TAKING AIM
YOUR PLEDGE TO ACT

CIVIL LEADERSHIP
FOR UNCIVIL TIMES

EMBRACING
"THE OTHER"

BEYOND BORDERS
COLLECTIVE ACTION IN NICARAGUA

BORDERS: WITHIN AND AROUND US | JULY 2019
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The board meets three times per year and its 10 standing committees meet regularly to discuss, in depth, the key issues facing the organization.

The Aspen Global Leadership Network is guided by the Board’s Leadership Committee, whose members are listed below. We thank them for their unwavering leadership and support.

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Dear Fellows,

We welcome you to the 2019 Resnick Aspen Action Forum. For the past six years, this program has provided space for business leaders, entrepreneurs, and innovators to come together and renew their commitment to creating positive change in the world. This year’s program, “Borders: Within and Around Us,” promises nothing less.

Around the world, borders are having a moment of reckoning. On one hand, they’re increasingly disappearing. Populations previously separated by space and time are connected through the power of trade, e-commerce, and technology. Each day, millions of people and trillions of data bits travel the world, reaching places once considered unreachable. At the same time, borders and boundaries create valuable structure, providing the operating system on which we run many aspects of society.

In this current global era, political unrest and extreme ideologies are eating away at the common bonds that unite us. Insidious forces are weaponizing our differences, using them as catalysts for division and exclusion rather than tools for collective progress. And injustices and inequities, of all kinds, remain obstacles on our path to universal freedom and equality.

One of the key challenges we face today is discovering effective ways to foster greater connections in a world that is growing more contentious. Our ability to navigate between the global and local, the moral and the rational, even the personal and professional, all have implications for us as leaders. Thus, when we had to select a 2019 Action Forum theme, we couldn’t imagine a timelier framework for reflection, discussion, and action.

This year’s Action Forum will bring together the largest, most diverse group of “doers” in its history. Entrepreneurial leaders, young and old, from across the country and around the globe will come to learn, build relationships, and brainstorm solutions to some of world’s most pressing problems. Over the next four days, we encourage you to take full advantage of this unique space. To us, the word “action” in Resnick Aspen Action Forum is more than symbolism; it is our end goal. So, we hope that you will leave this program challenged, inspired, and more than anything else, ready to change the world.

Thank you for joining us.

Sincerely,

Dan Porterfield and Lynda Resnick
ABOUT THE
Resnick Aspen Action Forum

The Resnick Aspen Action Forum is one of the Aspen Institute’s greatest platforms for sparking real and measurable change in the world. Since its inception in 2013, the Action Forum has successfully provided a space for high-integrity, action-oriented leaders to come together, reflect, refresh, and recommit to doing their part to build a better world. Those attending share a common thread: they are “doers” - proven leaders who have achieved great success as entrepreneurs in business, non-profits, and government and are committed to using their talents to make a dent in the universe.

The Action Forum helps participants move from thought to action. Throughout the week, participants not only discuss the most pressing challenges facing their communities, organizations, and the world at large, but also make public Action Pledges that detail specific ways they will create positive change in their communities. Over the six-year history of the Action Forum, more than 1,200 Action Pledges have been made, ranging in scope from ending the transmission of HIV from mother to child, to creating a global mentorship hub for more than 50,000 entrepreneurs.

Thanks to a historic gift from Lynda and Stewart Resnick, the Action Forum will bring together the Aspen Global Leadership Network community every July through at least 2030. As two action-oriented leaders who have made a global impact through their work at The Wonderful Company and personal philanthropy, Lynda and Stewart are committed to supporting Fellows to challenge themselves, find strength in community, and inspire action. But more than just supporting the Action Forum, Lynda and Stewart lead by example. Through their work in the Central Valley of California and the island nation of Fiji, they have implemented numerous initiatives aimed at improving the health, economic, and education systems of their employees’ communities.

