

THE

Aspen

IDEA

WINTER 2010/2011

THE ASPEN INSTITUTE



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WINTER ASPEN

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THE Aspen IDEA

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The Aspen Institute

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The planet's most stimulating leaders and thinkers gather to provoke, inspire, and challenge at the sixth annual Aspen Ideas Festival.



On the Cover: Institute trustees and former Secretaries of State Madeleine Albright and Condoleezza Rice. Photo by Michael Brands. Photo illustration by Steve Johnson and TMG. Insets left to right: Melody Barnes, Geoffrey Canada, Bill Gates, Eric Holder, and Mike Mullen by Dan Bayer.

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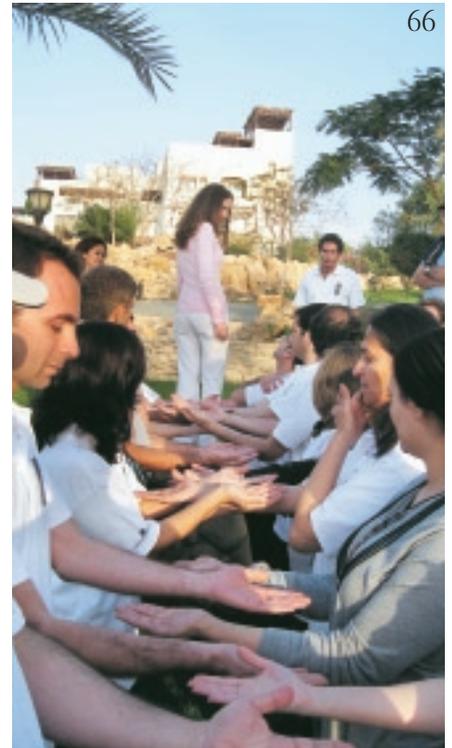
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BERL BERNHARD is chair of the Middle East Investment Initiative and chairman emeritus of the Institute. He writes about MEII's work to spur peace and stability in Palestine through economic development on page 70. He is a partner in the law firm DLA Piper specializing in international law, corporate investigations, legislation, and aviation. Bernhard directed the US Commission on Civil Rights under President John F. Kennedy and served in the State Department as special

counsel to Undersecretary W. Averell Harriman and later as executive counsel to Secretary of State Edmund Muskie.

CLARK KENT ERVIN is director of the Institute's Homeland Security Program, which held its first annual Aspen Security Forum this summer (page 76). Previously, he served as the first inspector general of the US Department of Homeland Security. Ervin also served as the inspector general of the State Department and the Broadcasting Board of Governors. Previously, Ervin was associate director of policy in the White House Office of National Service in the first Bush administration. He is the author of *Open Target: Where America Is Vulnerable to Attack*.



ANA NAVARRO OVITT is the deputy director of Middle East Programs at the Institute. Previously, she worked at a consulting firm focused on the Middle East and served as a foreign policy legislative assistant in the Senate, where she worked on a range of international issues for Senator Norm Coleman, the then-ranking member of the Senate Foreign Relations Subcommittee on Near East Affairs. Her article on the Emirates-Aspen Innovation Forum can be found on page 74.

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THE ASPEN INSTITUTE

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WHAT IS THE ASPEN INSTITUTE?

The Aspen Institute mission is twofold: to foster values-based leadership, encouraging individuals to reflect on the ideals and ideas that define a good society, and to provide a neutral and balanced venue for discussing and acting on critical issues.

The Aspen Institute does this primarily in four ways:

- Seminars, which help participants reflect on what they think makes a good society, thereby deepening knowledge, broadening perspectives, and enhancing their capacity to solve the problems leaders face.
- Young-leader fellowships around the globe, which bring a selected class of proven leaders together for an intense multi-year program and commitment. The fellows become better leaders and apply their skills to significant challenges.
- Policy programs, which serve as nonpartisan forums for analysis, consensus building, and problem solving on a wide variety of issues.
- Public conferences and events, which provide a commons for people to share ideas.

The Institute is based in Washington, DC; Aspen, Colorado; and by the Wye River on Maryland's Eastern Shore; it also has an international network of partners.

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SEMINARS

The Aspen Seminar

For almost 60 years, the Aspen Seminar on Leadership, Values, and the Good Society has challenged leaders in every field to think more critically and deeply about their impact on the world. A premier leadership and professional-development roundtable, the Aspen Seminar is a unique opportunity to step away from the demands of the present and to reflect on the concept of a good and just society—with 20 others in a moderated, text-based, Socratic dialogue. What is a good society? How does one make it a reality? What is my role in making that happen? The sublime settings of Aspen, Colorado, and Maryland's Eastern Shore are ideal for rejuvenating body, mind, and spirit. "The Aspen Seminar is the best whetstone out there," says Reed Hastings, founder and CEO of Netflix. To learn more, visit www.aspeninstitute.org/aspenseminar.

Justice and Society

The Justice and Society Seminar focuses on conceptions of justice and how a just society ought to deal with issues such as private conduct and public mores, the social impact of economic disparities, the extent of entitlements, equality and the breakdown of long-held hierarchies of race and gender, the purposes of criminal punishment, and the contours of justice in a globalized world. Readings for the seminar range from classic philosophical texts to short stories, films, and plays, to cases currently before the Supreme Court. Next summer's seminars will be held July 10–16, 2011, with a second session TBD in late July. For more information, visit www.aspeninstitute.org/jss.

The Socrates Society

The Socrates Society provides a forum for emerging leaders (ages approximately 28–45) from a wide range of professions to explore contemporary issues through expert-moderated roundtable dialogue. Socrates also provides an introduction into a diverse professional net-

work and into the broader range of the Institute's programs. Socrates events include weekend-long seminars in Aspen and at the Institute's Wye River campus; day-long seminars in major US cities; and will soon add international seminars. Recent topics include bioethics, the impact of the financial crisis on the US economy and emerging markets, technology and privacy, China and America, energy security, Afghanistan and Pakistan, globalization, Islam and democracy, sports and society, health care reform, and green investing. Visit www.aspeninstitute.org/socrates.

Philanthropy Seminar

The Philanthropy Seminar is a collaboration with the Global Philanthropy Forum and is open to principals of family foundations, individual philanthropists and CEOs of private and corporate foundations seeking a meaningful and substantive exploration of philanthropic values and wishing to share practical strategies that generate positive, lasting impacts both domestically and around the world. Because of the highly participatory nature of this seminar, the program is closed to auditors and is open only to those who can make the three-day commitment. For more information, including speakers, agenda, and registration materials, visit www.aspeninstitute.org/psi by mid-February or contact Tracey Totten at totten@aspeninstitute.org.

Africa Conservation Seminar

The Institute's Energy and Environment Program has partnered with the African Wildlife

Foundation to combine Aspen-moderated seminars with a world-class African safari experience. The next Africa seminar—"Fifty Years of Africa Conservation"—will take place February 12–17, 2011. Beginning with introductory sessions in Johannesburg, South Africa, participants will fly to Singita Game Reserves, one of the world's most exclusive private safari destinations, for four nights. Guest speakers along with Africa's leading scientists and civic leaders will moderate sessions about this vibrant continent. To learn more about the seminar, contact Donna Horney at donna@aspeninstitute.org or at 202-736-5835.

Racial Equity and Society

The Racial Equity and Society Seminars provide an opportunity for participants to immerse themselves in readings, study, and dialogue on issues of race, ethnicity, and equity in the United States. Participants explore a range of issues, including historical and contemporary dynamics of structural racism, ideological and political debates regarding race-related issues, the ways public policies and social processes promote or limit racial equity, and social and cultural influences on popular perceptions of race and ethnicity.

Wye Faculty Programs

In a longstanding collaboration with the Association of American Colleges and Universities, these

Socrates Society participants on a hike in Aspen this summer.



Michael Brandis

seminars engage faculty, senior academic administrators, and college presidents in an exchange of ideas about liberal arts education, citizenship, and the global polity.

Custom Seminars

Custom seminars enable organizations and companies to develop one- to multi-day seminars relevant to their day-to-day operations. This program has grown to include many of the world's leading corporations.

HOW TO SIGN UP

For more information or to register for a seminar, contact Charlene Costello at (410) 820-5374 or visit www.aspeninstitute.org/seminars. Limited financial assistance is available for most seminars.

2010–2011 SEMINAR SCHEDULE

The Aspen Seminar*

Visit www.aspeninstitute.org/aspenseminar for more information on upcoming seminars in 2011.*

*By invitation/nomination only. For more information, contact Todd Breyfogle at todd.breyfogle@aspeninstitute.org

Topical Seminars**Socrates Society Seminar**

November 19–20, 2010, Salon, San Francisco, CA

February 18–21, 2011, Winter Seminars, Aspen, CO

April 1–2, 2011, Salon, Boston, MA

POLICY PROGRAMS AND PARTNERSHIPS

ADVOCACY AND EXCHANGE PROGRAM ON AGENT ORANGE/DIOXIN promotes dialogue within the US policy community and between the United States and Vietnam on solutions to the continuing impact of the wartime use of herbicides in Vietnam.
www.aspeninstitute.org/agentorangeprogram

ADVOCACY PLANNING AND EVALUATION PROGRAM and its Continuous Progress Strategic Services help partners and clients plan, evaluate, and learn from efforts to shape public policy. Consultants work with foundations and NGOs in the US, Tanzania, Kenya, France, and Germany on issues as diverse as curbing teen obesity and increasing access to family planning.
www.aspeninstitute.org/apep
www.continuousprogress.org

ASPEN NETWORK OF DEVELOPMENT ENTREPRENEURS is a global network of organizations committed to creating and implementing market-based solutions to global poverty. Members provide critical financing and business support to small and growing businesses that create significant economic, environmental, and social impacts in developing countries.
www.aspeninstitute.org/ande

ASPEN STRATEGY GROUP uses a bipartisan lens to identify and examine the most contentious foreign policy and national security concerns facing the United States and to assess America's evolving strategic interests.
www.aspeninstitute.org/asg

BUSINESS AND SOCIETY PROGRAM is dedicated to developing leaders for a sustainable global society. Through dialogue and education, the Program challenges business leaders to link financial success with social and environmental innovation.
www.aspeninstitute.org/bsp

CHANGE AND PROSPERITY: THE PROGRAM ON THE WORLD ECONOMY promotes dialogue among leaders in business, finance, government, academia, and the media from industrialized and developing nations to generate new approaches to major economic challenges.
www.aspeninstitute.org/pwe

COMMISSION ON NO CHILD LEFT BEHIND is designed to inform the anticipated reauthorization of this landmark legislation by holding hearings, conducting and distilling research, and developing recommendations to improve its effectiveness.
www.nclbcommission.org

COMMUNICATIONS AND SOCIETY PROGRAM promotes dialogue and innovation in communications and information policy. It convenes leaders to assess the impact of modern communications and information systems and develops new models for communications policy.
www.aspeninstitute.org/c&s

COMMUNITY STRATEGIES GROUP designs and manages action-inducing peer-learning among community-based leaders and policymakers to advance local economic development, civic capacity, family livelihoods, and the development of philanthropic resources.
www.aspeninstitute.org/csg

CONGRESSIONAL PROGRAM offers nonpartisan educational programs designed to foster leadership on public policy issues among members of the US Congress.
www.aspeninstitute.org/congressional

COUNCIL OF WOMEN WORLD LEADERS mobilizes women leaders globally for collective action on issues of critical importance to women. The Council promotes good governance and gender equality, and enhances the experience of democracy globally by increasing the number, effective-

Each program has a different policy area at its core, but all strive to promote dialogue and informed leadership.



US State Department

Delegates of President Obama's Forum with Young African Leaders at an Aspen Network of Development Entrepreneurs and Global Health and Development Program reception

ness, and visibility of women who lead at the highest levels.
www.womenworldleaders.org
www.aspeninstitute.org/cwwl

ECONOMIC OPPORTUNITIES PROGRAM supports fields of practice—including workforce training and education, micro-enterprise development, and financial services—that make economic opportunity more accessible to those who are struggling in the changing economy.
www.aspeninstitute.org/eop

EDUCATION AND SOCIETY PROGRAM helps local, state, and national education leaders share knowledge about how school systems can improve the education and life chances of poor and minority students, and works with them to create programs and policies to accomplish these goals.
www.aspeninstitute.org/education

ENERGY AND ENVIRONMENT PROGRAM brings together leaders in business, government, educational, research, and environmental organizations to seek creative solutions to domestic and international policy issues involving energy and the environment.
www.aspeninstitute.org/ee

GLOBAL HEALTH AND DEVELOPMENT supports leadership in health in low- and middle-income countries and promotes innovative strategies to address global health and poverty at a significant scale.
www.aspeninstitute.org/ghd

GLOBAL INITIATIVE ON ARTS, CULTURE, AND SOCIETY seeks to build a neutral platform for reflection, network-building, policy formulation, leadership development, and resource mobilization in the fields of arts, culture, and socioeconomic development.
www.aspeninstitute.org/cultureandsociety

HEALTH, BIOMEDICAL SCIENCE, AND SOCIETY INITIATIVE examines domestic and international policy issues related to health, medicine, nutrition, and biotechnology through a combination of roundtable discussions, speaker series, and public forums.
www.aspeninstitute.org/health

HOMELAND SECURITY INITIATIVE examines issues relating to US homeland security, assesses progress made by the Department of Homeland Security, and develops recom-

PUBLIC PROGRAMS

mendations to make Americans safer.

www.aspeninstitute.org/security

INITIATIVE ON FINANCIAL SECURITY convenes a leadership group from the financial-services industry to explore financial products that create lifelong asset-building opportunities for the tens of millions of working Americans who currently lack access to tax-advantaged or employer-subsidized savings vehicles.

www.aspeninstitute.org/ifs

JUSTICE AND SOCIETY PROGRAM convenes leaders from several professions to affect national and international policy regarding human rights, international law, transitional justice, and multilateral peace-keeping operations. Through public programs and roundtable discussions, the Program focuses on issues that crosscut law and public policy.

www.aspeninstitute.org/justice

MARKET-BUILDING INITIATIVE generates dialogue, develops frameworks, and supports active engagement for countries building legitimate market economies after conflict and instability. The Initiative aims to create value chains and underpin the credible institutions that allow citizens to participate in the benefits of a globalizing world.

www.aspeninstitute.org/mbi

MIDDLE EAST PROGRAMS takes a comprehensive approach toward the Middle East with Partners for a New Beginning, the US-Palestinian Partnership, the Emirates-Aspen Partnership, the US-Lebanon Dialogue, the North Africa Partnership, and the Huda and Samia Farouki Speaker Series. These initiatives work with American, Middle Eastern, and Muslim business and political leaders dedicated to a peaceful resolution to all Middle East conflicts and to forging

partnerships between America and the Muslim world.

www.aspeninstitute.org/mideast

PROGRAM ON PHILANTHROPY AND SOCIAL INNOVATION employs seminars, leadership programs, and evidence-based discussions to strengthen and inform philanthropy, the non-profit sector, and social enterprise so that each can contribute to the good society, domestically and internationally.

www.aspeninstitute.org/psi

REALIZING RIGHTS: THE ETHICAL GLOBALIZATION INITIATIVE aims to put human rights principles at the heart of global governance by catalyzing new thinking and action to address global inequities. Founded by former President of Ireland Mary Robinson, it is a partnership of the Institute, Columbia University, and the International Council on Human Rights Policy.

www.aspeninstitute.org/egi

ROUNDTABLE ON COMMUNITY CHANGE is a forum in which leaders working to revitalize distressed urban and rural communities can address common problems and share strategies for promoting positive change.

www.aspeninstitute.org/rcc

Author Azar Nafisi (*Reading Lolita in Tehran*) at the Cultural Diplomacy Forum



James R. Brantley

Aspen Ideas Festival

This weeklong, large-scale public event—co-hosted by *The Atlantic*—brings some of the world's brightest minds and leaders to Aspen every summer for enlightened dialogue on the planet's most pressing issues. The Festival will take place from June 27 through July 3, 2011. For information, visit www.aifestival.org or call Deborah Murphy at (970) 544-7955.

The Washington Ideas Forum

Presented in partnership with *The Atlantic* and The Newseum, this Washington, DC-based event features leading figures in public policy discussing the most important issues of the day. For information, contact Lidia Barabash at lidia.barabash@aspeninstitute.org or at (202) 736-2913.

Aspen Community Programs

The Institute offers residents of Aspen and the surrounding Roaring Fork Valley communities a variety of programs throughout the year, including the McCloskey Speaker Series, Arts & Ideas Series, Community Great Ideas Seminar, Sharing Shakespeare, and NEW VIEWS Documentary Film Series with aspenFILM. For information, contact Cristal Logan at cristal.logan@aspeninstitute.org.

Aspen in New York

The Institute now hosts a variety of programs in New York City, from book talks and discussions to symposia and benefits. For more information, contact Lidia Barabash at lidia.barabash@aspeninstitute.org or at (202) 736-2913. Or visit www.aspeninstitute.org/newyork.

Aspen Environment Forum

The 2011 Aspen Environment Forum, co-hosted by the National Geographic Society, will convene eminent leaders in energy and the environment in Aspen in summer

2011. For more information, visit www.aspenenvironment.org.

Cultural Diplomacy Forum

Each fall, the Institute examines the relationship between arts, culture, and politics with its Cultural Diplomacy Forum. For more information, visit www.aspencdf.org.

Aspen Security Forum

The Aspen Security Forum will convene leaders in government, industry, media, think tanks, and academia to explore key homeland security and counterterrorism issues in Aspen from July 27 to July 30, 2011. For more information, visit www.aspensecurityforum.org.

Aspen Writers' Foundation

Throughout the year, the Aspen Writers' Foundation encourages writers in their craft and readers in their appreciation of literature through its repertoire of year-round programs, including the Summer Words Literary Festival, Winter Words, Lyrically Speaking, and Story Swap. www.aspenwriters.org

Innovation Economy Roundtable

The Institute and Intel host a series of roundtable discussions and forums on the future of US innovation, education, and success. To learn more, contact Lidia Barabash at lidia.barabash@aspeninstitute.org or at (202) 736-2913.

DC Book Talks and Roundtables

From September through June, the Institute's DC headquarters hosts the Alma and Joseph Gildenhorn Book Series, lunchtime discussions with major recent authors, and the Washington Ideas Roundtable Series, which focuses on world affairs, arts, and culture and is made possible with support from Michelle Smith and the Robert H. Smith Family Foundation. To learn more, contact Jeffrey Harris at jeffrey.harris@aspeninstitute.org.

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[www.aspeninstitute.org/
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**The Aspen Institute-Rodel
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American elected leaders.
www.aspeninstitute.org/rodel

**The Central America
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www.aspeninstitute.org/cali

**The Henry Crown
Fellowship Program**
The flagship leadership
program.
www.aspeninstitute.org/crown

The Catto Fellowship Program
Leaders in the environment.
www.aspeninstitute.org/catto

The Liberty Fellowship
Leaders in the state
of South Carolina.
www.aspeninstitute.org/liberty

**The Africa Leadership
Initiative (ALI)/West Africa**
Leaders in Ghana and Nigeria.
www.aspeninstitute.org/ali

**Nigeria Leadership Initiative-
Senior Fellows Program**
www.aspeninstitute.org/nli

Aspen Global Leadership Network

Since 1997, the Institute has built a series of programs for accomplished leaders in the United States and abroad—from South Carolina to South Africa. Beginning with and inspired by the Henry Crown Fellowship Program, these initiatives share a goal of developing a new generation of civically engaged men and women by encouraging them to move “from success to significance.”

Each program selects an annual class of approximately 20 proven leaders and convenes them several times over the course of two years for a series of intensive leadership seminars. Each Fellow is also required to design and carry out a high-impact leadership project. This family of initiatives comprises the Aspen Global Leadership Network. Today, the Network numbers close to 1,200 Fellows from 43 countries and continues to grow.

The India Leadership Initiative (ILI)
www.aspeninstitute.org/ili

The Middle East Leadership Initiative (MELI)
www.aspeninstitute.org/meli

The Africa Leadership Initiative (ALI)/East Africa
Leaders in Tanzania, Uganda, Rwanda, and Kenya.
www.aspeninstitute.org/ali

The Africa Leadership Initiative (ALI)/Mozambique
www.aspeninstitute.org/ali

The Africa Leadership Initiative (ALI)/South Africa
www.aspeninstitute.org/ali

contact Abigail Golden-Vazquez at (202) 736-2919 or aglninfo@aspeninstitute.org.

A Tradition of Bipartisanship

Former Secretaries of State Madeleine Albright and Condoleezza Rice shared the stage this summer in Aspen to discuss some of the nation's most pressing foreign policy issues—from Afghanistan to Iran. In addition to expert commentary, the audience was treated to something else: civil bipartisan dialogue. It is striking that both civility and bipartisanship have become rare commodities in the United States today. We live in an age of sound-bites, 24-hour news cycles, and Internet speed—where it sometimes seems there is little room for nuance or thoughtful analysis. In this environment, the Institute's mission—to provide a space for leaders and thinkers from differing, and even opposing, viewpoints to find common ground—is more vital than ever.

The Institute has a long tradition of bringing together Republicans and Democrats to create initiatives that advance solutions to critical issues by focusing on shared values. Former Georgia Democratic Governor Roy Barnes together with former Wisconsin Republican Governor Tommy Thompson created the Institute's Commission on No Child Left Behind, because they believe that excellence in US public education shouldn't be a partisan issue. In 1983, former Senator Dick Clark launched the Institute's Congressional Program to provide a space for leaders from both parties to discuss the most important issues of the day with leading academics and experts. The Program has produced many bipartisan collaborations, includ-

Isaacson on stage with Albright, Aspen Strategy Group Director Nicholas Burns, and Rice



ing Senators Dick Lugar and Sam Nunn's hallmark legislation aimed at dismantling weapons of mass destruction in former Soviet states. Former National Security Advisor Brent Scowcroft and Harvard's Joe Nye joined forces in 1984 to create the Aspen Strategy Group—originally conceived as a Cold War mediation forum. More than 25 years later, the Aspen Strategy Group is still charting a vital course for bipartisan problem-solving in foreign policy. And it was during this summer's meeting of the Group that Albright and Rice held their conversation. You can read an excerpt of their public discussion on page 40.

Of course, Albright and Rice each have a rich history with the Institute, where they are both now trustees. In 2004, Albright worked with another former secretary of state, Henry Kissinger, to start the Institute's Middle East Strategy Group (now Middle East Programs), which works to advance peace, security, and prosperity in the region. Among other enterprises, Middle East Programs houses both the Institute's US-Palestinian Partnership and the Middle East Investment Initiative, two programs where Rice has been instrumental—both in and out of office. And, this year, the Institute joined the State Department to launch Partners for a New Beginning, a groundbreaking partnership aimed at forging closer ties between American

and Muslim leaders. Albright chairs Partners for a New Beginning, which in addition to incorporating ongoing work in Palestine will include new Institute programs in North Africa, the United Arab Emirates, and Lebanon. To learn more about this constellation of Middle East Programs, see page 65.

This summer, the Institute also hosted its first annual Aspen Security Forum, which brought together public servants, policy experts, and top journalists to discuss the threats we face at home, abroad, and even online (see page 76). And, of course, the Institute once again welcomed a panoply of leading thinkers from across business, politics, the arts, science, and the media for the sixth annual Aspen Ideas Festival (see page 48). We strive to imbue all of our events with the kind of talent and informed thinking that Albright and Rice brought to their discussion—and the Ideas Festival was no exception. This flagship event serves as an important reminder of the kind of refined thinking that can happen when partisanship is put aside and thoughtful exchange can flourish.

Walter Isaacson
President and CEO



CYBERSECURITY THAT'S FULLY INTEGRATED.

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Lehrer and Hosseini

Michael Brands

LEHRER, HOSSEINI Honored in Aspen

“We still need people who are in the serious business of journalism,” said **Jim Lehrer**, host of “The PBS NewsHour,” at the Institute’s 17th Annual Summer Celebration, held in Aspen on August 7. “People don’t want to spend all day on blogs or listening to people shout on the radio.” The evening began with a conversation between Institute CEO **Walter Isaacson** and the two recipients of the Institute’s Public Service Award: Lehrer and **Khaled Hosseini**, author of *The Kite Runner* and founder of the Khaled Hosseini Foundation (see page 43, for more with Hosseini). **Bob** and **Soledad Hurst** chaired a reception and dinner following the conversation that raised more than \$534,000 for the Institute. For video of the discussion, go to www.aspeninstitute.org/video.



Forum delegates

GENERATION AFRICA

On August 2, the Institute’s Aspen Network of Development Entrepreneurs and the Global Health and Development Program, together with Mercy Corps and ImagineNations, hosted a reception for the delegates of President Obama’s Forum with Young African Leaders at the Smithsonian National Museum of African Art. The Forum brought together more than 100 young civil-society and private-sector leaders from more than 40 sub-Saharan countries to meet with their American counterparts and with US government officials. The Forum focused on youth empowerment, good governance, and economic opportunities. The reception included remarks by **Henrietta Holsman Fore**, Institute trustee and former director of the US Agency for International Development. To learn more, visit www.aspeninstitute.org/ande.



