“Characteristic of the Aspen Institute are its approach to problems based on an analysis of the situation as a whole, its orientation toward the development of policy alternatives, its consideration for the human past and present, and its commitment to the human future.”

from THE ASPEN IDEA by Sidney Hyman
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ABOUT THE ASPEN INSTITUTE

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

- **Seminars**, which help participants reflect on what they think makes a good society, thereby deepening knowledge, broadening perspectives, and enhancing their capacity to solve the problems leaders face.

- **Young-leader fellowships around the globe**, which bring a selected class of proven leaders together for an intense multiyear program and commitment. The Fellows become better leaders and apply their skills to significant challenges.

- **Policy programs**, which serve as nonpartisan forums for analysis, consensus-building, and problem-solving on a wide variety of issues.

- **Public conferences and events**, which provide a commons for people to share ideas.

The Institute is based in Washington, DC; Aspen, Colorado; and on the Wye River on Maryland’s Eastern Shore. The Institute also has an international network of partners.
One of the great strengths of the Aspen Institute is its convening power. We are committed to putting that power to good use—navigating difficult public debates by promoting collaboration, ensuring participation across all sectors of society, and accomplishing worthwhile goals through thoughtful engagement and concrete action.

The timeless values that first inspired the Institute’s founder, Chicago businessman and philanthropist Walter Paepcke, to participate in the University of Chicago’s Great Books seminar and to begin convening intellectuals and business leaders in Aspen after World War II (“an act of faith in the humanistic tradition”) are still what guides the Institute today: a belief that men and women “must be reflective in order to ensure that all human activity—political, scientific, economic, intellectual, or artistic—will serve the needs of human beings and enrich and deepen their lives.”

In 2009, our programs and initiatives continued to serve these purposes, convening scholars, scientists, diplomats, statesmen, judges, writers, philosophers, educators, artists, and leaders of all kinds in seminars, policy programs, public events, and leadership initiatives at home and abroad. In 2010, it is worth noting we celebrated the renovation and rededication of the Walter Paepcke Memorial Building in Aspen, a physical extension of our mission and a gathering place for informed public debate and nonpartisan dialogue.

Today, the Institute continues to use its convening power, informed by decades of experience, to “serve the needs of human beings and enrich and deepen their lives.” We believe the work of the Aspen Institute, described in the pages that follow, builds on its past and affirms its commitment to the future.
“Today the Aspen Institute acts as a kind of public commons, a place to sort through common values and then find the common ground that helps us pursue solutions to the challenges of our time.”

Walter Isaacson, President and CEO, The Aspen Institute
PepsiCo chairman and CEO Indra Nooyi speaking at the Institute’s Business and Society Program’s conference on the future of capitalism.
Policy Programs and Partnerships

Advancing Public Policy through Informed Dialogue and Effective Action

www.aspeninstitute.org/policy-work

Institute policy programs advance public- and private-sector knowledge on significant policy issues confronting contemporary society. They convene leaders and experts to reach constructive solutions to critical problems. While each program is unique in its substance and approach, they all share a commitment to advancing better policy by bringing diverse perspectives together in pursuit of informed dialogue and effective action.
Advocacy and Exchange Program on Agent Orange/Dioxin
www.aspeninstitute.org/dioxin_program

This bipartisan program promotes dialogue in the US policy community and among US and Vietnamese officials on eliminating the health and environmental impact of wartime herbicides in Vietnam. It sponsors meetings and briefings on dioxin, the highly toxic chemical compound in the defoliant Agent Orange, and strengthens US-Vietnamese cooperation on mitigating contamination problems. The program also builds public support through education and advocacy for practical solutions, such as soil-restoration and community-health programs, education and treatment centers, improved services for those with dioxin-related disabilities, local environmental training, and remediation work at contaminated sites. In 2010, the US-Vietnam Dialogue Group on Agent Orange/Dioxin released a ten-year plan to address the toxic legacy of dioxin contamination.

Advocacy Planning and Evaluation Program
www.aspeninstitute.org/apep
www.continuousprogress.org

Formerly known as the Global Interdependence Initiative, this program and its related Continuous Progress Strategic Services helps its partners and clients plan and evaluate efforts to shape public policy. Program staff and consultants work with foundations and nongovernmental organizations in the United States, Africa, and Europe assessing advocacy efforts on issues as diverse as curbing teen obesity, combating human trafficking, and increasing access to family planning. The program also leads the Institute’s internal program review process.
Aspen Network of Development Entrepreneurs (ANDE)
www.aspeninstitute.org/ande

This global network of organizations propels entrepreneurship in emerging markets. Its 90-plus members are drawn from nonprofits, investment funds, foundations, and research institutions that work in over 130 developing economies. Members provide financing and support services to small and growing businesses in developing countries. The network advocates to policymakers and financial leaders on behalf of investing in these businesses, hosts conferences and training programs for business-assistance practitioners and investors, and provides financial support for innovative partnerships aimed at improving services to emerging-market entrepreneurs. It also sponsors annual events focused on the small-business sector, including a conference on key trends and new developments, a workshop on metrics and impact assessment, and an orientation session for new employees of network members. The network is currently in the process of launching regional hubs throughout the developing world.

Aspen Strategy Group
www.aspeninstitute.org/asg

How can America’s national security establishment better adapt to nascent threats and security challenges? As current global trends defy traditional notions of international relations, what common problems do nations face in the 21st century? This program examines foreign policy trends by focusing on transnational issues that blend foreign and domestic subjects. Founded in 1984 with a concentration on strategic relations, arms-control issues, and the US-Soviet relationship, its roots as an annual conference for researchers associated with arms-control projects at universities and think tanks date back to the 1970s. As the group evolved, it also included legislators, government officials, business and industry representatives, and journalists. The current program has moved beyond its Cold War origins and today includes a new generation of policymakers representing a range of perspectives. The approach, however, has remained constant: to use a bipartisan lens to identify the most contentious foreign policy and national security concerns facing our nation and to assess America’s evolving interests. Recent workshops, briefings, and reports have covered the global economic crisis and its implications for foreign policy and national security, the national security implications of global climate change, China in the 21st century, and the challenge of nuclear proliferation. An ongoing US-India dialogue also meets under the auspices of the group, as well as the Aspen Atlantic Group, a forum for former North American and European foreign ministers from across the political spectrum who develop nonpartisan recommendations for addressing common global challenges.

Business and Society Program
www.aspeninstitute.org/bsp

Through dialogue, research, and curriculum development, this program creates opportunities for executives and educators to explore new routes to business sustainability and values-based leadership. Its Center for Business Education (www.AspenCBE.org) serves as a source for innovative curricula for business schools. Other projects include Beyond Grey Pinstripes (www.beyondgreypinstripes.org), a survey and ranking of business schools that integrate social and environmental stewardship into their curricula and research, and CasePlace.org (www.caseplace.org), a resource for online case studies and MBA teaching materials on topics ranging from corpo-
rate governance and accountability to entrepreneurship, ethics, and stakeholder management. To change the way business looks at its role in a global society, the program released the Aspen Principles as part of a report on “Long-term Value Creation: Guiding Principles for Corporations and Investors” by the Aspen Corporate Values Strategy Group, and it is working with corporations, investment firms, and corporate-governance professionals to turn these principles into practice. In 2009, follow-up recommendations on “Overcoming Short-Termism: A Call for a More Responsible Approach to Investment and Business Management” were signed and released by a coalition of business and public-sector leaders, and the program also launched the First Movers Fellowship, an innovation lab for exceptional business professionals who have implemented breakthrough strategies that create profitable business growth and contribute to a sustainable society.

