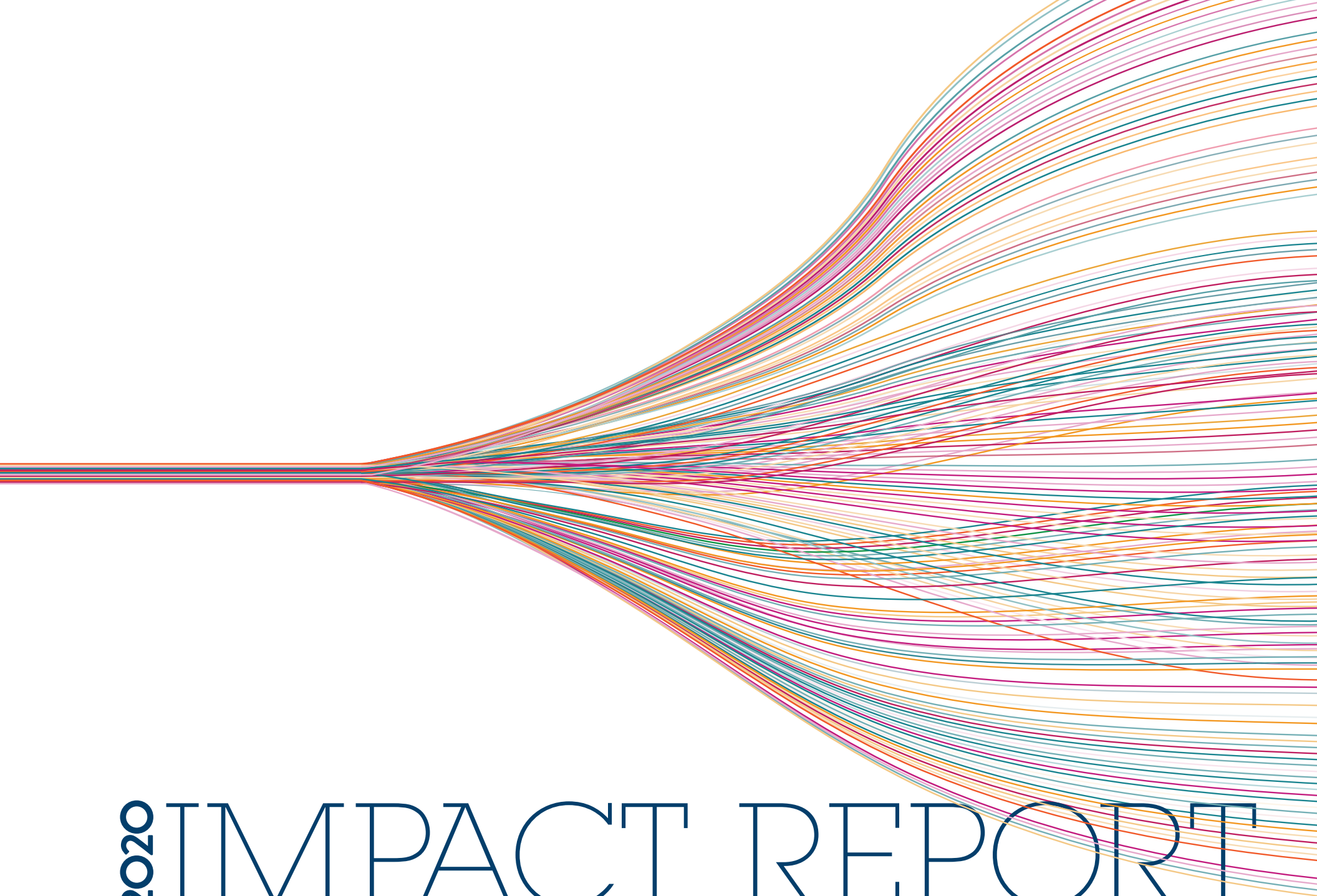




2020 IMPACT REPORT

& 2019 ASPEN INSTITUTE ANNUAL REPORT





Dan Beyer

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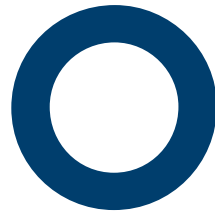
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Our world is at a crossroads. Four crises have converged in one period of raw and brutal pain: The worst pandemic since 1918. The weakest global economy since the Great Depression. A national reckoning on structural and interpersonal racism in their many forms. The worst trends in global warming in recorded history. Standing at this intersection of enduring inequities and emerging threats, we could take many roads: denial, cynicism, scapegoating, surrender. But those paths are all dead ends.

At the Aspen Institute, we choose instead the path of humanistic optimism and the motivation it fuels to make a difference. It comes down to this: we can and must use our core human capacities for love, reason, empathy, and invention to solve the unprecedented challenges facing our world. These are the attributes that have defined the Institute for decades, and in this moment of need we are proud to be deploying our greatest assets in service of society and the world.

Our programs are shifting major events online, producing digital content on highly relevant issues, and convening their participants in virtual spaces. Community matters now more than ever, and even if we can't gather physically to ask the big questions and work collaboratively toward solutions, we are committed to creating virtual spaces to bring people together and advance our mission.



At the same time, we are launching powerful platforms—like our new digital channel for elevating ideas, Aspen Ideas Now—and pursuing major strategic initiatives on critical themes, like our cross-Institute undertaking, the Aspen Partnership for an Inclusive Economy. If there is anything this moment in history proves, it is that both people and problems are interconnected, and we must organize ourselves and our work accordingly in order to make the deepest impacts.

You will read about these endeavors, and more, in the pages of our 2020 Impact Report. Other highlights include this year's Aspen Challenge in Louisville, which brought together (virtually, of course) dozens of young people to pitch sustainable solutions to critical issues facing their community; a new federal law that expands nonprofit transparency catalyzed by the work of our Philanthropy and Social Innovation Program; and more.

We do this work because we at the Aspen Institute are committed to driving change toward a free, just, and equitable society. That is our purpose, and we pursue it relentlessly in everything we do—with respect for all and with humanistic optimism.

Thank you for your partnership.

Dan Porterfield
President and CEO

FINDING HOPE & COMMUNITY



Aspen Challenge
Louisville participants

A 15-year-old high-school sophomore sits in her mother's parked car in 70-degree Louisville, Kentucky, heat with the windows slightly cracked. This is her classroom today. On the other side of the city, a veteran English teacher is juggling a virtual pep talk with seven anxious high-schoolers, triaging tech issues on his laptop and tracking down a missing team member via cell phone. He does it all with an expression that varies between jovial exasperation and pure joy. Peppered across the state, six adults are hunkering down for a 16-hour, two-day Zoom marathon. The backdrops of their makeshift offices offer subtle glimpses into their personal lives. It's Aspen Challenge competition day, and it's happening during a once-in-a-century crisis.

Starting with its 2013 launch, the Aspen Challenge culminates each year with a 250-person community celebration of young leaders' talents. The showcase brings together 20 teams from across the selected city, each team made up of eight students and two teachers, to pitch sustainable solutions to critical issues facing their communities. Impressively, these pitches aren't just abstract concepts. They reflect eight intensive weeks of collective effort to translate ideas into action. This work results in 20 mini-revolutions across each city—catalyzing action and demonstrating the power of youth voice, agency, and leadership.



At week seven, the Louisville teams were applying finishing touches and hungry to share their stories. And then the world shut down. What happened next is a lesson in adaptive leadership and community perseverance. The input from youth participants, teachers, school district leaders, and community constituents was unanimous: “The Challenge must go on!”



The competition-day countdown began in January 2020 at the opening forum in Louisville. Civic leaders challenged youth to create and implement innovative solutions for community issues ranging from gun violence and food deserts to mental health and immigration. The energy was palpable as youth, educators, and community leaders shared personal connections to each topic and strategized about how best to address them. There was no talk of social distancing, most people didn’t know what “PPE” stood for, and news cycles were just starting to report on a potentially dangerous virus overseas. It was Challenge business as usual as teams began working through their eight-week playbook for community change.

The beauty of the Aspen Challenge lies in its use of evidence-based practices—robust curricula, professional development for teachers, and community engagement—to create a powerful learning experience. Impact assessments of the Challenge demonstrate that after eight weeks, youth participants yield equivalent or higher learning gains across critical leadership and socio-emotional outcomes than their peers did after a full year of college.

At week seven, the Louisville teams were applying finishing touches to their work and hungry to share their stories. And then the world shut down. **What happened next is a lesson in adaptive leadership and community perseverance.** The input from youth participants, teachers, school district leaders, and community constituents was unanimous: “The Challenge must go on!” To be clear, there was no contingency plan for a pandemic, but every part of the Louisville community rose to the occasion to reimagine what competition day would look like.

In three short weeks, a virtual competition was conceived, designed, and implemented. Challenge staff worked to pivot content for online delivery. Local educators coached teams on how to present in a digital context. Civic leaders volunteering as judges

identified the work as more important than ever, and moved personal and professional commitments to accommodate participation in the two-day virtual showcase. Leaders from around the city, state, and country logged on to witness Louisville’s youth reimagine not just solutions to their challenge issue but to the very process of how teams come together to overcome significant barriers to community progress.

As the reimagined competition day neared its virtual end, one young participant sat on her bed with siblings playing nearby. She didn’t have to watch all of the presentations, but she wanted to “check out the competition.” She caught herself mid-sentence. “Actually, it’s not about winning anymore,” she said. “I just want us all to get across the finish line together. We’ve already won with what we’ve accomplished.”

And win they did. From a children’s book that brings to life superhero children from diverse backgrounds to a school club that gathers youth addicted to vaping in support rather than shame, the 19 solutions of Aspen Challenge: Louisville will have a lasting impact on both individuals and communities.

“The Aspen Challenge fits into the mosaic of youth engagement in an incredibly important way,” said Theo Edmonds, a professor of public health and information science at the University of Louisville, who will steward the Challenge as it shifts to a statewide initiative called the Kentucky Wellbeing Challenge. “It doesn’t set the agenda for the young people. It allows them to set the agenda. Then it surrounds them with the research and the support they tell us that they need to accomplish the things they want to. I think that’s incredibly important.” ■

The Aspen Challenge is a partnership program of the Institute and Bezos Family Foundation.



Kevin Love



Stacey Abrams



Wajahat Ali



LaToya Cantrell

IN THE NOW



Anthony Fauci



Marcus Samuelsson



Bill Gates



Ai-jen Poo

As the coronavirus pandemic swept across the globe, it became clear that gathering together, the *raison d'être* of the Institute's Public Programs team, was not going to be an option. Yet the team realized that sharing ideas would be a powerful balm, even if it had to be done from home workspaces and kitchen tables. Introducing **Aspen Ideas Now**.

A multimedia platform that launched in April, Aspen Ideas Now puts forward the experts and activists, the poets and politicians who examine and imagine the new world. It features interviews, podcasts, essays, performances, visual expressions, social media and—always—engagement with the public on issues. Each week features a theme, addressed through a variety of relevant angles and a diversity of formats. AIN spans the economy, health, democracy, the arts and literature, geopolitics and diplomacy, science and ethics. It amplifies key insights representing the work and ideas expressed throughout the Institute's many programs—and finds serious, smart thinking beyond the focus of existing programs. Within only a few months its audience numbered 80,000, with expectations of accelerated growth.

Then, of course, came the question of what to do with the Institute's signature public program: the **Aspen Ideas Festival**. Even as plans for AIN were only coming into final focus, the team made the decision to launch the very first Aspen Ideas Digital Festival, condensing the usual hundreds of sessions over six days to eight

hours of programming presented over five end-of-June and start-of-July evenings.

The decision was, like everything else in the first half of 2020, unprecedented. It meant puzzling out how to convert a festival with a 16-year history of in-person conversation and personal connections and remake it for a digital audience in a short eight weeks—and in a way that would cut through the clutter of digital content everyone else was producing. The key objectives were to stay connected with our most loyal attendees, speakers, and sponsors. The team achieved that—but somewhat unexpectedly also **introduced the festival and the Institute to thousands who had never engaged with us before.**

The response was overwhelming. The strength of the festival's brand appealed to tens of thousands of people from all over the country and across the globe who registered to tune in. The festival's website increased its traffic by a factor of 10 during the livestream events and the days before and after. At the same time, loyal attendees, nostalgic for the connection of being together on the Aspen Meadows campus, shared stories of watching the programming every evening during dinner hour with family or inviting a few friends over to watch together on their outdoor decks.

Whether it was Anthony Fauci or Bill Gates weighing in on vaccines and the Covid-19 response, or activists like Alicia Garza and Stacey Abrams discussing racial inequality, or speakers sharing Big Ideas from how Americans should experience Supreme Court cases to closing the gap around economic inequality, the Aspen Ideas Digital Festival delivered new ideas and different ways of thinking about the critical problems of a time challenging for everyone—and, for five summer evenings, exhilarating, too. ■

KITCHEN CONFIDENCE

Since the beginning of the pandemic, people have been ordering more meals from restaurants for takeout and delivery. And restaurants have hired back staff to prepare and deliver meals for health-care workers—“feeding the frontlines.”



One thing was missing: realistic, authoritative guidance on how kitchens should operate during a pandemic. Even months after lockdown began, most kitchens operated without a clear and cohesive guide to best practices.

Enter the **Food and Society Program**, which recognized that the industry needed authoritative and practical guidance—and quickly. With support from the Laurie M. Tisch Illumination Fund and help from leading infection-control experts, the program released *Safety First: Serving Food and Protecting People During Covid-19*, a report **with detailed, frequently updated recommendations that touch on every point of the food-preparation process.** “Our goal is to tell chefs, managers, and restaurant owners how their procedures need to change in the era of Covid-19,” says Corby Kummer, the executive director of Food and Society. “These guidelines are first and foremost about keeping workers safe.”

Co-presented with World Central Kitchen, the James Beard Foundation, and Off Their Plate, *Safety First* has been downloaded hundreds of times and is available in full in Spanish and in excerpts in Chinese. *The New York Times* and *Eater* prominently featured it; José Andrés, the founder of World Central Kitchen, and Pete Wells, a restaurant critic at *The New York Times*, tweeted enthusiastic recommendations.

As state and local governments scrambled to set rules for how and when restaurants could and should reopen, the rules for keeping servers safe became an urgent need. Food and Society went to work again, convening a working group of leading industry voices, architects, ventilation engineers, and big-city health department officials to work through best practices of a Diner’s Code of Conduct and a Covid-preparedness grading system extending the familiar and trusted food-safety grades. The goal remains safety—and, in a world with too little of it, confidence. ■





Dan Bayer

When the Covid-19 pandemic forced most communities to shelter in place in March, the **Society of Fellows** quickly introduced a new weekly series of digital events for its members.

The inaugural SOF Digital Discussion in March featured Aspen Institute trustee Dr. Kenneth L. Davis, the president and CEO of Mount Sinai Health System in New York, and Ruth Katz, an Institute vice president and the executive director of the Health, Medicine and Society Program, discussing the impact of the pandemic in New York City, where it was most concentrated at the time.