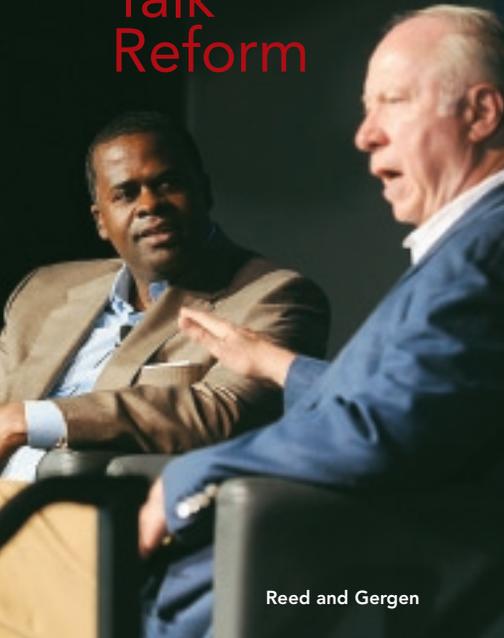
Feinstein

Michael Brands

WORLD WIDE WEB

In August, the Aspen Strategy Group—a bipartisan forum to explore foreign policy puzzles facing the United States—met in Aspen to discuss American interests in Pakistan, India, and Afghanistan. Attendees included former Secretaries of State **Madeleine Albright** and **Condoleezza Rice**, Senators **Dianne Feinstein** and **Jack Reed**, Representatives **Howard Berman** and **Jane Harman**, former Secretary of Defense **Bill Perry**, Center for Strategic and International Studies President **John Hamre**, and Carnegie Endowment for International Peace President **Jessica Tuchman Matthews**. The five-day meeting launched with a public conversation between Albright and Rice—also Institute trustees—and was moderated by **Nicholas Burns**, director of the Group (see page 40 for more). To learn more about the Aspen Strategy Group, visit www.aspeninstitute.org/asg.

Social Innovators Talk Reform



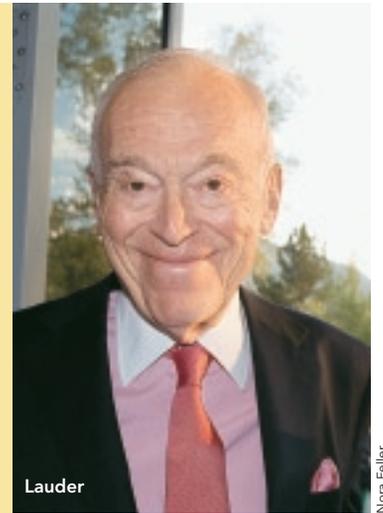
Reed and Gergen

Michael Brands

“You can’t underestimate the importance of elected officials doing everything that is necessary to maintain the political will,” said Atlanta Mayor and Rodel Fellow **Kasim Reed** at the 2010 Socrates Society Benefit Dinner in July. “Otherwise reformers don’t get to reform.” The event featured a conversation on leadership and social innovation with Reed and DC Schools Chancellor **Michelle Rhee** moderated by **David Gergen**, Institute trustee and Harvard University professor. **Laura** and **Gary Lauder** co-chaired the event, which hosted more than 270 people. The Socrates Society is a forum for emerging leaders from various professions to explore contemporary issues through expert-moderated dialogue. To learn more, visit www.aspeninstitute.org/socrates.

LAUDER AND GREGORIAN TO BE HONORED IN NEW YORK

On November 4, the Institute will host the 27th Annual Awards Dinner at the Plaza Hotel in New York City. This year’s event will honor **Leonard Lauder**, chairman emeritus of Estée



Lauder

Nora Feller



Gregorian

Riccardo Savi

Lauder Companies Inc., with the Corporate Leadership Award, and **Vartan Gregorian**, president of the Carnegie Corporation of New York, with the Henry Crown Leadership Award. **Christiane Amanpour**, anchor of ABC’s “This Week,” will moderate a conversation between the two honorees as part of the evening’s program. The Institute is very grateful to **Mercedes** and **Sid R. Bass**, dinner co-chairs, for their leadership and support of this special evening. To see pictures from the Annual Awards Dinner, visit www.aspeninstitute.org/annualdinner.

Smart IDEA

As the scope and significance of the Internet grows—with its increasing scale of information, users, connections, and mobility—a thorough reassessment of the institutions that govern the global Internet is critical. The Institute’s Communications and Society program is launching a new project: International Digital Economy Accords. IDEA will work with government officials, nonprofits, and companies like Google, Microsoft, and Verizon to create consensus on market access and the free flow of communications. The project follows the path of Secretary of State **Hillary Clinton**, who gave her “Internet Freedom” speech at the Newseum last January. **Reed Hundt**, former chairman of the Federal Communications Commission, will chair the project. To learn more, visit www.aspeninstitute.org/c&s.



Clinton

US State Department

Summer Stories Post-Katrina

Troy Simon and **James Jones**, high school students and survivors of Hurricane Katrina, discussed “Sketches of New Orleans” as part of the Aspen Writers’ Foundation’s 34th annual Aspen Summer Words Literary Festival. “After Katrina, it was struggle and pain,” Simon told Institute CEO **Walter Isaacson** during the event. “Now it’s happiness: I started reading and writing!” Simon and Jones were both scholars in the five-day writing retreat, and Jones also participated in the Foundation’s first-ever international Story Swap, which connected students from New Orleans and Haiti. Other Festival speakers included best-selling author **Kathryn Stockett**, *The Help*; Pulitzer Prize-nominated author **Ernest Gaines**, *A Lesson Before Dying*; National Book Award finalist **Dorothy Allison**, *Bastard Out of Carolina*; and 2009 National Book Award winner **Colum McCann**, *Let the Great World Spin*. To learn more, visit www.aspenwritersfoundation.org.



Simon

Riccardo Savi



Leonsis

SPORTS & THE CITY

On November 15, the Washington Leadership Series will feature special guest **Ted Leonsis**—businessman, professional sports team owner, author, and philanthropist—to discuss his instrumental role in reinvigorating Washington, DC, through his successful management of the NHL’s Capitals and, more recently, the NBA’s Wizards. The Washington Leadership Series, made possible with the generous support of **Liz Dubin** and **Michelle Smith**, are lunchtime discussions with leaders who have a significant impact on issues critical to the Washington area. Past guests have included Mayor **Adrian Fenty** and *Washington Post* Publisher **Katharine Weymouth** among others. For more information about this invitation-only event, contact Lidia Barabash at lidia.barabash@aspeninstitute.org.

Cuomo, Whitman Headline Tisch Series



Whitman

The Institute will host the next installment of “The Aspen Leadership Series: Conversations with Great Leaders in memory of Preston Robert Tisch” at the Roosevelt House in New York on November 9. The discussion will feature former Governors **Mario Cuomo** and **Christine Todd Whitman** on the challenges of modern leadership; WYNC’s **Brian Lehrer** will moderate. Earlier this year, the series featured playwright, actor, and educator **Anna Deavere Smith** and arts activist and former New York City Ballet Principal Dancer **Damian Woetzel** in a discussion about the future of the arts. This series is made possible through the generous support of **Steve, Laurie, and Lizzie** and **Jonathan Tisch**. For more information, please contact Linda Lehrer, linda.lehrer@aspeninstitute.org.

Steve Johnson

Prop. 8 Battle Comes to the Institute

On October 6, the Institute’s Diversity Committee held its first public program of the season with a panel discussion on same-sex marriage rights. **Meryl Chertoff**, the Institute’s Justice and Society director, moderated a dialogue with **Matthew McGill**, a partner at Gibson, Dunn & Crutcher LLC and a member of the legal team who challenged California’s Proposition 8 banning same-sex marriage; **Ed Whelan**, president of the Ethics and Public Policy Center; **Jon Davidson**, legal director of Lambda Legal; and **Helen Alvaré**, a law professor at George Mason University. To watch video of this event, go to www.aspeninstitute.org/video.

Putin, Prince Albert Lead Arctic Conference



Maxim Shipenkov/Corbis

In September, Russia's Prime Minister **Vladimir Putin** and Monaco's **Prince Albert II** gave the opening address during an international conference with the Institute's Energy and Environment Program in Moscow. Originally planned with Monaco as an Aspen Arctic Commission exchange forum with Russian experts, "The Arctic: Territory of Dialogue" evolved into an international conference presented by RIA Novosti and the Russian Geographic Society. Participants examined the exploration of natural resources, conservation, and Arctic infrastructure with the goal of preserving the region and its peoples while mitigating the effects of global climate change. "Protecting the Arctic will only happen with international cooperation," said **David Monsma**, executive director of the Institute's Energy and Environment Program. To learn more, visit www.aspeninstitute.org/ee.

Goldman



MEASURE OF SUCCESS

In October, the Institute's second annual Business and Society Program Forum was held in New York City and hosted by Bloomberg TV. Leaders like Nobel Laureate **Daniel Kahneman**, Honest Tea CEO **Seth Goldman**, Duke Energy CEO **Jim Rogers**, Google executive **Marissa Mayer**, and Buddhist scholar **Robert Thurman** answered the question: How do you measure success? Over two days of public conversation, speakers explored the health of business today and societal progress. To learn more or to watch video of the event, go to www.aspeninstitute.org/video.

JOIN US! *The Music of Leadership*

The Institute will present the first annual Preston Robert Tisch Award in Civic Leadership to **Wynton Marsalis** at the Kaye Playhouse in New York on November 29. The award recognizes a leader who embodies the spirit and values of Preston Robert Tisch—someone who has had significant positive impact on the community and who also embodies the Institute ideal of values-based leadership. Marsalis, an internationally acclaimed musician and composer, works to bring music and music-education programs to young people, and he has led efforts to help New Orleans recover from the devastating effects of Hurricane Katrina. Marsalis will receive \$25,000 to donate to a nonprofit organization of his choice. He will discuss his community work and his music with Institute CEO **Walter Isaacson** as part of the ceremony. To learn more, contact Linda Lehrer at linda.lehrer@aspeninstitute.org.

Marsalis

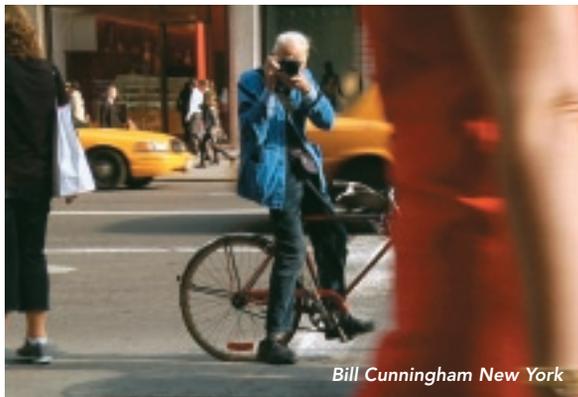


Clay McEride

IDEAS on Film

This summer, the Institute, in partnership with aspenFILM, presented a series of critically acclaimed new films, NEW VIEWS Premiere Documentaries. Thanks to generous support from **Evelyn** and **Leonard**

Lauder and **Jane** and **Michael Eisner**, five documentaries were screened in Aspen and followed by a discussion with the director or producer: *The Furious Force of Rhymes*, a work-in-progress about the globalization of hip-hop with Director **Joshua Atesh Litle**; *Bill Cunningham New York*, about the enigmatic photographer with Director **Richard Press** and Producer **Philip Gefter**; *Waste Land*, about the transformative power of art in Brazil with Director **Lucy Walker**; *Woodmans*, about the talents and tragedies of an artistic family with Director **C. Scott Willis**; and *Freakonomics*, based on the best-selling book with Producer **Chad Troutwine**. To learn more, visit www.aspeninstitute.org/events/newviews.



Bill Cunningham New York



Appiah and Gerson

Steve Johnson

Book Season in DC

This season's Alma and Joseph Gildenhorn Book Series has already explored old-world honor, the promise of America, and the role of the judiciary in a democracy. "The current sense of alienation from politics comes from the idea that it isn't a very honorable institution," said Princeton's **Kwame Anthony Appiah** at a discussion of *The Honor Code: How Moral Revolutions Happen* in Washington with Institute Executive Vice President **Elliot Gerson**. The Series continued with former Secretary of State and Institute trustee **Condoleezza Rice** on *Extraordinary, Ordinary People: A Memoir of Family* and Supreme Court Justice **Stephen Breyer** on *Making Our Democracy Work: A Judge's View*. Coming up this winter, the Institute will hear from Ambassador **Andrew Young** on *Walk in My Shoes: Conversations between a Civil Rights Legend and his Godson on the Journey Ahead* and from Dr. **Siddhartha Mukherjee** on *The Emperor of All Maladies: A Biography of Cancer*, among others. Watch these and other events at www.aspeninstitute.org/video.

Sarukhán



Michael Brands

THE ART OF DIPLOMACY

On October 4, the Institute—with the Phillips Collection and the New York University John Brademas Center for the Study of Congress—held the 2010 Aspen Cultural Diplomacy Forum. This year, former Secretary of State and Institute trustee **Madeleine Albright** discussed how the arts can bridge differences between nations. Other speakers included **John Brademas**, president emeritus of New York University; **Eric Fischl**, painter; **Azar Nafisi**, author of *Reading Lolita in Tehran*; **Arturo Sarukhán**, Mexican ambassador to the United States; **Jim Leach**, chairman of the National Endowment for the Humanities; and Representative **James Moran**. To learn more or to watch video of the event, visit www.aspeninstitute.org/artsprogram.



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For more information: www.aspenssecurityforum.org
Contact: Josh Diamonstein, josh.diamonstein@aspenninst.org

In Search of the Good Society

This summer, the Institute offered several short seminars in addition to the classic Aspen Executive Seminar. “Friendship and Old Age,” a New York convening, explored the place of friendship in living and leading well. “Panoramas of Leadership: Values for the 21st Century” brought together DC-area Aspen Seminar alumni and five Sudanese leaders—part of Northwestern University’s Sudan Good Governance Fellowship Program—to discuss common values in Africa. The Institute’s Wye Programs for college and university deans and faculty focused on discussions of “Citizenship in the American and Global Polity.” Meanwhile, “The Aspen Seminar” was oversubscribed again this year. This classic, week-long exploration of the values underlying the good society drew leaders from Egypt, the Netherlands, Nigeria, Romania, Saudi Arabia, Mexico, and Japan. For the 2011 Aspen Seminar dates, visit www.aspeninstitute.org/aspenseminar. And, to learn more about custom seminars, contact Todd Breyfogle at (202) 341-7803 or todd.breyfogle@aspeninstitute.org.

Seminarians Clark Brooks, Amina Salihu, and Mark Palchak



Dan Davis

JUSTICE FOR ALL

This summer’s Justice and Society Program seminar in Aspen brought together a diverse group of participants. Moderators **Barbara Rothstein**, director of the Federal Judicial Center, and **Richard Briffault**, Columbia Law professor, led participants through classic readings along with

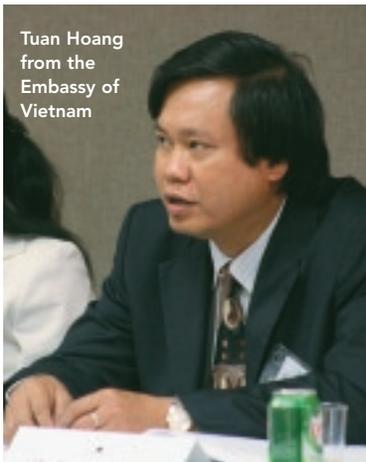
newer material focused on emerging issues in feminist political theory as well as religion and law. Among the attendees



Akande

were an Australian Supreme Court judge, two physicians, a rabbi, two federal penitentiary wardens, and several corporate executives. Also in attendance was **Inumidun Akande**—chief justice of Lagos, Nigeria—who delivered a presentation on the challenges she has faced strengthening the rule of law in her troubled nation. Next summer’s seminar will take place July 10–16, 2011. To learn more, visit www.aspeninstitute.org/justice.

Tuan Hoang from the Embassy of Vietnam



Steve Johnson

Aspen Unveils Agent Orange Action Plan

The Institute unveiled a proposed plan of action this June that will tackle the lingering health and environmental damage in Vietnam associated with US wartime use of the herbicide Agent Orange. **Walter Isaacson**, co-chair of the Institute’s US-Vietnam Dialogue Group on Agent Orange/Dioxin, said the plan addressed “something major in our history that had been relegated to a footnote in our consciousness.” For an investment of \$30 million per year over ten years, the plan calls for funding an effort to pinpoint the extent of dioxin contamination, clean up contaminated soils, restore damaged ecosystems, and expand services to people with disabilities and their families. The Dialogue Group on Agent Orange/Dioxin is a citizen-to-citizen forum for leaders in both the United States and Vietnam to address this troubling legacy of the Vietnam War. To learn more, visit www.aspeninstitute.org/agentorangeprogram.

Seminar
participants
in Africa



Join Us—in South Africa

Donna Horney

The Institute's Energy and Environment Program has partnered with the African Wildlife Foundation to combine Aspen-moderated seminars with a world-class African safari experience. We are thrilled to announce our next Africa seminar will take place February 12–17, 2011. Following introductory sessions in Johannesburg, South Africa, we will fly to Singita Game Reserves, one of the world's most exclusive private safari destinations, where we have reserved two luxury lodges for four nights. Joining us will be a variety of guest speakers and participants from the ranks of Africa's leading scientists and civic leaders. The seminar will focus on the past 50 years of conservation. To learn more about this exciting program, contact Donna Horney at donna.h@aspeninstitute.org or at (202) 736-5835.

Aspen Heads to Spain

The Institute's Board of Trustees voted unanimously this summer to launch a new international partner: Aspen Institute Spain. Former EU Secretary General **Javier Solana** is set to be president of the new branch, which will be based in Madrid and work with leading Spanish think tanks, government offices, business, and academia to advance values-based leadership. Spain will join Germany, France, Italy, Romania, India, and Japan as part of the Institute's global network. "We are thrilled to have Javier Solana joining the Aspen family," says **Elliot Gerson**, Institute executive vice president. "His demonstrated leadership, in Spain and globally, will only enhance the Institute brand worldwide." To learn more, visit www.aspeninstitute.org/about/global-partners.



Institute CEO Walter Isaacson with Solana

Michael Brands

NEVER MISS AN ASPEN EVENT

From the Aspen Ideas Festival to our DC book talks and roundtables, our new Multimedia channel at www.aspeninstitute.org/video features a complete library of Aspen events. Hundreds of hours of full-length and edited videos of conversations from Institute forums, festivals, policy programs, and special events are yours to access any time, on demand.



Alexander

Steve Johnson

Poetry Takes on Power

On September 24, the Institute's Washington Ideas Roundtable Series—monthly DC-based lunchtime discussions on world affairs, arts, and culture—launched its second season. **Elizabeth Alexander**, professor and President Obama's inaugural poet, joined former Poet Laureate of Washington, DC, **Ethelbert Miller** for a discussion about the power of language in the public space. To watch video of this roundtable, visit www.aspeninstitute.org/video.



Steve Johnson

Bachelet

VOICE OF REASON

As part of the Institute’s Madeleine K. Albright Women’s Voices Series, the Council of Women World Leaders, in partnership with the Bertelsmann Foundation, hosted Chilean President **Michelle Bachelet** in a discussion on global health and the global financial crisis in June at the National Press Club in Washington, DC. The talk was moderated by **Julia Sweig**, director for Latin American Studies at the Council on Foreign Relations. Bachelet discussed the challenges of being both a socialist and agnostic woman in a largely Catholic, conservative, and *machista* society. To learn more about the Council of Women World Leaders, visit www.aspeninstitute.org/cwwl.



Arrillaga-Andreessen and Gallucci

Michael Brands

▶ DONOR DOWNLOAD ◀

This July, the Institute’s Program on Philanthropy and Social Innovation convened the Aspen Philanthropy Group—20 leaders of private and corporate foundations—to discuss how best to measure and evaluate their funding efforts. The Group considered the problem of spending crucial funds on expensive and burdensome searches for evidence of impact and discussed what an optimal system might look like—and how the Institute can create it. Led by PSI Director **Jane Wales**, participants included **Vartan Gregorian**, president of the Carnegie Corporation of New York; **Bob Gallucci**, president of the MacArthur Foundation; and **Laura Arrillaga-Andreessen**, founder and chairman of the SV2 venture philanthropy fund. To learn more, visit www.aspeninstitute.org/psi.

Nonprofit Leaders Unite

The Institute’s Program on Philanthropy and Social Innovation—with support from American Express Philanthropy—held its inaugural Fellowship for Emerging Nonprofit Leaders this August in Aspen. Using text-based dialogue, the Fellowship provides nonprofit leaders with the opportunity to move beyond daily concerns to explore the core values that animate their work and inspire them to be more effective and innovative leaders. Fellows include **John Hancock**, president of Junior Achievement in Oregon and southwest Washington; **Ari Solotoff**, chief of staff and director of planning at the Philadelphia Orchestra; and **Angela Fernandez**, executive director of the Northern Manhattan Coalition for Immigrant Rights. To learn more about the program and the 2010 fellows, please visit www.aspeninstitute.org/psi.



Hancock and Solotoff



Paepcke Building Reopens

Michael Brands

On June 27, the Institute welcomed the Aspen community to an open house celebrating the reopening of the Walter Paepcke Memorial Building. More than 1,000 people attended the free programs and tours held throughout the day. The building will now be 55 percent more energy efficient with a geothermal pond, new insulation, a new roof, and double-paned windows, among other green features. As noted in *The Aspen Times*: “The Paepcke Building has always been special; now, it’s smart, too.” The biggest architectural changes are in the auditorium, which has been expanded by 600 square feet to make room for 60 new seats. The Ann W. Richards stage features the best theatrical lighting, sound, and cinematic electronics available. If you haven’t had a chance to visit the Paepcke Building, we hope you can drop by soon.

EMPOWER WOMEN, CHANGE THE WORLD

This year, 32 talented women graduate students from leading US universities—Harvard, Berkeley, Johns Hopkins, Columbia, and Cornell—are working across the globe in the offices of female political leaders and in top international organizations. These women are members of the Institute’s Council of Women World Leaders’ 2010 Graduate Fellowship Programs: the General Fellowship, Public Health Policy Fellowship, and new Environmental Policy Fellowship. The Fellows are engaged at 30 organizations, including the World Health Organization in Geneva, Switzerland; President Grybauskait’s Office in Lithuania; UN Environment Programme in Nairobi, Kenya; F.W. de Klerk Foundation in South Africa; Ministries of Environment in Iceland, Morocco, Italy, Mozambique, and Namibia; and Ministries of Health in Finland, Micronesia, Moldova, Samoa, Liberia, Senegal, and Mongolia. To learn more, visit www.aspeninstitute.org/cwwl.



FINANCIAL SECURITY FOR LIFE

“We need simple and secure financial products to help all Americans save, invest, and own,” said **Lisa Mensah**, executive director of the Institute’s Initiative on Financial Security, before a Senate Special Committee on Aging hearing titled “The Retirement Challenge: Making Savings Last a Lifetime.” The hearing marked the beginning of policymakers’ exploration of potential federal legislation to help more Americans earn private income to supplement Social Security—a priority for Congress and the Obama administration. Mensah highlighted the importance of covering Americans not currently served by employer-sponsored retirement plans; she offered the Institute’s innovative “Security Plus Annuities” proposal, which gives seniors an option to buy another layer of Social Security-like income, as a solution. “It’s time for better products that match today’s consumers,” said Mensah. To learn more, visit www.aspeninstitute.org/ifs.

Use the Network. Build a Better World.



Dustin Franz

Awuah

A group of 19 Aspen Global Leadership Network Fellows from seven countries—Ghana, Costa Rica, El Salvador, Uganda, America, India, and Nigeria—and eight leadership initiatives gathered at the Aspen Ideas Festival this summer for unique sessions aimed at bolstering their leadership projects (each Fellow undertakes a project that gives back to society). During three days of programming—made possible with support from **Bob and Gillian Steel**, **Margot and Tom Pritzker**, and Festival patrons—Fellows presented their project challenges and benefitted from ideas from other Fellows, trustees, and guests. “Whenever Fellows can get together to discuss things that matter—especially their projects—there’s magic,” said Henry Crown Fellow **Andy Cunningham**, founder of Zero1. The Pritzkers also opened their home to Fellows at a reception for Institute friends and supporters. Fellows like Africa Leadership Initiative Fellow **Patrick Awuah**, president of Ghana’s Ashesi University, and Henry Crown Fellow **Christy Orris**, who develops pediatric medical devices, highlighted their projects’ impacts around the world. To learn more, visit www.aspeninstitute.org/agln.



Orris

Dustin Franz

RODEL EXPLORES CHINA, INDIA

This summer, 20 of the Institute’s Rodel Fellows in Public Leadership— young political leaders from both major parties—journeyed to China and India on a mission to learn more about the planet’s most populous nations. The trip gave these leaders a chance to immerse themselves in some of today’s most pressing foreign policy issues. The Fellows—including **Stephanie Rawlings-Blake**, mayor of Baltimore; **Brian Krollicki**, lieutenant governor of Nevada; **Chris Koster**, attorney general of Missouri; **Kate Brown**, secretary of state for Oregon; and **Jim Tucker**, speaker of the Louisiana House of Representatives—met with foreign ministers, defense ministers, academics, and journalists from the two nations. To learn more about the Rodel Fellows, visit www.aspeninstitute.org/rodel.

Supreme Courtship

They call themselves “sherpas”—the men and women who steer the president’s Supreme Court pick through the meetings, press, and Senate hearings that lie between the announcement of a nominee and the swearing-in to a seat on the highest court in the land. At a June roundtable hosted by the Institute’s Justice and Society Program, these Washington insiders—together with *National Journal*’s **Stuart Taylor** and *The New York Times*’ **Adam Liptak**—discussed Elena Kagan’s confirmation battle. **Ken Duberstein**, who worked with both Justices Kennedy and Souter through the confirmation process, advised: “Have an answer for the question you don’t want to be asked.” Other speakers included **Rachel Brand**, who worked with Chief Justice Roberts and Justice Alito; **Lanny Davis**, special counsel to



Steve Johnson

Marshall, Brand, and Taylor

the Clinton White House; and **Will Marshall**, University of North Carolina law professor. All correctly anticipated the outcome: confirmation of Kagan as the 112th US Supreme Court justice. To learn more, visit www.aspeninstitute.org/justice.