Commission on No Child Left Behind
www.nclbcommission.org

This bipartisan, independent effort builds support for improvements in federal education policy in order to spur academic progress and close achievement gaps. In the three years since the release of its blueprint for improving the landmark No Child Left Behind Act, major strides have been made toward some of its key recommendations, including measuring teacher quality primarily on effectiveness in increasing student achievement, strengthening school leadership, developing common standards and assessments, improving the use of data, and undertaking more aggressive interventions in low-performing schools. Co-chaired by Tommy Thompson, former US secretary of health and human services, and Roy Barnes, former governor of Georgia, the commission includes leaders of national civil rights organizations, state legislators, successful principals and teachers, business leaders, state education chiefs, school superintendents, higher education leaders, researchers, and school board members. Together, they are working to develop updated recommendations that will advance effective education reform.

Communications and Society Program
www.aspeninstitute.org/c&s

This program serves as a venue for global leaders and experts to exchange insights on the societal impact of digital technology and network communications. It also creates a multidisciplinary space in the communications policymaking world where veteran and emerging decision-makers can explore new concepts and develop policy networks. The program convenes approximately ten leadership roundtables each year on subjects such as new technologies and democratic values, business models to sustain journalism, communications industries and the environment, reforms in spectrum policy, public-service media, mobile technologies, cloud computing, and broadband communications policies. Leaders from across disciplines and perspectives engage in moderated discussions that culminate in specific conclusions and recommendations. Meetings have led to the creation of the Knight Commission on the Information Needs of Communities in a Democracy, new initiatives in public media, and the Federal Communications Commission’s new media inquiry. Conference reports are distributed to key policymakers and opinion leaders around the world and are also made available to the public online.
Community Strategies Group  
www.aspeninstitute.org/csg

Since 1985, this group has equipped community leaders to connect with the best ideas, tools, and strategies available to improve economic development, strengthen families, sustain natural resources, create locally controlled philanthropic assets, and build vital and just civic cultures. The group’s hallmark is tailored, peer-to-peer exchanges in which community-based leaders create immediate back-home action plans. It convenes action-learning sessions for teams from multiple locations and organizes site visits for peer communities to examine exemplary community change at close range. It brings together disconnected leaders from a specific geographic region to collaborate and find common aims. The group also connects community innovators with regional and national experts and funders. It develops community lessons into action guides, good-practice profiles, and web resources. Through its Rural Development Philanthropy Learning Network, the group has helped hundreds of community-based business, nonprofit, church, government, and civic leaders work together to grow locally controlled philanthropic funds and use them to improve community outcomes. In its Family Economic Success Initiative, the group is engaging a growing network of community leaders across the country to help hard-working, low-income families earn more, keep more of what they earn, and grow what they save into assets that reduce family and community poverty over time.

INSTITUTE COMMISSION INSPIRES FCC INITIATIVE

“Charlie Firestone has what I think is the hottest venue in town in his Aspen Roundtables,” said Ellen Goodman, of the Federal Communication Commission’s Future of Media team at an event in Washington. “[The Institute] has generated a ton of policy, business, and public service ideas that are now circulating and are very influential in the media space—just by getting people together and asking the right questions.”

One of those big ideas was unveiled in the fall of 2009 when the Institute’s Communications and Society Program released the work of its Knight Commission on the Information Needs of Communities in a Democracy. The Commission’s report on local needs for news and information, Informing Communities, sparked a nearly immediate action by the FCC, which is launching an “Examination of the Future of Media and Information Needs of Communities in a Digital Age.” “We are at a critical juncture in the evolution of American media,” said FCC Chairman Julius Genachowski, whose office quoted the report directly: “The digital age is creating an information and communications renaissance. But it is not serving all Americans and their local communities equally. It is not yet serving democracy fully.”

The FCC initiative will use the Knight Commission’s recommendations to help community members become knowledgeable citizens. The Commission found that “information is as vital to the healthy functioning of communities as clean air, safe streets, good schools, and public health.”
MIDDLE EAST PROGRAMS AND THE STATE DEPARTMENT JOIN FORCES

“We can’t imagine a better partner than the Aspen Institute, which will also serve as the Secretariat for Partners for a New Beginning,” said Secretary of State Hillary Clinton at the launch of a new joint venture between the Institute’s Middle East Programs and the US State Department.

Partners for a New Beginning will lay the foundation for a fresh start between the United States and Muslims by bringing together prominent Americans from the private sector and matching them with similar groups from the Muslim world.

“The partnership will work to strengthen the bonds between the United States and citizens in Muslim-majority nations and will do so based on a philosophy of mutual understanding, mutual interests, and mutual respect,” said Institute trustee and former Secretary of State Madeleine Albright, who will chair the effort—along with vice-chairs Muhtar Kent, CEO and chairman of the Coca-Cola Company, and Institute CEO Walter Isaacson.

“This is a high priority for both the president and myself,” added Clinton. “Person-to-person diplomacy in today’s world is as important as what we do in official meetings in national capitals across the globe.”

Congressional Program
www.aspeninstitute.org/congressional

This program is a nongovernmental, nonpartisan, educational initiative for members of the US Congress to strengthen their grasp of critical public policy issues. It holds high-level conferences offering legislators the opportunity to learn from internationally recognized academics, experts, and leaders and to explore policy alternatives. Current subjects include political Islam as a US policy challenge, energy security and climate change, US-China relations, US-Russia relations, and education reform. Over the years, hundreds of members of Congress, international parliamentarians, political and government leaders, and scholar-experts have been involved in the program. There is no identification with a political or party viewpoint and no endorsement of specific legislation. No lobbyists, congressional staff, or outside observers are permitted, and all conference agendas are reviewed by the House and Senate ethics committees. The program also sponsors two dozen annual breakfast meetings in the Capitol featuring distinguished scholars and international experts.

Council of Women World Leaders
www.cwwl.org

This international network of current and former women presidents, prime ministers, and Cabinet members mobilizes women leaders for action on issues of global importance. It gives a collective voice to women in high government positions and enhances the experience of democracy around the world by increasing the visibility, effectiveness, and number of women leaders. To promote ministerial-level exchange on global issues and to address the particular challenges women ministers face, the council has established initiatives in areas such as the
environment, culture, and health. It is a partner in the Ministerial Leadership Initiative for Global Health, a four-year program to build the capacity of health ministers in five developing countries and to raise awareness of the challenges to women's health globally. The council supports the development of rising leaders and administers a graduate fellowship program that pairs promising students with council members and other leaders, many of whom are women. Through the Madeleine K. Albright Women's Voices at the Institute series, the council has provided a space for discussions on global issues of particular importance to women and on policy areas where women have taken the lead in combating global problems.

**Economic Opportunities Program**
www.aspeninstitute.org/eop

This program advances strategies that connect the poor and underserved to the mainstream economy. It provides practical tools, training, and research-based information to organizations that help low-income individuals start a business, find a better job, and build wealth. It works with funders, policymakers, and nonprofit leaders on research projects, convenes meetings, and publishes reports on access to capital and credit, microenterprise, and workforce development. Projects in these areas include helping low-income individuals and communities connect to mainstream financial services, staffing a funders group that sponsors a forum on microenterprise strategies, and hosting a professional-development forum for selected workforce-development leaders that strengthens their ability to educate, train, and help low-income individuals find good-paying jobs. The Aspen Scale Institute, a working group of the program, explores how to improve the typical business model of community-based organizations and carries out research on the ways nonprofits can increase the size and scope of what they do. Under the auspices of the program's Workforce Strategies Initiative (www.aspenwsi.org), six partnerships involving nonprofit organizations and community colleges in the United States are being funded to help low-income working adults succeed in school and on the job. The program's current microenterprise work includes administering the Scale Academy for Microenterprise Development, which supports leading US microenterprise programs with grants, technical assistance, and peer-learning opportunities.

