

THE Aspen IDEA

SUMMER 2010

The Aspen Institute

features



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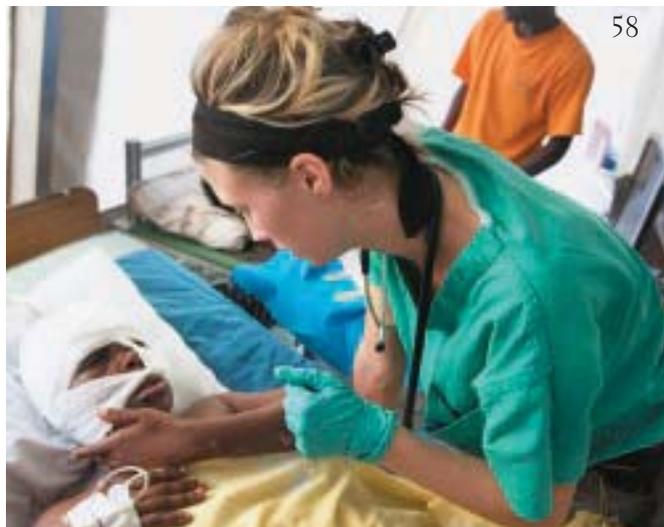
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June 28–30, 2010 • Aspen, Colorado

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The Forum will bring together top-level government officials, industry leaders, and leading thinkers for two days of in-depth discussions on homeland security and counterterrorism at our Aspen Meadows campus in Aspen, Colorado.

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



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Gerson

ELLIOT GERSON is the Institute's executive vice president of policy, public programs, and international partnerships. Gerson's article on the Institute's journey to the Galapagos (page 70) depicts the wonder of the Islands as well as their importance to science and evolution. Prior to his work at the Institute, Gerson had an extensive career as a US Supreme Court clerk, practicing lawyer, executive in government and in a presidential campaign, president of leading insurance and health care companies, and executive in two Internet start-ups. Gerson also serves on many nonprofit boards, including the board of an Afghan company focused on the economic development of Afghanistan. He is the American secretary of the Rhodes Trust, where he manages the US Rhodes Scholarships.

The team at the Aspen Writers' Foundation brought us the story on the Institute's newest partner (page 76). **BRUCE BERGER** is a longtime member of the Foundation and author of the award-winning essay collection *The Telling Distance*. **JULIE COMINS PICKRELL** is former executive director of the Foundation and a freelance writer. **LISA CONSIGLIO** is the executive director of the Foundation. And **NICOLE HERNANDEZ** is the marketing and communications coordinator for the Foundation.



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Michael Brands

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. "It changed my life totally," says Leonard Lauder, chairman of the Estee Lauder Companies. "Everyone needs the Aspen Seminar to help navigate the future." 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, and 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. For more information, visit www.aspeninstitute.org/jss.

The Socrates Society

Emerging leaders (approximately ages 28–45) come together with expert moderators for text-based seminars on contemporary issues (past topics include: the impact of

Seminarians in Durrës, Albania, at sunset.



Todd Breyfogle

the economic crisis, business, green investing, energy security, media and values, the future of democracy, bioethics, and religious fundamentalism). Seminars are offered over long weekends in Aspen; at the Institute's Wye River campus; and daylong seminars in New York, Washington, Los Angeles, Chicago, and San Francisco. The program provides moderated dialogue, outdoor activities, and time devoted to informal relationship-building. It also provides an introduction for this diverse network of entrepreneurs, investors, academics, policy experts, journalists, etc. into the broader range of Institute programs. Visit www.aspeninstitute.org/socrates.

Philanthropy Seminar

The 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 who seek a meaningful exploration of philanthropic values

and who wish to share practical strategies that generate positive, lasting impacts 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 tracey.totten@aspeninstitute.org.

Racial Equity and Society

The Racial Equity and Society Seminars are designed to provide an opportunity for participants to immerse themselves in readings, study, and dialogue on issues of race, ethnicity, and equity in the United States. Through a curriculum of carefully selected readings and facilitated dialogue sessions, 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.

Nature and Society

Formerly the "Wilderness Seminar," this small-group seminar pairs moderated discussions of classical and contemporary texts with expertly guided hikes in the Colorado Rockies or excursions on the Chesapeake Bay, fostering a reflective examination of our relationship to nature.

Wye Faculty Programs

In a longstanding collaboration with the Association of American Colleges and Universities, these 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 SEMINAR SCHEDULE**The Aspen Seminar***

Visit www.aspeninstitute.org/aspenseminar for more information on upcoming seminars in 2010.*

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

Topical Seminars**Socrates Society Seminar**

July 2–5, Aspen

October 22–24, Wye, Maryland

November 12–13, Salon, San Francisco, California

POLICY PROGRAMS AND PARTNERSHIPS



Participants in the Aspen Network of Development Entrepreneurs' Investment Manager Training course in Nairobi, Kenya.

Jenny Everett

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

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/andee

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/asp

ASPEN WRITERS' FOUNDATION encourages writers in their craft and readers in their appreciation of literature. Through its repertoire of year-round programs, the Foundation serves more than 100,000 literary enthusiasts of all ages annually by provoking thought and inspiring creativity.

www.aspenwriters.org

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, effectiveness, and visibility of women who lead at the highest levels.

www.womenworldleaders.org
www.aspeninstitute.org/cwwl

ECONOMIC OPPORTUNITIES PROGRAM advances strategies that connect the poor and underserved to the mainstream economy by providing tools, training, and information to organizations that help low-income individuals start a business, find a better job, and build wealth.

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, assessing progress made by the Department of Homeland Security, and developing recommendations 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 peacekeeping 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/policy-work/market-building

MIDDLE EAST PROGRAMS

focuses on a comprehensive approach toward the Middle East with the US-Palestinian Partnership, the Emirates-Aspen Forum on Innovation, Partners for New Beginning, the US-Lebanon Dialogue, and the Huda and Samia Farouki lunch 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

PUBLIC PROGRAMS

Aspen Ideas Festival

This weeklong, large-scale public event—co-hosted by *The Atlantic* magazine—brings some of the world's brightest minds and leaders to Aspen every summer for informed and enlightened dialogue on the planet's most pressing issues. The Festival will take place from July 5 through July 11, 2010. For information, visit www.aifestival.org.

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. The 2010 Forum will take place September 30 and October 1. By invitation. For information, contact Lidia Barabash at lidia.barabash@aspeninstitute.org or at (202) 736-2913.

Aspen Community Programs

The Institute offers residents of Aspen, Colorado, and the surrounding Roaring Fork Valley a variety of programs and events throughout the year, including the McCloskey Speaker Series, the Arts & Ideas Series, the Community Great Ideas Seminar for adults and high school students, the Sharing Shakespeare discussion series, and the New Views film series, a collaboration with Aspen Film. 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 to symposia. For information, contact Lidia Barabash at lidia.barabash@aspeninstitute.org or at (202) 736-2913. Or visit www.aspeninstitute.org/newyork.

Aspen Environment Forum

The 2010 Aspen Environment Forum, presented by the Institute and National Geographic, will convene eminent leaders in energy and the environment on the Aspen Meadows campus from July 25 to 28, 2010. For information, visit www.aspenenvironment.org.

Cultural Diplomacy Forum

On October 4, 2010, the Institute will examine the relationship between arts, culture, and politics with its third annual Cultural Diplomacy Forum, this year at the Phillips Collection in Washington. For more information, visit www.aspencdf.org.

Aspen Security Forum

In June 2010, the Institute will host its first Aspen Security Forum, presented by the Institute, *The New York Times*, and *Government Security News*. The event will convene leaders in government, industry, media, think tanks, and academia to explore key homeland security and counterterrorism issues on the Aspen Meadows campus from June 28 to July 1, 2010. For information, visit www.aspensecurityforum.org.



CBS's "Face the Nation" host Bob Schieffer with Senator Amy Klobuchar at the Washington Ideas Forum.

Sam Kitter

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Entrepreneurial
Leaders for
Public Education**
[www.aspeninstitute.org/
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**The Aspen Institute-Rodel
Fellowships in Public Leadership**
American Elected Leaders.
www.aspeninstitute.org/rodel

**The Central America
Leadership Initiative (CALI)**
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

For information on the Aspen Global Leadership Network,

Aspen Global Leadership Network

Since 1997, the Institute has built on 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 AGLN numbers more than 1,000 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.

The Institute Goes Green

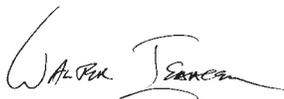
This April marked the 40th anniversary of Earth Day, a global inflection point. It is only fitting then that the Institute is poised to have its greenest year yet in 2010.

We started off in January with a remarkable trip to the Galapagos Islands led by the Institute's Energy and Environment Program. Friends and supporters of the Institute boarded the *National Geographic Endeavor* to recreate the journey Charles Darwin took some 150 years ago. We immersed ourselves in the beauty and complexity of this unique archipelago with copies of *The Origin of Species* in our hands and knowledgeable guides at our sides. We read the work of contemporary evolutionary biologists, participated in moderated dialogues, and saw up close the Islands' extraordinary creatures. You can read more about this incredible experience and see photos from the trip on page 70.

The Institute is also presenting its third annual Aspen Environment Forum this July in Aspen. Based on the successful Aspen Ideas Festival, our hope is that the Forum will further your understanding of the critical environmental challenges we face with a rich exchange of ideas. The second class of Catto Fellows will be in the audience at the Forum participating in the discussions. These young environmental leaders, part of the Aspen Global Leadership Network, are doing the footwork necessary for a healthy environment. In fact, there are Fellows in all 13 of the Aspen Global Leadership Network's programs around the world who are making an impact on the planet—from green jobs to socially responsible businesses (see page 58 for more).

Finally, this June, we will unveil the renovation of the Paepcke Memorial Building. The original Herbert Bayer design was carefully preserved while the building was being updated for the 21st century (see page 54). Now, in addition to upgrades to the sound and theater system, the Paepcke building will be heated and cooled through a geothermal pond, insulated with sustainable materials, and filled with natural light. We expect our carbon footprint to go down by as much as 55 percent as a result. Inside the Paepcke building, visitors will be treated to a modern, open, and inviting space—perfect for music, films, great dialogue, and timeless ideas. I hope to see you there this summer.

All best,



Walter Isaacson
President and CEO



Donna Horney

Isaacson and Institute Executive Vice President
Elliot Gerson

Friends and supporters of the Institute boarded the *National Geographic Endeavor* to recreate the journey Charles Darwin took some 150 years ago.

Institute Commission Inspires FCC Initiative

In the fall of 2009, the Institute's Communications and Society Program unveiled the work of its Knight Commission on the Information Needs of Communities in a Democracy. Its report, *Informing Communities*, sparked a nearly immediate action by the Federal Communications Commission, which is launching an "Examination of the Future of Media and Information Needs of Communities in a Digital Age." "We are at a critical juncture in the evolution of American media," said FCC Chairman **Julius Genachowski**. "The digital age is



Genachowski with Communications and Society Executive Director Charlie Firestone

creating an information and communications renaissance. But it is not serving all Americans and their local communities equally." The FCC initiative aims to help communities receive the information they need to become healthy, knowledgeable citizens. To read the full Institute report, visit www.knightcomm.org.



O'Connor

Bill Petros

LAW SERIES Tackles Judges and CEOs

"The founders of our nation saw fit to make judges independent of the other two political branches," said retired Supreme Court Justice **Sandra Day O'Connor**, a new lifetime trustee of the Institute, at a symposium in January co-hosted by Georgetown Law and the Institute's Justice and Society Program. The event addressed how the *Citizens United* decision could transform the way states choose judges. "Being right is more important than being popular," O'Connor said, noting the problems inherent in electing judges. The Georgetown-Institute series kicked off last fall with a discussion with Kenneth Feinberg, the president's TARP pay czar, who described his work setting the pay for executives at seven of the nation's largest companies. To watch video of the events, visit www.aspeninstitute.org/justice.



Friedman and Otellini

Laurence Genon

OTELLINI DOUBLES DOWN ON INNOVATION

"A lot of the best engineers in China are from MIT," said Intel President and CEO **Paul Otellini** as he emphasized the need to retain the best math and science minds in the world. Speaking at a February Innovation Economy Roundtable, a partnership between the Institute and Intel, Otellini stressed the connection between high-level math and science innovators and the nation's GDP. "The US is badly lagging in developing the next generation of scientific talent," wrote **Tom Friedman** in his *New York Times* column after attending the Roundtable. Also participating in the discussion were FCC Chairman **Julius Genachowski** and "PBS NewsHour"'s **Judy Woodruff**. The lunch followed Otellini's announcement that Intel would head up a \$200 million investment fund aimed at spurring promising start-ups in biotech, clean technology, and green technology. To learn more, visit www.theinnovationeconomy.org.



Inderfurth and Albright

Chan Chao

Former Ministers Push for Afghan “Civilian Surge”

In December, former Secretary of State and Institute trustee **Madeleine Albright** convened the Aspen Atlantic Group in Washington to examine US-NATO policy in Afghanistan and Pakistan. Over three days, 20 former foreign ministers—the largest number of ex-ministers ever assembled by the Group—held talks to discuss international strategy and to promote a “civilian surge” to accompany the military effort in Afghanistan. In partnership with the Bertelsmann Foundation, a ministers’ consensus editorial was published in *The Daily Beast*. The meeting also inspired editorials by former Canadian Foreign Minister **Lloyd Axworthy** in *The Globe and Mail* and by former Assistant US Secretary of State for South Asian Affairs **Karl Inderfurth** in *The New York Times*. To learn more, visit www.aspeninstitute.org/asg.

Institute Names New Trustees

In April, Institute Chairman **Robert Steel** announced the newest members of the Board of Trustees:

- **Richard S. Braddock**, chairman and CEO of Fresh Direct
- **Beth A. Brooke**, global vice chair of public policy, sustainability, and stakeholder engagement at Ernst & Young
- **Brooks Entwistle**, managing director and CEO of Goldman Sachs (India) Securities Private Ltd.
- **David McCormick**, Management Committee member at Bridgewater Associates and former undersecretary of the treasury for international affairs
- **Condoleezza Rice**, professor of political science at Stanford University, senior fellow at the Hoover Institution, and the 66th US secretary of state
- **Michelle Smith**, president of the Robert H. Smith Family Foundation

In addition, Steel announced two new lifetime trustees of the Institute:

- **Richard N. Gardner**, senior counsel at the Morgan Lewis law firm, professor at Columbia University Law School, and former US ambassador to Italy and Spain
- **Sandra Day O’Connor**, retired US Supreme Court justice



Braddock



Brooke



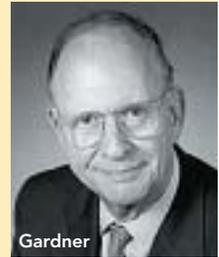
McCormick



O’Connor



Entwistle



Gardner



Rice



Smith

In Health Care, Global is Local

In January, the new Institute policy program on Global Health and Development launched the Global Health Roundtable Series with a discussion featuring **Tom Daschle**, former senator and current White House health policy advisor, and **Nigel Crisp**, member of the House of Lords in England and author of *Turning the World Upside Down*. Crisp reminded the audience that global health is not simply a moral duty. “It is self-interest,” he said, noting that global pandemics have no borders. Daschle concurred: “There’s an idea that the Third World is irrelevant and dependent,” when in fact developing nations are “relevant and co-dependent.” To learn more, visit www.aspeninstitute.org/ghd.



Daschle, Institute Executive Vice President Elliot Gerson, and Crisp

Steve Johnson

Summer Celebration to Honor Lehrer and Hosseini

On August 7, the Institute will host its 17th Annual Summer Celebration Benefit, honoring **Khaled Hosseini**, author of *The Kite Runner* and *A Thousand Splendid Suns*, and **Jim Lehrer**, anchor of “PBS NewsHour.” Institute CEO **Walter Isaacson** will moderate a public conversation between the two honorees in the Greenwald Pavilion; a dinner to benefit the Institute’s programs, chaired by Institute trustee **Bob Hurst** and his wife, **Soledad**, will follow at the Doerr-Hosier Center on the Aspen Meadows campus. Tickets for the conversation and the dinner are available at www.aspeninstitute.org/summercelebration.



John Dolan

Hosseini



Lehrer

Dan Bayer

JOIN US

Public Forum Takes On Terrorism

The 2009 Christmas Day airline bomb plot reminded us that Al Qaeda remains determined to strike the United States. What are the other key threats we face, and how safe are we today? June 28–30, the Institute, *The New York Times*, and *Government Security News* are launching the Aspen Security Forum in Aspen. The Forum will feature Chairman of the Joint Chiefs of Staff Admiral **Mike Mullen**, former Homeland Security Secretary **Michael Chertoff**, former White House Homeland Security Advisor **Fran Townsend**, chief UN terrorism expert **Richard Barrett**, US Ambassador-at-Large for Counterterrorism **Daniel Benjamin**, and other leading experts in discussions of aviation, border, and infrastructure security, as well as intelligence and counterterrorism-preparedness. For more information and to register, visit www.aspensecurityforum.org or call (202) 736-2904.

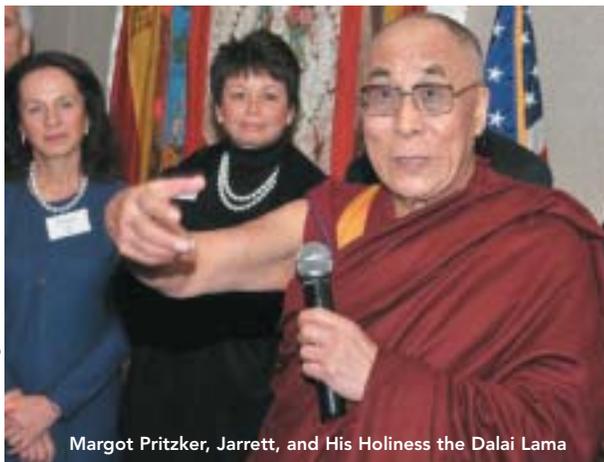
Getting Security Right

“If the terrorists get through once, we have failed,” said **Timothy Healy**, director of the US Terrorist Screening Center, at a March event convened by the Institute’s Homeland Security Program. “We have to be right every time.” Healy discussed the importance of gathering information while preserving civil liberties. To learn more, visit www.aspeninstitute.org/security.



Healy

Steve Johnson



ICT/Senam Zoksang

Margot Pritzker, Jarrett, and His Holiness the Dalai Lama

INSTITUTE HELPS HOST THE DALAI LAMA IN DC

This winter, His Holiness the **Dalai Lama** made a historic visit to Washington and to the White House—marking his first visit with President Barack Obama. Afterward, the Institute, along with Institute trustee **Margot Pritzker** and her husband, **Thomas Pritzker**, hosted His Holiness at a private reception at the Park Hyatt attended by White House advisor **Valerie Jarrett** and White House Chief of Staff **Rahm Emanuel** among others. His Holiness called his visit with President Obama “extremely good” and extolled the United States as a “champion of liberty, democracy, and justice.”

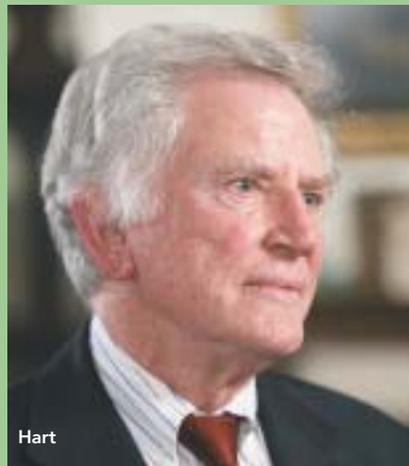
Catto Fellows Take On the Planet

This past year, the inaugural class of the Institute's Catto Fellowship Program—leaders devoted to environmental change—took on the challenge of global governance. After meeting with experts in Glion, Switzerland, and holding roundtables state-side, the Fellows hosted an International Forum on Global Environmental Governance and Climate Change in Washington, DC, at the Italian Embassy.



Giulio Terzi di Sant'Agata, Italian ambassador to the US, and Viviani

JBV Production (2)



Hart

Top experts, led by former Senator **Gary Hart** and former UN Environment Program Executive Director **Elizabeth Dowdeswell**, discussed how states across the globe will manage greenhouse-gas emissions reductions. The second class of Catto Fellows meets this summer to take on a new project. Participants include **Kellee James**, economist at the Chicago Climate Exchange; **Miquela Craytor**, executive director of Sustainable South Bronx; and **Carlo Viviani**, director of EU Policies in the Office of the Prime Minister of the Italian Republic. To learn more, visit www.aspeninstitute.org/catto.



Sanjayan

Michael Brands

The Human Element

This February, the Institute's Energy and Environment Program, in partnership with the Nature Conservancy, launched a dialogue with both conservation and human-development leaders to explore new ways to create higher standards of living while protecting the natural world. As **M.A. Sanjayan**, Nature Conservancy's lead scientist, put it: "The conservation movement has to start putting humans back into biodiversity." Other participants included **Mark Tercek**, Nature Conservancy CEO; ABC News' **Bill Blakemore**; Stanford's **Gretchen Daily**, director of the Center for Conservation Biology; **Dean Hirsch**, international president of World Vision; and **Paul O'Brien**, vice president of policy at Oxfam. To learn more, visit www.aspeninstitute.org/ee.

