in 2022. The Forum is made up of chief human resources officers and communications executives—mostly from Fortune 500 companies across a variety of industries—who are keen to amplify the voice of workers. The Forum began as an off-the-record safe space for dialogue, offering a place to explore policies, practices, and new structures that embed and amplify the worker voice inside corporate decision-making and accountability systems.

The output of the first year of the Forum is now being finalized for publication. These leaders hope to help their colleagues throughout the corporate world understand that fostering worker voice and including worker voice at the table can make corporate leadership—and American capitalism—better.

BUSINESS BATTLES A CRISIS

In Guatemala, ANDE expands local economic opportunities.

Guatemala is the locus of one of the most pressing migration crises in the western hemisphere, one that is not only impacting its Central and North American neighbors but hollowing out the Guatemalan economy as young workers leave. To help bring economic prosperity to the country, and to grow and retain its young workforce, the **Aspen Network of Development Entrepreneurs (ANDE)**, led by Richenda Van Leeuwen implemented the **Guatemala Entrepreneurship and Development Initiative (GEDI)**, a three-year program to help support the expansion of the entrepreneurship ecosystem in the country.

Guatemala has a growing entrepreneurial ecosystem that has begun expanding outside the big cities, but urban centers still dominate the capacity development and financing supply. ANDE's mission is to facilitate a comprehensive range of business support services for entrepreneurs, including capital access. A first round of grants was undertaken in 2022 to support eight local intermediaries, who then supported Guatemalan entrepreneurs in communities heavily affected by migration, particularly businesses owned or operated by women, indigenous people, those serving rural communities, or young entrepreneurs.

ANDE's vision is that an improved ecosystem will promote employment and develop new goods and services that meet community needs. With increased prosperity and diversified economic opportunity, *local* economic opportunities expand—which helps Guatemalans remain invested in their communities.

IMPACT: AT-A-GLANCE

With support from the United States Agency for International Development, Mastercard Center for Inclusive Growth, the Ford Foundation, and other private-sector organizations and impact investors, ANDE has already secured **more than \$50 million** to strengthen Guatemala's entrepreneurial ecosystem.



Entrepreneurs in the Women's Business Growth Initiative

BUILDING BETTER BENEFITS

The Financial Security Program works to improve the US safety net.

For many, day-to-day life in America is a string of unexpected financial shocks: broken appliances and lost jobs, expensive illnesses and rent increases. To help Americans achieve financial stability, it's vital that the nation creates public benefits systems that help them through these daily troubles.

But the current system isn't working effectively. More than 3.7 million families eligible for Temporary Assistance for Needy Families do not receive it, households leave \$7 billion in Earned Income Tax Credit payments unclaimed annually, and pandemic-related economic impact payments did not reach millions of people, especially vulnerable households.

Some states have ignited a movement to upgrade and modernize this fragmented benefits delivery system. An emerging field of "civic tech" innovators—such as Code for America, Propel, mRelief, and Benefits Data Trust—are critical partners to state governments in creating a modernized, mobile-first, user-experience (UX) that makes it easy to apply to, manage, and receive public benefits. States that have implemented UX solutions have seen significant increases in eligible families receiving public benefits.

Since 2020, the **Financial Security Program**, led by Ida Rademacher and Joanna Smith-Ramani, has convened and supported leaders across the public benefits and civic tech fields to grapple with the challenges and opportunities of modernizing public benefits delivery. In 2022, the program released a guide, *Weathering the Storms: Modernizing the U.S. Benefits System to Support Household Financial Resilience*. In early 2023, the program co-hosted the Financial Resilience Summit with the Office of Management and Budget, which gathered 30 leaders from 20 states, including the deputies from five federal agencies and leaders from nonprofits and financial institutions. At the event, the US government launched a new office to support state public benefits delivery.



GSA Administrator Robin Carnahan at the Financial Resilience Summit

Credit: U.S. General Services Administration

Latinos are primed to be a driving force of the US economy, representing almost one in five workers and launching businesses at a faster rate than all other demographic groups. To fully harness the economic power and global competitiveness of the nation, we must tear down the barriers that prevent Latinos in America from reaching their full potential.

In 2022, the **Aspen Institute Latinos and Society Program**, led by Domenika Lynch, partnered with the White House Initiative on Advancing Educational Equity, Excellence, and Economic Opportunity for Hispanics, hosting a series of White House Initiative Latino Economic Summits in six cities across the country. Gathering 1,500 cross-sector leaders, the White House Latino Economic Summits brought federal policymakers and representatives from 13 federal agencies to discuss the Infrastructure Investment and Jobs Act and the influx of federal investments helping to accelerate an equitable economic recovery. Leaders such as First Lady Jill Biden, Secretary of Education Miguel Cardona, and former Chicago Mayor Lori Lightfoot were featured as speakers.

But the conversation ran in both directions. As participating federal agencies sought to highlight the Biden Administration's commitment to advancing equity and economic empowerment, the Latino Economic Summits also helped connect local Latino community members directly with federal leaders and resources.



Secretary of Education Miguel Cardona and Domenika Lynch at a White House Latino Economic Summit

POWERHOUSE SUPPORT

The Latinos and Society Program partners with the White House.

WHAT'S A GOOD JOB?

The Economic Opportunities Program develops a working definition.

For too long, the success of the economy has been judged by how much it produces or the number of jobs available, and this has led to an economy where millions of people struggle in bad jobs. The current moment of economic transition presents a once-in-a-generation opportunity to center good jobs around a robust, equitable economy—but that requires an understanding of what a good job is, and that definition has remained a missing piece of the puzzle.

In 2022, the **Economic Opportunities Program**, led by Maureen Conway, partnered with the Families and Workers Fund to develop a shared definition of job quality focused on three pillars: economic stability; economic mobility; and equity, respect, and voice. The resulting “Statement on Good Jobs” emerged through a collaborative process with leaders in business, labor, advocacy, academia, policy, and philanthropy. More than 200 signatories—Good Jobs Champions—have signed on to adopt this definition of job quality in their work.

GOOD JOBS: A WORKING DEFINITION



ECONOMIC STABILITY

- Stable, family-sustaining pay
- Sufficient, accessible, and broadly available benefits
- Fair, reliable scheduling practices
- Safe, healthy, and accessible working conditions

ECONOMIC MOBILITY

- Clear and equitable hiring and advancement pathways
- Accessible, paid training and development opportunities
- Wealth-building opportunities

EQUITY, RESPECT & VOICE

- Organizational and management culture, policies, and practices that:
 - Are transparent and enable accountability
 - Support a sense of belonging and purpose
 - Advance capital DEIA*
 - Address discrimination
- Ability to improve the workplace, such as through collective action or participatory management practices

*DEIA: diversity equity, inclusion, and accessibility

DIALING UP INCLUSION

The Digital Equity Accelerator takes on digital disparities.

The digital divide affects 2.7 billion people globally. It's a problem that is driven by—and contributes to—social and economic injustice. The **Digital Equity Accelerator**, a global initiative of **Aspen Digital** and HP Inc., addresses digital disparities by supporting nonprofit organizations that work to accelerate digital inclusion for underrepresented and marginalized populations. The Accelerator aims to scale solutions for people experiencing poverty, gender discrimination, disability, and limited access across economic opportunity, healthcare, and education.

“ Participation in the accelerator has allowed us to see a path to expansion nationally that we couldn't see previously. Before the Accelerator, our goal was to impact 15,000 youth locally in three to five years. Now, it's 200,000 nationally.”

—Carl Settles of e4 Youth,
Accelerator Alumni (2022)



A beneficiary of digital-literacy education

2022 IMPACT

180+
applications

...

7 nonprofits
selected in India, Morocco,
and the United States

...

4 months
of intensive capacity-
building, mentorship,
and coaching

...

Unrestricted
grant funding and
HP hardware

...

1.7 million
people reached as a
result of the Accelerator

CATALYZING THE POWER OF YOUNG PEOPLE

As the Institute's national security and world affairs policy program, the **Aspen Strategy Group** convenes critical conversations on global matters. For the past three years, it has also tackled the project of cultivating the next generation of leaders to take on the most complex international challenges of our time—from great power competition with Russia and China to the renewal of democracy at home and abroad.

The **Rising Leaders Program** is a yearlong initiative in which participants exchange ideas on critical foreign policy issues with key decision-makers—and each other. The curriculum includes attending the annual **Aspen Security Forum** in Aspen and Washington, DC; participating in the **Gildenhorn Rising Leaders Aspen Seminar**; joining discussions with preeminent experts, government officials, journalists, and diplomats; co-authoring policy papers with peers; and more. At the culmination of the program, the Rising Leaders join a lifetime network of alumni to further connect with other bold thinkers in national security and foreign policy.

In 2022, the program's 32 Rising Leaders published a report, *On the Rise: Perspectives on Foreign Policy*, capturing their proposals for implementable solutions to real-world problems, such as winning the global technology race, investing in defense innovation, revamping America's South Asia strategy, and more.

The Aspen Strategy Group's Rising Leaders Program cultivates emerging leaders shaping the conversation on international issues.



RISE UP TO THE WORLD

A question from a Rising Leader at the Aspen Security Forum



ESSENCE OF EXCHANGE

The Stevens Initiative connects young people through virtual, cross-cultural experiences.