**Education and Society Program**
www.aspeninstitute.org/education

Recognizing the importance of effective education policy to improve US schools, this program convenes workshops for federal, state, and local policymakers, education leaders, researchers, and analysts to provide ongoing peer-to-peer learning and professional development. It facilitates knowledge-sharing among them about how school systems can improve the education and life chances of all students. Program participants also work to identify solutions that will support, nurture, and develop new cadres of leaders in schools and classrooms. In addition, the program's Aspen Senior Education Congressional Staff Network informs federal policy development by assisting congressional staff in better understanding innovations in the field, shared challenges, and the impact of federal education laws on states and urban school districts.
Energy and Environment Program
www.aspeninstitute.org/ee

This interdisciplinary program stimulates open-minded dialogue about the state of the natural world, global energy and environmental challenges, and sustainable solutions. It draws on the knowledge and experience of leaders in science, government, business, and civil society and raises public attention through policy dialogues and forums, a leadership initiative, and major public events. For more than three decades, its Energy Policy Forum has convened senior industry, government, environmental, and other leaders to report on a broad range of energy issues, including climate change, electricity markets, nuclear power, renewable fuels, and fuel efficiency. At its Global Forum on Energy, Economy, and Security, experts and policymakers discuss oil and gas issues and global markets. In 2009, the program continued to advance policy discussions on the impact of climate change in the Arctic, sustainable water infrastructure investments in the United States, and international institutional responsibilities for validating emerging carbon markets. The program also spearheads the Institute’s Catto Fellowship Program for young environmental professionals and partners with National Geographic to convene the annual Aspen Environment Forum. With all of these efforts, it advances collaborative dialogue and collective knowledge to help solve critical environmental problems.

Global Health and Development
www.aspeninstitute.org/policy-work/global-health-development

The Institute’s newest policy program was established in October 2009 to work on innovative approaches to health, poverty alleviation, and their interrelationship. It supports leadership in health in low- and middle-income countries and promotes creative solutions to significant global health and poverty problems. Projects include the Ministerial Leadership Initiative for Global Health in Ethiopia, Mali, Nepal, Senegal, and Sierra Leone as well as the Health Worker Migration Initiative, a vehicle for the Health Worker Migration Global Policy Advisory Council to advance global, regional, and national policies that support more ethical management of global health worker migration. The program has also established the Global Leaders Council for Reproductive Health to identify and engage high-level sitting or former political leaders who are committed to reproductive health and who will champion the central role reproductive health plays in development and prosperity. This council is chaired by Mary Robinson, former president of Ireland and UN high commissioner for human rights, who serves as executive director of Realizing Rights: The Ethical Globalization Initiative.

Global Initiative on Culture and Society
www.aspeninstitute.org/cultureandsociety

In the midst of growing recognition of the power of artistic and cultural expression to inspire solutions to societal challenges, sustain livelihoods, and create conditions necessary for social change, this initiative seeks to build a neutral platform for reflection, network-building, policy formulation, leadership development, and resource mobilization in the fields of arts, culture, and socioeconomic development. Through domestic and international roundtables, forums, seminars, and summits, it fosters leadership and raises awareness of the value of arts and culture in human development, employment creation, cross-cultural dialogue, international exchanges, peace-building, and the pursuit of happiness. The initiative creates and convenes networks of
leading professionals from diverse backgrounds to share information, generate arts and culture policy debates, and seed new actions. Recent activities have included a meeting of the Aspen Cultural Diplomacy Forum in Aviles, Spain, that focused on culture and security. The initiative is also planning a series of regional events that will address the cultural dimensions of international-development cooperation programs.

Harman-Eisner Program in the Arts
www.aspeninstitute.org/policy-work/harman-eisner-arts

This program was established in 2008 to increase the importance of the arts at the Institute and to enhance the presence of the arts in society at large. It expands the Institute’s already vital dialogue in the areas of science, business, politics, and social policy to encompass the different ways of thinking and communicating fostered by the arts, and it reaches out to artists, philanthropists, arts administrators, writers, policymakers, and patrons to connect them to every part of the Institute community. A distinguished artist-in-residence program has been created at the Aspen Ideas Festival, and artists are joining Aspen seminars and symposia on all topics. An Aspen Roundtable on Arts and Culture meets in Washington for leaders in those fields to discuss topics of public importance, a documentary film series has been established in Aspen, and other programs and partnerships are under development to enliven the Institute community with the energy of artistic creativity.

THE ECONOMY 2.0: CHANGING THE WORLD ONE MBA AT A TIME

The Institute’s Business and Society Program has been tirelessly attacking the problem of fiscal short-termism with a series of programs that target the values of the next generation of business leaders:

- The Program’s Center for Business Education launched its groundbreaking business-school guide, The Sustainable MBA, to wide acclaim—and it became a best-seller on Amazon.com. The guide features profiles of more than 150 business schools with a focus on how they integrate social, ethical, and environmental impact into their curricula.

- 2009 marked the start of the First Movers Fellowship—an innovation lab for exceptional young leaders in business that challenges its Fellows to create financial success and positive social and environmental change. The current class of First Movers comes from Coca-Cola, Procter & Gamble, Barclays, Dow Chemical, MetLife, and IDEO, among others.

- In April, the Program held the final round of its inaugural International MBA Case Competition in New York City. It had asked students to develop a ten-year growth strategy for a multinational business network to determine the added value of social responsibility. The competition launched with 25 business schools worldwide participating.

- Doctors and lawyers take professional oaths to act honestly and ethically—why not business leaders and entrepreneurs? With The Oath Project, the Business and Society Program asks graduating MBAs to make a voluntary pledge to “create value responsibly and ethically.”
GOING LOCAL:
CREATING CHANGE IN THE NATION’S COMMUNITIES

Tackling poverty neighborhood by neighborhood is not a new idea, but the ripple effects from the economic downturn have created a new normal—one that calls for new approaches. "Strategies that focus both on people and the environments in which they live are essential if we hope to increase opportunity for low-income families and communities," said Janet Yellen, nominee to the US Federal Reserve Board and CEO of the Federal Reserve Bank of San Francisco, at a two-day dialogue in San Francisco hosted by the Bank and the Institute’s Roundtable on Community Change. The event convened more than 100 experts to discuss anti-poverty strategies, such as building neighborhood capacity, and new federal initiatives, such as Promise Neighborhoods.

The Institute’s Community Strategies Group is also asking, How do we help hard-working families who can’t get ahead in today’s economy? The Group staged "Strengthening Families Action-Learning Institutes" in Arizona and Iowa. The Arizona Institute challenged teams from across the state to work in their communities and change state policy for struggling families. Participants constructed action plans to help families obtain financial education, avoid predatory lending, and find career paths. The Iowa Institute focused on helping rural families. Teams crafted plans to help working-poor families file for the Earned Income Tax Credit and Child Tax Credit, to consolidate family services, and to make entrepreneurship and financial education a part of local K-12 curricula. The Group organized the projects in partnership with the Arizona Community Foundation and the Annie E. Casey Foundation.

Health, Biomedical Science, and Society Initiative
www.aspeninstitute.org/health

This program is a venue for academic, government, and industry leaders to explore critical issues in health care and health policy and to understand their effects on the health of individuals, families, communities, nations, and the world. By convening bipartisan, multidisciplinary forums, the program facilitates the exchange of knowledge and insights among decision-makers and forges networks and collaborations to improve human health. Through public programs and strategic dialogue, including roundtables, policy briefings, conferences, and Internet discussion forums, the program charts the way forward on issues of health and medical science by bringing together leading scientists, economists, physicians, policymakers, historians, patients, and other committed voices in health care and health policy. Initiatives include the Aspen Health Stewardship Project, an effort to broaden and reframe the national dialogue on health care reform; the Aspen Health Forum, a public event where lay people can exchange ideas with Nobel laureates, prominent National Institutes of Health officials, health care industry leaders, and health policy experts from government and academia; and the Aspen Global Health and Nutrition Task Force, an international strategy group with the goal of reducing obesity and malnutrition among children worldwide.