Since then, the speakers for the SOF digital discussions have included *New York Times* columnist and best-selling author Thomas L. Friedman, psychotherapist and *New York Times* best-selling author Lori Gottlieb, Annie E. Casey Foundation President and CEO Lisa Hamilton, Council on Foreign Relations President Richard N. Haass, Reddit Co-Founder and CEO Steve Huffman, celebrated pianist Simone Dinnerstein, Columbia Law School professor Tim Wu in conversation with *Recode* co-founder and editor-at-large Kara Swisher, Director and Chief Curator of the Studio Museum Thelma Golden, and 2020 Pulitzer

THE GOOD (DIGITAL) SOCIETY

Prize-winning creator of the *Times*' 1619 Project Nikole Hannah-Jones.

SOF includes over 1,800 members who sustain and support the work of the Institute. Members actively participate in Institute programming and serve as advocates and ambassadors. Members enjoy unparalleled access to Institute programs, are the first to know about Institute events, and receive special invitations to programs in Aspen, New York, Washington, San Francisco, and other locations across the country.

“With SOF members in so many different locations, we were already developing a digital platform that would allow everyone to be able to access the high-quality programs that we produce,” says Warwick Sabin, the executive director of the Society of Fellows. **“This new format has allowed our community to stay together** and tethered to the mission and work of the Aspen Institute, as their engagement with ideas, information, and inspiration is more valuable now than ever before.” ■



Camila Encinas

Left: Riccardo Savi; Right: Courtesy Roxana Encinas

GOOD NEIGHBORS

Through small-dollar contributions, generous gifts, and volunteer hours, Institute employees look out for the colleagues and coworkers who have been hit especially hard by Covid-19.

The Institute's work touches people across the planet, but when the coronavirus hit home, the Institute's **Social Impact and Volunteer Committee** looked inward. The committee joined forces with president and CEO Dan Porterfield and his staff, Office Services, Human Resources, and the finance team to support workers employed by other organizations who were affected by the Institute's closure. The catering, cleaning, and parking staff are an integral part of the Institute community, and, to date, the group has provided them with more than \$25,000 in relief aid through Institute business partners, a GoFundMe campaign, direct cash disbursements, and collaborations with neighboring tenants at the DC headquarters.

The financial support was vital for Roxana Encinas and her husband, both employees of the Purple Onion catering service, a top Institute vendor. With no special events to cater, the pair had worried about paying their bills and making their daughter's final college tuition payments. **Thanks to the Institute, the tuition was paid, and Encinas's daughter**

graduated from George Mason University in May. The Social Impact and Volunteer Committee also made sure to support the Institute's Wyndham employees on furlough at the Aspen Meadows campus. The Institute paid for the employees' portion of health benefits, and Wyndham distributed staff-donated funds directly to the affected workers. What's more, Aspen Meadows provided lunches to 40 frontline staff, including workers from the Aspen Fire Department, 911 Dispatch, and Aspen Ambulance Service.

Three Institute trustees—Bob Hurst, Melony Lewis, and Jerry Greenwald—also got involved, contributing and raising significant funding for the 2020 Rescue Fund at the Aspen Community Foundation, which serves the Roaring Fork and Colorado River Valleys. To bolster their efforts, the Institute donated one staff member's time to provide administrative aid to the fund. This support, collaboration, and passion from people across the Institute is indicative of the Aspen spirit: putting values into practice. ■

THE URGENCY OF NOW



As Covid-19 spread around the world, Aspen Global Leadership Network fellows stepped up to respond. Many used their businesses, ventures, and networks to get food, medicine, and other essential supplies to communities disproportionately affected by the pandemic. Some fellows influenced the national public health discussion by spreading prevention awareness and combating rampant misinformation. And several fellows collaborated to address the deeply entrenched structural issues that hastened the crisis among vulnerable populations.

The John P. and Anne Welsh McNulty Foundation, in partnership with the AGLN, launched the **Global Response Fund** to support these fellows' critical response efforts. Through the rapid-response fund, the foundation supported 68 fellows' organizations and ventures, awarding more than \$550,000 to **fellows whose work directly helped communities in over 20 countries**. For example, three fellows from the Health

Innovators Fellowship collaborated to launch an open-sourced repository of tools to strengthen the care of at-risk pregnant and postpartum individuals during the crisis. Fellows in the Africa Leadership Initiative—South Africa mobilized faith groups to help test and quarantine people in churches, provide food and supplies, and create safe spaces for victims of gender-based violence. Central American Leadership Initiative fellows provided tens of thousands of tests, extraction kits, and swabs across the region to combat the virus. And a fellow from Middle East Leadership Initiative ramped up a massive food bank to feed more than 8,000 people.

The AGLN was created to prepare leaders for moments like this. The program challenges fellows to awaken and apply their core values to take action on pressing problems. Through efforts like the Global Response Fund, the AGLN is accelerating their impact. ■

BY THE NUMBERS

\$552,500
DEPLOYED

68
ORGANIZATIONS/
PROJECTS SUPPORTED

REACHING
COMMUNITIES IN OVER
20 COUNTRIES

DIGITAL AMBITION

The **Aspen Digital** program addresses the critical societal transformation happening in technology and media. For 2020, the team had planned a year's worth of roundtables, conferences, fellowships, and the like. Then the world locked down. So Aspen Digital's group of journalists, academics, and policy experts asked themselves: what can we do—immediately—to shed light on a time of great uncertainty?

They shifted gears and focused on challenges directly linked to the current climate, offering experts and expertise in three complex areas: technology, cybersecurity, and news media. Adapting quickly required a keen, real-time understanding of society's big questions; strong relationships with the people who know how to answer them; and a newfound mastery of Zoom.

The inaugural event in mid-March on the “infodemic” brought in experts to discuss rampant mis- and disinformation in America during the pandemic, and the threats false information poses to human life. **Experts explained how half-truths and flat-out lies spread, and they offered solutions** for what newsrooms, social media platforms, businesses, and health authorities should do to respond. It was a hit. Thousands watched live and after-the-fact.

By the end of June, Aspen Digital had hosted more than a dozen virtual conversations, garnering over 12,000 views. Topics ranged from intimacy during isolation to the spike in cybercrime to America's digital divide. The team partnered with leading organizations, like the Committee to Protect Journalists and the Knight Foundation, to host influential speakers, like the FBI's Tonya Ugoretz and the Federal Communications Commission's Geoffrey Starks, to help keep the public informed. Top news outlets such as Reuters and *Politico* paid attention. Government and industry leaders, including high-ranking executives from Salesforce and Twitter, tuned in.

Aspen Digital's strategy in a time of crisis was simple: use expertise to shed more light than heat. ■



A conversation on the crisis in local news

SPORTING CHANCES



2019 Project Play Summit

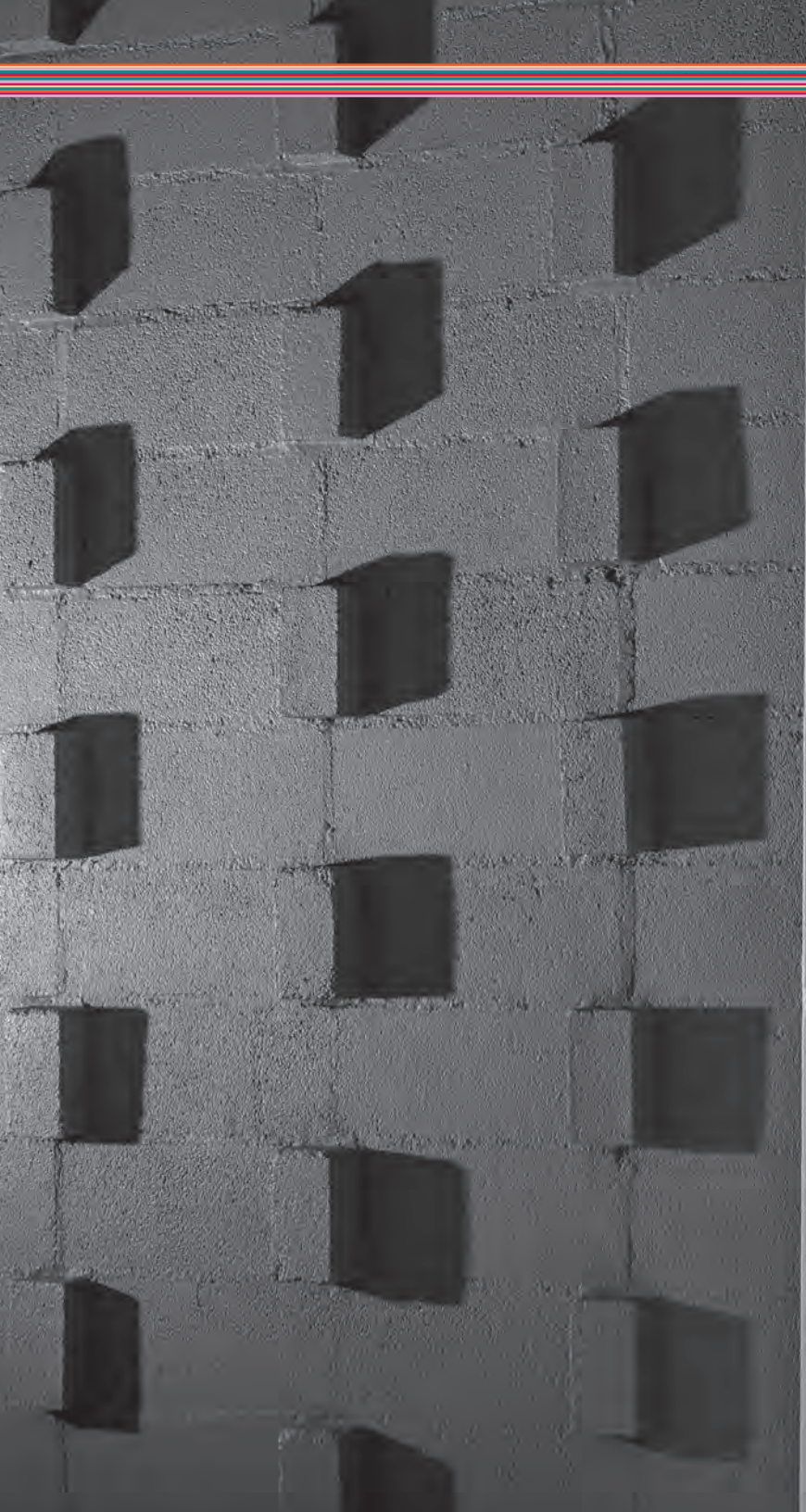
When the pandemic began, the Sports & Society Program's **Project Play** initiative immediately changed its game. The program needed to help its audience understand both how Covid-19 would affect youth sports and what the long-term challenges and opportunities would be. So the team created a Covid-19 youth sports resource page.

The Sports & Society Program also began writing multiple original reported stories each week on current trends in youth sports, like the financial burden on the organizations and people who provide youth sports, the emotional and mental risks for kids who can no longer turn to sports (especially those from low-income communities), the return-to-play guidelines that may limit the experience, and the tension between reopening for business versus safety. Our new content attracted record-setting traffic to the Project Play website.

The initiative also hosted biweekly webinars on various Covid-19 youth sports topics. As of late June, Project Play had hosted seven webinars with medical experts from Johns Hopkins Medicine and the Centers for Disease Control and Prevention, the chief medical officer of the US Olympic and Paralympic Committee, former professional soccer player Taylor Twellman, former pro baseball player Omar Vizquel, and the voices of youth athletes. **Each of the seven webinars attracted larger audiences than any other previous Project Play event, online or in person, since its inception in 2013:** webinar attendance ranged from about 700 to over 3,000 attendees per session. This allowed the project to significantly increase its email list and communicate its work to a larger audience. To capitalize on that growth, the group also shifted from monthly to weekly newsletters in order to provide more timely information.

Next, Sports & Society partnered with the Institute's Health, Medicine and Society Program to release the Return to Play risk assessment tool, which allows users to learn the high, medium, and low Covid-19 risks for more than 25 sports and physical activities. The team also adapted its Calls for Coaches tip sheets for remote engagement, so coaches could still provide social and emotional support to their players when they need it most.

Indoors or out, youth need sports. Sports & Society worked fast to make sure people could find ways to get them where they need them. ■



To know the Aspen Institute is to delight in the discovery of a catalyzing idea, an inspired leader, a systems-changing innovation. It's a challenge to think of another organization with the breadth and depth of expertise and impact—over 30 policy programs that work on everything from the rural economy to climate change to national security, renowned values-based leadership seminars and fellowships, riveting public programs like the Aspen Ideas Festival, and much more.

With these remarkable and arguably unmatched assets—imagined, nurtured, and advanced by an exceptional staff, board of trustees, and committed partners—we must as an Institute continue to ask: what more can we do? How can we amplify our individual programmatic successes to significantly and measurably address society's greatest needs?



These are the questions that animate the Institute's strategic development efforts and compel us to explore the power of programs coming together, leveraging their combined strengths and assets to make even deeper contributions. In reaching across boundaries we are better able to match solutions to the magnitude of the problems facing the world—financial insecurity, systemic racial and gender disparities, distrust in democratic institutions.

What does this bold vision look like in practice? The Aspen Partnership for an Inclusive Economy (page 12) is the first-of-its-kind collaboration. Its mandate is to bring together Institute programs and networks in new ways to address the growing chasm of economic inequality.

The Institute-wide initiatives that follow will be no less ambitious. Next is Rising Generations, which will be informed by the voices and experiences of young people and grounded in research on equity, youth development, and high-impact pedagogy. More than 20 Institute programs actively contribute to a future in which all young people have access to the opportunity to develop their talents and thrive. Top on the Rising Generations agenda is harnessing the power and promise of technology while mitigating its perils and scaling two-generation strategies for expanding education and economic opportunity.

Join us as we deliver on the promise of our mission—a promise that draws its strength from our past and rises to optimistically meet the defining challenges of our time.

Sincerely,

A handwritten signature in dark ink, reading "Maria Laura Acebal".

Maria Laura Acebal

Vice President for Strategic Development

For years, the story of America's prosperity has obscured a fundamental truth: tragic inequity. Today, the intersecting brutalities of Covid-19 and entrenched systemic racism have stripped bare any illusion that the economy is just or fair. And it is undeniable that when the economy provides basic opportunity and security only to some, it affects us all.



AN ECONOMY FOR ALL

Kristoffer Tripp

The **Aspen Partnership for an Inclusive Economy**, launched with the Mastercard Center for Inclusive Growth, its founding partner, connects people realizing breakthroughs at the community level with those crafting policy at the national level to ensure that widespread policy change is informed by what works and what is just.

APIE's Institute-wide approach is already having an impact. Since its launch in 2019 at the Global Inclusive Growth Summit, APIE has hosted a salon series, bringing together partners from the boardroom to main street. The Financial Security Program and the Future of Work initiative are collaborating on a project called Benefits21 that will convene a wide array of policymakers, businesses, financial technology experts, and government representatives to reimagine the delivery and design of public and private benefits that will center policy recommendations around paradigms of portability, accessibility, and innovation. The Aspen Network of Development Entrepreneurs and Business Ownership Initiative are examining the conditions required for small and growing businesses to succeed in developed and emerging economies. Finally, the Aspen Global Leadership Network is launching a signature program that will take leaders

through a seminar experience to consider new ideas on what constitutes a fair and just society, confront the tensions and trade-offs needed to achieve shared prosperity, and reimagine an era of more inclusive growth.