The Stevens Initiative, led by Christine Shiau, connects young people across continents and cultures. Through virtual exchanges, young people can have a substantive international experience without having to leave their communities. In 2022, that meant reaching more than 13,500 young people in 19 countries and the Palestinian Territories while also training 80 educators and virtual exchange leaders. The program also launched the **Stevens Initiative Alumni Fellowship**, an inaugural cohort of 13 young professionals who will develop the skills to become global leaders and intercultural communicators.

Notably, 2022 also marked the 10th anniversary of the passing of Ambassador Christopher Stevens, whose legacy courses through every exchange, bridging distances and differences between young people around the world. Through this work, the Stevens Initiative prepares young people to prosper in an increasingly interconnected society. The Initiative itself is also getting more interconnected, growing beyond the United States, the Middle East, and North Africa and into Europe and Latin America.

Above and at right: Students and alumni of virtual exchange programs supported by the Stevens Initiative

2022 IMPACT

13,500+
young people reached

...

Representation in
19 countries
and the Palestinian
Territories

...

Trained
80 educators



TECH-SAVVY STUDENTS

The Aspen Tech Policy Hub's Information Disorder Prize Competition encourages youth to spot misinformation one game at a time.

Agents of Influence, a product of Alterea, Inc., is a media-literacy video game that teaches middle and high schoolers to recognize misinformation, think critically, and make responsible decisions. It's also the \$75,000 grand prize winner of the 2022 **Information Disorder Prize Competition**, a partnership between **Aspen Digital** and the **Aspen Tech Policy Hub**. Through interactive narratives and games that teach best practices for counter-misinformation, students playing *Agents of Influence* save a fictional high school from the plots of Harbinger, an evil spy organization using misinformation to manipulate the student body. Over 100 teams participated in the competition, with four semifinalist teams competing at the live pitch final event.



Participants in an Aspen Tech Policy Hub event

KNOWLEDGE BOUND

The College Excellence Program is building a pipeline to highly selective institutions.



College leaders at a College Excellence Program event

Hundreds of thousands of students enrolling in community colleges across the country want to transfer to four-year institutions. And research on the success of community college students shows that tens of thousands can thrive at the nation's highly selective four-year colleges and universities. The **College Excellence Program**, led by Joshua Wyner, is bridging those two data points with its **Transfer Scholars Network**, which provides community

college students with the direct connections and tailored guidance and support they need to realize their potential.

So far, the Transfer Scholars Network has connected more than 600 high-achieving community college students to dedicated admissions representatives from 14 top four-year colleges with some of the nation's most generous financial aid programs. The network creates a road map for talented young people to achieve their aspirations.

MEET THE TRANSFER SCHOLARS

60%
are the first in their families
to attend college.

...
93%
have at least a 3.5 GPA.

...
74%
have family incomes
under \$50,000.

...
71%
are from communities
of color.

The innovative initiative has drawn national attention:

"She thought MIT was out of reach. Then a new transfer program for community college students changed her life." —The Boston Globe

"Elite universities aim to attract more community college transfer students via new pipeline." —Forbes

CHEMISTRY OF CHANGE

Our Future Is Science helps young people connect the dots between science and social progress.

Many of society's most pressing matters are scientific: the impacts of Covid-19, climate change, agricultural sustainability, and water management. What's more, youth activists around the world have been at the forefront of these issues and have brought to light the connection between urgent global matters and the experiences of marginalized populations. In response to this cultural moment, the Institute's **Science & Society Program**, led by Aaron Mertz, launched a nonprofit initiative called **Our Future Is Science (OFIS)**. Its mission is to expose talented and passionate high school students—particularly those from communities of color, rural areas, or low-income households—to Science, Technology, Engineering, the Arts, and Mathematics, or “STEAM,” education and careers.

OFIS is unique: Its goal is to ignite a movement where youth draw connections between STEAM fields and social justice. The initiative features: a national mentorship forum for high schoolers and STEAM graduate students (with stipends for their participation), capstone projects, and an educational campaign. In 2022, OFIS graduated its inaugural cohort of students and hosted a nationwide media initiative asking young people how they would use science to solve a social justice issue in their community.

“ OFIS definitely made me want to be more involved in the intersection between science and social justice in the future, and I hope that I can continue this throughout my professional development. ”

—OFIS mentee, 11th grade

SCIENCE & SOCIAL JUSTICE LINKAGE

56%

reported that they did not know how to explain science and social justice linkages before participating in the program.

100%

reported that after participating in the program, they knew how to explain science and social justice linkages.



ADVANCING CLIMATE SOLUTIONS

ANDE creates a guide for measuring the climate impact of small and growing businesses.

As the world grapples with the challenges presented by climate change, small and growing businesses (SGBs) are poised to make a real impact in the fight. There's a clear need for innovative, commercially based solutions, but to secure funding from impact investors and support organizations, entrepreneurs must be able to measure and communicate their contribution to climate change mitigation, adaptation, and resilience.

And yet, there is currently no standardization of climate impact reporting in the small business sector, leaving the burden on entrepreneurs to implement the right tools to measure climate impact.

That is where the Climate Collective Foundation and the **Aspen Network for Development Entrepreneurs (ANDE)** stepped in. Together, they published *Measuring the Impact of Climate Small and Growing Businesses*, a guide to provide SGBs, impact investors, and entrepreneur support organizations with a consolidated list of available tools and frameworks for climate impact measurement. The publication also provides guidance on how to select best-fit resources based on industry and impact area.

With the right data, these entrepreneurs will be more able to secure funding, connect with networks and support, communicate value, attract and retain talent, and create healthy businesses that contribute to a healthier planet.



ANDE panel discussion featuring organizations that support entrepreneurs

MEASURING WHAT MATTERS

POWER TO SHAPE POLICY

The Aspen Climate Cohort learns how to turn knowledge into impact.

Climate scientists and technologists are vital to defining problems and finding solutions, but most of them aren't trained to make sure their ideas make it into the wider world. The Aspen Institute is helping to change that.

In 2022, the **Aspen Tech Policy Hub** partnered with the Institute's **Energy and Environment Program** to launch the **Aspen Climate Cohort**, an iteration of the Hub's full-time fellowship designed to train climate scientists and technologists on how to have policy impact. The 10-week pilot cohort consisted of 15 fellows with backgrounds in clean energy and water engineering, polar science and hydrology, urban planning, science public media, green business and financing, and many other areas of expertise.

The fellows began with a four-week boot camp full of lectures and single-topic sessions, real-world writing exercises, field trips, and dinners and chats with government and industry climate experts and other distinguished guests. Next, they formed nine teams for a six-week project phase, tackling

problems ranging from inequitable investments in public transit and offshore wind to climate-unfriendly farming practices. The experience not only expanded the fellows' policy skill sets but significantly broadened their understanding of the careers and policy touch points accessible to them.



Members of the Aspen Climate Cohort

IMPACT: ON LOCATION

The best indicator of the program's success, however, is the impact the fellows go on to have. Though they completed their fellowships toward the end of 2022, the climate fellows wasted no time deploying their training in new policy-oriented opportunities.

- Rebecca Peters is now International Water Policy Advisor at the US Department of State's Bureau of Oceans and International Environmental and Scientific Affairs.
- Emily Doyle has begun a new role as Climate Resilience Program Manager for California State Parks Foundation.
- Stephen Mushegan joined the New York State Energy Research and Development Authority as Senior Project Manager for Hydrogen Innovation.
- Two Fellows, Patrick Beckley and Nadia Seeteram, are now at the Columbia Climate School. Seeteram also authored an article in *The Hill* on underestimated flooding dangers.
- Esther Sosa joined the Offshore Wind Advisory Council at the New York City Economic Development Corporation, and is now a Policy Advisor at the Environmental Protection Agency's Office of Environmental Justice and External Civil Rights.

ACTIVE INGREDIENTS

The Energy and Environment Program makes a plan for securing critical minerals.



A worker in a critical minerals mine

As we look for climate solutions, we also need to look for the minerals that are important to future technologies. Global competition over these resources due to the rapidly accelerating energy transition, fragmentation of international supply chains, and rising geopolitical tensions with adversaries is of key importance to the climate, economic, and national security interests of the United States. But as of now, there's not a concerted policy surrounding the issue.

Starting in 2022, the **Energy and Environment Program**, led by Greg Gershuny, at the Aspen Institute invited expert advisors for a private, high-level roundtable series aimed at developing a consensus statement: "A Critical Minerals Policy for the United States." They proposed a strategy based on two objectives:

- To responsibly increase domestic and global production and processing of critical minerals at the scale and timeline needed to limit global temperature increases.
- To secure responsible and resilient critical mineral supply chains that minimize vulnerability to external risks.

Experts in critical minerals convened for three roundtable meetings to discuss how to best confront the challenges, producing their report in early 2023. There is broad, bipartisan support for securing access to these critical minerals, and now Congress has a blueprint to do just that.

While everyone will feel the impact of climate change, no population stands to lose as much as young people. The 73 million youth under 18 and nearly 19 million students enrolled in postsecondary institutions— together, more than 25 percent of the total US population—can drive tremendous change now and into the future.

“ I have never let go of my faith in other young people, in education, and in my peers and our ability to make a massive amount of difference when we work together. ”

—Vic Barrett, climate activist



CLIMATE LESSONS

This Is Planet Ed unlocks the power of education as a force for climate action.

TEACHING STRATEGIES

In 2022, the **Energy and Environment Program** launched **This Is Planet Ed** to help fulfill its responsibility to enable children and youth to thrive in a changing climate. This catalytic effort to empower young people has four main parts:

EARLY YEARS CLIMATE ACTION

Helps pediatricians, childcare workers, and parents understand the climate impacts on children up to eight years old, and offers strategies to promote healthy development.

