# TABLE OF CONTENTS

2  LETTER FROM MARGOT PRITZKER AND DAN PORTERFIELD  
   A welcome from the Chair of the Board of Trustees and the President and CEO

4  BUILDING A MORE INCLUSIVE ECONOMY  
   We build an economy that drives greater security, opportunity, and resilience for all.

10  CATALYZING THE POWER OF YOUNG PEOPLE  
   We catalyze the power of young people as changemakers.

16  ADVANCING CLIMATE SOLUTIONS  
   We advance climate solutions with practical, collective action to protect the planet and future.

20  PROMOTING LEADERSHIP  
   We create values-driven leadership across generations to tackle the world’s toughest issues.

26  INTERNATIONAL PARTNER: ANANTA ASPEN CENTRE  
   The Institute’s International Partners form a global community of leaders, including renowned journalist Indrani Bagchi, the new CEO of Ananta Aspen Centre.

30  GOING LOCAL: AT WORK IN US COMMUNITIES  
   Learning from the past and helping to build new futures across the United States, from Tulsa, Oklahoma, to the Hawaiian Islands.

34  DIVERSITY, EQUITY, AND INCLUSION

36  WHAT’S NEW  
   Two new exhibits look back at the legendary work of Bauhaus artist Herbert Bayer, while the Aspen Meadows Resort looks ahead with an eye for Bauhaus style.

40  IN MEMORIAM

43  LETTER FROM MARIA LAURA ACEBAL  
   A thank you from the Vice President of Strategy and Corporate Secretary

44  BOARD OF TRUSTEES

46  OUR PROGRAMS AND FELLOWSHIPS

48  LETTER FROM CYNTHIA A. MCKEE  
   An invitation from the Executive Vice President for Institutional Advancement

50  2022 ANNUAL REPORT

54  GIVING THANKS
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
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
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.
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.

The Latinos and Society Program partners with the White House.
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
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)

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
s 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 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.

2022 IMPACT

13,500+ young people reached

Representation in 19 countries and the Palestinian Territories

Trained 80 educators

Above and at right: Students and alumni of virtual exchange programs supported by the Stevens Initiative
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.
The College Excellence Program is building a pipeline to highly selective institutions.

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.

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
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.

---

CHEMISTRY OF CHANGE

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

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.
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.
POWER TO SHAPE POLICY

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

Climatic 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.

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.

Members of the Aspen Climate Cohort
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

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

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.

---

**TEACHING STRATEGIES**

---

---
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.
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.
PROMOTING LEADERSHIP

BEST OF HIGHER ED

A meeting of Rising Presidents Fellows
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**.
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 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

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.
SPOTLIGHT ON INDIA
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
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
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.
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.

“Without 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-sizeable 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
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 As en 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 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.
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.”
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.
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.
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.
In June, the Resnick Center for Herbert Bayer Studies opened its second exhibition, curated by Bayer expert Bernard Jazzar 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.
The Aspen Meadows’ striking update pays homage to its Bauhaus roots.
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


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 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.
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.
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
TRUSTEES

THE ASPEN INSTITUTE BOARD OF TRUSTEES

Margot L. Pritzker
Chair of the Board

Daniel R. Porterfield
President and CEO

Katharine Medill Albright
CEO and President, Safe & Sound

Jean-Luc Allavena (ex-officio)
Chairman, Aspen Institute France

Jeffrey S. Aronin
Chairman and CEO, Paragon Biosciences

Alex M. Azar II
Chairman, Seraphim Strategies, LLC; 24th Secretary
U.S. Department of Health and Human Services

Donna Barksdale
Philanthropist

Mercedes Bass
Chairman and President
Mercedes T. Bass Charitable Corporation

Miguel Bezos
Bezos Family Foundation

Lawrence D. Bobo
Dean of Social Science, Harvard University

Beth Brooke
Henry Crown Fellow

William Bynum
CEO, Hope Credit Union

Troy Carter
Founder and CEO, Venice Music

Cesar Conde
Chairman, NBC Universal News Group

Phyllis Coulter
Philanthropist

Katie Couric
Journalist; Founder and Executive Producer
Katie Couric Media

Andrea Cunningham
Founder and President, SeriesC

Kenneth L. Davis, M.D.
Chief Executive Officer and President
Mount Sinai Health System

John Doer
Partner, Kleiner Perkins Caufield & Byers

Thelma Duggin
President, AnBryce Foundation

Teddy D. Dumitrescu (ex-officio)
Acting President, Aspen Institute Romania

Arne Duncan
Former U.S. Secretary of Education

Michael D. Eisner
President, Iomante Company; Former Chairman and CEO
The Walt Disney Company

L. Brooks Entwistle
Vice Chairman of the Board
The Aspen Institute;
SVP Global Customer Success and
Managing Director for APAC and MENA Ripple

Roger W. Ferguson, Jr.
Immediate Past President and CEO, TIAA

Elizabeth A. Fleming
Consultant and Early-Stage Investor
BlueCross BlueShield of SC

Alan Fletcher (ex-officio)
President and CEO
Aspen Music Festival and School

Naushad Forbes (ex-officio)
Chairman, Ananta Aspen Centre

Henry Louis Gates, Jr.
W.E.B. Du Bois Professor of Humanities
Harvard University

Russell Goldsmith
President, Forest Management Company, LLC

Antonio Gracias
Founder, Manager, and Chief Investment Officer
Valor Equity Partners

Patrick W. Gross
Chairman, The Lovell Group

Arjun Gupta
Chief Believer, TeleSoft Partners

Jane Harman
President Emerita, Woodrow Wilson Center

Kaya Henderson
Founder and CEO, Reconstruction;
Former Chancellor
District of Columbia Public Schools

Mark S. Hoplamazian
Vice Chairman of the Board, The Aspen Institute;
President and CEO, Hyatt Hotels Corporation

Robert J. Hurst
Managing Director, Crestview Advisors, LLC

Natalie Jaresko (ex-officio)
Chairman, Aspen Institute Kyiv

Sonia Kapadia
Deputy Director of Strategic Initiatives
Equal Justice Initiative

Teisuke Kitayama (ex-officio)
President, Aspen Institute Japan;
Chairman
Sumitomo Mitsui Banking Corporation

Michael Klein
Chairman, CoStar Group

Laura Heller Lauder
General Partner, Lauder Partners, LLC

Keli Lee
Senior Media Executive and Strategist

Melony Lewis
Co-Founder, BAMM Ventures

James M. Manyika
Senior Vice President, Technology and Society

Craig C. Martin
Chairman, Midwest
Willkie Farr & Gallagher, LLP

Bonnie P. McCloskey
President, Cornerstone Holdings, LLC

Donald McKinnon (ex-officio)
Chairman, Aspen Institute New Zealand

Anne Welsh McNulty
Managing Partner, JBK Partners

Diane Morris
Chairman, Morris Capitol Management

Karla McKinnon
Executive Vice Chairman and
Chairman, Aspen Institute New Zealand

Kaya Henderson
President Emerita, Woodrow Wilson Center

Keri Lynn Aquino
Managing Partner, JBK Partners

Olara A. Otunnu
President, LBL Foundation for Children

Elaine Pagels
Professor of Religion, Princeton University

Perri Peltz
Journalist and Documentary Filmmaker;
Co-director and Producer, Axios on HBO

Carrie Walton Penner
Former Board Chair
Walton Family Foundation

Carla Piñeyro-Sublett
Former SVP and Chief Marketing Officer,
IBM

Daniel R. Porterfield
President and CEO,
The Aspen Institute

44 | 2022 Aspen Institute Impact Report
The Aspen Institute’s programs have achieved an international reputation for excellence in driving change through dialogue, leadership, and action to help solve society’s greatest challenges.