Recently, with the impact of Covid-19 reverberating through our economy, **APIE has encouraged programs to respond to the needs of society at all levels.** For example, the Financial Security Program launched a webinar series dedicated to exploring how households can triage, recover, and stabilize their finances for the long term. The Business Ownership Initiative is working with their existing networks to assess how best to support small businesses and community development financial institutions in creating a special purpose vehicle that will spur more lending, while the Aspen Network of Development Entrepreneurs is developing an information portal for its members that synthesizes research around Covid-19's impact on small and growing businesses and hosts funding opportunities for businesses in need. These are just some of the ways APIE is changing the way the Institute works. And together these Institute initiatives are shaping an economy in which everyone can feel hope. ■

Teen Socrates participants



The issues that threaten the long-term quality of life in the broader Aspen community may be larger than one organization can solve—but that isn't stopping the Institute.

HOMeward BOUND

With leadership from president and CEO Dan Porterfield, the Institute has envisioned a new program, the **Hurst Community Initiative**, to support the inspiring work being done in the Colorado region from Aspen to Parachute to help its citizens make positive change. With generous support from Institute trustee Bob Hurst and his wife, Soledad, the Institute has hired a full-time director of community engagement, Evan Zisli, who is working on initiatives that will promote dialogue, increase understanding, and facilitate opportunities for meaningful collaboration.

In addition to this new program, the Institute continues to bring Aspen area residents and visitors together for enriching programs year round. From large public lectures by nationally renowned leaders to smaller text-based seminars for adults and teens focused on foreign and domestic policy, leadership and values, and human flourishing, **Aspen Community Programs** brings together Roaring Fork Valley and Colorado River Valley residents for self-reflection and inspiring conversations.

In the spring of 2020, the team engaged in local efforts to support the large number of valley residents who, practically overnight, were out of work due to the shutdown of ski areas, hotels, restaurants, and retail businesses. Aspen Community Programs canceled its own fundraising efforts and **contributed funds to local schools, food banks, and other nonprofits directly in touch with children and families in distress**. It hosted virtual seminars for the teen alumni of Institute programming—the Hurst Student Seminars and Teen Socrates—on the topics of learning and hope, chaos and order, and resilience and flexibility.

The deep and inspiring work of the Institute is now being shared and experienced by more people around the country and world—and of course in its founding home, the Roaring Fork Valley. As the world navigates the complexities of a global pandemic, the ensuing economic crisis, and a reckoning with systemic racism in society, the Institute is finding opportunities to collaborate, to share resources, and most importantly, to connect with people in the community to make a difference. ■

BUSINESS FOR GOOD



In 2019, the Business Roundtable, a group of CEOs whose voices echo through Wall Street, released a statement that reads, “While each of our individual companies serves its own corporate purpose, we share a fundamental commitment to all of our stakeholders.” Though it caught the business world off guard, the statement was a satisfying result of years of hard work by the Institute’s **Business and Society Program**.

It’s a significant shift from the last time the Roundtable issued such a statement: in 1997, the group identified “maximizing value for shareholders as the sole purpose of a corporation.” The new statement, by contrast, puts employees, suppliers, and communities at the heart of corporate purpose. “The Business Roundtable is never going to be on the cutting edge of this stuff,” says Miguel Padró, a senior program manager at Business and Society. “So when they say something, it suggests a shift in mainstream thinking that’s really notable.”

The Institute knows that a shift in mainstream thinking often begins far from the spotlight. The Business and Society Program, led by Judith Samuelson and home to a team of dedicated staff, has long pushed corporate America to factor in the long-term health of society as it makes business decisions. **The current push for an alternative to shareholder primacy was a decade in the making.** Over the past nine years, Samuelson gathered people who were working on the problem and who knew they had a good, defensible argument for a better type of corporate governance. Together, they dug deep into the issue, studying the legalities and gauging what was possible within the current business climate. They began with corporate legal scholars and business scholars, two groups that have always talked about corporate purpose.

Next, the program added practitioners and hosted a series of roundtables at UCLA School of Law, NYU Stern School of Business, and the Wharton School at the University of Pennsylvania.

To spur the conversations into action, Business and Society went to work behind the scenes. They engaged hundreds of leaders from business, academia, and media, and created new programs like the Purpose College, which helps leaders put this new business model into practice. “This was not producing reports,” Padró says. “It was just good old convening and digging into the issues. This was about building new ideas, collective intelligence, and collective courage. You never see that work—until it produces an outcome like this.”

Now that the Business Roundtable has committed to including all stakeholders, Samuelson says executive pay will be key to understanding how companies put the principles of the Roundtable statement into practice. “On one hand, investors and boards now recognize a set of constituents who are critical to the health of the enterprise,” Samuelson says. “On the other hand, with 60 percent and more of the pay based on equity, we are sending the message that the share price still matters most, and that shareholder primacy rules.” ■



This was about building new ideas, collective intelligence, and collective courage. You never see this work—until it produces an outcome like this. ”

LEADING FROM THE INSIDE OUT



Fellows gathered at the
Resnick Aspen Action Forum

The Institute's **Aspen Global Leadership Network** takes leaders from across the globe and across industries, and asks them to be authentic, vulnerable, and courageous with one another and as a community. The idea is to transform fellows' career success into true leadership in which fellows are primed to live lives of meaningful impact. But is the program itself having a meaningful impact? It seemed only fair that the AGLN hold itself to the same standard.

Dan Bayer

Last year, the Aspen Global Leadership Network started a journey by asking: What difference is the program making? Is it producing results? How do we know?

These critical and complex questions launched a yearlong mission to design and build the AGLN's first-ever impact framework and evaluation. The team wanted to systematically understand, capture, and measure what difference it was having on fellows and, in turn, what difference it was having on the world. The 2019 AGLN study, *Understanding 20 Years of Impact*, surveyed more than nearly 500 fellows across 11 fellowship programs for their insight and perspective, and it explored the changes to society that occurred as a result of the fellowships over the last two decades.

ALUMNI IN ACTION

With the world shutting down, coupled with the protests in response to the murder of George Floyd, the **Henry Crown Fellowship** adapted its trajectory. The fellowship shifted to virtual alumni engagement efforts with a focus on impact, inspiration, and interconnectivity. This new phase was made possible with both alumni support and Lester Crown's generous \$10 million gift to seed and grow an endowment. Fellowship alumni are providing much-needed resources in response to the pandemic and leveling America's playing field by supporting entrepreneurs and business owners of color.

- 2015 fellow Devon Spurgeon launched Project Isaiah, which has delivered over 350,000 boxed meals per week to 200 organizations across the country, saving more than 500 jobs in the process.

The results show that the Aspen Global Leadership Network produces overwhelmingly positive and outsized outcomes. Fellows find the AGLN fellowships to be deeply transformative, catalyzing them to become more purpose-driven leaders. As individuals they are influential levers of change, taking action in new and significant ways to create positive change in their organizations, communities, industries, and regions. The AGLN network has become a vital platform for fellows, especially to mobilize support and collaboration for projects and ventures. The study also presents strong evidence that there is a robust link between fellows' personal changes and the resulting actions they take to create positive change. In other words, it validates the fellowship model: **societal impact accelerates when the Institute cultivates values-based leadership.** ■

- Reed Hastings, a 1998 fellow and the founder and CEO of Netflix, has personally donated \$120 million toward student scholarships at historically Black colleges and universities. What's more, Netflix will start putting 2 percent of its cash holdings—as much as \$100 million—into Black financial institutions that directly support Black communities in the United States. This includes \$10 million for the Hope Credit Union, founded by Hastings' Henry Crown classmate Bill Bynum.
- 2016 fellow Marcelo Claure, the COO of SoftBank, announced that the firm will create a \$100 million fund that will invest only in companies led by founders and entrepreneurs of color. Classmates Stacy Brown-Philpot and Paul Judge will serve as founding members and fund advisors.

98%

of fellows report an increased desire and/or confidence to have a positive impact.

92%

of fellows report leading their companies or organizations differently.

87%

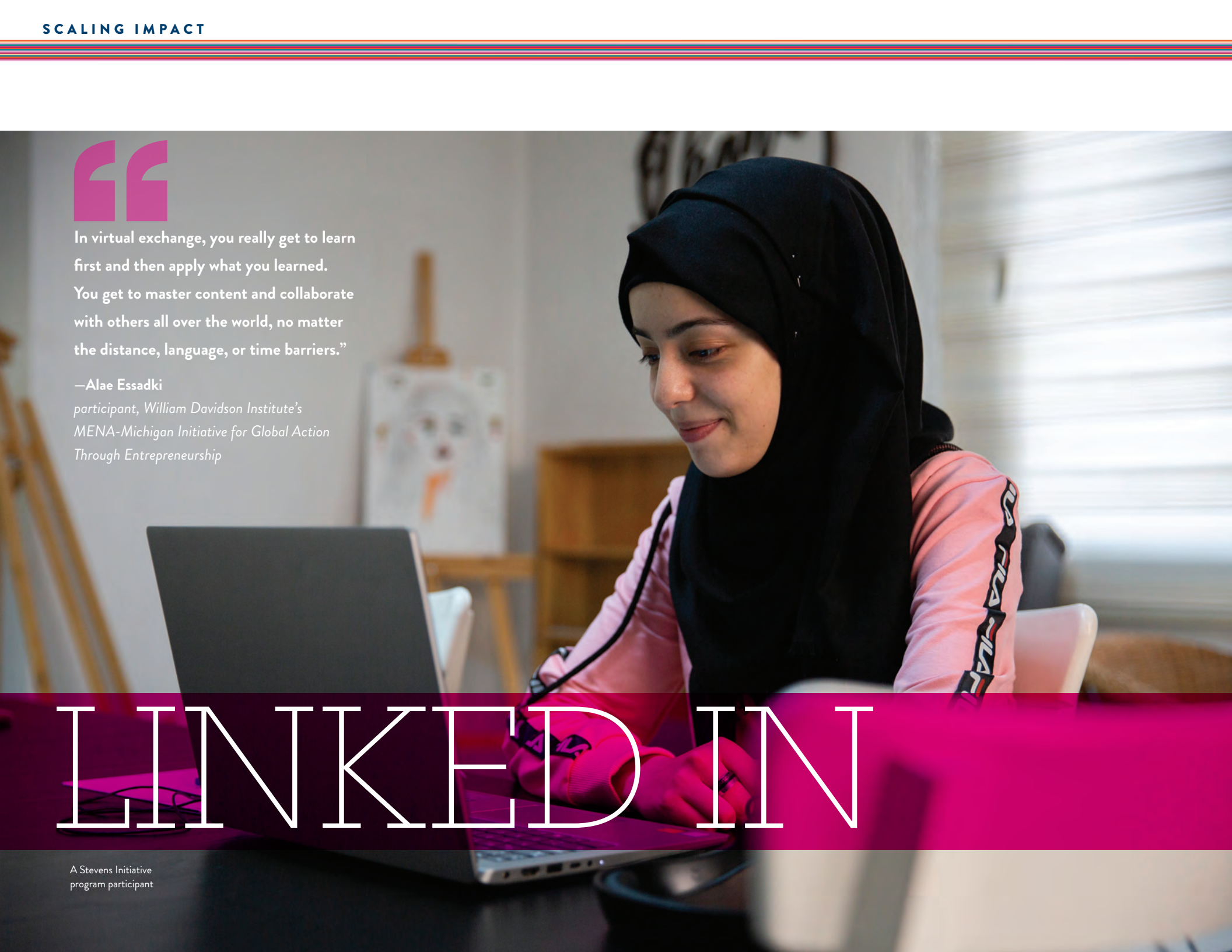
of fellows report mobilizing their resources to create positive change and/or to confront societal wrongs in their communities.



In virtual exchange, you really get to learn first and then apply what you learned. You get to master content and collaborate with others all over the world, no matter the distance, language, or time barriers.”

—Alae Essadki

*participant, William Davidson Institute's
MENA-Michigan Initiative for Global Action
Through Entrepreneurship*

A woman wearing a black hijab and a pink long-sleeved shirt with a black FILA logo on the sleeve is sitting at a desk, looking at a laptop. The background is a blurred indoor setting with a window and some furniture.

LINKED IN

A Stevens Initiative
program participant

The Stevens Initiative believes every young person should have the knowledge, skills, and experiences necessary to prosper in an increasingly interconnected world. To achieve this, the program is building the field of virtual exchange, an emerging approach that uses technology to connect young people around the world to learn and work together. Virtual learning has become the norm; but extending that connection abroad is what gives students a global perspective. Ideally, international virtual exchanges would be used in every school, university, and community organization.

The Stevens Initiative has committed its resources to expanding the virtual-exchange field through three pillars of work: investing in promising programs, sharing knowledge and resources, and advocating for virtual-exchange adoption. Since its inception, the program has awarded 30 grants and, by summer 2021, **will expand its reach to nearly 40,000 young people** in 15 Middle East and North African countries and the Palestinian Territories, and in 45 US states, Puerto Rico, and Washington, DC.

The program has developed many new resources, including an annotated bibliography and an evaluation tool kit to support practitioners and learners. In addition to attending conferences, the Stevens Initiative hosts its own events. Its webinars are an important resource for those new

to virtual exchanges and longtime practitioners alike. They teach best practices and promote peer-to-peer learning. Coupled with events such as information sessions and workshops, webinars can engage new audiences who can bring virtual exchange to even more communities around the world.

The Stevens Initiative demonstrates that virtual exchanges can make a vital impact on young people through a diverse set of offerings. Looking ahead, the program is working with practitioners to deepen the effects of the program and to improve methods. The Stevens Initiative will also mobilize leaders across several fields to expand virtual exchanges globally, continuing to foster an environment ripe for growth, innovation—and adoption. ■

An independent evaluation by RTI International of 15 American alumni and 14 Middle East/North African alumni from four different Stevens Initiative grantee programs indicated:

.....

+85%
of American and Middle East and North African alumni reported improvements in their perspectives, cross-cultural communication, collaboration skills, and interest in more international experiences.

A FORM THAT FUNCTIONS

Thanks in large part to the Institute's **Program on Philanthropy and Social Innovation** and its partners, a new federal law promises to shed greater light on the country's vast nonprofit sector.

Form 990 | 2019

Return of Organization Exempt From Income Tax



Until recently, those who wished to understand the details of the nonprofit sector were stymied by a costly, headscratching process. That's because Form 990s—the annual tax return that the IRS requires nonprofits to file and one of the best sources of information on these groups—were almost completely inaccessible.

That is changing as the open-data requirements of the Taxpayer First Act go into effect. Lawmakers came together for common-sense reform and passed a bipartisan measure, supported by both houses of Congress and signed into law by President Donald Trump on July 1, 2019.