From China to Panama, business to education, the Resnick Aspen Action Forum touches a diverse range of topics and highlights innovative solutions that our world desperately needs.

We hope you can make time every July to join your fellow Fellows at many more Action Forums in the years to come.
THE ASPEN GLOBAL LEADERSHIP NETWORK

ACTIVE PROGRAMS INCLUDE:
Africa Leadership Initiative - East Africa · Africa Leadership Initiative - South Africa · Africa Leadership Initiative - West Africa · Central America Leadership Initiative · China Fellowship Program · Civil Society Fellowship · Finance Leaders Fellowship · Health Innovators Fellowship · Henry Crown Fellowship Program · Kamalnayan Bajaj Fellowship · Liberty Fellowship · Middle East Leadership Initiative · Pahara-Aspen Education Fellowship · Rodel Fellowships in Public Leadership

PAST PROGRAMS INCLUDE:
Africa Leadership Initiative - Mozambique · Aspen Teacher - Leaders Program · Catto Fellowship · Nigeria Leadership Initiative - Senior Fellows Program

3,069 FELLOWS
55 COUNTRIES
14 ACTIVE FELLOWSHIPS
3,000+ VENTURES LAUNCHED
1,200+ ACTION PLEDGES MADE
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**Summit Editors:** Samantha Cherry, Philip Javellana, and Kidd Duhe Solomon  
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The Skoll Foundation drives large-scale change by investing in, connecting, and celebrating social entrepreneurs and innovators who help them solve the world’s most pressing problems.

Where some see problems, others see opportunities…and seize them.

For more information about the Skoll Foundation, please visit skoll.org
Since the first Aspen Executive seminar in 1949, the exploration of self and the activation of one’s conscience has been the Aspen Institute’s raison d’être. As we pursue a more just global society, we have chosen to invest most in the development of our leaders. Why? Because we believe, as Walter Paepcke and Mortimer Adler believed, leadership matters.

Our commitment to purpose-driven, values-based leaders has only accelerated in the past year. Under the leadership of Dan Porterfield, we have made considerable progress in setting a vision for the future of leadership programs at the Aspen Institute. The world needs more great leaders, and our goal is nothing less than establishing the Aspen Institute as the home of the most intentional, respected, and effective leadership programs in the world.

How are we executing on our vision? In the past year we have:

- **Launched the Civil Society Fellowship** in partnership with the Anti-Defamation League (ADL) to engage diverse community and civic leaders from across the U.S. political spectrum. Special thanks to Henry Crown Fellows Jonathan Greenblatt and Nike Irvin for their leadership in this initiative;
- **Increased our commitment to the training, expansion, and reach of the Aspen Institute moderator corps.** Our moderators - and the curriculum and overall experience they curate - represent the most distinguishing feature of our leadership programs. We are indebted to Paul and Mary Anderson for their unwavering support of the corps;
- **Committed to developing deeper relationships amongst Fellows and across the AGLN community** by piloting new initiatives that embrace our belief that the Fellowship programs mark the beginning of a life-long relationship with one another, and with the Aspen Institute;
- **Created a new position to lead the Aspen Global Leadership Network,** responsible for engaging Fellows in new ways, unlocking untapped potential in the network, and continuing to build out the AGLN community;

Over the years, our seminars and programs have built on the vision and leadership of Mortimer Adler, Robert Maynard Hutchins, and Jim O’Toole. Today, our moderators benefit from the experience, art, and wisdom of Keith Berwick, Skip Battle, and Ben Dunlap. Their passion for the Aspen Global Leadership Network, their love of our Fellows, and their commitment to the art and craft of moderating serve as inspiration for all of us and carry us forward. Bernard de Chartres offers a reflection that rings as true today as it did in the 12th century:

“We are like dwarfs perched on the shoulders of giants, so that we can see more... not by virtue of any sharpness of sight on our part, or any physical distinction, but because we are carried high and raised up by their giant size.”