### OUR PROGRAMS AND FELLOWSHIPS

**Arts Program**  
Danielle Baussan,  
Vice President, Policy & Public Programs

**Ascend**  
Anne Mosle, Executive Director and Vice President

**Aspen Community Programs**  
Cristal Logan, Vice President  
**Hurst Community Initiative**  
Evan Zislis, Director

**Aspen Digital**  
Vivian Schiller, Executive Director  
**Citizenship and American Identity Program**  
TBA  
**Stevens Initiative**  
Christine Shiau, Executive Director

**Aspen Economic Strategy Group**  
Melissa Kearney, Director

**Aspen Forum for Community Solutions**  
Steve Patrick, Executive Director

**Aspen Global Innovators Group**  
Lola Adedokun, Executive Director

**Aspen Global Leadership Network**  
Dar Vanderbeck, Vice President

**Aspen Network of Development Entrepreneurs**  
Richenda Van Leeuwen, Executive Director

**Aspen Strategy Group**  
Anja Manuel, Executive Director

**Aspen Words**  
Adrienne Brodeur, Executive Director

**Business and Society Program**  
Judy Samuelson, Executive Director

**Center for Native American Youth**  
Nikki Santos, Executive Director

**China Fellowship**  
Spring Fu, Managing Director

**College Excellence Program**  
Joshua Wyner, Executive Director

**Community Strategies Group**  
Chris Estes and Bonita Robertson-Hardy, Co-Executive Directors

**Congressional Program**  
Charlie Dent, Executive Director

**Economic Opportunities Program**  
Maureen Conway, Executive Director and Vice President

**Education and Society Program**  
Ross Wiener, Executive Director

**Energy and Environment Program**  
Greg Gershuny, Executive Director

**Executive Leadership Seminars and Office of Curriculum and Moderators**  
Todd Breyfogle, Executive Director

**Finance Leaders Fellowship**  
Dar Vanderbeck, Interim Executive Director

**Financial Security Program**  
Ida Rademacher and Joanna Smith-Ramani, Co-Executive Directors

**Food and Society Program**  
Corby Kummer, Executive Director

**Forum for Community Solutions**  
Steve Patrick, Executive Director

**Health Innovators Fellowship**  
Tanya Harris, Executive Director

**Health, Medicine, and Society Program**  
Ruth J. Katz, Executive Director

**Henry Crown Fellowship**  
Tonya Hinch, Executive Director

**International Partners**  
Jonathon Price, Director

**Justice and Society Program**  
**Criminal Justice Reform Initiative**  
Douglas Wood, Director  
**Philosophy and Society Initiative**  
Samuel Kimbriel, Director  
**Religion and Society Program**  
Simran Jeet Singh, Executive Director

**Latinos and Society Program**  
Domenika Lynch, Executive Director
Middle East Leadership Initiative
Dar Vanderbeck, Interim Executive Director

Program on Philanthropy and Social Innovation
Jane Wales, Executive Director and Vice President

Public Programs
Aspen Ideas Team
Kileen Brettmann, Acting Director
Aspen Ideas: Health
Ruth Katz, Director
Aspen Security Forum
Anja Manuel and Niamh King, Directors

Resnick Center for Herbert Bayer Studies
Lissa Ballinger, Acting Director

Socrates Program
Cordell Carter,II, Executive Director

Sports and Society Program
Tom Farrey, Executive Director

Weave: The Social Fabric Project
Frederick J. Riley, Executive Director

Youth Leadership Programs
David McKinney, Executive Director
Aspen Challenge
Katie Fitzgerald, Director
Aspen Young Leaders Fellowship
Cheryl Green, Executive Director
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 neighborly 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
DONATE
Our work—and the impact we make on people and communities around the world—would not be possible without your financial support.

PARTNER
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.

SOCIETY OF FELLOWS
Society of Fellows members actively participate in Aspen Institute programming, serve as advocates and ambassadors, and uphold the Institute’s mission. Join the Fellows program to enjoy exclusive access and unique experiences that only the Institute can offer.

Learn more and join us today at aspeninstitute.org/engage.
STATEMENT OF FINANCIAL POSITION December 31, 2022
With Summarized Financial Information as of December 31, 2021 (Dollars in Thousands)

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$12,290</td>
<td>$17,713</td>
</tr>
<tr>
<td>Investments</td>
<td>$261,985</td>
<td>$301,559</td>
</tr>
<tr>
<td>Investments held for deferred compensation</td>
<td>$7,036</td>
<td>$7,712</td>
</tr>
<tr>
<td>Accounts receivable, net</td>
<td>$8,633</td>
<td>$6,960</td>
</tr>
<tr>
<td>Grants and contributions receivable, net</td>
<td>$39,356</td>
<td>$49,885</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>$4,385</td>
<td>$3,989</td>
</tr>
<tr>
<td>Inventory</td>
<td>$278</td>
<td>$283</td>
</tr>
<tr>
<td>Property and equipment, net</td>
<td>$74,468</td>
<td>$68,526</td>
</tr>
<tr>
<td>Assets held for sale</td>
<td>—</td>
<td>$8,053</td>
</tr>
<tr>
<td>Security deposits</td>
<td>$854</td>
<td>$835</td>
</tr>
<tr>
<td>Right of use asset - operating</td>
<td>$49,598</td>
<td>—</td>
</tr>
<tr>
<td>Investment related receivables</td>
<td>$20,000</td>
<td>—</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$475,883</strong></td>
<td><strong>$465,515</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LIABILITIES &amp; NET ASSETS</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$15,361</td>
<td>$13,610</td>
</tr>
<tr>
<td>Grants payable</td>
<td>$2,141</td>
<td>$1,916</td>
</tr>
<tr>
<td>Note payable</td>
<td>$3,780</td>
<td>$3,780</td>
</tr>
<tr>
<td>Customer deposits and deferred fees</td>
<td>$6,881</td>
<td>$5,034</td>
</tr>
<tr>
<td>Refundable Advance</td>
<td>$9,000</td>
<td>$7,000</td>
</tr>
<tr>
<td>Capital lease obligations</td>
<td>—</td>
<td>$56</td>
</tr>
<tr>
<td>Deferred rent and lease incentives</td>
<td>—</td>
<td>$13,973</td>
</tr>
<tr>
<td>Lease liability - operating</td>
<td>$59,558</td>
<td>—</td>
</tr>
<tr>
<td>Deferred compensation</td>
<td>$7,036</td>
<td>$7,712</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>$103,757</strong></td>
<td><strong>$53,081</strong></td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
<td><strong>$372,126</strong></td>
<td><strong>$412,434</strong></td>
</tr>
<tr>
<td><strong>Total Liabilities and Net Assets</strong></td>
<td><strong>$475,883</strong></td>
<td><strong>$465,515</strong></td>
</tr>
</tbody>
</table>

NET ASSETS BY RESTRICTION
(Dollars in Thousands)

- **2022**
  - Total without donor restrictions: **$372,126**
  - Total with donor restrictions: **$475,883**
- **2021**
  - Total without donor restrictions: **$412,434**
  - Total with donor restrictions: **$475,883**
## OPERATING REVENUE & SUPPORT

<table>
<thead>
<tr>
<th>Source</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project and federal grants</td>
<td>$94,358</td>
<td>$100,649</td>
</tr>
<tr>
<td>Contributions</td>
<td>$46,267</td>
<td>$40,211</td>
</tr>
<tr>
<td>Investment income appropriated for operations</td>
<td>$20,243</td>
<td>$9,959</td>
</tr>
<tr>
<td>Conference center fees</td>
<td>$10,227</td>
<td>$8,991</td>
</tr>
<tr>
<td>Service Fees</td>
<td>$16,589</td>
<td>$10,503</td>
</tr>
<tr>
<td>Sponsorship revenue</td>
<td>$15,613</td>
<td>$6,577</td>
</tr>
<tr>
<td>Seminar and event fees</td>
<td>$9,033</td>
<td>$2,516</td>
</tr>
<tr>
<td>Other</td>
<td>$1,815</td>
<td>$396</td>
</tr>
<tr>
<td>Rental income</td>
<td>$763</td>
<td>$436</td>
</tr>
<tr>
<td><strong>Total Operating Revenue and Support</strong></td>
<td><strong>$214,908</strong></td>
<td><strong>$180,238</strong></td>
</tr>
</tbody>
</table>