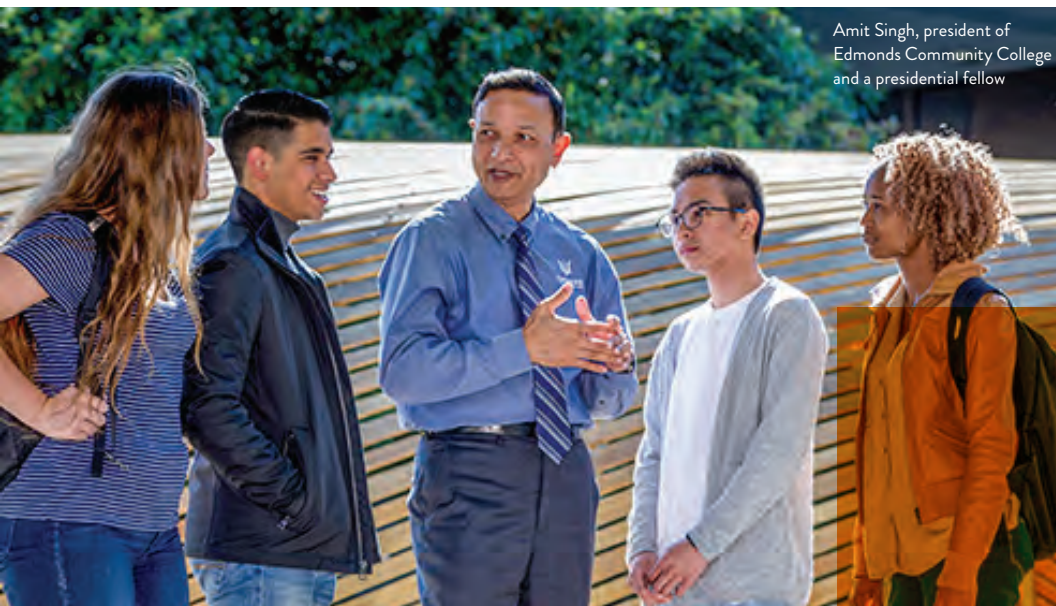
The journey to this transformative moment was years in the making. When PSI's Nonprofit Data Project began its work, nonprofit tax forms were sold by the IRS for thousands of dollars and were provided as static, non-searchable images via DVDs. What's more, it cost the buyer millions of dollars and additional time to convert the images into searchable, computable, useful data—including for forms that were electronically filed.

To better understand this inefficient system, PSI, working in partnership with the nation's leading nonprofit data groups, commissioned research with funding from the Bill & Melinda Gates Foundation. The researchers interviewed

dozens of experts from nonprofits, businesses, and government, including the IRS. The resulting 2013 report, *Information for Impact: Liberating Nonprofit Sector Data*, detailed the effects of antiquated IRS processes and the benefits of making data accessible. The report was a galvanizing tool for developing consensus and making a case for change.

Under the law, nonprofits must file their tax returns electronically, and the IRS must release the returns to the public in a searchable format. Researchers, nonprofits, and journalists are now **mining previously inaccessible data to shed light** on such issues as nonprofit hospitals' treatment of the poor, charitable giving trends and patterns, and the outcomes of nonprofit mergers. The public can now look forward to more-helpful nonprofit information and to increased transparency, reduced fraud, and greater innovation.

Work remains to be done as PSI collaborates with partners to address the law's implementation. The journey of PSI's nonprofit data efforts demonstrates how solid research combined with persistent advocacy and collaboration among organizations and policymakers can lead to enormous impact—not just for nonprofits but for the people and communities they serve. ■



Amit Singh, president of Edmonds Community College and a presidential fellow

HIGHER ED AT THE HIGHEST LEVEL

In the United States, more than six million students attend community college. One million of them attend schools with presidents who are Institute fellows.

The **College Excellence Program** began the Aspen Presidential Fellowship for Community College Excellence in 2015 to prepare aspiring community college presidents to lead with a focus on student success and equity. Each year, 40 education leaders participate in 10 months of seminars and mentoring—and with great success: 45 fellows have been appointed presidents. This has led to new investments, enabling the College Excellence Program to launch the New Presidents Fellowship, which supports presidents in their first years of leadership.

The program also collaborates with state education systems, including partnering with North Carolina State University on a doctoral program in community college leadership, working with the Partnership for College Completion to train Illinois college leaders to achieve equitable student outcomes, and partnering with California's community colleges on a series of workshops for trustees.

The Presidential Fellowship is also diversifying the field. Of the Institute fellows

leading community colleges, 52 percent are people of color, compared with 29 percent nationwide. And 53 percent are women, compared with 36 percent nationwide. Even the US deputy assistant undersecretary for community colleges, Casey Sacks, is a fellowship alum.

“The fellowship affirmed my vision for Amarillo College and has been transformational in my ability to lead,” says Russell Lowery-Hart. His school’s graduation rate increased from 27 percent in 2014, the year he became president, to 45 percent in 2018. The graduation rate for Black, Hispanic, and Native American students increased even more, from 23 to 43 percent. Amarillo College in Texas is now one of 10 finalists for the 2021 Aspen Prize for Community College Excellence, a \$1 million honor.

The fellowship also ignites success through deep relationships. “The fellows in my class communicate practically every day,” says Tonjua Williams, the president of Florida’s St. Petersburg College. “I’m forever connected to a group of leaders determined to change the world.” In weekly videoconferences this spring, dozens of fellows united to share ideas as they navigated a pandemic, a recession, and difficult conversations about race. “Effective, thoughtful, and responsive leadership is critical in these unprecedented times,” says Luis Pedraja, the president of Massachusetts’s Quinsigamond Community College. “The fellowship is an invaluable resource.” ■



As I take some time to reflect on this moment in the Aspen Institute's history, I would like to offer a few remarks on the growth, resilience, and reach of our important work. The Institute was founded by Walter Paepcke to help a world trying to make sense of things in the aftermath of World War II. We again find ourselves in a moment where many of us are trying to comprehend the world around us and find a sense of direction.

Over the course of the past few months, our society has been called to navigate a global pandemic, a recession, and a difficult but essential self-examination on the issue of racial inequity. In addition to the complexity of those issues, we see heightened engagement coming from younger generations and listen to voices that, for too long, had been at the margins. More people than ever before are calling for justice, equality, accountability, and collective action.

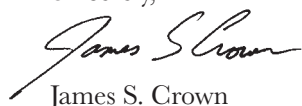
For over 70 years, the Aspen Institute has advanced these very conversations. And like any institution, we realize our capacity to do more. The current circumstances remind us not only of the work that lies ahead but of the important role we can play: we serve as a trusted convener able to create spaces for important ideas to be discussed and debated. We are reminded, time and time again, of our mission as an institution that seeks to move thought to action.

None of us could have anticipated how this year would unfold. But through these trying few months, the Aspen Institute has worked quickly and efficiently to secure its present and its future. We have called upon our friends and supporters to help us weather through this storm. Our Board of Trustees has answered this call to unlock resources to immediately support the financial stabilization of the organization.

Of course, philanthropy is much more than financial contributions—though they are greatly needed and appreciated. Our supporters have been extraordinarily generous with their time, their talent, and their guidance. Over the last few months, our trustees have offered counsel, resources, and support through some of our more difficult moments. I can truly say that I am proud to be a part of a community of such concerned and faithful stewards of this organization.

We know that many of the problems we wish to address are described with words like “structural” or “systemic.” Those words describe something that has been with us for a very long time and is very deeply rooted. To achieve a meaningful, effective, and lasting change, we have to go deep as well. We have to call on our history and skills and strengths as an organization and deploy them with new energy and resolve to help change the structure and the system we wish to improve. We are most grateful to have you as our partners in this effort.

Sincerely,



James S. Crown

Chairman, Aspen Institute Board of Trustees



A NEW BRIDGE FROM



Two brave new spaces are aligned to grace the Meadows campus: the new **Resnick Center for Herbert Bayer Studies** and a fully renovated Boettcher Seminar Building. Designed by architect Jeff Berkus, the center will be dedicated to the artist and designer Herbert Bayer. Boettcher, renovated by Rowland and Broughton Architects, will continue as offices with seminar rooms that invite discussion and draw on works from many authors and many times.

Images of Bayer works courtesy of Lynda and Stewart Resnick

ASPEN TO THE INSTITUTE

These new and reinvigorated buildings represent potential bridges between the Institute and the city of Aspen, creating what Institute president and CEO Dan Porterfield described to the Aspen City Council in late January as “an inspiring permanent resource that preserves and showcases the aesthetic heritage of the Institute and the greater Aspen community.”

The proposed 7,000-square-foot Bayer building will display, collect, archive, preserve, and educate on Bayer’s works and influence. Eleven galleries will showcase the artist and designer who has had the greatest lasting impact on Aspen design and yet whose aggregate works are not widely known.

The Bayer center was initiated by a \$10 million donation from philanthropists Lynda and Stewart Resnick, the co-owners of The Wonderful Company, and was announced shortly after the culmination of the Institute’s celebration of the 100-year anniversary of the Bauhaus school in 2019. The center will be **free and open to the public, and programmed with educational opportunities** for schoolchildren and visitors to learn more about Bayer’s life, art, and impact on Aspen.

“One of the great things about this study center,” Aspen-based artist Dick Carter told the city council, “is that it will provide the public with a really comprehensive view of who he was as an artist, and as a community member.”

Bayer designed a proposed entry archway as one of his chromatic sculpture concepts, but died, in 1985, before it was built. His son, Jonathan, gave the Institute approval for that sketch to come to life as the entrance to the Bayer center, a brightly colored series of archways rotated to reflect the Fibonacci sequence—a patterned formula Bayer found in nature. “I just frankly think it would be fun to walk by,” John Bennett, a former mayor of Aspen and past Institute vice president, told the council meeting.

One close neighbor, John Sarpa, who played a galvanizing role in securing the Institute’s properties after an acrimonious separation from the city of Aspen in the 1980s, says the Bayer center may be one of the last architectural contributions the Institute makes to Aspen. That contribution, Porterfield says, provides the integral visual qualities of Bauhaus design and stewardship of the Aspen Idea.

The Institute was required by the city of Aspen to purchase housing credits of 65 percent of the estimated employees who would work on the project. The Institute instead purchased housing credits of 100 percent. The Institute will also pay to have the bus lane in the Music Festival’s parking lot paved in order to reduce dust in the neighborhood.

Bennett calls these buildings “the right kind of growth,” furthering the Institute’s appeal to the Aristotelian values that grace Aspen with offerings that are both life-enhancing and community-enriching. He and many other community members feel kinship with the Institute, because it rises above the parochial horizons of this mountain cloister and into lives distant and diverse; into cultures and societies the world over; into the heart, mind, and soul of people everywhere. ■



YOUTH ON THE MOVE



Turner speaks at the Opportunity Youth Forum event in Philadelphia.

By the time Kimberly Pham reached middle school, she had decided school was not for her. She ended up dropping out, but eventually found her way back through a GED to college program. It was through these struggles that Pham decided to work with young people to make a difference.

“It ignited the activist in me to stand up and understand more of the issues my peers and I are facing,” says Pham, a national activist and youth leader with Project U-Turn, a Philadelphia-based organization focused on re-engaging young people. “When we don’t invest in youth, they wind up in another system—and the adult education and justice systems treat people differently.”

Since 2012, the **Forum for Community Solutions** has worked with hundreds of partners across the country to create opportunities for young adults aged 16 to 24—“opportunity youth”—who are otherwise being left behind. Forum for Community Solutions focuses on the most marginalized youth, and particularly on racial and gender equity.

The mission, explains Monique Miles, director of the Aspen Opportunity Youth Forum, is to promote collaborative community-based efforts that build the power and influence of those with the least access to opportunity. The Forum for Community Solutions is a network of more than two dozen urban, rural, and tribal communities who work **to reconnect one million young adults to sustainable career and education pathways**. Collaborating with dozens of foundations, donors, and other partners, it has invested more than \$15 million in 30 communities to scale opportunity and drive local policy and systems change for young adults. The communities span Seattle to Atlanta, Hopi, Arizona to Greenville, Mississippi, and southern Maine to San Francisco.

Shanice Turner, a youth advocate with the program, believes in investing in young people. “I wouldn’t have been able to know that I have a purpose, I have a story, and passions,” she says. “I have a work ethic to deliver, a zeal for life, and a drive to complete my goals. I didn’t grow up learning these things. I acquired the learnings from this movement and from Aspen.”

Pham says that the coming together of communities with a diverse set of backgrounds, geography, and specific regional challenges creates a prime environment for learning. Turner agrees. “I’ve had the opportunity to be part of workshops, being part of committees, being part of boards,” she says. “I’ve been able to have these experiences since I was 20.”

Over the past seven years, community partners including local opportunity youth collaboratives, tribes and youth groups, and national partners have each received between \$300,000 and \$2 million in direct investments through the Aspen Opportunity Youth Forum. These grants were made possible thanks to more than 20 different philanthropic partners. Most recently the Ballmer Group made a new commitment of \$10 million to the Aspen Opportunity Youth Forum, ensuring that the network will continue to grow and expand its impact in the years ahead. Through opportunity youth work, the Forum for Community Solutions has grown to include an adult and youth justice reform initiative and the Global Opportunity Youth Network, a global initiative catalyzing opportunity for young people age 15-29 who are out of school, unemployed, or working informal jobs.

The team is also deeply engaged with other Institute programs. For example, the Center for Native American Youth is a close partner in the Opportunity Youth Forum and is partnering to grow the number of tribal communities and young people in its network. It’s one more example of how aligned the Institute’s work in communities nationwide that have the most to gain. ■



Aspen Institute España fellows attend an alumni seminar

ONE WORLD. ONE ASPEN.

The planet is more interconnected than ever. Technology lets people engage across borders. Pandemics strip countries of their perimeters. The global economy affects every nation, bank, and business. Climate change does not conform to maps. Political movements seep across disparate lands. These issues pervade every aspect of society, creating complex systems and interdependencies that leaders around the world must address.

Long before globalization became conventional wisdom, the Institute had a vibrant international arm. Today, the Institute has a network of 11 **International Partners**, and all pursue the goal of a Good Society, values-driven leadership, and a cultivation of big ideas: Institut Aspen France, Aspen Institute Germany, Aspen Institute Italia, Aspen Institute Central Europe, Aspen Institute Romania, Ananta Aspen Centre, Aspen Institute Japan, Aspen Institute New Zealand, Aspen Institute Kyiv, Aspen Institute España, and Aspen Institute México.

Over the last year, Aspen Institute Romania emphasized energy security in the Black Sea region with their flagship event, the Bucharest Forum. Aspen Institute Kyiv has seen an incredible number of its alumni in the new government, including the prime minister, 23 of the 230 ministers in

Parliament, and five Cabinet members. Aspen Institute Japan has focused on preparing talented women for leadership roles in Japanese society, and partnered with the Socrates Program for a series of seminars bridging East and West. Aspen Institute España examined the future of democracy in Latin America, and explored globalization with politicians from nine different political parties. Aspen Institute México launched a national *Project Play Playbook* to address children's physical inactivity and considered a Green New Deal for Mexico. And, finally, the Institute's newest international partner, Aspen Institute New Zealand, strengthened ties with the US Embassy and launched its new blog.

All of the above are just a few of the international partners' impacts and offerings. **The Institute's broad reach and influence exist, in other words, not only in the United States but across the world.** ■

Participants in the
2019 Wilderness Seminar



Greg Gerchuny

Transitioning to new and cleaner forms of energy is imperative to the planet's future—and is something the **Energy and Environment Program** has been exploring for decades. Energy Week, formerly the Energy Policy Forum, is the program's longest-running annual event. Over the years, this forum has brought together more than 2,000 industry leaders, including former EPA Administrators Lisa Jackson and Gina McCarthy. Last year, Energy Week hosted over 60 experts to discuss electricity markets, technology, decarbonization, and cybersecurity. The program also held a Winter Energy Roundtable with a broad swath of experts to take a deep look at the innovation necessary to achieve net-zero energy use by 2050. Their report *Unlocking Mid-Century Deep Decarbonization* envisions a climate strategy that invests in energy innovation and economy-wide decarbonization.