HIGHER EDUCATION CLIMATE ACTION

Works with the nation's 4,000 community colleges, comprehensive colleges, technical colleges, and research universities to drive innovation and research to prepare students for success in the clean economy.

K12 CLIMATE ACTION

Helps the nation's 100,000 schools—which are massive consumers of energy, operate the largest mass-transit fleet, and serve 7 billion meals annually—learn how to leverage federal investments and engage students in learning about solutions.

PLANET MEDIA

Builds a scientifically grounded understanding of climate change and solutions by integrating content into children's media, utilizing messages of hope and humor to reduce misconceptions and worry and to empower young people for success.

CLASSIC SPARK



Leaders in an Aspen Executive Seminar

FAST FACT

The Aspen Global Leadership Network has nearly **4,000 Fellows** from more than **60 countries**.

The Aspen Executive Seminar and Aspen Global Leadership Network ask leaders to examine their core values.

For almost 75 years, the **Aspen Executive Seminar on Leadership, Values, and the Good Society** has challenged participants to join the Institute in taking time for brave acts of introspection leading to renewed commitment to action. Using classic and contemporary readings—from Plato and Confucius to Simone de Beauvoir and bell hooks—moderators lead enlightening discussions of the tensions inherent in all leadership decisions. Leading through the complexities of the world means understanding one’s self and others in ways that allow diverse parties to find common ground. Because the most difficult problems leaders face are ultimately human problems, this time for reflection and dialogue allows participants to refine the moral compass by which they make decisions. The **Executive Leadership Seminars** program, led by Todd Breyfolgle, offers participants an encounter with who they are, and to discover who they want to become.

The Aspen Seminar Method often finds expression through Institute initiatives like the **Aspen Global Leadership Network (AGLN)**, led by Dar Vanderbeck. The network is a global, intergenerational community of nearly 4,000 leaders in more than 60 countries committed to advancing a free, just, and equitable society. All share the experience of participating in one of 13 sector-based or regional leadership initiatives that use the Aspen Seminar Method to catalyze the personal transformation that leads to real-world impact. AGLN Fellows commit to channeling their time and talents to initiatives that create significant impact in their communities, such as addressing the adolescent mental health crisis in the United States, tackling plastic pollution in Central America, creating economic engines in South Africa, or bringing nutrition to rural India, among hundreds of others.

The Criminal Justice Reform Initiative takes a community leadership approach to reform.

Led by Douglas E. Wood, the **Criminal Justice Reform Initiative's** work focuses on local practices that can transform how Americans see justice in the United States. The initiative's new **Justice and Governance Partnership (JGP)** promotes participatory democracy through community-led efforts that take on safety and justice at the neighborhood level. Instead of punitive crisis-management approaches to governing, JGP engages with the people most impacted by the justice system, uses a data-driven approach, and yields new solutions that offer greater safety and opportunity for all.

JGP started with leadership councils in Grand Rapids, Michigan, and Birmingham, Alabama. In 2022, the Grand Rapids council completed its planning period, which included the participation of leaders from 37 government agencies and community organizations. Grand Rapids' new vision for this work now includes an understanding that public safety is about much more than the justice system.

Also in 2022, the Criminal Justice Reform Initiative launched the first meeting of the **Aspen Justice Network**, hosting leaders from Grand Rapids, Birmingham, and three rural counties in South Carolina on the Institute's Aspen campus. Communities must address a whole ecosystem of policies to create sustainable and lasting change in areas that have historically faced inequity and injustice. That's why the event connected leaders, examined innovative ideas, and explored implementing justice reform and public safety at a local level. The five communities then left the Aspen Justice Network conclave with a renewed drive to create justice transformation.



Brandon Johnson, Birmingham Assistant City Attorney, at the 2022 Aspen Justice Network Convening

JUSTICE LEAGUE

BEST OF HIGHER ED

A meeting of Rising Presidents Fellows



The Aspen Presidential Fellowships and the Aspen Prize are shaping the future of equity in higher education.

America's community colleges need committed, strategic leaders who understand how to enact visionary changes—the kind of reforms necessary for these essential institutions to deliver on their critical missions of talent development and economic mobility. The **College Excellence Program** is helping develop the next generation of community college leaders through its yearlong fellowship programs for aspiring and sitting presidents. Through the **Rising Presidents Fellowship** and the **Presidents Fellowship** programs, the program is building a diverse cadre of changemakers who are equipped to lead significant improvements with equitable outcomes for their students and communities.

The fellowship support cohorts of 20 to 40 fellows with intensive, high-touch programming that includes in-person seminars, mentorship, and a capstone experience. The fellowships center on three broad themes: Leading for Student Success, Leading Transformational Change, and Partnering for Collective Action. There are now more than 300 fellows, with 158 serving as presidents, representing more than 13 percent of the sector. The program's longest-running fellowship—the Rising Presidents Fellowship—has supported 98 fellows in successfully becoming a community college president. Now, the fellowship is thrilled to have alumni coming back to the program to serve as mentors—four Rising President Fellows who are now presidents are mentoring the newest class of aspiring leaders. There is a growing network of alumni serving in colleges around the country—in rural, urban, and suburban communities.

The College Excellence Program also researches what top-performing community colleges are doing well and shares that information with the field. The **Aspen Prize for Community College Excellence**, an award given every two years to the nation's top community colleges, exemplifies that approach. The program extensively analyzes educational data and institutional practices to identify the community colleges doing the best job of ensuring all of their students succeed in college and beyond. The 2023 winners, Amarillo College in Texas and Imperial Valley College in California, shared a \$1 million award. Russell Lowery-Hart, Amarillo's president, was a previous Rising Presidents Fellow.

FAST FACT

There are currently **300 Presidential Fellows**, with **158** serving as presidents, representing more than **13% of the sector**.

PROMOTING LEADERSHIP

The Food & Society Program mobilizes leaders to create healthy, sustainable food systems.

Led by Corby Kummer, the **Food & Society Program** brings together public health leaders, policymakers, researchers, farmers, chefs, food makers, and entrepreneurs to find practical solutions to food system challenges and inequities. The goal is to help people of all income levels eat better and more healthful diets—and to identify the leaders who will help them do that. In 2022, Food & Society launched the Food Leaders Fellowship, which unites the country’s most promising early-stage food system leaders to ignite personal transformation, collaboration, and scalable change. Drawing on the Institute’s history of leadership and policy fellowships, the Food Leaders Fellowship is the foremost community of emerging leaders working to create a fair, sustainable, and healthy food system. Now in its second year, the fellows come from organizations across the private and public sectors, including leaders from Beyond Meat, Indigo Ag, AeroFarms, Everytable, Dion’s Chicago Dream, Hunger Free Oklahoma, and Walmart. Recently, fellows met in Mexico City, where among other discussions, they focused on designing impact projects to tackle both local and global food systems. For example, the PepsiCo Foundation’s Lucie Blankenship reached out to her cohort when a partner found themselves with an extra 300,000 summer meals that needed to be distributed right away. The fellows were able to connect her with food banks, pantries, and organizations across the country to ensure the meals didn’t go to waste.



The inaugural Food Leaders Fellowship cohort at the Aspen Meadows Campus

NOURISHING LEADERSHIP

HIGH-TECH GOVERNANCE

The Aspen Tech Policy Hub takes STEM experts and teaches them the policy process.

The **Aspen Tech Policy Hub**, led by Betsy Cooper, employs fellowship and executive education programs to turn policy novices into policy influencers. A few alumni exemplified this arc in 2022 by transitioning into impactful policy roles in government and the private and social sectors.

Alex Bores

Elected Representative for District 73
New York State Assembly

Rohit Chandra

Chief Technology Officer
Cleveland Clinic

Lisa Einstein

Executive Director, Cybersecurity Advisory Committee
Cybersecurity and Infrastructure Security Agency

Ann Lewis

Director of Technology Transformation Services
General Services Administration

Anjana Rajan

Assistant National Cyber Director for Technology Security
The White House

Carlos Torres

Chief Legal Officer
Mozilla



Members of the Aspen Climate cohort

During their Hub training, 2022 trainees also completed 18 final projects, including:

- Nine members of the winter 2022 Tech Policy Primer cohort worked with the Federal Trade Commission to improve its investigations process, proposing solutions to manage violation reports and to shore up technical capacity.
- Nine other members of the winter 2022 Tech Policy Primer cohort presented the Cybersecurity and Infrastructure Security Agency with ways it can scale the use of Bug Bounty Programs across government and developed materials to help agencies increase preparedness.

INTERNATIONAL PARTNER: ANANTA ASPEN CENTRE

SPOTLIGHT ON INDIA



The CEO of Ananta Aspen Centre discusses India's foreign relationships and the secret to building trust.

The Institute's **International Partners** work to create a global community of leaders committed to the greater good and to elevating nonpartisan dialogue to address the world's biggest challenges. The Institute has inspired 12 international partner organizations in 15 countries: Central Europe (Czech Republic, Hungary, Poland, and Slovakia), France, Germany, India, Italy, Japan, Mexico, New Zealand, Romania, Spain, Ukraine, and the United Kingdom along with two initiatives in Colombia and Kenya.