## NON-OPERATING ITEMS

<table>
<thead>
<tr>
<th>Source</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment income in excess of earnings</td>
<td>$(61,936)</td>
<td>$23,202</td>
</tr>
<tr>
<td>Change in Assets</td>
<td>$(40,308)</td>
<td>$60,203</td>
</tr>
<tr>
<td>Net Assets, Beginning of Year</td>
<td>$412,434</td>
<td>$352,231</td>
</tr>
<tr>
<td><strong>NET ASSETS, END OF YEAR</strong></td>
<td><strong>$372,126</strong></td>
<td><strong>$412,434</strong></td>
</tr>
</tbody>
</table>

## EXPENSES

### Program Services

<table>
<thead>
<tr>
<th>Category</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policy programs</td>
<td>$95,042</td>
<td>$72,930</td>
</tr>
<tr>
<td>Campus activities</td>
<td>$19,362</td>
<td>$12,074</td>
</tr>
<tr>
<td>Public programs</td>
<td>$15,275</td>
<td>$6,938</td>
</tr>
<tr>
<td>Global Leadership network</td>
<td>$8,151</td>
<td>$6,856</td>
</tr>
<tr>
<td>Youth &amp; engagement</td>
<td>$5,425</td>
<td>$3,039</td>
</tr>
<tr>
<td>Seminars</td>
<td>$1,641</td>
<td>$1,122</td>
</tr>
<tr>
<td>Other Restricted Programs</td>
<td>$9,767</td>
<td>$8,911</td>
</tr>
<tr>
<td><strong>Total Program Services</strong></td>
<td><strong>$154,663</strong></td>
<td><strong>$111,870</strong></td>
</tr>
</tbody>
</table>

### Supporting Services

<table>
<thead>
<tr>
<th>Category</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>General and administrative</td>
<td>$32,911</td>
<td>$27,116</td>
</tr>
<tr>
<td>Fundraising and development</td>
<td>$5,706</td>
<td>$4,251</td>
</tr>
<tr>
<td><strong>Total Supporting Services</strong></td>
<td><strong>$38,617</strong></td>
<td><strong>$31,367</strong></td>
</tr>
</tbody>
</table>

## TOTAL EXPENSES

<table>
<thead>
<tr>
<th>Description</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in net assets from operations</td>
<td>21,628</td>
<td>37,001</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td><strong>$193,280</strong></td>
<td><strong>$143,237</strong></td>
</tr>
</tbody>
</table>
### 2022 V. 2021 ASSET, LIABILITY AND NET ASSET IN TOTALITY
(Dollars in Thousands)

<table>
<thead>
<tr>
<th>Category</th>
<th>Assets</th>
<th>Liabilities</th>
<th>Net assets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project and federal grants</td>
<td>45,000</td>
<td>10,000</td>
<td>35,000</td>
</tr>
<tr>
<td>Contributions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Seminar and event fees</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sponsorship revenue</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rental income</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### 2022 V. 2021 REVENUE BY CATEGORY
(Dollars in Thousands)

<table>
<thead>
<tr>
<th>Category</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project and federal grants</td>
<td>45,000</td>
<td></td>
</tr>
<tr>
<td>Contributions</td>
<td>25,000</td>
<td>10,000</td>
</tr>
<tr>
<td>Seminar and event fees</td>
<td>9,000</td>
<td>4,000</td>
</tr>
<tr>
<td>Sponsorship revenue</td>
<td>7,000</td>
<td>3,000</td>
</tr>
<tr>
<td>Other</td>
<td>1,000</td>
<td>500</td>
</tr>
<tr>
<td>Rental income</td>
<td>300</td>
<td></td>
</tr>
</tbody>
</table>

### 2022 V. 2021 EXPENSES BY CATEGORY
(Dollars in Thousands)

<table>
<thead>
<tr>
<th>Category</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policy programs</td>
<td>50,000</td>
<td>60,000</td>
</tr>
<tr>
<td>Campus activities</td>
<td>30,000</td>
<td>20,000</td>
</tr>
<tr>
<td>Public programs</td>
<td>20,000</td>
<td>15,000</td>
</tr>
<tr>
<td>Global leadership network</td>
<td>10,000</td>
<td>5,000</td>
</tr>
<tr>
<td>Youth &amp; engagement</td>
<td>10,000</td>
<td>5,000</td>
</tr>
<tr>
<td>Seminars</td>
<td>5,000</td>
<td>3,000</td>
</tr>
<tr>
<td>Other restricted programs</td>
<td>5,000</td>
<td>2,000</td>
</tr>
</tbody>
</table>
2022 CONTRIBUTIONS
The Aspen Institute creates impact thanks to the generous contributions of our donors. The following list of donors reflects contributions from January 1, 2022, to December 31, 2022, including all gifts, grants, in-kind donations, and charitable and non-charitable sponsorships of $1,000 or more from individuals, corporations, foundations, and government entities.

$1 MILLION OR MORE
Amazon.com, Inc.
Ascendium Education Solutions, Inc.
Connie and Steve Ballmer, Ballmer Group
Jacklyn G. and Miguel A. Bezos
The Arthur M. Blank Family Foundation
Bloomberg Philanthropies
Sergey Brin Family Foundation
Renée and Lester Crown
Ford Foundation
Bill and Melinda Gates Foundation
Goldman Sachs Philanthropy Fund
The William and Flora Hewlett Foundation
Imaginable Futures Foundation
Robert Wood Johnson Foundation
JP Morgan Chase Foundation
W.K. Kellogg Foundation
The Kresge Foundation
Judy Glickman-Lauder and Leonard A. Lauder
Laura and Gary M. Lauder
Lennar Corporation
Toby Devan Lewis
Kenneth Lin and Siriwan Singhasiri Foundation
Mastercard Impact Fund
Craig Newmark Philanthropies
David and Lucile Packard Foundation
Penner Family Foundation
Margot and Tom Pritzker
Prudential Financial
Prudential Foundation
David M. Rubenstein
US Agency for International Development
US Department of State
Walmart
The Walmart Foundation
Walton Family Foundation
Jacklyn and Miguel A. Bezos
The Arthur M. Blank Family Foundation
Bloomberg Philanthropies
Sergey Brin Family Foundation
Renée and Lester Crown
Ford Foundation
Bill and Melinda Gates Foundation
Goldman Sachs Philanthropy Fund
The William and Flora Hewlett Foundation
Imaginable Futures Foundation
Robert Wood Johnson Foundation
JP Morgan Chase Foundation
W.K. Kellogg Foundation
The Kresge Foundation
Judy Glickman-Lauder and Leonard A. Lauder
Laura and Gary M. Lauder
Lennar Corporation
Toby Devan Lewis
Kenneth Lin and Siriwan Singhasiri Foundation
Mastercard Impact Fund
Craig Newmark Philanthropies
David and Lucile Packard Foundation
Penner Family Foundation
Margot and Tom Pritzker
Prudential Financial
Prudential Foundation
David M. Rubenstein
US Agency for International Development
US Department of State
Walmart
The Walmart Foundation
Walton Family Foundation
Chan Zuckerberg Initiative, LLC

$500,000 TO $999,999
Accenture Foundation
Allstate Foundation
Allstate Insurance Company
Arnold Ventures
Bank of America Charitable Foundation
Liz Blake Giving Fund
Breakthrough Energy
Margaret A. Cargill Foundation
Carnegie Corporation of New York
Annie E. Casey Foundation
Caterpillar Foundation
Dalo Family Foundation, Inc.
The Denver Foundation
Doris Duke Foundation
Echo Fund
ECMC Foundation
Global Affairs Canada
Google.org
Antonio Gracias
Greater Texas Foundation
Leona M. and Harry B. Helmsley Charitable Trust
Conrad N. Hilton Foundation
John & Johnson
Johnson & Johnson
The Joyce Foundation
Ewing Marion Kauffman Foundation
John S. and James L. Knight Foundation
Melony and Adam J. Lewis
Lumina Foundation
The John P. and Anne Welsh McNulty Foundation
Meta Platforms
The Nature Conservancy
Oak Foundation
Pfizer, Inc.
Related Group
Estate of Kenneth G. Robinson, Jr.
The Rockefeller Foundation
Salesforce.com, Inc.
Charles and Lynn Schusterman Family Philanthropies
Skoll Foundation
Stichting Ikea Foundation
Tides Foundation
Vital Foundation
Alice L. Walton Foundation
The Harry and Jeanette Weinberg Foundation, Inc.
Wells Fargo Bank, N.A.
Judy and Fred Wilpon Family Foundation, Inc.