Homeland Security Program
www.aspeninstitute.org/security

Years have passed since 9/11, yet holes remain in America’s defenses against terrorism, heightening the risk of another terrorist attack. This program identifies gaps in the nation’s defenses against terrorism and recommends ways to close
them. Through reports, roundtable discussions, congressional testimony, and forums, it strives to convince policymakers, stakeholders, and the public at large to reduce America’s vulnerability to terrorism.

**Initiative on Financial Security**  
www.aspeninstitute.org/ifs  

Saving sparks entrepreneurship, increases the gross domestic product, builds the middle class, and creates jobs for the future, but America’s savings system is broken. Working toward restoring financial security for all, this initiative is the nation’s leading policy program focused on helping Americans at every stage of life to save, invest, and own. In roundtables, panel discussions, and other forums, it brings together federal officials and industry experts to craft innovative policies that enable low- and moderate-income families to acquire financial assets. It designs new savings accounts for children and homeownership as well as safe and simple investment products for adult savers and lifelong income products for seniors. It also researches new approaches to savings and tax policy and works with federal policymakers to support efforts to increase financial security for all Americans.

**Justice and Society Program**  
www.aspeninstitute.org/justice  

This program brings together individuals from diverse disciplines and backgrounds to discuss what justice means and how a just society ought to deal with issues such as private conduct and public mores, entitlements, race and gender, criminal justice and the morality of punishment, and the meaning of justice beyond national borders. Judicial seminars introduce judges to international human rights and humanitarian laws. The annual Justice and Society Seminar, co-founded by former Supreme Court Justice Harry A. Blackmun, is held in Aspen and led by preeminent judges and law professors. Additional program conferences, publications, and events have focused on transitional justice in post-conflict settings, human rights protection in peacekeeping field operations, and the US relationship to the International Criminal Court. Public programming in Washington, Aspen, and New York has concentrated on participatory democracy and the intersection of law and social policy, judicial elections and selection, federal regulation of executive compensation, civic education in America, and rule-of-law training for foreign judges and lawyers.

**Market Building Initiative**  
www.aspeninstitute.org/mbi  

This initiative addresses one of the most problematic issues of international development: the proliferation of fragile or failed states across the world and the inability to stabilize them. It takes a market-oriented approach to generating innovative ideas for private-sector development and proposes strategies for positive economic change informed by the realities of a globalized world. The initiative looks for ways to foster common interests among economic stakeholders through the creation of rules, structures, and programs that support legitimate market activities; consults with senior economic policymakers on market-building in a number of fragile contexts; and contributes to high-level strategy formulation and implementation.
Middle East Programs
www.aspeninstitute.org/mideast
The US-Palestinian Partnership, the Emirates-Aspen Forum on Innovation, Partners for New Beginning, the US-Lebanon Dialogue, and the Huda and Samia Farouki Luncheon Series all focus on a comprehensive approach to the Middle East. Working with prominent American, Middle Eastern, and Muslim business and political leaders throughout the region, these initiatives are dedicated to achieving a peaceful resolution of all Middle East conflicts and to forging partnerships between the United States and the Muslim world. They concentrate on pragmatic policy initiatives that build trust, enhance innovation, and promote regional stability and economic development. They also create new projects that strive to further the prospects for enduring peace, end the Arab-Israeli conflict, and bridge the US-Muslim divide. The programs include targeted economic projects to benefit private entrepreneurs and moderate political leaders. Together, the programs strengthen the region’s private sector and its civic leadership. They serve as a networking forum, and they create a political space in the United States that supports its peace efforts.

Program on Philanthropy and Social Innovation
www.aspeninstitute.org/psi
Through leadership development initiatives, meetings, and communications efforts, this program seeks to maximize the impact of social-sector leaders in contributing to the good society at home and abroad. It hosts the Aspen Philanthropy Group, an agenda-setting body of foundation, public-sector, and private-sector leaders at the cutting edge of change, and it spurs partnerships and collaborative action among them in cross-sector working groups. The program’s current workshop series is an effort to build consensus for a transparent, decision-based approach to impact measurement. Leadership-development initiatives include the American Express Foundation-Aspen Institute Fellowship for Emerging Nonprofit Leaders, the Aspen Philanthropy Seminar-Aspen, the Aspen Philanthropy Strategy and Values Workshop-Greater Washington, DC, and the Seminar Series for Mid-America Foundation CEOs. The program partners with the Global Philanthropy Forum, and its online Aspen Philanthropy Blog offers fresh thinking and timely observations on developments that will affect the future of philanthropy.

Program on the World Economy
www.aspeninstitute.org/pwe
Begun in 1981, this program promotes sustainable economic growth and financial stability in the world economy by convening prominent leaders from both industrial and developing nations. It uses an interdisciplinary approach to generate pragmatic solutions to major economic and financial challenges and to advance cooperation on key issues facing the global economic and financial system.

Realizing Rights: The Ethical Globalization Initiative
www.aspeninstitute.org/egi
This initiative aims to put human rights principles and standards at the heart of global governance and policymaking to ensure that the needs of the poorest and most vulnerable are addressed on the global stage. Founded in 2002 by Mary Robinson, former president of Ireland and UN high commissioner for human rights, it is a partnership of the Institute, Columbia University,
and the International Council on Human Rights Policy. Its four main program areas are global health equity, trade and decent work, women’s leadership, and business and human rights.

**Roundtable on Community Change**

[www.aspeninstitute.org/rcc](http://www.aspeninstitute.org/rcc)

This program focuses on the problems of distressed communities and seeks solutions to individual, family, and neighborhood poverty. It convenes national leaders in the community-change field, reviews community anti-poverty initiatives, and disseminates to funders and practitioners key lessons on improving outcomes for low-income children, families, and communities. The program covers a wide range of issues, such as poverty alleviation, employment, housing, neighborhood change, public health, education, youth development, child welfare, and criminal justice. It also focuses on dismantling structural racism and hosts a seminar series for government, nonprofit, media, and business leaders to develop strategies in their work that will further racial equity.
Participants at a 2010 Aspen Seminar.
Seminars

Deepening Knowledge and Fostering Leadership

www.aspeninstitute.org/seminars

Institute seminars help leaders reflect on timeless ideas and values. Through text-based dialogue with expert moderators and accomplished peers, seminar participants expand their knowledge, refine their tools of intellectual analysis, test the wellsprings of their convictions, and enhance their capacities to think more creatively in solving the problems that confront society.
Aspen Seminar on Leadership, Values, and the Good Society
www.aspeninstitute.org/aspenseminar

For almost 60 years, this premier leadership and professional-development roundtable has challenged leaders in every field to think more critically and deeply. The seminar is a unique opportunity to step away from the demands of the present and reflect with other leaders in moderated, text-based Socratic dialogue on the concept of a good and just society: What is it? How does it become a reality? What is our role in making it happen? The settings in Aspen, Colorado, and Maryland’s Eastern Shore are ideal for rejuvenating the body, mind, and spirit of participants who emerge personally renewed and professionally refocused.

Custom Seminars
www.aspeninstitute.org/seminars/custom

These seminars enable organizations and companies to develop one- and multi-day sessions specific to their strategic and leadership needs. Based on decades of experience in professional development through text-based dialogue, this program has proved valuable to many leading corporations, government departments, and nonprofit organizations.
Wye Faculty and Deans Seminars
www.aspeninstitute.org/seminars/wye

In a longstanding collaboration with the Association of American Colleges and Universities, these seminars engage faculty, senior academic administrators, and college presidents in an exchange of ideas about education, citizenship, and the global polity. Sessions address the need of a liberal arts institution’s faculty and leadership to exchange ideas with colleagues from other colleges and disciplines while exploring the ideas and values that underlie their teaching. Modeled after the Aspen Seminar and offered at the Institute’s Wye River campus near the Chesapeake Bay in Maryland, the seminars focus on issues such as individual rights and responsibilities and the public purpose of education.