Wounded warrior Aaron Mankin shares his story with GiveBack10.

GIVE BACK 10 ON 10/10/10

Henry Crown Fellow **Tim Noonan** wants to ensure that this generation of wounded warriors is the best cared for in our nation's history. So, on 10/10/10, Noonan launched GiveBack10 as his Aspen Global Leadership Network project. GiveBack10 is a national nonprofit campaign that asks Americans to take ten minutes to learn about wounded warriors' issues, tell ten friends, and give \$10 to wounded-warrior organizations. GiveBack10 uses social-networking and marketing to tell wounded warriors' stories and has teamed up with the USO to unite Americans in shared service. "The base of our republic needs to serve the few at the apex who sacrifice and suffer to defend our freedom," says Noonan. To learn more, visit www.giveback10.org.



2010 McNulty Prize Finalists

At this summer's Aspen Ideas Festival, Institute trustee **Anne Welsh McNulty** announced the finalists for the 2010 John P. McNulty Prize, which recognizes the best of the Aspen Global Leadership Network Fellows' leadership projects. The finalists are: **Mehrdad Baghai**, for the High Resolves Initiative, a high school leadership training program in Australia; **Amit Bhatia**, for Aspire Human Capital Management, which trains college students and the unemployed in India for jobs; **John Danner**, for Rocketship Education, which introduced a new hybrid model of charter education in at-risk communities in San Jose, California; **Diego de Sola**, for Glasswing International, which is creating a volunteer culture that crosses the income divide in El Salvador; and **Jacqueline Novogratz**, for the Acumen Fund Fellows Program, which trains leaders to meet the needs of low-income consumers and fight global poverty. The winner will be announced on November 4 at the Institute's Annual Awards Dinner in New York and will receive \$100,000. Prize judges include former Secretary of State **Madeleine Albright**, President of the Rockefeller Foundation **Judith Rodin**, and Ugandan presidential candidate **Olara Otunnu**. To learn more, visit www.mcultyprize.org.



Anne Welsh McNulty congratulates John P. McNulty Prize finalists de Sola and Danner.

Small Loans. Big Impact.

Microfinance and microenterprise development are not just international phenomena anymore. The United States has recently discovered peer-to-peer lending platforms, like Nobel Peace Prize-winner Muhammed Yunus' Grameen America. But domestic microenterprise isn't new to the Institute. Since 1991, the Institute has been tracking the industry, and, more recently, the Economic Opportunities Program's FIELD (Fund for Innovation, Effectiveness, Learning, and Dissemination) initiative created the US Microenterprise Census, counting 696 programs across the country that provide training, technical assistance, and loans to aspiring entrepreneurs. Programs can be searched by name, state, or service. You can access the directory on the FIELD website: www.fieldus.org.



Ramdas and Kristoff



Michael Brands

Oh, Baby!

This September in New York, the Institute’s Global Health and Development Program launched the Global Leaders’ Council for Reproductive Health, a taskforce of current and former heads of state and others dedicated to reproductive health. Attendees included **Mary Robinson**, chair of the Council; **Tarja Halonen**, president of Finland and chair of the Institute’s Council of Women World Leaders; **Annie Lennox**, singer-songwriter; and **Jennifer Shipley**, former prime minister of New Zealand. The initiative will build on a conversation started at the Aspen Ideas Festival—“Oh, Baby: Putting Reproductive Health on the Global Agenda”—featuring *The New York Times*’ **Nicholas Kristof** and **Kavita Ramdas**, CEO of the Global Fund for Women. The task force will make universal access to reproductive health a priority everywhere. To learn more, visit www.aspeninstitute.org/ghd.



Den Bayer

Mosle

MOSLE HEADS NEW PROGRAM

Nationally, there has been a sharp increase in the number of children living in poverty: 41 percent of all children live in low-income families—often single-parent families. As a result, the Institute will launch a new policy program committed to lifting families out of poverty, investing in both vulnerable women and children. **Anne Mosle**, former vice president and officer of the W.K. Kellogg Foundation, will serve as the program’s executive director. Mosle, a national leader in philanthropy and policy, will focus on breaking the poverty cycle through education, jobs, and economic opportunities.

Aspen Helps Pass World Health Code

On May 21, the 193 member states of the World Health Organization unanimously adopted the Global Code of Practice on the International Recruitment of Health Personnel. The new Code—only the second of its kind to be adopted by the world body—provides critical guidance to governments to address health-worker migration from developing countries to wealthier nations. **Mary Robinson**’s Realizing Rights initiative and the Institute’s Global Health and Development Program were critical to the creation and adoption of the Code—particularly as the secretariat for the Health Worker Migration Global Policy Advisory Council. WHO Director General **Margaret Chan** called the Code a “gift to public health everywhere.” To learn more, visit www.aspeninstitute.org/ghd.

Children under five get free care at this Sierra Leone health clinic, which Realizing Rights helped to open in April.



Schiller



Riccardo Savi

Media for the Masses

The 2010 Forum on Communications and Society, “News Cities: The Next Generation of Healthy Informed Communities,” took on the need for good journalism, public engagement, digital and media literacy, universal broadband, open networks, and government transparency. **Vivian Schiller**, president of NPR, called for an expansion of “public media so that all communities throughout the country will be served.” **Julius Genachowski**, chairman of the Federal Communications Commission, praised the Institute and the Knight Commission’s report, *Informing Communities*, saying it influenced the government’s initiatives on the future of media. Other participants included **Craig Newmark**, founder of craigslist.com; **Marcus Brauchli**, executive editor of *The Washington Post*; and **Alberto Ibargüen**, president of the John S. and James L. Knight Foundation. To watch video of the Forum, visit www.aspeninstitute.tv.

A Legacy of Human Rights

On December 14, Realizing Rights: The Ethical Globalization Initiative will come to its planned end after eight years with a celebration of rights in New York. “We set out to create a global network of committed leaders and partners dedicated to demonstrating how the broad human rights agenda matters in tackling some of the world’s most difficult challenges,” said **Mary Robinson**, founder and president of Realizing Rights. “Now those leaders and a range of new initiatives are in place and tasked with continuing to keep human rights at the heart of global governance.” Realizing Rights—a joint initiative of the Institute, Columbia University, and the International Council on Human Rights Policy—has created a host of programs that demonstrate the value of a broad international human rights agenda to addressing issues ranging from global health to women’s empowerment.



Robinson visits a health care clinic in Sierra Leone.

Under the leadership of Robinson, former president of Ireland, Realizing Rights has fostered respect for human rights among international businesses by supporting the work of the UN Global Compact and helping launch a new London-based Institute for Human Rights and Business; initiated innovative programs to expand employment opportunities in Liberia and Ghana; and has made women central to peace efforts and security in countries like Sudan and Zimbabwe through its Women Leaders Intercultural Forum.

One of Realizing Rights’ most enduring legacies is in global health. The program’s work in reproductive health, access to health services, political leadership for women’s health, and the Ministerial Leadership Initiative for Global Health have all had impact across the planet. The work of these crucial initiatives will now be carried on by the Institute’s new Global Health and Development Program.

Robinson and her colleagues at Realizing Rights set the agenda for leaders the world over to make human rights integral to governing, knowing that the world’s problems won’t be solved without realizing human rights for all.

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MILESTONES

In Memoriam

This year, **Kathleen Daubert Smith**, a lifetime trustee of the Institute, lost her battle with cancer. Throughout her years in Aspen, Colorado, Smith served



Smith

in many positions of philanthropic leadership, joining the boards of the Aspen Art Museum; the Anderson Ranch Arts Center, where she served as president of the board

for three years; and, of course, the Aspen Institute. Thanks to Smith's generous and thoughtful planning, the Institute will receive \$250,000 from a Charitable Remainder Trust she established. At the request of Kathy's family, the Institute plans to use this gift to create "The Kathleen Daubert Smith Scholarship Fund." A range of full and partial scholarships will be awarded from this fund to encourage young leaders' participation in Institute programs that foster values-based leadership.

The Aspen Global Leadership Network has suffered the heartbreaking loss of



Flowers

three young Fellows. Africa Leadership Initiative Fellow **Karl Flowers**, managing director of South Africa's Tour Africa Investments, died as a result of sudden illness in June. As a Network moderator, Flowers touched Fellows across the planet. In Africa, he created opportunities for artisans and small businesses, and he provided education to young people, including the children of the HIV/AIDS pandemic. "I know he lives on in the lives of the many he inspired in his journey from success to significance,"

said Institute Executive Vice President **Peter Reiling**.

Central America Leadership Initiative Fellow **Ian Merriam**, CEO of Honduras' E Consulting Group, was another extraordinary man, with a higher calling to live a purposeful life. He died in a tragic accident this summer. Merriam worked tirelessly toward a vision of the good society in Honduras, particularly in the wake of the 2009 presidential crisis. "He was living life to its very fullest and not wasting time on idle pursuits," said Institute senior moderator and Henry Crown Fellow **Stace Lindsay**. "We honor Ian's legacy by living our own lives with purpose and passion."



Merriam

Henry Crown Fellow **Bill Patterson** died surrounded by loved ones this fall after suffering from a brain tumor. Patterson leaves a legacy of passionate care for the environment and a deep love of his family and friends. In his working life, he was a partner at SPO Partners, a private investment firm. In service to his community, he was chair of the board of the California Academy of Sciences, a "living" natural history museum in San Francisco. He also served as president of the board of the Bay Area Discovery Museum, as a trustee of the Marin Community Foundation, and a member of the advisory council of the Woods Institute for Environment at Stanford University.



Patterson

Institute lifetime trustee **Albert Small** has generously donated several rare prints to the Institute. The prints include detailed and artistic portraits and maps of the city of Aspen dating back to the 19th century. The Albert H. Small History Exhibit can be seen in the Paepcke Library on the Institute's Aspen Meadows campus. "They're just spectacular," says Institute Executive Vice President **Susan Sherwin**. "The prints capture the spirit of historic Aspen and are a timely contribution to the recent renovation of the Paepcke Building."



Small

History Exhibit Captures Aspen's Past

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SPOTLIGHT ON EDUCATION

Thinking Outside of the Classroom

In May, the Institute hosted US Secretary of Education **Arne Duncan** at the inaugural installment of the Innovation in Education Roundtable Series, sponsored by Intel. Institute CEO **Walter Isaacson** moderated a discussion with Duncan exploring how the government and private enterprise can partner more effectively and what early lessons were gleaned from the Race to the Top and i3 (Investing in Innovation) competitions. Roundtable participants included **Jim**

Shelton, assistant deputy secretary for innovation and improvement, and **Jonathan Schnur**, CEO of New Leaders for New Schools and an Aspen-NewSchools Fellow. The second installment of the series on October 12 featured **Michael Horn**, co-author of *Disrupting Class: How Disruptive Innovation Will Change the Way the World Learns*; **Joel Rose**, leader of New York City's high-tech School of One; and **Blair Levin**, who directs the National Broadband Initiative. To learn more, contact Lidia Barabash at lidia.barabash@aspeninstitute.org.



Horn

Forum to Showcase Education Innovation Sparked by i3

Want to learn more about the most creative and enterprising education projects in the United States? Stay tuned for "i3 and Beyond: The Aspen Institute's National Summit on Education Innovation" on January 19–21 in Washington, DC. We will join forces with the US Department of Education to present a major forum to showcase the education innovators who emerged as winners and finalists in the \$650 million Investing in Innovation in Education (i3) Fund competition. The forum will also capitalize on the tremendous response to i3 to ignite a broader national conversation on how to create and sustain a vibrant innovation culture in education. Featured guests will include US Secretary of Education **Arne Duncan**, who hopes to create a platform to connect innovators with venture capitalists, social innovation investors, educators, and policymakers. To learn more, visit www.aspeninstitute.org/edinnovation.

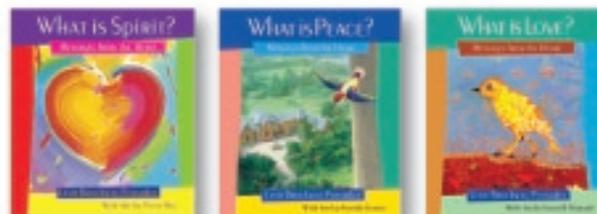


Shelton, Duncan, and Isaacson

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Talks from the Top

Each year, the McCloskey Speaker Series turns summertime in Aspen into an intellectual feast by inviting eminent thinkers from media, politics, law, and business to join the Institute in conversation. This summer, the McCloskey speakers tackled everything from global philanthropy to revolutionizing the way we do business. Below are some highlights from the 2010 season; to watch a complete video of any of these discussions, go to www.aspeninstitute.org/mccloskeyspeakers.



O'Connor

Sandra Day O'Connor
 Institute Lifetime Trustee and
 retired US Supreme Court
 Justice

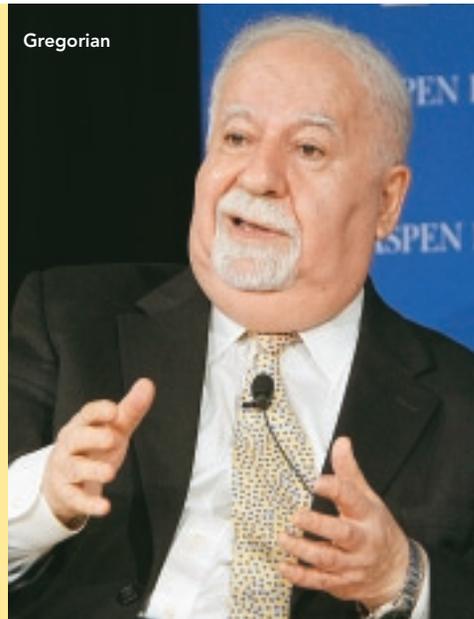
"It's a bad time in our country if we have to have so many issues decided on party-line votes. I hope we can do more of what [the Institute] is trying to achieve, which is have more discussions, make friends, and talk. Most of these issues do not get resolved readily along party lines; they just don't."

Riccardo Savi

Nora Feller

Vartan Gregorian
 President, Carnegie
 Corporation

"My illiterate, peasant grandmother was the wisest person related to me. And—maybe prompted by that and by the fact that my sister was a brilliant student but was denied a university education—Carnegie [Corporation] now has 5,000 women in African higher-education institutions. I did not invest in men—to the great horror of men. When you invest in a man in Africa, you invest in a gypsy: They pack and leave. When you invest in women, there are the seeds of civilization."



Gregorian

Riccardo Savi



Pink

Daniel Pink

Author, *Drive: The Surprising Truth about What Motivates Us*

"Human beings are a mix of drives. We have a biological drive: We eat when we're hungry; we drink when we're thirsty. ... We have a second drive: We respond very well to rewards and punishments in our environment. ... But human beings also have a third drive: We do things because they're interesting, because they're fun, because we get better at them, because they're the right thing to do. That third drive ends up being an extraordinarily powerful motivator—especially for performance—and yet, in organizations, we stop at that second drive, don't let that third drive in, and it is doing us harm. When we've seen carrot-and-stick motivators demonstrably fail, our response isn't: *Maybe we need a new approach*; our response is: *Looks like we need more carrots.*"

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Beyond the Cloister

In the aftermath of 9/11, the Air Force—like all branches of the military—began to recognize the need to re-think America’s place in the world. The United States no longer confronted the threat of world war with a major superpower, but instead faced disjointed threats from rogue actors who were hard to pin down. And US Air Force Academy leaders like Major Derek Varble began to recognize the urgent need to develop strategically minded leaders who would flourish in the complexity of the 21st-century security environment. So, after learning about the Institute’s programming in Aspen—just a few hours down the road from the Academy in Colorado Springs—Varble came up with the idea to work with the Institute. The result is the partnership between the Institute and the Air Force Academy.

In 2005, with the generous support of Gary and Laura Lauder, two of Varble’s cadets participated in a Socrates Society seminar. It was an immediate success. “Institute seminars, by emphasizing the importance of dialogue, show that collaboration is a key element of leadership,” says Varble, who is currently deployed in Iraq. “Effective leadership thrives on an exchange of views and sharing perspectives.” That’s a lesson with practical impact on today’s war on terrorism. “Recent conflicts have demonstrated the rapidly changing requirements of 21st-century military officers,” says Lieutenant Austin McKinney, a Marshall Scholar. “To be effective, officers must be intellectually curious, culturally sensitive, and keenly aware of global trends. As a young officer who will likely be deployed to Afghanistan, the Fixing Failed States seminar gave me an important new perspective.”



Academy cadets on the Aspen Meadows campus

Dan Bayer

To date, Air Force Academy cadets have participated in Socrates Society seminars, Society of Fellows seminars, the classic Aspen Seminar, the Aspen Ideas Festival, the Aspen Health Forum, and the Aspen Environment Forum. And, during the five-year partnership, cadet participants in Institute events have gone on to extraordinary academic success—with three Rhodes Scholars, three Truman Scholars, one Marshall Scholar, and the Air Force Academy’s first-ever Gates Scholar. “One of the most influential conversations I had at the Institute was with a Rhodes Scholar who gave me the confidence to apply for the scholarship,” says Lieutenant Nicholas Shelly. “When I applied, after participating in the Socrates seminar, I felt better prepared for the intellectual rigor of the application and interview process.” He was: Shelly is a Rhodes Scholar.

The Institute also made the cadets aware of the importance of developing relationships with other leaders. “The emphasis on connections made after-hours was so different from the structured environment I was used to at a military academy,” says Lieutenant Alicia

Kaskela, a Truman Scholar.

Varble is convinced that the hallmarks of the Institute’s programming—new ideas, thoughtful dialogue, and values-driven leadership—are seminal to his cadets’ understanding of the world they are entering. “In his writings, General David Petraeus demonstrates the immense value that thinking and living ‘beyond the cloister’ provides to military leaders,” says Varble. “It infuses the cadets with new ways of thinking, new ideas, new perspectives. This exposure and the innovation that it fosters helps cadets adjust to rapidly evolving environments.”

Moreover, says Varble, “cadet participation in Aspen seminars creates opportunities for the broader community to interact with future leaders in the US military and beyond, strengthening the civil-military relationships essential to American democracy.” Brigadier General and Dean of Faculty at the Academy Dana Born agrees. She was the keynote speaker at a lunch at the Institute this summer and lauded the program: “Being part of the Society of Fellows makes our cadets stronger, our Academy stronger, and our nation stronger.”

To learn more about the Institute’s partnership with the Air Force Academy Program, contact Patrick Kelly at patrick.kelly@aspeninstitute.org.



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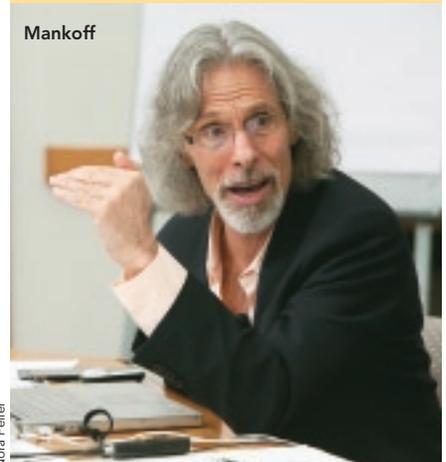
Beinart



A Season of Humor, Music, and Politics

The summer's symposia created especially for the Institute's key donor group ranged from the serious to the seriously funny. In June, "What's So Funny?: The Nature and Uses of Humor" featured **Bob Mankoff**, cartoon editor of *The New Yorker*, and **Mike Peters**, Pulitzer Prize-winning cartoonist. In July, "The Golden Decade: How 1900–1910 Transformed Music and Shaped the Modern World" was a special two-day

Mankoff



CONNECTIONS AND CONVERSATIONS

Society of Fellows 2010 summer programming included a rich array of luncheons, featuring speakers from a diversity of backgrounds and fields of expertise. Pulitzer Prize-winning historian **Kai Bird** offered a first-hand account of the Arab/Israel peace process. **Peter Beinart**, author of *The Icarus Syndrome: A History of American Hubris*, discussed military over-reach and other inflection points in recent history. General **Dana Born**, dean of faculty at the US Air Force Academy, offered an insider's perspective on the readiness of the armed services as they confront 21st-century challenges. **Ayaan Hirsi Ali**, human-rights activist and author, gave an impassioned talk on the role of women in Islam. Finally, **Casey Sheahan**, president and CEO of Patagonia, Inc., shared his thoughtful perspective on the question of values-based business leadership.

JOIN US: The Society of Fellows is a group of supporters who share the Institute's interest in global dialogue and who play a key role in sustaining the Institute's mission, expanding its programs, and ensuring its future. Benefits include exclusive events and priority access to the Institute's seminars, symposia, and other events in Aspen, Wye, and Washington, DC. To learn more, contact Steven Wickes at steven.wickes@aspeninstitute.org, or (970) 544-7912.

collaboration with the Aspen Music Festival and School that featured **Alan Fletcher**, president of the Music Festival and School; **Ken Adelman**, director of the Institute's Arts and Ideas program; and renowned historian **James Sheehan**. In August, Fellows convened for the timely "Afghanistan and Pakistan: A Critical Crossroads" with Ambassador **Peter Galbraith** and Atlantic Council expert **Shuja Nawaz**. The symposium series finished later in August with "Thoughts on the Good Life: Just Living or Living Well?" This thoughtful examination was led by Aspen Seminar moderator **Peter Thigpen**.



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Summer Session: China, Soft Power, and More

More than 100 Socrates participants from 18 countries enjoyed the Fourth of July weekend in Aspen with five stimulating seminars: Harvard's **Niall Ferguson** led a discussion on "Chimerica;" MIT's **Leigh Hafrey** on the great conversation and modern leadership; the American Enterprise Institute's **Ayaan Hirsi Ali** on the compatibility and conflicts of Islam and democracy; Harvard's **Joseph Nye** on the US use of soft power in foreign relations; and George Washington Law School's **Jeff Rosen** on how technology affects democracy and privacy. Ferguson and Nye also held a special joint session to debate China's role in the 21st century. Meanwhile, **Kai Ryssdal** of American Public Media's *Marketplace* moderated a Teen Socrates seminar on the opportunities and impacts of the global financial crisis.



Michael Brands

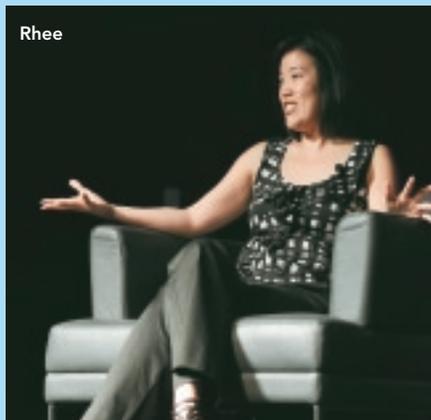


THE SENATE GOES TO SOCRATES

Socrates convened senior Senate staffers and other public and private sector participants at the Institute's Wye River campus for a seminar on the effects of US demographic shifts on foreign policy, national identity, and competition. **Clive Crook**, senior editor at *The Atlantic* and chief Washington commentator at *Financial Times*, and **Jack A. Goldstone**, the Virginia E. and John T. Hazel Jr. professor at the George Mason University School of Public Policy, co-moderated this three-day seminar in October.

Benefit Highlights Social Innovators

The Socrates Society's annual benefit dinner, chaired by **Gary and Laura Lauder**, featured a riveting discussion between two young, successful, public leaders: **Kasim Reed**, mayor of Atlanta and a Rodel Fellow of the Institute, and **Michelle Rhee**, chancellor of DC public schools. Moderated by **David Gergen**, CNN commentator and former White House advisor, the panelists discussed the challenges of leadership and social innovation. "What you're seeing in Mayor Reed and other people across the country is a different willingness to make the hard call, to change some of the circumstances that have led to our school systems failing generations of kids," said Rhee when asked about her generation of reform-minded leaders. Socrates alumna **Rosemarie Forsythe**, director of International Political Strategy at ExxonMobil, was honored at the dinner for her ten years of support and guidance of the Socrates program.



Michael Brands

Upcoming Events

November 19–20, 2010

Socrates Salon in San Francisco, CA:

"Sustainable Communities: Designing Places that Thrive," with the Nature Conservancy's **Michelle Lapinski** and UC Berkeley's **Donlyn Lyndon**

February 18–21, 2011

Winter Socrates Seminars in Aspen:

"Bioethics, Post Health Care Reform," with **Ezekiel Emanuel**, special White House health policy advisor

"Creating Sustainable Communities: Design, Transportation, Energy and Agriculture," with the Nature Conservancy's **Michelle Lapinski** and **Jeff Speck**, former director of design at the National Endowment of the Arts

"Immigration and the Challenge of Crime and Corruption on the Southern Border," with **Peter Romero**, former US ambassador to Ecuador

"From Facebook to Body Scanners: The Future of Privacy and Technology in the Age of Google," with George Washington Law School's **Jeff Rosen**

April 1–2, 2011

Socrates Salon in Boston, MA:

"Soft Power in the 21st Century," with the Harvard Kennedy School of Government's **Joseph Nye**

Join the Socrates Society!

To participate in a Socrates seminar, contact Melissa Ingber, director of the Socrates Society, at melissa.ingber@aspensociety.org. To be included on the Socrates distribution list and to receive the Socrates newsletter, please send your contact details to socrates@aspensociety.org. For more information on upcoming events, visit www.aspeninstitute.org/socrates.

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- Aristotle

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Albright, Burns, and Rice

Michael Brands

Heads of State

MADELEINE ALBRIGHT AND CONDOLEEZZA RICE TALK ABOUT THEIR ACCOMPLISHMENTS, THEIR REGRETS, AND THE ROLE OF AMERICAN POWER IN THE WORLD.