$100,000 TO $499,999
Aga Khan Foundation Canada
American Express Company
Amgen
Mary H. and Paul F. Anderson
Arabella Advisors
Argidius Foundation
Bank of America
Mercedes T. Bass
Gerald and Jennifer Beeson Family Fund
BetterUp
Blackrock Charitable Fund
Bridgewater Associates
The Budinger Family and The Rodel Foundation
The Buffett Early Childhood Fund
California Endowment
Cargill, Inc.
Isa Catto Shaw and Daniel Shaw, Catto Shaw Foundation
CDC Foundation
Citi Foundation
ClearPath, Inc.
ClimateWorks Foundation
College Futures Foundation
Comcast Corporation
The Commonwealth Fund
Jack Kent Cooke Foundation
Penny and James G. Coulter
Howard Cox
Paula and James S.* Crown
Susan Crown and William Kunkler
Bonnie and Kenneth L. Davis, M.D.
Arthur Vining Davis Foundations
The Michael & Susan Dell Foundation
Democracy Fund
Department of Foreign Affairs & Trade
Disney Worldwide Services, Inc.
Edelman, Inc.
Jane and Michael D. Eisner
Envision Healthcare
Idt and Moti Ferder
Forescout
Foundation to Promote Open Society
Jessica M. and John B. Fullerton
Alma and Joseph B. Gildenhorn
Gucci
Paul Hastings, LLP
Heinz Family Foundation
Hewlett-Packard Company
Hickrill Foundation
Hispanic Scholarship Fund
The Horace W. Goldsmith Foundation
Hospital For Special Surgery
Amos Hostetter
Woody and Gayle Hunt
James Irvine Foundation
The John E. Fetzer Institute, Inc.
The Kadens Family Foundation
George Kaiser Family Foundation
Lafayette Square
Lemelson Foundation
LGT Venture Philanthropy
• Society of Fellows | • Paepcke Society | • Arts Circle | • Deceased

Rasmuson Foundation
REI Cooperative
REI Foundation
Lynda R. and Stewart Resnick •
The Robert D. and Patricia E. Kern Family Foundation, Inc.
Rockefeller Brothers Fund
Rockefeller Philanthropy Advisors
Ricardo Salinas/Grupo Salinas •
Samueli Foundation
Ali and Lewis A. Sanders •
Schmidt Futures
Dawn Sinclair Shapiro and Benjamin Shapiro
Siegel Family Endowment
Shelby and Andrew Silvernail
The Small Foundation
Robert H. Smith Family Foundation
Soli Solutions
Gillian and Robert K. Steel •
Target Corporation
TeamSnap, Inc.
T.L.L. Temple Foundation
Templeton Religion Trust
Fern and Lenard Tessler •
Thoma Bravo
Laurie M. Tisch Illumination Fund •
TPG Global, LLC
Trellis Foundation
Trinity Church Wall Street
Diana Ulis and Alex Kleyner
US Department of the Treasury
Christopher and Jessica Varelas •
Verstandig Family Foundation
Wellspring Advisors, LLC
Western Union
Western Union Foundation
Ralph C. Wilson, Jr. Foundation
Witkoff Group

YouTube
Alison and Boniface Zaino •
Leah Joy Zell

$50,000 TO $99,999
3M
Jennifer and Chris Abele •
Amalgamated Bank of New York
Amalgamated Charitable Foundation
Anita Antenucci
Auxilium
Donna and James Barksdale •
Newton and Rochelle Becker Charitable Trust
Carolyn and Laurence D. Belfer
Sallie and Thomas Bernard
Jody and Jeff Black •
BlackRock Financial Management, Inc.
Blue Shield of California Foundation
Bonfils Stanton Foundation
Merilee and Roy J. Bostock - Bostock Family Foundation •
Boston Consulting Group
H.E. Butt Foundation
California Healthcare Foundation
Capital One
Warwimol Siriwatwechakul and Chuck Chai
The Christensen Fund
Citygroup, Inc.
City of Aspen
Kim and Rob Coretz •
Eleanor Crook Foundation
Nancy C. and A. Steven Crown •
Deutsche Gesellschaft
Lauren K. and John P. Driscoll •
Tishman Speyer Properties
Timothy Fazio
Elizabeth Fleming and Ed Weisger •
Friedman Family Foundation (CA)

Sheila and David Fuente •
Shelby and Frederick Gans •
General Dynamics Corporation
Ami and Jack Glotzman
Harriett Gold •
Michelle and Bradley Goldberg
Daniel Graham
Karen Z. Gray-Krehbiel and John H. Krehbiel, Jr. •
Walter and Elise Haas Fund
Adam Hanover •
Jan and Marc Hanover •
Jane Harman •
Heising-Simons Foundation
Nancy and Lawrence D. Hite •
Francis Hoffman •
Ranji Nagaswami and Robert Hopkins
Humanity Forward Foundation
Soledad and Robert J. Hurst •
International Development Research Centre
The Ithaka Foundation
D.T. Ignacio Jayanti
Eleanor Crook Foundation
Nancy C. and A. Steven Crown •
Deutsche Gesellschaft
Lauren K. and John P. Driscoll •
Tishman Speyer Properties
Timothy Fazio
Elizabeth Fleming and Ed Weisger •
Friedman Family Foundation (CA)
GIVING THANKS

NeuroArts Blueprint
Open Society Institute
Zibby Owens
PACE
Paladin Capital Management, LLC
Mark Parker
Amy M. and Brian Pennington
Peraton - Perspecta
Susan Taylor and Rob Pew III
Qualcomm
Leslie Rainbolt
Kimberly and Scott Resnick
Robert E. Rubin
S&P Global Foundation
San Manuel Band of Mission Indians
Carole B. and Gordon Segal
Splunk, Inc.
TMCity Foundation
Wachtell, Lipton, Rosen & Katz
Walker Family Foundation
S. Robson Walton
The Andy Warhol Foundation for the Visual Arts

S. Robson Walton
Walker Family Foundation
Wachtell, Lipton, Rosen & Katz
Walker Family Foundation
S. Robson Walton
The Andy Warhol Foundation for the Visual Arts

$25,000 TO $49,999
Academia Tourism and Organization
Susannah and James Adelson
Amcor Packaging USA, Inc.
Applied Materials
Lisa and Jeffrey Aronin
ARS - Artists Rights Society
Aspen Institute Italia
Aspen Institute Japan
AT&T
Atlassian, Inc.
Augusta Sportswear
Douglas and Kim Beck
Bertelsmann Foundation
Suzanne Bober and Stephen Kahn
David Bonderman and Dr. Laurie Michaels
Allison and Randall Bone
Christy and Daryl R. Burton
Chavez Family Foundation
Chevron Corporation
City of San Bernardino
Colorado Health Foundation
Katie Couric and John Molner
Patricia A. Crown
Ann H. and L. John Doerr
eBay, Inc.
El-Hibri Foundation
Mauria Finley and Greg Yap
Juanita and Phil Francis
Karen and James S. Frank
Flo Fulton-Miller and Scott D. Miller
Gary Community Investment Company
General Electric Company
Eric Gertler
GHR Foundation
Emily Gold Mears
Russell Goldsmith
Meg and Bennett Goodman
Sheila P. and Patrick W. Gross
Arjun Gupta
Diane Hale
Joanna Rees and John Hamm
Hattie Hill
Holthues Trust
Rachel Kohler and Mark S. Hoplamazian
Annie and Gerald D. Hosier
Houston Endowment, Inc.
Carl Hutenlocher and Tami Lippit
Tafa Jefferson
Eric and Peggy Johnson
Salamander Hospitality
John Anson Kittredge Educational Fund
Joan I. Fabry and Michael R. Klein
Toni Ko
Latino Community Foundation
Nancy R. Lazar and George R. Zachar