In 2022, Indrani Bagchi became the CEO of **Ananta Aspen Centre**, India. Previously, she was a reporter, editor, diplomatic editor, and foreign editor at *The Times of India*, the largest newspaper in India and one of the top three largest English-language newspapers in the world. She specializes in foreign policy and international affairs. Recently, Executive Vice President of the Institute Elliot Gerson sat down with Bagchi to discuss the Centre's work.



Indrani Bagchi, CEO of Ananta Aspen Centre, India

INTERNATIONAL PARTNER: ANANTA ASPEN CENTRE

Elliot Gerson: How do you identify the key issues or themes to address when the Ananta Aspen Centre hosts bilateral and trilateral conversations?

Indrani Bagchi: A conversation is worthwhile if it is deep and involves people who have not just a stake in the relationship, but the domain expertise to say what needs to be said. With the US for instance, the deep conversations we are now having are about technology. Technology is literally the core of foreign policy between the US and India—and it is not just the cooperation; it is setting the rules of the road for the future and how to do that in two very different spaces. I curated those conversations with great care.

EG: The India-Japan Forum has been a major program for you. What do you see as the priorities there with respect to India-Japan relations and enhancing cooperation with other Indo-Pacific partners?

IB: One of the more important things we do in the India-Japan Forum is engage with the new government in Tokyo. For many years, one of the Ananta Centre's biggest supporters was former Prime Minister Shinzo Abe. We started a conversation on the free and open Indo-Pacific with him and on a lot of the areas that the Quadrilateral Security Dialogue (India, Japan, Australia, and the US) now looks at. But post-Abe, there is a new generation trying to find their way. In both countries, for instance, we thought we dealt with the Trump years better than most other countries did. We didn't have the kind of problems with Trump that say the Europeans did. We navigated.

Similarly, how we deal with China in Asia is a very different conversation than what we would have with America. Japan and

India are both neighbors to China, and we share land borders and maritime borders with China. So, China's rise affects us in very different ways than it does the US. The next level of conversation that we have is on things like innovation. If we are to look at a potential collaboration in the semiconductor fabrication space, what is it that both of us can bring to the table? And how do you take Japan's investments in the northeast of India to a more strategic level?

EG: We are very excited when partners in our expanding global network work together. Do you see more opportunities to expand Centre's work with the Aspen international network?

IB: Absolutely. In fact, we did our first conversation with **Aspen New Zealand** on different views of Indo-Pacific power, which went so well I'm curating another one on advanced technology and trade very soon. We also had a very good conversation with **Aspen France** just before Prime Minister Narendra Modi headed to Paris. We have a conversation coming up with **Aspen Institute Germany**, we are looking at 2024 for our first meeting with **Aspen Italia**, and **Aspen Romania** joined one event in our annual series of roundtables on Chinese foreign policy. We have had a lot of expressions of interest from other Aspens.

EG: Let's look internally at India and the impact you have there. You recently had an event focused on India's mission for a green transition.

IB: This has been part of our ongoing G20 conversation series. Then last year, India became the president of the G20. Climate

is a big theme for India's G20 presidency because the Modi government is deeply invested in transitioning to a more sustainable lifestyle. India doesn't want to grow like China; we want to grow in a more sustainable fashion. How do we use energy, how do we cool buildings? As we grow, we need more cooling. How do you have ESG [environmental, social, and governance] compliance? How do you have ESG regulations and investments in climate? How do you source electric vehicles sustainably? The whole idea is that this country—about 1.4 billion people who are as diverse as you can get—will have a variety of paths to sustainability. In other words, India cannot sacrifice development or growth while it is transitioning. The balance is really delicate.

EG: How does the Centre build trust between our two countries when there are inevitable strains and tensions?

IB: To create trust, we must be a lot more open about why India is doing what it is doing, a lot of which frankly goes unreported in the West. I look at the Ananta Centre as a trusted space. It's why 95 percent of our conversations are off the record. We can't publicize them, which is not great for us, but it means that people are more candid. It's a pretty brutal world out there, a world that has driven strategic conversations off the grid—off Twitter, off the media, off the pages of newspapers. As a result, it is essential to build understanding between key stakeholders in a trusted space.



Indrani Bagchi

“ Climate is a big theme for India's G20 presidency because the Modi government is deeply invested in transitioning to a more sustainable lifestyle. ”

TULSA'S TOMORROWS

Exploring a microcosm of America's past—and future.

Last April, a group of leaders from the Aspen Institute traveled to Tulsa, Oklahoma, a place that's often overlooked in the rotation of summits, festivals, and roundtables. It was a visit to explore the promise of what's often considered a flyover city—and the fulfillment of a promise made high in the mountains of Aspen.

“We just kept bragging about Tulsa,” says Rob Coretz. He and his wife, Kim, got to know Dan Porterfield over the course of many Aspen Ideas Festivals and wanted to lure him to their hometown to show it off. As Porterfield made plans to go, the idea grew and blossomed, and by the time the Coretzes and community leaders in Tulsa welcomed the now-sizable Institute crew, the visit had become a four-day event. The community came together to host site visits, presentations, informational lunches, working groups, and a closing dinner for 180.

These visitors found in Tulsa a tree-filled city of green, rolling hills—a hidden gem with art museums and a symphony, but without all the traffic. It is a place that seems ready to become the next vibrant mini-metropolis—an Austin or Charlotte or Kansas City. In other words, it is a city with tremendous potential.

But it is also a city with a horrific past. By the turn of the last century, Tulsa was the center of Black wealth in America. The Greenwood community—legally segregated by the city—was so prosperous that it was known as “Black Wall Street.” In 40-plus square blocks, Greenwood was home to Black-owned businesses, including grocers, movie theaters, nightclubs, churches, two newspapers, and a host of doctors, lawyers, dentists, and other



A panel discussion hosted by the Coretz Family Foundation



A mural in Tulsa's Greenwood community

GOING LOCAL: AT WORK IN US COMMUNITIES

“We are trying to show people that if we don’t speak up and speak out on economic fairness inside the boardroom, nothing’s going to change for our communities.”
—John Rogers

Black professionals. But over the span of a few days in 1921, a series of escalating events—including a near-lynching—led to the white population taking up arms and torches and burning Greenwood to the ground. Perhaps as many as 300 people were killed, most of them Black, and as many as 10,000 more were displaced. More than 1,000 homes were burned and looted; total losses, in 2022 dollars, are estimated at \$37 million. For most of the following century, the Tulsa Race Massacre was erased—older Tulsans didn’t speak about it, and the city’s children weren’t taught about it—and Greenwood struggled under the burdens of inequity and systemic racism that afflict all parts of the country.

“Black Wall Street is not a history lesson, but a blueprint,” says Ashli Sims, managing director of Build in Tulsa and an Aspen Institute **Aspen Global Innovators Group** Healthy Communities Fellow. Build in Tulsa is one of many incubators that are helping local entrepreneurs launch successful businesses, helping to restore Black wealth that was lost a century ago. Along with this quest for economic justice, other organizations are working to improve criminal justice, social justice, diversity and equity, housing, education, and arts opportunities. These initiatives are supported by a healthy and engaged philanthropic community—one that wants to share the message of Tulsa with the world.

During the April event, sharing is exactly what they did. Over four days, the group toured multiple museums, educational centers, recovery shelters, equitable housing programs, and the stunning riverfront park The Gathering Place. They also visited Greenwood Rising, a museum dedicated to memorializing the Tulsa Race Massacre—and to making sure that Tulsa’s Black community can reclaim what was taken from them.

Tulsa’s revival also demands the support of corporate leaders. “We are trying to show people that if we don’t speak up



Tote bags full of literature and local products at the Tulsa meeting

and speak out on economic fairness inside the boardroom, nothing’s going to change for our communities,” said Henry Crown Fellow John Rogers. “You’ve got to have more people who are going to have the courage of the John Lewises if we really want to see our community go forward and to create the kind of wealth we all deserve to have in this country.” Rogers—who is founder, chairman, and co-CEO of Chicago-based Ariel Capital Management, the country’s largest minority-run mutual fund firm—has deep roots in Tulsa. Many of his entrepreneurial ancestors lost everything during the 1921 Tulsa Race Massacre.

“Things that are important to this community writ large are the same things that are important to the Institute,” says Coretz. In Tulsa, the work of so many at the Aspen Institute will continue to find a place to grow.

BUILDING RURAL PROSPERITY

The Community Strategies Group makes sure no community is an island.

When most people imagine rural America, Hawaii isn't a place that springs to mind. But the state has rich cultural and agricultural traditions that fit a rural framework, and its communities must create opportunity through collaboration and relationships like so many small towns elsewhere in the United States.

Vibrant Hawai'i is a grassroots organization whose mission is to convene leaders around a vision of a dynamic Hawaii through work in housing, economy, education, financial resilience, and workforce and community resilience. Its executive director, Janice Ikeda, is a member of the **Community Strategies Group's Rural Action Roundtable on Equity** advisory group and a 2023 Aspen Ideas Fellow.

Through district-specific, generational, and Native Hawaiian-focused programs, Vibrant Hawai'i has ensured that the voices of diverse communities are heard and respected—and that collaboration scales up in remarkable ways. For example, Vibrant Hawai'i partnered with farmers, food distribution hubs, and the local county government on a \$1.3 million US Department of Agriculture (USDA) summer feeding program, which allowed 4,000 children to consume food that was locally produced. But waiting six to eight weeks for USDA to reimburse the farmers' invoices was a challenge. "That's a long time for farmers to wait to get paid back for their produce," says Ikeda. "The only way we were able to pull it off is that one of our partner food distributors agreed to wait for their payment until we all got reimbursed. If not, we would have had to forgo this entire opportunity for our island because people just don't have \$1.3 million in the bank—and these 25 farmers would not have earned \$700,000 in income."