This August, the Aspen Strategy Group met in Aspen to discuss US foreign policy. The five-day meeting launched with a public conversation between former Secretary of State Madeleine Albright, former Secretary of State Condoleezza Rice—also Institute trustees—and was moderated by Nicholas Burns, director of the Group.

Burns: Where did you make your mark? What are you most proud of as secretary? And, if you could redo an issue, what would it be?

Albright: There is no question in my mind that the thing that I'm proudest of is what we did in the Balkans. I saw what was going on in Kosovo; I felt that we needed to do something about it. People were being ethnically cleansed for who they were, not anything that they were doing. Fortunately, President Clinton agreed with me. But, since the State Department has no airplanes, it was very important to get the Pentagon on board. And I invented something;

the diplomatic conference call. Every day, I called the major foreign ministers of NATO in order to plan what we were going to do. I feel particularly good, because it has been decided that it is appropriate that Kosovo be an independent country.

I was ambassador during the time of Rwanda, and I wish we could redo that. One of the things I find very hard about the way we operate: You have to figure out what we knew at the time—not in hindsight. There's a lot of stuff on Rwanda that has come out later, but I can assure you that there was nothing in our intelligence that was really definitive in terms of what was going on. I got instructions that we could not in fact support more UN troops. I didn't like my instructions. I really wish that I had argued more.

Another one that I would redo is Camp David, the Israeli-Palestinian discussions, of August 2000. We've all gone over it over and over again in our minds, and the mistake we made was to [think] that we couldn't condition the moderate Arabs. We should have talked to them much more ahead of time. Because Arafat had the right to make decisions about the size of the Palestinian state—he was the Palestinian leader—but we were asking him to make disposition of the holy places, of which he was not the sole keeper.

Rice: Some of what went right and some of what went wrong will not be known for a long time. Today's headlines and history's judgment are rarely the same. But, with that caveat, I am really pleased that we stood for the proposition that every man, woman, and child has the right to live in freedom. Now, I will be the first to admit that [it was] not because we started out to launch democracy in Afghanistan or Iraq, but because we saw security threats there. Once having dealt with the security threat, we felt that the United States had to have a view about the future of those countries. I recognize that we made a lot

of mistakes. These were big, complex operations, and there are many things I would do differently. It may well be that the Afghans and the Iraqis will not take the opportunity that has been given to them to become multiethnic democratic states. But they have a chance that they did not have in 2001, and I'm very proud of that. ...

There are a whole bunch of things that I would do differently. But let me put one on the table that may surprise you a little bit: I am so sorry we didn't get comprehensive immigration reform. When you have a bill that George W. Bush, Teddy Kennedy, and John McCain all want, and you can't get it through the Congress, you realize the

"I do not see a challenger to the particular confluence of assets the United States has: democracy, economic power, political power, military power. I don't see a real challenge to that—including China."

potential for the demagoguery about this particular issue. I'm a great believer that the United States of America is a country of immigrants. It is both what has been a great deal of our energy and our ability to regenerate. If we don't get this issue right, then we are going to undermine one of the most important tenets of what has made the United States work.

Burns: There is a bit of conventional wisdom these days, that the United States has lost its edge, that we're going to lose relative power in the world. Maybe China not only is gaining on us, but will overtake us at some point in our lifetimes. What are your thoughts on that?

Albright: We are looking at a very different world. I laid out some umbrella issues [the president has to confront]: how to deal with terrorism without creating more terrorists; how to deal with

the broken nuclear non-proliferation system; how to deal with the growing gap between the rich and the poor; how to deal with energy, environment, food security; how to have a really good reputation for democracy; and now the financial crisis. Just listing them makes you realize that, no matter how powerful the United States is, we cannot deal with those issues alone.

Therefore, the next phase has to be one in which there are other powers that we recognize as having a global responsibility with us. I don't think it detracts from our power; it's a force-multiplier. The question is: How to make China take a larger responsibility, not to just be free-riders. The bottom-line here is:

list the issues, and you recognize that US power is the strongest in combination with others. And I don't see us as a declining power.

Rice: I agree. I don't know what to predict 50 years from now, but I would put it this way: I do not see a challenger to the particular confluence of assets the United States has: democracy, economic power, political power, military power. I don't see a real challenge to that—including China. As much as China has done—it is remarkable—we tend to overstate the kind of straight-line projection for China going forward. The Chinese leadership knows that it has an awful lot of work to do at home. This is still a very poor country in terms of the number of poor people in it. It's a country that's experiencing a lot of strain from the rapid economic and social development that is taking place there within a pretty rigid political system. Can a country that is so terrified of the Internet



Harvard's Graham Allison talks with Robert Blackwill, presidential advisor to George W. Bush.

that it is hacking into people's servers in order to find that last human-rights advocate lead the knowledge-based revolution that is at the front edge of economic development?

So I don't see China as an overall competitor. What I do see is a United States gone bad that could fail to secure its place in the international system. Our miserable K-12 education system, particularly for poor kids, is a real threat to us in terms of our own security. Americans have to believe that we're special or we will not take on the responsibilities of leadership. We are not just any other country. If we tell Americans we're just any other country, we're rightly going to say, then why do we bear the burdens and responsibilities that others will not? And while I would love to see other countries step up to those responsibilities, I'm always disappointed by how much most others are willing to do. And so, if we don't refocus on our internal strengths, I think we could have a problem being an influential leader in the international system. ♦



Senator Dianne Feinstein and Center for American Progress CEO John Podesta



Albright



Former National Security Advisor Brent Scowcroft and Harvard's Joe Nye, who joined forces in 1984 to create the Aspen Strategy Group



Former EU Secretary General Javier Solana with Albright



Albright and Rice





Hosseini

Michael Brands

“Afghans Want Peace”

KHALED HOSSEINI ON THE TRUTH ABOUT TRIBALISM, WARRIORS, AND WHAT WILL HAPPEN IF THE UNITED STATES LEAVES AFGHANISTAN.

This summer, the Institute honored Khaled Hosseini, author of *The Kite Runner* and founder of the Khaled Hosseini Foundation, with its Public Service Award. Institute CEO Walter Isaacson interviewed Hosseini before a sold-out audience about the realities of modern Afghanistan.

Isaacson: Many think that it will be very difficult to create a centralized real Afghan nation state. Do you think that’s a misconception we Americans have?

Hosseini: I think there are a number of misconceptions that we have about Afghanistan, and that’s one of them. I go to Afghanistan and I sit with the Afghan people and I listen to them. Then I come back to the States and I read the newspaper, and there’s a profound disconnect between what I find in Afghanistan and how Afghanistan is depicted. This issue

of them being deeply tribal and divided is one. But there are many others.

For instance, we are commonly told that Afghanistan is a nation stuck in the 13th century. That’s condescending and insulting, and it’s not true. When I go to Afghanistan, I see commerce blooming, I see business thriving, and I see young people energized, engaging in business, making use of technology. You go to the most remote villages and you see people with cell phones. You see evidence in Afghanistan of technology about to revolutionize the way Afghans do business.

We are told repeatedly that Afghanistan is a graveyard of empires and that the Afghans are a warrior-like people. That’s not true. That’s a myth. The Afghans want peace. They are tired of war. And Afghans have this notion of peace and justice and fairness deeply embedded in their culture. Yet they bear the label of being a warrior-like people.

Remember, it wasn’t until the Soviet Union invaded Afghanistan and forced the Afghan hand that war came to Afghanistan. For the entirety of the 20th century, Afghanistan was a nation at peace with itself, with its neighbors, and was a stable nation. While the un-warrior-like nations in Europe and the United States waged major war after major war. Yet it’s the Afghans who bear the label of irredeemable warriors.

Isaacson: You write quite a bit about the rise of the Taliban. What caused that?

Hosseini: What caused the Taliban to take over the country are conditions that had become utterly unacceptable. The main concern and the greatest fear of Afghan people today is that those conditions will come back again. There is great amount of talk in DC about severing ties with Afghanistan and leaving. To the Afghan people, that is terrifying.

What Afghans fear is that, if the US and NATO were to leave, we will go back to the anarchic, chaotic, violent days of the 1990s. We will return to the days of militia warfare, where the Taliban, Al Qaeda, and Pashtun militias will fight it out with Tajik, Uzbek, and Hazara militias. We will have hundreds of thousands of people be displaced, millions of people becoming refugees, a massive humanitarian crisis on our hands, and all the positive gains that have so painstakingly been made in Afghanistan will be lost. Those gains—in education, health care, women’s rights—were made with the blood of troops; people died for those gains. If we cut our losses and turn our backs and leave, those sacrifices will have been in vain. ♦



Michael Brands

After the Spill

LISA JACKSON AND WENDELL PIERCE TALK ABOUT THE EFFECTS OF THE BP OIL SPILL ON THE ENVIRONMENT AND THE RESILIENCE OF THE GULF COMMUNITY.

Scott Cowen, president of Tulane University, opened the 2010 Aspen Environment Forum with a discussion about the oil spill in the Gulf with two natives of New Orleans: Environmental Protection Agency Administrator Lisa Jackson and actor and philanthropist Wendell Pierce.

Cowen: In the last five years, the Gulf Coast, and especially Louisiana, has gone through three incredible shocks, historic and unprecedented, and all man-made: Katrina, the economic downturn, and of course, the oil spill. ... When you heard about the incident itself, how did you mobilize the EPA to respond?

Jackson: The rig actually collapsed on Earth Day. That's beginning to be part of the jargon, but it wasn't in the very beginning. The EPA stood up its emergency-operations center and began to do what it does by law, which is support the Coast Guard on response at sea. ... Recall that on Earth Day, it was still a life-saving operation. Actually BP was saying at the time that they didn't believe there was any

leak of oil into the Gulf of Mexico. The main leak was thought to be the tanks that were on the rig that collapsed into the Gulf. My thinking was air-sampling, water-sampling, sediment samples. Our first sampling events took place within that first week of the collapse, because I knew that as this thing evolved, that people would want data to determine whether or not human health was being protected.

Cowen: What are the two or three major lessons that we should be taking away from this?

Jackson: I think the first lesson is actually a very basic one: the role of government at its most basic is protection—and environmental protection doesn't happen by itself. ... The BP spill [happened] on the heels of what was a horrible tragedy in West Virginia, 29 miners who lost their lives. We need to be reminded that there is a role for government in overseeing corporate actions and ensuring that the public welfare is not the price that we pay as a country in order for them to make a profit. ... One

A Call to Action

By Christine Benedetti

of the coolest things about working in the environmental field is that you have to be an optimist all the time. We are a science-based voice for the American people's protection.

Cowen: What has been the impact of this oil spill on the people of Louisiana, especially on the Gulf Coast?

Pierce: One of the things that we realized right off the bat—especially after going through that one-two punch of Katrina and the recession—is the fact that we are a resilient people. We knew that we would be able to prepare ourselves to deal with the response to this oil spill and the effect it would have on our communities and the economy of our communities. We knew that we had that resilience. ... The one thing that I'm proud of—being a New Orleanian and a resident of South Louisiana—is we have shown the world our character, our resilience, and that we are prepared to do anything possible to protect our homes, our livelihoods, and our environment.

"We are the first generation to know that climate change is happening and the last to be able to do something about it," said William Antholis, managing director of the Brookings Institution, at the 2010 Aspen Environment Forum. Government leaders, scientists, nonprofit heads, environmental experts, and those with concern for the planet gathered in Aspen midsummer for the Forum, which was hosted by the Institute's Energy and Environment Program and National Geographic to make a call to action for sustainable living.

Over three days, more than 100 speakers—including Kevin Costner, actor-turned-activist; Bruce Babbitt, former secretary of the Interior; Mohan Munasinghe, vice chairman of the International Panel on Climate Change; and Elizabeth Cheney, vice president of safety, environmental, and sustainable development for Shell—spoke to crowds about energy, water and food demand, climate change, green development, and living on a planet with a population that's rapidly approaching nine billion. Discussions focused on everything from creating a carbon tax to instilling youth with an appreciation for nature, but over and over again the theme returned to sustainability on a crowded planet that is heating up.

Speakers presented varying theories on the effects of climate change, including the devastating weather events that could cause famine, flooding, and fires as well as the potential for climate refugees to emerge from low-land countries like Bangladesh. Still, there were those who cautioned against being alarmist about global warming, too. "What you hear about on the grand scale is tailored toward catastrophism, and we need to regulate that," warned Peter Huybers, a climate professor at Harvard.

The final discussions were geared toward innovation and hope for implementing local and global change. Will Wynn, former mayor of Austin, Texas, inspired many by recounting his ability to galvanize a move toward urban living in his state's capital city, and T.H. Culhane, an urban planner and a National Geographic emerging explorer, presented a slew of ideas on sustainable living, such as recycling water to support backyard farms and turning human and animal waste into biofuels. To learn more about the Forum, go to www.aspenenvironment.org.



There are those people who say, *Why rebuild New Orleans after Katrina?*, or think we should just give up on that area. Well, there was something that was said in the show "Treme" that was very important: "What great nation doesn't rebuild its great cities?" ... We will rebuild New Orleans better than it was. We will have a response to this oil spill and make it a place where it's safe, where we have a synergy of purpose, where we can share in this environment with energy companies. Duke and Shell are a part of this because they have that same purpose. I feel as though we're going to have the synergy of ideas to make that happen. ♣

Wallace and Bloomberg



Bill Burke

America's Mayor

MICHAEL BLOOMBERG DISCUSSES IMMIGRATION REFORM AND WHY HE WON'T RUN FOR PRESIDENT.

At the Washington Ideas Forum—presented by *The Atlantic*, the Institute, and the Newseum in October—Mayor Bloomberg talked to FOX's Chris Wallace about how to enforce immigration, acknowledge undocumented workers who support the US economy, and still maintain border control.

Wallace: Isn't the political reality that we are going to have to find some way to secure the borders before Congress will ever pass a comprehensive [immigration] plan?

Bloomberg: You will never secure the borders unless you reduce the demand for undocumented workers. And you will never be able to withstand the economic hit of

that until you figure out how to give visas to the people we really need. ...

We have an enormous number of people who need jobs. We have an enormous number of jobs available. You can't get them together because the skill sets don't match. So you will never keep business going unless you get people with greater skills coming into this country. This is not rocket science. ...

We are committing national suicide with our immigration policy. Social Security is going to go bankrupt six years earlier if we deport all of the 11 million undocumented. The dirty little secret here is that most of the undocumented who work, pay taxes and pay Social Security. But, of course, they don't get any benefits because there's no place to send the checks to. ...

You have to do something about getting control of our borders *and* bringing in the people we need. You can't get

control of your borders no matter how many troops you send to the border. You have to reduce the demand. Reducing the demand means fewer people trying to cross the borders illegally. ... If you had biometrics on your Social Security card, then the employer would have no excuse. You could enforce the law. If you enforce the law, the employer doesn't hire undocumented. Fewer people would come into this country; then the troops can get control of the border.

But border control is one-third of the problem. Getting the best and the brightest from around the world is another thing that is just as important. If we don't do that right now, we are never going to get back these industries we are now losing overseas. The third thing is dealing with the 11 million undocumented workers. Why? People who are undocumented come here to work. America is a terrible place to come if what you want to do is put your feet up, get together, hold hands, and sing "Kumbaya." We are a competitive society. You've got to work if you come here.

And so the people who come here are young. They tend not to bring their kids, so they don't use the school system. They are young, so they don't use the hospitals, because most of our care is at the end of life. They pay taxes because their employers don't want to go to jail. They have a very low crime rate because the last thing they want to do is get involved with the INS. And they take jobs that nobody else will take. Other than that, what is wrong with undocumented?

Wallace: Why won't you run for president?

Bloomberg: Can't win. Mayors never go on to other jobs—better jobs or higher jobs. But there is no better job in government than being a mayor. Mayors have to make decisions. Legislators and typically people who would become governors or presidents, senators, congressmen, they work their way up through the party system, and they are always on the legislative



Ideas in DC

The Institute and *The Atlantic* kicked off the second annual Washington Ideas Forum at the Newseum in Washington, DC, this October with a who's who of recent newsmakers. Over two days of action-packed interviews and conversations key leaders and top journalists attempted to go beyond sound bites and polarizing punditry, digging deeper and challenging assumptions.

Speakers included prominent businessmen like Carlyle Group founder **David Rubenstein** and Google CEO **Eric Schmidt**; several elected officials, including Senator **Jim Webb** (D-VA), Senator **Lindsey Graham** (R-SC), and Governor **Haley Barbour** (R-MS); White House Cabinet officials, including Secretary of Education **Arne Duncan** and Treasury Secretary **Timothy Geithner**; White House advisors **Melody Barnes** and **David Axelrod**; and a host of compelling thought leaders and political figures, including filmmaker **Spike Lee**, Iraqi National Congress leader **Ahmed Chalabi**, former Homeland Security Advisor **Fran Townsend**, US Special Representative for Afghanistan and Pakistan **Richard Holbrooke**, and *The Black Swan* author **Nassim Nicholas Taleb**. Moderators featured top Washington journalists such as NBC's **Chuck Todd** and **Brian Williams**, *The Atlantic's* **Jeff Goldberg** and **James Fallows**, *The Week's* **Margaret Carlson**, *Vanity Fair's* **Douglas Brinkley**, FOX's **Greta Van Susteren**, and ABC's **Christiane Amanpour**.

The range of topics moved from the BP oil spill to the Iraq war, from an Afghanistan exit strategy to the economy: Spike Lee wondered if the oil spill would have been cleaned faster had it happened in Nantucket; Chalabi claimed weapons of mass destruction were never part of his support for war in Iraq ("We never said it was a 'slam dunk.'"); Ambassador Holbrooke declared July 2011 "the beginning of a draw-down" from Afghanistan, not a deadline; and Secretary Geithner defended the Obama middle-class tax cuts. For more and to watch complete video coverage of the event, go to www.firstdraftofhistory.theatlantic.com.

side. And the legislative side lets you vote for the war but not to fund it. It lets you be pro-choice but not for women. One of the arts of getting elected and moving up the ladder is to let everybody hear what they want to hear. ...

Mayors never go on to anything else because they have to be explicit; they have to make decisions. You can follow and find out where they really stand. And, every time you make a decision, you alienate those who are against it. ♣

The 6th
Annual
Aspen
Ideas
Festival

THE WORLD

For one inspiring week in July, the Institute's sixth annual Aspen Ideas Festival played host to some of the world's greatest academics, politicians, business leaders, journalists, and artists. These leading minds came together with an audience of close to 3,000 people to provoke, inspire, and challenge one another in conversations that started in Festival sessions but often ended in walks around campus or in late-night conclaves around town.

The 2010 Festival brought together its largest number of speakers yet—more than 300 pre-eminent thinkers for more than 180 sessions over the course of seven days—united in civil discourse if not in opinion. “The whole goal here is to bring all of us together and have a discussion that’s not characterized by the quip of the moment or the appeal of a short-term response, but instead to add a different rhythm to the way we think about things,” said Institute Chairman Robert Steel at the Festival’s opening ceremony. Steel also had some good advice for the audience: “Make a special effort to listen to those who might have a perspective different from yours.”

From the top left:

The Washington Mystics’
Alana Beard

NBC’s Chuck Todd

Harvard’s Niall Ferguson

National Public Radio’s
Charlayne Hunter-Gault

The New York Times’
Thomas Friedman

On right: Members of
Aspen Santa Fe Ballet
Folklorico



Ricardo Savi



Ricardo Savi



Dan Bayer



Ricardo Savi



Dan Bayer

Dan Bayer

OF IDEAS

Just a sampling of the broad range of voices from the Festival is on the pages that follow. Microsoft Chairman Bill Gates extolled the virtues and lessons of high-performance charter schools. US Attorney General Eric Holder expressed frustration at the politicization of Guantanamo Bay. National Oceanic and Atmospheric Administration Director Jane Lubchenco lamented the tragedy of the BP Gulf oil spill on the natural world. And Twitter Co-Founders Biz Stone and Evan Williams talked about finding themselves at the center of the Iranian revolution. As famed author and environmentalist Bill McKibben said in one session, “All the issues the world deals with and hopefully will surmount is chewed through by the Aspen Institute.”

For complete coverage of the Ideas Festival, including audio, video, photographs, and blogs, visit www.aifestival.org, or find us on Facebook (www.facebook.com/aspenideas), Twitter (twitter.com/aspeninstitute), or YouTube (www.youtube.com/aspeninstitute).

Bottom left:

Kids race Lego cars at the Festival's Lego workshop.

Fred Swaniker, CEO of the African Leadership Academy



Dan Bayer



Michael Brands

Brooks



Michael Brands

“Washington, now more than ever, is a team sport. The notion is that, if you’re not 100 percent on board with your team, you’re somehow disloyal.”

—*The New York Times* columnist David Brooks

“How is it possible that a young man living in a prosperous society, a free society, would decide to freely opt for a set of beliefs, that tells him that it’s OK to improve the world by killing other people and that you will get rewarded in the hereafter? ... Did we offer an alternative set of beliefs? Did we target those young people the way that agents of radical Islam are targeting them? Are we competing with them? ... There’s no one better at competition than Americans. We should be able to sell our beliefs. We should be able to sell our values.”

—Ayaan Hirsi Ali, author of *Infidel*

Ali



Riccardo Savi

“*Roe v. Wade* was decided in 1973. Over a generation of young women have grown up understanding that they can control their own reproductive capacity and, in fact, their life’s destiny. We will never go back to the way it once was.”

—Supreme Court Associate Justice Ruth Bader Ginsburg

Dan Bayer

Ginsburg



Reform School

Dionne: Could you talk a little bit about No Child Left Behind?

Barnes: Certainly the No Child Left Behind Act has shaped the conversation around education for almost the past decade in this country. The good news about No Child Left Behind is that it focused the country on standards-based education, on accountability, and the necessity of closing the achievement gap. The problems with No Child Left Behind are countless: One being the lack of funding around it and the fact that it was so incredibly rigid. Unfortunately, because it focused on failure and success, and not excellence and growth, it has driven down standards in the United States. When you think about the fact that eight states have dumbed-down their standards around math and 12 states have dumbed-down their standards around reading as a direct result of No Child Left Behind, you realize we have a problem on our hands that we have to reform.

Dionne: What about those who say that the attacks on No Child are primarily from people who simply don't want fixed accountability standards?

Barnes: Change is hard and big change is harder. We are trying to build education reform on evidence. We were able to use the Recovery Act and a \$5-billion pot of funding to start moving states in the right direction. ... We use that \$5-billion pot for Race to the Top and a small sliver of that for i3, or the Invest in What Works Fund.

We started to drive reform before we even put a dollar out the door. We watched states change their

Director of the White House Domestic Policy Council Melody Barnes talks to *The Washington Post's* E.J. Dionne Jr. about standards in education, No Child Left Behind, and Race to the Top.



Dan Bayer

policies, their laws, so that they could compete for these dollars in four different areas. One, we have to turn around our lowest-performing schools—the 5 percent of the schools in this country that are the very worst; schools that are disastrous for our children. Two, investing in and providing support for excellent teachers and leaders—like excellent principals who are sending a message through the bloodstream of their schools about collaboration, professional development, curriculum development. Three, the importance of data—not only for teachers to understand what's going on with their kids, but for parents to understand what's going on with their children. And, four, standards and assessments, which isn't top down from Washington, but led by governors to set a college- and career-ready standard for schools. Those four assurances are the basis for Race to the Top and the changes we've seen states make already. ●

● For complete coverage of the 2010 Aspen Ideas Festival, visit www.aifestival.org.

Oren

"I believe that we have an historic opportunity now to reach a peace with the Palestinian leadership. I think we have the right Israeli government. I think we have the right Palestinian leadership. I think we have the right American leadership. But reaching the agreement will not be anywhere as challenging as implementing it will be. And that's when our work will begin."

—Israeli Ambassador to the United States Michael Oren



Dan Bayer

Canada

"Here's a very simple thing: If you fire everybody who doesn't succeed with the kids, you either end up with no one working for you or a program that works. We ended up with a program that works. Everybody understands: Failure is not an option. [But most public school teachers] have a job that you could fail and still take three months off—'Oh, I know, I didn't do a good job, but I'm not coming back until, like, September.' I mean that's crazy! Only in education can you have those kinds of things."

—Harlem Children's Zone Founder
Geoffrey Canada



Dan Bayer

"I want to help us move from a system based on sick care to one based on wellness and prevention. ... We need to get doctors to treat exercise as medicine, to get doctors to give an exercise prescription just like you would give a pill."

—US Surgeon General Regina Benjamin

"A lot of people asked Twitter not to do scheduled maintenance during the Iranian Revolution—including the State Department."

—Twitter Co-Founder and CEO Evan Williams

"I hope people will see Twitter not as a triumph of technology but as a triumph of humanity."

—Twitter Co-Founder Biz Stone



Dan Bayer

Benjamin



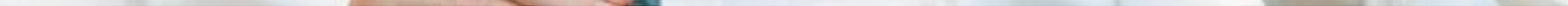
Dan Bayer

Institute CEO Walter Isaacson
with Williams and Stone

Gates

“THE
BIG
WIN”

Institute CEO
Walter Isaacson
talks to Bill &
Melinda Gates
Foundation
Co-Chair and
Microsoft
Chairman Bill
Gates about
his passion
for education,
high-performing
charter schools,
and why teachers
are the key to
reform.



Riccardo Savi

Isaacson: What could we do to improve K–12 education in America?