Keli Lee
Roy Lichtenstein Foundation
Jennifer Mei and Hanmin Liu
D. Scott and Jennifer Mackesy
Marlene A. Malek
Craig C. Martin and Laura Keidan Martin
Mark Mason
Nora McNeely Hurley
MG Resorts International
Laurie Michaels
Hala and Sami Mnaymneh
Charles Stewart Mott Foundation
Elisabeth and Karlheinz Muhr
Robert Rosenkranz and Alexandra Munroe,
The Rosenkrantz Foundation
Nicole and Allan Mutchnik
Jane and Marc B. Nathanson
National Lacrosse Association
National Recreation Foundation
Neuberger Berman
Novartis Investments S.A.R.L.
Shegun Otulana
Park Foundation, Inc.
Peloton
Carla Piñeiro Sublett
Poarch Band of Creek Indians
Kay Family Foundation
Propicus, Inc.
Lisa S. Pritzker
Lyne and Peter Rigby
Sall Family Foundation
Wayfarer Foundation
Amy and Sean Sebastian
Silicon Valley Community Foundation
Sisters of Charity Foundation of South Carolina
Steelcase, Inc.
Tellurian Services
T-Mobile US, Inc.
Anne Coulter Tobey

$10,000 TO $24,999
ACDI/VOCA
Tori Adams and Jim DuBose
Katie Albright and Jacob Schatz
Rita Allen Foundation, Inc.
Patty Alper and David I. Cohn
AM Society Mech
James Anderson
Judy Hart Angelo
Aspen Initiative UK
Jacquelin Sewell Atkinson and William Atkinson
Lindsey and Frank Auman
Autodesk, Inc.
Claudia and Richard Balderston
William Bates
Gail and Jeffrey Bayer
Jennifer Moses and Ron Beller
Amy Margerum Berg and Gilchrist B. Berg
David Berger

Trane Technologies Company, LLC
Transpacific Group Limited
Trelline Foundation
Tulsa Innovation Labs
UBS Optimus Foundation
The Under Armour Foundation, Inc.
Universal Music Group’s Taskforce for Meaningful Change
US Department of Interior, Fish and Wildlife Services
US Tennis Association Eastern, Inc.
Vanir Construction Management, Inc.
Verizon Communications, Inc.
Alexia von Lipsey and Roderick K. von Lipsey
Benjamin Way
Waymo, LLC
Beatrice and Anthony Welters
Jacqueline and Eric Witmondt
Jessie and David Woolley-Wilson
Mary and Harold Zlot

South Carolina
Ronit and William Berkman ●
Jill and Jay Bernstein ●
Sally Blount
Bunty Bohra
Christopher Brandt
Jo and Bill Brandt ●
Sue Doran and Drew Brasher ●
Susan and Robert Emmet Brown, Jr. ●
Stacy Brown-Philpot and Verdene Phlipot
Jacolyn and John Bucksbaum ●
Glenn Martin Bucksbaum
Aviva and Martin Budd ●
Leslie Bushara
William J. Bynum ●
Martin Cabrera
Margo Calvetti
Marion A. Cameron ●
Pamela Cantor, M.D. ●
Karen E. Wagner and David L. Caplan ●
Corry Carlson
Judith L. Estrin and David Carrico ●
Ruth Turquist Carver ●
Alpenglow Foundation & John Hobby
Catto Family ●
Melissa and John Ceriale ●
Charities Aid Foundation
Chemonics International
Chicago Community Trust
Alain Chuard
Rona and Jeffrey B. Citan ●
Simone Cittadini and Felipe Medina ●
Janet F. Clark ●
Clean Energy Buyers Association
Terry Collins
Colorado Springs Sports Corporation
Christine Comaford ●
Cornelia and Richard Corbett ●
Bob Corker
W. B. Cutter
Tori Dauphinot and Ken Hubbard ●
The Willem de Kooning Foundation
Lynn Forrester and Evelyn de Rothschild
Scott M. Delman ●
Melinda and Scott Delmonico ●
Department of Foreign Affairs - Irish Aid
The Destina Foundation, Inc.
Development Alternatives Incorporated
Dee and David Dillon ●
Kelly Doherty and Michael Woodrow
Ann Drake ●
Daniel Draper
The Draper Richards Kaplan Foundation
Denise M. Dupre and Mark E. Nunnely ●
Economic and Social Development
Tracy and Bubba Eggleston ●
Marion Ein Lewin and Stuart Eizenstat ●
Anders Esnius
Lincoln Ellis
Gai and Alfred Engelberg ●
EYGS LLP (EY)
Samia and A. Huda Faroukii ●
Tara Carson and Barbara Fergus ●
Annette L. Nazareth and Roger W. Ferguson, Jr. ●
Jamie and David J. Field ●
Susan and Richard Finkelstein ●
Ford Motor Company
The FreshWater Trust
Marla and Larry Gilbert ●
David Gilboa
Deborah and Dennis Glass ●
Kathleen Godfrey
GoodSport Nutrition
Lisie and Michael Gottdenker ●
Lindsey P. Granfield ●
Eileen and Richard Greenberg ●
Nicole Gresham-Perry ●
Lisa and Josh Grode ●
Rebecca Henry and Harry Gruner
Guideline
Agnes Gund ●
GVT Canada
Annahita Haghgoie
Yvonne Hao
Ashley Leeds and Christopher Harland ●
Nicole and Andrew Hayek
Heifer International
Shirley and Barnett C. Helzberg, Jr. ●
Bush Helzberg ●
Casady Meredith Henry ●
Anna K. Hipp
Amanda and Brett Hirsh ●
Hispanic Federation
Ellen and Irv O. Hockaday, Jr. ●
Judith Z. Steinberg and Paul J. Hoenmans ●
Sue and R. R. Hopkinson
Tara Hovey
Ann Fraser Hudson* ●
Debra and Brett Hurt
Kay Bailey Hutchison
IBRD World Bank
IDC South Africa, Ltd.
Sally Jewell
Jewish Friends of the Emirates
R. Michael and Cyndi Johnson
Kim Jordan
Diana Jacobs Kalman ●
The Kirkpatrick Family Fund ●
Peter Bicknell Kellner and Meredith Kellner
Erica and Jeffrey A. Keswin ●
J. Joseph Kim
Mark and Sarah Kimsey ●
Karen Kincaid
Serena Koenig and Mark Tompkins
Ann M.* and Tom C. Korologos ●
Mark Kramer and Nancy Robinson ●
Sheila and H. Michael Kurzman ●
Margaret Lapiz
Laudes Foundation
Liz and Eric Lefkofsky ●
Erin Lentz
Lauren and Ross Levine ●
Rochelle and Max Levit ●
Max Levitt
Doreen M. Pinnell and Greg K. Lewis ●
Jennifer Li
Linda Vista Foundation
John Lipsky
LTSE Services, Inc.
Sheldon and Marianne Lubar Charitable Fund ●
Kathleen Condon and Rick E. Luftglass
Michele and Donn Lux ●
Adrianna Ma
John W. Madigan ●
Marguerite Casey Foundation
Elizabeth Maringer and Jay Shiland ●
Andrea and Robert Marriott ●
Jill and Erik Maschler ●
Mastercard Worldwide
Materne North America Corp.
William E. Mayer ●
Bruce McEver
Tracy McLachlin ●
C. E. and S. Foundation ●
Mediators Foundation
Mennonite Economic Development Associates
Lisa and Willem Mesdag ●
Martha and Adam Metz ●
Jennifer and David Millstone
Beth and Josh Mondry
Julie and Mark Morris ●
Griffin Myers
National Book Foundation
Leroy Neiman & Janet Byrne Neiman Foundation
Jacqueline Neuworth Swire and Stephen Swire ●
Corinne Nevinny ●