Participants in the Vibrant Hawai'i Resilience Hub Summit

LIVING OUR VALUES

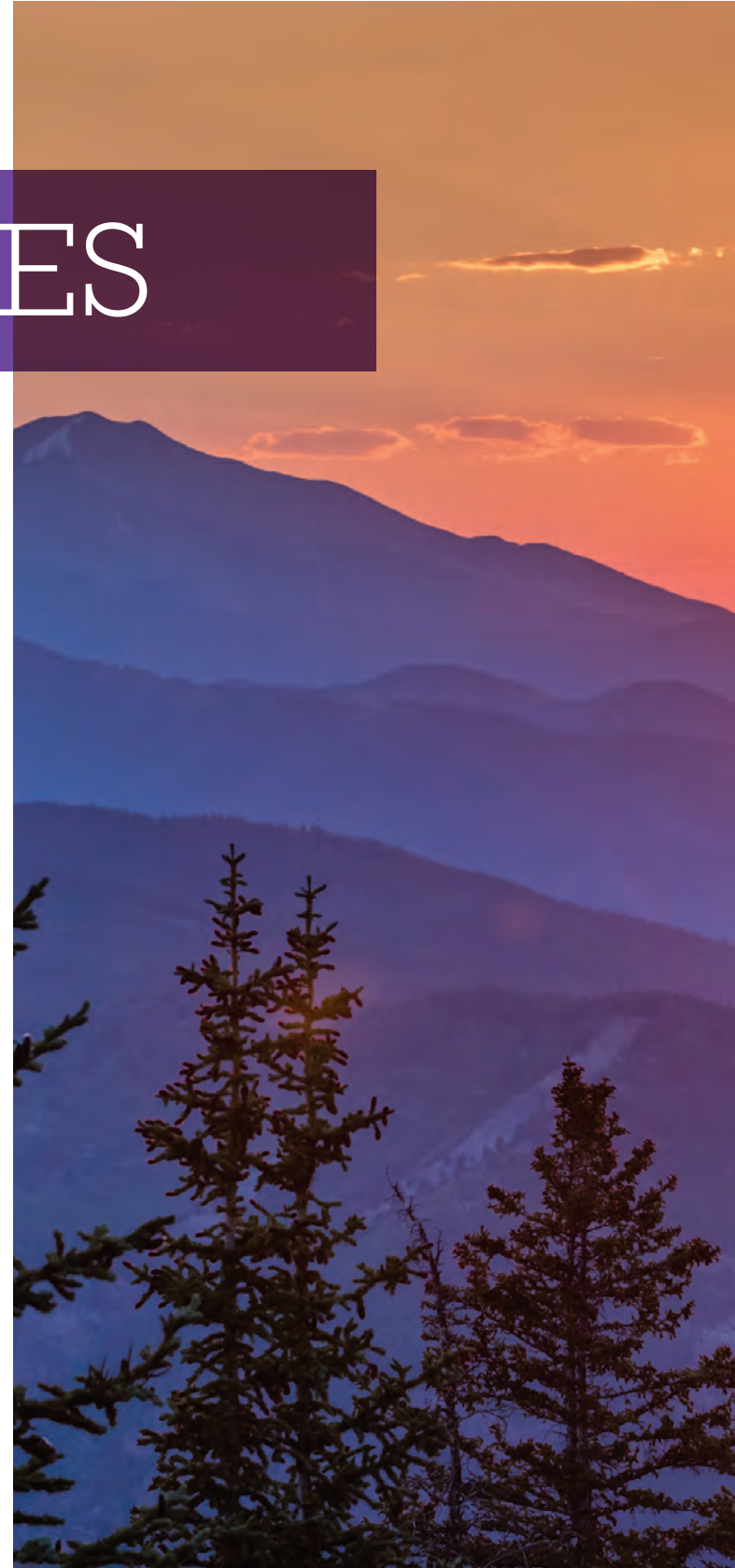
The Aspen Institute makes an Action Plan and launches a conference to create a free, just, and equitable society—both in the world and in its offices.

To achieve the Institute’s mission, its internal values must align with its external values. That means committing to working proactively to advance the principles of diversity, equity, and inclusion (DEI) across myriad endeavors—from program design, policy development, convenings, network-building, and leadership initiatives to the Institute’s most critical internal priorities, such as the recruitment, compensation, training, and advancement of staff. The best people-serving organizations make this commitment, and the Aspen Institute is no exception. To drive change toward a free, just, and equitable society, the Institute must embrace honest assessment, openness, and a dedication to continuous learning and improvement. The Institute will focus on staff and the employee experience in the journey to becoming the most equitable and inclusive organization possible.

Part of this commitment meant creating an Institute-wide DEI Action Plan, currently organized into five areas of work:

1. Sustaining a commitment to DEI;
2. Strengthening organizational culture;
3. Enhancing the Institute’s work in the world;
4. Finding, retaining, and growing talent; and
5. Facilitating inclusive leadership and management.

To jump-start this work, this spring the Institute launched its inaugural **DEI Conference** to align the ways in which we talk about DEI, deepen an understanding of data and DEI impact, highlight the importance of collaboration, and strengthen connection and community across the Institute.





MOVING FORWARD

The Institute's priority DEI areas are to:

- Build out additional ongoing training for all staff (e.g., inclusive hiring).
- Make resources available through a central repository on AspenNet, the Institute's intranet.
- Deepen transparency and accountability through a cultural assessment process.
- Create measurable goals and use data to tell the Institute's story.
- Increase external visibility on the Institute's internal DEI work.
- Launch a DEI Slack channel to build a community around DEI work at the Institute.

FROM BAUHAUS TO ASPEN



The Resnick Center for
Herbert Bayer Studies

The **Resnick Center for Herbert Bayer Studies**, located on the Institute's Aspen Meadows campus and led by Lissa Ballinger, opened its doors on June 26, 2022. This 7,000-square-foot exhibition space is dedicated to preserving the legacy of the artist and designer Herbert Bayer (1900–1985), who studied and taught at the Bauhaus before emigrating to the United States in 1938. Between 1946 and 1975, Bayer was instrumental in Aspen's postwar revitalization, designing the Institute's campus, and shaping the organization's early artistic and programmatic vision.



Concept of a Visualist: Herbert Bayer's World Geo-Graphic Atlas

In June, the **Resnick Center for Herbert Bayer Studies** opened its second exhibition, curated by Bayer expert Bernard Jazsar and art historian Benjamin Benus, associate professor at Loyola University, New Orleans, and author of the forthcoming book *Herbert Bayer's World Geo-Graphic Atlas and Information Design at Mid-Century*. The exhibit examines Bayer's 1953 *World Geo-Graphic Atlas*, a landmark work of visual education and modernist design. Commissioned by Walter Paepcke to mark the 25th anniversary of Container Corporation of America, the *World Geo-Graphic Atlas* was first presented at the 1953 International Design Conference at the Aspen Institute. In the 70 years since, the atlas has come to occupy a key place in graphic design history. Drawing on a wide range of original artworks, print media, and photography, the exhibition examines the sources, creative processes, and intellectual exchanges through which Bayer and his collaborators realized this fascinating work. In addition to exploring Bayer's contributions to map design and scientific illustration, *Concept of a Visualist* provides new insights into Bayer's larger body of artwork and highlights the atlas's continued relevance for audiences today. Marking the 70th anniversary of the atlas's publication, this is the first exhibition devoted to this groundbreaking and influential work.

Charting Space: Herbert Bayer's World Geo-Graphic Atlas at 70

In conjunction with the Resnick Center's primary exhibit devoted to the atlas, Andrew Travers, the inaugural Penner Manager of Educational Programming, is curating a yearlong complementary educational presentation titled *Charting Space: Herbert Bayer's World Geo-Graphic Atlas at 70* in the Resnick Gallery located in the Doerr-Hosier Center on the Institute's Aspen campus. Intended for visitors of all ages, but particularly for young people, the installation uses Bayer's atlas as a springboard to explore current issues related to the world, including travel, natural resources, population, and conservation. Making use of interactive elements and multimedia experiences, the installation layout unfolds in three sections focusing on the themes that Bayer used to visualize the world for readers: the observable universe, the planet Earth, and individual states and countries.



Bayer Center Store

The newly opened Bayer Center Store features a rotating display of Herbert Bayer prints from various decades and curated retail items focused on modernist design influenced by the Bauhaus and Herbert Bayer. Merchandise includes custom apparel and books, jewelry, Bauhaus product re-editions, functional items for the home, personal accessories, games, and textiles, plus original framed Bayer prints. All proceeds support the Bayer Center exhibitions and programming.

WHAT'S NEW

FROM ASPEN TO BAUHAUS

The Aspen Meadows' striking update pays homage to its Bauhaus roots.

The Doerr-Hosier Center
on the Aspen Meadows campus



Newly renovated guestrooms at the Aspen Meadows

This spring, the **Aspen Meadows** completed its guest suite renovation with a primary color nod to the property's Bauhaus design roots. The 98 all-suite resort, the original home of the Aspen Institute, carefully respected the work of original designer Herbert Bayer while also meeting the expectations of the modern-day traveler.