In addition to its energy-specific work, the Energy and Environment Program also focused on climate change more broadly. When the pandemic hit, the program went digital, launching with a discussion about **continuing climate activism while sheltering in place**. Bill McKibben of 350.org hosted the talk with young activists Alexandria Villaseñor and the American Conservation Coalition's Benji Backer. The program also launched its new Innovators Series where rising stars in the environmental movement offer a fresh take on the nexus of climate change and critical issues like food, health, and social justice. ■

Dan Bayer



All Clean

As of June 1, 2020, the Aspen Meadows campus is running on 100 percent clean electricity—thanks to the Institute's Green Team and with support from the Energy and Environment Program. This milestone received recognition in *Forbes* and *Hotel Business Week*.

As of November 2019, the policy and public programs of the Institute fall under four working groups: Economic Prosperity and Inclusion; Global Security, Technology, and Development; Pillars of Good Society; and Stronger and Healthier Communities.

ENTERPRISE INITIATIVE

ASPEN PARTNERSHIP FOR AN INCLUSIVE ECONOMY

aspeninstitute.org/apie

The Aspen Partnership for an Inclusive Economy, launched with the Mastercard Center for Inclusive Growth, its founding partner, unites Institute innovators with a diverse set of leaders from across the public, private, and nonprofit sectors to help reconstruct the global economy so that it drives greater security, opportunity, and resilience for everyone, everywhere. It convenes local community, labor, government, tribal, youth, and business leaders to set new and higher standards for responsible private-sector leadership. And it connects people realizing breakthroughs at the community level with those crafting policy at the national level to ensure that widespread policy change is informed by what works and what is just. The partnership is shaping an economy in which everyone, regardless of zip code, can know the comfort of a safe home, the security of savings, the dignity of work fairly rewarded, and the power of a voice that yields change.

Dana Hyde, Co-Chair
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Ida Rademacher, Co-Chair
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POLICY PROGRAMS

ASCEND AT THE ASPEN INSTITUTE ●

ascend.aspeninstitute.org

Ascend is the national hub for breakthrough ideas and collaborations to move children and their families toward educational success, economic security, and health and well-being. Ascend embraces a two-generation approach with a racial equity and gender lens. Ascend invests in leaders through fellowship programs, drives practice and systems innovation through a multi-sector network of almost 400 organizations, and fuels new approaches to national, state, and local policy for families. Ascend recently launched accelerated phases of the Aspen Family Prosperity Innovation Community and the Postsecondary Success for Parents Initiative.

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ASPEN DIGITAL ●

aspeninstitute.org/aspendigital

Aspen Digital empowers policymakers, civic organizations, companies, and the public to be responsible stewards of technology and digital media in the service of a more just and equitable world. Through convenings, fellowships, publishing, interactive tool kits, and thought leadership, Aspen Digital shines a light on urgent global issues across the news-information ecosystem, cybersecurity, emerging technology, urban innovation, and the technology talent pipeline—and then turns ideas into action. Flagship initiatives include the Tech Policy Hub, Cybersecurity Summit, Cybersecurity Group, Center for Urban Innovation, Communications Policy Project, and AI Roundtable.

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ASPEN NETWORK OF DEVELOPMENT ENTREPRENEURS ●

andeglobal.org

The Aspen Network of Development Entrepreneurs is a global membership network of organizations that propels entrepreneurship in emerging markets. ANDE members support small and growing businesses, which are the engines of job and prosperity growth in developing countries. Members include capacity-development providers, corporations, development finance institutions, donor agencies, foundations, investment funds, and research institutions. Launched with 34 founding members in 2009, ANDE now serves approximately 290 organizations operating in over 150 countries. ANDE maintains eight regional chapter offices: Andean, Brazil, Central America and Mexico, East Africa, East and Southeast Asia, India, South Africa, and West Africa.

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ASPEN PLANNING AND EVALUATION PROGRAM

aspeninstitute.org/apec

The Aspen Planning and Evaluation Program helps clients plan and evaluate efforts to shape public policy and promote changes in attitudes and behavior. Clients include foundations and nonprofits based in the United States, Africa, and Europe. APEP staff and consultants assess clients' contributions to effecting change on issues as diverse as strengthening local advocacy for family planning in sub-Saharan Africa and supporting a more robust health journalism ecosystem in California. With pilot funding from Institute sources, the APEP team also staffs the new Monitoring, Evaluation, and Learning Office that organizes the Institute's program review process and that is gathering and assessing the Institute's evaluation resources and needs. The new office is collaborating with the Aspen Partnership for an Inclusive Economy to design their emerging impact assessment framework.

David Devlin-Foltz, Executive Director
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ASPEN STRATEGY GROUP ●

aspeninstitute.org/asg | aspensecurityforum.org

The Aspen Strategy Group convenes decision makers in resolutely nonpartisan public and private forums to address key foreign policy challenges facing the United States. The ASG organizes its annual Summer Workshop in Aspen, Colorado, along with the Aspen Ministers Forum and Track II dialogues with Brazil, China, Europe, and India. It also presents the annual Aspen Security Forum, a three-and-a-half-day public conference that engages current and former senior US administration officials, conservatives and liberals, to take part in discussions on the most vital national security challenges of the day.

Nicholas Burns, Executive Director
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BUSINESS AND SOCIETY PROGRAM ●

aspeninstitute.org/bsp

The Institute's Business and Society Program focuses on aligning business with the long-term health of society. Through dialogue, teaching awards, and curated leadership networks, the program designs and facilitates opportunities for executives and educators to explore new routes to business sustainability and long-term value creation. Signature programs include the Long Term Strategy Group, First Movers Fellowship, and Ideas Worth Teaching.

Judith Samuelson, Executive Director
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CENTER FOR NATIVE AMERICAN YOUTH ●

cnay.org

The Center for Native American Youth is a national advocacy organization working to improve the health, safety, and overall well-being of Native American youth ages 24 and under. Founded by former US Senator Byron Dorgan, CNAY is a policy program within the Institute, headquartered in Washington, DC. While remaining part of the Institute, CNAY is also overseen by a board of advisors. The center strives to bring greater national attention to the issues facing Native American youth while fostering community-driven solutions, with special emphasis on youth suicide prevention.

Nikki Pitre, Executive Director
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CITIZENSHIP AND AMERICAN IDENTITY PROGRAM ●

aspeninstitute.org/citizenship

In a time of rapid demographic changes, widening polarization, and rising inequality, the question of what it means to be American is of prime consequence. The Citizenship and American Identity Program explores this question through cross-ideological activities, from public forums to leadership gatherings to seminars. One of the program's core initiatives is the Better Arguments Project, which encourages Americans to reach across political, cultural, and economic divides to engage in more productive arguments. The initiative defines five guiding principles: (1) take winning off the table, (2) prioritize relationships and listen passionately, (3) pay attention to context, (4) embrace vulnerability, and (5) make room to transform. The Better Arguments Project works in partnership with communities around the country to ground these principles in the context of real experiences.

Eric Liu, Executive Director
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COLLEGE EXCELLENCE PROGRAM ●

higher.aspeninstitute.org

The College Excellence Program identifies and accelerates the adoption of practices and leadership strategies that improve equity in students' college access as well as the success of all students in learning, degree completion, and post-graduation employment. Over the past 50 years, increased college access has benefited millions of Americans. But now the nation must get more students through college with the skills and abilities needed for success after graduating. College Excellence helps colleges align their programs, practices, and policies to the success of today's students, both while they are in college and in the world they inhabit after college. The program's flagship initiatives include the Aspen Prize for Community College Excellence, which awards \$1 million biennially to the nation's best community colleges and replicates exceptional college outcomes nationwide; the Aspen Presidential Fellowship for Community College Excellence, which trains the next generation of community college leaders; Siemens Technical Scholars, which recognizes the value that community colleges can provide students, communities, and businesses by offering programs that prepare students for middle-skill jobs in STEM fields; and the American Talent Initiative, which expands socioeconomic diversity at leading colleges and universities.

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COMMUNITY STRATEGIES GROUP ●

aspeninstitute.org/csg

Since 1985, the Institute's Community Strategies Group has helped convene, equip, and inspire local leaders as they build more prosperous regions and advance those living on the economic margins—with more than 75 percent of that work in rural America. Committed to equity, economic opportunity, and social and health outcomes, CSG advances an asset-based and systems-building approach to community and economic development. CSG designs and facilitates action-inducing peer learning among organizations, leaders, and policymakers and by providing strategic guidance to sharpen their focus and strategy. The group's action frameworks are increasingly being adopted to help rural and regional economies grow and to help striving rural families get ahead. Through its years of work across the United States, CSG has learned from people doing the best work building and rebuilding strong, inclusive rural communities and economies. It has cultivated a deep and broad network of the nation's most creative and dedicated practitioners of rural community and economic development, all eager to forge a better rural future.

Janet Topolsky, Executive Director
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CONGRESSIONAL PROGRAM ●

aspeninstitute.org/congressional

More than 30 percent of the current Congress has participated in this nonpartisan, public-policy education and civility-building program for members of the US Congress. At a time of congressional gridlock and extreme partisanship, the program offers Republican and Democratic legislators the opportunity to explore policy alternatives and learn from internationally recognized academics and experts. It assists legislators in developing a deeper understanding of public-policy options and the personal relationships necessary to help Congress meaningfully address the nation's problems. Although the program does not endorse specific legislation, for more than three decades it has provided a forum for policy-issue discussion that has often sown the seeds for significant policy initiatives. Current subjects include international economic and security issues; extremism; energy policy; policy challenges in the developing world; and US policy with regard to Russia, Asia, and the Middle East. The program annually sponsors 25 breakfast meetings and four conferences for members of Congress. No lobbyists, congressional staff, or outside observers are permitted. The program also separately provides policy education initiatives as a resource for key congressional staff members.

Dan Glickman, Executive Director
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ECONOMIC OPPORTUNITIES PROGRAM ●aspeninstitute.org/eop

The Economic Opportunities Program advances strategies, policies, and ideas to help low- and moderate-income people thrive in a changing economy. The program recognizes that race, gender, and place intersect with and intensify the challenge of economic inequality, and it addresses these dynamics by advancing an inclusive vision of economic justice. For more than 25 years, EOP has focused on expanding individuals' opportunities to connect to quality work, start businesses, and build the economic stability that provides the freedom to pursue opportunity.

Maureen Conway, Executive Director
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ECONOMIC STRATEGY GROUP ●economicstrategygroup.org

The Economic Strategy Group comprises a diverse, bipartisan group of distinguished leaders and thinkers with the goal of promoting evidence-based solutions to significant US economic challenges. Co-chaired by Henry M. Paulson Jr. and Erskine Bowles, ESG fosters the exchange of economic policy ideas and clarifies the lines of debate on emerging economic issues while promoting bipartisan relationship-building among current and future generations of policy leaders in Washington.

Melissa S. Kearney, Director
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EDUCATION AND SOCIETY PROGRAM ●aspeninstitute.org/education

The Education and Society Program advances equity for traditionally underserved students by inspiring, informing, and influencing education leaders across policy and practice. By providing venues for authentic learning and honest off-the-record dialogue and by producing a range of resources and tools, Education and Society assists education leaders in designing, implementing, and continually improving strategies to ensure that students prepare for college, career, civic engagement—and life. The program convenes a wide range of stakeholders who are diverse by design—networks of urban superintendents and their teams, state chiefs and their cabinets, elected officials and their staffers, policymakers and practitioners from all levels of governments, civil rights organizations, teachers, union leaders and reformers, and Republicans and Democrats—to question conventional wisdom, elevate evidence over ideology, and promote

innovation that addresses vexing challenges facing the country's public education system.

Ross Weiner, Executive Director
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ENERGY AND ENVIRONMENT PROGRAM ●aspeninstitute.org/ee

The Energy and Environment Program challenges thought leaders to test and shape energy, conservation, and environmental policies; governance systems; and institutions that support the well-being of both nature and society. Framed around the greatest challenge of this time—solving the climate crisis—the program addresses critical energy and environmental issues through nonpartisan, nonideological convenings, with the specific intent of bringing together diverse stakeholders to improve the process and progress of policy-level dialogue. It also houses the High Seas Initiative, a dynamic, interdisciplinary program that brings the ocean community and world leaders together to sustainably manage and protect the health of the planet's ocean. The program's core strategy focuses on mitigating the effects of climate change, adapting to the inevitable impacts of climate change, and building the relationships needed to achieve these goals. In 2020, EEP launched the Future Leaders Initiative, focused on harnessing the power of younger voices in climate conversations.

Greg Gershuny, Executive Director
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FINANCIAL SECURITY PROGRAM ●aspenfsp.org

The Institute's Financial Security Program solves critical financial challenges facing America's households and helps create a more inclusive and prosperous economy in which all Americans have the opportunity to save, invest, and own. Working at the intersection of policy and financial markets, the program uses an array of strategic dialogues, briefings, and publications to build consensus among industry leaders, policymakers, and consumer advocates. The goals are to find breakthrough solutions that help hardworking families meet short-term needs and achieve their long-term financial goals, and to foster effective public policies that will shape the rapidly evolving financial system in a way that reduces wealth inequality and improves the financial security of all Americans.

Ida Rademacher, Executive Director
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FORUM FOR COMMUNITY SOLUTIONS ●aspencommunitysolutions.org

The Forum for Community Solutions promotes collaborative, community-based efforts that build the power and influence of those with the least access to opportunity, and it supports communities that come together to expand mobility, eliminate systemic barriers, and create solutions to their most pressing challenges. Through its Opportunity Youth Fund, the Forum for Community Solutions has collaborated with dozens of foundations to invest more than \$15 million in communities committed to creating opportunities for young people. The forum's opportunity-youth work has expanded to include the Global Opportunity Youth Network and an adult and youth justice-reform initiative. The forum also co-leads the Collective Impact Forum, a global network of more than 30,000 that hosts a 1,000-person conference annually.

Steve Patrick, Executive Director
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FUTURE OF WORK INITIATIVE ●aspeninstitute.org/future-of-work

The Future of Work Initiative identifies concrete ways to address the challenges that US workers and businesses face due to the changing nature of 21st-century work. Rather than waiting to react to future disruptions, it is critical to develop solutions that address the changes transforming the US economy. The initiative focuses on policy ideas at the federal, state, and local level to improve economic security for traditional and independent workers; expand investment in and access to effective education and training over the course of workers' careers; and reduce pressure on public companies to prioritize short-term profits and instead encourage investment in long-term value.

Alastair Fitzpayne, Executive Director
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GLOBAL INNOVATORS GROUP ●aspenglobalinnovators.org

The Global Innovators Group expands access to health and prosperity for people living at the world's margins. Its network of innovators brings overlooked challenges into plain sight and creates partnerships, programs, and policies to address them. Its initiatives are collaborations among grassroots experts in developing countries, women, young leaders, and public- and private-sector pathfinders.