● Society of Fellows | ● Paepcke Society | ● Arts Circle | ● Deceased

2022 Aspen Institute Impact Report | 57
GIVING THANKS

New Venture Fund
The Noon Whistle Fund
Helen and Wally Obermeyer ●
Susan and Bill Oberndorf ●
Ikena Okezie
Christine B. and Jay Orris
Palladium
Partners in Food Solutions
Robert Pattillo
Douglas H. Phelps ●
Julie C. and Gregory Pickrell
Betsy and Robert S. Pitts ●
Laura Pozvoska ●
Cecilia Presley and George Records ●
Diana and John P. Presley ●
Daniel and Beth Price ●
Charles Dunmore Price ●
Jill and Paul Aschkenasy ●
Amy and Jeffery Verschleiser ●
Linda and Dennis H.* Vaughn ●
Heather and Phillip Wilhelm ●
John and Martha Walton ●
Randy Ware
Weingart Foundation
Lynda Robson and Douglas Weiser
WHH Foundation
Heather and Phillip Wilhelm ●
Barbara and David Zalaznick ●
Elisha and Jeff Zander ●

Florence and Harry E. Sloan ●
Michael Stone ●
Tina and Albert H. Small, Jr. ●
Mary Smart
Pam and Bill Smith
Gillian Sorensen ●
Erika and Karim Souki ●
Spring Point Partner, LLC
State Secretariat for Economic Affairs (SECO)
Gideon and Zosy Stein
Stichting DOEN
Stuart Foundation
Swiss Philanthropy Foundation
Shelley and Joel D. Tauber ●
Felicia Taylor and Peter Gottsegren ●
Patrick F. Taylor Foundation ●
Robin Loewenberg Tebbe and Mark A. Tebbe ●
TELACU Industries, Inc.
Saranna R. Thornton
Patricia K. Tisch ●
The Administrators of the Tulane Educational Fund
Hoi Tung
Pauline and Thomas Tusher
Beth Daley and Scott Ullem
United States Soccer Federation
United States Telecom Associates
Carlos Uribe
Lynn M. and Ward Utter
Linda and Dennis H.* Vaughn
Amy and Jeffrey Verschleiser
The Walker Spousal Trust
Tillie Walton ●
Randy Ware
Weingart Foundation
Lynda Robson and Douglas Weiser
WHH Foundation
Heather and Phillip Wilhelm ●
Barbara and David Zalaznick ●
Elisha and Jeff Zander ●

$5,000 TO $9,999

Acceso
Ada Asbl Partnership
Lizbeth and John W. Adams ●
Rita and Jeffrey Adler - Rita and Jeffrey Adler Foundation ●
Shaikh Abdulla Rashed Al Khalifa
Barbara and Todd Albert ●
Mehdi Alhassani
Maram Al-Jazireh
Alpine Bank
American Indian
Sallie Golden and Jim Aresty ●
Sarah Anson and Thomas Wilhelm
Askov Finlayson Fund of The Minneapolis Foundation
Artemisia Brazil
Jill and Paul Aschkenasy ●
Ashburton Fund Managers
Ashesi University College
Aspire Coronation Trust
Edward Lenkin and Roselin Atzwanger ●
Susan and Steve Baird ●
Brian Bannon
Judith Barnard and Michael Fain ●
Because International
Alex Beck ●
Lynn and Leslie Bider ●
Sean Bielet
Manfred Bischoff
Steve Black and Kristen Richards-Black ●
Ellen Block ●
Deborah and Gabriel Brener ●
Brian Bridford
Hilda Ochoa -Brillembourg and Arturo Brillembourg ●
Mark Brown and Steve Brint ●
Inette and Joshua Brown ●
Andrea and Christopher D. Bryan
Robin and Neal Buchalter ●
Carolyn S. Bucksbaum ●

Business Council for Peace
Deirdre O. Byrne ●
Ana Cabral-Gardner ●
Jill and Philip C. Calian
Shelley Senterfitt and Ken Canfield ●
Tara Carson ●
Catholic Relief Services
Center for Entrepreneurship, Inc.
Center for International Private Enterprise
Child Trends, Inc.
Chip Chilson
Blair Christie
Robert Chubrich ●
Antonios Clapsis ●
Monique Clarine and Ralph Wanger ●
Bob Clark
Kristofer Clark
Clean Cooking Alliance
Jay Collins
Fredric Colman
Colorado Mountain College Foundation
Pamela and César Conde ●
Nancy and Chris Connery ●
Bunni and Paul Copaken ●
Liz Coplan and Carl Eichstaedt ●
CPLC Texas, Inc.
Creative Metier
Abram and Irma Croll
Cross Boundary, LLC
Laurie Crown and Rick Ortega ●
Andrea L. Cunningham and Rand Siegfried ●
Dalberg Consulting
Charles Dallara
The William Davidson Institute
George Davis
The Jay DeFeo Foundation
Andrea and Jim Detterick ●
Claire Dewar ●
Susan and Brian N. Dickie ●
Carol and Dixon Doll Family Foundation ●
Laura Donnelley
Society of Fellows | Paepcke Society | Arts Circle | Deceased

Dorothea & Leo Rabkin Foundation
Marsha and David Dowler
The Dreman Foundation
Candice Driscoll
Tom Dunton
Echoing Green
Ingrid O. and Thomas J. Edelman
Herb Ehlers
Emily and Daniel Einhorn
Alice and David Elgart
Endeavor Global, Inc.
Laurel Gilbert and Bruce Etkin
Carolyn Everson
Endeavor Global, Inc.

Kristen and Larry Gellman
Renée Gardner
Jose Garcia-Aranda
Nely Galan
Carole Gaba
Nancy Swift Furlotti
FSG, Inc.
Michael Froman
Ann B. and Thomas L. Friedman
Allen Fredrickson
Tilly Franklin
Susan Gordon and Scott Francis
Tilly Franklin
Allen Fredrickson
Ann B. and Thomas L. Friedman
Michael Froman
FSG, Inc.
Nancy Swift Furlotti
Carole Gaba
Nely Galan
Jose Garcia-Aranda
Renée Gardner
Kristen and Larry Gellman
Jessica Herzstein and Elliot F. Gerson
Belinda Getler
Carla Ginsburg and Gordon H. Silver
Dr. Lisa Braun Glazer and Dr. Jeffrey Glazer
Michael J. Glisserman
Michelle and Jared Goldberg
Gregory Goldstein
Thorey and Barry Goldstein
Jeanette and Jerry A. Goldstone
Vitaliy Goncharuk
Adrienne Grant and Paul Jennings
GrowthAfrica
Gordon Gund
Xavier Gutierrez
Pamela Gwaltney
Andrea Hailey and David Williamson
Jan Koran and Steven Handler
Shawn Knox and Maggie Hardy Knox
Clint Harp
Leelee T. and Bill Harriman
Lillie Hodges
Linda K. Yates and Paul R. Holland
Heidi Houston
Diane Goldberg Hunckler and William J. Hunckler III
Carol and Mike Hundert
Impact HUB GmbH
Intellecap Advisory Service
International Fund for Agricultural Development
IREX
Caryn and Mark Israel
Dana Jacoby and Douglas Jackson
Joyce Johnson - Miller and Jerald S. Miller
Anne and Scott Jones
C. E. and S. Foundation
Edith Kallas - Whatley and Joe R. Whatley
Mike and Laura Kaplan Advised Fund at Aspen Community Foundation
Beth and Michael Kasser
Sylvia Kaufman
Ann and Stephen Kaufman
Deborah and Bruce Kaye
Patrick J. Kelley
Kiva MicroFunds
Barbara and Keith Kizziah
Knowledge Transfer Network Limited
Marcia and Walter Kortschak
Alison Lewis and Craig Krumwiede
Hudson La Force
Marcella Larsen
Wendy Larsen and Robert Long
Portia Yarborough and William Latham
Kurt Lauk
Aileen Lee and Jason Stinson
Elissa and Mitchell Levy
Dominique Lévy
Dori and Robert Libson
Todd Litson
Judy and Sam Linhart
Timothy Londagin
Lutheran World Relief
Mathilde L. and Parker A. Maddux
Judy and Robert Mann
Gail P. and Frederick J. Manning
Sarah and James M. Manyika
Carol S. Marks
MCAA Gastronomica Internacional, LLC
Bonnie P. and Tom D. McCloskey, Jr.
Susan and Lee McIntire
Rikolto
Sarah Robb O'Hagan
Toni and Arthur Rock
Katie and Amnon Rodan
Lisanne and Jim Rogers
Janet and William Rogers
Holly Meeker Rom and William Rom
Kim and Robert Rosenstein
Royal Academy Of Engineering
David Rubin