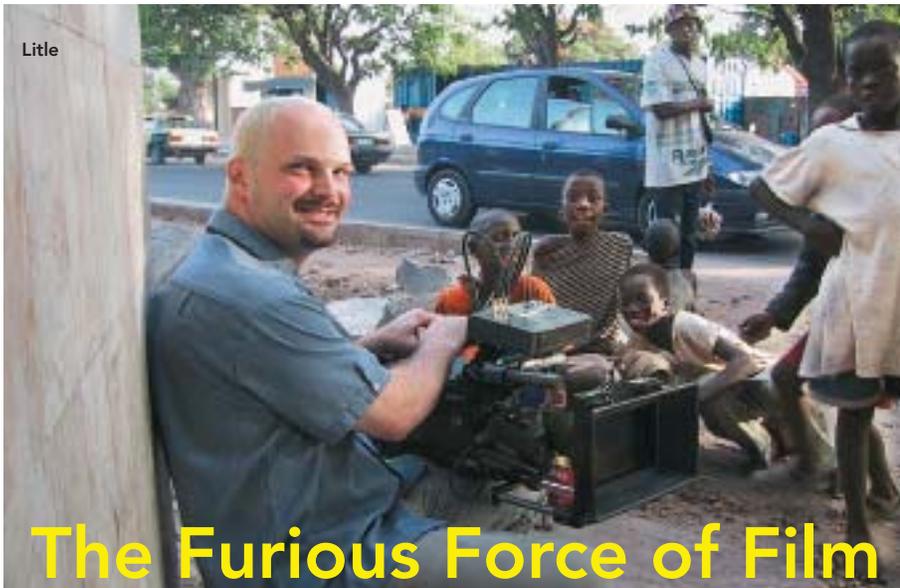
NEW LEADERS FOR A NEW INDIA

India Leadership Initiative Fellows



Martha Lange

The Institute's Aspen Global Leadership Network, together with Aspen India and the Goldman Sachs Global Markets Institute, graduated the second class of India Leadership Initiative Fellows in February. These entrepreneurial Fellows from business, civil society, and government are addressing the challenges they see around them in modern India through their work and leadership projects. Fellows include **RK Misra**, who is creating a "model" village in India to help rural farmers improve their livelihoods; **Vivek Pandit**, who has created a care center in Mumbai to support poor families with children undergoing treatment for childhood Leukemia; and **Yashashree Gurjar**, who is working to address malnourishment among children. To learn more about the leadership projects and people of the Network, see page 58 or visit www.aspeninstitute.org/agln.



Little

The Furious Force of Film

A renaissance of documentary filmmaking is underway in the United States, but too few of the films reach a broad audience. This summer in Aspen, you can catch the best of recent documentary films and talk to the people who made them with the launch of “NEW VIEWS Premier Documentaries” sponsored by the Institute and Aspen Film. The summer film fest will kick off on July 5 with an advanced screening of **Joshua Atesh Little**’s new work-in-progress: *The Furious Force of Rhymes*, a film about the worldwide afro-urban musical experience. Little, the director, will be taking questions from the audience. Come see the movies that will win next year’s major awards now. Tickets go on sale June 28 at the Wheeler Opera House, at www.aspenhowtickets.com, or by calling (970) 920-5770.

National Hearing Grades Education

“We’ll lose lots of kids if we don’t pick up the pace of change in our schools,” said **Delia Pompa**, vice president for education at the National Council of La Raza, at a national public hearing held by the Institute’s Commission on No Child Left Behind. “Strong accountability for results is the key to improving the education of *all* of our children.” Pompa acted as hearing chair for the April event, which was held in New Orleans, Louisiana—a city and state that have earned a reputation for reform, innovation, and commitment to accountability in education. Commissioners heard testimony and posed questions to expert witnesses from around the country about the impact of No Child Left Behind. To learn more, visit www.nclbcommission.org.



Pompa

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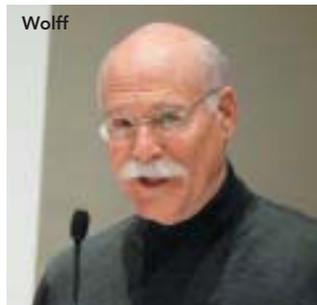
 NATIONAL
GEOGRAPHIC


THE ASPEN INSTITUTE

Guillermo Cabrera-Rojo

2010 Artists-in-Residence: Tobias Wolff and Guy Dill

"I am delighted to have one of America's leading writers and one of its finest sculptors together," said Harman-Eisner Program in the Arts Director **Dana Gioia**, announcing the 2010 Harman-Eisner artists-in-residence. "**Tobias Wolff** creates truly compelling stories that unlock the complicated secrets of the human heart." And anyone who visits major museums and galleries has seen **Guy Dill's** extraordinary pieces. "There is an irresistible sense of joy in Dill's work that is rare in contemporary public sculpture," said Gioia. Both artists will be featured presenters at the Aspen Ideas Festival. To learn more, go to www.aspeninstitute.org/artsprogram.



Wolff

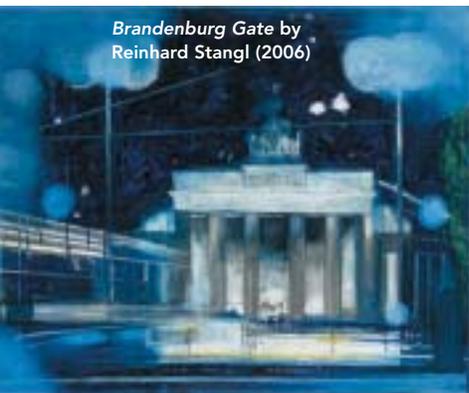
Dan Bayer



Dill

Breakthrough Art: Exhibition of East German Art

This July, the Institute will host the Breakthrough Art organization's inaugural tour on the Aspen Meadows campus from July 16–August 27. The exhibition features the work of ten artists who survived East German Communist censorship and oppression (including imprisonment) to prosper in the new unified Germany. The tour will spotlight the work and life experiences of these artists, who include **Peter Herrmann, Wolfgang Petrick, Reinhard Stangl**, and **Robert Weber**. Several of the artists will be in Aspen July 16–24 to discuss their work and the challenges of creating art during a time of historical change. There will also be a special Society of Fellows Luncheon in conjunction with the artists' visit. To learn more, visit www.breakthroughart.org.



Brandenburg Gate by
Reinhard Stangl (2006)

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.



Bush

Dan Bayer

Fireside Chats Focus on Solutions

"It really costs so little to feed one child for a whole year," said **Lauren Bush**, co-founder of FEED Projects, a nonprofit dedicated to eradicating child hunger, at a new Après Ski Fireside Chat series at the Institute's Aspen Meadows Restaurant in Aspen this winter. Fireside Chat speakers also included Nobel Prize Laureate **Stanley B. Prusiner**, director of the Institute for Neurodegenerative Diseases, who discussed new advances in life sciences that could have a huge impact on diseases like Alzheimer's in the near future. To learn more, contact Beth Slater at beth.slater@aspeninstitute.org or (970) 544-7914.



FIND A GOOD IDEA

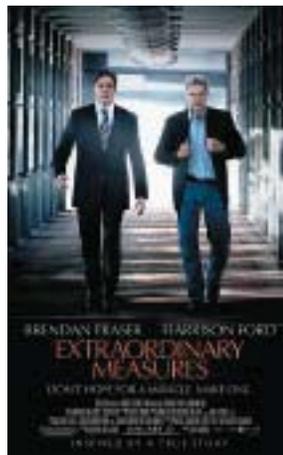
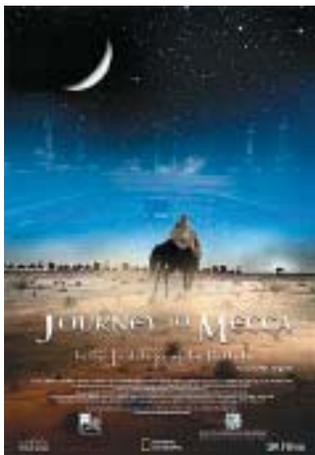


ideas all the time.

www.aifestival.org

Leadership on the Big Screen

Two recent major films have drawn attention to the work of Aspen Global Leadership Network fellows: the award-winning *Journey to Mecca: In the Footsteps of Ibn Battuta*, co-produced by Middle East Leadership Initiative Fellow **Al Zain Al Sabah**, and *Extraordinary Measures* (starring Harrison Ford and Brendan Fraser), the true story of Henry Crown Fellow **John Crowley**'s fight to cure his kids of Pompe disease. "Each of us has the potential to be a leader," said Crowley. Today, Crowley is president and CEO of Amicus Therapeutics. And *Journey to Mecca*'s Kuwait-based Al Sabah provides a creative and financial haven for filmmakers in the region as chairperson and managing director of Eagle Vision Media Group. To learn more, visit www.aspeninstitute.org/agln.



Branzei congratulates Northwestern University's Jose Ochoa.

Bao Nguyen

MBA Competition Spotlights Values

In April, the Institute's Business and Society Program held the final round of its inaugural International MBA Case Competition in New York City. Students were asked to develop a ten-year growth strategy for the Tata Group—a multinational business network based in India—to determine the added value of social responsibility and to decide what, if any, focus should be placed on social values going forward. The competition launched with 25 business schools worldwide participating. The judging panel included **Beth Collecton**, NBC's director of sustainability; **Rob Kaplan**, former vice-chairman of Goldman Sachs; and case writer **Oana Branzei**, assistant professor and faculty fellow at Canada's Ivey School of Business. The featured speaker of the April event was **Anant Nadkarni**, vice president of the Tata Council for Community Initiatives. To learn more, visit www.aspenbe.org.

Teen Scholars Replicate Ideas Festival

The 2009 Bezos Scholars—12 exceptional public high school juniors selected to attend the Aspen Ideas Festival—experienced a lot of firsts at the Fest: breakfast with Justice **Sandra Day O'Connor** and columnist **Thomas Friedman**, lunch with oceanographer **Sylvia Earle**, and a private meeting with US Secretary of Education **Arne Duncan**. Some scholars have in turn created events at their own schools inspired by their experiences in Aspen. **Blake O'Connor** from Tampa's Freedom High created the "I Feel the Need to Read" Family Literacy Festival. And **Lanna Giauque** brought an "EthnicFest" to Colorado's Greeley West High School to celebrate the food, dress, arts, and politics of more than 20 nations. To learn more, visit www.bezosfamilyfoundation.org/scholars.



Greeley West students perform a traditional Mexican dance during EthnicFest.

Jason Hackett

Seminars Spark Conversation at Home and Abroad

Three recent custom-designed Institute seminars brought together diverse leaders to explore specific issues with the Institute's signature approach—moderated Socratic dialogue based on classic and contemporary readings. “The Enlightenment and the Transatlantic Link,” held in Rome in November and organized by Aspen Institute Italia, explored the relevance of Enlightenment thought to contemporary challenges. “Kosovo and the Concept of Organizational Integrity,” held in Durrës, Albania, in October and organized by Aspen Institute Germany, gathered officials from Balkan countries, the United Nations, the European Union, and nongovernmental organizations to explore common values. And “Leadership, Democracy, and the American Experiment,” held in St. Petersburg, Florida, joined senior military officials with prominent business leaders at the US Central Command



Seminar participants at a Renaissance palace in Rome.

Todd Breyfogle

for a discussion of the changing face of war. For more information about customized seminars or the classic Aspen Seminar, contact Todd Breyfogle at (202) 341-7803 or todd.breyfogle@aspeninstitute.org.

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“What is Peace?”

“What is Love?”

By Lexie Brockway Potamkin

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NEW WEBSITE OFFERS FINANCIAL HELP FOR ALL

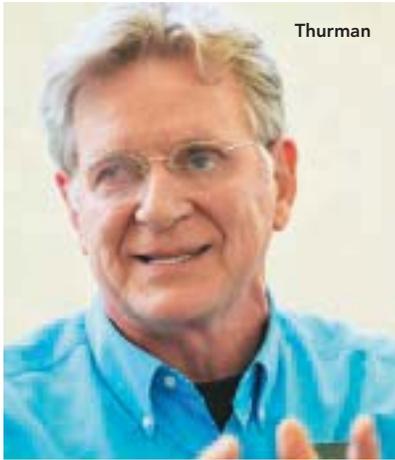
The Institute's Economic Opportunities Program, the Center for the Study of Social Policy, and several other groups launched the new website **AssetPlatform.org** to provide organizations across the country with the financial tools, training, and products needed to help low-income clients “learn how to save money, build a nest egg, improve their credit scores, get out of debt, and apply for a home mortgage,” said **Kirsten Moy**, director of



Greene

Steve Johnson

the Economic Opportunities Program. The website officially launched at an event in April at the Kaiser Family Foundation where **Michelle Greene**, deputy assistant secretary for financial education and financial access at the US Treasury, served as keynote speaker. To learn more, visit www.aspeninstitute.org/eop.



Thurman

Dan Bayer

New York Public Event to Probe Meaning of Success

“How do you measure success?” is the theme for Aspen in New York 2010, which will be hosted by Bloomberg TV and the Institute’s Business and Society Annual Forum on October 26 and 27 in New York City. These public conversations will feature interviews with business, government, and social leaders, including **Daniel Kahneman**, psychologist and economics Nobel laureate; **David Korten**, activist and best-selling author of *When Corporations Rule*; **Roger Martin**, dean of the University of Toronto’s Rotman School of Management; and **Robert Thurman**, professor of Indo-Tibetan Buddhist Studies at Columbia University and co-founder of Tibet House. To register or revisit the dialogues from the 2009 conference, go to www.aspeninstitute.org/bsp.



ANDE participants in Nairobi

Jenny Everett

Helping Investors Change the (Developing) World

“We often hear that our members’ real challenge is training their staffs in the art and science of investing in small businesses in the developing world,” said **Randall Kempner**, executive director of the Aspen Network of Development Entrepreneurs. “This course is the first of its kind to do just that.” In March, Kempner’s program held its inaugural Investment Manager Training course in Nairobi, where 35 participants from 12 countries attended weeklong sessions that covered the entire investment process—from deal-sourcing to exit strategies. According to Ghana-based Network member **Reuben Coffie**: “I think we will go very far very fast if we keep up the atmosphere that characterized the training.” To learn more, visit www.aspeninstitute.org/ande.

SMART • MONEY

The Institute’s Initiative on Financial Security hosted a series of discussions on financial reform, investing, and saving. In November, **Edward Yingling**, president and CEO of the American Bankers Association, and **Damon Silvers**, director of policy and special counsel for the AFL-CIO, had a heated debate on consumer protection, home foreclosure, and risk mitigation. In December, thought-leaders like Treasury’s **Mark Iwry**, AARP’s **Cristina Martin Firvida**, and Prudential Financial’s **John Kalamarides**, gathered to discuss the Obama administration’s retirement-policy proposals. And, in January, the Initiative hosted a congressional briefing, “Your Nest Egg on Auto Pilot,” in conjunction with the Senate Special Committee on Aging to discuss expanding retirement savings and the Initiative’s innovative investment option: Real Savings+. To learn more, visit www.aspeninstitute.org/ifs.

Steve Johnson



Silvers and Yingling

Aspen and the State Department Join Forces

On April 27, the Institute announced the launch of Partners for a New Beginning, a new partnership between the Institute’s Middle East Programs and the US State Department. Partners will lay the foundation for a new beginning between the United States and Muslims by bringing together prominent Americans from the private sector and matching them with similar groups from the Muslim world. “This is a high priority for both the president and myself,” said Secretary of State **Hillary Clinton** at the launch. “Person-to-person diplomacy in today’s world is as important as what we do in official meetings in national capitals across the globe.” Former Secretary of State **Madeleine Albright** will chair the effort—along with vice-chairs **Muhtar Kent**, CEO and chairman of the Coca-Cola Company, and Institute CEO **Walter Isaacson**. To learn more, visit www.aspeninstitute.org/mideast.



Albright, Isaacson, Kent, and Clinton

Courtesy of the US State Department



Nayna Sasicharan

Foreign Minister Al Nahyan with Yousef Al Otaiba, UAE ambassador to the US

Institute Partners With UAE

“Having cooperation between the Aspen Institute and the United Arab Emirates is very vital for us,” said UAE Minister of Foreign Affairs Sheikh **Abdullah bin Zayid Al Nahyan** at a February dinner in Washington sponsored by the Institute’s Middle East Programs. The dinner marked the beginning of a new partnership between the UAE and the Institute, an initiative Al Nahyan called “a program of seriousness and transparency.” The partnership will start in earnest with a forum on innovation and creativity in Abu Dhabi in September. To learn more, visit www.aspeninstitute.org/mideast.

ASPEN IN THE WEST BANK

The Institute’s Middle East Investment Initiative, a loan-guarantee program dedicated to improving the lives of the Palestinian people, held its board meeting in the West Bank in November 2009. Right, board members gather at a restaurant in Nablus.



Tom Korologos

BACK TO SCHOOL

As the recession persists, many Americans find themselves struggling to acquire the skills they need to find and keep good jobs. Community colleges are facing soaring enrollment while states are confronted with deficits that threaten education funding. In February, the Institute's Workforce Strategies Initiative—with funding from the Charles Stewart Mott Foundation—convened leaders from community colleges, the public sector, nonprofit organizations, and philanthropy to discuss how academic and social-services organizations can collaborate to help adults prepare for today's labor market. To learn more, visit www.aspenwsi.org.

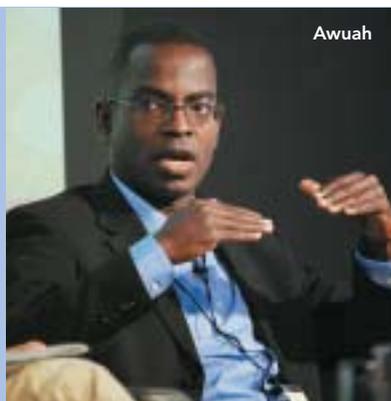


Allison Gerber

Participants on an Institute Workforce Strategies Initiative outing visit a community college program in automotive repair.

Philanthropists Join Forces for Change

In April, the Institute's Program on Philanthropy and Social Innovation co-hosted the Global Philanthropy Forum in Redwood City, California, bringing together more than 500 philanthropists and innovators to discuss global health, food security, and climate change. Speakers included **Neal Keny-Guyer**, CEO of Mercy Corps; **Louise Arbour**, CEO of the International Crisis Group; and **Patrick Awuah**, Africa Leadership Initiative Fellow, founder of Ashesi University, and the 2010 winner of the John P. McNulty Prize. To learn more, visit www.philanthropyforum.org.



Awuah

Dan Bayer

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Yellen

Billy Reinschmied

Putting Poverty in its Place

“Strategies that focus both on people and the environments in which they live are essential if we hope to increase opportunity for low-income families and communities,” said **Janet Yellen**, who was recently nominated to be vice chair of the US Federal Reserve from her post as CEO of the Federal Reserve Bank of San Francisco. The Bank partnered with the Institute's Roundtable on Community Change for a two-day dialogue in San Francisco. The February event convened more than 100 experts to discuss anti-poverty strategies and new federal initiatives, such as Promise Neighborhoods. Panelists included Housing and Urban Development Assistant Secretary **Raphael Bostic** and Professor of Geography and American Studies and Ethnicity at the University of Southern California **Manuel Pastor**. The Roundtable also partnered with the Fetzer Institute in December for a two-day retreat on racial equity and community transformation. To learn more, visit www.aspenroundtable.org.

Rhee and Reed to Speak in Aspen

“We have to be willing to innovate—to think outside the box—to think about how we’re going to tackle some of the most intractable issues that we’re facing right now in education,” said DC Schools Chancellor **Michelle Rhee** at the Institute-Intel Innovation Economy Conference last winter. This summer, Rhee returns to the Institute to continue the conversation on leadership and social innovation, this time with Atlanta Mayor **Kasim Reed**. **David Gergen**, CNN commentator and Harvard Kennedy School professor, will moderate the discussion at the Socrates Society Forum for Young Leaders benefit dinner on Saturday, July 3, in Aspen. To learn more, contact Becky Ward at becky.ward@aspeninstitute.org or (970) 544-7925, or visit www.aspeninstitute.org/socratesdinner.



Michael Brands

ART AS DIPLOMACY



SJ Stanski

How can the United States use culture to converse with the rest of the world? How can it be more open to foreign culture and art? On October 4, 2010, the Institute will endeavor to answer those questions and more with its third annual Cultural Diplomacy Forum, this year at the Phillips Collection in Washington. Speakers include **Madeleine Albright**, former Secretary of State and Institute trustee; **Azar Nafisi**, author of *Reading Lolita in Tehran*; **Arturo Sarukhán**, Mexican ambassador to the United States; **Ann Stock**, US assistant secretary of state for cultural affairs; and painter **Eric Fischl**.

VALUES-BASED GIVING

The Institute’s Program on Philanthropy and Social Innovation recently concluded its yearlong Aspen Philanthropy Seminar, which convenes Washington-area donors and foundations to reflect on the values underlying giving. The next Philanthropy Seminar will begin in October; participants will share stories and exchange best practices as well as develop a local, peer network. Registration is open through July. To learn more, contact Cinthia Schuman Ottinger at cschuman@aspeninstitute.org.

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The Aspen-Cleveland Connection

Things are looking up in Cleveland's job market—thanks at least in part to an Institute project. In 2005, the Institute's Nonprofit Sector Research Fund published "Building Wealth: The New Asset-Based Approach to Solving Social and Economic Problems" and then, along with The Democracy Collaborative, launched a forum on "Enterprising Organizations." Over the next year, the Institute helped to organize local wealth-building roundtables in several cities—including Cleveland, Ohio. As a result, Cleveland is now becoming home to one of the most innovative job-creation strategies in the nation. Thanks to the Institute, said **Ted Howard**, executive director of The Democracy Collaborative, the Cleveland Model "leverages the financial power of existing assets of urban places to create economic activity that benefits surrounding neighborhoods." To learn more, visit at www.communitywealth.org.



Green jobs in Cleveland

Healthy Women, Healthy World

In order for any health reform to be successful, it must ensure that the needs of women and girls are central, explained Dr. **Julio Frenk**, dean of Harvard's School of Public Health, at a dialogue in March sponsored by the Institute's Council of Women World Leaders and its partner, the Ministerial Leadership Initiative for Global Health. The discussion focused on the Initiative's World Health Organization report about the importance of women to the health of the entire family. Participants included Dr. **Susan K. Brems**, deputy assistant administrator for USAID's Global



Health Bureau, and Dr. **Michele Moloney-Kitts**, assistant US global AIDS coordinator. To learn more, visit www.ministerial-leadership.org.



Bunyan

Steve Johnson

Politics, Pantsuits, and the Press

As part of the Madeleine K. Albright Women's Voices series, the Institute's Council on Women World Leaders hosted Washington, DC, TV news anchor **Maureen Bunyan**; media experts **Erika Falk** and **Elisabeth Gidengil**; and **Anne Kornblut**, author of *Notes from the Cracked Ceiling: Hillary Clinton, Sarah Palin, and What it Will Take for a Woman to Win*, in a discussion of the media's role in shaping public perception of female political candidates. Kornblut observed that the media treated Clinton and Palin similarly, describing them in sexualized ways. And Falk presented the results of her research, which demonstrated that, for every one mention of a male candidate's physical traits, there were four similar mentions for women candidates. Nevertheless, when women run, they win just as often as men do. To learn more, visit www.aspeninstitute.org/cwwl.