Gates: We need to take the very best practices, the great teachers, and the great environments for teaching that have been created, and spread that out to the rest of the system. There is a very small part of the system—which is high-performance charter schools—that prove that, for less than what we spend on average for students in the public school system, you can get over 90 percent of the kids to go to a four-year college. By every metric it's a phenomenal experience, and the most deprived inner-city kids are the ones who charters are aimed at and who they work well for.

Isaacson: Should we have competition in education so that there'd be charter schools competing with the school monopoly?

Gates: I'm a big believer in charter. But, today, high-performance charters are 2 percent [of schools]. The best you could imagine over a 15-year period is going to be about 10 percent. You're still going to have almost 90 percent of the students in public schools. And so, you have to believe that changing the personnel system, using online technology, and spreading best practices from charters into those schools is where you get the dramatic change. Yes, we should keep growing charters. And there are some low-performing charters that need to be shut down. Schools like KIPP, however, should grow as fast as they can.

But the heart and soul of this issue is going to be about how teachers are encouraged to improve, how they're told what they're good at, given positive feedback for helping other teachers learn to do what they do well. That's the management challenge, the personnel challenge: having more great teachers. That's the big win.

“Data shows that the top quartile of teachers gives you about two years of learning in a year, and the bottom quartile gives you close to zero years of learning in a year.”



Riccardo Savi



Isaacson: You're about to address the American Federation of Teachers, which is one of the two big unions. What are you going to say to them?

Gates: The American Federation of Teachers' president, Randi Weingarten, has reached out and gotten involved in a number of reform efforts. [The Gates] Foundation has four districts where both the district and the union have agreed to really measure the teachers and give them feedback—and, where they're short in terms of keeping the classroom calm or helping the student who is behind or helping the one that's ahead, you give them a way of [earning] that knowledge. ... What you have by default in America is a teacher-evaluation system where all you have to know is how many years have you been in the job and do you have a master's degree—and then you know the salary. There is no factor that has to do with how well your kids are doing. Yet, the data shows that the top quartile of teachers gives you about two years of learning in a year, and the bottom quartile gives you close to zero years of learning in a year. The variance is mind-blowing.

Isaacson: How can technology help us with teacher assessment?

Gates: In an area like math, the most straightforward assessment is to take the math scores of the kids coming in and the math scores of the kids going out and say, *Did they improve?* And we can correlate that with other metrics. If you go to the students and you just ask them two questions—Does your teacher use class time well? And, when you're confused, does your teacher help you out?—you get a result that correlates perfectly to the test results. And the students know who the good teachers are—it's different than who they like.

When you visit a charter school, that's what you see that's just so phenomenal: The teacher is really tracking everybody in the room. And it's not that they're small class sizes: There are 30 to 35 people in that room. They've learned technique. ... They found some exemplars and took different pieces of what they'd done. The high-

performance charters are doing that in a systematic way.

We also take the Web-cam results. We survey the parents. We survey the other teachers. All of these indicators line up. And so for reading, math, you've got very strong data that are constant. ... A few teachers may not measure up, but we care about educating the kids, so this is a good system. That's the goal. But you can't [create] change without bringing teachers along and having them be enthusiastic about what you're up to.

Isaacson: Why do we still have textbooks and when we can get rid of them?

Gates: Textbooks in the US are particularly maligned, because they've been designed by a committee and the textbooks just keep getting bigger and bigger. An American math textbook is three times larger than an Asian textbook. And it's stunning that there'd be this systemic difference.

In the next three or four years, some evolution of the Netbook or iPad or iPhone will be adequate for engaging that textbook in an interactive way. And the price will come down enough that you can do that for well less than you spend buying the textbooks—yet what you get is a lot better. You also need self-assessment. ... Our view is you should be able to go online, spend 15 minutes, and know exactly what result you're going to get and know which areas you need to work on. Everybody should have free access to that.

Isaacson: Should school days be till 6:00 or 7:00 pm and school years be 11 months?

Gates: At KIPP, the school day is about an eight-and-a-half-hour day, and they go every other Saturday and three weeks in the summer. And, of course, the teachers are working longer hours, because they make themselves uniformly available to the students after-hours. A lot of those people in that top quartile are not only naturals, but the energy and devotion they are putting in is pretty phenomenal as well. ♦

Earlier in the Festival, Gates participated in a panel discussion on education following a screening of the film *Waiting for Superman* with the Harlem Children's Zone's Geoffrey Canada.

● For complete coverage of the 2010 Aspen Ideas Festival, visit www.aifestival.org.

The 2010 Aspen Ideas Festival

Toledo with Deputy Secretary of State James Steinberg



“Latin America is no longer the backyard of the United States. We need to have a partnership that is much more horizontal. How do we strengthen our democratic institutions? If democracy is not able to deliver concrete results to the poor, then we are going to have a lot of Hugo Chavezes in the region.”

—former President of Peru
Alejandro Toledo

“We’ve been the biggest economy in the world since 1870. We will lose that title roughly around 2035 to China. And then India will ultimately in this century be the second-biggest economy. We will probably for the remainder of this century be the third-biggest economy in the world.”

—Carlyle Group Co-Founder and Managing Director David Rubenstein

Rubenstein with CNBC’s Maria Bartiromo





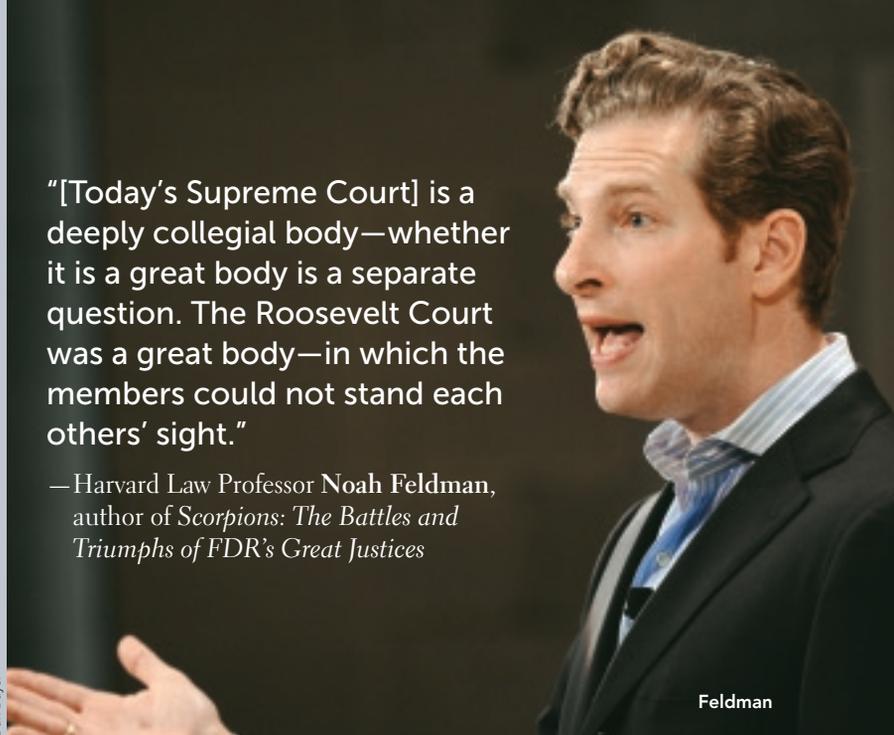
Huffington

Dan Bayer

"[Today's Supreme Court] is a deeply collegial body—whether it is a great body is a separate question. The Roosevelt Court was a great body—in which the members could not stand each others' sight."

—Harvard Law Professor Noah Feldman, author of *Scorpions: The Battles and Triumphs of FDR's Great Justices*

Dan Bayer

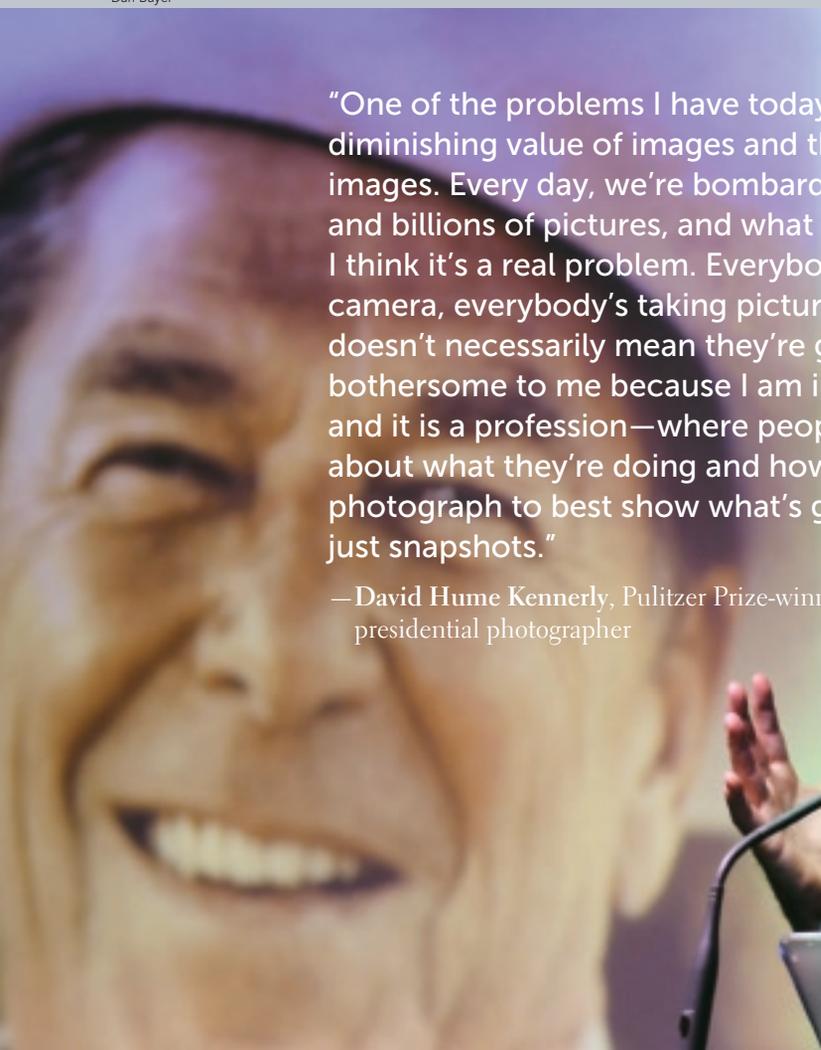


Feldman

"Our readers don't just want to consume news; they want to be part of the story. They want to share news; they want to develop the story. That engagement is the way we had three million comments last month."

—*The Huffington Post* Founder Arianna Huffington

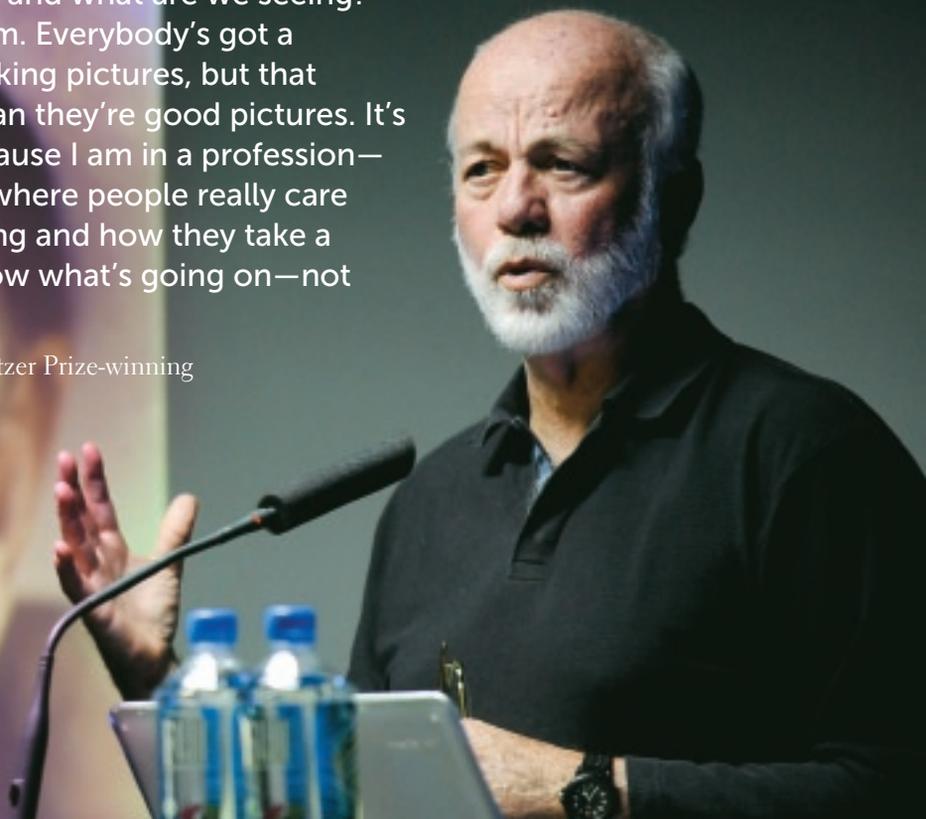
Ricardo Savi



Kennerly

"One of the problems I have today is the diminishing value of images and the impact of images. Every day, we're bombarded by millions and billions of pictures, and what are we seeing? I think it's a real problem. Everybody's got a camera, everybody's taking pictures, but that doesn't necessarily mean they're good pictures. It's bothersome to me because I am in a profession—and it is a profession—where people really care about what they're doing and how they take a photograph to best show what's going on—not just snapshots."

—David Hume Kennerly, Pulitzer Prize-winning presidential photographer



“Healthy Oceans Matter”

NBC’s Andrea Mitchell speaks to National Oceanic and Atmospheric Administration Director Jane Lubchenco about the Gulf oil spill.

Mitchell: Let’s talk about healthy oceans because there is so much attention for obvious and important reasons to the surface effects [of the Gulf oil spill] and the effects on the marshlands.

Lubchenco: Healthy oceans matter. They matter to the thousands of men and women who work on the water, continuing a way of life that defines so many coastal communities. They matter to the creatures large and small that call the Gulf home. They matter to our personal happiness—whether supporting a way of life or enabling us to just take a walk on a nice pristine beach and do some bird-watching or watch turtles hatch. Healthy oceans also matter to our nation’s economic prosperity. Healthy oceans matter in large part because they are an expression of our commitment to one another, to the rest of life on our planet, and to the future. ...

I emphasize that this is truly an environmental disaster, but even more than that it’s really a human tragedy. It is just so poignant that the inner relation of those two is brought home by this tragedy in no uncertain terms: the connectedness between people and healthy oceans. We remain committed to doing our utmost until the oil is stopped, until it’s cleaned up, until everyone who has been compensated should be, until the Gulf is brought back to health, and the community is made whole.

This tragedy began to unfold as we were celebrating the 40th anniversary of Earth Day, and, if that isn’t ironic, I don’t know what is. Earth Day was part of the legacy of the Santa Barbara oil spill, and that spill and the environmen-

tal movement led directly to the creation or the passage of the Clean Water Act, the Clean Air Act, the establishment of the Environmental Protection Agency, the passage of the Endangered Species Act, the Coastal Zone Management Act, the National Marine Sanctuaries Act, and the creation of the National Oceanic and Atmospheric Administration. So it is appropriate, at this Ideas Festival, for each of us to consider: What do we want the legacy of this event to be? What is the good that can come from this? One outcome should be a commitment to healthy oceans, because healthy oceans matter. ♦

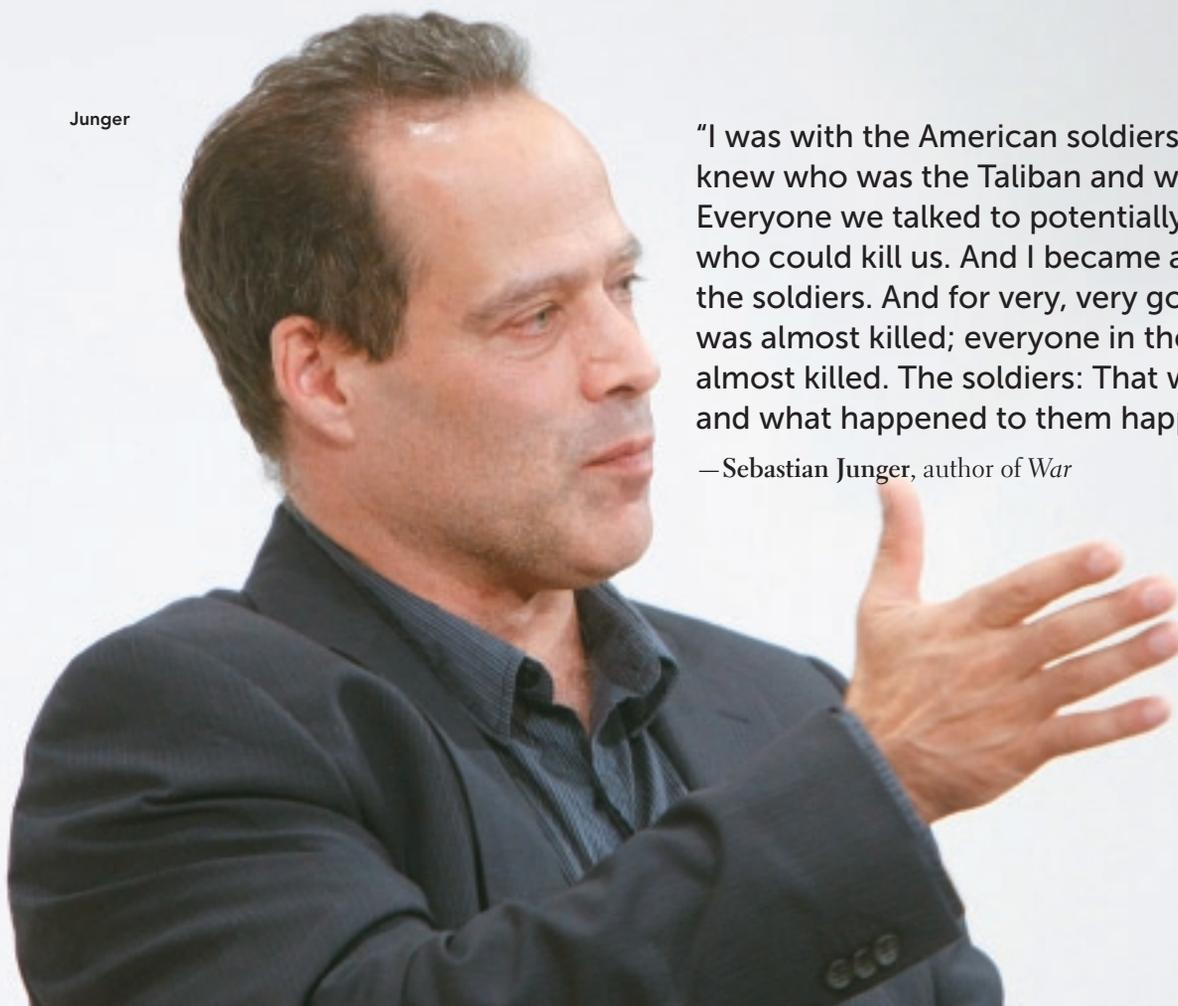


Lubchenco and Mitchell

Dan Bayer

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Junger



"I was with the American soldiers, and no one knew who was the Taliban and who wasn't. Everyone we talked to potentially was someone who could kill us. And I became as paranoid as the soldiers. And for very, very good reason: I was almost killed; everyone in the platoon was almost killed. The soldiers: That was my tribe and what happened to them happened to me."

—Sebastian Junger, author of *War*

Riccardo Savi

Carroll



"Play is at the root of innovation, creativity, and problem-solving. Play is as important to you as eating, drinking, and sleeping."

—Kevin Carroll, author of *Rules of the Red Rubber Ball: Find and Sustain Your Life's Work*

Dan Bayer

Casey

US Army Chief of Staff
General George Casey talks
with *The New York Times*'
David Sanger about the
21st-century Army.

Contingency Plan

Dan Bayer

Sanger: The Quadrennial Defense Review that came out a few months ago stepped away from the old concept that the United States needs to be able to fight a war in one place and moved instead to the concept of a much more flexible military that could do counter-insurgencies around the world and still have the capability to fight a major war. Can we be prepared for that many contingencies at one time?

Casey: We have to. The central organizing principle of the Department of Defense for the last six years has been conventional war—the ability to do these two major regional contingencies. That isn't what we're doing today. Yet the whole Department of Defense is lined up to produce the outputs for conventional war. And I have come to think, after we've looked at the environment, that versatility—the need to be able to do a variety of different things—has got to become the

central organizing principle of the Department.

That's the way we're going with the Army. As we look at the future, we're at war with a global extremist network that attacked us on our soil and has tried twice since Christmas to do it again. These guys aren't going to quit. They're not going to give up, and they're not going to go away easily. We believe this is a long-term ideological struggle. And, if we look at the trends in the global environment, they seem more likely to exacerbate that situation rather than ameliorate it. We're in for a decade or so of what I call "persistent conflict"—protracted confrontation among states, non-states, and individual actors who are increasingly willing to use violence to accomplish their political and ideological objectives. It's going to be more complex and it's going to be more uncertain. And so, you have to be organized to deal with a range of contingencies—knowing that the best we can hope to do is get it about right. ♦

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Norquist



Dan Bayer

"To understand the center-right coalition is to understand that, on the issue that moves their vote, what they want from the government is to be left alone. Taxpayers: Leave my money alone. Home-schoolers: They've passed on the government's kind offer to baby-sit their kids for 18 years and all they want is to be left alone. All the Second Amendment people want is to be left alone with their Second Amendment rights. People for whom the most important thing in their life is practicing their faith and transmitting it to their children are voting on one issue: They want to be left alone."

—Americans for Tax Reform President **Grover Norquist**, author of *Leave Us Alone*

"3D was a unique opportunity to raise the bar above what you can do in your home. And raise the bar above the traditional movie experience—which was in atrophy."

—CEO of DreamWorks Animation, SKG, **Jeffrey Katzenberg**

Dan Bayer

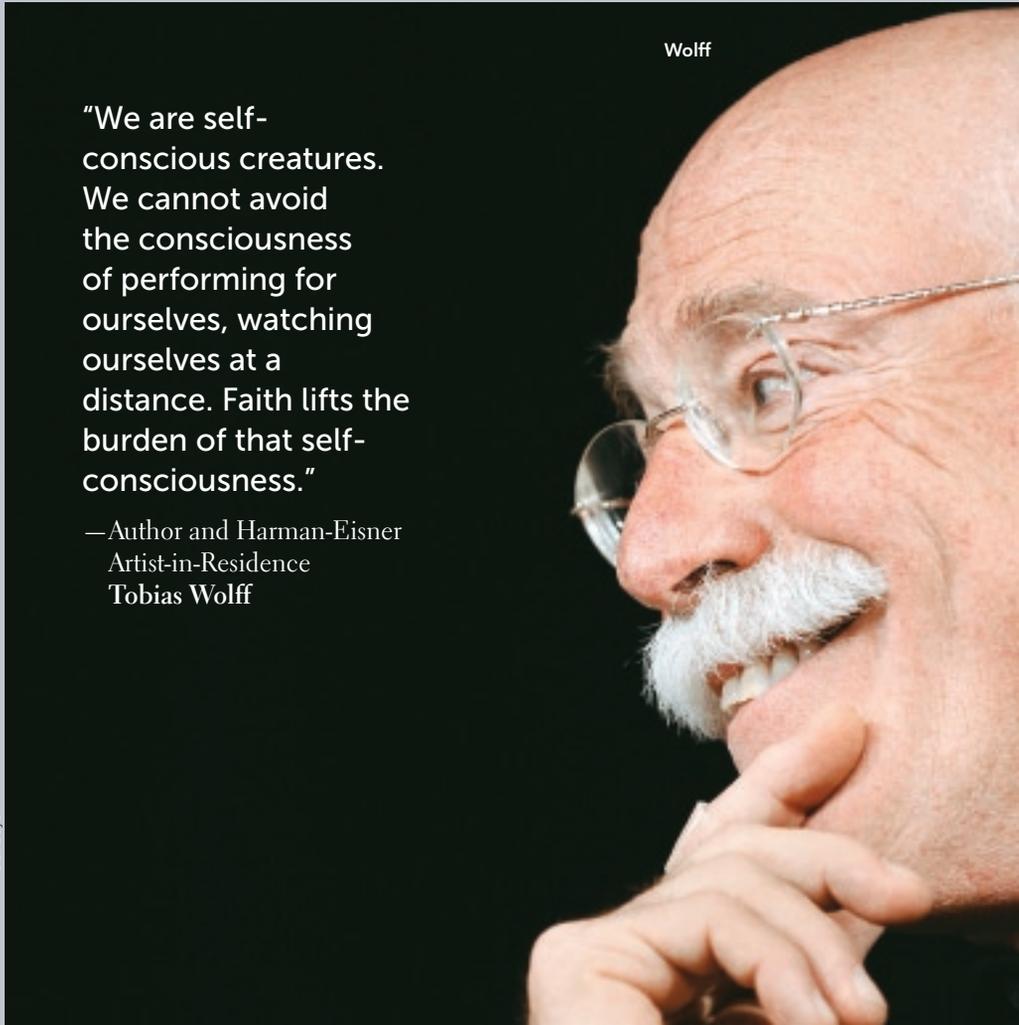


Wolff

"We are self-conscious creatures. We cannot avoid the consciousness of performing for ourselves, watching ourselves at a distance. Faith lifts the burden of that self-consciousness."

—Author and Harman-Eisner Artist-in-Residence **Tobias Wolff**

Dan Bayer



THE LAW OF THE LAND



Holder

US Attorney General Eric Holder talks to CBS's Bob Schieffer about the Arizona immigration law, Khalid Sheikh Mohammed, Guantanamo Bay, and race.