Irene and James A. Nathan
Native Americans in Philanthropy
Maryam R. and Howard H. Newman
Makabongwe Ngulube
Marina and Charles Nitze
Nnamdi Njoku
D’Ann F. and John R. Norwood
Marne Obrenauer, Jr.
Susan O’Byran
OC Stichting Oxfam NOVIB
Jane and Daniel Och
Janet O’Connor
Tom O’Connor
Blanca U. and J. C. O’Leary
Allan Gray Orbis Foundation
Gretchen Greenwood and Michael Ortiz
Guillermo Ortiz
Pact, Inc.
Kristi and Thomas A. Patterson
Cathy and Hunter Pierson
Plan International, Inc.
Cintra Pollack
Pomona Impact
Karen Herrling and Daniel Porterfield
Pro Mujer
Enrichetta Ravina
Lynette Rawlings
Myra and Robert Rich
Rikolto
Sarah Robb O’Hagan
Toni and Arthur Rock
Katie and Amnon Rodan
Lisanne and Jim Rogers
Janet and William Rogers
Holly Meeker Rom and William Rom
Kim and Robert Rosenstein
Royal Academy Of Engineering
David Rubin
Giving Thanks

David Sadroff ●
Ann Sagan ●
Paul Sagan ●
Susanna Salk ●
Santa Clara University ●
Nina and Joshua Sasslove ●
Susan Small Savitsky and Gerald Savitsky ●
Mary and Patrick Scanlan Advised Fund at Aspen Community Foundation ●
Philip M. Schlussel and Barbara Spector Greig Schneider ●
Susan and Sheldon Schneider ●
Linda and H. Del Schutte, Jr. ●
Polly Scott and James R. Maher ●
Lloyd Anson Scoville ●
Ginny and Conner Searcy ●
Karolina Segal ●
Cathy and Denton Seilhan ●
Josie and Carl Sewell III ●
Jane and Paul Shang ●
Shared Interest, Inc. ●
Elizabeth Shaw ●
Holly and David Sherr ●
Nancy and Mark J. Silverman ●
Maria and William D. Smithburg ●
Societe Generale ●
Solidaridad ●
Andrea and Glenn Sonnenberg ●
Anthony Spadaro ●
Dr. Alana Spivak and Sam Stolbun ●
Sports & Fitness Association ●
Srinija Srinivasan ●
Stanford University ●
John Starr ●
STG Netherlands Food Partnership ●
Stiftung BPN ●
Stitching Enviu Nederland ●
Evelyn M. and Barry S. Strauch, M.D. ●
Kelly and Lee J. Styssinger III ●
Roselyne Chroman Swig ●
Swiss Contact ●
Synapse Financial Technologies ●
Noelle and Steven Taslitz ●
Carrie and Scott Taylor ●
TechnoServe, Inc. ●
Emily Terry ●
Larry P. Thomas ●
Sarah M. and Frank Torti, Jr. ●
Trillium Asset Management, LLC ●
Sunayna Tuteja ●
United Nations ●
University of California at Berkeley ●
Upaya Social Ventures ●
US Olympic Committee ●
Vale Association of Sustainable Development ●
Value for Women ●
Elizabeth and Peter Vanderslice ●
Don Vieira ●
Vilcap, Inc. ●
Renée and Robert E. Wailes ●
Mark A. Walker ●
Wangara Green Venture ●
Dilnaz Waraich ●
Virginia Warner ●
The Water Research Foundation ●
Axel Weber ●
Donna and Jason Weiss ●
Lucie and Jerry Weissman ●
Jacqueline Weld Drake ●
Tina Wells ●
Jenny and Tom Williams ●
Carlotta and Wendell Willkie ●
Woodman Family Foundation ●
World Central Kitchen, Inc. ●
World Education Australia, Ltd. ●
World University Service of Canada ●
World Wildlife Fund ●
Wylde International Limited ●
Kim and Evan Wyly ●
Youth Business International ●
Judy and Leo Zickler ●
Zlotnik Family Charitable Fund ●
$1,000 TO $2,499 ●
( Including Vanguard Chapter )
Anonymous (3) ●
ACCION International ●
Acumen Fund, Inc. ●
Jennifer Adams ●
Carol and Ken L. Adelman ●
Deborah and Jim Adler ●
Shannan and Joshua Adler ●
African Enterprise Challenge Fund ●
Ayush Agarwal ●
Aprile Age ●
Kalah Espinoza and David Agger ●
Agora Partnerships ●
Agri Frontier East Africa ●
AHL Ventures Partners ●
Yemi Dele Akinyemi ●
ALA USA, Inc. ●
Michael Aldridge ●
Ingrid Wheeler and Fred Alger ●
Aysha Ali ●
Judy Ley Allen ●
Linda and John Allman ●
Majid Alsayegh ●
Eric Altmann ●
Amani Institute ●
Dean V. Ambrose* ●
AMI African Management Initiative ●
Brigitte Anderson ●
Emma and Michael Anselmi ●
ANZA Entrepreneurs ●
Jon Ardrey ●
Asociacion Alternativa ONG ●
Asociacion Socialab Colombia ●
Aspen Skiing Company ●
Diana Nelson and John Atwater ●
Robert H. Auld ●
Kirsten Axelsen and David A. Carmel ●
Denise Bachrodt ●
Sam Bagheri ●
Cheryl and Orrin Baird ●
Lisa and George Baker ●
Burkhard Balz ●
Cara and Robert Barnes ●
Edie Barvin ●
Cornelia Greaves and Buddy Bates ●
Errn Becker ●
Lori Beerman ●
Karen Bell ●
Meredith Bell ●
Madeleine Morrison and Chuck Bellock ●
Katie and J.R. Berger ●
Gina Berko and David Fleisher ●
Marnie P. and John Bermingham, Jr. ●
Leon Bernal-Mizrachi ●
Karen and Berl Bernhard ●
Wilma and Stuart Bernstein ●
Colleen Calbraith and Alexandra Berry ●
Joe Betancourt ●
Charles Better ●
Better Stories ●
Surjit Bhalla ●
BiD Network ●
Kristen Bills ●
Allison Binney ●
Sarah Bird ●
Nancy L. Blank ●
Madeline and Alan Blinder ●
Cindy Bo ●
Katherine Boone ●
Dara Erck and William Brady ●
Lotta B. and Stuart M. Brafman ●
Patty Brendlinger ●
Patrice K. Brickman ●
Julia Pirrung and Robert Bridger ●
Myron Brilliant ●
Joanne and Donald Brodsky ●
Bobby Auld ●
Joan Auld ●
Kathleen A. Auld ●
Kathleen M. Auld ●
Janet Auld ●
Mike Auld ●
Kathleen Auld ●
A. Michael Auld ●
Diana Nelson and John Atwater ●
Robert H. Auld ●
Kirsten Axelsen and David A. Carmel ●
Denise Bachrodt ●
Sam Bagheri ●
Cheryl and Orrin Baird ●
Lisa and George Baker ●
Burkhard Balz ●
Cara and Robert Barnes ●
Edie Barvin ●
Cornelia Greaves and Buddy Bates ●
Errn Becker ●
Lori Beerman ●
Karen Bell ●
Meredith Bell ●
Madeleine Morrison and Chuck Bellock ●
Katie and J.R. Berger ●
Gina Berko and David Fleisher ●
Marnie P. and John Bermingham, Jr. ●
Leon Bernal-Mizrachi ●
Karen and Berl Bernhard ●
Wilma and Stuart Bernstein ●
Colleen Calbraith and Alexandra Berry ●
Joe Betancourt ●
Charles Better ●
Better Stories ●
Surjit Bhalla ●
BiD Network ●
Kristen Bills ●
Allison Binney ●
Sarah Bird ●
Nancy L. Blank ●
Madeline and Alan Blinder ●
Cindy Bo ●
Katherine Boone ●
Dara Erck and William Brady ●
Lotta B. and Stuart M. Brafman ●
Patty Brendlinger ●
Patrice K. Brickman ●
Julia Pirrung and Robert Bridger ●
Myron Brilliant ●
Joanne and Donald Brodsky ●
GIVING THANKS