LISTEN UP

The 2010 McCloskey Speaker Series

This summer, the weekly McCloskey Speaker Series will feature Admiral **Mike Mullen**, chairman of the US Joint Chiefs of Staff; **Daniel H. Pink**, author of *Drive: The Surprising Truth About What Motivates Us*; **Vartan Gregorian**, president of the Carnegie Corporation of New York; and **Peter W. Galbraith**, former UN deputy special representative for Afghanistan and author of *Unintended Consequences: How War in Iraq Strengthened America's Enemies*—to name just a few. The series is made possible by the McCloskey Family Charitable Foundation and is open to the public. Tickets (\$15) are available at www.aspenhowtickets.com, (970) 920-5770, or through the Wheeler Opera House. Society of Fellows' reservations may be made by calling (970) 544-7980.



Mullen

Chan Chao

Poetry and Global Affairs Get a New Platform in DC

This spring, the Institute launched a new Washington Ideas Roundtable Series: monthly Washington-based lunchtime discussions focusing on world affairs, arts, and culture. The Series, which is made possible with the generous support of Institute trustee **Michelle Smith** and the Robert H. Smith Family Foundation, kicked off with an off-the-record lunch with Deputy Secretary of State **James Steinberg**. In March, **Jim Leach**, chairman of the National Endowment for the Humanities, discussed how the humanities “teach us how to think imaginatively.” Then, in May, US National Poet Laureate **Kay Ryan** led a conversation on becoming a writer. Other Roundtable speakers included Deputy National Security Advisor **Tom Donilon** and State Department Director of Policy Planning **Anne-Marie Slaughter**. To learn more about the series, contact Jeffrey Harris at jeffrey.harris@aspeninstitute.org.



Steinberg

Steve Johnson

CORPORATE CHANGE-MAKERS

The Institute's Business and Society Program has announced its second class of First Mover Fellows, a dynamic group of corporate change-makers who are helping their companies develop products, services, and business models that lead to financial success and positive social and environmental impacts. Fellows in the 2010 First Movers class include **Marika McCauley Sine** from Coca-Cola, **Britta Rendlen** from Swiss Re, and **Ajay Badhwar** from Dow Chemical. To meet the rest of the Fellows, visit www.aspeninstitute.org/firstmovers.



Rendlen



Badhwar

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Maggie Peters

Tisch Series Explores Leadership From Diverse Angles

In March, the Institute hosted the third installment of its new discussion series based in New York City, “The Aspen Leadership Series: Conversations with Great Leaders, in memory of Preston Robert Tisch.” **Neda Ulaby**, arts reporter for National Public Radio, moderated a lively discussion on “The Arts and Tough Times: Challenges and Opportunities.” Speakers were playwright, actor, and educator **Anna Deavere Smith** and arts activist and former New York City Ballet Principal Dancer **Damian Woetzel**. Smith recently ended a successful New York run of her newest play, *Let Me Down Easy*. Woetzel has recently begun working with Yo-Yo Ma and his Silk Road Connect Program in the New York City public schools. Both Woetzel and Deavere Smith are former Harman-Eisner artists-in-residence at the Institute.

The event was the first Institute program to be held at the newly opened Roosevelt House on the Upper East Side. Now owned by Hunter College, the elegant double brownstone was once occupied by Sara Roosevelt and her son and daughter-in-law, Franklin and Eleanor.

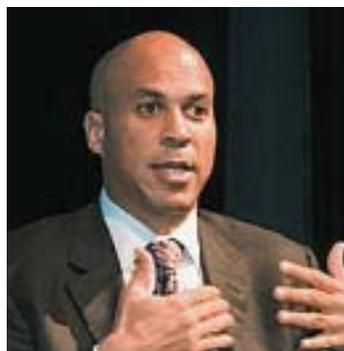
Earlier installments of the series, held in late 2009, featured **Cory Booker**, a Henry Crown Fellow of the Institute and mayor of Newark, New Jersey, and **Jamie Dimon**, CEO of JP Morgan. On June 15, the series will feature a conversation with former New York Governor **Mario Cuomo** and former New Jersey Governor **Christine Todd Whitman**. Programming will continue in the fall of 2010, starting with the presentation of the first annual Preston Robert Tisch Award in Civic Leadership (see box). The discussion series and Award are made possible by generous support from the children of **Bob Tisch**—**Laurie**, **Steven**, and **Jonathan Tisch**—in honor of their father and his legacy of service. To learn more, contact Lidia Barabash at lidia.barabash@aspeninstitute.org.



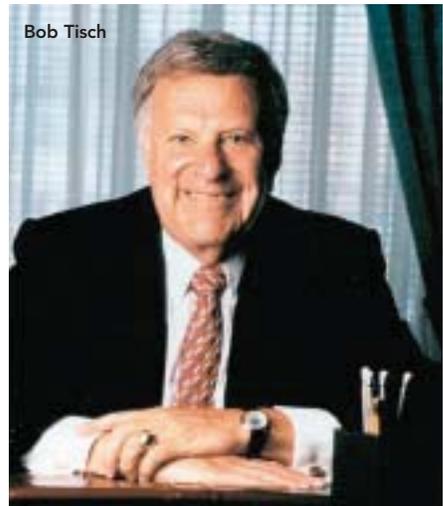
Laurie Tisch at the Jamie Dimon event.



Jonathan Tisch talks with a guest at “The Arts and Tough Times” event.



Booker



Bob Tisch

SAVE THE DATE: The Tisch Leadership Award

The inaugural Preston Robert Tisch Award in Civic Leadership—the annual cornerstone of this new series—will be given at an early evening event in **New York City** on **September 22, 2010**. It will recognize an individual who has, through his or her leadership, had a significant positive impact on his or her community, especially in the areas most important to the late New York business leader and philanthropist Preston Robert Tisch: fostering the development of opportunities for and increased access to education, employment, health care, arts and culture, sports, and parks and recreation, primarily in urban American settings. The Award comes with a \$25,000 prize, which must be donated to a nonprofit organization of the awardee’s choosing. The event will feature a conversation with the awardee about his or her work.

For more information, visit www.lmtilluminationfund.org.

Maggie Peters



River House on the Wye campus

EXPLORE THE FUTURE OF EDUCATION AT WYE RIVER

The Institute's campus along the Wye River near the Chesapeake Bay is a picturesque spot for intellectual exploration, as many supporters know. And, this fall, the Institute will launch its new Wye Weekends, where participants can escape the daily grind and take time to focus on a single issue in depth over a few days in a seminar setting. The inaugural weekend—set for October 22–24, 2010—will explore the topic “Rising to the Challenge of the 21st Century: New Ideas, Issues and Opportunities in American Education.” The weekend will feature expert-moderated dialogue in the morning, outdoor recreation in the afternoon, and high-profile guest speakers at night—plus great meals, a cocktail cruise, and ample time for casual conversation in this sublime pastoral setting. To learn more, contact Lidia Barabash at (202) 736-2913 or lidia.barabash@aspeninstitute.org.



Take Your Gang to Wye

The Wye River Conference Center is available year-round for groups, and its revenues help to fund Institute programming. With 1,100 acres on Maryland's Eastern Shore, Wye is the perfect place for a business meeting, corporate retreat, family reunion, wedding, or other event. Hike the dense woodlands and sprawling meadows, explore the river by kayak, take the certified Outward Bound course, or have a sumptuous meal in one of the center's dining facilities. To learn more about planning your event at Wye, go to www.aspenwyeriver.com.

Speakers Bring the World to Wye

This spring, the Wye Fellows—a group of Chesapeake Bay-area residents who share the Institute's interest in global dialogue—hosted a variety of distinguished speakers at the Institute's Wye River campus. In March, public radio host of “Maryland Morning” **Sheilah Kast** and her husband, former US Ambassador to Romania and current Maryland State Senator **Jim Rosapepe**, discussed their recent book on Romania after the Cold War, *Dracula Is Dead*. In April, President of US-China Education Trust and former Ambassador to Nepal **Julia Chang Bloch** discussed US-China relations and educational exchange. In May, a dialogue on national security was led by former Secretary of Homeland Security **Michael Chertoff**. To learn more about Wye Fellows, visit www.aspeninstitute.org/support/aspens-wye-fellows.



Chertoff

Dan Bayer

Journey to Africa With the Experts

“Africa is humanity’s last place to get it right,” says **Patrick Bergin**, CEO of the Africa Wildlife Foundation, which teamed up with the Institute’s Energy and Environment Program in 2008 for an extraordinary seminar experience, “Wildlife Conservation & Human Well-Being in Africa.” Institute Executive Vice President **Elliot Gerson** and Energy and Environment Executive Director **David Monsma** will moderate a second Africa seminar—“Fifty Years of Africa Conservation”—February 12–17, 2011, at the Singita Lodges in South Africa’s breathtaking Kruger National Park, widely considered the best safari lodges in Africa and boasting some of the continent’s most dramatic landscapes and unsurpassed animal-viewing.

Participants will arrive in Johannesburg for a day of presentations by Africa experts and for a guided tour of the city and Soweto before flying to the Singita Lodges. This remote, idyllic, and luxurious location will provide the backdrop for a compelling discussion of wildlife conservation and models of sustainable economic development in Africa. And, of course, highly experienced guides will lead participants on twice-daily safari drives.

The Aspen Idea spoke with Bergin during a stateside visit at our Washington offices this winter.



Aspen seminarians read classic texts in the bush.

The Aspen Idea: Who should take this seminar?

Patrick Bergin: People who love new experiences. People who love beauty. People who will appreciate absolute stillness, the clash of ideas, intellectual stimulation, and discussions. And Singita is very, very beautiful, with excellent standards of service. One of the real privileges of going to Singita is it’s a place where really great photography is possible—particularly of big cats!

AI: Why partner with the Institute?

Bergin: We’ve been working with the Institute for two years. We think of ourselves as innovators. Traditional conservation—with a complete focus on protection, law enforcement, park management, tourism management—is not going to work in the future. We need community development, business entrepreneurialism, and applications of technology. So it was natural to turn

to Aspen. And we were attracted to the seminar process; thoughtful people need to be constantly thinking and assessing.

AI: What do text-based seminars and dialogues add to the bush experience?

Bergin: It’s wonderfully complimentary. In the early morning, it’s still cool, the animals are active, it’s a good time to enjoy the wildlife. We have the seminar during the heat of the day, then an evening game drive. It’s stimulation for all the senses. The readings exercise the mind. Plus, they provide a context to Africa.

AI: Why should Americans be concerned about conservation in Africa?

Bergin: Because Africa is humanity’s last place to get it right. Entire animal populations are disappearing all over the world. In Africa, there are still animals on a scale unlike anywhere in the world—you can see one million wildebeests! People value just knowing that still exists even if they don’t get the chance to go themselves. We need modernization with the foresight to plan for animals and ecosystems to save wildlife at scale, including predator-prey interactions. We need to create the space and let wildlife look after itself.

To learn more about the Aspen in Africa Seminar—February 12–17, 2011—contact Donna Horney at donna.horney@aspeninstitute.org.



Craig Shelley

Stories from the Inside

Authors go everywhere, from behind enemy lines to deep inside the Googleplex.

Every year at the Institute, the written word and great dialogue come together through the Alma and Joseph Gildenhorn Book Series. This season, the DC headquarters hosted a number of authors on books about everything from urban architecture to the polarization of politics, from women as economic drivers to the fall of communism. Watch these and other events at www.aspeninstitute.org/video. Below are some highlights.

KATTY KAY and CLAIRE SHIPMAN

BBC World News America Washington Correspondent (Kay) and Senior National Correspondent for ABC's "Good Morning America" (Shipman)

Womenomics: Write Your Own Rules for Success

"We have moved beyond a stage where companies are saying, *We want senior women just for diversity reasons or just for PC reasons.* ... [Women] influence 83 percent of consumer spending in America. Companies are realizing they need to keep women or face a professional brain drain." —Kay



Kay



Shipman

"The more senior-level women you have at a company, the more money it makes. And so, many companies really are moving ahead with the idea of full flexibility in the workplace, starting to measure *results* instead of time in an office chair, which really works well for women, because women are very results-oriented and we are quite efficient." —Shipman

This event was co-hosted with the Institute's Council on Women World Leaders' Madeleine K. Albright Women's Voices series.



Marton

KATI MARTON

Journalist and Chair, International Women's Health Coalition

Enemies of the People: My Family's Journey to America

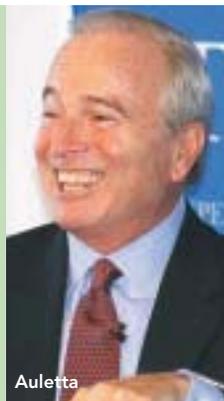
"I always knew that my parents spent a portion of my childhood in prison—two years in my father's case, one year in my mother's—but in fact what emerged was that they were in a larger prison for 20 years. Their every step was followed, every letter opened, every conversation recorded, and they had no private lives. ... In the last gasp of Stalinist Hungary, pretty much everyone in my family's inner-circle was an informer."

KEN AULETTA

Columnist, *The New Yorker*

Googled: The End of the World as We Know It

"I asked [Google Co-Founder] Sergey Brin at one point: 'You decide you're going to digitize all the books in the world; but you don't consult with the publishing industry or the author's guild. You decide you're going to put Jon Stewart's show on YouTube, but you don't consult with Viacom. You guys seem to lack emotional intelligence.' And Brin said, 'Well, it's not one of our strengths.'"



Auletta

MICHAEL MEYER and ROMESH RATNESAR

Communications Director for UN Secretary-General Ban Ki-Moon (Meyer) and Deputy Managing Editor, *TIME* (Ratnesar)

The Year that Changed the World: The Untold Story Behind the Fall of the Berlin Wall (Meyer) and ***Tear Down This Wall: A City, a President, and the Speech that Ended the Cold War*** (Ratnesar)

“Because Reagan was the ultimate Cold Warrior, Gorbachev was able to convince the others in the politburo that the United States was serious. If the ultimate Cold Warrior was offering to end the arms race, then the Soviets actually could say that this was real. There is nothing inevitable about the emergence of Gorbachev, and there is nothing inevitable about this partnership that these two leaders forged.” —Ratnesar



Ratnesar

PAUL GOLDBERGER

Architecture Critic, *The New Yorker*

Why Architecture Matters

“There were predictions in the ’90s that the city was finished. ... We are not giving it up so quickly. Its nature continues to transform as it always has and always will. But there is something about real human contact we instinctively crave, and cities are made to serve that. If there is anything the city provides that you are unable to achieve anywhere else, it is not order, not things that we plan, but serendipity; it’s the accidents that happen in a city, the unexpected encounters that exist because of proximity. In that sense, the city is not unlike the Internet, where hyperlinks create all kinds of connections.”



Goldberger



Meyer

“1989 was one of the great romantic, dramatic, powerful years in modern history. And, in an odd way, its beauty was that it was a triumph of romance. And Ronald Reagan to some degree was a romantic; he was an idealist. And his idealism coincided with Gorbachev’s in talking nuclear disarmament. And that’s really Reagan’s greatest contribution.” —Meyer

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HALEH EFSANDIARI

Director of the Middle East Program, Woodrow Wilson International Center for Scholars

My Prison, My Home: One Woman’s Story of Captivity in Iran

“The Iranians had studied very carefully what had happened in the Ukraine and what had happened in Georgia, so they were quite familiar with the concept of the velvet revolution. And they truly believed that institutions like ours [the Woodrow Wilson International Center for Scholars], yours [the Aspen Institute], and other institutions are part of the US government, trying to enable the overthrow of the regime through soft means, by inviting specialists, academics, and civil-society activists. And there was no way you could have a counter-argument with them; it just did not penetrate. I spent eight months with these people trying to explain that this is not the case.”



Efsandiari

PETER G. PETERSON

Chairman of the Peter G. Peterson Foundation

The Education of an American Dreamer

“I have spoken to the top leaders of both parties, and they are totally aware of the fact that [the nation’s] long-term [fiscal] problems are undeniable; they understand they’re unsustainable. They’ll tell you quite honestly, the politics are just too toxic. And that’s why I think we need to do two things: We need to awaken the American people, and we have got to get some kind of movement going. ... When was the last time we were asked to make a shared sacrifice? Unless we get our act together, the future of the American dream is indeed in peril.”



Peterson

Photos by Steve Johnson



James Calaway on the Orocobre lithium brine in Argentina.

Electric Man

James Calaway left the Aspen Ideas Festival with a multi-million-dollar idea.

Chairman of the Institute's Lifetime Trustees Jim Calaway and his son James go to every Aspen Ideas Festival. Long-time attendees at Society of Fellows and Socrates Society events, the Calaways are devoted supporters of the Institute's mission—and devoted believers in big ideas. But it wasn't until the 2008 Aspen Ideas Festival that a big idea dovetailed neatly with the family's expertise and, as Jim puts it, "moved from an idea to a reality."

By 2008 the Calaways had long been involved in the gas and oil business and were now starting to turn their focus to wind energy. Oil prices were sky-rocketing, and discussions about America's dependence on oil kept popping up throughout the Festival. "A lot of conversations in different [Ideas Festival] sessions were on national security and oil," says James. "Sessions focused on our dependence on the Middle East and the flow of funds out of the United States to the Middle East. And then you had people like [White House science czar] John Holdren, who were really getting deep into the environment and the need to move away from hydrocarbons for emissions reasons."

As an entrepreneur, James was fascinated by the nexus of problems—from environment to security—that were caused by oil. He went to a few more discussions, including one on running the nation's transportation system via electricity and one on the future of automobiles,

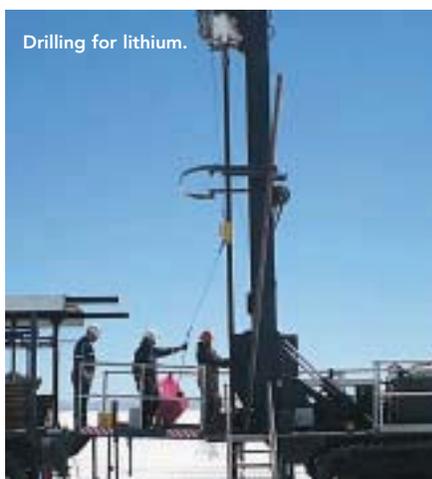
and an idea began to take shape. "Until then, I hadn't really thought through how the electrification of transportation might help us deal with both of these issues at the same time," says James. With the majority of foreign oil being used for transportation, James thought, if he could reduce that amount substantially ("take a piece of that out"), he'd be on to something. He wondered: "Is there something a guy like me could do? Can I leave the Aspen Ideas Festival with a big idea, make money, and move this issue along?"

You bet. "I guess most people would go home after the Ideas Festival and get on with their lives," says James, "but I couldn't get the idea out of my mind." After immersing himself in the literature, conferences, and minutiae of batteries—the lifeblood of electric conveyance—James was lost. "My head was spinning," he says. Industry, government, and universities were all investing in different kinds of batteries; it was impossible to "figure out where to put a bet on the battery business," says James. "It was like

being in 1910 and trying to decide which automaker to back." But what James soon realized was that, while there was plenty of disagreement about which battery company was best, everyone agreed that it took lithium—and a lot of it—to make them work. "It was an 'Aha' moment," says James. "If I can be a material player in producing lithium, I've got a customer." His next question: "Where the hell does lithium come from?"

James hired geoscientists to help him identify the world's top sources of lithium. "We knew the Saudi Arabia of lithium was already in Chile," says James. "So we went looking for Kuwait." He found it—deep in Argentina. Today, James is the chairman of Orocobre, one of the four largest lithium-mining companies in the world. In just over a year and a half, Orocobre has gone from a \$25 million company to a \$200 million company, with a \$100 million facility in the Andes. "It turned out to be a pretty good thing for us," says James. Soon Orocobre will start selling lithium to their partners at Toyota and to plenty of other end users: After all, lithium powers electric cars, but it also powers cell phones, computers, and cameras. "Every person reading this article uses lithium," says James.

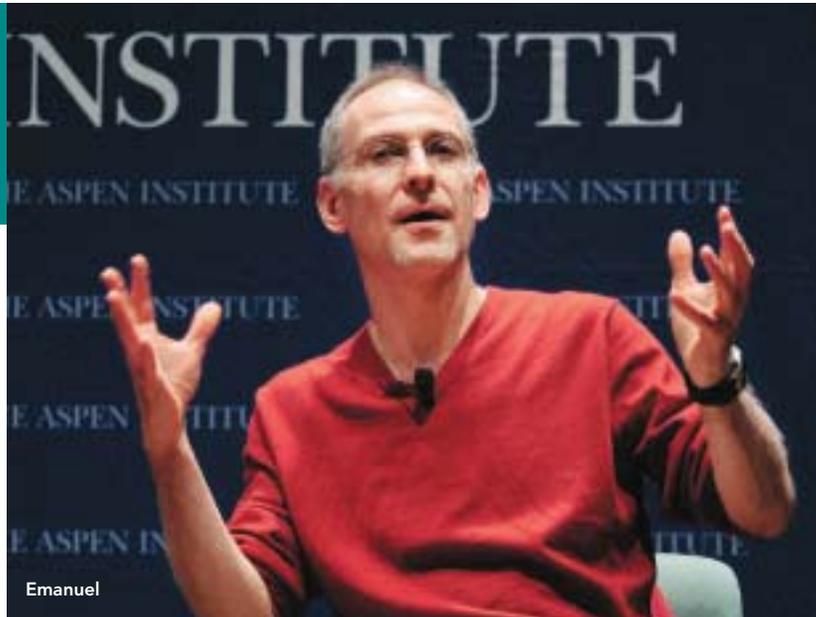
"It has been a fun odyssey: A big idea about electricity and transportation evolved into a real player in the future of the raw material that will make that big idea possible." And a lot of people are noticing: Orocobre has been featured in articles in *The New Yorker* and *The New York Times*. "If I hadn't been at the Aspen Ideas Festival, I would not have thought about this," says James. "And, I certainly would not have been able to move quickly enough to convert it into a tremendous business opportunity for my family."



Drilling for lithium.