Thank you Keith, Skip, and Ben for being the giants on which we are perched. Our community is indebted to your service.
• Incorporated a number of the Institute’s inspiring youth leadership programs into the division, embracing our belief that leadership is an attitude that shows itself in many ways regardless of age or position;

• Launched an evaluation of the ways in which we capture and communicate our impact, while also establishing the tools and frameworks for future measurement and evaluation. This process is critical to how we tell our story, and how we convey the value of our work to new audiences.

In the years ahead, we will continue to unlock the potential of the programs housed at the Aspen Institute, strengthen and expand our Fellowships around the world, and create more connections to help leaders deepen their impact in the communities they serve. In doing so, we bring ourselves closer to creating a more free, just, and equitable world for everyone.
Everyone has been there – you see something wrong in the world that you want to help fix. You feel a nudge to act, but ultimately you back down, overwhelmed with the scale of the problem and the realities of your life. Henry Crown Fellow Jordan Kassalow calls this a crisis of mattering; hearing the call to make a difference, but feeling stuck by the constraints of time and one’s responsibilities to family, job, or any number of things. The key to moving past this, he says, is having a clear target to aim at, starting with an Action Pledge. Below, Jordan reflects on how his Action Pledge helped him achieve success, and in the pages ahead, we dive into the ways Fellows are making their Action Pledges reality.

Wherever you are on your life’s path, any moment that moves you to transform a crisis of mattering into an action plan that puts you on your own path to your something that matters has the power to turn life as you know it into the best life you know. An Action Pledge should be tough, but also achievable; long-term enough that it requires constant effort, but realistic enough that you can achieve it. It also should begin with an “I” to make you the CEO of the change you want to make and the person with whom the buck stops when you evaluate yourself based on the standards you have set.

I took my first Action Pledge in 2013 as part of the Aspen Global Leadership Network’s Resnick Aspen Action Forum. The Action Forum brings together business leaders, social entrepreneurs, philanthropists, and others invested in social change. They come from dozens of countries across the globe to share their visions, reflect on their work, gain perspective, and recover their own, as well as recommit to what they’ve set out to do to make a difference in the world.

The Action Pledge itself is “a public commitment to help tackle a specific challenge.” Mine was, “I will provide 1,000,000 people a year with affordable eyeglasses in over 20 countries by 2016.” My pledge obviously wasn’t something I could achieve alone by a long shot. It was my pledge through my work in VisionSpring, and that of our staff, Vision Entrepreneurs, and local heroes at the grassroots level in every country, town, and village we served, as well as with our funders and strategic partners. I’d also made another near-term pledge that I would ensure that 500,000 people who needed eyeglasses in the developing world not only had access to them, but had them, by 2014.

By 2014 we had in fact achieved that goal in 22 countries and had exceeded it by another 48,000 people. Although we didn’t reach our one million people a year goal until 2018, the Action Pledge gave us a concrete benchmark for incremental success.

In taking my Action Pledge, I joined hundreds of others doing absolutely remarkable things of every size and scale in issue areas that I’d never otherwise have known anything about. People like Patricia Musoke, a scientist and project management specialist at the International Atomic Energy Agency, whose 2016 Action Pledge was “to motivate at least 200 teenage Ugandan girls to pursue careers in Science, Technology, Engineering, and Math (STEM) by 2020.”

In the furtherance of her goal, Patricia founded an annual weeklong science camp for Ugandan girls in the hopes of pointing them in the direction of STEM careers. Women make up more than 50 percent of the population in Uganda, yet few have access to the education or the encouragement they need to pursue STEM careers, which offer opportunities to lead financially independent lives. In Uganda, financial independence for women can be the difference between having to stay in abusive marriages and having the freedom to get themselves and their children out of abusive situations without worrying about financial vulnerability.