Genesis Analytics, Ltd.
Dale Genet and Zak Goodman ●
Lexie and Mark George ●
Esther George ●
Jim Gerson ●
Katie Gerson ●
Virginia and Gary Gerst ●
Ann and Gordon Getty Foundation
Allis Ghim ●
Chandrabali Ghose-Paul
Robert Ghotanian ●
Julie Gilbert
Joe Gitchell ●
Mimi Gitlin
Denise Gitsham ●
Global Alliance for Improved Nutrition
Global Business Inroads
Melissa Glynn and Tarun Harit ●
Ellen Heller and Barry Goldberg, Ph.D.
Max Goldberg
Jean Golden ●
Jennifer Goldfarb
Joshua Goldman ●
Alejandro González ●
Ten and Andy Goodman ●
Andrea and Jim Gordon, The Edgewater Funds
Richard Gordon ●
Michelle Leavy and Stephen Grayson ●
Fremajane Wolfson and Dean L. Greenberg ●
Jonathan Greenstein ●
Michael B. Greenwald ●
Betty and Gideon Grinstein
Laurel and Vinod Gupta
Jody Guralnick and Michael Lipkin
Leanna Haakons ●
Linda L. Haan ●
Cathy Hackl ●
Holly Haggerty and Bernd Sokolowski ●
Craig Hall
Susan and Kevin Hall
Carolyn and Ken Hamlet
Leisha John and Greg Hamra ●
Julia Hansen ●
Saj Hansji ●
Poppy Harlow
Odette Harris
Richard Horvitz and Erica Hartman-Horvitz ●
Sis and Hasty Johnson ●
Heller Family Foundation ●
Susan Helm ●
Doug Henderson ●
Kaya Henderson ●
Claudia and Tom Henteleff ●
Kristin Hill and Rob Ketterson ●
Alex Hill
Barbara Hines ●
Patrick Hines
Dylan Hixon
Andrea Hoffman
Stephanie Holder Kotton and Ryan Kotton ●
Johanna Hoopes ●
Liz Howard
Sarah Howard ●
Michael Howell
Benson Hsu
Jackie Merrill and Jay Hughes
Darren Hughes ●
Barbara and Joseph Reeves Hyde III ●
Carolyne T. Hyde ●
Barbara Reid and David Hyman
Heather Ichord ●
IDF Value Add Services
IMBE Enterprise Incubator, Ltd.
Immaculate Heart Community
Impact Amplifier
Impaqto Cia Ltda
Innovation Edge Foundation
Insitor Partners PTE, Ltd.
Institute of Financial Management and Research
Instituto Climate Ventures Brazil
Instituto Conexoes Sustentavies
Instituto Tecnologico Y Des Estudios
International Centre of Insect Physiology & Ecology
Martha and Mel W. Jackson ●
Nancy Jacobs ●
James Rosenquist Foundation
Bernard Jazzar
James Jenkin
Jan Jennings ●
Susan R. Short and John S. Johnson III
Jennifer and Michael Jones ●
Megan Jones Bell
William N. Joy
Helene Kafka ●
Atilla Kahveci ●
Jared Kaplan ●
Christine Karnes
Fred Karren ●
Walter J. Kawecki III ●
Lindsay Schanzer and Alexander Kelloff ●
Katherine Kendrick ●
Natasha and Narayan Khandekar ●
Sergiy Khomenko
June Kim
Paul Kinney ●
Anatole Klepatsky
Lauren Korshak ●
Kristin Koval
Daniel Kraft
Eric Kneger ●
Stanley Kritzik ●
Aman Kumar
Laura and Dale Kutnick ●
Rajiv B. Lall
David Lane
Lucy Jane Lang and Scott P. Asher ●
Sally and James Lapeyre, Jr. ●
Carole and Gary S. Lazar ●
J. Welby Leaman
LEAP
Ann Lee-Karlon
Karen and Bruce Levenson ●
Emily Levin ●
Jordan Levy
Karen and Walter M. Levy
Sarah Lewin ●
Randy Lewis ●
Suzanne Leydecker Family Advised Fund at
Aspen Community Foundation ●
Sylvia and David Lichtenger ●
Steven Liesman
Dwight Lin
Stacy Lindau
Barbara Ann Page
Lindsay Lofaro ●
Brock Long
Mona Look-Mazza and Tony Mazza ●
Lucid Art Foundation
Jessica and Torjus Lundevall ●
Martha Luttrell ●
Alissa Hsu and Hugh Lynch
Meaghan Lynch ●
Christina Mace-Turner and Alex Turner
Allison Mahoney ●
Ram Makkena ●
Dr. Sidney Mandelbaum and Diane Oshin ●
Monica Mantilla
PJ Mark
Janice and Chip Marks ●
Anna and Paul Marks ●
John Marotta
Stephanie P. Marshall, PhD ●
James Martin ●
Alison Martin
Celia V. Martin
GIVING THANKS

Sara and Michael Shulman ● Janna Sidley ● Mehmet Simsek ● Sinai ● Shivani Siroya and Chet Devaskar ● Eric and Christi Small ● Smart Regional Consultants, Ltd. ● Myra N. Smith and Darwin Smith ● Stephanie Smith ● Maya Smith ● Erica Snow ● Beverly and John Snyder ● Sarah and Paul Sohn ● Solar Sister, Inc. ● SORTAgile ● Pamela Stanton ● Sandra and Stephen Stay ● Michael and Mary Kathryn Steel ● Gabriel Stelly ● Danette Stephens ● Stichting Spark ● Collette Stallbaumer Stickney and Warren Stickney


ASPEN LEGACY SOCIETY

The Aspen Legacy Society recognizes benefactors who make legacy commitments through bequests and other planned gifts that ensure the Institute is positioned to fulfill its mission now and in the future.

Anonymous
Karen and Berl Bernhard
Rebecca Donelson and Robert C. Blattberg
Connie L. and James C.* Calaway
Dale Coudert
Renée and Lester Crown
Esther B. and James L.* Ferguson
Henrietta H. Fore and Richard L. Fore
Alma and Joseph B. Gildenhorn
Glenda and Gerald Greenwald

Casady Meredith Henry
Juliane Marion Heyman
Soledad and Robert J. Hurst
Jane Jenkins
Jan Jennings and Michael Mount
Ann M.* and Tom C. Korologos
Aman Kumar
Joan Lebach
Marlene and Frederic V.* Malek
William E. Mayer

Elaine and James McDade*
Julienne M. Michel*
Elinor and George B. Munroe*
Stephanie and Michael Naidoff
David L. Nevins
Ann and William A.* Nitze
Patricia M. Patterson
Carla and Charles Powell
Kenneth G. Robinson, Jr.*
Kathleen D. Smith*

Myra and Darwin Smith
Curt Strand*
Linda and Dennis H.* Vaughn

The Aspen Institute strives to be complete and accurate in recognizing the generous support of our donors. We regret any omissions or errors. Anonymous donor information available upon request. Please contact the Office of Institutional Advancement at advancement@aspeninstitute.org with any questions.

● Society of Fellows | ● Paepcke Society | ● Arts Circle | ● Deceased
We ignite human potential to build understanding and create new possibilities for a better world.

The Aspen Institute is a global nonprofit organization committed to realizing a free, just, and equitable society. Founded in 1949, the Institute drives change through dialogue, leadership, and action to help solve the most important challenges facing the United States and the world. Headquartered in Washington, DC, the Institute has a campus in Aspen, Colorado, and an international network of partners.