A Winter of Cuban Politics and US Health Care

This winter's symposia, created especially for the Institute's key donor group, took on two pressing and often contentious issues: the future of Cuba and the ethics of health care policy. In February, journalist and author **Ann Louise Bardach** and DePaul University of Law Professor **Alberto Coll** came to Aspen to lead an insider's exploration of "Cuba After Castro: Who Will Lead?" Participants examined the delicate relationship between the United States and Cuba, and discussed the power vacuum Castro will leave behind. Then, in March, Special White House Advisor for Health Policy **Ezekiel Emanuel** tackled a discussion on "Medical Ethics: The Roots of the Health Care Debate." Fellows were introduced to the ethics of scarce resources, the quest for immortality, and the behind-the-scenes nature of health care in the United States.



Emanuel

Jennifer Hall

The Social Calendar

This summer in Aspen, the Society of Fellows is presenting several Evening Discussion Receptions, hosted by local donors in their homes, and luncheons in the Doerr-Hosier Center. Each event will feature a distinguished guest speaker, who will take questions and lead a discussion with participating Fellows. Institute CEO **Walter Isaacson** will host the opening reception on June 25.



Fletcher

Nora Feller

DIVE INTO SUMMER: Humor, Revolution, and the Good Life

Society of Fellows donors will have a full summer ahead. *The New Yorker* Cartoon Editor **Bob Mankoff** and Pulitzer Prize-winning cartoonist **Mike Peters** will join us June 21–23 in Aspen to explore the importance of humor, satire, and a good laugh. Then, July 25–26, Institute trustee and Aspen Music Festival and School President **Alan Fletcher** along with Stanford University's **Jim Sheehan** will explore the revolutionary decade of 1900 to 1910 through music and history. August 2–5, former UN Deputy Special Representative for Afghanistan **Peter Galbraith** will examine the troubling politics and passions of Pakistan and Afghanistan. And, finally, August 16–19, Aspen Seminar moderator **Peter Thigpen** will take a look at the good life.

JOIN US! Individuals and couples who wish to participate more directly with the Institute's programs and networks are invited to join the Society of Fellows. The Society is a crucial source of support, advancing the overall mission of the Institute. Because Fellows are an integral part of the Institute community, they frequently receive advance notice of events and have a direct line to call for information about many Institute programs, seminars, and festivals offered throughout the year in Aspen, Washington, and New York. For more information about becoming a Fellow, please contact Steven Wickes at (970) 544-7912.



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SOCIETY OF FELLOWS

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Year after year, Society of Fellows members choose to sustain the mission of the Institute with their financial contributions because they understand the deep need for values-based leadership in today's complex world. And we thank them by providing first-to-know access and a direct line for reservations to events and programs, such as:

- **Aspen Ideas Festival**
- **McCloskey Speaker Series**
- **Symposia and speaker receptions especially for the Society of Fellows**
- **Invitation-only gatherings in Aspen, New York, Washington, D.C., and Wye, Maryland**



**To become a Fellow or to learn more, please contact Steven Wickes at
(970) 544-7912 or steven.wickes@aspeninstitute.org.**

www.aspeninstitute.org/sof

The Economy, Climate, and Web 3.0



Ferguson

Michael Brands

More than 60 young leaders and thinkers from around the world—Buenos Aires, Shanghai, Germany—met in February for Socrates’ sold-out winter program over Presidents’ Day weekend. Three dynamic seminars were moderated by **Niall Ferguson** of Harvard University, who examined how the recent financial crisis affected emerging economies; **Sue Sheridan** of Columbia University, who explored options for solving the global-energy problem and addressing the climate-change challenge; and **Elizabeth Stark** of the Yale Information Society Project, who led a discussion

on how the Web 3.0 phenomenon and citizen journalism are shaping culture and communication. The weekend ended on the mountaintop as Ferguson led an engaging dinner discussion on the growth of the developing world and America’s future role on the economic world stage at the Aspen Mountain Club.

Rhee and Reed to Headline Socrates Benefit

This summer, the Socrates Society Forum for Young Leaders will hold its annual benefit dinner on Saturday, July 3, in Aspen. The dinner will feature a conversation about leadership and social innovation with **Michelle Rhee**, chancellor of DC public schools, and **Kasim Reed**, mayor of Atlanta and an Institute Rodel Fellow, to be moderated by Institute trustee **David Gergen**, a CNN commentator and former White House advisor. For more information or to register, contact Becky Ward at becky.ward@aspeninstitute.org or (970) 544-7925, or visit www.aspeninstitute.org/socratesdinner.



Reed

Rick Diamond/Getty Images



Dentzer

Albert Millan

Health of the Nation

After a tumultuous year of health care reform debates, town-hall meetings, and political infighting, Congress ultimately passed a comprehensive health care bill. But does the new bill mean better access, affordability, and quality? In May, Socrates addressed those questions and more at a Washington reception for alumni and new participants at the Potomac Boat Club. And, at a one-day seminar, **Susan Dentzer**, editor-in-chief of *Health Affairs*, asked, “Can the US Survive the Health Care System?”

NEXT UP

July 2–5

Socrates Summer Seminars in Aspen:

“**Soft Power: US Leadership in a Hardball World,**” moderated by Harvard’s **Joe Nye**, will examine non-military power and US power amid globalization and the information age.

“**Between Islam and Politics,**” hosted by the American Enterprise Institute’s **Ayaan Hirsi Ali**, will focus on democracy and Islam.

“**The Great Conversation in a Global Society,**” led by MIT’s **Leigh Hafrey**, will examine human nature, the burden of power, and leadership strategies.

“**The Impact of Technology on Democracy Around the World,**” moderated by George Washington University Law School’s **Jeff Rosen**, will explore the effects of technological advancements on democracy and privacy.

“**China and America: The Case for Partnership and Competition,**” led by Harvard University’s **Niall Ferguson**, will look at “Chimerica.”

“**What Next? The Teenager’s Guide to Repairing the Economy,**” presented by “Marketplace” host **Kai Ryssdal**.

October 22–24

“**Are Demographics Destiny? Population Shifts and Their Impact on Foreign Policy, National Identity, and Competitiveness,**” Senate Socrates at Wye, Maryland.

November 12–13

“**Energy, Agriculture, and Transportation Opportunities in Sustainable Communities,**” Socrates Salon in San Francisco, California.

Join the Socrates Society!

To participate in a Socrates seminar, contact Melissa Ingber at melissa.ingber@aspeninstitute.org, or Azalea Millan at azalea.millan@aspeninstitute.org or (202) 736-1495. For more information visit: www.aspeninstitute.org/socrates.



Warner, Collins, Greene, and Jacobs

Laurence Genon

Scientists Wanted

ADVOCATES ASK WHERE WE'LL FIND THE NEXT GENERATION OF INNOVATORS

At the Innovation Economy Conference—presented in the late fall of 2009 by Intel Corporation, the Institute, “PBS NewsHour,” and *Democracy: A Journal of Ideas*—Francis Collins, director of the National Institutes of Health; Brian Greene, Columbia University physicist and founder of the World Science Festival; and Madeleine Jacobs, executive director and CEO of the American Chemistry Society, spoke with “PBS NewsHour” Senior Correspondent Margaret Warner about funding research, inspiring students, and why we need to change the way Americans view science and math.

Margaret Warner: Is it an absolute given that scientific inquiry—R&D—is at the foundation of a so-called innovation economy and economic growth?

Francis Collins: Certainly if you look at the evidence, it is clear that more than half of the economic growth of the United States since World War II stems from innovations in science and technology. So the data is very much in hand to say, if you’re looking for economic impact and where you should put your investments, science and technology is a very compelling game. And most people would say it’s even more compelling now than ever. ... The fall in support for physics and chem-

istry has been significant and needs to be regained. The president’s recent promise to see research and development support in this country rise to 3 percent of GDP would be a wonderful goal.

Warner: Where has the fall-off occurred most? I mean, is it government funding? Is it what private industry is doing? Is it major educational research institutions?

Madeleine Jacobs: It’s really all of those. We’re seeing that funding just hasn’t kept pace in the physical sciences. It’s no coincidence that we reached our peak of federal R&D funding around 1964. The 1960s were really an era for the US of great economic expansion. We grew up in this post-*Sputnik* era in which we benefited from federal funding for better curricula, for better teachers, for graduate education. And, as a result, many of us became scientists. And it was a very noble calling to become a scientist. And I think we need to regain our sense of urgency. And we

need to regain that sense of science as a noble mission and vision.

Warner: But funding is still an important part of this. How much responsibility do you think rests with private industry?

Collins: Just knowing there's money out there and a job is not going to be enough. You have to have this vision for the ability to go on a grand adventure, which is what science is all about. But, if you want to go on the grand adventure and there's no support for it, well, you'll do something else. And we've seen that happen increasingly in this country: Now 15 percent of college graduates major in science and engineering. In China, that's 50 percent. In Singapore, that's 67 percent. Is it any wonder we're in trouble here?

Warner: So Brian, for your World Science Festival, have you been successful in penetrating the broader community of people who want to understand the world around them?

Brian Greene: We had Bobby McFerrin in a program talking to neuroscientists; one could watch in real time as scientists explain what's going on as you experience music. Alan Alda wrote a play using the correspondence of Albert Einstein; you watch him struggle to come to grips with the universe and relativity. We had a showing of *The Bourne Identity* and a conversation between the director and neuroscientists on the issues of memory loss. But a footnote I'd also give is: We talk about the need for the educational system to be more potent in the way we deliver ideas of science and mathematics. I've always found it weird that, when you're a college professor, you haven't gone through any training in teaching whatsoever. Just because I can manipulate the mathematics of Calabi Yau spaces, which got me tenure at Cornell and then Columbia, does it mean that I can teach anything? Does it mean that I can inspire? ◆

Summers with "PBS NewsHour"'s Judy Woodruff



Laurence Gonon

Innovation Nation

"I think this country has an enormous, staggering capacity for resilience and transformation," said **Larry Summers**, director of the National Economic Council and assistant to the president for economic policy, at the Innovation Economy Conference. "I think our future will be greater than our past as long as we stay nervous." Throughout 2009, the Institute hosted a series of Washington dinners that brought together thought leaders from government, academia, business, and media to discuss the state of innovation in America and its importance to the nation's economic recovery. These discussions concluded with a major Innovation Economy Conference at the Ronald Reagan Building in Washington.

In addition to Summers, the conference featured **Arne Duncan**, US secretary of education; **Carol Browner**, assistant to the president for energy and climate change; **Paul Otellini**, CEO of Intel; **Jeffrey Immelt**, CEO of GE; **Michelle Rhee**, chancellor of DC public schools; **Joel Klein**, chancellor of New York City's Department of Education; Sir **Harold Evans**, author and editor-at-large of *The Week*; US Senators **Amy Klobuchar** and **Mark Warner**; US Representative **Bart Gordon**; and global innovation expert **John Kao**. A major theme of the conference was a call for better education. "We have to fundamentally improve the quality of math and science in this country," said Duncan. "We have to pay math and science teachers more money."

Going forward, event partners will identify ways in which Americans across every field and discipline can foster the spirit of innovation and drive economic recovery. The dialogue will also still focus on the central role of math and science in ensuring that America remains the world's innovation leader—what Otellini calls the "need to double-down on our intellectual infrastructure." To learn more about the Innovation Economy project and plans for 2010, visit www.theinnovationeconomy.org.



Toobin and Sandel

Maggie Peters

“Justice isn’t only about individual rights and choice; it’s also about civic duty and the common good.”

Legal Eagles

JOURNALIST JEFFREY TOOBIN TALKS WITH PROFESSOR MICHAEL SANDEL ABOUT HEALTH CARE, JUDGE JUDY, KHALID SHEIKH MOHAMMED, AND LANGUAGE.

On November 19, 2009, the Institute celebrated 30 years of the Justice and Society Program under the leadership of Program Director and international human rights advocate Alice H. Henkin with a benefit lunch for nearly 300 at the New York Metropolitan Club. The Institute also recognized the law firm Morvillo, Abramowitz, Grand, Iason, Anello & Bohrer, P.C., for their continued support of Justice and Society Seminar scholarships. Jeffrey Toobin, staff writer for *The New Yorker* and senior analyst for CNN, hosted a conversation about philosophy and law with Michael Sandel, Harvard professor and author of the new book, *Justice: What's the Right Thing to Do?*

Jeffrey Toobin: The great thrill of reading your book is that you give a variety of philosophical approaches: utilitarianism, libertarianism, Aristotle, Kant. I wonder if you could use some of the tools in the book to analyze how one would look at health care?

Michael Sandel: I think there are two rival ways of thinking about justice that are rumbling around beneath the surface of the health care debate. There is a principled ground for objecting to universal health care. It’s something like the libertarian idea that people should be free to choose for themselves, and it’s coercion for the government to mandate that a healthy young person have health insurance

if he or she doesn’t want to. It’s coercion if the government requires by law that you and I pay for somebody else’s health care when they are sick. So there is a theory—a libertarian approach to justice that offers a principled objection to the whole idea—on the one hand.

On the other hand, there is a reply to that argument: We’re all in this together. There are certain mutual responsibilities we have as democratic citizens sharing a common public life—and one of them is to see to it that people who, through no fault of their own, fall ill should not have their access to health care governed by their ability to pay. That second argument draws on a theory of justice that says, justice isn’t only about individual rights and choice; it’s also about civic duty and the common good.

Toobin: Do these theories change over time?

Sandel: I think the background to the whole health care debate is a background of the last three decades when the libertarian idea—free individual choice, it’s my money, I earned it, I deserve to keep it, to decide what shall be done with it—gained a lot of traction in the public imagination. It goes

back to 1980 and the Reagan years, a decade of market-triumphalism. Even the Clinton years accepted much of the premise of market-triumphalism. So now, when it comes to a health care debate, it's going against the current of the time to try and make the case in the name of the common good. We haven't laid the groundwork in the political culture for that way of understanding politics. ...

The underlying idea that needs to be challenged and debated publicly is whether the results that markets produce—the distribution of wealth and opportunity—are just. There is a powerful intuition out there that says



“Would anyone think that ... the contribution to the common good that Judge Judy makes is 100 times that of Justice Roberts?”

yes. Here would be a way of challenging it: What does the chief justice of the United States make on his annual salary? Around \$210,000 a year. There is another judge who makes more than that in the United States. A good bit more: Judge Judy. Judge Judy makes \$25 million a year. Now, the market has dispensed that. But would anyone think that, because the market gives Judge Judy \$25 million and because we as a society give Chief Justice Roberts \$210,000, the contribution to the common good that Judge Judy makes is 100 times that of Justice Roberts? That's a debate we should have.

Toobin: Do people out there in the world use philosophy without knowing it?

Sandel: Yes. I think every time we argue—whether it's about health care or bonuses and bailouts or affirmative action or same-sex marriage or income distribution—and we debate

these questions fiercely, people have convictions. And lying behind those opinions and convictions are big moral principles, big ideas about what justice is and what freedom means and why equality matters and what counts as equality, and what is the claim of the common good.

Toobin: One issue that has excited a lot of passions here in New York and elsewhere is the upcoming trial of Khalid Sheikh Mohammed. One of the reasons why this trial is coming to New York is that we want to show the world that our justice system works and can handle a case of this magnitude. Is that a legitimate goal or should the legal system be about providing justice in the individual case and letting perceptions take care of themselves?

Sandel: There are two issues here. One is a matter of justice and the other is a matter of prudence. I think it's a

good thing that he is being tried in US Federal Court rather than in a military tribunal. Not only for public relations, but because I think that the United States Federal Courts can do justice in this case. I think it's a second question whether the US Federal Court trial should be in New York City or not, and I think that's a prudential question. You could answer the question of whether it should be in a US Federal Court one way, and you might come out differently on the question of which court and where.

Toobin: How important are ideas versus messengers? In thinking about philosophical ideas, how much do you think about the packaging, and how much do you think about the substance?

Sandel: I think packaging and substance have to go together in politics, because politics is about persuasion. Rhetoric is a pejorative for the most part these days, as when we say, *Oh, that's mere rhetoric, that's just talk*. But we give something up if we disparage rhetoric too completely. Aristotle valorized rhetoric. He thought that the art of rhetoric was at the heart of politics and of justice. If you think that a just society is also a democratic society, then it seems to me you have to take rhetoric seriously, morally seriously, not just as a matter of packaging and PR and spin.

I think one of the great strengths as a candidate of Barack Obama is that he understood this. I think he was eloquent not just in the sense that he was good with words; he tapped into a hunger for politics to include moral and spiritual things. Rhetoric in its larger sense is a willingness to engage with the deepest moral sources, including spiritual sources of political argument and arguments about justice. ♣

To learn more about the Justice and Society Program, visit www.aspeninstitute.org/justice.

A HISTORIC UPGRADE

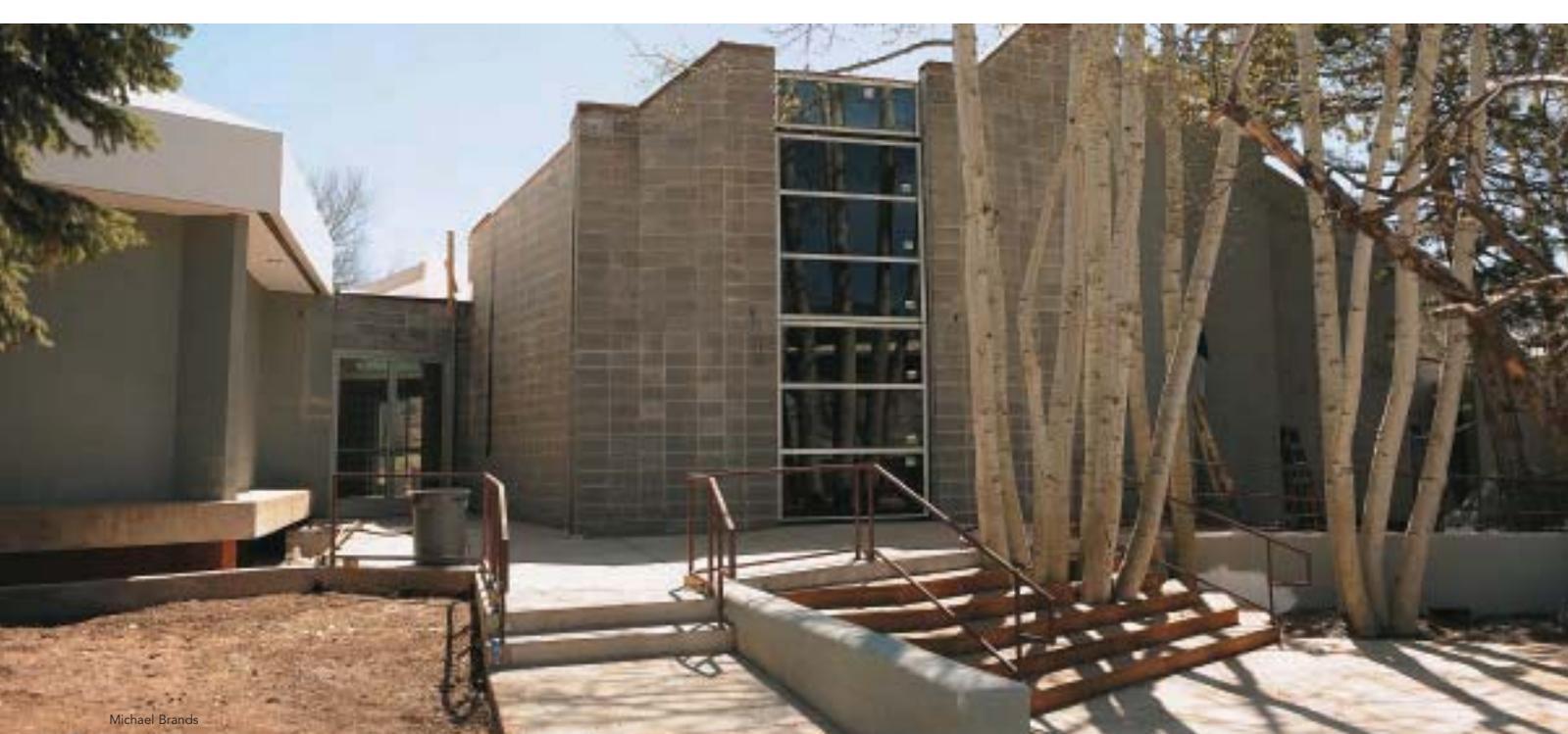


Dan Bayer

The Paepcke Memorial Building is reinvented for the 21st century without losing its historic roots.

WHEN WALTER PAEPCKE first arrived in Aspen, Colorado, in the mid-1940s, he had a vision of a “place where the human spirit can flourish.” To make this dream a reality, Paepcke assembled a cadre of scholars, writers, artists, intellectuals, and business leaders for a bicentennial celebration of poet and humanist Johann Wolfgang von Goethe. The event was such a success that Paepcke founded the Aspen Institute the following year. Unsurprisingly, Paepcke conceived of the entire enterprise as a work of art. “In all that he touched, Paepcke preached the gospel of elegance in design,” wrote Sidney Hyman in his history of the Institute, *The Aspen Idea*. So Paepcke commissioned his friend Herbert Bayer, the Bauhaus-trained architect, along with Frank Lloyd Wright protégé Fritz Benedict, to design the Institute’s original Aspen Meadows campus.

BY SACHA Z. SCOBLIC



Michael Brands



Paepcke Reborn: Construction crews struck a balance between preservation and renovation.

Dan Bayer



The auditorium is a place that everyone in Aspen has a memory of. It has a place in everybody's mind—much like the Paepckes themselves.

—Aspen Mayor Mick Ireland



The clean lines of classic Bauhaus design made the campus modern and distinct in a town comprised mainly of original Victorian homes and miners' cabins. And so, when Walter Paepcke died in 1960, his friends and family decided to erect a building in his honor. Naturally, they once again called upon Bayer and Benedict. Dedicated in 1963, the Paepcke Memorial Building quickly became the centerpiece of the campus, providing offices to the Institute staff for 45 years and featuring a library of seminal texts and an auditorium that has been graced by statesmen, CEOs, Supreme Court justices, technology pioneers, scientists, scholars, Nobel laureates, artists, and musicians.