Schieffer: You filed suit to ask a judge to overturn Arizona's new immigration law. It has put Republicans in a rage. Why did you file this lawsuit?

Holder: I understand the frustration of the people of Arizona and the concerns that they have with regard to the amount of illegal immigration that occurs. But it is the responsibility of the federal government to decide immigration policy. And what the Arizona legislature came up with was a statute that is inconsistent with the federal Constitution. It's preempted by the federal Constitution. On the basis of preemption, we decided to file a lawsuit. We have an immigration policy that takes into account a whole variety of things—international relations, national-security concerns—and it is the responsibility of the federal government, as opposed to states doing it on a patchwork basis, to decide exactly what our policy should be with regard to immigration. ...

Don Bayer There are a substantial number of Republicans and people in law enforce-

ment who thought that the decision that we made to file this lawsuit was, in fact, the correct one. It's not a Republican monolith, where people are saying in the Republican Party that this was an inappropriate decision.

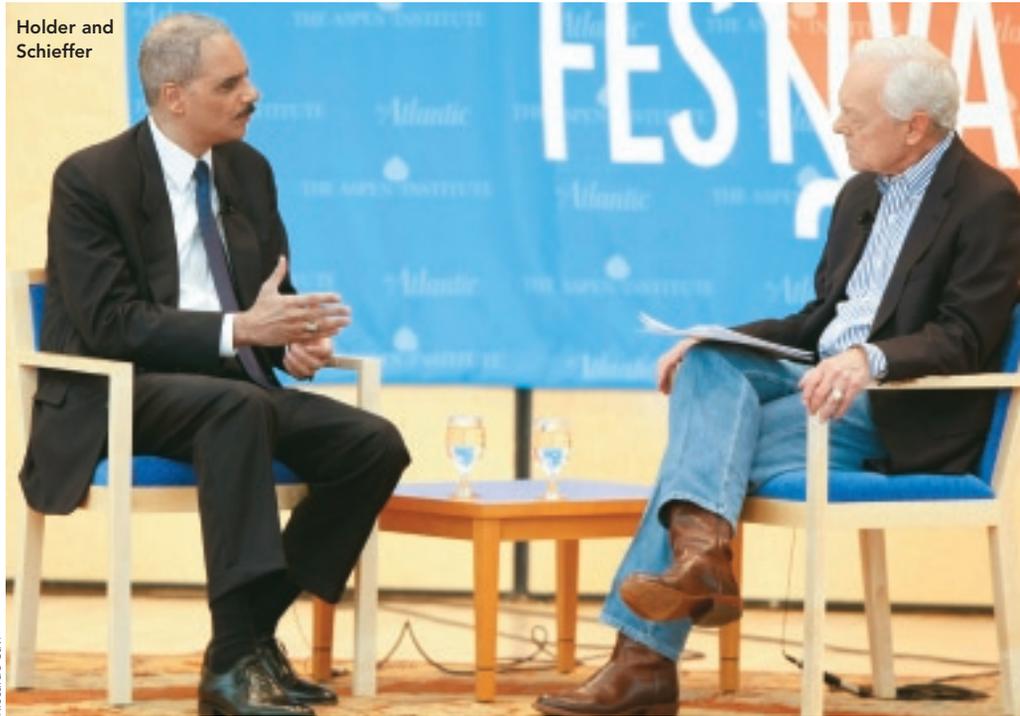
Schieffer: What is your current thinking on what is to be done with 9/11 mastermind Khalid Sheikh Mohammed?

Holder: No decision has been made yet as to exactly where the trial is going to occur. We want to hold accountable as effectively as we can the people who are responsible for what happened on September the 11th. We've had to deal with a variety of things—funding, dealing with Congress, the concerns that have been expressed by local officials.

Schieffer: Why can't you try him before a military tribunal?

Holder: I look at it the other way. Why can't we use a great criminal-justice system that has proven effective in a wide range of cases over the last 200 years? It is that system that we have often said distinguishes us from other countries. It is one that I am extremely proud of and one that I think is extremely capable. We have tried over 300 terrorists in our criminal-justice system. There have been a really limited number of people who have been tried in the military tribunals, which is not to say that they should not be used. But, if we try to exclude the federal criminal-justice system, we are taking away one of the tools that we have. And, ultimately, we make this nation much weaker. That's a very dangerous thing. ...

The politicization of this issue when we're dealing with ultimate national-security issues is something that disturbs me a great deal. We are dealing with the deaths of 3,000 people on September the 11th. We're dealing with the mastermind of the 9/11 attacks, the person who was a key part of Al Qaeda. To have Republicans and Democrats arguing about this in a political way, as opposed



to dealing with the substance that we have to really focus on, is something regrettable and has resulted in the delays that we have seen.

Schieffer: Guantanamo is still open. When is that question going to be resolved? And is that a priority for the administration?

Holder: It is still a priority. Guantanamo serves as a recruiting tool for Al Qaeda. The intelligence continues to show that is true. It has served as a wedge between us and our traditional allies. We have done all that we can to try to close Guantanamo. ... We need Congress to come up with an alternative facility. We've identified one in Illinois, the Thompson facility, that we think we could bring people to. We have not gotten the funding from Congress in order to do that. ...

Senator McCain was in favor of closing Guantanamo. [Former] President Bush has expressed a desire to close Guantanamo. Our military leaders have indicated a desire to close Guantanamo. Those are people who are on the front lines who have said Guantanamo should be closed. This is another instance where I think politics, unfortunately, has entered into this discussion. I think

there's a lot of misinformation out there. We have proven an ability to hold in our federal prison system people charged with terrorist offenses very effectively, very safely. It is our hope that we will be able to persuade Congress to give us the ability to open that Thompson facility.

Schieffer: Early in the administration you created quite a stir when you said in a speech that we had become a nation of cowards because we weren't talking enough about race. Are you sorry now that you said that?

Holder: Ours is a great nation. But one of the things that we have always wrestled with, from the inception of this nation, is the question of race. It remains an issue that still divides us. If you look at the demographic changes this nation is about to undergo, we have to have an open and honest discussion about race, ethnicity, and the diversity that we are about to see. An unprecedented diversity in this country can be a great source of strength for this nation, but, if not dealt with appropriately, it can also be something that is very divisive. We should be honest with one another and not feel that we have to retreat into our cocoons and only say that which we consider to be safe. ♣

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FIND A GOOD IDEA



ideas all the time.

www.aifestival.org

A

The Institute's work in the Middle East expands.

NEW

BEGINNING

In 2004, former Secretaries of State Madeleine Albright and Henry Kissinger launched the Institute's Middle East Strategy Group, which spearheaded innovative and pragmatic economic and policy initiatives to advance peace in the Middle East—mainly through initiatives that directly addressed the Arab-Israeli conflict.

ment of our national strategy” and outlined how entrepreneurialism, education, and exchanges of ideas between Americans and Muslims could alter the political landscape of this troubled region.

And so, under the rubric of Partners for a New Beginning, the Institute's Middle East Programs now include the Emirates-Aspen Partnership, the

US-Lebanon Dialogue, and the US-Palestinian Partnership, which works in cooperation with the Institute's highly successful Middle East Investment Initiative. Plus, the Institute has added seminars that



Middle East Programs initiatives include job training for women and girls across the Middle East.

But, over the years, the entwined fates of all Middle Eastern nations made this approach seem too limited. Palestinian refugees live throughout the Arab world, extremist groups have spread regionally, and, more than ever before, the Muslim community has become a touchstone for US foreign policy. So, over the last two years, the Middle East Strategy Group has evolved into the Middle East Programs, with initiatives in Lebanon and the United Arab Emirates in addition to its core programs in Palestine.

“We have been looking at ways to expand our regional focus for a while,” says Middle East Programs Director Toni Verstandig. “This realignment reflects the administration's more comprehensive approach to the Middle East region.” Indeed, this year, the US State Department spearheaded an umbrella initiative

with the Institute—Partners for a New Beginning—created specifically as a partnership between the United States and Muslim communities globally. Partners for a New Beginning is based on President Barack Obama's 2009 Cairo speech in which he envisioned “a new beginning” between the United States and the Muslim world. The program will be chaired by Institute trustee and former Secretary of State Madeleine Albright and vice-chaired by both Institute CEO Walter Isaacson and Coca-Cola Company CEO Muhtar Kent.

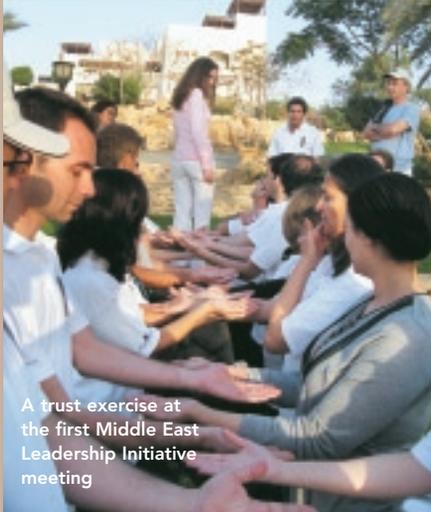
“I think that this is one of those occasions in the diplomatic history of our country that we will look back on and say made a difference,” said Secretary of State Hillary Clinton at the official announcement of Partners for a New Beginning. Clinton called the program a “key ele-

ment of our national strategy” and outlined how entrepreneurialism, education, and exchanges of ideas between Americans and Muslims could alter the political landscape of this troubled region. And so, under the rubric of Partners for a New Beginning, the Institute's Middle East Programs now include the Emirates-Aspen Partnership, the US-Lebanon Dialogue, and the US-Palestinian Partnership, which works in cooperation with the Institute's highly successful Middle East Investment Initiative. Plus, the Institute has added seminars that explore the politics of the Middle East; has featured top-level Middle Eastern officials at major public events, including the Aspen Ideas Festival; and has introduced a new Middle East Leadership Initiative, whose Fellows are members of the Aspen Global Leadership Network, which takes rising entrepreneurial leaders from across the region through a series of seminars that encourage them to apply their skills to the foremost societal challenges around them.

On the following pages, you can see a roadmap of this network of programming translating ideas into action and learn more about the Institute's impact in the Middle East with deep dives into a few of its programs. For more information about the Middle East Programs at the Institute, visit www.aspeninstitute.org/mideast.

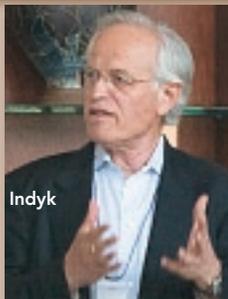
Leadership: MELI

In 2009, three Henry Crown Fellows of the Institute decided to expand the Aspen Global Leadership Network with the launch of the Middle East Leadership Initiative.



Seminars

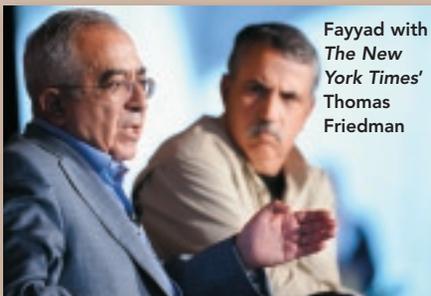
Former US Ambassador to Israel Martin Indyk spoke about the challenges and opportunities for Middle East peace at a Society of Fellows seminar last year. The Institute has also created several custom seminars on the Middle East.



Nora Feller

Public Programs

Politicians and diplomats from across the Middle East have attended the Aspen Ideas Festival, including Palestinian Prime Minister Salam Fayyad.



Dan Bayer

EMIRATES-ASPEN PARTNERSHIP

UAE Minister of Foreign Affairs Sheikh Abdullah bin Zayid Al Nahyan and UAE Ambassador to the United States Yousef Al Otaiba announced the launch of the Emirates-Aspen Partnership at a dinner in Washington hosted by the Institute's Middle East Programs. The Partnership's first program, the Forum on Innovation, was held in Abu Dhabi.



Nayna Sasidharan

HE Saeed Al Hajeri with *The Economist's* Vijay Vaitheeswaran at the Forum



US-LEBANON DIALOGUE

The US-Lebanon Dialogue launched with a conference in Washington, "Leading in the Levante," with Lebanese Ambassador to the United States Antoine Chedid, Lebanese Member of Parliament Nayla Mouawad, and US Representative Nick Rahall among others.



Juan Carlos Briceno



Juan Carlos Briceno

US-Lebanon Dialogue partner and CEO of Quantum Communications Eli Khoury spoke at a Middle East Programs event: "Digital Statecraft: Media, Broadcasting, and the Internet as Instruments of Public Diplomacy in the Middle East."



Steve Johnson

Nadim Shehadi, a visiting fellow of the Institute's Middle East Programs, and Ghaith Al Omari, a senior research fellow at the New America Foundation, discussed the issues of Palestinian refugees living in Lebanon at a roundtable at the Institute's headquarters in Washington.

MIDDLE EAST POLICY PROGRAMS

PARTNERS FOR A NEW BEGINNING



Albright, Isaacson, Clinton, and Barclay T. Resler from the Coca-Cola Company

Courtesy of the US State Department

US-PALESTINIAN PARTNERSHIP

Palestinian Prime Minister Salam Fayyad and then-Secretary of State Condoleezza Rice spoke at the US-Palestinian Partnership's Business and Investment Forum. The UPP focuses on creating economic opportunities and leadership skills for Palestinians.



Fayyad and Rice

US Chamber of Commerce

LOCAL CHAPTERS

Partners for a New Beginning will set up local partnerships in Egypt, Indonesia, North Africa, Pakistan, Turkey, and the West Bank/Gaza.



This year, Secretary of State Hillary Clinton announced a joint effort between the US State Department and the Institute, Partners for a New Beginning, which will bring together American and Muslim leaders for what Clinton called "person-to-person diplomacy." Former Secretary of State Madeleine Albright will chair the program and Institute CEO Walter Isaacson and Coca-Cola Company CEO Muhtar Kent will vice chair.



Peres and Case

Israeli President Shimon Peres talks to UPP Co-Chair Jean Case in Israel.

MIDDLE EAST INVESTMENT INITIATIVE

Right: Institute Chairman Emeritus William Mayer, Senator Dianne Feinstein (D-CA), and Palestinian Prime Minister Salam Fayyad discuss the Institute's Middle East Investment Initiative. The Initiative stimulates economic activity, creates jobs, and expands home ownership across the Middle East.



Mayer, Feinstein, and Fayyad

Dan Bayer

Coca-Cola CEO Muhtar Kent spoke at the Partners for a New Beginning launch in New York.



Kent

FAROUKI SPEAKER SERIES

The Huda and Samia Farouki Speaker Series hosts roundtable discussions on greater Middle East issues at the Institute's DC headquarters. The Series launched last spring with a dialogue with former Secretary of State Madeleine Albright. Middle East Programs Executive Director Toni Verstandig hosted the event.



Verstandig and Albright

Steve Johnson

THE BUSINESS OF PEACE

The US-Palestinian Partnership fights for the state of a nation.

“The United States spends hundreds of millions of dollars to build Palestinian capacity because we know that progress on the ground improves security and helps lay the foundation for a future Palestinian state,” said Secretary of State Hillary Clinton at the Council on Foreign Relations this September. It’s an approach to peace that has been a central tenet of the Institute’s work in the region and lauded by Middle Eastern leaders. “My government is keen to see practical outcomes and results,” said Palestinian Prime Minister Salam Fayyad of the Partnership. “We appreciate [UPP’s] goal to identify short-term projects that can be implemented quickly with maximum impact on the ground in order to revive and fuel the economy.”

UPP Co-Chair Ziad Asali, Palestinian Prime Minister Salam Fayyad, and then-Secretary of State Condoleezza Rice at the US-Palestinian Partnership’s Business and Investment Forum.

Launched in 2007—by President George W. Bush, Secretary Rice, the Institute, and US business leaders—the US-Palestinian Partnership focuses on creating economic opportunity for Palestinians while helping to prepare Palestinian youth for the responsibilities of citizenship. The US-Palestinian Partnership also supports the Palestinian Authority’s efforts toward institution-building





Institute CEO Walter Isaacson, President George W. Bush, Palestinian Authority's Minister of Youth and Sports Tahani Abu Daqqa, and Institute trustee Lester Crown at the US-Palestinian Partnership launch.

programs. By working with capable Palestinian leaders, the Partnership plans to increase progress toward a two-state solution—wherein Israel and Palestine can live side-by-side, in peace, security, and prosperity.

To this end, the US-Palestinian Partnership has sponsored dozens of programs aimed at changing the facts on the ground in Palestine and creating a viable state. One important way to do this is to bolster a vibrant and sustainable

University of Bethlehem's Dr. Nabil Mufdi talks to UPP delegate Tiffany Norwood, co-founder of Next Generation Broadband. Norwood hires University of Bethlehem interns to work remotely on projects for her company.



The UPP's Middle East Venture Capital Fund is well on its way toward its initial goal of \$25 million with investments from the Soros Economic Development Fund, the Skoll Foundation, and the European Investment Bank to invest in 12 Palestinian companies.

economy. And so, the Partnership held the first-ever Palestine Investment Conference in Bethlehem in 2008, which drew more than 1,000 attendees and raised \$1.4 billion in investment commitments, and the Palestinian Business and Investment Forum later that year in Washington, DC, where more than 200 business leaders came together to discuss and promote investment opportunities in the region. The UPP's Middle East Venture Capital Fund is well on its way toward its initial goal of \$25 million with investments from the Soros Economic Development Fund, the Skoll Foundation, and the European Investment Bank to invest in 12 Palestinian

companies, creating hundreds of jobs. The UPP's Middle East Venture Capital Fund invests in entrepreneurial telecommunications companies and other dynamic businesses that are growing out of the robust community of engineers and business leaders in Ramallah and throughout the West Bank.

The US-Palestinian Partnership also supports investments in the hotel and tourism sector, supporting ancient culture with new institutions. This year, UPP facilitated a partnership between the University of Bethlehem and the Conrad Hilton School of Hospitality at the University of Houston to launch joint courses, student and faculty

exchanges, and joint research in the 2011 spring semester. UPP's tourism ventures also include the Telos Group, which encourages faith-based communities around the world to visit Palestine's extraordinary religious sites.

Finally, the Partnership supports opportunities for Palestinian youth in cooperation with the Palestinian Authority's Ministry of Youth and Sports. Together, they have expanded youth centers in Nablus, Hebron, and Ramallah to inspire, educate, and prepare West Bank children for full participation in Palestinian society.

"The logic is simple," says UPP Co-chair and American Task Force on Palestine President Ziad Asali. "If you build it, the state will come." After all, the first step in a two-state solution is creating the Palestinian state. As Prime Minister Fayyad said at the 2009 Aspen Ideas Festival: "Every time we take a step in the direction of having a function of a state perform competently, with every step that we take in the direction of institution-building, that's a step closer to our freedom, our statehood." ♦

THE ECONOMICS OF HOPE

The Institute's mission is premised on "thought leading to action," but few people—including this author—would have believed that the Institute's Middle East Investment Initiative would have helped to generate almost \$70 million in business loans in the West Bank in less than three years.

The Middle East Investment Initiative is creating a better life for a troubled region.

By Berl Bernhard, chairman of MEII and chairman emeritus of the Aspen Institute

Launched by the Institute in 2007—with indispensable major support from our partners, US Overseas Private Investment Corporation, Palestine Investment Fund, and CHF International—the Middle East Investment Initiative is dedicated to stimulating economic activity and creating jobs in the Palestinian Territories and elsewhere in the Middle East through a loan-guarantee program. Loan-guarantee programs are inherently difficult to manage and have a mixed track record worldwide, yet MEII's approved loan guarantees have increased a whopping 126 percent over the last year. While these statistics are impressive, the true success of MEII is found in enriched lives, rekindled hope, job opportunities, decent housing, a cleaner environment, and improved security. With negotiations between Israel and Palestine intensifying, MEII has shown that a stable Palestine has a future and can stand on its own.





Above: The five-star Mövenpick Hotel in Ramallah

On left: MEII President Jim Pickup talks to Institute trustee and MEII board member Henry Catto, the Palestine Investment Fund's Durgham Maraee, and Bernhard outside of the Council of Ministries after meeting with Palestinian Prime Minister Salam Fayyad.

Below: Institute Chairman Robert Steel shakes hands with Palestinian President Mahmoud Abbas as Nafez Hussein, chief ICT officer of Consolidated Contractors Company, looks on.



THE PROBLEM

Two-thirds of the people living in the Middle East are under the age of 30, the youngest population in the world. The region also has the highest youth unemployment rate, the second-highest urbanization rate, and the largest gender gap in employment. The Palestinian Territories are typical of this, but they have some advantages, too. Palestinian literacy rates are among the highest in

the region, there is an innate culture of entrepreneurialism, and the banking sector is well-established and sophisticated. Nevertheless, small- and medium-sized enterprises, which make up more than 90 percent of firms in the West Bank and Gaza, are largely unable to get the credit they need to expand their operations and create jobs.

THE SOLUTION

Extremely conservative lending policies have long dominated banking in Palestine. Credit risk has historically been managed by imposing prohibitively high collateral requirements, thereby restricting credit availability to large, highly capitalized businesses, and lending has also tended to be short term. In addition to discriminating against smaller businesses, these practices isolate lenders from the enormous banking business potential offered by many thousands of viable small- and medium-sized enterprises.

By contrast, the Middle East Investment Initiative uses loan guarantees to reduce bank reliance on collateral, which can be as high as 200 percent of a loan's value. Our loan guarantees avoid such restrictive collateral practices, unlocking bank resources and making credit available to many smaller businesses. By working with banks to implement credit-management reforms and to demonstrate new ways to evaluate risk—such as analyzing cash flow—MEII transforms the way Palestinian banks support growing businesses. By MEII's planned end in 2017, we expect that most Palestinian banks will meet the ongoing credit needs of all bankable businesses on a sustainable basis and without donor intervention.

THE EFFECTS

The Middle East Investment Initiative's impact is best understood through the loans it has guaranteed—as in the olive industry. Eighty percent of Palestinian farms are olive orchards, and their harvests can account for 25 percent of the West Bank's gross agricultural income. Unfortunately, the quality of Palestinian olive oil has not always satisfied international standards, and access to global markets has been limited.

Right: A metal furniture company in Hebron offers the potential for job creation and business growth.

Below: Palestinian olive oil



As a result, companies with little collateral—like one of our key borrowers, which sells olive oil and organic foods produced by informal cooperatives of more than 1,700 small farmers—were unable to obtain traditional financing. MEII, however, guaranteed a substantial loan for the company to purchase a modern olive oil press and stainless-steel storage tanks. The farm's production capacity has dramatically advanced, and the company can now store and export quality olive oil year-round. The farm has also hired 15 new employees, and more farmers can participate in the cooperatives and receive higher prices for their harvests. Most important, the company is providing the training and technical assistance necessary to grow and harvest organic olives that consistently meet international standards.

In addition to revolutionizing farming in the West Bank, MEII has loaned \$400,000 to a door manufacturer, allowing the company to hire 53 new workers



and compete globally; \$150,000 to a female-owned rural sewing cooperative to purchase new machinery, create 70 new jobs, and provide extra employee training; and \$18,000 to a Palestinian doctor to purchase medical equipment for a new clinic in a residential neighborhood cut off from urban areas by Israel's security barrier. Other types of lending have extended from greenhouses in the Jordan Valley and dairy farms to the first metal-waste and paper-and-plastic recycling plants in the region.

While our focus has been almost exclusively on small- and medium-sized businesses, the MEII loan-guarantee program is a necessarily flexible economic-development tool. Occasionally, we have made larger loan guarantees in order to create significant numbers of jobs. For example, in 2009, MEII supported the Wataniya Palestine communications project—the largest economic investment in the Palestinian Territories in more than ten years. So far, the money has created the first competitive cell-phone company in

the West Bank. The project will generate close to 800 direct jobs, more than 2,000 indirect jobs, and more than 60 new small businesses in the West Bank to support the venture. Similarly, MEII has backed the completion of a new, five-star Mövenpick Hotel in Ramallah, which will create approximately 275 new direct jobs and be a magnet for West Bank tourism.

THE FUTURE

Robert Mosbacher, former president of the Overseas Private Investment Corporation and one of our earliest partners in the West Bank, said the Middle East Investment Initiative reminded him of the adage: "Give a man a fish and you have fed him for a day. Teach a man to fish and you have fed him for a lifetime." Secretary of State Hillary Clinton, who has teamed with the Institute on Partners for a New Beginning, offered a modification: "Teach a woman to fish and you feed a whole village for a lifetime."

With this in mind, MEII's next step is to find ways for both men and women to have the chance to invest in the "fishing industry"—to be owners. MEII recently supported the first commercial loan of \$1 million to a leading Palestinian microfinance institution and then guaranteed a \$500,000 loan to a microfinance institution owned entirely by women. MEII does not have the resources to review hundreds of small loans to individual entrepreneurs, but it can facilitate such



MEII board members Elizabeth Liechty, Nafez Hussein, George Salem, William Mayer (also an Institute trustee), and Institute Chairman Robert Steel have lunch with OPIC officials following their meeting with Palestinian President Mahmoud Abbas.

lending by guaranteeing loans through larger institutions expressly dedicated to microfinance. Since March, MEII-supported microfinance institutions have made 391 loans worth more than \$1 million. Of those 391 borrowers, 331 were women and close to 400 permanent jobs—primarily for women—have been created.

Building on this success, MEII has been working with a coalition of organizations to develop the first affordable home-mortgage finance company in the Palestinian Territories. In June, Palestinian President Mahmoud Abbas formally launched the landmark AMAL (“hope” in Arabic), a \$500 million mortgage-finance facility that will double the number of Palestinian families able to purchase homes by offering long-term mortgages. MEII President Jim Pickup will serve as vice chairman of AMAL.