My Action Pledge experience has helped me in the process of squaring off with a specific social need in a targeted way. By taking your pledge, your work for good will go from something hazy (which can happen even when you’re deep into your efforts to create change, because you’re so deep into the work that you’ve gotten lost in its easily all-consuming nature) to something clearly stated that feels, and is, real and manageable. By zooming out and zeroing in on the practical, you impose structure on an imposing issue and on the imposing goal to make your life matter, which also helps keep you from feeling overwhelmed when you’re trying to do something big and decidedly bigger than you.

In addition, once you’ve taken an Action Pledge and armed yourself with your own set of specifics, when you look around and see what other people are doing to take action you will
feel more motivated, not less. Rather than feeling like the problems of the world are too vast and too difficult for you or anyone else to make a dent, or feeling like others have lapped you in the race to do something that matters, with an Action Pledge the only thing that will overwhelm you is how good it feels to see so many others who not only believe that real change is possible, but also are proving it through their commitment, resolve, optimism, ingenuity, and action every day.

This piece is an excerpt from Jordan Kassalow and Jennifer Krause’s book, “Dare to Matter.”

Jordan Kassalow administers a VisionSpring eye exam.

Patricia Musoke talks with young Ugandan girls about STEM careers as part of her Action Pledge.
THE POWER OF PLAY

Jill Vialet
PAHARA-ASPEN EDUCATION FELLOWSHIP
Founder & Chief Executive Officer
Playworks

2018 ACTION PLEDGE I will lead a movement to ensure that there is safe and healthy play in 7,000 schools, reaching 3.5 million students, by December 2020.

Jill believes in the power of play. In 1996 she launched Playworks, which is now the leading national nonprofit leveraging the power of play to transform children’s social and emotional health. Playworks aims to create a place for every kid on the playground to feel included, be active, and build valuable social and emotional skills. Playworks partners with schools, districts, and afterschool programs to provide a service or mix of services, including on-site coaches, professional training for school staff who support recess, and consultative partnerships.

Today, recess on playgrounds is a lot more fun. There are games going on in spaces that were previously unused or chaotic, there are fewer kids on the sidelines, and playtime is helping kids discover the joy of being active. Research shows that active kids are stronger learners because, by playing together, children practice how to get along. Through play, kids learn to make friends, solve problems, and believe in themselves, every day. This drives Jill and Playworks’ mission. This year alone 1.3 million kids in over 2,700 elementary schools are experiencing safe and healthy play.

For the majority of her career, Jill focused on in-person trainings and providing direct services to students, but Jill knew that not everyone can engage with training services physically. So, she recently decided to pivot in a new, bold direction. After 20 years of experience working with elementary schools by providing training and workshops, she launched PlayworksU, an online academy where educators can discover play-based strategies for recess, transitions, and game time. Since the launch in October 2018, it has obtained nearly 200 subscribers across the country.

To expand its impact even further, Playworks also launched Recess Lab (recesslab.org) to help principals, teachers, and kids rediscover the power of play. This online expansion has allowed more than 21,000 educators and youth professionals from 50 states to sign up to receive proven tips, games, and ideas for every recess and play space. Playworks will continue to grow Recess Lab as a resource for educators, youth development professionals, and caregivers. Both of these online platforms has propelled Jill forward and kept her on track to achieve her Action Pledge.

But Jill knew that play could be a resource to more than just kids across the United States; it can also help adults. With that in mind, she expanded outside the education sector and is bringing play to corporate culture across the country through Workswell. Workswell is designed to help companies reimagine company culture to create a more productive work environment through the power of play, empathy, and intentionality. While not a direct expansion of her Action Pledge, Workswell is allowing Jill to bring the principles and learnings from Playworks and her pledge into new environments with untapped potential.

Playworks has 630 staff, most of whom are out in the regional offices. People become very focused on what they’re doing in their region and it’s hard to maintain a collective focus on the whole. There is diversity of thought and experience and just how people interact. But having that big, audacious goal through an Action Pledge, gave us all something collectively to be shooting for.