Yet, after nearly five decades as the setting for inspired dialogue and the work of the Institute, the building needed some upgrades. "The building hadn't been touched for close to 50 years—everything needed a facelift," says Amy Margerum, Institute executive vice president for operations. The building was also consuming a lot of energy, an issue Institute trustee Lynda Resnick—who along with her husband, Stewart Resnick,

contributed greatly to the renovation—found compelling: "Sustainability is the most important issue of our lives," she says, "and we were thrilled to support the community and the Institute that we love." Institute trustee Melva Bucksbaum chaired the Fundraising Committee, creating a fund to both preserve the spirit of the original Bayer design and to modernize the building with the most up-to-date technologies. And these dual priorities were not only the Institute's, but the community's as well. "The auditorium is a place that everyone in Aspen has a memory of," says Aspen Mayor Mick Ireland. "It has a place in everybody's mind—much like the Paepckes themselves." Along with other Aspen landmarks, like the Wheeler Opera House and the Jerome Hotel, the Paepcke building is nothing short of a town treasure, a place where locals and visitors alike watch weekly films or hear speakers from around the world.

"We had three goals going into this project," says Jim Curtis, project manager and Institute representative on

A GREEN VISION

One of the primary goals of the Paepcke renovation was to make the building greener and more environmentally responsible. To that end, architect Michael Schnoering created a plan that would drastically reduce the building's energy consumption and carbon footprint. Indeed, just about half of the budget for the renovation was dedicated to energy-efficient upgrades. And Schnoering estimates that the Paepcke building will consume a whopping 55 percent less energy than it did before.

The new and improved building includes extensive improvements to the structure's shell—new insulation, a new roof, double-paned windows—that will reduce the amount of heating and cooling needed. And the heating and cooling process itself will be far more efficient with a geothermal pond—funded in part by a gift from John and Ann Doerr—that uses the temperature of the earth and a ground-source heat pump to drive energy to the building. “The most wonderful feature of the geothermal pond is that it's fed by Aspen run-off,” says Schnoering. And, since ground-source heat pumps rely on electricity instead of gas, there are more options for a low-carbon footprint: The Institute has already contracted with Holy Cross Energy to buy wind power to offset its electric usage. Schnoering hopes to power the Koch Building with the geothermal pond soon as well.

The greener Paepcke building is all about control. Every area in the structure now has a discrete control panel, so that the offices can be heated or cooled, for example, while the unoccupied auditorium is set back to a more efficient temperature. And, in one of the more innovative features of the new building, the auditorium is now equipped with CO² sensors that can actually detect the number of people in the room and adjust the ventilation as needed.

Add to that low-flow plumbing, compact fluorescent bulbs, and motion lights, and it's easy to see how the new Paepcke Memorial Building will not only reduce the Institute's energy consumption, but reduce its overhead as well. Of course, as Schnoering notes, “The fact that we saved the building is the most sustainable feature we have.”

The Paepcke building will consume a whopping **55%** less energy than it did before.



Renderings of the new Paepcke Auditorium feature light and color.

the site. “Respect for the exterior of the building and the Herbert Bayer design philosophy; freshening the inside to make it more inviting, lighter, and colorful; and bringing the mechanical and audio-visual backbone of the building into the 21st century.”

To meet these sometimes contradictory aims, the Institute enlisted Michael Schnoering and his team at Farewell Mills Gatsch Architects out of Princeton, New Jersey. “We definitely tried to preserve that spirit of Bayer and Benedict,” says Schnoering. “And we definitely felt them looking over our shoulders—especially Bayer, who was so iconic. He was really prevalent in all of our decisions.”

One of those decisions was to preserve the remarkable polygonal roof and the unique shape of the ceiling in the auditorium. “We had to take off the entire roof to update the structural system,” says Schnoering. “It would have been easy to change the look, but we had guiding principles we had to stay true to.”

While the exterior of the Paepcke building will be familiar to most Institute visitors, there are a number of surprises inside: Light plays a dramatic role in the design, with new, wide glass doors and an overhead skylight in the foyer. “It's a huge perception change,” says Curtis, who noted that the entryway is now a truly great place to showcase art. The lobby also now opens up the visual connection to the library and the gallery, with more glass doors to create continuity between the rooms. “It's going to be a really



“It’s going to be a really great change for the users of the building and for the people who have been coming here for years enjoying the programs and the grounds. — Michael Schnoering”

great change for the users of the building and for the people who have been coming here for years enjoying the programs and the grounds,” says Schnoering. “It’s wonderful to see the building come back to life,” adds Bucksbaum.

The biggest architectural changes are in the auditorium, which has been expanded by 600 square feet to make room for 60 new seats—made with warm light wood and bright blue fabrics. Glass doors now flank the exterior aisles, leading to outside terraces—including the Mayer Courtyard—that are equipped with 57-inch monitors so that overflow crowds can watch the action on stage while enjoying the sun. And, of course, the stage itself is dramatic—befitting its namesake, Ann Richards, longtime Institute trustee and the inimitable former governor of Texas. The Ann W. Richards Stage features light wood veneers and the best theatrical lighting, sound system, and cinematic electronics available—including 3-D capability. These technical upgrades also mean the entire campus can interface. “We have simultaneous-viewing systems,” says Curtis. “Any activity taking place in the Doerr-Hosier Center [on the other side of the campus] can now be viewed in Paepcke,” says Curtis. “Anything in Paepcke can be viewed in the Koch Building.”

With this renovation, Walter Paepcke’s dream of a place where mind and spirit can flourish is more robust than ever in the building that carries his name. “Our overarching phi-

losophy was to do no harm,” says Schnoering. “We wanted the new features to be threaded through the building in innovative ways that preserve the space and spirit of the building—but also accommodate the future.” ♦

JOIN US!
 A Paepcke Memorial Building Re-Opening Celebration will be held on Sunday, June 27.
 There will be tours of the facility and presentations throughout the day, including a talk with Institute CEO Walter Isaacson, a presentation on the roots of the Institute, and a lecture on the genius of Herbert Bayer. To learn more about the Paepcke Memorial Building Re-Opening Celebration, contact Cristal Logan at cristal.logan@aspeninstitute.org. Additionally, on the evening of June 27, there will be a special cocktail reception just for renovation donors. For more on the donor reception, contact Becky Ward at becky.ward@aspeninstitute.org.

THE DREAM TEAM

Reinventing a building for the 21st century while preserving its historic roots is a delicate operation, one the Institute could not have undertaken without the generosity of the Paepcke Memorial Building Donors.*

In gratitude:

- Evelyn and Leonard Lauder
- Gail Neeson and Stefan Edlis
- Lynda and Stewart Resnick

Other Major Donors:

- Mercedes and Sid Bass
- Karen and Berl Bernhard
- Melva Bucksbaum and Raymond Learsy
- William D. Budinger
- Connie and Jim Calaway
- Ann and John Doerr
- Gail and Alfred Engelberg
- Ann and Tom Korologos
- Marlene and Fred Malek
- Shirley and Albert Small
- Mary Margaret and Jack Valenti
- The Boettcher Foundation

*As of May 14, 2010.

MAXIMUM IMPACT

**ASPEN GLOBAL
LEADERSHIP
FELLOWS ARE
CHANGING LIVES,
CHANGING
COMMUNITIES,
AND CHANGING
THE WORLD.**

On January 12, the earth shook in Haiti. A violent quake left 1.2 million people homeless and hungry. And Fellows from across the Aspen Global Leadership Network sprang into action.

Partners in Health

Network Fellows Garg and Tighe helped coordinate the delivery of much-needed medical supplies to Haiti.



Henry Crown Fellow Thomas Tighe, president and CEO of Direct Relief International, mobilized his team to coordinate delivery of crucial basic medical supplies to Haiti. Central America Leadership Initiative Fellow Enrique de Obarrio has been raising awareness and coordinating relief assistance through the Private Sector of the Americas, an organization devoted to joining business leaders with much-needed development projects. Henry Crown Fellow Melissa Mowbray-d'Arbela, CEO of the global biotech business Filligent Ltd., developed Project Backbone to assess post-quake Haiti, to identify effective "backbone" organizations, and to amplify their impact. And Henry Crown Fellow Jonathan Greenblatt, founder of All for Good, an open-source website that allows people to find and share volunteer activities, immediately created a searchable index of volunteer opportunities related to Haiti.

"That's who they are," says Peter Reiling, the Institute's executive vice president in charge of leadership programs and seminars. "Every person in the Aspen Global Leadership Network is a doer, not a talker. We're looking for the most innovative and enlightened leaders out there to tackle the greatest problems we face. We're looking for people who, when they read the paper and see the challenges around them in the world, say to themselves, *I'm not just going to turn the page; I'm going to do something about it.*" There are more than 1,000 members of the Aspen Global Leadership Network, a worldwide community committed to values-based leadership. The Fellows have all participated in the same intensive leadership seminars; read and debated ancient and contemporary texts exploring philosophy, values, and modern issues; argued about the definition of leadership and what makes a good society; and translated what they've learned into action through leadership projects aimed at improving their communities.

When Henry Crown Fellow Sunil Garg, senior vice president of human resources at Exelon Corporation (one of the nation's largest electric and nuclear companies, based in Chicago), heard about the earthquake, he knew he had to



Garg

My name: Sunil "Sonny" Garg
Fellowship: Henry Crown Fellow
Where I live: Chicago, Illinois

Job: Senior Vice President, Human Resources, Exelon Corporation

Childhood ambition: To make a difference

My role model: Professor Harold Richman, my mentor since college

First job: Scooping ice cream at Baskin Robbins

Proudest moment: My parents attending the 35th White House Fellows Celebration, where they met the Cabinet secretaries in the Clinton Administration

Favorite local restaurant: Mon Ami Gabi, in Chicago

I am currently reading: *On the Brink* by Henry Paulson and *Man's Search for Meaning* by Viktor Frankl

AGLN project/goal: Expanding the local production of ready-to-use therapeutic foods, Nourimamba, within Haiti to fight severe child malnourishment.

Garg's leadership project is devoted to feeding malnourished Haitians through his work with Partners in Health.



Partners in Health

act. “It was a no-brainer,” says Garg. He immediately set up a matching-donation program for employees at Exelon. But that was just the start. Garg was no stranger to the poverty and health problems in Haiti; since 2008, through a partnership with the aid organization Partners in Health, Garg’s Aspen leadership project has been focused on delivering ready-to-eat therapeutic foods—“Nourimamba”—to malnourished Haitians, with accomplishments including the building of a 100-metric-ton facility in Haiti. So when the earthquake hit, Garg knew the right people on the ground already. And he also knew someone who could get much-needed supplies to them: Thomas Tighe of Direct Relief International. Along with several other Fellows, Garg helped to coordinate the charter of planes to transport emergency supplies to Haiti. “The important word in Aspen Global Leadership Network is ‘network,’” says Garg. “We can bring a set of

“The important word in Aspen Global Leadership Network is ‘network.’ We can bring a set of relationships to underfunded areas along with resources—money, ideas, skill sets—things that are often invisible in countries like Haiti.”

—Henry Crown Fellow Sunil Garg

relationships to underfunded areas along with resources—money, ideas, skill sets—things that are often invisible in countries like Haiti.”

Armed with exceptional talent and drive, leadership lessons they’ve learned in the seminars, and—perhaps most important—the strong bonds of this growing network, Fellows around the world are populating the upper echelons of business, politics, social enterprise, education, and technology. Through careers often devoted to creating positive change and through their Aspen Global Leadership Network projects—some well underway, some just getting started—the Fellows are making real and lasting impacts on the world. On the next few pages are just a few examples of this remarkable group’s efforts in business-development, technology, education, health, and women’s issues. They’re worth getting to know.

HEALTH



Iyer

Childhood ambition: To do something meaningful in the world (that’s still my ambition!)

My role model: Gandhi

First job: Lab administrator, Johns Hopkins University

Most meaningful moment: When I realized that I had found my spiritual Guru

Favorite local restaurant: I stopped eating out after I started my project!



Sudha Iyer

Iyer’s Srishti Annam feeds the poorest of the poor.



Sudha Iyer

AGLN project/goal: I launched Srishti Annam, a comprehensive feeding and skill-building program for the poor. I’d like to have centers across India feeding 100,000 destitute people across India every day.

Impact: We have served more than 3.6 million meals to the poorest of the poor (old or handicapped adults and children) in the last three and a half years. To learn more, go to www.srishtiannam.org.

My name: Sudha Parasuram Iyer

Fellowship: India Leadership Initiative

Where I live: Hyderabad, India

Job: Chairperson and Managing Director, Srijana Group of Companies

HEALTH



Dan Bayer

Orris



Dream Devices

My name: Christy Bieber Orris

Fellowship: Henry Crown Fellow

Where I live: Boulder, Colorado

Job: CEO, ATEK Companies

Childhood ambition: To run my family's businesses

My role model: My father

First job: Assembling 3M speakers in a manufacturing plant.

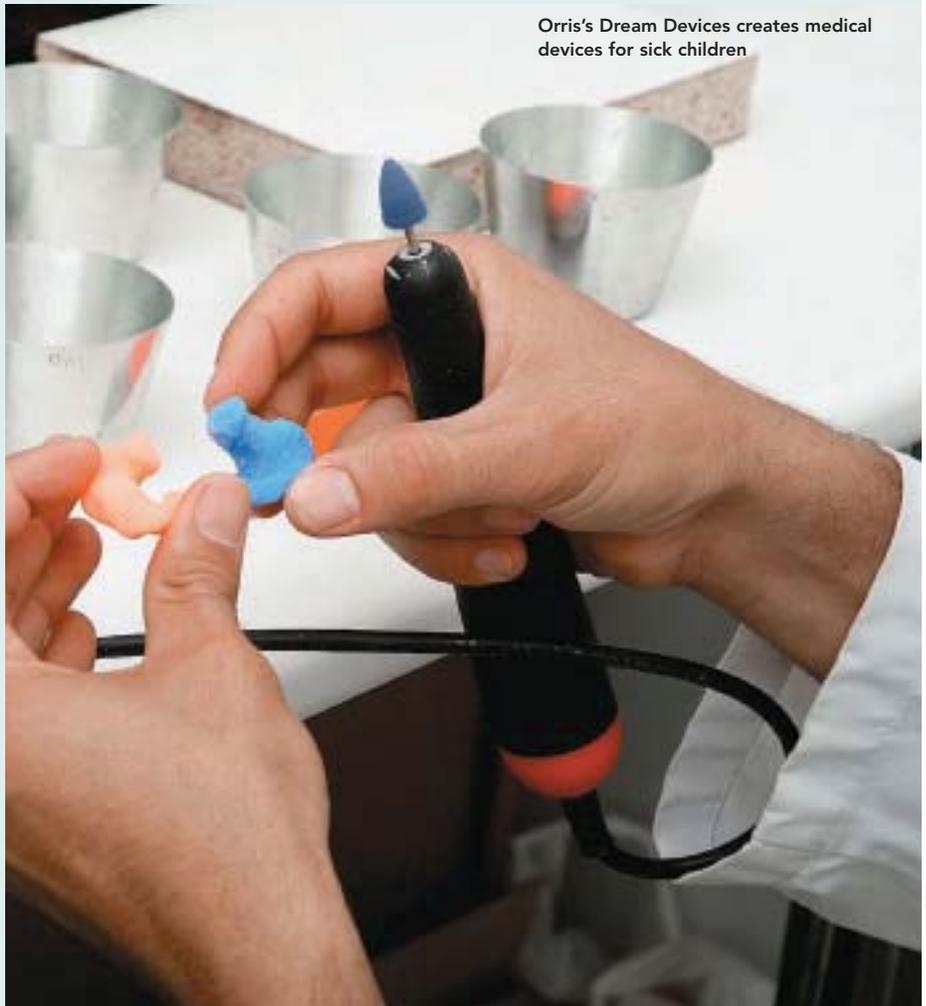
Proudest moment: Hearing my oldest son express how lucky we are in America during an overnight stay in a rural village in Ghana.

Favorite local restaurant: Frasca, in Boulder, Colorado

I am currently reading: *The Emperor's Handbook* by Marcus Aurelius and *Market Busters* by Rita McGrath

AGLN project/goal: I launched Dream Devices to make a measurable and lasting difference in the lives of children who suffer from conditions for which there are no medical devices to treat them.

Impact: We have created three new products to be developed over the upcoming 18 months.



Orris's Dream Devices creates medical devices for sick children

Dream Devices

BUSINESS DEVELOPMENT



Agora Partnerships

VegyFruit, a packaged fruit and vegetable company, and Tacos Lory, a taco chain, are part of Agora Partnerships' entrepreneurship and consulting programs.



Dan Bayer

Teran

My name: Ricardo Teran

Fellowship: Central America Leadership Initiative

Where I live: Managua, Nicaragua

Job: Director of Corporate Strategy at Corporación Roberto Teran and CEO of LOLITA de Nicaragua

Childhood ambition: To become a pediatrician, like my grandfather

My role model: My dad—and Dan Marino

First job: Microfilm processor, age 11, \$1 per hour

Proudest moment: Signing a grant agreement in Nicaragua with USAID.

Favorite local restaurant: Los Ranchos, in Managua, Nicaragua

AGLN project/goal: I launched Agora Partnerships to combat poverty and create social impact by supporting socially responsible developing-world entrepreneurs with strategy consulting, networks, and the long-term financing needed to create and grow businesses in Nicaragua and beyond.

Impact: In less than five years, Agora has supported more than 4,000 businesses through consulting and business education; these businesses have grown, on average, more than 60 percent after engaging with Agora. More than 1,000 new jobs have been created; over US\$2 million in private-investment capital has been secured for Nicaragua (expansion to other Central American countries is in process). To learn more, go to www.agorapartnerships.org.



Agora Partnerships

BUSINESS DEVELOPMENT

My name: Eve Blossom

Fellowship: Liberty Fellow

Where I live: Charleston, South Carolina

Job: President and Founder, Lulan Artisans

Childhood ambition: To be a designer/architect

My role model: The many artisans who inspire me and show me what is possible every day

First job: intern in an architectural office

Proudest moment: When I saw my company's business model take shape in the world.

Favorite local restaurant: Fig, in Charleston, South Carolina

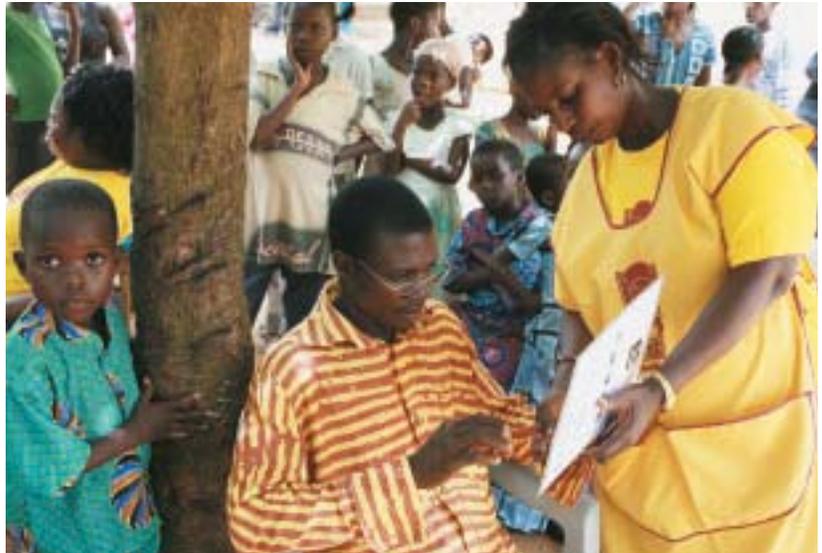
I am currently reading: *Half the Sky* by Nicholas Kristof (I'm reading it again for the third time!)

AGLN project/goal: To bring green-collar job-creation to South Carolina and around the world.



Blossom

Dan Bayer



VisionSpring

VisionSpring employees give eye exams in Ghana (above) and Bangladesh (below).



Kassalow

Dan Bayer



VisionSpring

My name: Jordan Kassalow

Fellowship: Henry Crown Fellow

Where I live: New York, New York

Job: Chairman and Co-Founder, VisionSpring

Childhood ambition: To be an explorer

My role model: John Muir

First job: Started a business selling golf balls that I found, cleaned, and categorized by condition and brand.

Proudest moment: The birth of my first child.

Favorite local restaurant: Rosa Mexicana, in New York

I am currently reading: *Switch: How to Change Things When Change Is Hard* by Chip Heath and Dan Heath

AGLN project/goal: To expand VisionSpring's reach to help people create and sustain livelihoods through better vision.

Impact: VisionSpring has helped more than 5,000 women to start businesses selling eyeglasses in the developing world. They have sold over 300,000 pairs of eyeglasses to date. To learn more, visit www.vision-spring.org.

A Lulan artisan in India.



TECHNOLOGY

My name: Christopher P. Michel

Fellowship: Henry Crown Fellow

Where I live: San Francisco, California

Job: Managing Director, Nautilus Ventures

Childhood ambition: To be a physicist

My role model: Dr. Carl Sagan

First job: Naval Flight Officer, US Navy

Proudest moment: Returning to Harvard Business School to participate in a case written about my first company, Military.com.

Favorite local restaurant: Flour + Water, in San Francisco

I am currently reading: *From Eternity to Here: The Quest for the Ultimate Theory of Time* by Sean Carroll

AGLN project/goal: I started Reconnect America, a nonprofit designed to help bridge the gap between those who serve in the military and the millions of Americans who want to support them. Reconnect America links America to her men and women in uniform.

Impact: Discovery Communications and Military.com gave Reconnect America millions of dollars in free media. They also each produced great TV and digital advertising spots for us. Reconnect America's featured charities include the USO, TAPS, The American Legion, and Flight 93 Memorial. To learn more, visit www.reconnectamerica.org.

Michel on a Black Hawk helicopter during a USO tour.



The USO



Photo illustration by Tom Loper

There's an App for That

Christopher Michel isn't the only one leveraging technology to connect leaders. India Leadership Initiative Fellow Anand Shah has created an Aspen Global Leadership Network iPhone application to keep Fellows connected wherever they are. Fellows can download the Network directory by searching "AGLN" on their iPhone's app store.

WOMEN



Secretary of State Hillary Clinton speaks with Pacheco about her Vital Voices chapter in Guatemala

Vital Voices

My name: Maria Pacheco

Fellowship: Central America Leadership Initiative

Where I live: Guatemala City, Guatemala

Job: Founder and General Manager, Kiej de los Bosques

Childhood ambition: To be an explorer, doing something outside that allowed me to wear boots, ride horses, and be around nature. That is why I became a biologist.

My role model: Martin Luther King. I heard his "I Have a Dream" speech, and it has always remained with me.