The group's programs in leadership, entrepreneurship, and health innovation include Aspen Management Partnership for Health, New Voices Fellowship, Healthy Communities Fellowship, Artisan Alliance, Aspen Ideas: Health, Aspen Ideas Incubator, Aspen Forum on Women and Girls, and *The Bridge* podcast.

Peggy Clark, Executive Director
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HEALTH, MEDICINE AND SOCIETY PROGRAM ●

aspeninstitute.org/health

The Health, Medicine and Society Program brings together influential leaders, clinicians, scientists, policymakers, and advocates across disciplines to exchange ideas and advance strategic, creative solutions to the most vexing challenges in health and medicine. Through its signature initiatives—including Aspen Ideas: Health, the Aspen Health Strategy Group, and the Sabin-Aspen Vaccine Science and Policy Group—the program's thoughtful, evidence-based work advances actions to improve the health of individuals, families, communities, the nation, and the world. The HMS portfolio includes the Food and Society program (aspeninstitute.org/food), under executive director **Corby Kummer**, whose current work includes *Safety First*, worker-safety guidelines for restaurant reopening, and a major initiative to broaden the work on the Food Is Medicine movement; and the Science & Society program (aspeninstitute.org/science), under director **Aaron F. Mertz**, which recently published *GOOD10: The Pandemic Issue*, an investigation of big-picture ways that science innovation and communication can usher in a more equitable, progress-oriented, and safer world.

Ruth Katz, Executive Director | ruth.katz@aspeninstitute.org

JUSTICE & SOCIETY PROGRAM ●

aspeninstitute.org/justice

For 40 years, the Justice & Society Program has examined the distinction between law and rules, the importance of the rule of law, and how US constitutional democracy balances individual rights with the majority's will. The program currently consists of two initiatives. The first is the Inclusive America Project, which focuses on religious diversity and builds alliances and resilience by providing thought leadership and practical tools in the fight against hate and intolerance. The program is also host to the new Criminal Justice Reform Initiative, which will help lift up targeted best practices across the criminal justice continuum; convene thought leaders, such as activists and grassroots organizers, lawyers, judges, researchers, and policymakers to discuss best practices and to learn collectively from each other in order to advance the field; shape narrative change around justice-involved individuals—including the children of these individuals—by focusing on the lived experiences of those who are most impacted; and bring about policy and systems

changes aimed at reducing mass incarceration nationally and within state and local jurisdictions, particularly in places where there are spatial concentrations of high rates of incarceration.

Elliot Gerson, Executive Vice President
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LATINOS AND SOCIETY PROGRAM ●

aspeninstitute.org/latinos-society

Founded in 2015, the mission of the Latinos and Society Program is to identify, promote, and catalyze ideas and solutions that foster greater opportunity for American Latinos, enabling a more prosperous, inclusive America for all. Projected to reach nearly one in three Americans by 2060 and representing one in four K–12 students today, Latinos will influence the trajectory of the United States well into the future. The program brings Latino leaders, voices, and insights to the Institute and focuses on the economic advancement of individuals, families, communities, and society. Nearly 300 Ricardo Salinas scholars have participated in 82 Institute programs, and more than 150 connections have been made through the program between Latinos and Institute initiatives. The program has inspired numerous new collaborations and initiatives, including a permanent endowment to support Latino civic education and the implementation of several recommendations by participants of the program's Forum on Latino Business Growth to rapidly accelerate the number of scaled Latino-owned businesses.

Domenika Lynch, Executive Director
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PROGRAM ON PHILANTHROPY AND SOCIAL INNOVATION ●

aspeninstitute.org/psi

Through seminars, leadership programs, conferences, grant making, and advisory services, the Program on Philanthropy and Social Innovation helps social-sector leaders drive positive change. The program hosts the Aspen Philanthropy Group of foundation CEOs at the cutting edge of change. It convenes impact investors financing enterprises that offer both a social and a financial return. It provides seminars for emerging nonprofit leaders who are competitively selected. And it curates conferences on a range of substantive issues and novel methods. Finally, the program advises and serves as a matchmaker among philanthropists seeking opportunities for collaboration and impact; and it manages a small grants program focused on actionable research.

Jane Wales, Executive Director
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SPORTS & SOCIETY PROGRAM ●

aspeninstitute.org/sports

The Sports & Society Program convenes leaders, facilitates dialogue, and inspires solutions that help sports serve the public interest. Its signature initiative is Project Play, which develops, shares, and applies knowledge that helps stakeholders build healthy communities through sports. The program hosts the annual Project Play Summit, the nation's premier gathering at the intersection of youth, sports, and health. The program's Future of Sports conversation series thinks through some of the biggest ideas in sports.

Tom Farrey, Executive Director
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STEVENS INITIATIVE ●

stevensinitiative.org

The Stevens Initiative is an international effort to build global competence for young people in the United States and the Middle East and North Africa by growing and enhancing the field of virtual exchange. Created in 2015, the initiative helps to expand the virtual exchange field through three pillars of work: investing in promising programs, sharing knowledge and resources, and advocating for virtual exchange adoption. By summer 2021, the initiative will expand its reach to nearly 40,000 young people in 15 Middle East and North African countries and the Palestinian territories, and in 45 US states, Puerto Rico, and Washington, DC.

Mohamed Abdel-Kader, Executive Director
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PUBLIC PROGRAMS

ALMA AND JOSEPH GILDENHORN BOOK SERIES

aspeninstitute.org/gildenhorn-book-series

This regular lunch series, held in Washington, DC, presents informal conversations with notable authors of current books. It provides the chance to listen to and talk with biographers, political scientists, journalists, scholars, and other writers about their work. The past year's series featured, among others: David Brooks' *The Second Mountain*, Ibram X. Kendi's *How to Be an Antiracist*, Robert J. Shiller's *Narrative Economics*, and Jeffrey Rosen's *Conversations with RBG*. Lifetime trustee Alma Gildenhorn and her husband, Ambassador Joseph Gildenhorn, underwrite the series.

Libby Franklin, Managing Director of Public Programs
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ARTS PROGRAM ●

aspeninstitute.org/arts-program

The Arts Program gives a platform to artists and cultural leaders as some of society's most important innovators and influencers with programs designed to bring to the forefront their work and their perspective on today's issues. These programs include the Aspen Ideas Festival Arts track, the Michelle Smith Arts & Culture Series, the Eisner/Lauder New Views Documentaries and Dialogue Series, and the yearlong Harman/Eisner Artist in Residence program, which more deeply explores the work of these artists and their influence on society. The 2019 Artists in Residence were multi-award-winning actress Rita Moreno and acclaimed author and ceramist Edmund de Waal. The Arts Program also connects the creative community to other Institute programs for wider impact across all fields. Based in New York City, the program is supported by a dedicated trustee Committee on Arts and Culture and Arts Circle members.

Erika Mallin, Executive Director
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ASPEN COMMUNITY PROGRAMS

aspeninstitute.org/community

The Institute hosts dozens of public programs year-round for residents and visitors alike, including Great Books, the Edlis-Neeson Great Decisions Series, Sharing Shakespeare, the McCloskey Speaker Series, the Hurst Lecture Series, and Our Society Reimagined. These programs offer unique and affordable opportunities for a diverse mixture of participants to find inspiration in a variety of ways. Thanks to its donors, the program offers need-based scholarships to teens and adults to take part in events based in Aspen, Colorado.

Cristal Logan, Vice President
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ASPEN IDEAS FESTIVAL

aspenideas.org

The Aspen Ideas Festival is one of the nation's foremost public gatherings for leaders around the globe and across disciplines to engage in deep discussion of the issues that shape lives and challenge the times. Launched in 2005 and produced by the Institute in partnership with The Atlantic, some 400 presenters and 3,000 attendees participate in the Ideas Festival on the Institute's campus in Aspen, Colorado, each summer. The festival's mission is to create a stimulating and invigorating environment that links the foremost thinkers of today with civic-minded leaders in business, arts, politics, sciences, humanities, and philanthropy to share ideas, raise challenging questions, and inspire thought to action.

Kitty Boone, Vice President of Public Programs | kitty.boone@aspeninstitute.org

ASPEN IDEAS: HEALTH

aspenideas.org/health

Since 2014, Aspen Ideas: Health has been exploring the leading challenges in health, medicine, and science—through both a US and global lens—and bringing together the people who are unafraid to face them down. During the three opening days of the Aspen Ideas Festival in Aspen, Colorado, this community of experts, practitioners, innovators, and advocates take part in conversations that elevate bold approaches to better health. A mixture of formats—including dynamic interviews, engaging panel discussions, and special cultural offerings—foster learning, encourage interaction with speakers, and spark new ideas that lead to action.

Ruth J. Katz, Co-Director | ruth.katz@aspeninstitute.org
Peggy Clark, Co-Director | peggy.clark@aspeninstitute.org

HURST COMMUNITY FUND

aspeninstitute.org/hurst

The Hurst Community Fund hosts four-day Great Ideas Seminars for middle-school and high-school students in Aspen, Colorado, and throughout the Roaring Fork Valley. In addition, the Hurst Community Fund supports the Hurst Lecture Series, enabling the Institute to present renowned and inspiring leaders for public audiences throughout the year. Past Hurst Lecture Speakers include former Secretary of State Condoleezza Rice, former Secretary of State Madeleine Albright, and former New York City Mayor Michael Bloomberg. These events are made possible by a donation from the Hurst Family Foundation.

Cristal Logan, Vice President of Aspen Community Programs
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HURST COMMUNITY INITIATIVE

aspeninstitute.org/hurst-community-initiative

Funded by Aspen locals, Bob and Soledad Hurst, the Hurst Community Initiative seeks to promote dialogue, increase understanding, and facilitate opportunities for meaningful collaboration. Focused on finding solutions to current issues facing diverse populations, and supporting those hardest hit by today's defining challenges, the Hurst Community Initiative is a collaboration among elected officials, regional service agencies, non-profits, private sector, community organizers, and citizens – Parachute to Aspen, Colorado. Programs include the Hurst Leadership Seminar, the Community Forum on Local Issues, and regional offerings promoting Institute policy programming, civic engagement and the belief that we are more resilient when we work together.

Evan Zislis, Director of Community Engagement
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ASPEN WORDS ●

aspenwords.org

Aspen Words encourages writers, inspires readers, and connects people through the power of stories. One of the nation's leading literary centers, its programs include Summer Words, a writing conference and literary festival; Winter Words, a speaker series presenting the best of contemporary literature; the Aspen Words Literary Prize, a \$35,000 annual award for fiction with social impact; and a writers-in-the schools program and writing residencies. Recent speakers include Ann Patchett, Adam Gopnik, Azar Nafisi, Luis Alberto Urrea, and Tracy K. Smith.

Adrienne Brodeur, Executive Director
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CITYLAB: URBAN SOLUTIONS TO GLOBAL CHALLENGES

aspeninstitute.org/citylab

The Institute, The Atlantic, and Bloomberg Philanthropies gather the world's foremost mayors and urban leaders annually for CityLab: Urban Solutions to Global Challenges. In October 2019 in Washington, DC, the summit brought together mayors and city staff from around the world as well as civic leaders, practitioners, academics, and business leaders to advance bold, scalable ideas and emerging trends that can transform cities into more livable and sustainable places. CityLab is on hiatus in 2020.

Libby Franklin, Managing Director of Public Programs
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CONVERSATIONS WITH GREAT LEADERS IN MEMORY OF PRESTON ROBERT TISCH

aspeninstitute.org/tisch-conversations

The Institute's flagship discussion series in New York City is underwritten by Laurie, Steve, and Jonathan and Lizzie Tisch to memorialize the legacy of their father, Preston Robert Tisch, an extraordinary business leader, philanthropist, and public servant. The series features conversations with influential leaders from all walks of civic life. It also includes the annual Preston Robert Tisch Award in Civic Leadership. Featured speakers include women's sports pioneer Billie Jean King, former New York City Mayor Michael Bloomberg, media visionary Arianna Huffington, civil rights leader and US Representative John Lewis, and Ford Foundation President Darren Walker.

Linda Lehrer, Director of New York Public Programs
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MCCLOSKEY SPEAKER SERIES

aspeninstitute.org/mccloskey

This summer program in Aspen, Colorado, features talks by leaders who have a far-reaching impact on society. Past speakers have included former President Jimmy Carter and former First Lady Rosalynn Carter, Secretary of Defense Robert Gates, US Representative John Lewis, US Supreme Court Justice Ruth Bader Ginsburg, and Twitter co-founder Evan Williams, among many others. The series is made possible by a donation from the McCloskey Family Charitable Foundation.

Cristal Logan, Vice President of Aspen Community Programs
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MICHELLE SMITH ARTS AND CULTURE SERIES

aspeninstitute.org/smith

This series features a diverse array of speakers from the creative community in discussions showcasing their work and performances. It elevates the Institute's dedication to the arts and helps establish it as a place for sophisticated, meaningful discussion of arts and culture to educate, inspire, and spur future impact. This year, the series included a broad spectrum of artistic and cultural leaders—an activist painter, a celebrated playwright/actor, a world-renowned performer, bold new literary voices, and award winning directors—addressing issues of gun violence, the prison-industrial complex, and unearthing family secrets. The series is supported by Institute trustee Michelle Smith and the Robert H. Smith Family Foundation.

Erika Mallin, Executive Director, Arts Program
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MURDOCK MIND, BODY, SPIRIT SERIES

aspeninstitute.org/murdock

The Murdock Mind, Body, Spirit Series reflects the founding principle of the Institute—a commitment to nurturing the whole individual—by bringing experts and innovators to Aspen, Colorado, to discuss research and share the latest revelations about health and wellness. Past speakers include Michael Pollan, Dr. Helen Fisher, Adam Grant, and Dr. Mark Hyman, among others. The series is underwritten by Gina and Jerry Murdock.

Cristal Logan, Vice President of Aspen Community Programs
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SOCRATES PROGRAM

aspeninstitute.org/socrates

The Institute's Socrates Program is an educational forum designed to provide individuals access to expert-moderated, text-based Socratic dialogue on issues and questions of great contemporary interest and importance. The seminar experience is collaborative, in that the participants directly engage the text, moderators, and each other in vigorous debate. Recent topics include Thinking About Global Security; Wielding Power and Influence; and Learning from Native Sons: The Pain, Rage, and Hope of America's Most Loyal Critics. Since 1996, the Socrates Program's network has grown to more than 7,000 people from all over the United States and more than 30 countries. Socrates alumni stay engaged with the program, connect with each other, collaborate professionally, and share networks.

Cordell Carter, Executive Director
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TEEN SOCRATES

aspeninstitute.org/teen-socrates

The Institute offers its Teen Socrates Seminar each year over Presidents' Day weekend in Aspen, Colorado. Modeled after the Institute's flagship Aspen Executive Seminar, teens between the ages of 15 and 17 from the Roaring Fork Valley and beyond meet over three days to take part in lively, text-based roundtable discussions dedicated to enhancing leadership, problem-solving, and critical-thinking skills. The seminar challenges students to think critically and deeply about their values and ideas, and those that make the Good Society. They come away from the seminar with new perspectives as they confront the difficult choices of an ever-changing world.

Zoë Brown, Program Manager
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LEADERSHIP INITIATIVES

AFRICA LEADERSHIP INITIATIVE

alieastafricafdn.org / ali-wa.net / africaleadership.net

This initiative captures the energy, talent, and resolve of Africa's most dynamic leaders and engages them in confronting the foremost challenges of their countries. The initiative has three distinct programs: East Africa, South Africa, and West Africa.