—JILL VIALET

Students learn valuable lessons through play.
2016 ACTION PLEDGE
I will intensify my dialogue on LGBT rights with politicians, bureaucrats, and corporations to improve inclusion in the social landscape in India by 2020.

Pallav knew when he made his pledge that his commitment and work for the LGBT cause would extend beyond 2020. It was something he would take on for the rest of his life. Having worked in the LGBT rights space for 26 years, Pallav had seen great strides made, but knew India had a long way to go. Since taking his pledge, the country has achieved a major milestone in the fight for LGBT rights. Section 377, a law that effectively criminalized LGBT peoples and prevented them from loving one another freely, was struck down. As someone who worked to bring this about, Pallav knew this was a major victory that brought visibility, humanity, and dignity to the LGBT community in India.

WHAT HAS YOUR ROLE BEEN IN BUILDING UP THAT VOICE?
In the past ten years of me being actively involved with Humsafar Trust, I’ve been going and talking with the politicians directly, interacting with the bureaucracy, and interacting with the police saying I represent myself as a gay man – really putting an honest face to the phrase gay man and saying, “I’m not talking about someone imaginary out there; I’m talking about myself here.” That makes all the difference. I think normalizing one’s existence in society and saying, ‘This is just one part of who I am,’ has built a lot of support within the Indian community.

WHAT ARE YOU HOPEFUL FOR?
With section 377 struck down, I hope our future is bright. I hope to see more men and women co-habit and live their lives happily without fear, while still being able to be productive, contributing citizens of this country.

WHAT BROAD CHANGES, OTHER THAN 377 BEING STRUCK DOWN, HAVE YOU SEEN IN INDIA SINCE BEGINNING YOUR PLEDGE?
I think the difference that I have seen in the past ten years is people say, ‘It’s not such a big thing, what are we being so bigoted about?’ Ten years ago I would have seen politicians saying, ‘This is abnormal and against Indian culture.’ When I was eighteen years old, there was only one man who would speak about these issues and everyone thought there was only one gay man in all of India. But today a prime minister is more careful in his or her discussions about LGBT people because we built up that voice and we have leadership within the LGBT community.

HOW HAS BEING A PART OF THE AGLN AND THE KAMALNAYAN BAJAJ FELLOWSHIP (KBF) HELPED IN YOUR EFFORT TO ACHIEVE YOUR PLEDGE?
The AGLN network and the Kamalnayan Bajaj network have allowed me to amplify my work by giving me new platforms to speak about the whole LGBT space.

HAVE YOU HAD ANY MAJOR CHANGES SINCE MAKING YOUR ACTION PLEDGE?
About a year into my pledge, in 2017, I stepped out of my organization, the Humsafar Trust. For eight years I worked at an organization that works in the LGBT space, but I felt that this limited my whole understanding of integrating with the mainstream community. So, two years ago I made a conscious shift to continue working in the LGBT space in my personal capacity, but in my professional capacity, I now work in a public health space. I think that was important for me from a diversity and inclusion perspective to bridge that gap and round myself out so that I could bring LGBT issues into mainstream conversation.
THE LEADERSHIP OF TOMORROW

Scott Bush
HENRY CROWN FELLOWSHIP PROGRAM
Principal
Geller and Company

2017 ACTION PLEDGE I will continue the U.S. launch of the Aspen Young Leaders Fellowship in three new markets by the end of 2019.

Communities are starved for highly authentic, gritty, and effective values-based leaders. Without them, cities and towns atrophy and do not develop the capacity to transform and attack social and economic issues at scale or to rebuild and launch ambitious and bold new businesses to replace the ones in stagnation. To address this void, Scott Bush launched a place-based, multi-site program that nurtures youth committed to addressing the most compelling challenges in their communities. Known now as the Aspen Young Leaders Fellowship (AYLF), the team identifies, cultivates, and accelerates emerging leadership in a highly selective cohort by engaging them in the practices essential for transforming their lives and building better societies. Following the traditions of other Aspen Institute Fellowships, AYLF connects talent to opportunities, develops passion into purpose, and translates vision into action.