Socrates Society
www.aspeninstitute.org/socrates

Since 1996, the Institute’s Socrates Society has provided a forum for emerging leaders to come together from across sectors of civil society to explore contemporary issues through expert-moderated dialogue. The Socrates Society also offers participants the opportunity to enter into a diverse professional network as well as the broader range of Institute resources. Programs include both weekend-long seminars in Aspen and day-long salons in major US cities. The seminars are values-based Socratic explorations that facilitate the exchange of ideas. Past topics include the US economy, innovation, bioethics, energy security, the future of democracy, religious fundamentalism, globalization, Afghanistan and Pakistan, emerging economies, and the media.
Aspen Writers' Foundation participants gather for a Winter Words program.
Public Programs

Promoting Nonpartisan Inquiry and Engaging the Public

www.aspeninstitute.org/seminars

Public programs open the Institute to wider audiences, offering opportunities to engage in thoughtful, nonpartisan inquiry.
Aspen Ideas Festival  
www.aifestival.org  
This annual event in partnership with The Atlantic gathers together some of the world’s foremost academic, political, scientific, business, and cultural leaders for a week-long exchange of ideas on the Institute’s Aspen, Colorado, campus. Lectures and panel discussions address wide-ranging topics, including some of the most pressing issues of the day.

Washington Ideas Forum  
www.firstdraftofhistory.theatlantic.com  
The Institute and partner The Atlantic host an annual action-packed two days of interviews and conversations at the Newseum in Washington, DC, pairing today’s key newsmakers with the nation’s leading journalists in an attempt to ask big questions, tease out overarching themes, and together envision “a first draft of history.”

Aspen Writers’ Foundation  
www.aspenwritersfoundation.org  
This pioneering arts organization has been bringing readers and writers together since 1976. Its repertoire of year-round projects includes the Aspen Summer Words Writing Retreat and Literary Festival; AWF Reads, a televised book club; Lyrically Speaking, an interview and concert series; Scribes and Scribblers, creative writing camps for children; Story Swap, a cross-cultural storytelling exchange; Weekly Writers Group, a read-and-critique forum; Winter Words, an author reading series; and Writers in the Schools, an educational outreach program.

McCloskey Speaker Series  
www.aspeninstitute.org/aspenevents  
This summer program in Aspen features talks by leaders who have a far-reaching impact on society. Past speakers have included former Secretary of State Madeleine Albright, former Speaker of the House of Representatives Newt Gingrich, journalist Fareed Zakaria, American diplomat Dennis Ross, oceanographer Sylvia Earle, and global financier and philanthropist George Soros, among many others. The series is made possible by a generous donation from the McCloskey Family Charitable Foundation.

Roaring Fork Valley Community Programs  
www.aspeninstitute.org/aspenevents  
The Aspen Institute provides Aspen and the surrounding Roaring Fork Valley with dozens of affordable and inspiring public events that attract a cross-section of community members, from high school students and year-round residents to part-timers and visitors.

Aspen Environment Forum  
www.aspenenvironment.org  
This annual public convocation in partnership with National Geographic convenes leaders in business, government, science, nonprofit organizations, and the media to exchange ideas, stimulate discussion, and raise awareness about the relationship between the Earth’s two most complex systems—human culture and the natural environment. Topics include climate change, biodiversity, conservation, energy, clean-technology innovations, sustainable development, water and ocean resources, and many other environmental and energy issues.

Aspen Health Forum
www.aspeninstitute.org/healthforum

Presented by the Institute and *TIME* magazine, this public gathering is an opportunity to learn about issues in global health and medical science and their implications for our lives, families, and communities. Participants exchange ideas with Nobel Prize laureates, prominent officials from the National Institutes of Health, health care industry leaders, and other experts in health and biomedicine. Panel discussions and keynote speeches cover topics such as the science of sex, the brain, food for a new world, frontiers in biotechnology, and the challenges and promises of health care reform.

Aspen Security Forum
www.aspensecurityforum.org

What are the key threats we face as a nation, and how safe are we today? The Institute, *The New York Times*, and *Government Security News* launched the Aspen Security Forum, a public event in Aspen. This two-day symposium brings together leaders in government, industry, media, think tanks, and academia to explore key homeland security and counterterrorism issues, including the state of aviation, maritime, border, and mass-transit security; critical infrastructure and cyber protection; emergency preparedness; counterterrorism strategy and intelligence issues; and more.

Aspen in New York
www.aspeninstitute.org/events/calendar

Located on East 65th Street in Manhattan, Roosevelt House—the recently restored former home of Eleanor and Franklin Delano Roosevelt—is the setting for a new portfolio of Institute discussions, lectures, and public conversations. Programming operates in cooperation with the Roosevelt House Public Policy Institute, part of Hunter College of the City University of New York, which owns the historic building.

Alma and Joseph Gildenhorn Book Series

This regular series in Washington, DC, presents informal conversations with notable authors of current books. It is a chance to discover new books and to talk to biographers, historians, philosophers, political scientists, journalists, scholars, and other writers about their work.

Washington Leadership Series

Since the Washington Leadership Series’ inception in early 2008, with the support of Liz Dubin and Michelle Smith, the Institute has offered intimate discussions with top Washington leaders, including DC Mayor Adrian Fenty, DC Schools Chancellor Michelle Rhee, and *Washington Post* Media CEO Katharine Weymouth.

Washington Ideas Roundtable Series

This year, the Institute launched a new Washington Ideas Roundtable Series, monthly Washington-based lunchtime discussions focusing on world affairs, arts, and culture. The Series, which is made possible with the generous support of Michelle Smith and the Robert H. Smith Family Foundation, has hosted US Poet Laureate Kay Ryan and Deputy Secretary of State James Steinberg, among others.
Villagers in Ghana take an eye exam with a worker from VisionSpring, a nonprofit devoted to both improving vision and economic opportunity. VisionSpring was started by Henry Crown Fellow Jordan Kassalow.
Aspen Global Leadership Network

Developing Leaders at Home and Abroad

For more than a decade, the Institute has supported programs for accomplished leaders in the United States and around the world. Beginning with the creation of the Henry Crown Fellowship Program, these initiatives have a common goal of encouraging a new generation of civically engaged men and women to move “from success to significance” and apply their entrepreneurial talents to addressing the foremost challenges of their organizations, communities, and countries. The programs share a basic structure: Each one selects a class of Fellows, approximately 20 proven leaders typically between the ages of 30 and 45, and convenes them several times over the course of two years for a series of intensive leadership seminars. Fellows are also required to design and carry out high-impact community projects. The Institute has gathered its leadership Fellows and initiatives into an international network to connect leaders across programs and leverage their talents on a global basis. Today the Aspen Global Leadership Network counts more than 1,100 Fellows from 43 countries, and it continues to grow.
Henry Crown Fellowship Program
www.aspeninstitute.org/crown

Founded in 1997, this flagship leadership initiative 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 (1896-1990), whose career was marked by a lifelong commitment to integrity, industry, and philanthropy.

Africa Leadership Initiative
www.aspeninstitute.org/ali

This initiative captures the energy, talent, and resolve of an emerging generation of leaders in Africa and engages them in confronting the foremost challenges of their countries. Founded in 2001, it is a collaborative venture of the Institute, the Databank Foundation (Ghana), Infotech Investments (Tanzania), LEAP Africa (Nigeria), the Letsema Foundation (South Africa), and CETA Construction and Services (Mozambique). The initiative has programs in West Africa, East Africa, South Africa, and Mozambique.