Feedback to the property's management partner, the Salamander Collection, has been consistently high ever since, and online reviews have been positive. "As someone who has returned to Aspen Meadows year after year, I've been incredibly impressed by the sleek new spaces and colorful design," said one repeat guest. "The Bauhaus-inspired vibe is like nothing else in the destination. You feel a true connection to the property's roots."

Working closely with Richard Stettner, vice president of Aspen campus facilities and operations for the Institute, Michael Suomi of Manhattan-based

Suomi Design Works was commissioned to embrace this storied history and beautifully reimagine the interiors. The new design heavily features reds, blues, and yellows to represent the Bauhaus' original primary color theory and adheres to the movement's geometric principles. Some specialty legacy furniture, like the Saarinen Tulip Tables and Bertoia Bird Chairs, were carefully restored, and new pieces were added for comfort and convenience.

The renovated living areas feature new sun-lit areas with large tables for dining, working, and family games, along with a sleek blue, leather banquette. The living spaces also include a Bauhaus-inspired sleeper sofa and updated coffee tables, end tables, and area lighting with original Ferenc Berko black-and-white photographs on the walls. Many rooms also feature additional reading areas with settees and pendant lights.

Every bedroom features dressers and new platform beds with integrated storage, as well as modern, recessed lighting and reading lamps in the

headboards. Additionally, the renovation provides a technology boost with upgraded televisions, charging ports, and conveniently placed electrical outlets. The enhanced suites also come with new bathrooms with lighter color schemes and updated kitchenettes with bar sinks, microwaves, and refrigerators. The arrival area showcases a "drop station" to catch the gear and jackets required for Aspen and its spectacular outdoors. All suites have upgraded and new heating and air-conditioning units, which tie into the property's electricity grid and are powered by 100 percent renewable energy.

The renovation is the latest in a series of notable improvements at Aspen Meadows. In addition to the elevated service levels that the Salamander Collection has delivered, further improvements to the Walter Isaacson Center and Plato's Restaurant are underway in late 2023. These improvements will enhance the spatial connection to the outdoors and the stunning mountain views.

JAMES S. CROWN

Civic, Business, and Academic Leader. Proud Chicagoan. Passionate Aspenite.
Chairman of the Board (2016–2022)



The Aspen Institute lost one of its most consequential leaders this summer when Jim Crown died at age 70.

Jim's tenure as Chair of the Institute's Board of Trustees (2016–2022) will be remembered for his business acumen, his ability to earn trust, his unimpeachable integrity, his calm demeanor, and his steadfast faith in the power of civility. Jim, in partnership with his wife Paula, personified the ideal of the Aspen Idea.

In his first term, he worked collaboratively with longtime President and CEO Walter Isaacson, and then led the search for Walter's successor, hiring Dan Porterfield from his perch as President of Franklin & Marshall College. Jim and Dan partnered together to steer the organization through an unprecedented time of pandemic.

Under Jim's leadership, the Institute made several significant advances, including relocating the Washington, DC, headquarter offices and making major improvements to the Aspen Meadows campus—building the Resnick Center for Herbert Bayer Studies and completing a major renovation of the reception and dining facility that was renamed in Walter Isaacson's honor.

And, importantly, the Institute selected Salamander Collection to manage its iconic Aspen property. It was with Jim's generous funding that the Institute was able to create a new Vice President for People and Culture position. Jim was especially proud to have led the effort to create the Institute's Statement of Principles, a document that recognizes, in myriad ways, that the Institute promotes respectful and productive engagement among people with very different backgrounds, beliefs, and life experiences, even when doing so leads to difficult conversations or the airing of controversial views.

Margot Pritzker, who succeeded Jim as chair of the Institute's Board, said of him: "I truly stepped into large shoes by following Jim, but he was there for me as a friend, a mentor, and thoughtful collaborator. His wisdom, humility, and his wonderful sense of humor, will be sorely missed."

Jim was the grandson of industrialist Henry Crown, founder of what would become the aerospace and defense firm General Dynamics, and the inspiration behind the founding of the Institute's flagship Henry Crown Fellowship Program; and the son of Renee and Lester Crown, a former Institute Board Vice Chair, currently a Lifetime Trustee, and patriarch of the philanthropic-minded Crown Family. Jim became president of the family-run Henry Crown & Company in 2002, and its chairman and CEO in 2018, managing

publicly traded securities, real estate, investment funds, and privately held operating companies.

Jim was an active leader on several other boards, among them the University of Chicago, Sara Lee, JPMorgan Chase, and General Dynamics.

A devoted son of Chicago, he was committed to creating economic opportunity and combating that city's gun violence epidemic. He was a fanatical fan of his beloved Cubs, Bears, and Bulls. As a treasured University of Chicago trustee who chaired its board for six years, Jim, along with Paula, made a \$75 million gift to the University's social work school, which was renamed the Crown Family School of Social Work, Policy and Practice. As fellow Chicagoans, Jim and Paula were close confidants of President Barack Obama and First Lady Michelle Obama.

In Aspen, Jim was not only revered for his leadership of the Institute. He also served as managing partner of Aspen Skiing Company, a role for which he was known to have had great passion.

Upon hearing the tragic news of Jim's passing, President Joe Biden remarked: "Jim represented America at its best—industrious, big-hearted. ... He was a good man, a dear friend, and a great American."

And that is just how the Aspen Institute will remember Jim Crown.



ANN FRASHER HUDSON

An Aspenite and Texan who led with wisdom and wit.

*Aspen Institute Trustee
(1989–2023)*

Ann, a passionate supporter of music and the arts, joined the Aspen Institute Board in 1989 and served until her death in February 2023. Through her contributions to the Trustee Affairs and Facilities Committees, as well as her leadership of the Wye Committee, she helped guide the Institute for decades with exceptional intellect, kindness, and generosity of spirit.

ANN KOROLOGOS

Celebrating the life and legacy of a champion of public service. *Chair of the Board (1996–2000)*



As a Cabinet secretary, a board member of several prominent corporations, civic leader, and a recognized art enthusiast, Ann left an indelible mark on the nation, on the American business landscape, on her beloved Roaring Fork Valley, and on this organization—to which she dedicated both her vision and her wisdom for more than three decades.

Ann joined the Aspen Institute Board as a trustee in 1989. In 1996, she was elected as the Institute’s first woman chair of the board and served admirably until stepping down in August 2000 after presiding over the Institute’s 50th anniversary celebrations. In 2011, Ann assumed yet another leadership role as chair of the Institute’s Lifetime Trustees. Over the years, Ann founded or influenced several important initiatives at the Institute, including the Middle East Investment Initiative, a robust effort supporting economic development in the Middle East.

In a speech so poignant that the Institute memorialized it as a publication, Ann said that she viewed the purpose of the Aspen Institute as a critical steward of the essential values in life—a sense of justice, beauty, and responsibility. She saw the Institute as a place where people could engage in civil, informed discussions about the problems facing the world—a place where there was time for quiet thought and reflection, and where natural beauty nourished the spirit.

Ann and her husband, Tom Korologos, have long been a core part of the fabric of the Aspen Institute. With her passing, the Institute has lost a true friend and champion of its important work.

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Since its founding in 1949, the Aspen Institute has depended greatly on the active partnership of our Board of Trustees. Hailing from diverse geographies, generations, backgrounds, and viewpoints, these generous individuals provide steady and dedicated counsel on questions ranging from governance to strategy to recruitment and so much more. We rely on their experienced leadership and know we can count on them to be our most passionate ambassadors and steadfast supporters. Together, we will continue to ask what more the Institute can do in pursuit of our mission toward a better world.

On behalf of all my Aspen Institute colleagues, I express our deep gratitude to our Board of Trustees.