First job: Trainer in organic vegetable production at the Guatemalan Peace Corp Training Center

Proudest moment: When I received the Vital Voices Global Leadership Award for Economic Empowerment of Guatemalan Women. Another one: When I gave birth to my children.

Favorite local restaurant: La Pista, in Guatemala City

I am currently reading: *Indigo Adults* by Kabir Jaffe

AGLN project/goal: I started a Guatemalan Vital Voices chapter (Vital Voices is an organization founded by Hillary Clinton that empowers women leaders). Together with other Central American Fellows, the idea grew and we also started a Central American Network.

Impact: In Guatemala, we created an economic mentorship program for 20 young rural women. This year, we organized a Central American Women's Summit, with 400 women and 100 young girls in Guatemala to address the nation's greatest challenges. In Central America, this is important—because no region can prosper if only 50 percent of its people are making the decisions! To learn more, visit www.vitalvoices.org.

WOMEN

My name: Funmi Iyanda

Fellowship: Africa Leadership Initiative—West Africa

Where I live: Lagos, Nigeria

Job: Managing Director and Owner, Funmi Iyanda Productions

Childhood ambition: To be a writer

My role model: Bosede Afolabi—doctor, academic, consultant, volunteer, mother, cheerleader, social and emotional thermometer, best friend a girl can have

First job: Teenage home-lesson teacher to five families

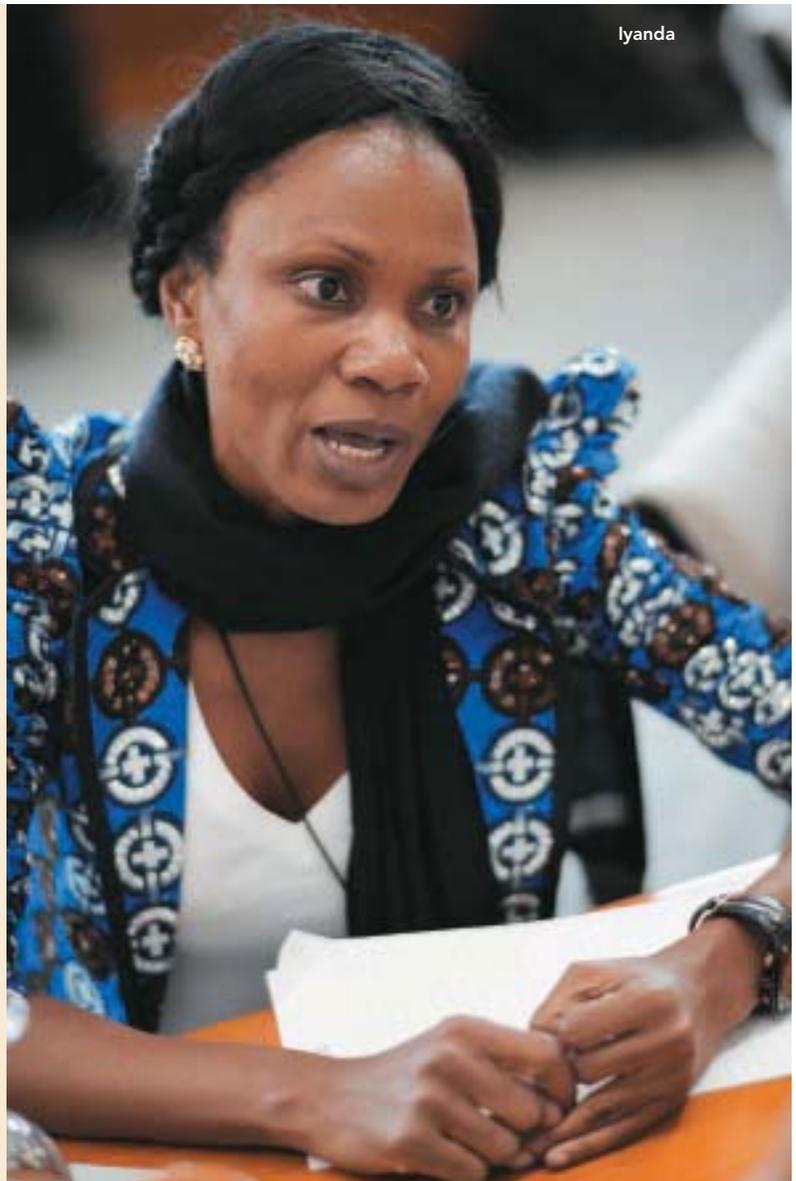
Proudest moment: When I watched 30 of my Change A Life children walk onto the stage at the launch event in 2009.

Favorite local restaurant: Wakkis, in Abuja

I am currently reading: *One Hundred Years of Solitude* by Gabriel Garcia Marquez and *On Black Sisters' Street* by Chika Unigwe

AGLN project/goal: I founded a chapter of the Change A Life Foundation in Lagos, Nigeria, with an office and staff of its own.

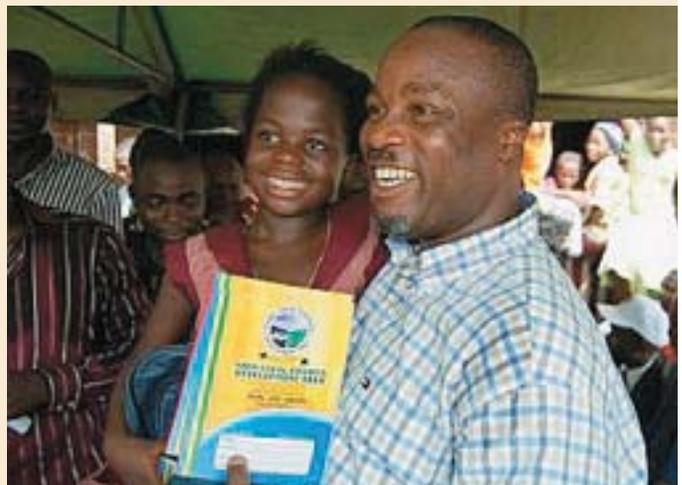
Impact: We help people in their most desperate hour (with little or no resources) to help themselves. The Foundation in Lagos is currently providing scholarships for 98 bright students who have survived trauma, loss, or abuse. It has also spurred the rehabilitation of a school of 200 children in a forgotten lagoon community. And the Foundation in Lagos has supported 3,000 women through its Family Support arm and, in the last six months, provided medical treatment for six young cancer patients in desperately poor circumstances. To learn more, visit www.changealife.org.



Dan Bayer



Iyanda's chapter of Change A Life brought education and opportunity to a rural community.



Change A Life

EDUCATION



Amin

My name: Salim Amin

Fellowship: Africa Leadership Initiative—East Africa

Where I live: Nairobi, Kenya

Job: CEO, Camerapix Ltd.; Chairman, A24 Media

Childhood ambition: To be a journalist

My role model: My father

First job: Carrying a tripod at CBC TV

Proudest moment: The premiere of my documentary, *Mo & Me*, at the Cannes Film Festival.

Favorite local restaurant: The Carnivore Restaurant, in Nairobi, Kenya

I am currently reading: *The Last Symbol* by Dan Brown

AGLN project/goal: I am currently developing an African history curriculum for schools all around Africa to teach African children about their local heroes.

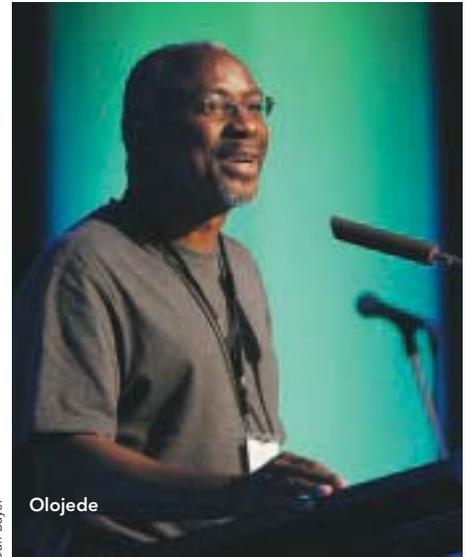
Portraits of African heroes from Amin's educational DVDs.



Mohamed Amin/Camerapix/A24 Media



Mohamed Amin/Camerapix/A24 Media



Dan Bayer

Olojede

Global Exchange

As any Aspen Global Leadership Network Fellow knows, one of the greatest strengths of the program is the intense moderated seminar experience. Using classic texts—from Socrates to Vaclav Havel—senior moderators guide discussions on leadership, values, and the good society. Many of the Network's senior moderators—like Institute Executive Vice President Peter Reiling and entrepreneur Stace Lindsay—come from the Henry Crown Fellowship, the Network's original leadership program. But, as the Network has spread across countries throughout the world, its ranks of senior moderators have become more and more diverse, reflecting a more global web of leaders.

Fellows like Watanan Petersik of Singapore, Ferial Haffajee of South Africa, Dele Olojede of Nigeria, and Margarita Herdocia of Costa Rica are becoming crucial members of the Institute's moderator corps, leading seminars both in their home countries and in Aspen. "We are building a global corps of Fellows, and we want the moderators to represent a global perspective, too," says Reiling. "Now, a Fellow traveling to South Africa to take a seminar on globalization is just as likely to see a moderator from Thailand or Costa Rica as they are from South Africa."

THE NEXT CLASS OF LEADERS

THE 5TH CLASS OF RODEL FELLOWS

The Institute's Rodel Fellowships in Public Leadership were established to enhance American democracy by convening the nation's most promising young political leaders in a bipartisan setting. Rodel's newest class is evenly divided between Republicans and Democrats, and represents Fellows from 21 states, serving at local and state levels of government. To learn more about the Rodel Fellowships, visit www.aspeninstitute.org/rodel.



Adams

Kirk Adams, Speaker, House of Representatives, Arizona
Kelly Ayotte, former Attorney General, New Hampshire
Kate Brown, Secretary of State, Oregon
Jennifer Carroll, State Representative, Florida
Janet Cowell, State Treasurer, North Carolina
Kevin de Leon, State Assemblyman, California
Reagan Dunn, King County Council, Washington



Carroll

Kevin Elsenheimer, Minority Leader, House of Representatives, Michigan
Mike Flood, Speaker of the Legislature, Nebraska
Chris Koster, Attorney General, Missouri
Fiona Ma, Speaker Pro-Tem, State Assembly, California
Ross Miller, Secretary of State, Nevada
Sue Minter, Representative, Vermont

Josh Perry, Minority Leader, State Senate, Colorado
Stephanie Rawlings-Blake, Mayor, Baltimore, Maryland
Steve Simon, Assistant Majority Leader, House of Representatives, Minnesota
Rachel Storch, Minority Whip, House of Representatives, Missouri
Joe Straus, Speaker, House of Representatives, Texas
David Tandy, City Council President, Louisville, Kentucky
Natalie Tennant, Secretary of State, West Virginia
Jim Tucker, Speaker, House of Representatives, Louisiana
JB Van Hollen, Attorney General, Wisconsin
Jamie Woodson, Speaker Pro-Tem, State Senate, Tennessee



de Leon



Ma

THE 14TH CLASS OF HENRY CROWN FELLOWS

The Henry Crown fellowship is designed to engage the next generation of leaders in the challenge of community-spirited leadership. It brings together entrepreneurial young executives and professionals who have already achieved conspicuous success in their chosen fields. The two-year program includes a structured series of four seminars, and each fellow will undertake an individual leadership project. To learn more about the Henry Crown Fellowship Program, visit www.aspeninstitute.org/crown.



Etuk



Wong

Fabricio Altamirano, CEO, Altamirano Publishing, San Salvador, El Salvador
Jeffrey Aronin, Chairman and CEO, Paragon Pharmaceuticals, Deerfield, Illinois
Joseph Daniels, President and CEO, National September 11 Memorial & Museum at the World Trade Center, New York, New York



Westergren



Yarborough

Anne Dwane, President and CEO, Zinch, San Francisco, California
Ntiedo Etuk, Co-Founder and CEO, Tabula Digita, Inc., Long Island City, New York
Daniel Frank, President, Wheels Services, Wheels, Inc., Winnetka, Illinois

Stephen Gillett, CIO and General Manager of Digital Ventures, Starbucks Coffee Company, Seattle, Washington
Love Goel, Chairman and CEO, GVG Capital Group, Minnetonka, Minnesota
Sheila Gulati, General Manager, Application Platform and Developer Marketing Group, Microsoft Corp., Redmond, Washington
Reid Hoffman, Co-Founder and Executive Chairman, LinkedIn; Partner, Greylock Partners, Mountain View, California
Ben Lilienthal, General Manager, Citrix Online-Audio, LLC, Hoboken, New Jersey
Meaghan Lloyd, Chief of Staff and Project Designer, Gehry Partners, LLP, Los Angeles, California
Trish Lukasik, Region Vice President, Frito-Lay, Inc., Winter Park, Florida
Melissa Mowbray-d'Arbela, Co-Founder and CEO, Filligent Ltd., Hong Kong
Seth Seaberg, Founder and CEO, TREXA, Los Angeles, California
Tanya Shaw, Founder, President, and CEO, Unique Solutions Design Ltd., Nova Scotia, Canada
Brian Trelstad, CIO, Acumen Fund, New York, New York
Tim Westergren, Founder and Chief Strategy Officer, Pandora, San Francisco, California
Andrea Wong, former President and CEO, Lifetime Networks, Los Angeles, California
Portia Yarborough, DuPont Performance Polymers Business Integration Leader, DuPont Company, Wilmington, Delaware
Marci Zaroff, Founder and CEO, FASE, Boca Raton, Florida

IN THE FOOTSTEPS OF DARWIN

The Institute journeys to the Galapagos

Mark Plotkin, Tyler Horney, a Lindblad naturalist,
Simon Levin, Alex Gerson, Betsy Isaacson, and
Jim Barksdale examine the bones of a whale.

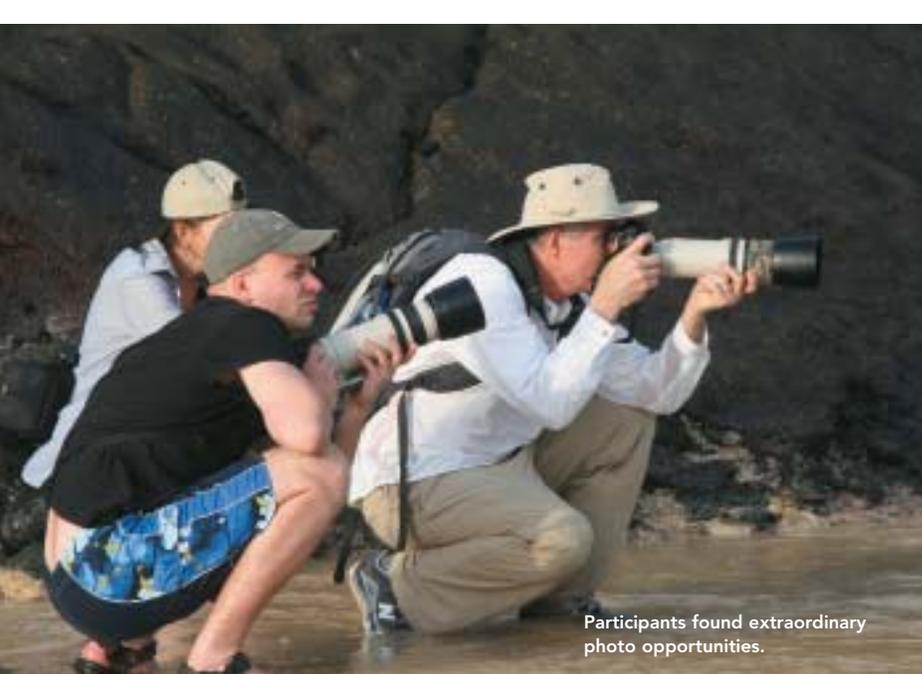




Alex Gerson

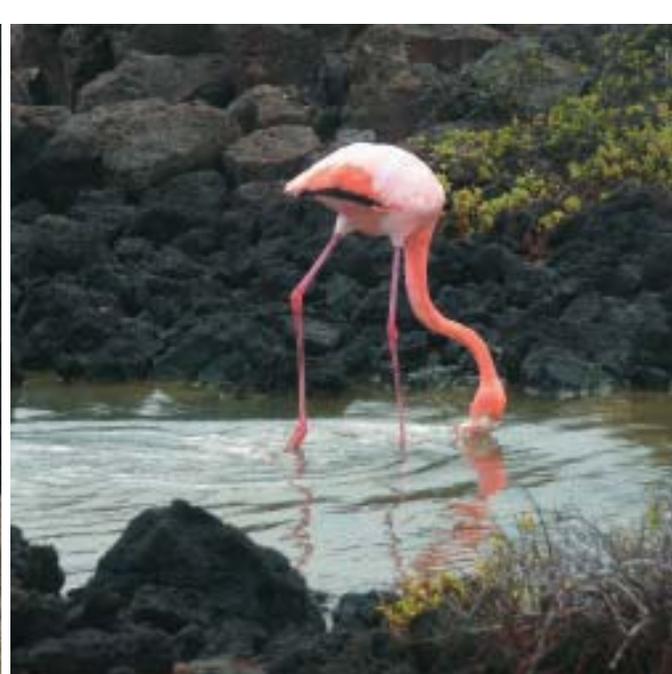
Charles Darwin had no idea the impact his trip to the Galapagos would have on the world, but Institute seminarians saw it firsthand. This January, friends of the Institute and members of the Society of Fellows boarded the *National Geographic Endeavor* to retrace Darwin's epic journey to the Galapagos Islands. "As with all Aspen trips, it was an incredible combination of intelligence, engagement, and fun," says Institute trustee Anne Welsh McNulty, who took the trip with her 21-year-old daughter, Brynne, and 19-year-old son, Kevin. "But, this time, we went to a unique spot on Earth—and doing things like swimming with sea lions was one of the most joyful, most magical experiences of our lives."

BY ELLIOT GERSON



Participants found extraordinary photo opportunities.

Lindblad Expeditions



Alex Gerson



Professor Coyne and a group of seminarians look on as a sea lion naps in the sun.

Donna Horney

Following a highly successful 2009 voyage to the Arctic with the Institute's ongoing Dialogue and Commission on Arctic Climate Change, the Institute joined forces again with Lindblad Explorations for an expedition and seminar series: "Evolution, Conservation, and the Galapagos." But this was not a typical Galapagos tour. In addition to splendid opportunities for guided walks and snorkeling adventures with Lindblad naturalists, there were on-board seminars about Darwin and the significance of the Galapagos to our understanding of evolution and to the current environmental crisis. Led by me and Institute Energy and Environment Program Director David Monsma, participants read and discussed, in classic Aspen style, original texts by Darwin and Alfred Russel Wallace as well as a selec-

tion by contemporary scientists, including Jerry Coyne of the University of Chicago and Olivia Judson of Imperial College London, both guests of the Institute on the voyage. Institute trustee and explorer Sylvia Earle also lent her vast knowledge of oceanic life to the discussions.

"Going to the Galapagos is extraordinary on its own," says Monsma, "but the Institute offered another layer of depth by having evolutionary biologists and experts with us to explore the tenets of evolution." McNulty agrees: "Having Sylvia Earle on the trip was wonderful because she knows so much about the sea, but she also loves to snorkel and hike; she was often as entranced as us newcomers. And Coyne and Judson were phenomenal speakers—they made the theories come alive."



Carey Stanton and her daughter, Caroline Rogers, kayak around the islands.

"The United States is alone among developed countries as a nation where a large number of the population do not believe in evolution."

Lindblad Expeditions

Darwin originally visited the Galapagos for five weeks in 1835. Young Darwin had no special training as a biologist. Yet he possessed extraordinary and patient powers of observation as he chronicled the unique flora and fauna of the islands. While his experience in the Galapagos proved revelatory, his earth-shaking theory of natural selection is only hinted at in *The Voyage of The Beagle* (1839). Essentially a travelogue, *Voyage* was written while Darwin still essentially believed the prevalent and biblically-rooted paradigm of simultaneous creation. He collected specimens not with any intent to prove a new theory, but rather in pairs—as for Noah’s Ark. But the combined force of Darwin’s observations and his inductive genius led him inexorably to evolution by natural selection in *The Origin of Species* (1869).

Seminarians read excerpts from both *Voyage* and *Origin*, and together they explored the growth in Darwin’s thinking between the two masterpieces. Then, with the aid of contemporary texts, they learned how virtually everything Darwin posited proved true. Darwin himself couldn’t have known how true; he died before modern genetics developed and before much of the fossil record was filled in.

What makes the Galapagos such a rich and fascinating setting for research—or simply a venue to enjoy its remarkable species—is its geological origin. Accordingly, participants also explored some basic principles of biogeography. These young volcanic islands were never connected to a continent, denying most South American plants and animals access to them. Those plants and animals that did take root in the Galapagos (or attain a perch with a mating companion) had millennia to adapt in the islands’ unusual niches—and with little competition. Moreover, the variation among the islands themselves—young, dry, and barren lava fields on some to moist high-altitude tropical forests on others—allows for remarkable examples of adaptation; this is perhaps most famously illustrated by the giant tortoises, whose magnificent shells vary island to island.



Donna Horney

Above: Participants explore the Galapagos.
Right: McNulty with a sea lion.



David Mensma



Alex Gerson



Donna Horney

Above: Betsy Isaacson, Jim Barksdale, and Walter Isaacson. Right: Sue Pendleton photographs the wildlife. Below left: Institute trustees Henry Catto and explorer Sylvia Earle raise a toast aboard the *Endeavor*. Bottom: Will Hunckler and Kelly Rosen raft through the archipelago.



Donna Horney

Donna Horney



Alex Garson



Donna Horney

Finally, participants discussed public reactions to Darwin—both in his lifetime (surprisingly mild) and now. As Professor Coyne noted, the attitudes to Darwin vary among countries almost entirely by religion. The United States is alone among developed countries as a nation where a large number of the population—perhaps a majority according to some polls—do not believe in evolution. Though Darwin might be upset, if not surprised, that so many people refuse to accept the power and elegance of evolution by natural selection, he surely would be pleased that his theory has become the unifying principle of all biology, validated not just by genetics, biochemistry, and microbiology, but by the careful study of the descendants of the very birds, reptiles, and plants that captivated him in 1835.