Liberty Fellowship Program
www.aspeninstitute.org/liberty

This program promotes outstanding leadership in South Carolina, empowering the state and its leaders to realize their full potential. Founded in 2003 by Institute trustee Hayne Hipp, it is a partnership of Mr. Hipp, the Institute, and Wofford College, where it is based.

Central America Leadership Initiative
www.aspeninstitute.org/cali

Inspired by two Henry Crown Fellows and begun in 2004, this initiative develops values-based leadership talent in all six countries of Central America to tackle the challenges this region confronts. A partnership of the Institute, TechnoServe, INCAE, and FUNDEMAS, the initiative was formalized in 2007 as a nonprofit foundation.

Aspen Institute-Rodel Fellowships in Public Leadership
www.aspeninstitute.org/rodel

This program, introduced in 2005, seeks to strengthen US democracy by bringing together the nation’s most promising young elected political leaders, both Democrats and Republicans, to explore Western democratic values and the responsibilities of public leadership. The fellowships help recipients excel in public service through thoughtful and civil bipartisan dialogue.

India Leadership Initiative
www.aspeninstitute.org/ili

Begun in 2006 as a collaboration of the Institute, the Aspen Institute India, and the Goldman Sachs Global Markets Institute, this initiative helps leaders from across India explore values-based leadership approaches to addressing challenges faced by the world’s largest democracy.
Nigeria Leadership Initiative-Senior Fellows Program
www.aspeninstitute.org/nliseniorfellows

Launched in 2006 by Segun Aganga, an Africa Leadership Initiative Fellow, and Dr. Christopher Kolade, Nigeria’s then-high commissioner to the United Kingdom, this program focuses on senior leaders and Nigerians in the diaspora. Its goal is to effect positive change in the most populous country in Africa through a growing network of community-spirited, values-based leaders.

Aspen Institute-NewSchools Fellowship: Entrepreneurial Leaders for Public Education
www.aspeninstitute.org/newschoolsfellows

Inaugurated in 2007 in partnership with NewSchools Venture Fund through a collaboration of two Henry Crown Fellows, this program offers entrepreneurial leaders in US education an opportunity to broaden their perspectives, build networks of like-minded change agents, and hone their skills in values-based leadership to improve US public education.

Catto Fellowship Program
www.aspeninstitute.org/ee/catto

Established in 2007 with support from Institute trustee Henry Catto and his wife, Jessica, this program seeks creative solutions to global environmental problems by gathering emerging leaders from business, government, and civil society to work collaboratively across public, private, and nonprofit lines. The fellowships are administered by the Institute’s Energy and Environment Program.

Middle East Leadership Initiative
www.aspeninstitute.org/meli

Launched in 2009 by three Henry Crown Fellows, the aim of this initiative is to identify emerging leaders and motivate them to apply their energies, skills, and resources to the important societal challenges in their countries and region. The launch of the first class of Fellows was made possible with generous support from Booz & Company and Saudi Telecom Company.
Joining the Society of Fellows is a chance to become one of the engaged supporters of the Institute. Fellows, who sustain the mission of the Institute year after year, understand the need for values-based leadership in today’s complicated world.

Because of its policy work, global leadership network, public programs, and seminars, the Institute has access to some of the world’s most inspired and provocative thinkers, writers, artists, business people, teachers, and leaders. Members of the Society of Fellows share in this access, hearing from, talking to, and debating with top minds while expanding their own.

The Institute offers six Society of Fellows donor levels, each of which includes year-round invitations to symposia, luncheons, receptions, and special events in Aspen, Colorado; Washington, DC; Wye, Maryland; and New York City.

The Aspen Wye Fellows program is a donor and public outreach initiative on the Institute’s Wye River campus in Maryland. Fellows are Chesapeake Bay-area residents who support and share the Institute’s interest in global, open-minded dialogue. The program includes discussions, receptions, book signings, and other special events featuring prominent leaders and policy experts.

Recent Society of Fellows Symposia:
Medical Ethics: The Roots of the Health Care Debate
Cuba After Castro: Who Will Lead?
Memory Matters: The Power of Film
Rethinking US Policy towards Russia
Russian Romanticism
Energy: Green and Affordable?
Literature, Culture, and Democracy
The Institute marks its 60th anniversary with a celebration of the event that led to its founding, the 1949 Goethe Bicentennial Festival in Aspen, Colorado.

Fifth annual Aspen Ideas Festival convenes 175 leaders from the arts, science, culture, religion, philosophy, economics, and politics to speak with 2,000 attendees about ideas that work.

Inspired by the annual Aspen Ideas Festival, the Institute and *The Atlantic* magazine host the Washington Ideas Forum on “The First Draft of History,” engaging journalists and newsmakers in a two-day discussion of public policy issues.

US State Department announces Partners for a New Beginning, a new collaboration with the Institute’s Middle East Programs to engage US industry in outreach to Muslim communities around the world.

US-Lebanon Dialogue Program is launched in partnership with the Lebanon Renaissance Foundation.

Aspen Writers Foundation, in collaboration with the Global Nomads Group and Students Rebuild, links high school students in Port-au-Prince and New Orleans in a school- and community-building cross-cultural exchange through storytelling, creative writing, and the visual arts.

Corporation for Public Broadcasting announces funding of seven regional journalism centers across the United States to strengthen the information health of America’s communities, an idea proposed at the Institute Roundtable on Public Service Media, a series of conferences convened by the Communications and Society Program.

White paper released on “Health Stewardship: The Responsible Path to a Healthier Nation,” based on bipartisan principles developed by the Aspen Health Stewardship Project.

Commission on No Child Left Behind holds a series of national public hearings on issues such as low-performing schools, improving accountability and standards, and strengthening teacher and principal effectiveness.

In partnership with Intel Corporation, PBS Newshour, and *Democracy: A Journal of Ideas*, the Institute convenes the Innovation Economy Conference in Washington, DC, to discuss what US government, businesses, academic institutions, nongovernmental organizations, and private citizens can do to renew innovation in the 21st century.

Business and Society Program establishes First Mover Fellowships to serve as an innovation lab for strategies that will create profitable business growth and contribute to a sustainable society.


Aspen Network of Development Entrepreneurs is launched to increase investment in small and growing businesses in the developing world.

Justice and Society Program marks its 30th anniversary with a program featuring Harvard Professor Michael Sandel on issues of justice, law, moral reasoning, and contemporary debates.

Annual Aspen Environment Forum in partnership with National Geographic focuses on “Bridges to Sustainability” and the tensions between human needs and finite resources.

Homeland Security Program holds first annual forum on key homeland security and counterterrorism issues for leading thinkers from government, industry, academia, and the media.
PAEPCKE’S NEW LOOK

When Walter Paepcke first arrived in Aspen, Colorado, in the late-1940s, he had a vision of a “place where the human spirit can flourish.” He conceived of the entire enterprise as a work of art. And so, after his death in 1960, his friends and family came together to erect a special building in his honor. They called upon Herbert Bayer and Fritz Benedict, the Bauhaus designers who created the original Aspen Meadows campus for Walter Paepcke, to take on the project. “It is fitting that the city’s most important and most useful new building be named for, and dedicated to, Walter P. Paepcke, the man who had the vision and the energy to create modern Aspen,” wrote The Aspen Times of the building’s dedication in 1963. Since then, the Walter Paepcke Memorial Building has provided offices to the Institute staff and featured a library of seminal texts and an auditorium that has been graced by statesmen, CEOs, Supreme Court justices, technology pioneers, scientists, scholars, Nobel laureates, artists, and musicians.