Maria Laura Acebal
Vice President of Strategy and Corporate Secretary

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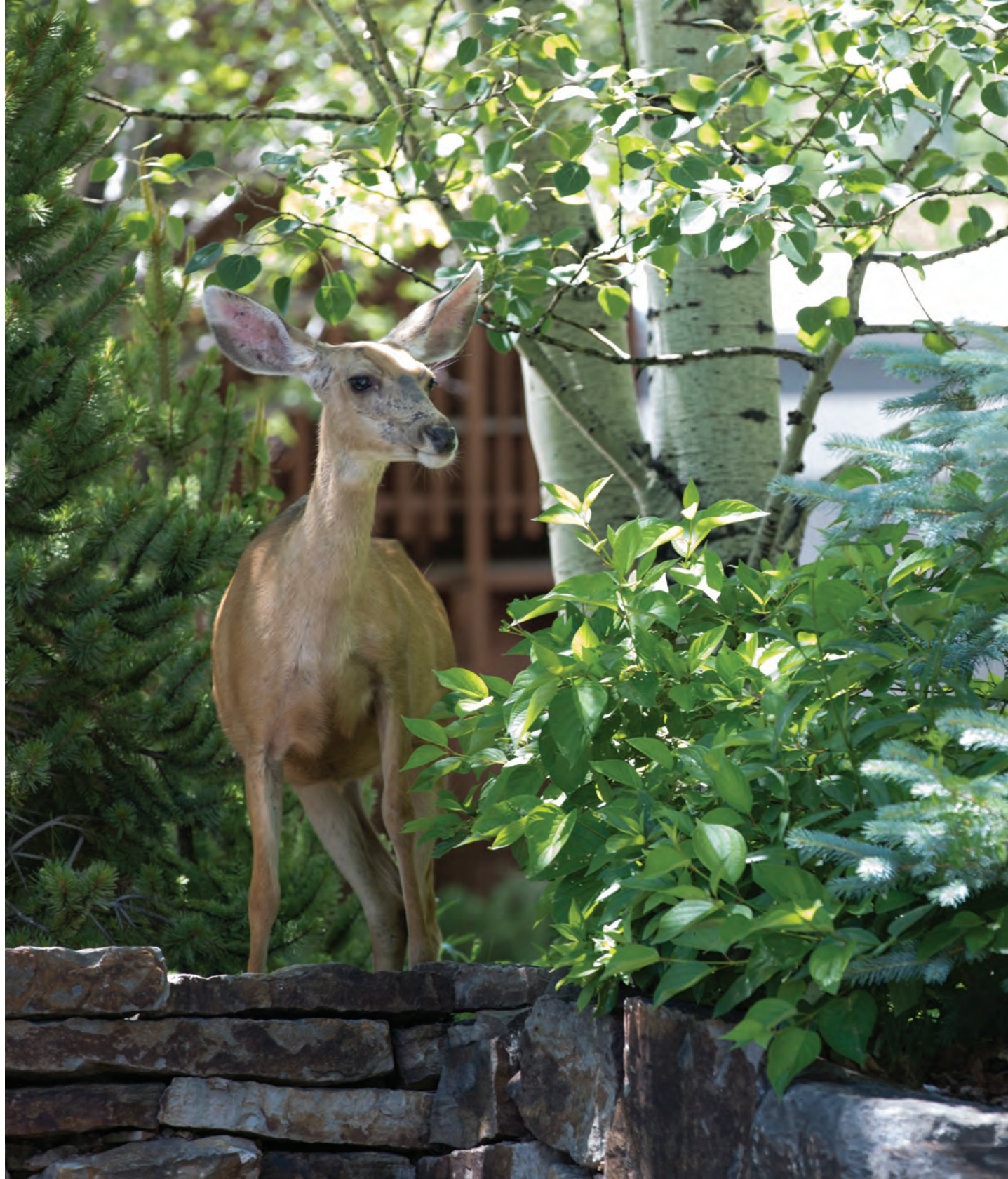
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LETTER FROM CYNTHIA A. MCKEE

Among our enduring strengths at the Aspen Institute is our ability to gather diverse, nonpartisan leaders and members of the public to engage in thoughtful dialogue. We do so in the spirit of fostering understanding and creating new possibilities for a better world. The importance of our work doesn't stop there, however. It is in the actions taken on the part of those who join with us—wonderful friends like you—that our true value and impact is measured. For that and for your ongoing and loyal support, I thank you.

This year marked yet another of great promise and progress. In spaces from India to Tulsa, in the halls of power and the halls of elementary schools, our imprint and impact reached far and wide. On topics that range from the economy to climate to cybersecurity, we are making our presence felt, gathering experts and data, training rising leaders, and influencing national policy even as we help improve neighborhood conversations.

We are deeply grateful to you, and all our partners, who ensure the promise of our mission can be fulfilled. Indeed, it is this enduring engagement on the part of our trustees, Society of Fellows, Paepcke and Aspen Legacy Society members, corporate and foundation partners, and close friends that our work is made possible and its impact felt in communities close to home and around the world. Together, we ignite human potential to build understanding and create new possibilities for a better world. What could be more fulfilling and important than that?

Thank you for joining us on this great journey.

Cynthia A. McKee
Executive Vice President for Institutional Advancement



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Our work—and the impact we make on people and communities around the world—would not be possible without your financial support.

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We partner with leading companies in our mission to create a free, just, and equitable society.

Our corporate partners span industries and geographies but are united in their shared commitment to creating a society where everyone has the opportunity to succeed.

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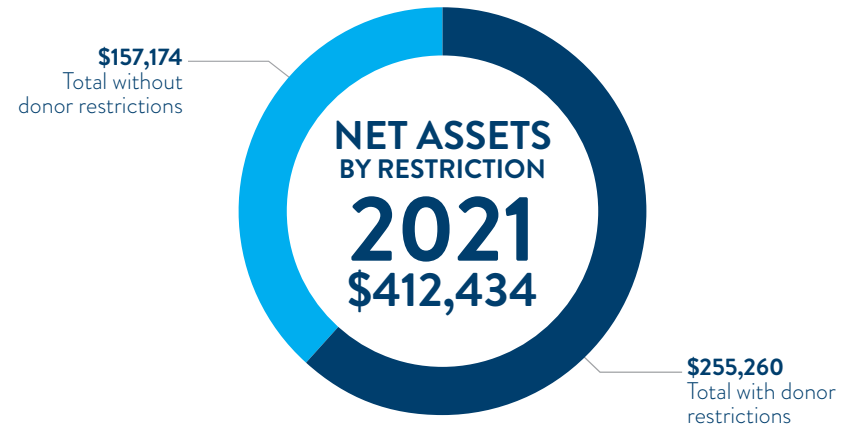
STATEMENT OF FINANCIAL POSITION December 31, 2022

With Summarized Financial Information as of December 31, 2021 (Dollars in Thousands)

ASSETS	2022	2021	LIABILITIES & NET ASSETS	2022	2021
Cash and cash equivalents	\$12,290	\$17,713	Liabilities		
Investments	\$261,985	\$301,559	Accounts payable and accrued expenses	\$15,361	\$13,610
Investments held for deferred compensation	\$7,036	\$7,712	Grants payable	\$2,141	\$1,916
Accounts receivable, net	\$8,633	\$6,960	Note payable	\$3,780	\$3,780
Grants and contributions receivable, net	\$39,356	\$49,885	Customer deposits and deferred fees	\$6,881	\$5,034
Prepaid expenses	\$4,385	\$3,989	Refundable Advance	\$9,000	\$7,000
Inventory	\$278	\$283	Capital lease obligations	—	\$56
Property and equipment, net	\$74,468	\$68,526	Deferred rent and lease incentives	—	\$13,973
Assets held for sale	—	\$8,053	Lease liability - operating	\$59,558	—
Security deposits	\$854	\$835	Deferred compensation	\$7,036	\$7,712
Right of use asset - operating	\$49,598	—			
Investment related receivables	\$20,000	—			
			Total Liabilities	\$103,757	\$53,081
Total Assets	\$475,883	\$465,515	Total Net Assets	\$372,126	\$412,434
			Total Liabilities and Net Assets	\$475,883	\$465,515

NET ASSETS BY RESTRICTION

(Dollars in Thousands)



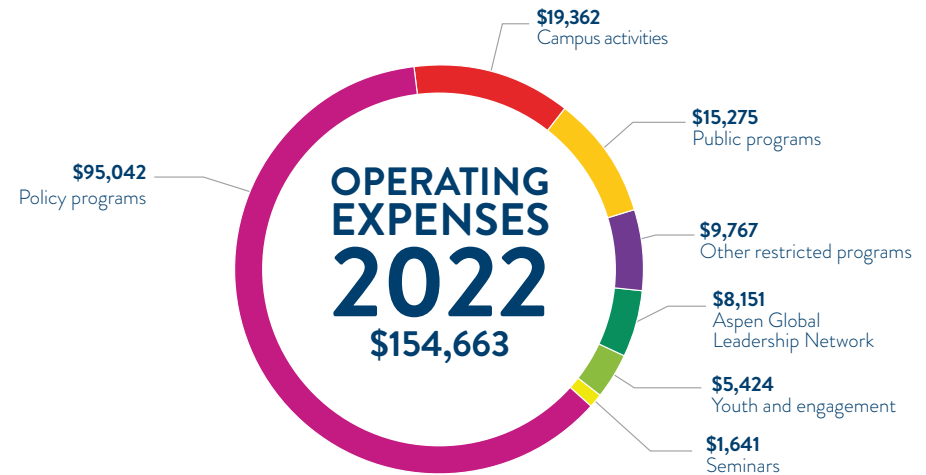
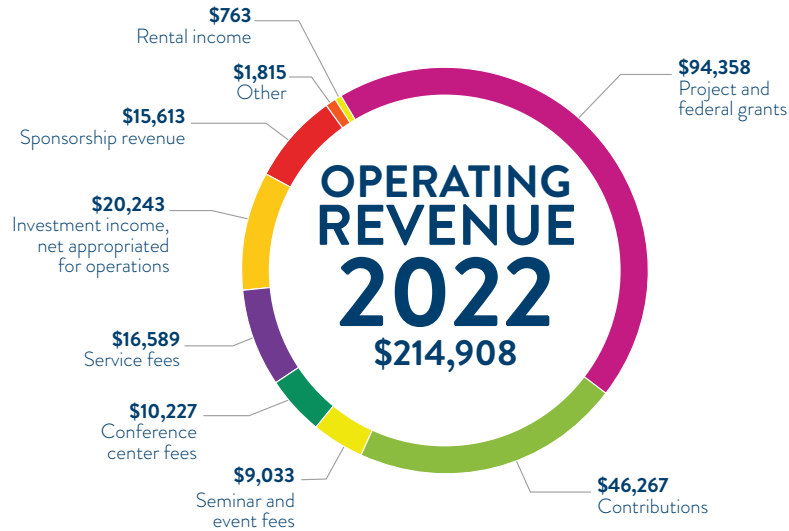
STATEMENT OF ACTIVITIES December 31, 2022

With Summarized Financial Information as of December 31, 2021 (Dollars in Thousands)