Bernhard, Albright and Fayyad

Vicky Pombo

Finally, MEII is actively participating in a program to create the first political-risk insurance program to help Palestinian exporters and investors reduce risks resulting from political violence or trade disruption.

“FROM A CYCLE OF VIOLENCE TO ONE OF HOPE”

It is doubtful that any economic program could realize its potential without a secure civil society. There is

unquestionably more security in the West Bank today than there has been for years. Palestinian Prime Minister Salam Fayyad’s capable security program is working and it is reinforced by increasing cooperation with Israel—marked by a significant reduction in manned checkpoints. Basic services have improved and the Palestinian economy is now moderately successful, enjoying a growth rate of close to 8.5 percent—but the Palestinian Authority is still largely dependent on donor assistance, and institutional and political stability remain elusive despite far reaching reforms in education and health. By working with the Institute and the State Department’s Partners for a New Beginning, which is chaired by former Secretary of State Madeleine Albright, who continues as a director of MEII, we together hope to further advance the Palestinian economy. Still, absent a final peace agreement, the Palestinian Territories will continue to be limited by uncertainty.



Bernhard, Mosbacher, and Abbas

“AMAL will enable families to enjoy the benefits of home-ownership without excessively burdening their monthly incomes,” says Pickup.

unquestionably more security in the West Bank today than there has been for years. Palestinian Prime Minister Salam Fayyad’s capable security



MEII Board members gather at a café in Nablus.

Tom Korologos

The Middle East Investment Initiative has made incredible impact in the region, but the future will demand even greater effort. Ephraim Sneh, former Israeli deputy defense minister, has summarized the impact of our program well: “MEII has helped create an economic framework for pragmatic stakeholders in the region who share in the work and vision of an end to the Arab-Israeli conflict. This program contributes to changing the regional dynamic from a cycle of violence to one of hope.”

INNOVATION NATION

The Institute and the United Arab Emirates Join Forces

By Ana Navarro Ovitt

“The UAE is by far the most moderate, liberal, and modern society in the Middle East,” said United Arab Emirates Ambassador Yousef Al Otaiba at the Aspen Ideas Festival this July. “And we’re bringing the Ideas Festival to the UAE.” In fact, Al Otaiba was so impressed by the depth and quality of dialogue that flowed from bringing together eminent global leaders in an idyllic setting, that he was motivated to pursue a partnership with the Institute and bring this model of dialogue to the Middle East. This year, the Institute entered into a partnership with the United Arab Emirates: The Emirates-Aspen Partnership is designed to create relationships between American and Emirati leaders at the highest levels of policymaking, commerce, and opinion.

The centerpiece of the first year of the Partnership was the Emirates-Aspen Forum on Innovation, which Al Otaiba called necessary for “creating a culture of innovation and entrepreneurship.” Held at the renowned Emirates Palace Hotel on October 5–6, 2010, the Forum explored leadership for an innovation economy, the big ideas and sectors that will

drive the next wave of innovation, and the role of education in molding future innovators. The conference wrapped up with a session led by David Rothkopf, president and CEO of Garten Rothkopf. Rothkopf engaged emerging Emirati leaders in an interactive discussion that challenged them to



Al Otaiba, Isaacson, Al Muhairi, and Mohammed Omar Abdullah, undersecretary of economic development in Abu Dhabi

Jonathan Gibbons

evaluate their national strategy through the lens of global trends. Other participants included Walter Isaacson, Institute CEO; Toni Verstandig, director of Middle East Programs at the Institute; John Sexton, president of New York University; Deborah Wince-Smith, president of the Council on Competitiveness; Vijay Vaitheeswaran, global correspondent for *The Economist*; Waleed Al Muhairi, Chief Operating Officer of Mubadala; Ibrahim Ajami, CEO of Advanced Technology Investment Company; and Sultan Al Jaber, CEO of Masdar.

Many discussions touched upon the theme of education, which Sexton called a main pillar of the global innovation ecosystem. A unique event of the conference was a session hosted by His Highness Sheikh Hamed bin Zayed Al Nahyan, chairman of the Crown Prince Court. Abu Dhabi’s leadership has laid the groundwork for the United Arab Emirates’ exciting national growth—including the Vision 2030 plan, an economic roadmap for Abu Dhabi.

The United Arab Emirates have lately become a hub for large conferences and industry gatherings where speakers talk at you; but the Emirates-Aspen Forum on Innovation brought a fresh approach to dialogue to Abu Dhabi. The interactive dialogues not only catalyzed deep thinking on the elements and challenges in innovation, but also created an environment in which concrete connections and relationships could form among the American and Emirati participants.

Moving forward, the Emirates-Aspen Partnership hopes to build on the inaugural Forum on Innovation with explorations of other topics, like the impact of the Gulf states on the regional economy and the power of social entrepreneurship. After all, rapid advances in business, education, environment, and the arts are establishing the United Arab Emirates as a vibrant global center and a transformational economic force. In light of these exciting developments, the possibilities for partnerships are endless. As Al Otaiba said, “The Emirates-Aspen Forum was as I hoped—deep dives with top thinkers that fostered significant opportunities for US-UAE collaboration.” ♦



Cathy Isaacson, Glenda Greenwald, and Toni Verstandig at the Grand Mosque in Abu Dhabi



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To learn more about supporting the Aspen Institute and becoming a member of the Heritage Society, please contact Kristen B. Loden at kristen.loden@aspeninstitute.org or (970) 544-7974 or visit www.aspeninstitute.org/heritagesociety.

THREAT ASSESSMENT

THE INAUGURAL ASPEN SECURITY FORUM TAKES ON AL QAEDA, HOMEGROWN TERRORISTS, SOFT TARGETS, AND INTELLIGENCE-SHARING. By Clark Kent Ervin

“We’re seeing an increasing level of distributed threats,” Chairman of the Joint Chiefs of Staff Admiral Mike Mullen told a sell-out, standing-room-only crowd of more than 800 at the first annual Aspen Security Forum held by the Institute’s Homeland Security Program. “We’re living in a world where I am increasingly concerned about the nexus between terrorists and nuclear weapons.”

Mullen and Sanger



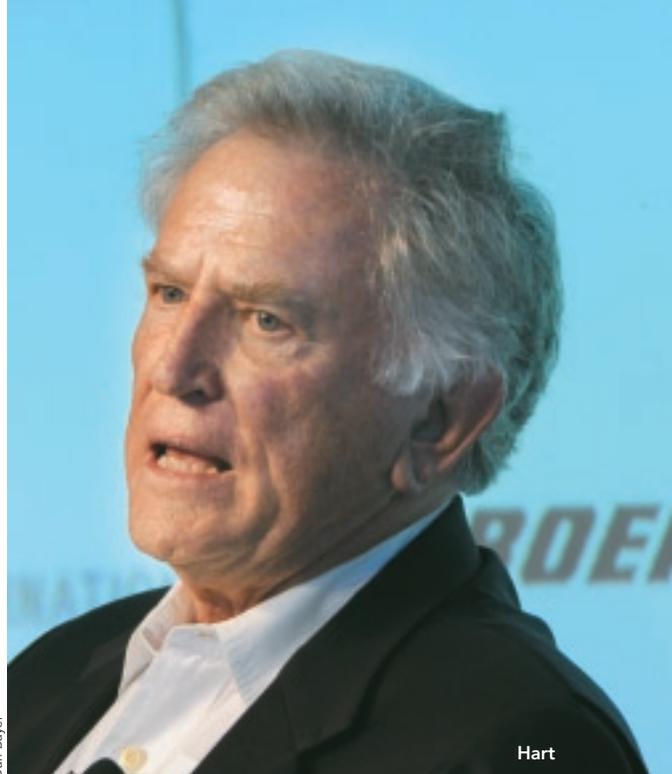
Those concerns were reiterated throughout the Forum as speakers tackled homeland security issues, addressing hard questions about the root causes of terrorism, whether another 9/11 is inevitable, and how to balance security with liberty. Presented in partnership with *The New York Times* and GSN: *Government Security News*, Forum sessions were moderated by top broadcast and print journalists.

In the opening session, co-sponsored with the Institute's McCloskey Speaker Series, Admiral Mullen spoke to *The New York Times*' David Sanger about the link between America's war against Al Qaeda and the Taliban in Afghanistan and Pakistan and the security of the homeland. Mullen argued that Al Qaeda is becoming even more threatening by affiliating with like-minded groups in the region and around the world that serve as "force multipliers" (for more from Mullen, see sidebar on page 79).



Haqqani

Dan Bayer



Dan Bayer

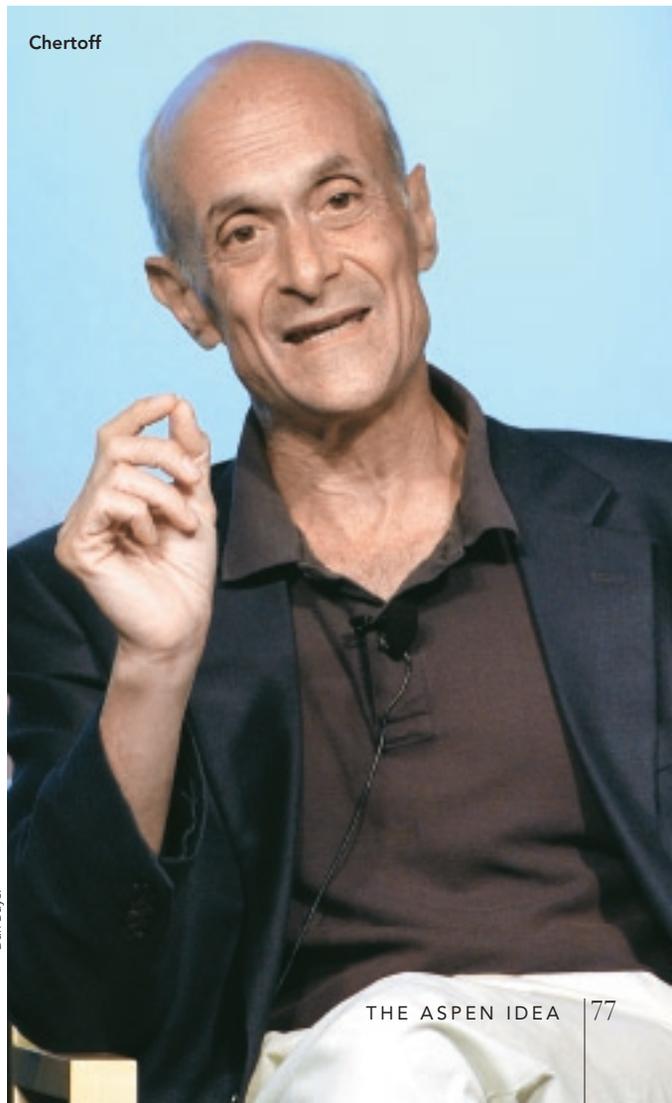
Hart

“Pakistan is a leading victim of terrorism. Last year, we lost 10,000 people to terrorists.”

National Counterterrorism Center Director Mike Leiter agreed during a session the following day: “We have seen diversification of that threat: We not only face Al Qaeda senior leadership; we face a troubling alignment of Al Qaeda with some more traditional Pakistani militant groups.” Still, Leiter said, while the threat has diversified, it has also been reduced substantially, claiming the number of Al Qaeda in Afghanistan was between 50 and 100 while in Pakistan we faced a larger threat of “more than 300.” This prompted some journalists covering the forum to later question whether the 100,000-plus American troops deployed to Afghanistan is disproportionate to the threat.

Later, Leiter acknowledged that some of America's “actions can have negative effects globally and here in the United States in terms of radicalization—that doesn't mean you don't take them.” To this end, he addressed the Christmas Day plot to blow up an airliner over Detroit, telling Forum participants that Anwar Al Aulaqi—the radical American-born Muslim cleric in Yemen, who has gained notoriety for inciting terror attacks against the United States—actually played a “direct operational” role in the Christmas Day bomb plot. Accordingly, Leiter defended targeting Al Aulaqi for assassination—even though he remains an American citizen. Leiter also conceded that the intelligence community failed to detect the Christmas Day plot despite spending billions of dollars after 9/11 on homeland security and intelligence, including the reorganization of existing national security agencies and the creation of new ones. But, Leiter argued, the Christmas Day failure was unlike 9/11 in that it was attributable to “a series of discrete errors” rather than to a failure of the system as a whole.

Taking issue with Leiter was former Bush White House Homeland Security and Counterterrorism Advisor Fran Townsend, who said, when



Chertoff

Dan Bayer



the Christmas Day plot occurred, we had “a lot of information we didn’t take advantage of, ... information that was not adequately shared.” Townsend argued that, while intelligence has certainly improved since 9/11, it is still not shared within the national security community to the extent that it should be all these years later—especially since Al Qaeda is aligning with a “matrix” of groups globally. Progress, she believes, will remain fitful unless and until there is a single senior-level official (other than the homeland security advisor or the national security advisor) responsible specifically for intelligence-sharing and completely accountable for any failure—like a successful attack on the homeland or a near-miss.

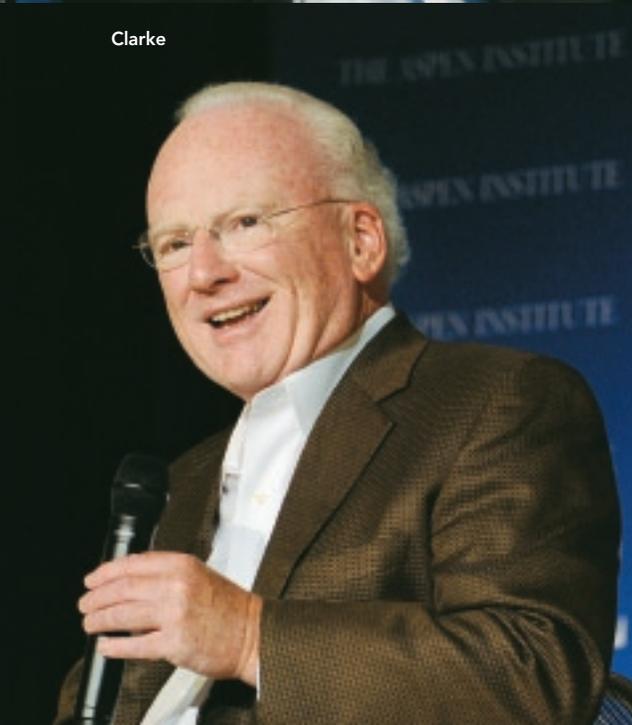
Turf battles and a lack of information-sharing came up again when former Los Angeles Police Department Chief Bill Bratton described his frustration trying to get big government agencies to let him “into the tent.” Bratton also discussed attacks on soft targets—the failed attack on Times Square, mass-transit attacks in Europe, the Fort Hood gunman, and the attack on the Taj Mahal Hotel in Mumbai—and how state and local security-enforcement officials confront such terrorism. Bratton said that worldwide attacks on soft targets caused him to “totally reorganize” his department as the “homegrown threat has become much more important.” After all, he said, “The home-



“We have seen diversification of that threat: We not only face Al Qaeda senior leadership; we face a troubling alignment of Al Qaeda with some more traditional Pakistani militant groups.”

grown threat might be detected by local police or local security before the FBI or the CIA.” This vulnerability of soft targets in American cities—and how to address it—was also the subject of a sobering panel discussion with former top CIA official and now Georgetown Professor Paul Pillar, CNN’s and the New American Foundation’s Peter Bergen, and the Council on Foreign Relations’ Steven Simon, who each commented on excerpts from the HBO film *Terror in Mumbai*.

Other Aspen Security Forum discussions focused on counterterrorism, security technologies and innovations, and the media’s role in reporting on terrorism. In one session, Pakistani Ambassador to the United States Husain Haqqani contended: “Pakistan is a leading victim of terrorism. Last year, we lost 10,000 people to terrorists.” Haqqani argued that Pakistan is doing everything possible to defeat Al Qaeda and the Taliban. Doing so, he argued, is as much in Pakistan’s interest as America’s. In another session, former Clinton and Bush White House Counterterrorism Advisor and cyber-security expert Richard Clarke raised the specter of “cyber-war.” “There’s every reason to believe the United States and other countries are [engaging in cyber-war] around the world,” said Clarke, who called for Cold War arms control-like agreements to limit nations’ abilities to incapacitate each other by attacking cyber networks.



Concluding the program was FOX News’ Catherine Herridge’s penetrating interview with former Homeland Security Secretary Michael Chertoff. “As soon as there is a near-miss, we go into a frenzy of recrimination and blame,” said Chertoff. “When we become hysterical in the response, we do end up giving the enemy more bang for his buck. ... We have to match in determination and perseverance and conviction in the rightness of our cause what they have in their dedication and perseverance to do very evil things.”

All photos this page: Dan Bayer

THE ADMIRAL'S VIEW



Dan Bayer

Chairman of the Joint Chiefs of Staff Admiral Mike Mullen flew into Aspen direct from Afghanistan after the most eventful week of the summer: President Obama fired General Stanley McChrystal as commander of allied forces in Afghanistan and replaced him with General David Petraeus. Mullen spoke to *The New York Times'* David Sanger about America's most pressing foreign policy concerns.

On Afghanistan:

"We've got to establish a security environment with the Afghan police and the Afghan forces. ... We underestimated the degree of difficulty of establishing the local governance. That's a big lesson as we move into Kandahar. ... I have been struck by how the Afghan people see the Taliban: They see them in an incredibly negative way. Obviously, they're concerned about how this turns out and who ends up running the country. But the Taliban are incredibly unpopular, and the Afghan citizens that I've spoken to have no desire to return to any kind of Taliban regime."

On Pakistan and Al Qaeda:

"Pakistan is also a country, now, very much under siege from terrorists internally. If you go back two years, who would have predicted that the Pakistani military would have done as much as they've done [to quell terrorism]? Not many of us would have gotten that right. ... We've seen in our own country—recently with Detroit, with Times Square—an increasing level of distributed threats. Al Qaeda is at the center of this, and Al Qaeda leadership resides in Pakistan. We know that, and that's why this relationship with Pakistan is so important. Al Qaeda continues to be the seminal threat. Their strategic goals include killing as many Westerners and Americans as possible. They still seek nuclear weapons. We're living in a

world where I am increasingly concerned about the nexus between terrorists and nuclear weapons. Globally, we have to do all we can to make sure that doesn't happen."

On Iran

"This whole issue of Iran and its development of nuclear weapons has been very much on my mind. I believe that, strategically, they continue to pursue it. They've not complied with the NPT; they've not complied with the IAEA. They have been given every chance to do this, and they have not. ... And some, who historically have supported them, are now turning against them. This increasing isolation is something that they bring on themselves. It is incredibly dangerous for them to achieve [nuclear-weapon] capability, destabilizing in the region. It generates the great potential for a nuclear arms race in the Middle East. The place is unstable enough; we don't need that. And, at the same time, a strike against Iran also will be incredibly destabilizing."

Join Us Next Year

The Homeland Security Program is already looking forward to next summer's second annual forum on July 27–30, 2011. A number of noteworthy participants have already confirmed, including former CIA and NSA Director General Michael Hayden, former CIA Deputy and Acting Director John McLaughlin, Deputy White House Homeland Security Advisor and terrorism-financing expert Juan Zarate, and Bush administration counterterrorism legal advisor John Yoo. To learn more, visit www.aspeninstitute.org/security.



INSTITUT ASPEN FRANCE

Institut Aspen France was founded in 1983 as a nonpartisan, nonprofit, international center for discussion and dialogue. Based in Lyon since 1994, Aspen France has two goals: to help leaders identify the challenges they face and seek solutions to contemporary problems and to facilitate informal meetings of leaders from different geographical, cultural, and professional worlds. Aspen France organizes policy programs and leadership seminars to address the major economic, social, and political issues of the day. Recently, Aspen France set up two discussion clubs—in Paris and in Lyon. These clubs of roughly 20 young leaders spend time discussing what the future will look like in ten years' time with leading experts on a variety of topics.

RECENT HIGHLIGHTS

Changes in the Aspen France governance: During the General Assembly held in Paris on May 18, 2010, Institut Aspen France's Board of Trustees elected **Jean-Pierre Jouyet** chairman of its supervisory Board. Jouyet will succeed **Michel Pébereau**, who chaired the Board since November 2004 and will now become its honorary



Jouyet

chairman. Jouyet is currently president of the Financial Market Authority. Previously, he was former chief of staff of **Jacques Delors**, when Delors was president of the European Commission (1994–1995); deputy chief of the staff of Prime Minister **Lionel Jospin** (1997–2000); general director for finance at the Ministry of Economy, Finance and Industry (2000–2004); and former secretary of state for European Affairs (2007–2008).

The General Assembly also elected two new members to the Executive Board: **Pierre Cuneo** and **Nicolas Tenzer**. Cuneo will become president of the Executive Board and will succeed **Elisabeth Lulin**, who chaired it since May 2007. Cuneo is director of Railway Strategy and Regulation at SNCF. He was previously deputy director of the staff of Jouyet, secretary of state for European



Cuneo

Affairs (2007–2008).

Ninth International Europe-Africa Conference: “Globalization and the Building of an African Internal Market” on August 26–29, 2010. European and African leaders gathered to exchange views on topics such as: “Does the organization of political power allow the building of an internal market?”; “What contributions do private-sector actors make in market building?”; “Balances between Africa and its financial and political partners: What's the agenda?”; and “Articulation between domestic and export markets: What kind of winning strategies?” Participants included **Bernard Accoyer**, president of the French National Assembly; **Tertius Zongo**, prime minister of Burkina Faso; **Charles Konan Bany**, governor of the Ivory Coast; **Soumaïla Cissé**, Commission of West African Economic and Monetary Union in Ghana; **Juma Volter Mwapachu**, secretary-general of the East Africa Community; **Alain Juppé**, former French prime minister; and **Pascal**

Lamy, director-general of the World Trade Organization.

UPCOMING EVENTS

The Young Political Leaders Seminar: The 2010 edition is chaired by **Laurent Fabius**, former French prime minister, and organized in three sessions. The last one will be held in Belgium on November 23–25, with the closing gala dinner in Paris on November 25.

Europe-Japan Conference December 9–10, 2010, in Paris: Institut Aspen France and the Japan Economic Foundation will be hosting the eighth edition of the Europe-Japan international conference. This event is organized by **Jean-Pierre Jouyet**, chairman of the board of Institut Aspen France. The program will be driven by the transformational changes experienced by the global economy as well as by the reshaping of cross-border institutional frameworks—focusing on Europe's and Japan's roles therein. The conference will gather 30 high-profile participants from Europe and Japan in three fields: business, public affairs, and academics.

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ASPEN INSTITUTE ITALIA

Aspen Institute Italia remains a leader in promoting enlightened dialogue in Europe and across the Atlantic, organizing a number of conferences, seminars, and roundtables each year on economics, business, politics, and security. Its quarterly, *Aspenia*, is read in Italy and abroad, and has been judged one of the best foreign affairs journals in the world. Aspen Italia conferences gather prominent figures in every field thanks to its more than 300 international board members.

RECENT HIGHLIGHTS

In late April, in Berlin, “Europe in the G20 World” analyzed the EU’s future as global power shifts to emerging economies. In July, in Madrid, an international gathering discussed the global economy’s recovery, specifically in light of prospects for Latin America. Analysis of challenges to global governance due to the economic crisis continued in Washington, DC, in September and, in October, the Institute’s annual Transatlantic Dialogue focused on “Western Democracies Under Pressure,” again highlighting economic and demographic woes in the developed world.

Roundtables over the past six months have focused on professional training programs, reform efforts (in the spheres of business, government, banking, and more), Italy’s prospects for its talented youth, as well as “The Economic Dimension of Crime” and “The Frontiers of Identity.” In May, with guest

speaker **Edward Tse**, members discussed “The China Challenge.” The Institute’s National Interest project organized a seminar in April for and about Italian leaders abroad, highlighting the successes of talented operators around the world that hail from Europe’s southern boot. The Aspen Junior Fellows program continued with its interesting breakfast series and organized a conference in May on beating weak economic growth through reconciling environmental sensibility and development. The Aspen Seminars for Leaders were also held in May, in Naples this year, with a cohort of high-level partici-

Angelo Panebianco, Marta Dassu and Boris Biancheri in Italy



Jaced Rostowski, Wolfgang Schauble, and Giulio Tremonti in Berlin

pants. The Friends of Aspen, in June, chose to focus on the quality of life in an age of information overload.

Issues 49 and 50 of the Institute Italia’s quarterly have come out since last March, as well as *Aspenia* 47–48, in English. Please visit the *Aspenia* page on the Aspen Italia website to read a selection of articles or request copies of the journals. *Aspenia Online* continues to offer up brief analyses of timely issues, and has gained a faithful readership.

UPCOMING EVENTS

This coming winter, Aspen Italia will organize a new series of Aspen Seminars for Leaders, returning to a favor-

ite past location: Villa d’Este on Lake Como. Roundtables will focus on Italian business and EU policy, the possible return of nuclear power plants to Italian territory, the economic value of the country’s rich cultural heritage, and forms of international solidarity as well as diplomacy in meeting the challenges of globalization. The most exciting venture of the season will be an international conference organized in collaboration with the US Aspen Institute and China’s Central Party School, to be held in Beijing in December. In 2011, Aspen Italia will join in as the entire country celebrates the 150th anniversary of Italy’s unification and, in March, an EU-Turkey-US “trialogue” is scheduled. Finally, as ever, new editions of the Institute’s successful programs “Aspen European Dialogue” and “Seminar on Values and Society” will take place.