Of course, today, the Islands are also a rare natural laboratory—with meaningful lessons for humanity as we face a global environmental crisis. “The Galapagos have a very important evolutionary history that is connected to how species and marine life react to climate changes and human actions,” says Monsma. The Galapagos Islands are also an Ecuadorian national parkland and “serve as a model for stewardship and park management—balancing eco-tourism with the preservation of an untouched and pristine environment.”

It’s rare that you can learn from experts while in the field, but that is what makes an Institute trip meaningful. “Seeing is believing, seeing is understanding,” says McNulty. “A slide in a classroom isn’t the same; being there makes you much more conscious of the health of species on land and in water.” It’s a feeling shared by Monsma: “In addition to studying, there’s an important need to have an emotional experience and connection to the material—and that’s what these trips do.” ♦

To learn more about the Institute’s Energy and Environment Program and future explorations, visit www.aspeninstitute.org/lee. And to learn about the annual Aspen Environment Forum, visit www.aspenenvironment.org.

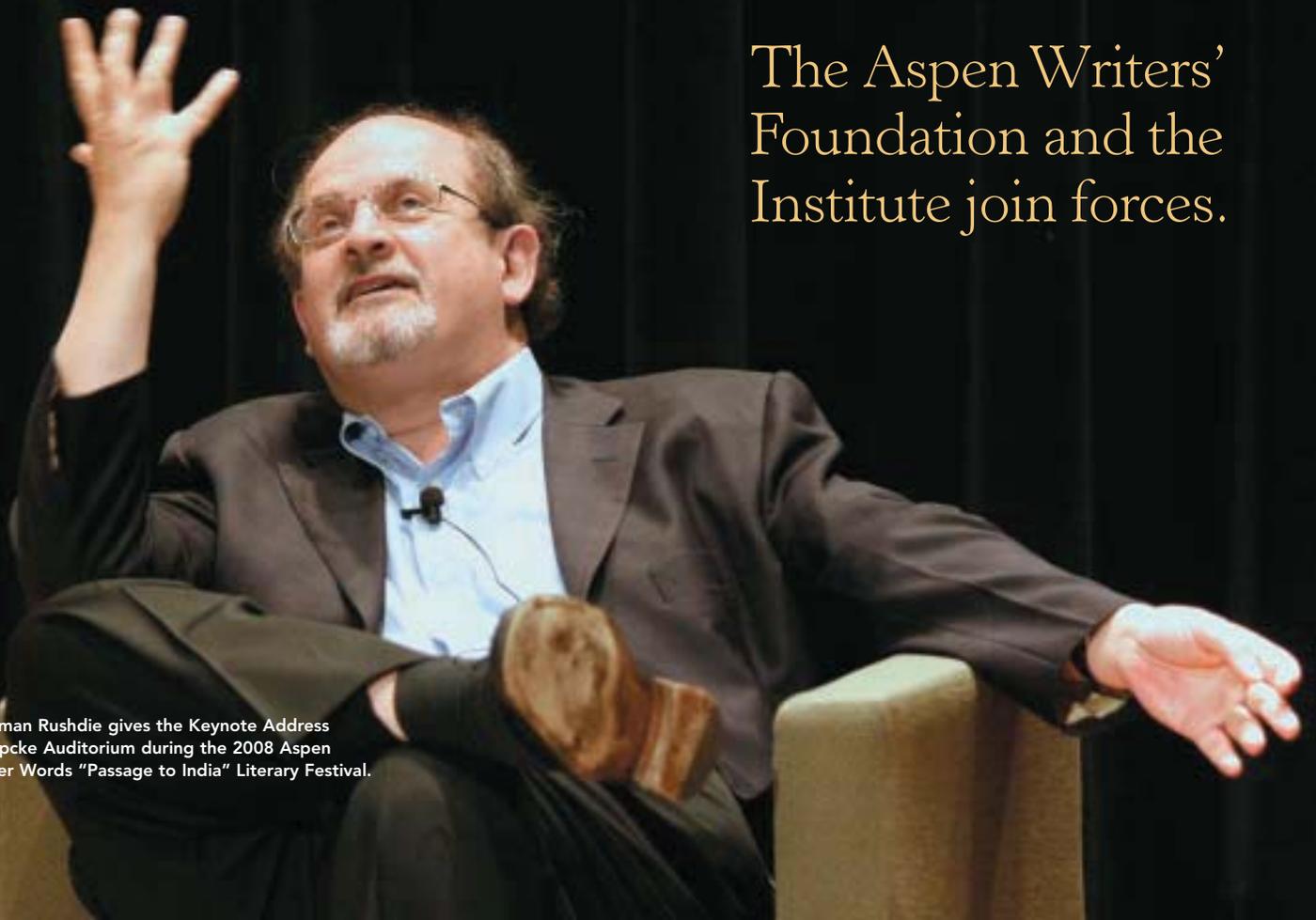
The Next Chapter

L

AST YEAR, THE ASPEN WRITERS' FOUNDATION took great leap forward by officially voting to become a program of the Institute, a decision that has vaulted the Foundation to a higher level—a world stage, even. The collaboration with the Institute has already brought in new audience members, heightened the Foundation's stature, and secured a stronger foothold in the literary world.

BY BRUCE BERGER, JULIE COMINS PICKRELL, LISA CONSIGLIO, AND NICOLE HERNANDEZ

The Aspen Writers'
Foundation and the
Institute join forces.



Reese Kribbs Sir Salman Rushdie gives the Keynote Address at Paepcke Auditorium during the 2008 Aspen Summer Words "Passage to India" Literary Festival.

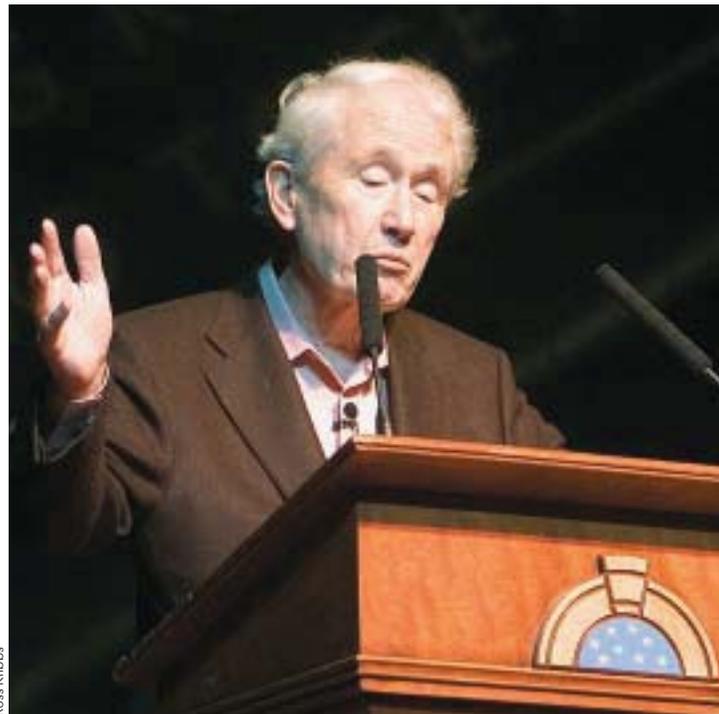


Dan Bayer

Today's Foundation writers no longer work under the aspen trees.

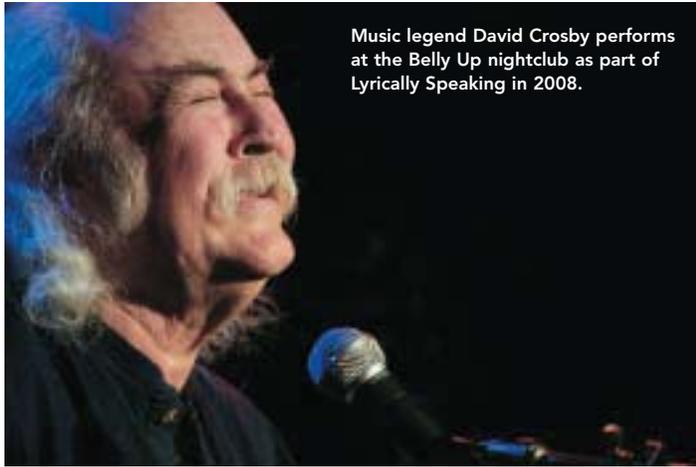
Founded in 1976 by Kurt Brown, the Foundation originally served to organize the town's local writers—who had previously held poetry classes in abandoned mine shafts, done read-and-critique forums beneath aspen trees, had readings on the edge of Hallam Lake, and compiled the local literary review, *Aspen Leaves*, in the living rooms of town locals. For the first Aspen Writers' Conference, Brown lined up inexpensive rooms at a local inn for students, talked restaurateurs into donating dinners for writing staff, and persuaded locals to host visiting literati in their homes.

Today, the Foundation is a thriving literary community and home to the famed Aspen Summer Words Writing Retreat and Literary Festival and the Winter Words series of author readings and talks. And, every year, the Foundation draws world-renowned authors to Aspen, like Amy Tan, Spalding Gray, Peter Matthiessen, John Irving, Frank McCourt, Colum McCann, Ishmael Beah, and Salman Rushdie. (Often a Foundation event can attain the frenzied status of a rock concert!) Under the leadership of current Executive Director Lisa Consiglio, the Foundation has expanded to even greater heights with *Lyrical Speaking*, a songwriter interview/concert series; *Story Swap*, a cross-cultural creative exchange; and *The Big Read*, a reading initiative of the National Endowment for the Arts that was originally the brainchild of the Institute's own



Ross Kibbas

The late Pulitzer Prize-winning author Frank McCourt at a sold-out Wheeler Opera House during the Foundation's 2006 debut at the venerable stage.

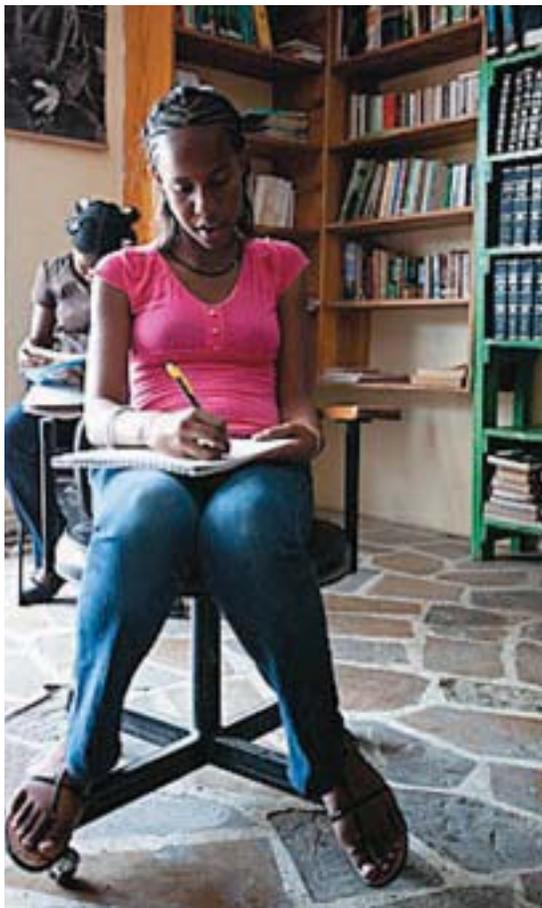


Music legend David Crosby performs at the Belly Up nightclub as part of Lyrically Speaking in 2008.

Ross Kribbs

Harman-Eisner Program in the Arts Director Dana Gioia, former chair of the Endowment.

The next chapter in the Foundation's book includes an international Story Swap program—a vision that would not have been possible before joining the Institute. Students from Haiti are exchanging stories with students from New Orleans. So far, the kids are writing about their shared stores of survival—from post-quake Haiti to post-Katrina New Orleans. A video of the swap, sponsored by the Bezos Family Foundation, will premier during both Aspen Summer Words and the Aspen Ideas Festival. Under the umbrella of the Institute, the Foundation's important work—provoking thought, broadening perspectives, fostering connections, and inspiring creativity—will continue to flourish. ♦



Students in Haiti write stories to exchange with peers in New Orleans.

Andreas Boother

Winter Tales

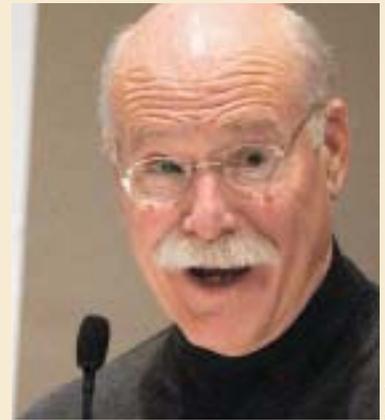
Since 1998, the Aspen Writers Foundation has presented Winter Words, a seasonal series of unforgettable evenings with remarkable writers—an après ski for the mind. This year's writers explored themes of identity, revolution, love, ethnicity, and beauty. Below are highlights from this year's series.



"The main function of the novel is to be a story that has to be woven into a reader's life over days or weeks. This is what makes the novel such a unique art form. There is nothing else like it. Nothing else is designed to be an experience for that length of time."
—David Wroblewski

Dan Bayer

"When I first started writing, I struggled with impatience, wanting to sit down and do something perfectly on the first try."
—Tobias Wolff



Dan Bayer



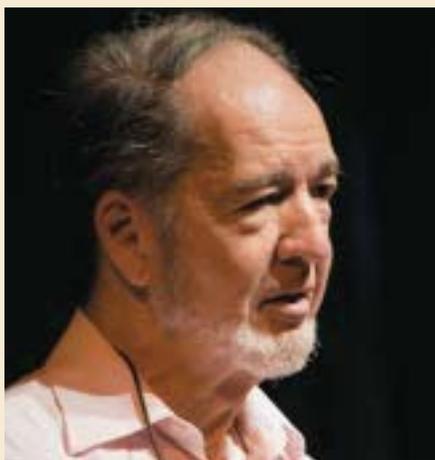
"The one thing that I wanted my children to know is that our commonalities far outweigh our differences. And I wanted my children to never be afraid of someone who is different from them."
—Firoozeh Dumas

Dan Bayer



Dan Bayer

"Journalism taught me that writing is not precious. It taught me to go to the desk and do the work. There is no sitting around waiting for the muse to come." —Anita Shreve



Dan Bayer

"All of the problems facing the world are human problems. Since we made the problems, we can solve the problems." —Jared Diamond



Dan Bayer

"Poetry is kind of the stepchild of American literature. People don't read it, seldom buy it. But, when somebody is born, or when somebody dies, we look to poetry, because poetry is really the most energetic container of human feelings." —Erica Jong



Writers gather at Hallam Lake in 1976 for the first Aspen Writers' Conference.

JOIN US!

This summer, the 34th annual Aspen Summer Words Literary Festival returns to the Doerr-Hosier Center from June 20 through June 25 as the Foundation celebrates the literary heritage of the American South. Under the banner "Crossroads: A Literary Intersection of the American South," this year's Festival will explore stories from the Gulf Coast to the Atlantic with some of the legendary writers who crafted them: **Dorothy Allison, Richard Bausch, Nikky Finney, Ernest Gaines, Randall Kenan, Ron Rash, and Kathryn Stockett.** The Festival will also include the annual Aspen Prize for Literature, a \$10,000 cash prize, which this year will be bestowed on a published author from the American South.

To learn more, visit www.aspenwriters.org.

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international Aspen

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

Young Political Leaders

The past few months at Aspen France have seen new editions of its flagship leadership seminars. Former Prime Minister **Jean-Pierre Raffarin** was the keynote speaker at the closing ceremony of the fourth edition of the Young Political Leaders seminar. The ceremony was held in the French Senate, a fitting

setting as many young leaders have entered French politics. Among the 80 alumni of the seminar over the past four years, four are ministers (in France and Belgium), one is president of the French-speaking Parliament (in Belgium), 14 have been elected or re-elected in the recent regional elections that took place in March in France, and one seminarian has even been elected president of the regional government in La Reunion.

The Science of Leadership

The Young Scientific Leaders seminar, targeted to young scientists, held its second edition this year. The seminar provides a unique venue to hone the leadership skills of promising young scientists, with a focus on creativity, team and project management, and ethics. The seminar is also a prime networking platform for the exchange



of ideas between different scientific disciplines—ranging from biology to astrophysics, from mathematics to physics, from chemistry to computer science.

France and the Economy

Aspen France continued its series of public events in Lyon, including a talk in January by former Prime Minister **Alain Juppé**, who shared the conclusions of an economic commission he chaired by appointment of the president. Juppé discussed national investment priorities and boosting the growth potential of the French economy.

Clubs for Young Fellows

“Qu'est-ce qu'on fait maintenant?” (“What do we do now?”) is a network of young executives in business, government, and academia. The club's agenda over the next few months includes debates on: Greece and the consequences of the Greek economic crisis; the euro and the European Union; inner cities and the challenges of integration, prosperity, and democracy; and the governance of universities

under recent laws granting them autonomy from the state. The other club, *“Dandizan”* (“In ten years' time”) is a network of creative, high-potential individuals focused on the future. Its upcoming sessions will focus on health care, labor relations, and the illegal economy.

UPCOMING EVENTS

August 29–31

Annecy

9th Annual Europe-Africa

Conference. European and African leaders gather every other year to exchange views on economic, political, and social issues in Africa.

Monthly

Lyon

The Lyon Public Speaker Series will feature: **Elie Barnavi**, former Israeli ambassador in Paris, who will speak about prospects for peace in the Middle East; **Jacques Ferrier**, one of the most renowned architects in France involved in sustainable urban design; and **Charles Rivkin**, US ambassador in Paris.

Institut Aspen France

119, rue Pierre Corneille
69003 Lyon
France
Tel. + 33 4 72 41 93 12
www.aspenfrance.org



Raffarin

Jean-Marc Benzaquen



international Aspen

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

The annual Transatlantic Dialogue (November 2009 in Rome) and Aspen European Dialogue (March 2010 in Venice) were extremely successful events. While the first focused on politics, science, and innovation across the Atlantic, the second focused on Europe and the United States in relation to the Middle East. A third international conference was organized in late April, in Berlin, on "Europe in the G20 World." Roundtables over the past six months have focused on Italy's banking system after the financial crisis; the quantity and quality of growth (in a search for alternative indicators to the GDP); relations between Europe and the Obama administration; Italy's cultural roots and its export market; competitiveness, efficiency, and quality in Italian transport; and the economics of crime.

In March, two more seminars were organized for the Values and Society series,

a successful adaptation of the Aspen Institute executive seminars with American moderators and readings.

Just before Christmas, Aspen Italia celebrated its 25th anniversary. A gala event was organized in Palazzo della Cancelleria, a beautiful building off Campo de Fiori in the center of Rome. Many important figures in European, Italian, and Aspen



Issues 46, 47, and 48 of the Institute's quarterly, *Aspenia*, are now available. Please visit the *Aspenia* page on the Aspen Italia website to read a selection of articles or request copies of the journals.



Christine Lagarde, French minister for the economy, finance, and employment, and Giulio Tremonti, Italian minister of economy and finance, at the Aspen European Dialogue in March.

history gathered to listen to a speech by former French President **Valéry Giscard d'Estaing** on the future of Europe and to watch a video about the Institute's past. The film can be viewed at the multimedia archive at www.aspeninstitute.it.

UPCOMING EVENTS

This coming summer and fall, Aspen Italia will organize its annual Aspen Junior Fellows conference (on sustainable-development issues this year), Friends of Aspen conference, and two more editions of the Aspen Seminars for Leaders.

Roundtable subjects will include identity, international solidarity, Italian business, EU policy, and intercultural dialogue. The Institute also intends to launch The Aspen Forum on Latin America, dealing with relations between Central America and Europe. Finally, before the end of 2010, Aspen Italia will hold a conference in Beijing to discuss issues relevant to Asia and Europe.

Aspen Institute Italia
Piazza dei Santi
Apostoli, 49
00187 Roma
Tel. + 39.06.9784511
www.aspeninstitute.it



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 Seminar. 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

In April, “Challenges of the 21st Century,” a special lecture series, was organized in honor of Professor **Tomonobu Imamichi**, founding moderator of Aspen Japan, as a tribute to his outstanding contributions to Aspen Japan. Imamichi, who is retiring this year, delivered a three-hour lecture to a full-

house of Aspen Japan Fellows and friends. He discussed the world’s most pressing problems and the need for our leaders to tackle them effectively.

Junior Aspen Seminar

This relatively new initiative launched in 2008 in celebration of the tenth anniversary of Aspen Japan. The Junior Seminar provides an opportunity for high school students to familiarize themselves with the world of classic texts through intensive readings and discussions. The second seminar—six sessions over three days—was



Teens at the second Junior Aspen Seminar.



Imamichi receiving flowers after his final lecture at Aspen Japan.

attended by 24 students chosen from several selective high schools in Tokyo. The readings included the Old Testament, Rousseau, and *Antigone*.

The dialogue was profound—and quite lively!—as participants grew in confidence after the first year. “I started to think more about the richness of mind,” said one student. “The readings were very difficult, but, by reading them with the moderators or dialoguing with other members, I understood the texts more deeply.” The program’s growing reputation for intelligent discussion has created interest among more and more schools, so Aspen Japan is exploring the possibility of expanding the program in order to promote values-based leadership at every educational level.

UPCOMING EVENTS

May 22

Weekend seminar

May 25 and October 19

Board Meeting

June 10

Joint Meeting of Board and Council

June 18–20

Young Executive Seminar, Tokyo

July 9–11

Young Executive Seminar, Tokyo

July 16–21

Nippon Aspen Executive Seminar, Chiba

August 4–7

Aspen Japan Seminar for National Government Officials, Tokyo

September 10–12

Young Executive Seminar, Tokyo

September 29–31

Aspen Japan Seminar, Ishikawa

October 22–24

Young Executive Seminar, Tokyo

November 11–16

Nippon Aspen Executive Seminar, Osaka

Aspen Institute Japan

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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

Ideas India 2009

Last December, Aspen Institute India held Ideas India 2009 in New Delhi. With 90 speakers and 400 participants, Ideas India explored issues ranging from health care to climate change. The conclave allowed participants and speakers to interact, creating awareness on a wide array of issues on India's development. Speakers included Nobel Laureate Dr. **Amartya Sen**, **Shashi Tharoor**, and Professor **C K Prahalad** among others.

Policy Dialogues

Aspen India and the Aspen Institute organized the Teaching Innovation Program in December in Goa, India. The Fifth Annual Aspen Institute Joint Roundtable on Communications Policy was held in Jaipur in March; the Roundtable examined "eHealth in India: The Issues Ahead."