Charlene Kamali, Africa Leadership Initiative – East Africa
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Ralph Freese, Executive Director,
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Ayoola Ayodele Maji, Executive Director,
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ASPEN INSTITUTE–RODEL FELLOWSHIPS IN PUBLIC LEADERSHIP

aspeninstitute.org/rodel

This program, introduced in 2005 through the vision and support of Institute trustee Bill Budinger, strengthens US democracy by bringing together the nation's most promising young elected political leaders, both Democrats and Republicans, to explore democratic values and the responsibilities of public leadership. The fellowship helps recipients excel in public service through thoughtful and civil bipartisan dialogue.

Mickey Edwards, Executive Director
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CENTRAL AMERICAN LEADERSHIP INITIATIVE

califoundation.org

This initiative develops values-based leadership talent in six Central American countries to tackle the challenges the region confronts. A partnership of the Institute, TechnoServe, INCAE, and FUNDEMAS, the initiative was formalized in 2007 as an independent nonprofit foundation.

Claudia Salmerón, Executive Director
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CHINA FELLOWSHIP PROGRAM

aspeninstitute.org/china

Launched in 2013 by two Henry Crown fellows with the support of David M. Rubenstein, the China Fellowship Program energizes the new generation of private-sector business leaders in China to step up and meet the challenges presented by their country's vast economic and social transformation.

Spring Fu, Managing Director
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CIVIL SOCIETY FELLOWSHIP

civilsocietyfellowship.org

Launched in 2019 as a partnership with the Anti-Defamation League, the Civil Society Fellowship prepares the next generation of American community and civic leaders, activists, and problem solvers engaged in all aspects of civil society. The program will empower fellows through values-based leadership seminars, on-site learning, and exposure to a diverse network of leaders to accelerate the creation of more engaged and cohesive communities in the United States.

Nike Irvin, Managing Director
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FINANCE LEADERS FELLOWSHIP

aspeninstitute.org/flf

The Aspen Finance Leaders Fellowship inspires influential leaders across the global finance industry to improve society through finance and increase the public's trust in the system. The program encourages fellows to reflect on the historical importance of finance in well-functioning societies as well as current challenges in the sector, inspiring them to play an active role in shaping its future. Fellows strengthen their companies' cultures, look for ways to improve system stability, and innovate to ensure global financial inclusion.

Jennifer C. Simpson, Executive Director
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HEALTH INNOVATORS FELLOWSHIP

aspeninstitute.org/hif

The Health Innovators Fellowship is designed for highly successful American health care leaders who are ready to pause and reflect on how to use their skills and experiences to move from success to a place of growing significance. The fellowship offers them a unique opportunity to clarify their own core values and explore questions of effective and enlightened leadership with a diverse group of peers with whom they may not ordinarily interact. Fellows come from a wide variety of industries and sectors, ranging from medicine to venture capital to public health and beyond.

Rima Cohen, Executive Director
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HENRY CROWN FELLOWSHIP PROGRAM

aspeninstitute.org/crown

Started in 1997, the Henry Crown Fellowship Program is the flagship leadership initiative at the Institute. It challenges the next generation of leaders, largely from the US business sector, to use their talents and energies to make a difference in the world. The program honors the memory of Chicago industrialist Henry Crown, whose career was marked by a lifelong commitment to integrity, industry, and philanthropy.

Tonya Hinch, Executive Director
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KAMALNAYAN BAJAJ FELLOWSHIP

anantaaspencentre.in

Founded in 2006, the Kamalnayan Bajaj Fellowship (formerly known as the India Leadership Initiative) in India is developing a new generation of values-based, action-oriented leaders who will engage more vigorously with the challenges of their communities and their country.

Kiran Pasricha, Executive Director and CEO
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LIBERTY FELLOWSHIP PROGRAM

libertyfellowshipsc.org

The Liberty Fellowship is an incubator for exemplary leadership in South Carolina, where it empowers the state and its leaders to realize their full potential. This vibrant network of more than 310 fellows was founded as a partnership in 2003 among Institute trustee Hayne Hipp and his wife, Anna Kate; the Institute; and Wofford College, where the fellowship is based.

Ann Marie Stieritz, President and CEO
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MIDDLE EAST LEADERSHIP INITIATIVE

aspeninstitute.org/meli

Launched in 2009 by three Henry Crown fellows, this initiative identifies leaders from across the Middle East—and from across the ideological spectrum—and motivates them to apply their energies, skills, and resources to the important societal challenges in their countries and region.

Tim El-Hady, Managing Director
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PAHARA-ASPEN EDUCATION FELLOWSHIP

pahara.org

The Pahara-Aspen Fellowship offers leaders who are reimagining public education an immersive experience that combines individual reflection on values with dialogue across difference. It fosters deep connections among these leaders to challenge, strengthen, and sustain them in their work across many sectors.

Kriste Dragon, President and CEO
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YOUTH LEADERSHIP PROGRAMS

ASPEN CHALLENGE

aspenchallenge.org

Aspen Challenge, launched in partnership with the Bezos Family Foundation, elevates youth voices and empowers students around the country to tackle critical problems in their communities. Participants use their imagination, enthusiasm, competitive spirit, and a sense of global citizenship to address challenges posed by community leaders and industry experts and to design innovative solutions to these pressing problems.

Katie Fitzgerald, Director | katie.fitzgerald@aspeninstitute.org

ASPEN YOUNG LEADERS FELLOWSHIP

aylf.aspeninstitute.org

The Aspen Young Leaders Fellowship identifies and cultivates future generations of talent to engage in values-based leadership—essential for transforming their lives and society. The fellowship nurtures diverse youth committed to addressing the most compelling social, political, and scientific issues facing their communities. It connects talent to opportunity, develops passions into purpose, and transforms vision into action.

John P. Dugan, Executive Director of Youth Leadership Programs
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BEZOS SCHOLARS PROGRAM

bezosscholars.org

The Bezos Scholars Program is a yearlong leadership development program for public-high-school rising seniors and educators. It begins with a scholarship to attend the Aspen Ideas Festival and continues through the next school year, when teams return home to launch Local Ideas Festivals to impact their peers, schools, and broader communities. For 15 years, scholars have mobilized communities around a range of issues, including rural poverty alleviation, increased digital literacy, healthier food environments, and conservation leadership.

Molly Pencke, Program Manager
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SEMINARS

EXECUTIVE LEADERSHIP SEMINARS

aspeninstitute.org/exl

For almost 70 years, Aspen Executive Leadership Seminars have challenged leaders in every field to think critically and deeply—to engage in thought, dialogue, and action about and for a more free, just, and equitable society. Executive Leadership Seminars, including the seminal Aspen Executive Seminar, have an explicit focus on values and leadership with an emphasis on leading self and others. These seminars are a unique opportunity to step away from the demands of the present, gather with other leaders, and reflect in a moderated, text-based Socratic dialogue on the concept of a good and just society. Participants emerge personally renewed, professionally refocused, and inspired to live and lead differently in their families, organizations, communities, and the world.

Todd Breyfogle,
Managing Director, Executive Leadership Seminars
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JUSTICE & SOCIETY SEMINAR

aspeninstitute.org/jss

The Justice & Society Seminar, co-founded in 1979 by the late Supreme Court Justice Harry A. Blackmun, brings together a diverse group of lifelong learners to discuss what is meant by justice and how a just society should structure its legal, judicial, and political institutions. The Justice & Society Seminar participants explore and examine their values and beliefs in light of their professional and personal experiences, including conversations such as Law, Morality, and Justice; Personal Autonomy; Religion and the Law; Race, Gender, and Justice; and International and Transnational Justice—all topics central to the values of freedom, justice, and equity and the institutions that support them.

Todd Breyfogle,
Managing Director, Executive Leadership Seminars
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IMPACT INITIATIVE

WEAVE: THE SOCIAL FABRIC PROJECT

weareweavers.org

Founded by the author David Brooks, Weave: The Social Fabric Project aims to heal America's deeply divided society and politics through a cultural renewal. Today's epidemic of loneliness, isolation, and hatred of others stems from a hyper-individualistic culture that values social freedom and personal success over relationships, commitment, and community. Weave supports a growing counterculture of people across the country who are weaving the nation's tattered social fabric by investing in their communities and connecting people across difference. Weave spreads the stories and skills of these Weavers, connects them for mutual support and learning, and invites more people to become Weavers of their communities.

Frederick Riley, Executive Director
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INTERNATIONAL PARTNERS

ASPEN INSTITUTE CENTRAL EUROPE

aspeninstitutece.org

Aspen Institute Central Europe is a nonpartisan platform for policy innovation and inclusive dialogue that facilitates the exchange of ideas, fosters open society, and promotes values-based leadership. Based in Prague, the Institute operates across Central Europe and focuses on interdisciplinary and regional cooperation. Activities are divided into leadership, policy, and public programs. One flagship program is the Aspen Young Leaders Program, which supports emerging Central European leaders in their development. The year-round work of the Institute focuses on the evaluation of the political, economic, and social development in Central Europe that culminates during its annual conference, the Shape of (Central) Europe. The Institute also publishes a magazine, *Aspen Review Central Europe*.

Aspen Institute Central Europe

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Ivan Hodač, President | **Milan Vašina**, Executive Director

ASPEN INSTITUTE ESPAÑA

aspeninstitute.es

Aspen Institute España is a foundation based in Madrid. Since 2011 the Institute has been fostering value-based leadership in all sectors of Spanish society, bringing together young politicians, business leaders, tech entrepreneurs, educators, members of the legal professions, etc. Aspen Institute España provides a plural and balanced forum to debate about the future of society. Its activities include a variety of programs, seminars, and debates based on the values and methodology of the Institute model, adapted to the Spanish context.

Fundación Aspen Institute España

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INSTITUT ASPEN FRANCE

aspenfrance.org

Institut Aspen France was founded in 1983 as a nonpartisan international center for dialogue. It provides a forum for debate by bringing together a wide array of prominent leaders, including French and international private- and public-sector decision makers, academic experts, and political and civic leaders. They bring a wealth of perspectives to the table as they address some of the world's most complex problems and reflect on the common good. Institut Aspen France gatherings are meant to have an impact beyond the conference room: they are designed to inspire real-world action.

Institut Aspen France

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ASPEN INSTITUTE GERMANY

aspeninstitute.de

Aspen Institute Germany, founded in Berlin in 1974 as the first international Aspen Institute, is committed to promoting values-based leadership, constructive dialogue among conflicting parties, and Euro-Atlantic cooperation to support and enhance a strong open society. It pays particular attention to forming sustainable networks and to establishing an open and critical discourse among leaders from politics, business, academia, culture, and civil society from Europe, the United States, Russia, and the Western Balkans.

Aspen Institute Germany

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ANANTA ASPEN CENTRE

anantaaspencentre.in

Ananta Aspen Centre is a nonpartisan and not-for-profit organization that focuses on values-based leadership development and open dialogue on important issues facing Indian society, to help foster its transformation. The organization serves to provide a platform and forum that engages civil society, business, governments and other stakeholders on issues of importance to India's development and national security.

Ananta Aspen Centre

First Floor, 124, Janpath, New Delhi • 110001
admin@anantacentre.in

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ASPEN INSTITUTE ITALIA

aspeninstitute.it

Aspen Institute Italia promotes enlightened dialogue in Europe and across the Atlantic through a number of conferences, seminars, and roundtables each year on economics, business, politics, and security. Its quarterly journal, *Aspenia*, is read in Italy and abroad, and is considered one of the world's finest foreign affairs journals. Aspen Italia conferences gather prominent figures in every field thanks to its more than 300 international members. The Institute focuses on the most important problems facing society in settings that encourage frank and open debate. The aim is not to reach unanimous agreement or reassuring conclusions but to bring to light the complexity of the world.

Aspen Institute Italia

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ASPEN INSTITUTE JAPAN

aspeninstitute.jp/english

Aspen Institute Japan is a nonprofit organization committed to values-based leadership in contemporary society. Since 1998, the Institute has been providing the leaders and future leaders of Japan with reflective experiences through moderator-led dialogue based on classic and contemporary authors and from the Western and non-Western world. Based on its flagship program, the Executive Seminar, Aspen Institute Japan now offers various seminars tailored to the needs of national and local government officials, young business leaders, and university and high-school students. It hosts more than 30 seminars annually. In addition, it also offers periodic lectures for seminar alumni to strengthen the Aspen community in Japan.

Aspen Institute Japan

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Ph: +81 3 6438 9208

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ASPEN INSTITUTE KYIV

aspeninstitutekyiv.org/en

Aspen Institute Kyiv, launched in 2015, is dedicated to promoting values-based leadership in Ukraine and neighboring countries. The Institute nurtures open dialogue among Ukrainian leaders. It facilitates the exchange of ideas that contribute to the Good Society, supporting and promoting the integration of Ukrainian leaders into national, regional, and global dialogues. The Institute has a well-established program of leadership seminars and develops new initiatives in the areas of good governance, justice, teen programs, and others. Aspen Kyiv supports its robust leadership alumni community and organizes public events.

Aspen Institute Kyiv

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ASPEN INSTITUTE MÉXICO

aspeninstitutemexico.org

Aspen Institute México, launched in March 2014 in Mexico City, is a nonpartisan center for debate and discussion. Among its main objectives is to foster the development of young leaders and their networks; to promote the values and principles of democracy; to reflect on ideas and actions that encourage a better society, such as the rule of law, environment, social development, and economic efficiency; as well as to expand relations with rising leaders around the globe. These activities are divided into seminars, dialogues, forums, policy and public programs, and leadership initiatives.

Aspen Institute México

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aim@aspeninstitutemexico.org

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ASPEN INSTITUTE NEW ZEALAND

aspeninstitute.nz

Launched in 2019, Aspen New Zealand is a nonpartisan and nonideological organization focused on education and policy. Its mission is to inspire discussion, ideas, and action about the issues that matter and to foster remarkable leadership for the future.

Aspen Institute New Zealand

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INSTITUTUL ASPEN ROMANIA

aspeninstitute.ro

Aspen Institutul Romania launched in Bucharest in 2006. It is dedicated to promoting values-based leadership in Romania and in Central and Eastern Europe. The Institute encourages open-minded and informed debate among leaders about the challenges facing society today, and it provides a neutral and balanced venue for discussing and acting on critical issues. It does this through a series of activities, including leadership programs, which harness individual potential and leadership; policy programs, which serve as nonpartisan forums for analysis, consensus building, and problem solving; and public programs, which provide a commons for people to share ideas.

Institutul Aspen Romania

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As we reflect on all that we have accomplished together in 2019 and over the past few months, I would like to thank you for your dedicated support and leadership, which empowers the Aspen Institute to be a driving force for change. At the end of last year, certainly none of us could have predicted the challenges the world would undergo or the tribulations our society would face. But it is through your renewed support and commitment in our work that the Aspen Institute has risen to meet the present moment and to lean into our institutional promise of building a more equitable society.