OPERATING REVENUE & SUPPORT	2022	2021	EXPENSES	2022	2021
Project and federal grants	\$94,358	\$100,649	Program Services		
Contributions	\$46,267	\$40,211	Policy programs	\$95,042	\$72,930
Investment income appropriated for operations	\$20,243	\$9,959	Campus activities	\$19,362	\$12,074
Conference center fees	\$10,227	\$8,991	Public programs	\$15,275	\$6,938
Service Fees	\$16,589	\$10,503	Global Leadership network	\$8,151	\$6,856
Sponsorship revenue	\$15,613	\$6,577	Youth & engagement	\$5,425	\$3,039
Seminar and event fees	\$9,033	\$2,516	Seminars	\$1,641	\$1,122
Other	\$1,815	\$396	Other Restricted Programs	\$9,767	\$8,911
Rental income	\$763	\$436			
Total Operating Revenue and Support	\$214,908	\$180,238	Total Program Services	\$154,663	\$111,870
NON-OPERATING ITEMS			Supporting Services		
Investment income in excess of earnings	\$(61,936)	\$23,202	General and administrative	\$32,911	\$27,116
Change in Assets	\$(40,308)	\$60,203	Fundraising and development	\$5,706	\$4,251
Net Assets, Beginning of Year	\$412,434	\$352,231			
NET ASSETS, END OF YEAR	\$372,126	\$412,434	Total Supporting Services	\$38,617	\$31,367
			TOTAL EXPENSES	\$193,280	\$143,237
			Change in net assets from operations	21,628	37,001

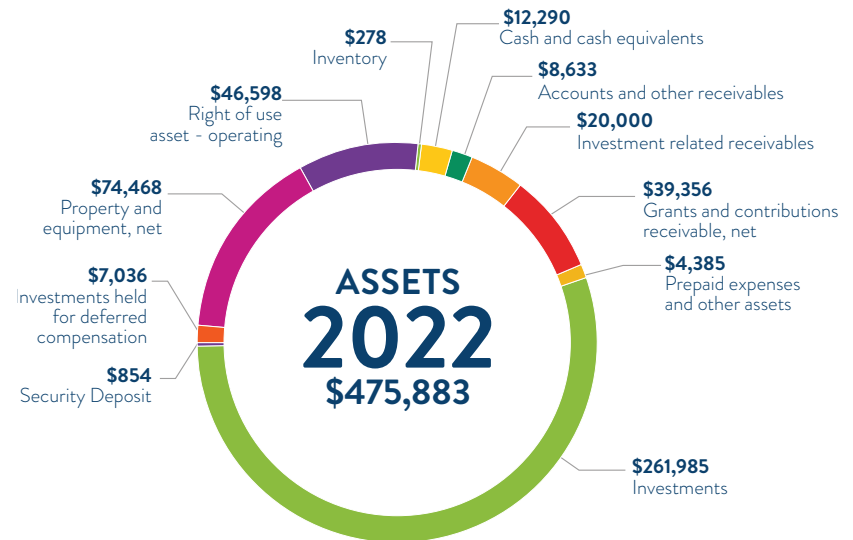
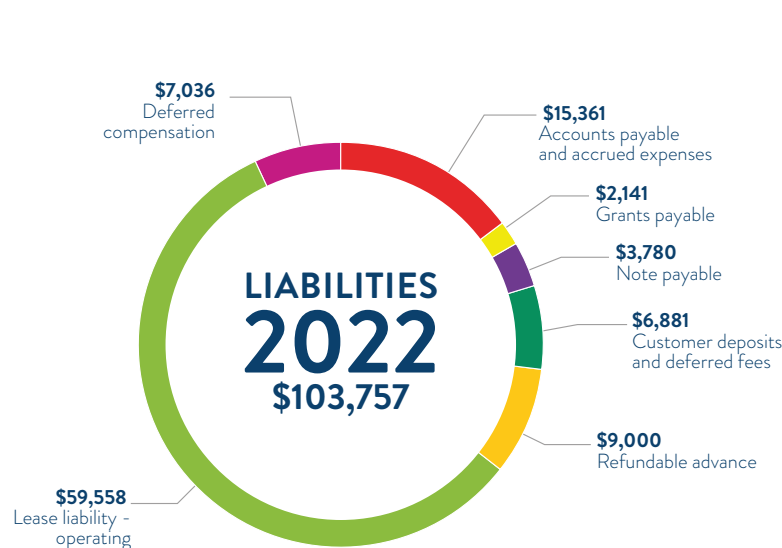
STATEMENT OF ACTIVITIES

(Dollars in Thousands)



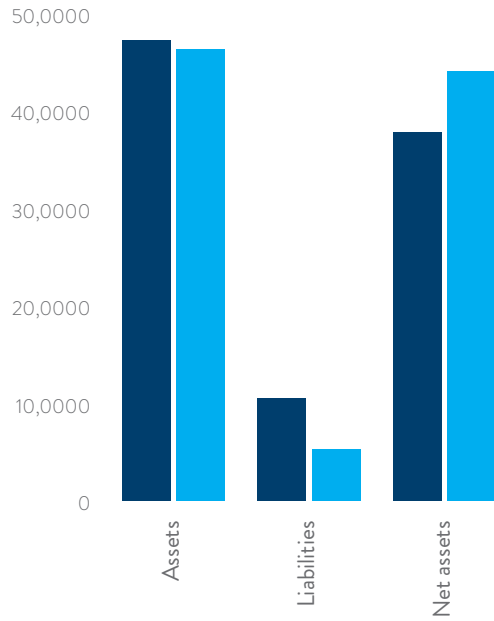
STATEMENT OF FINANCIAL POSITION

(Dollars in Thousands)



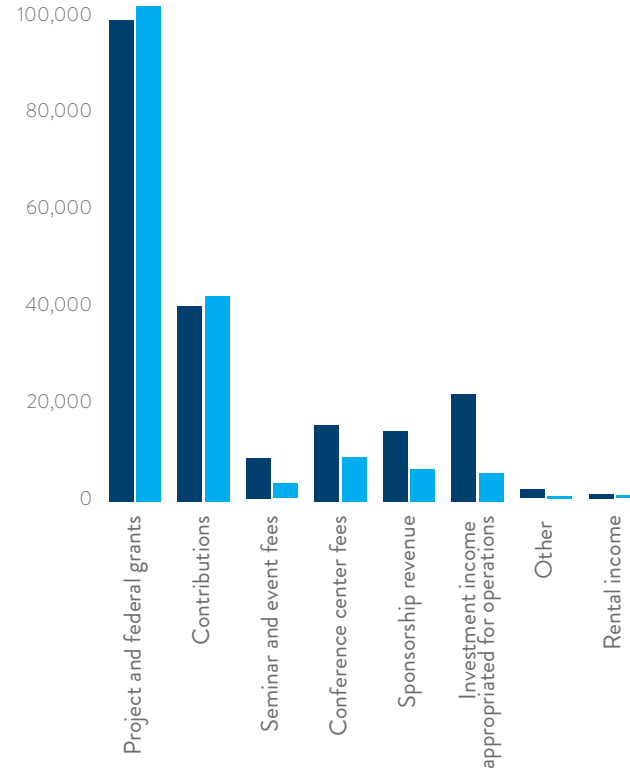
2022 V. 2021 ASSET, LIABILITY AND NET ASSET IN TOTALITY

(Dollars in Thousands)



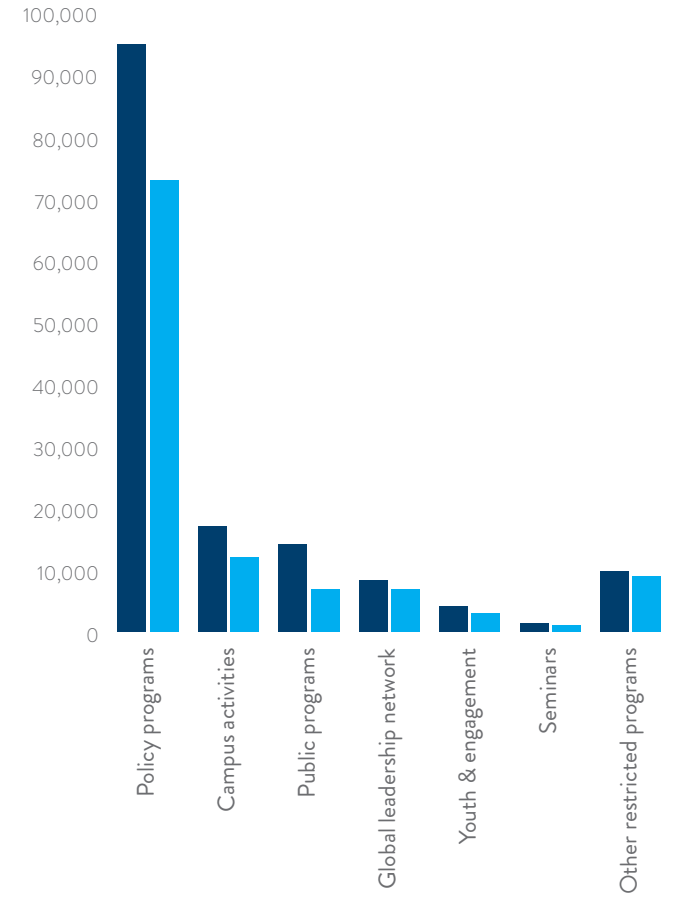
2022 V. 2021 REVENUE BY CATEGORY

(Dollars in Thousands)



2022 V. 2021 EXPENSES BY CATEGORY

(Dollars in Thousands)



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