Strategic Dialogues

Three Strategic dialogues

were organized by Aspen Institute India: the 13th session of the **US-India Strategic Dialogue**, the seventh session of the US-India-Japan Trilateral, the third India-Singapore dialogue, and the first India-China Strategic dialogue. These dialogues covered issues ranging from bilateral cooperation in nuclear energy to international security challenges, from economics to the future relations between the three countries.

Outreach Sessions

Aspen Institute India has organized numerous sessions on the broad theme of India's development and leadership. Aspen India invited Former US Secretary of Defense **William Cohen** to discuss the changing "Art of Leadership." Continuing the series on leadership, Aspen India hosted **Jacqueline Novogratz**, president and founder of the Acumen Fund, to discuss "Patient Capitalism in India."

Aspen India also organized sessions with members of the German Marshall



Panelists at Ideas India 2009: Prahalad, Tharoor, and Aspen India Chairman Gautam Thapar.

Fund on "India and the West: the Future Geopolitical landscape." Aspen Institute India and the Center for a New American Security organized a session on "The US and India: Charting the Future Course." India's Foreign Secretary **Nirupama Rao** and former US Undersecretary of State **Nicholas Burns** discussed the future of India-US relations. In addition, **Kenneth Lieberthal**, director of the John L. Thornton Centre at the Brookings Institution, discussed China.

On the domestic front, **Jairam Ramesh**, minister of state for environment and forests, spoke on "India's Role in the Copenhagen Summit." The session detailed how India—along with the BASIC countries—was able to steer the Copenhagen summit on climate change. The second session examined the presence of invisible pollution—like toxic waste—and its effects. Ramesh was joined by **Richard Fuller**, president of the Blacksmith Institute, and **Ravi Singh**, CEO of WWF India. Aspen India also addressed the

challenges ahead for Indian democracy with **Christophe Jaffrelet** and the need for community-based policing with members of the Toronto Police Board.

In addition, Aspen India organized two book discussions. **Gurcharan Das** on *The Difficulty of being Good: The Subtle Art of Dharma* and **Timothy Knatchbull** on *From a Clear Blue Sky: Surviving the Mountbatten Bomb*.

UPCOMING EVENTS

June 2010:

Aspen India Seminar

December 15–17, 2010

Ideas India 2010

Aspen Institute India

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Executive Director and
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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, and political sectors of society among others. 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.



Regional Young Leaders 2009

RECENT HIGHLIGHTS

POLICY PROGRAMS: In December 2009, the Institutul organized a Working Lunch highlighting the tragic events across Europe in 1989 and the 20 years of change that have since followed. The meeting turned into an inter-generational debate between Institutul President **Mircea Geoana**, 21 of the Aspen Fellows, communist dissident and founder of the Social Dialogue Group **Radu Filipescu**, and Senior Editor at *Adevarul* newspaper **Ovidiu Nahoi**.

In January, just days after the state budget for 2010 was adopted, the Institutul hosted a Working Lunch with Finance Minister **Sebastian Vladescu** that focused on policy coordination between the public and private sectors. Participants included high-level representatives of

both sectors in a dialogue that explored ways to tackle the crisis faster and with fewer economic and social costs. Speakers included the president of Romania's Competition Council, the director of EBRD Romania, and the head economist of the National Bank of Romania.

In April, the Institutul organized a roundtable debate on the impact of information-gathering and management systems in social affairs. Using the case of employment policies—locally, nationally, and continent-wide—roundtable participants proposed a review of practical information-management options for policymaking. Guests included members of the Romanian Social Observatory, relevant EU institutions, and several experts from academic institutions in Spain and other EU members.

LEADERSHIP PROGRAMS: In March, Aspen Romania brought together decision-makers and stakeholders in a Socratic Seminar in order to look at the ethical and financial role of governments in time of crisis.

YOUNG LEADERS PROGRAM: The project presentation phase of the fourth module of the Young Leaders Program 2009 was held in December. The module is a leadership exercise in which participants identify, design, and implement a community-service project that will illustrate the participant's creativity, persuasion, planning, delivery, teamwork, and overall leadership.

The first module of the YLP 2010, the Aspen Seminar for Young Leaders, was held in April. Participants debated classical ideas in the context of present-day society and explored the challenges posed by the region's social and historical legacy.

UPCOMING EVENTS 2010

June 3

Roundtable: "Cyber Defense within the Context of the New NATO Strategic Concept," Bucharest, Romania

June 7-13

Young Leaders Program Danube Delta, Romania

June 17

Roundtable: "Media in Crisis? Challenges and Opportunities"

Date TBD

Roundtable: "EU-NATO: Shared Responsibilities in Contiguous and Frontier Areas"

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ASPEN INSTITUTE GERMANY

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

POLICY PROGRAMS: Last November, Aspen Institute Germany hosted a European Strategy Forum on how to restart a constructive relationship between Russia and the West. The Forum concluded a series of meetings between top Russian, European, and American decision-makers. At the conference, Professor **Giuliano Amato**, former prime minister of Italy, presented a final report about the development of the relationship between Russia and the West. The report, which recommends several political approaches to reset the Russia-West relationship, can be found at www.aspeninstitute.de/aesf.html.

LEADERSHIP PROGRAMS: In December 2009, Aspen Germany convened five ministers of foreign affairs from the Western Balkans as well as high-ranking American and German officials and parliamentarians for a closed-door conference at the Institute's headquarters in Berlin. During this conference, Aspen Germany held a public panel discussion on the topic of "Security and Prosperity in the Western Balkans" in which several conference attendees, including the foreign ministers from South East Europe, participated. In April 2010, the discussion resumed when Aspen Germany held a leadership conference in Sarajevo, Bosnia and Herzegovina. Several representatives from



Amato

Western Balkan countries, the United States, and Germany discussed challenges and prospects for Bosnia and Herzegovina.

PUBLIC PROGRAMS: Aspen Germany hosted a number of remarkable speakers this year. In November, Lieutenant General **Roland Kather**—of the NATO Allied Land Component Command Heidelberg—gave an overview of the current situation in Afghanistan. In December, the Institute welcomed Minister-President **Roland Koch** of the German state of Hesse, who discussed the economic crisis and the need for closer transatlantic cooperation. In February, **Elliott Abrams**, senior fellow for Middle Eastern studies at the Council on Foreign Relations, participated in a discussion on the Israeli-Palestinian conflict. In April, Aspen Germany welcomed Dr. **Bernhard Reutersberg**, chairman of the board of executives of



Abrams

E.ON Ruhrgas, who gave a speech on the opportunities and challenges of securing gas supplies for Europe. And, also in April, the Institute hosted **John L. Esposito**, founding director of the Prince Alwaleed bin Talal Center for Muslim-Christian Understanding at the Walsh School of Foreign Service at Georgetown University.

UPCOMING EVENTS

May 10–11

Public Program Event: "Capitalism and Freedom at the Abyss" with Kevin Hassett

June 7–9

Public Program Event with Irvin Stelzer

September 9–12

Leadership Program Conference: "Companies in a Competitive World"

October 11–13

Public Program Event with Bruce Hoffman

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A Nonstop Season

The Aspen Strategy Group met in Washington for dinner with Admiral Mike Mullen and lunch with General David Petraeus, while the Socrates Society Fellows headed to Aspen.

faces

Photography by Dan Davis (top three)



▲ Socrates Fellows **Jonathan Kelly** and **Florian Weidinger**



▲ Socrates moderator **Niall Ferguson** with author and human-rights advocate **Ayaan Hirsi Ali**



▲ Socrates Fellows **Brad Farkas** and **David Hernand** head for the slopes.

Photography by Chan Chao (bottom four)



▶ **Jozias van Aartsen**, mayor of the Hague, and General **David Petraeus**



◀ **Admiral Mike Mullen** and former Secretary of State and Institute trustee **Madeleine Albright**



▶ Director of the Aspen Strategy Group **Nicholas Burns**, former New Zealand Foreign Minister **Don McKinnon**, and former Iceland Foreign Minister **Halldór Ásgrímsson**

◀ Special UN Envoy to Darfur **Jan Eliasson** and the Bertelsmann Foundation's **Laurie Dundon**



26th Annual Awards Dinner

Friends of the Institute gathered at the Plaza Hotel in New York for a celebration of leadership.



Photography by Max Rapp/Patrick McMullen Photography

◀ **Thomas Pritzker**, chairman of Global Hyatt, and Institute trustee **Margot Pritzker**

▼ **Bryne McNulty** and **Kevin McNulty** with John P. McNulty Prize-winner **Patrick Awuah**, founder of Ghana's Ashesi University



▲ Dinner Co-Chair and Institute trustee **Michael Eisner**



▼ Dinner Co-Chair and Institute trustee **Mercedes Bass**



▶ Institute trustee **Alma Gildenhorn** and **David Rubenstein**, managing director of the Carlyle Group



▼ Institute trustee **Henrietta Holsman Fore**



▲ **Judith Rodin**, winner of the Institute's Public Service Award, and Amazon.com's **Jeff Bezos**, winner of the Henry Crown Leadership Award, with PBS's **Charlie Rose**



▶ Dinner Co-Chair and Institute trustee **Jerry Murdock**





▲ Institute trustee **Lynda Resnick** and CBS's **Bob Schieffer**



▲ **Alexis Gelber** and NBC's Washington Bureau Chief **Mark Whitaker**



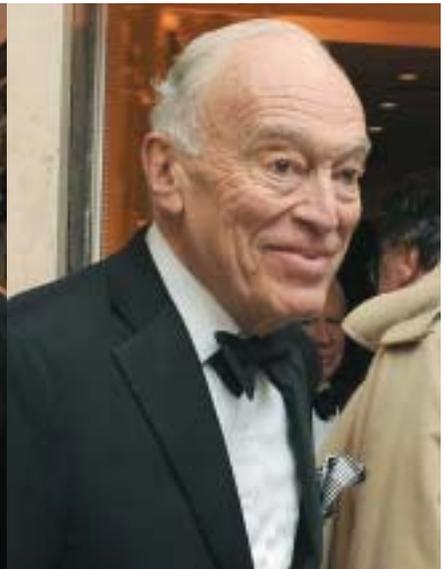
▲ Institute trustee **Sidney Harman** and former Secretary of State **Henry Kissinger**



▲ Henry Crown Fellows **Janet Echelman** and **Michael Powell**, also an Institute trustee



▼ **Bryne McNulty**, Dinner Co-Chair and Institute trustee **Anne Welsh McNulty**, and Henry Crown Fellow **Jim Whitaker**, a finalist for the John P. McNulty Prize for his 9/11 film *Project Rebirth*



▲ Institute trustee **Leonard Lauder**



▲ Institute trustee Her Majesty **Queen Noor**



▶ **Judith Rodin**, president of the Rockefeller Foundation



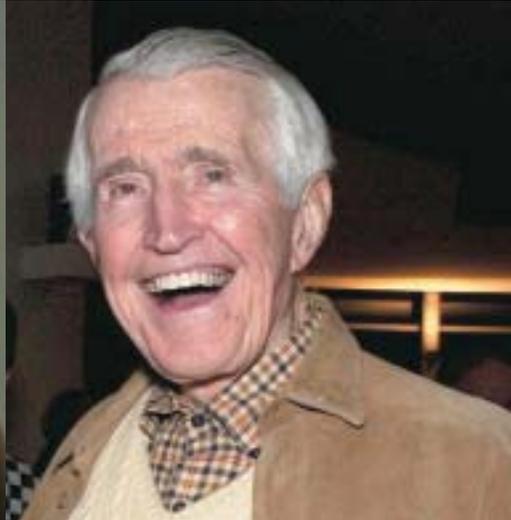
▲ Former Secretary of Homeland Security **Michael Chertoff** and Chairman of Atlantic Media **David Bradley**

Ralph Alswang

Dan Bayer

▶ Institute trustee **Ann Hudson** in Aspen

Ralph Alswang

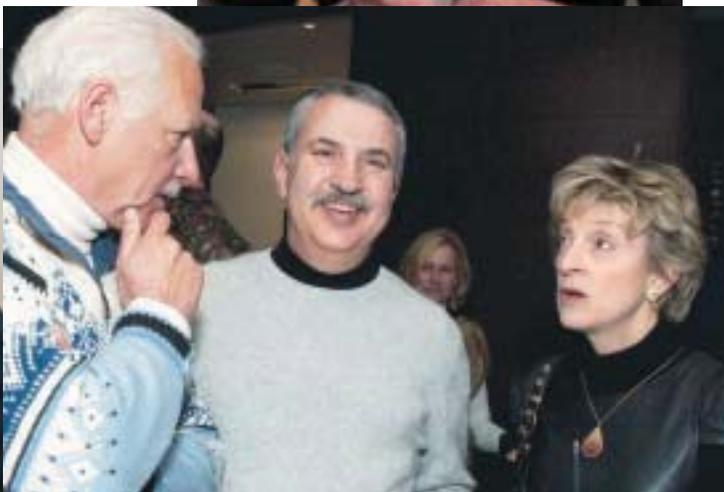


▲ Institute trustee **Henry Catto**

Nora Feller

▼ Lifetime trustee **Albert Small** and Society of Fellows member **Melvyn Estrin**

Nora Feller



▲ Institute Arts & Ideas Director **Ken Adelman**, *The New York Times'* **Thomas Friedman**, and Institute trustee **Ann Friedman**



▼ Author **Christopher Buckley** and *The New York Times'* **David Brooks**



▲ Institute trustee **Sidney Harman**, US Representative **Jane Harman**, and Institute Chairman **Robert Steel**

Nora Feller



■ JUNE

- 4–8
Liberty Fellowship Program
Class of 2010
South Carolina
- 7–8
Aspen Network of
Development Entrepreneurs
Metrics and Evolution
Conference
Washington, DC
- 8
DC Workforce Leaders
Academy
Washington, DC
- 9
Alma and Joseph Gildenhorn
Book Series: Jonathan Alter
on *The Promise: President
Obama, Year One*
Washington, DC
- 11–13
Seminar: “International
Human Rights and
Humanitarian Laws: Their
Application in National
Jurisprudence”
New York, NY
- 20–25
Aspen Summer Words
Literary Festival and Writing
Retreat
Aspen, CO
- 21–27
Henry Crown Fellowship
Class of 2009
Wye, MD
- 25
Society of Fellows Reception
Aspen, CO
- 27
Paepcke Memorial Building
Re-Opening Celebration
Aspen, CO
- 28
McCloskey Speaker Series:
Mike Mullen
Aspen, CO
- 28–30
2010 Aspen Security Forum
Aspen, CO

■ JULY

- 2
Society of Fellows Luncheon
Aspen, CO
- 2–5
Socrates Summer Seminars
Aspen, CO
- 3
Socrates Society Benefit
Dinner with Kasim Reed
and Michelle Rhee
Aspen, CO
- 5–11
2010 Aspen Ideas Festival
Aspen, CO
- 8–9
The Aspen Forum on Latin
America: “After the Crisis:
Europe and Latin America”
Madrid, Spain
- 12–16
Central America Leadership
Initiative Class 4
Costa Rica
- 13
McCloskey Speaker Series:
Dambisa Moyo, *Dead Aid*
Aspen, CO
- 13–19
Justice and Society Seminar
Aspen, CO
- 16
Society of Fellows Luncheon
Aspen, CO
- 16–22
Aspen Seminar
Aspen, CO
- 17–23
Wye Faculty Seminar:
“Citizenship in the
American and Global Polity”
Wye, MD
- 19–22
2010 First Movers
Fellowship Seminar
Aspen, CO
- 20
McCloskey Speaker Series:
Daniel Pink
Aspen, CO

YOU'RE INVITED! Aspen Environment Forum: July 25–July 28, 2010

Join the Institute along with National Geographic for “Bridges to Sustainability: People, Planet, Possibility,” the 2010 Aspen Environment Forum. “There’s not a moment to lose in confronting climate change,” declared Environmental Protection Agency Administrator **Lisa Jackson** at last year’s Aspen Environment Forum. Jackson will be back this July—along with leading scientists, artists, politicians, educators, and activists—to discuss climate change, renewable-energy policy, innovation, technology, efficiency, conservation, and how we can all protect the planet. To register, visit www.aspenenvironment.org.



Jackson

Michael Brands

■ AUGUST

- 24
Society of Fellows
Discussion Reception
Aspen, CO
- 25–26
Society of Fellows
Symposium: “The
Revolutionary Decade of
1900–1910”
Aspen, CO
- 25–28
2010 Aspen Environment
Forum
Aspen, CO
- 28
McCloskey Speaker Series:
Vartan Gregorian
Aspen, CO
- 3
McCloskey Speaker Series:
Peter Galbraith
Aspen, CO
- 3–5
Society of Fellows
Symposium: “Afghanistan
and Pakistan”
Aspen, CO
- 5
Summer Board of Trustees
Meeting
Aspen, CO
- 7
17th Annual Summer
Celebration, honoring
Khaled Hosseini and Jim
Lehrer
Aspen CO



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SAVE THE DATE!

BOARD OF TRUSTEES FALL MEETING: NOVEMBER 5

This year, the Institute's annual fall dinner at the Plaza Hotel in New York will honor **Vartan Gregorian**, president of Carnegie Corporation, and Institute trustee **Leonard Lauder**, chairman of The Estee Lauder Companies Inc. For more information, contact Erin Phillips at erin.phillips@aspeninstitute.org.



Lauder

Nora Feller

7-13

Aspen Seminar
Aspen, CO

10

McCloskey Speaker Series:
Sandra Day O'Connor
Aspen, CO

11-15

Henry Crown Class of 2008
Aspen, CO

11-16

Justice and Society Program: "The
Overlawyering of America"
Aspen, CO

14

Society of Fellows Summer
Reception
Aspen, CO

16-21

Henry Crown Class of 2010
Aspen, CO

26-27

Aspen Lebanon Civil Society Program:
"After the Municipal Elections in
Lebanon"
Beirut, Lebanon

SEPTEMBER

16-17

Aspen Institute Germany's ERP II
Conference
Sarajevo, Bosnia and Herzegovina

18-24

Aspen Seminar
Aspen, CO

27-10/2

Aspen-New Schools Fellowship
Aspen, CO

28-10/3

Liberty Fellowship Class of 2011
Pawley's Island, SC

30

Aspen European Strategy Forum
Berlin, Germany

OCTOBER

20-24

Liberty Fellowship Class of 2012
South Carolina

25-30

Aspen-New Schools Fellowship
Aspen, CO

NOVEMBER

5

Board of Trustees Fall Meeting
New York, NY

9-14

Aspen Global Leadership Network
Seminar: "Leading an Era of
Globalization"
Aspen, CO

16-19

2010 First Movers Fellowship Seminar
Wye, MD

STAY CURRENT

For updates and additions to the Institute's ever-growing schedule of events, visit www.aspeninstitute.org/events.

contact us

A QUICK GUIDE TO THE ASPEN INSTITUTE

SEMINARS

To sign up, please call Charlene Costello, (410) 820-5374 or charlene.costello@aspeninstitute.org
www.aspeninstitute.org/seminars

HENRY CROWN FELLOWSHIP PROGRAM

Henry Crown Fellowship Program Managing Director and Vice President Eric Motley, (202) 736-2900 or eric.motley@aspeninstitute.org
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DONATIONS

Please contact Leah Bitounis at (202) 736-2289 or leah.bitounis@aspeninstitute.org

SOCRATES SOCIETY FORUM

To learn more, contact Azalea Millan, azalea.millan@aspeninstitute.org or
www.aspeninstitute.org/socrates

ASPEN GLOBAL LEADERSHIP NETWORK

Deputy Director of Leadership Initiatives and Vice President Abigail Golden-Vazquez, (202) 736-2537 or abigail.goldenvazquez@aspeninstitute.org

THE SOCIETY OF FELLOWS

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ROARING FORK VALLEY EVENTS AND COMMUNITY PROGRAMS

Community Outreach Director Cristal Logan, (970) 544-7929 or cristal.logan@aspeninstitute.org

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SPECIAL EVENTS AND BENEFITS

Development Associate Erin Phillips, (202) 736-3850 or erin.phillips@aspeninstitute.org

HERITAGE SOCIETY

To learn more about the Heritage Society, please call Steven Wickes, (970) 544-7912, or visit www.aspeninstitute.org/heritagesociety

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ASPEN IDEAS FESTIVAL

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(410) 827-7168

last words

“Japan was just the warm-up for the real game: China. There are more English speakers in China than there are Americans.”

—**Paul Otellini**, president and CEO of Intel Corporation, Intel Innovation Economy Roundtable lunch, March 2010, Washington, DC

“The far left and the far right are delusional, and they also would get an ‘F’ in math. There’s no party of fiscal responsibility.”

—**David Walker**, president and CEO of the Peter G. Peterson Foundation and author of *Comeback America*, Alma and Joseph Gildenhorn Book Series, January 2010, Washington, DC

“Preschoolers who sleep less than ten hours a night are 300 percent more likely to become obese. And ‘A’ students get 15 more minutes of sleep a night than ‘B’ students.”

—**Ashley Merryman**, author of *NurtureShock*, Institute Diversity Committee event, March 2010, Washington, DC

“Art has stimulated the imaginations of Americans. Can you imagine the Civil Rights Movement without ‘We Shall Overcome’? Can you imagine it without the poets and the playwrights?”

—**Anna Deavere Smith**, Institute trustee and playwright, the Aspen Leadership Series: Conversations with Great Leaders in Memory of Preston Robert Tisch, March 2010, New York City

“We evaluate our universities by what our students become. But there’s also a recognition that, if a student’s going to spend \$50,000 a year, he better be employable when he leaves.”

—**John DeGioia**, president of Georgetown University, Washington Leadership Series, February 2010, Washington, DC

“Elections are intended to make courts responsive to electoral politics. And that’s the flaw in the system. It’s like trying to ignore the alligator in the bathtub.”

—**Sandra Day O’Connor**, lifetime Institute trustee and retired Supreme Court justice, Georgetown Law-Aspen Institute Symposium, January 2010, Washington, DC

“The greatest frustration is not having to get the vote 200 years late, but going to places where they say, ‘You mean you don’t have voting rights?’”

—**Eleanor Holmes Norton**, DC congressional delegate, Washington Leadership Series, December 2009, Washington, DC