What sets AYLF apart from other youth leadership programs and guarantees long-term impact is its combination of a hyper-localized focus, a national network, and a sustainability plan. The program intentionally cultivates local adult stakeholders through community anchor institutions who, with support and training from the AYLF team, grow to own and execute the program over time. The sustainability plan’s slow-release model allows the program to shift from community-supported to community-owned. Therefore, impact is not contingent on the success of a single young change-maker and whether they stay or leave a locality. Instead, the community benefits from developing a critical mass of young leaders while simultaneously cultivating local adult and organizational talents to accelerate and sustain these efforts.

The Fellowship itself is modeled on the highly successful core of Fellowships in the Aspen Global Leadership Network but modified by experts in youth development to meet the needs of young people. Scott initially launched AYLF in 2017 with cohorts in St. Louis, Missouri and Newark, New Jersey. The following year Scott and the AYLF team added the Mississippi/Arkansas Delta as its first rural location. The program now has urban and rural prototypes optimized to achieve high-impact, durable outcomes locally. These prototypes will be used to expand delivery of the program into new regions over the next five years, with a goal of building a critical mass of over 500 young leaders ready to commit to immediate action to solve the most compelling issues facing their communities.

Each year, approximately 30 youth ages 18-22 are selected for AYLF from each locality based on their talent and potential. Fellows participate in a year-long curriculum that includes 150 seminar hours focused on values-based leadership development. They also work collectively to design and launch a leadership venture, a community impact project, designed to tackle a major need in their region. To date, 63 Fellows have graduated from AYLF and are now active alumni continuing their work with the program as peer mentors and moderators as well as extending the long-term influence of their ventures. New cohorts will launch in December 2019, serving an additional 60 Fellows across the United States in 2020. Collectively, AYLF programming will impact over 1,000 people in 2019. New localities we be added in 2020 and 2021, bringing the total number of active Fellows in the program to 120 youth per year.

AYLF Fellow Alexis Mathieson engaging with community members in Newark, New Jersey.
BUILDING YOUR PLEDGE

Making an Action Pledge is easy. Here are five tips to make your Action Pledge.

1. **Draw inspiration from other participants.**
   Look out for the digital displays around campus showcasing other participants’ Action Pledges.

2. **Find your “sweet spot”**.
   The most exciting Action Pledges come from what we call your “sweet spot”, the intersection of your passions, your talents, and your community’s needs.

3. **Consider expanding on an existing project or venture.**
   Some participants struggle to come up with a unique approach, but your Action Pledge doesn’t need to reinvent the wheel. Many successful pledges have been extensions of a Fellow’s venture or other existing initiatives.

4. **Make your pledge specific and measurable.**
   An Action Pledge is a public commitment to keep you accountable, so make yours specific and measurable. Share:

   **WHAT YOU WILL ACCOMPLISH**

   FOR **HOW MANY** OF WHOM

   IN/AT **WHERE** BY **WHEN**

5. **Get help from the AGLN community.**
   If you’ve hit a roadblock or just need feedback on your Action Pledge, the AGLN community can help. Ask your peers at this year’s Action Forum for feedback or log into the AGLN website to see who else is working in areas that you care about. For additional help, stop by The Hub in the Marble Garden to get suggestions from an Aspen Institute staff member.
INJUSTICE ANYWHERE IS A THREAT TO JUSTICE EVERYWHERE

MARTIN LUTHER KING, JR.
Letter from Birmingham City Jail

by Nike Irvin, Managing Director, Civil Society Fellowship
Now is the time to make real the promise of democracy, and transform our pending national elegy into a creative psalm of brotherhood.