Yet, after nearly five decades as the setting for inspired dialogue, the building was in need of some refurbishment—both to preserve the spirit of the original Bayer design and to modernize the building with the most up-to-date technologies. To meet these sometimes contradictory aims, the Institute enlisted Michael Schnoering and his team at Farewell Mills Gatsch Architects of Princeton, New Jersey. “We definitely tried to preserve that spirit of Bayer and Benedict,” says Schnoering. “And we felt them looking over our shoulders—especially Bayer, who was so iconic. He was really prevalent in all of our decisions.”

Light plays a dramatic role in the new building, with wide glass entrances and an overhead skylight in the foyer. Glass doors flank the exterior aisles of the auditorium, leading to outside terraces that are equipped with 57-inch monitors so that overflow crowds can watch the action on stage while enjoying the sun. And the Ann W. Richards Stage features light wood veneers and the best theatrical lighting, sound system, and 3-D cinematic electronics available. The new and improved building will also consume 55 percent less energy than it did before with a geothermal pond, CO₂ sensors, and green materials and insulation.

Walter Paepcke’s dream of a place where mind and spirit can flourish is more robust than ever in the building that carries his name.
A Global Presence

International Partners
www.aspeninstitute.org/international

The Aspen Institute has international partners in France, Germany, India, Italy, Japan, and Romania. These centers represent a broad range of opinion from the corporate, academic, political, and other sectors of society. They focus on the development of leadership networks and informed dialogue about the values and principles of democracy, the rule of law, and a wide array of economic, financial, social, and political topics. The centers host seminars, workshops, conferences, and policy programs for high-level leaders and decision-makers to encourage discussion and debate on global, foreign policy, defense, and trade issues as well as current political and international affairs.

Recent international events have included leadership seminars for young scientific researchers and young political leaders; conferences on the economic crisis in a globalized world, civil society in Iran, and elections in Lebanon; a discussion of US democracy promotion in the Middle East; roundtables on fighting poverty in India and reforming Italy’s public administration; seminars on the classics for Japanese high school students; and symposia on leadership, philanthropy, and human rights advocacy.

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Locations

The Aspen Institute is headquartered in Washington, DC, where a variety of policy program events and meetings, roundtable lunches, and book talks are held. The Institute also carries out much of its work on its two campuses in Colorado and Maryland, where natural beauty and quiet surroundings encourage thoughtful reflection and refresh the mind, body, and spirit. Both campuses are also favorite retreats for corporate and organizational meetings.

www.aspeninstitute.org

The Aspen Meadows campus, nestled in the quiet West End of the Rocky Mountain town of Aspen, was created by Bauhaus designer Herbert Bayer. Its 40 acres, bordered by mountain streams and fields of wildflowers, are just minutes away from the center of Aspen.

www.aspenmeadows.dolce.com

The Aspen Wye River campus is located near Queenstown, on the Eastern Shore of the Chesapeake Bay in Maryland. Its three distinct conference centers are set on 1,100 acres on the banks of the Wye River.

www.aspeninstitute.org/wyeriver

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2009 Annual Report

STATEMENT OF FINANCIAL POSITION
December 31, 2009
(With Comparative Totals for 2008)

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<tr>
<th>ASSETS</th>
<th>2009</th>
<th>2008</th>
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<td>Cash and Cash Equivalents</td>
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<td>Investments</td>
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<td>Investments Held for Deferred Compensation</td>
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<td>Accounts Receivable, Net</td>
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<td><strong>TOTAL ASSETS</strong></td>
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<td>Accounts Payable and Accrued Expenses</td>
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<td>Deferred Compensation</td>
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<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td><strong>12,037,246</strong></td>
<td><strong>12,394,009</strong></td>
</tr>
</tbody>
</table>

Net Assets:

| Unrestricted                  |                 |                |
| Undesignated                  | -               | 1,698,244      |
| Board Designated              | 72,607,975      | 61,187,105     |

| Temporarily restricted         | 57,987,354      | 55,555,466     |
| Permanently restricted         | 23,718,951      | 22,870,667     |
| **TOTAL NET ASSETS**          | **154,314,280** | **141,311,482** |
| **TOTAL LIABILITIES AND NET ASSETS** | **166,351,526** | **153,705,491** |
### STATEMENT OF ACTIVITIES

Year Ended December 31, 2009
(With Comparative Totals for 2008)

<table>
<thead>
<tr>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>Total</th>
<th>2008</th>
</tr>
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<tbody>
<tr>
<td><strong>OPERATING REVENUE AND SUPPORT:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Project Grants</td>
<td>$</td>
<td>-</td>
<td>$25,304,532</td>
<td>$</td>
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<tr>
<td>Contributions</td>
<td>6,938,848</td>
<td>15,643,146</td>
<td>848,296</td>
<td>23,430,290</td>
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<tr>
<td>Investment Income (loss)</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Appropriated for Operations</td>
<td>1,795,864</td>
<td>1,087,177</td>
<td>(12)</td>
<td>2,883,029</td>
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<tr>
<td>Conference and Facility Fees</td>
<td>9,362,511</td>
<td>-</td>
<td>-</td>
<td>9,362,511</td>
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<tr>
<td>Contract Revenue</td>
<td>5,256,199</td>
<td>-</td>
<td>-</td>
<td>5,256,199</td>
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<tr>
<td>Seminar Fees</td>
<td>5,081,068</td>
<td>-</td>
<td>-</td>
<td>5,081,068</td>
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<tr>
<td>Rental Income</td>
<td>156,756</td>
<td>-</td>
<td>-</td>
<td>156,756</td>
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<tr>
<td>Other</td>
<td>461,415</td>
<td>-</td>
<td>-</td>
<td>461,415</td>
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<tr>
<td><strong>Net Assets Released from Restrictions:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Satisfaction of Time Restrictions</td>
<td>12,880,671</td>
<td>(12,880,671)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Satisfaction of Program Restrictions</td>
<td>29,594,327</td>
<td>(29,594,327)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL OPERATING REVENUE AND SUPPORT:</strong></td>
<td>71,527,659</td>
<td>(440,143)</td>
<td>848,284</td>
<td>71,935,800</td>
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<tr>
<td><strong>EXPENSES:</strong></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Program Services:</td>
<td></td>
<td></td>
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<tr>
<td>Policy Programs</td>
<td>27,013,630</td>
<td>-</td>
<td>-</td>
<td>27,013,630</td>
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<tr>
<td>Campus Activities</td>
<td>14,052,695</td>
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<td>-</td>
<td>14,052,695</td>
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<tr>
<td>Public Programs</td>
<td>4,298,724</td>
<td>-</td>
<td>-</td>
<td>4,298,724</td>
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<tr>
<td>Global Leadership Network</td>
<td>3,369,567</td>
<td>-</td>
<td>-</td>
<td>3,369,567</td>
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<tr>
<td>Seminars</td>
<td>1,660,766</td>
<td>-</td>
<td>-</td>
<td>1,660,766</td>
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<tr>
<td>Other Restricted Programs</td>
<td>1,006,949</td>
<td>-</td>
<td>-</td>
<td>1,006,949</td>
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<tr>
<td>Total Program Services</td>
<td>51,402,331</td>
<td>-</td>
<td>-</td>
<td>51,402,331</td>
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<tr>
<td>Supporting Services:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General and Administrative</td>
<td>12,146,333</td>
<td>-</td>
<td>-</td>
<td>12,146,333</td>
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<tr>
<td>Fundraising and Development</td>
<td>1,863,409</td>
<td>-</td>
<td>-</td>
<td>1,863,409</td>
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<tr>
<td>Total Supporting Services</td>
<td>14,009,742</td>
<td>-</td>
<td>-</td>
<td>14,009,742</td>
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<tr>
<td><strong>Total Expenses</strong></td>
<td>65,412,073</td>
<td>0</td>
<td>0</td>
<td>65,412,073</td>
</tr>
<tr>
<td><strong>CHANGE IN NET ASSETS FROM OPERATIONS</strong></td>
<td>6,115,586</td>
<td>(440,143)</td>
<td>848,284</td>
<td>6,523,727</td>
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<tr>
<td>Non-Operating Revenue:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment Income (loss) in Excess of earnings Appropriated for Operations</td>
<td>3,607,040</td>
<td>2,872,031</td>
<td>-</td>
<td>6,479,071</td>
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<tr>
<td><strong>CHANGE IN NET ASSETS</strong></td>
<td>9,722,626</td>
<td>2,431,888</td>
<td>848,284</td>
<td>13,002,798</td>
</tr>
<tr>
<td><strong>NET ASSETS, BEGINNING OF YEAR</strong></td>
<td>62,885,349</td>
<td>55,555,466</td>
<td>22,870,667</td>
<td>141,311,482</td>
</tr>
<tr>
<td><strong>NET ASSETS, END OF YEAR</strong></td>
<td>$72,607,975</td>
<td>$57,987,354</td>
<td>$23,718,951</td>
<td>$154,314,280</td>
</tr>
</tbody>
</table>
# The Aspen Institute Board of Trustees  As of April 2010