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ASPEN INSTITUTE JAPAN

Aspen Institute Japan is a nonprofit organization committed to enhancing values-based leadership in contemporary society. Evolved from the Tokyo liaison office of the Aspen Institute and Aspen Institute Japan Council, AIJ was formally established in 1998. Its flagship program has been the Nippon Aspen Executive Seminars. The Institute offers three seminars annually, providing the leaders and future leaders of Japan with reflective experiences through moderator-led dialogue based on extensive readings of texts from both classic and contemporary authors and from the Western and non-Western world. In addition to the seminars, the Institute offers other executive seminars tailored to the needs of national and local government officials and young business executives. It also organizes periodic lecture programs for the alumni of the seminars.

RECENT HIGHLIGHTS

World-renowned Japanese philosopher and founding moderator of the Nippon Aspen Executive Seminar Dr. **Tomonobu Imamichi** delivered a special lecture on the “Growing Relevance of Humanistic Values to Corporate Leadership Today” at the

37th Nippon Aspen Executive Seminar, held in July in Chiba, Japan. Imamichi made a passionate and convincing plea for humanistic values in leading business corporations—especially in an age of globalization. His lecture was followed by a music program featuring prominent flutist **Yoko**

Nippon Aspen Executive Seminar participants



Imamichi and
Owada

Owada, who played “Disillusioned Homecoming,” which was composed by Imamichi during World War II.

Aspen Fellows of Aspen Institute Japan joined a national celebration of the exciting return to Earth of Japan’s space probe *Hayabusa* (peregrine falcon)

UPCOMING EVENTS

Nippon Aspen Executive Seminar

November 11–16, Osaka
February 10–15, Chiba

NAES for Ishikawa

October 29–November 1, Ishikawa

Nippon Aspen Executive Seminar participants



from a seven-year, six-billion-kilometer trip to the asteroid *Itokawa* by hosting a special lecture on this scientific and engineering feat. *Hayabusa*, which may contain sand from the asteroid, landed in southern Australia on June 13 and was retrieved with no damage. **Yuichi Takahashi**, former chief producer of science programs for Japan’s national broadcasting corporation discussed both the limits and the great potential of human endeavors to probe into the universe at the September meeting of the Aspen Fellows.

Young Executive Seminar

January 14–16, 2011,
Tokyo

Weekend Seminar

November 6, 2011, Tokyo

Aspen/Berlitz Global Leadership Seminar

December 2–5, 2011,
Naoshima

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ASPEN INSTITUTE INDIA

Aspen Institute India promotes values-based leadership, open dialogue, and cross-sector outreach by engaging business, governments, nonprofits, and other stakeholders on issues related to India's development. Focusing on India's challenges, Aspen Institute India invites industrial, economic, financial, political, social, and cultural leaders to discuss these issues in settings that encourage frank and open dialogue.

RECENT HIGHLIGHTS

Public Programs

Aspen Institute India has organized numerous outreach sessions on the broad theme of India's development and leadership. We also organized a session on "The Internet and the Crisis Confronting News Media" with **John Ridding**, CEO of *Financial Times*, moderated by **Arun Maira**, Planning Commission member. The session focused on the potential of print, Internet, and television media and how the amalgamation of the three could be the next big innovation since the printing press.

Keeping with the topic of Information and Innovation, Aspen India organized a conversation with **Sam Pitroda**, advisor to the prime minister on public information infrastructure and innovation. During the conversation, Pitroda stressed on the need for food banks, connectivity, and harnessing the power and talent of India's youth in an effective manner. He also talked about his life, work,

and challenges he faced and how his life's journey led him to become one of the key influencers of India's development in the last two decades.

In July, Aspen India hosted a session with **Nicholas Burns**, former US undersecretary of state, and **Shashi Tharoor**, member of Parliament. The session focused on the growth of India and how it has changed the relationship dynamic with the United States. The discussion also dwelled on what both countries should be doing to develop this relationship in the future.

As part of its series on China, Aspen India hosted a forum on "India, China, and the Asian Strategic Landscape" with **Kim Holmes**, **Lisa Curtis**, **Raja Mohan**, and **Indrani Bagchi**. The session focused on the growth of India and China as the new superpowers, the effects of their growth not only on the Asian geopolitical landscape, but on the rest of the world as well. The discussion also examined the bilateral relationship between India



Ridding and Maira

and China, each country's relationship with the United States, and the path that India, China, and the United States must take in the coming years for a mutually beneficial coexistence.

Book Launches

Aspen Institute India in collaboration with the American Centre and Random House launched Pulitzer Prize-winning journalist Geeta Anand's book *The Cure* as well as CEO of HCL Vineet Nayar's new book, *Employees First, Customers Second*.

India Strategy Group

Aspen Institute India led a team to Dublin in May for a Trilateral Commission Annual Meeting. Also, the US-India Strategic Dialogue was held in Aspen, Colorado, in collaboration with the Aspen Strategy Group. This dialogue has helped both sides in bringing bilateral issues and challenges to the forefront and has also helped develop a roadmap for future cooperation.

Policy Dialogues

In September–October, Aspen Institute India organized US-India Track II Dialogue on Climate Change. The objective of this dialogue is to help both sides to understand the issues con-

cerning the planet's fragile environment.

Launch of Kolkata Chapter

The Aspen Institute India formally announced the launch of its Kolkata Chapter with **M.K. Narayanan**, honorable governor of West Bengal, as the Chief Guest. Alongside the event, Aspen India organized a session on "India's Engagement with the World." The session was moderated by **Tarun Das**, president of Aspen Institute India, and **Krishna Bose**, former member of Parliament was a respondent.

UPCOMING EVENTS

India-Israel Forum:
November 1–2, 2010

Ideas India:
December 15–17, 2010

India Leadership Initiative 3:
November 10, 2010

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INSTITUTUL ASPEN ROMANIA

The Institutul Aspen Romania is a politically neutral organization. Its membership represents a broad range of opinion, from the corporate, academic, political, and other sectors of society. The Institutul focuses on the development of leadership networks and the promotion of democratic values, the rule of law, and economic efficiency. It hosts Executive Seminars, policy programs, and a Young Leaders Program.

RECENT HIGHLIGHTS

Policy Programs

The Institutul held an international conference on “Cyber Defense in the Context of the New NATO Strategic Concept” on June 2, 2010, in Bucharest in partnership with NATO Public Diplomacy Division. The event created an informed and meaningful dialogue among critical stakeholders on the upcoming new NATO strategy. The event is also part of an ongoing series covering regional security from both European and US perspectives.

On October 4–5, 2010 in Bucharest, the Institutul, the European Union Institute for Security Studies, and the Romanian Ministry of Foreign Affairs organized a workshop on “Unfinished Business in Europe II: Eastern Europe.” The workshop continues a discussion on the Balkans started in Warsaw. The Bucharest event focused on the post-Soviet world and the question of

how political dynamics influences transatlantic relations, and vice versa. A report by **Stephen Larrabee** (RAND, Washington), synthesizing



Young leaders on Romania's Danube Delta

the discussions of both meetings and including policy recommendations will be presented at a third forum in mid-November 2010 in Washington, DC.

On October 7–9, the Institutul held its flagship annual economic event: “Europe Competitive and Resilient: Economic Governance in Europe an East to West Perspective.” The high-level

international conference included EU Commission Vice President **Maros Sefcovic**, EU Commissioner **Dacian Ciolos**, and Romanian Minister of Finance **Sebastian Vladescu**, who all participated in a substantive debate on the causes of EU's current challenges—in particular, the perceived vulnerabilities of its Eastern members' economies. The conference aimed to give new momentum to the competitive advantages and productivity roles these countries

focused on leadership qualities and styles, practical training in skills and technique, team-building exercises, and presentation of case studies. The third Seminar in September, in Bucovina (North Romania), offered the Fellows the opportunity to confront real-life situations and design projects that tested their leadership style and vision, prioritization capacity, innovation, planning, time management, and teamwork.

UPCOMING EVENTS

December 2010 will bring another edition of the annual Aspen Seminar as well as a dedicated regional event focusing on ethics and the media in the context of emerging new business models.

In 2011, the Institutul's cooperative approach to regional issues will continue projects with NATO as well as the Aspen network. In May 2011, we will discuss EU perspectives on European security and economic interests in Asia and hold a “Black Sea to Levant” forum later that summer.

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ASPEN INSTITUTE GERMANY

The Aspen Institute Germany is a non-partisan organization dedicated to values-based leadership in addressing the toughest policy challenges of the day. Aspen Institute Germany is devoted to promoting dialogue between key stakeholders on important strategic issues and to building lasting ties and constructive exchanges between leaders in North America, Europe, and the Near East. The Institute achieves this by bringing together groups of decision-makers and experts from business, academia, politics, and the arts who might otherwise never meet. We convene in small-scale conferences, seminars, and discussion groups in order to consider complex issues with the spirit of open-mindedness needed for a genuine search for common ground and viable solutions.

Aspen Institute Germany's small staff organizes three different types of activities: public programs, open to the Friends of Aspen Germany and to select invited guests; a closed, invitation-only series of policy programs; and a leadership program.

RECENT HIGHLIGHTS

On the evening of September 14, 2010, Admiral **S. Robert Foley Jr.**, USN, retired, former commander-in-chief of the US Pacific Fleet and former vice president of the University of California responsible for the management of the three national laboratories that UC administers on behalf of the US Department of Energy and its National Nuclear Security Administration, spoke at an Aspen Germany public event at the China Club on the "Strategic Implications of the Rise of China."

On September 15–18,

2010, Aspen Germany convened a conference for young leaders from the Western Balkans at Schwanenwerder. A final barbecue was held for the young leaders and Members of the Friends of the Aspen Institute on Friday, September 17, 2010. The barbecue offered an opportunity to enjoy Schwanenwerder in autumn, to meet emerging European and American young leaders, to get to know an ongoing Aspen Germany program better, and perhaps to make some useful contacts for the future.

On September 22–24, **Joachim Krause**, **Horst Teltschik**, **Günther Nonnen-**



macher, and **Karsten Voigt** convened the 2010 Aspen European Strategy Forum (the third so far in this very successful series). This year's topic was "The Strategic Implications of the Iranian Nuclear Program."

On the evening of October 11, 2010, Professor **Bruce Hoffmann** of Georgetown University spoke at an Aspen Germany public event at the China Club on the topic of "Ten Years After 9/11: Lessons Learned." Hoffmann is a leading international authority on terrorism.

UPCOMING EVENTS

On the evening of October 28, 2010, reigning Prince **Hans-Adam II** of Liechtenstein presented his new book *The State in the Third Millennium* at a small, seated dinner organized by Aspen Germany and the Embassy of Liechtenstein at the China Club.

From Friday, December 10, 2010, through Sunday, December 12, 2010, Aspen Germany will host seven foreign ministers from Southeast Europe for a closed-door conference at Schwanenwerder

on a "foreign minister plus zero" basis. This is the third year that Aspen Germany has hosted this event. This year, it is being organized in cooperation with the Berlin Embassy of the Republic of Austria and funded in part by the German Federal Foreign Office. We currently expect top-level participation from the German and Austrian foreign ministries in addition to the seven foreign ministers from Southeast Europe. On December 10, 2010, a public opening event will take place at the Austrian Embassy in Berlin. Members of the Friends of the Aspen Institute together with leaders from German, Austrian, and Southeastern European industry are invited to hear the opening speeches, which we expect to be given by top-level representatives of the German and Austrian foreign ministries and to participate in an ensuing roundtable and reception.

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faces

The 2010 Aspen Ideas Festival

Behind the scenes at the Institute's sixth annual festival of ideas.



► Designer **Ariane Zurcher**



Michael Brands



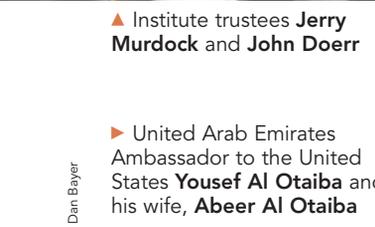
Michael Brands



Michael Brands

▲ Harvard Law's **Charles Ogletree** talks with festival guests.

▲ Mexican Ambassador to the United States **Arturo Sarukhán** and former Director of National Intelligence **John Negroponte** greet festival guests.



Dan Bayer

▲ Institute trustees **Jerry Murdock** and **John Doerr**

► United Arab Emirates Ambassador to the United States **Yousef Al Otaiba** and his wife, **Abeer Al Otaiba**



Michael Brands

▲ Society of Fellows members **Rebecca Donelson** and **Stefan Edlis**



▲ **Claudia Albergotti** amidst Ideas Festival bags



Dan Bayer

◀ Henry Crown Fellow **Buddy Fletcher**, chairman of Fletcher Asset Management



Michael Brands

▶ CBS's **Bob Schieffer** and Institute lifetime trustee and retired Supreme Court Justice **Sandra Day O'Connor**

◀ The 2010 Bezos Scholars



Dan Bayer



Dan Bayer

▲ Harvard's **Niall Ferguson**, Institute trustee **Lynda Resnick**, and singer **Barbra Streisand**

▼ Photographer **Lynn Goldsmith**



Dan Bayer

▲ *The Atlantic's* **James Bennet** and **Ta-Nehisi Coates** with Senator **Michael Bennet** (D-CO)



Dan Bayer

◀ Institute trustees **Henry Catto** and **Leonard Lauder**

▼ Institute trustee **Anna Deavere Smith** and the Bezos Family Foundation's **Mike Bezos**, also a member of the Society of Fellows

Dan Bayer



Michael Brands

▲ **Jane Lubchenco**, administrator of the National Oceanic and Atmospheric Administration, and **Edith Widder**, president of the Ocean Research & Conservation Association



Dan Bayer

▲ CNBC's **Maria Bartiromo** with actors **Goldie Hawn** and **Kurt Russell**





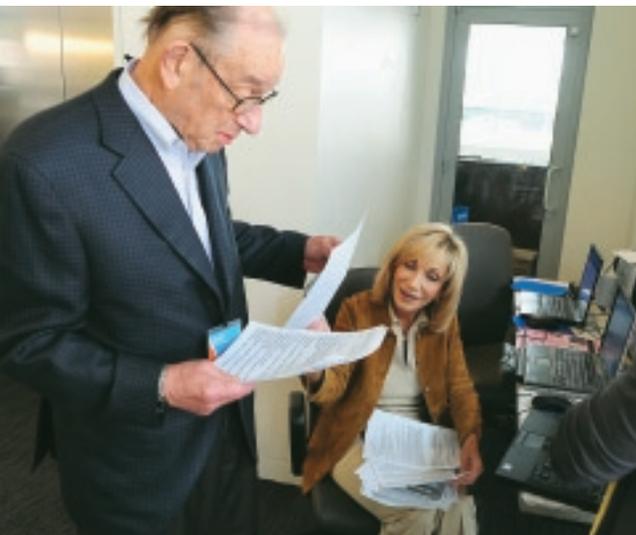
Michael Brands

▲ **John Fetterman**, mayor of Braddock, Pennsylvania, talks to Plum TV's **Karen Duffy**.



Michael Brands

▶ Institute CEO **Walter Isaacson** and Microsoft chairman **Bill Gates**



Michael Brands

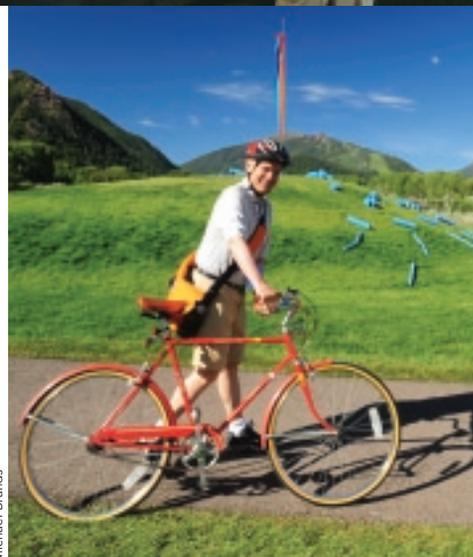
◀ Former Federal Reserve Board Chairman **Alan Greenspan** and NBC's **Andrea Mitchell**

Dan Bayer



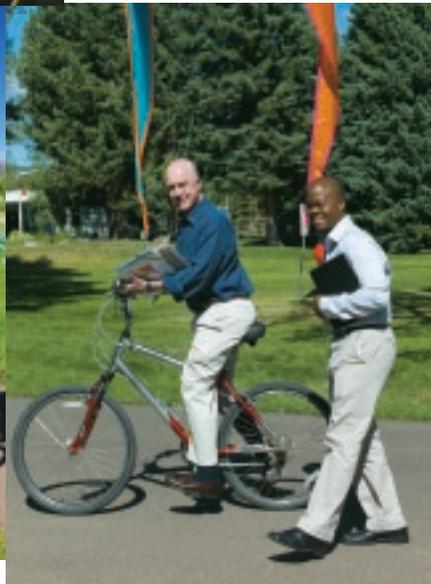
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▲ **Melody Barnes**, White House domestic policy advisor, with her husband, **Marland Buckner** (left), and **David Rubenstein**, managing director of the Carlyle Group



Michael Brands

▲ Institute trustee **Bill Nitze**



◀ **David Bradley**, Atlantic Media Company owner, and **Fred Swaniker**, CEO of the African Leadership Academy and an Institute Africa Leadership Initiative Fellow

A Summer of Strategy and Security

The Aspen Strategy Group met in Aspen and the Institute launched its first Security Forum.

faces



Dan Bayer

▲ The *New York Times*' **Thomas Friedman** listens to Admiral Mike Mullen at the Security Forum.

▶ **Bill Bratton**, former Los Angeles Police Department chief



Dan Bayer

▶ Admiral **Mike Mullen** and the Institute's Homeland Security Program Director **Clark Kent Ervin**



Michael Brands

▲ Brookings Institution President **Strobe Talbott**



Dan Bayer



▲ **Daniel Prieto**, IBM vice-president and cyber-security expert, and **Michael Chertoff**, former director of homeland security



Michael Brands

▲ Institute trustees **Sidney Harman**, **Henry Louis Gates Jr.**, and **Berl Bernhard**

Summer Celebration

Trustees and friends of the Institute celebrate at the Institute's annual benefit dinner, which honored Khaled Hosseini and Jim Lehrer



▶ Aspen Strategy Group Director **Nicholas Burns**, Institute trustee **James Crown**, and Institute Chairman **Robert Steel**



◀ Institute trustee **Bob Hurst** and his wife, **Soledad**, co-chaired the dinner.



▲ Institute trustee **Condoleezza Rice**, Ambassador **Tom Korologos**, and Co-Chairman of the Aspen Strategy Group **Brent Scowcroft**



▲ Society of Fellows member **Wilma Bernstein** and Institute trustee **Fred Malek**



▲ Institute trustee **Marc Nathanson** (left) with Senator **Dianne Feinstein** and her husband, **Richard Blum**



▶ Institute trustee and CEO of the Aspen Music Festival and School **Alan Fletcher**



▶ **Soledad Hurst** presents author **Khaled Hosseini** with the Institute's Public Service Award

Photography by Michael Brands



▲ Institute trustee **Jacqueline Novogratz**, **Antonia Paepcke DuBrul**, Institute trustee **Arjun Gupta**, and Institute trustee **Madeleine Albright**

► Society of Fellows member **William Wallace** and Institute trustee **Sylvia Earle**



▲ Institute trustee **Olara Otunnu** with **Tom McCloskey** and Institute trustee **Bonnie McCloskey**



▲ Institute lifetime trustee **Lester Crown** and **Nancy Crown**



▲ Institute trustees **Leonard Lauder** and **Condoleezza Rice** with former EU Secretary General and Aspen Institute Spain CEO **Javier Solana**

► Representative **Jane Harman** and PBS's **Jim Lehrer**, an Institute Public Service Award honoree



■ NOVEMBER

3–5

Board of Trustees Fall Meeting
New York, NY

4

27th Annual Awards Dinner
New York, NY

5–7

Aspen Institute Italia: Aspen Seminar
Como, Italy

5–7

Justice and Society Program:
“International Human Rights and
Humanitarian Laws: Their Application
in National Jurisprudence”
Wye, MD

8

Sharing Shakespeare: *Coriolanus*
Aspen, CO

9–14

Aspen Global Leadership Network:
“Leading in an Era of Globalization”
Aspen, CO

11–16

Aspen Institute Japan: Nippon Aspen
Executive Seminar
Osaka, Japan

16–19

Business and Society Program: 2010
First Movers Fellowship Seminar
Wye, MD

19

Alma and Joseph Gildenhorn Book
Series with Siddhartha Mukherjee, *The
Emperor of All Maladies: A Biography
of Cancer*
Washington, DC

19

Aspen Wye Fellow’s Reception and
Discussion with Steve and Cokie Roberts
Wye, MD

19–20

Socrates Society: “Sustainable
Communities: Designing Places that
Thrive”
San Francisco, CA

■ DECEMBER

1–6

India Leadership Initiative: “The
Challenge of Leadership”
Bangalore, India

SAVE THE DATE!

ASPEN IDEAS FESTIVAL: JUNE 27, 2011–JULY 3, 2011

The Aspen Ideas Festival returns to the Institute’s Aspen Meadows campus for its seventh year. For more information on next year’s Festival, as well as links to audio and video clips from the 2010 Festival, visit www.aifestival.org.



Michael Brands

2–3

The Aspen China Trialogue
Beijing, China

9

Alma and Joseph Gildenhorn Book
Series with Andrew Young, *Walk in My
Shoes: Conversations between a Civil
Rights Legend and his Godson on the
Journey Ahead*
Washington, DC

10

Holiday Party for Aspen Wye Fellows
and Friends of Wye
Wye, MD

13

Sharing Shakespeare: *Henry V*
Aspen, CO

30

Aspen Institute Annual Holiday
Reception
Aspen, CO

■ JANUARY

20–25

Aspen Global Leadership Network:
“Leading in an Era of Globalization”
Antigua, Guatemala

24

Sharing Shakespeare: “Villains in
Shakespeare”
Aspen, CO

■ FEBRUARY

7–12

Central America Leadership Initiative:
“The Challenge of Leadership”
Antigua, Guatemala

12–17

Energy and Environment Program:
Africa Seminar
Johannesburg, South Africa

18–21

Socrates Society 2011 Winter Seminars
Aspen, CO

22–27

Aspen Global Leadership Network:
“Leading in an Era of Globalization”
Dead Sea, Jordan

28

Sharing Shakespeare: “Shakespeare in
Film”
Aspen, CO

■ MARCH

21

Sharing Shakespeare: *Macbeth*
Aspen, CO

24–29

Aspen Global Leadership Network:
“Leading in an Era of Globalization”
Aspen, CO



YOU'RE INVITED!
Aspen Security Forum:
July 27–July 30, 2011

Join the Institute along with *The New York Times* and leaders in government, industry, media, think tanks, and academia to explore key issues in homeland security and counterterrorism on the Aspen Meadows campus. For more information, visit www.aspensecurityforum.org.

Don Bayer

■ **APRIL**

1–2
 Socrates Society's Boston Salon:
 "Soft Power in the 21st Century"
Boston, MA

1–5
 Aspen in Florence
Florence, Italy

5–8
 Business and Society Program: 2010
 First Movers Fellowship Seminar
Manhasset, NY

7–12
 Aspen Global Leadership Network:
 "Leading in an Era of Globalization"
Stellenbosch, South Africa

11
 Sharing Shakespeare: *The Tempest*
Aspen, CO

12–16
 NewSchools Fellowship Program:
 "Values in Tension in Public
 Education"
Aspen, CO

12–17
 Liberty Fellowship Program:
 Aspen Seminar
Pawley's Island, South Carolina

15–20
 Africa Leadership Initiative,
 South Africa: Aspen Seminar
Stellenbosch, South Africa

■ **MAY**

12–17
 Aspen Global Leadership Network:
 "Leading in an Era of Globalization"
Aspen, CO

16
 Sharing Shakespeare: *Othello*
Aspen, CO

■ **JUNE**

3–8
 Liberty Fellowship Program:
 "The Promise of Leadership"
Spartanburg, SC

20–23
 Justice and Society: "The Overlawyering
 of America"
Aspen, CO

20–26
 Henry Crown Fellowship: Aspen Seminar
Wye, MD

27–3
 2011 Aspen Ideas Festival
Aspen, CO

■ **JULY**

7–10
 Aspen Global Leadership Network's
 ACT II Convening
Aspen, CO

20–24
 Africa Leadership Initiative, West
 Africa: "The Promise of Leadership"
Ghana

20–24
 Africa Leadership Initiative, South
 Africa: "The Promise of Leadership"
Stellenbosch, South Africa

27–30
 Homeland Security Forum 2011
Aspen, CO

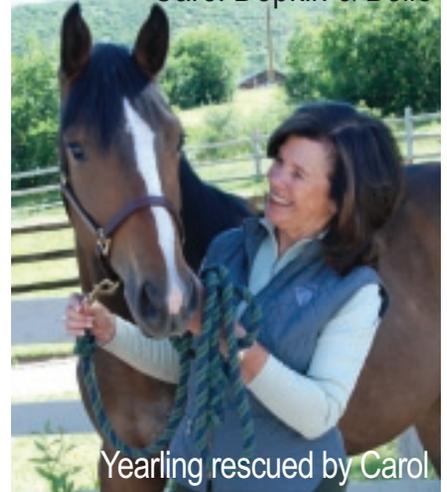
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ASPEN IDEAS FESTIVAL

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“

The good is, like nature, an immense landscape in which man advances through centuries of exploration.

”

—José Ortega y Gasset

During the Ideas Festival, the Institute's campus was home to an Imagination Playground, which had a wide array of movable objects that allowed each play session to become a new experience.

PHOTOGRAPHY
DAN BAYER

Brian Hazen...

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Acknowledging

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