Martin Luther King, Jr.
Letter from Birmingham City Jail

The United States is at a critical inflection point. Shootings in schools and houses of worship have become alarmingly routine. Issues play out on the red carpet and stages of Hollywood awards shows, in town squares, back roads of Southern U.S. cities, and on sidelines of NFL football games. We need to answer these questions: Can we engage constructively with those who hold different ideas or will we retreat into like-minded bubbles where our ideas are not challenged? Can we cultivate a generation of civic leaders with the skills and strategies to generate not just inspiring protests or provocative tweets, but constructive new policies and practices? Can we endow a cohort of change-makers with the relationships and resources to shift from legitimate outrage into long-term transformation? There is no better moment to tackle these concerns.

A partnership between the Aspen Institute and the Anti-Defamation League (ADL), and a new member of the Aspen Global Leadership Network, the Civil Society Fellowship (CSF) contends this is the “now moment” for such a refresh and redirection of our country’s community and civil society traditions. By cultivating cohorts comprised of leaders from different backgrounds with disparate opinions, we can enable shared learning, facilitate real insights, and unlock sustained impact.

Through the Civil Society Fellowship, next-generation leaders will gain critical self-awareness, build networks, develop lifelong relationships, and meet trusted advisors, all moving toward a healthier American democracy. Given a diversity of voices and the demographic shift in the United States, a new agenda for civil society must operate on a broader platform than before. As we know from our reading of Martin Luther King, Jr.’s still resonant “Letter from Birmingham City Jail,” injustice is something that must be a concern of all.

When rights are consistently denied, a cause should be pressed in the courts and in negotiations among local leaders, and not in the streets.

Martin Luther King, Jr.
Letter from Birmingham City Jail

Movements such as Occupy, Black Lives Matter, Gun Rights Movement, and the Women’s March have burst out in the headlines, but they have not necessarily produced lasting social or legislative change. They may have been only “moments,” precursors to real change rather than actual points of leverage. And yet, we believe these movements possess basic elements that can be cultivated to enable a broad dialogue about social progress. Leadership development, through a series of deep investments in the intellects, hearts, bodies, and spirits of today’s activists, can generate the paradigm shift that the United States desperately needs at this critical crossroads. Specifically, leadership development with the Aspen Institute’s powerful pedagogy of text-based dialogue, expert moderation, and high-impact ventures will enable the next generation of leaders to embed their work more effectively within the framework of the civil society that sustains movements and impacts policy in the long term.

As Henry Crown Fellows, ADL National Director and Chief Executive Officer Jonathan Greenblatt (2007 Henry Crown Fellow) and I (2004 Henry Crown Fellow) have experienced and benefited from the investment that the Aspen Institute has made in a broad, diverse network. Over the past two years, we’ve had the honor of collaborating on the CSF vision and engaging the Aspen Institute in the launch of this effort to renew traditions of deep, respectful listening, moderated exchanges with healthy doses of agreement and disagreement — all within the special sphere of the AGLN, whose formula of rigorous selection at an inflection point in an emerging leader’s life identifies individuals already distinguished in their field and ready to make a bigger “dent in the universe.”

By its nature, community activism and civil society are as much about action and place as they are about intellect and heart. For that reason, the CSF design favors an emphasis on place.

The Civil Society Fellowship will happen over three and a half years, comprising five seminars with the first two seminars, The Challenge of Leadership and the renowned Aspen Seminar, to be held at Aspen Meadows or the Washington, D.C. area. These two experiences ground CSF participants in the Aspen

Injustice anywhere is a threat to justice everywhere. We are caught in an inescapable network of mutuality, tied in a single garment of destiny. Whatever affects one directly affects all indirectly. Never again can we afford to live with the narrow, provincial “outside agitator” idea. Anyone who lives inside the United States can never be considered an outsider anywhere in this country.