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**Walter Isaacson**, President and CEO  
**Henry E. Catto**, Vice Chairman

<table>
<thead>
<tr>
<th>Name</th>
<th>Title and Affiliations</th>
</tr>
</thead>
</table>
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The Albright Stonebridge Group; Former US Secretary of State                    |
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Aspen Institute               |
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Fresh Direct                                                                            |
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Yale University Law School                                                             |
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Kleiner Perkins Caufield & Byers                                                        |
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Deep Ocean Exploration & Research                                                        |
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Goldman Sachs India                                                                     |
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Aspen Institute Germany                                                                 |
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Aspen Music Festival and School                                                           |
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Holsman International                                                                   |
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| Stephen Friedman            | Chairman  
Stone Point Capital                                                                     |
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Harvard University                                                                      |
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Aspen Institute Romania                                                                 |
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Harvard Kennedy School; Senior Political Analyst  
CNN                                                                                  |
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University of Maryland                                                                    |
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Greenbriar Equity Group                                                                  |
| Patrick W. Gross            | Chairman  
The Lovell Group                                                                    |
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New York University

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Director  
Robert H. Smith Family Foundation

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Chairman  
The Aspen Institute

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Chairman, Aspen Institute India;  
Chairman and CEO, Avantha Group

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Congressman, Lok Sabha  
Indian Parliament

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Chairman  
Aspen Institute Italia

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UBS Financial Services, Inc.

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The Limited, Inc.

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- A. Huda and Samia Farouki
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- Beatrice and Anthony Welters

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- James and Donna Barksdale
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- Luciano and Giancarla Berti
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- C. E. and S. Foundation
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- Ayla Dickey
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- Jim and Karen Frank
- Jessica and John Fullerton
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- Mandy Gray and Randy Work
- Barbara and Gerald D. Hines
- Woody and Gayle Hunt
- Ali Reza Itti Hadieh
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- Robert and Marjie Kargman
- Dr. and Mrs. Joel J. Kassimir
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- Laura and Gary Lauder
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- Lisa and Willem Mesdag
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- Mary Mochar
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- Vicki and Roger Sant
- Mary and Patrick Scanlan
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- Jacquelin Sewell and Carl Sewell III
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Anthony and Joanne Guerrerio
Gordon and Llura Gund
William and Candace Hamm
James and Mary Ann Harris
Irving Harris Foundation – Joan W. Harris
Janis Hearrell
Bruce and Vicki Heyman
Roderick and Carla Hills
Diane Goldberg Hunckler and William Hunckler
C.A. and Diana Kalman
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Bicky and George Kellner
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Sidney and Dorothy Kohl
Morris J. Kramer
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Mike and Chris Pack
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Margaret and Andy Paul
Pauline B. Pitt
James and Donna Pohlad
Robert and Lexie Potamkin
Dennis Ratner
J.R. Reagan
Marcia and Phil Rothblum
Michael and Cari Sacks
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Lewis and Ali Sanders
Mara and Ricky Sandler
Sara Lee and Axel Schupf
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Phyllis M. Taylor
Dr. and Mrs. Teviah Turkat
Samuel Turner
Tina A. Walls
Adam Weissman
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Christiana Wyly
Kelly Wyly
Kim and Evan Wyly
Lisa Wyly and John Graham
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($2,500 - $3,500)

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Rita and Jeffrey Adler
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Patricia Alper-Cohn
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Becky Ayres
Jane Baird
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Suzan Woods Carrico
Don and Nancy Carter
Martin and Ruth Carver
Coley Cassidy
Merle C. Chambers
David and Katherine Chase
Debbie and David Chazen
Tony and Deb Clancy
J. Thomas and Linda Clark
Jim and Vicki Click
Suzanne and Bob Cochran
Jeffrey Cohen
Larry Cohen
Nancy W. Collins
Tom and Noel Congdon
Phyllis and David Cook
Christian Cooper
Bunni and Paul Copaken
Dale Coudert
Joy Covey
Howard Cox
Carol Craig
Chrissy Crawford
Charles Cunniffe
Roy E. Davidson
Mark and Yoly Davis
Martin Davis
Francois and Susan de Saint Phalle
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Michael and Dudley Del Balso
T.J. and Dawn Demas
Jason Denby
Thomas and Leslie Derosa
William and Katherine Devers
Maggie DeWolf
Muffy and Andy Di Sabatino
Sidney and Barbara Dickstein
Michael Dillard
Frances R. Dittmer
John and Sara Dobbs
Andy Dolce
Marcia and John Donnell
Buzz and Carol Dopkin
Monica Dorhoy
Mary Douglas Drysdale
Heather and Todd duBoef
Antonia Paepcke DuBrul
Andrew Dunigan
Nancy S. Dunlap
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Marja Engler
Ruthe and Heinz Eppler
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Bruce Ezell
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Thomas H. Fagadu
Vivian Farah
Suzanne Farver and Clint Van Zee
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Anne and Alan Feld
Nora Feller
David Fenton
David and Jaimie Field
Richard and Susan Finkelstein
Leo and Carol H. Fishman
Brian and Helen Fitzgerald
J. Lou Fouts
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Barry S. Friedberg and Charlotte Moss
Karl and Barbara Friedman
Golda and Sheldon Friedstein
Katy and Adam Frisch
Nancy S. Furlotti
Shelby and Frederick Gans
Matias Garfunkel
Gideon and Sarah Gartner
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Larry and Kristen Geilman
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Paul H. Nitze Fellowship Fund
Rose Associates Scholarship Endowment
Betty and Lloyd G. Schermer Scholarship Fund
Socrates Scholarship Fund
Stanton Fund
Stradivarius Fellowship
Gus & Marie Tyler Scholarship Fund

**In-Kind Gifts**

Patricia Alper-Cohn
Aspen Magazine
Caribou Jewels and Richard Edwards
Cenario Capital Management
Crate and Barrel
Janet Crown
Patricia H. Deyton
Elizabeth and Richard Dubin
The Franklin Mint
Cecil Hernandez
Integrity Wines LLC
Jay’s Valet Parking & Luxury Shuttle Service
Julia and David Koch
David H. Langstaff
The Estée Lauder Companies Inc.
Leonard and Evelyn Lauder
Lindt & Sprungli (USA), Inc.
Laura Liswood
LiveWorld

John P. and Anne Welsh McNulty Foundation
George T. Mehan
Watanan Petersik
Proskauer Rose LLP
Prospect Associates at Halcyon House
Lynda and Stewart Resnick
Richard Saunders
University of Maryland
Ariane Zurcher