Philanthropy enables the Institute to take bold steps toward solving some of society's greatest challenges — economic inequality, technological change, the climate crisis, educational inequity, and more. We build spaces for dialogue that break down the supposed divides of difference, inspire the next generation of values-based, purpose-driven leaders to claim their futures, and elevate stories and ideas that will change the world. As our society continues to navigate through a global recession, an unprecedented pandemic, and a public reckoning on race and equality, this work—and your commitment to it—is more critical than it has ever been.

The global impact of the Aspen Institute would not be possible without the support of our Trustees, Society of Fellows, Paepcke and Heritage Society members, and other close friends who are dedicated to helping us fulfill our mission. Thank you for making 2019 an exceptional year—and for working so closely with us to help the Institute meet the societal needs of today and guide us into a new future together.

Sincerely

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 UBS Financial Services, Inc.
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The Heritage Society recognizes benefactors who make legacy commitments through bequests and other planned gifts which ensure the Institute is positioned to fulfill its mission now and in the future.

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GIFTS IN KIND

Reflects goods and services received January 1, 2019 through December 31, 2019.

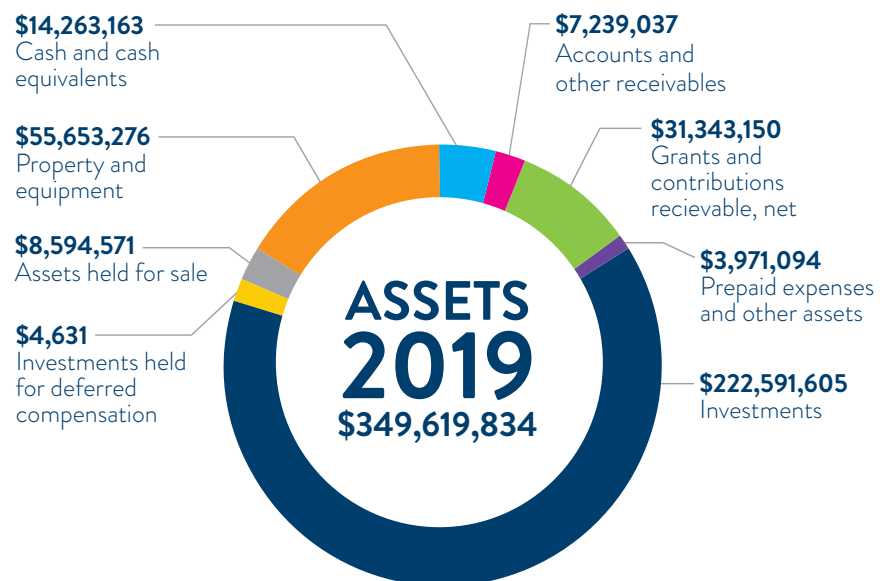
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 Jay's Valet Parking & Luxury Shuttle Service
 JBG Smith and Nash Communities
 Erica and Jeffrey A. Keswin
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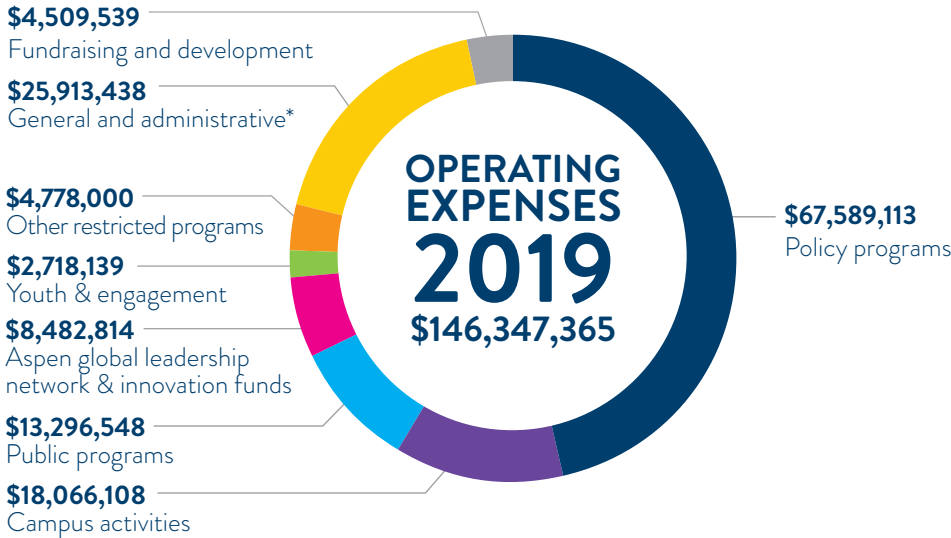
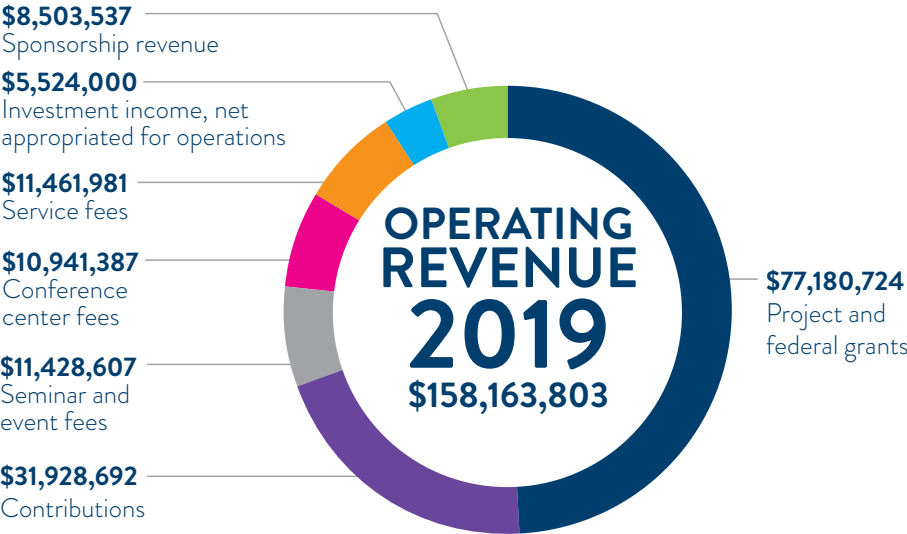
STATEMENT OF FINANCIAL POSITION (unaudited)

(Dollars in Thousands)



STATEMENT OF ACTIVITIES (unaudited)

(Dollars in Thousands)



*Includes Plant fund & Endowment fund expenses of \$3,300,405 and \$416,794 respectively

STATEMENT OF FINANCIAL POSITION (unaudited) December 31, 2019

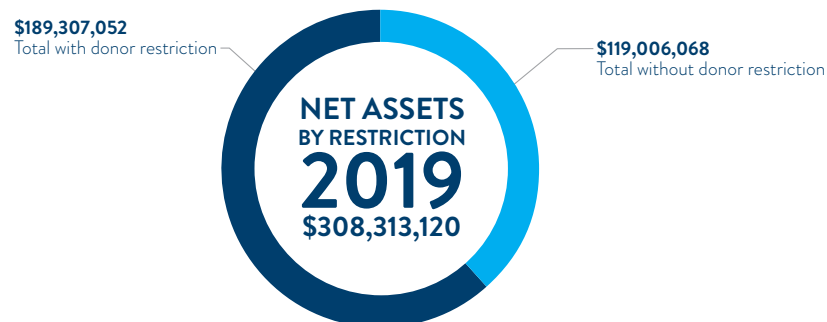
With Summarized Financial Information as of December 31, 2018

ASSETS	2019	2018
Cash and cash equivalents	\$14,263,163	\$6,525,155
Investments	\$222,591,605	\$188,524,159
Investments held for deferred compensation	\$5,794,536	\$4,630,776
Accounts receivable, net	\$7,239,037	\$15,568,800
Grants and contributions receivable, net	\$31,343,150	\$34,216,522
Prepaid expenses	\$5,713,832	\$5,503,131
Inventory	\$145,678	\$148,115
Property and equipment, net	\$64,247,847	\$65,977,582
Security deposits	\$23,724	\$107,326
Total Assets	\$351,362,571	\$321,201,567

LIABILITIES & NET ASSETS	2019	2018
Liabilities		
Accounts payable and accrued expenses	\$12,610,107	\$12,673,022
Grants payable	\$4,267,004	\$4,908,603
Customer deposits and deferred fees	\$4,304,383	\$5,708,367
Capital lease obligations	\$144,472	\$182,173
Deferred rent and lease incentives	\$14,186,212	\$14,260,520
Deferred compensation	\$5,794,536	\$4,630,776
Total Liabilities	\$41,306,536	\$44,332
Total Net Assets	\$310,055,857	\$278,838,106
Total Assets and Net Assets	\$351,362,571	\$321,201,567

NET ASSETS BY RESTRICTION

(Dollars in Thousands)



STATEMENT OF ACTIVITIES (unaudited) December 31, 2019

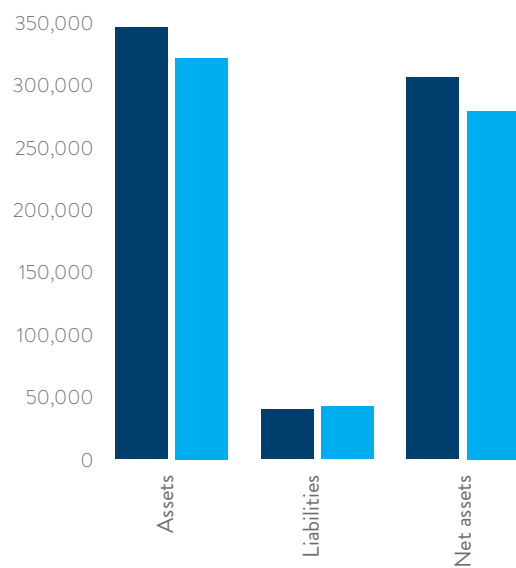
With Summarized Financial Information as of December 31, 2017

OPERATING REVENUE & SUPPORT	2019	2018
Project and federal grants	\$77,180,724	\$60,702,128
Contributions	\$31,928,693	\$34,288,581
Investment income appropriated for operations	\$7,762,270	\$3,279,037
Conference center fees	\$10,941,387	\$9,943,333
Sponsorship Revenue	\$8,503,537	\$7,904,103
Contract revenue	\$11,461,981	\$8,830
Seminar and event fees	\$11,428,607	\$11,015,798
Other	\$804,782	\$482,016
Rental income	\$390,093	\$318,384
Total Operating Revenue and Support	\$160,402,073	\$138,283,740
NON-OPERATING ACTIVITIES		
Investment income in excess of earnings	\$17,952,776	(\$4,413,349)
Provision for deferred taxes	\$0	\$77,265
Change in donor intent	\$0	(1,250,000)
Change in Assets	\$31,217,750	(\$10,037,348)
Net Assets, Beginning of Year	\$278,838,106	\$288,875,454
NET ASSETS, END OF YEAR	\$310,055,857	\$278,838,106

EXPENSES	2019	2018
Program Services		
Policy programs	\$67,589,113	\$66,977,128
Campus activities	\$18,066,108	\$16,949,806
Public programs	\$13,296,548	\$12,494,497
Global Leadership network	\$8,482,814	\$7,766,287
Youth & engagement	\$2,718,139	\$3,861,470
Seminars	\$993,666	\$808,347
Other Restricted Programs	\$5,167,818	\$2,845,132
Total Program Services	\$116,314,207	\$111,702,666
Supporting Services		
Central services & Support	\$22,596,154	\$21,601,904
Plant fund	\$3,300,405	\$4,781,518
Endowment	\$416,794	\$32,716
Total General and Administrative	\$26,313,353	\$26,416,138
Fundraising and development	\$4,509,539	\$4,416,138
Total Supporting Services	\$30,822,892	\$31,032,338
TOTAL EXPENSES	\$147,137,098	\$142,735,004
Change in net assets from operations	13,264,975	(\$4,451,264)

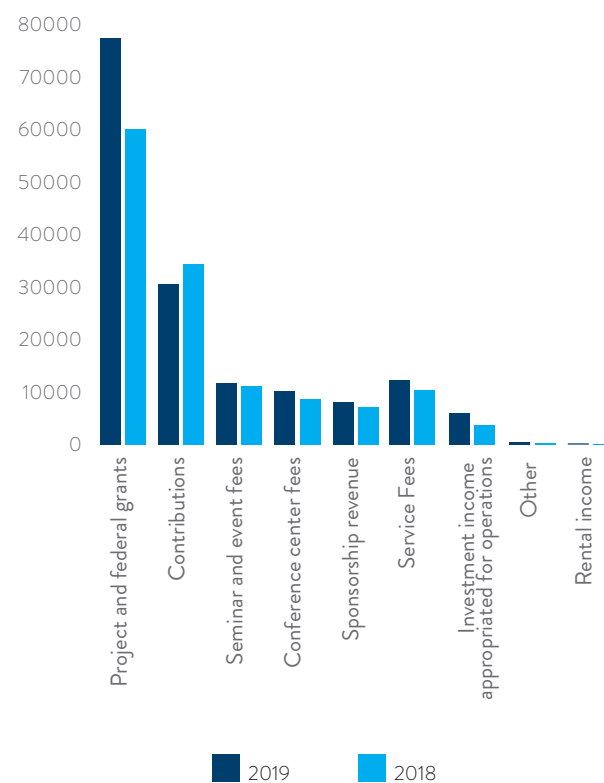
2019 V. 2018 ASSET, LIABILITY AND NET ASSET IN TOTALITY

(Dollars in Thousands)



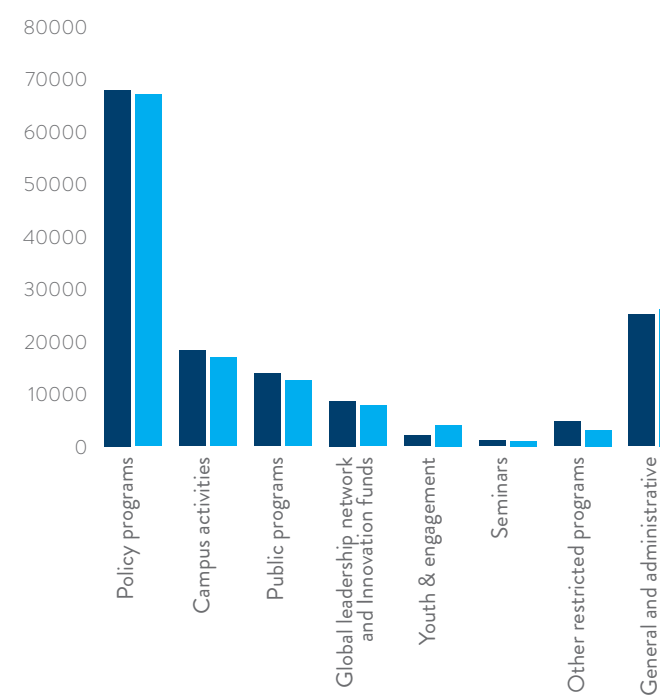
2019 V. 2018 REVENUE BY CATEGORY

(Dollars in Thousands)



2019 V. 2018 EXPENSES BY CATEGORY

(Dollars in Thousands)





SENIOR EXECUTIVE TEAM

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President and Chief Executive Officer

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Policy and Public Programs, International Partners*
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Namita Khasat

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Chief Financial Officer and Corporate Treasurer*
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*Executive Vice President,
Leadership and Seminars*
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