Martin Luther King, Jr.
Letter from Birmingham City Jail

Institute’s unique pedagogy that forms the basis for the AGLN’s shared understanding of the burdens and blessings of leadership in the good society. Seminars three and four will occur in Western Europe and the Middle East, such that CSF Fellows will have immersive experiences in places around the globe with their own civil society tensions. Finally, Fellows bring their experiences home and reflect on the totality of the Fellowship during a trip to the American South which integrates the Aspen Institute’s Promise of Leadership seminar. We imagine these leaders learning to respectfully regard each other’s views and returning home with an enlarged perspective of what makes for a good society, and how they can help their home communities come closer to patient, civil discourse.

Characteristic of the AGLN, we expect Fellows will leave seminars exhausted by their intellectual and emotional exchanges, yet energized by the caliber of the discussion and their capacity to agree to disagree – and possibly even change their minds. Imagine two next-generation leaders on opposite sides of the Second Amendment right to bear arms discussing this heated topic in a Fellowship seminar. We imagine these leaders learning to respectfully regard each other’s views and returning home with an enlarged perspective of what makes for a good society, and how they can help their home communities come closer to patient, civil discourse.

During and in between each seminar, each CSF Fellow will draw on her or his initial experiences to undertake a venture - a project that serves as a signature part of the Fellowship journey. These ventures will solidify each Fellow’s commitment to continued advocacy and impact on community and civil society issues long after they leave their cohort. As with many AGLN Fellows, we anticipate that CSF Fellows will use their ventures to launch new initiatives while others may build out their existing organizations. This is appropriate and highly desirable because the Fellowship needs to be pragmatic to support the aspirations and objectives of participants – some of whom will arrive already deeply engaged in civil society reform.

In late April 2019, I participated in the 50th annual pilgrimage to Manzanar in California, one of the 11 concentration camps around the U.S. where Japanese Americans were incarcerated during World War II after being swept out of their communities. While witnessing an interfaith ceremony including Buddhist and Muslim prayers for Manzanar’s survivors and their descendants, I learned a synagogue shooting had just occurred in San Diego, 300 miles to the south. I asked myself just what makes for a civil society? Certainly, books, prayers, plaques, and murals appeal to our hearts and souls. Dialogues, walks, talks, and protests give us a sense of agency and engagement. Yet, policies and systems change are necessary to ensure that our democracy evolves and lives up to our highest ideals. We need to develop leaders driven by purpose and grounded in values to realize the promise of a more inclusive country. What more perfect call to action than this for the Civil Society Fellowship?

WE INVITE YOU TO GET TO KNOW MORE ABOUT THE NEW CIVIL SOCIETY FELLOWSHIP.

Contact me at nirvin@adl.org

The first Civil Society Fellows cohort will start in Aspen on December 8, 2019.
The need for values-driven leaders has never been greater. While not everyone can be an AGLN Fellow, the Executive Leadership Seminars team at the Aspen Institute offers several opportunities for others to take part in a transformative seminar experience.

**SHARING THE SEMINAR EXPERIENCE**
At the public Aspen Executive Seminar, your friends and colleagues have the opportunity to take part in the seminar experience. Offered eight times per year in Aspen, Colorado and the D.C. area, these seminars offer our signature exploration of values through the Executive Compass and other readings from the classics to modern texts.

**TAILORING SEMINARS FOR YOUR TEAM**
Using the Aspen Method of moderated, text-based dialogue, the Executive Leadership Seminars team designs and delivers customized leadership seminars for all levels of an organization. The format of a custom seminar can range from a week-long values seminar to shorter board retreats or strategic planning convenings and all feature Aspen-trained moderators.

**INTERESTED IN LEARNING MORE?**
Reach out to Kalissa Hendrickson, Director of Seminars, at Kalissa.Hendrickson@aspeninstitute.org or visit aspeninstitute.org/exl.

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**Resnick Aspen Action Forum Welcomes Bezos Scholars Alumni**

Ann Stalcup  
Sahdia Khan  
Luke Niforatos

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**A proud sponsor of the Resnick Aspen Action Forum**

Invesco QQQ ETF provides exposure to some of the largest and innovative NASDAQ-100 companies, with 36 AGLN Fellows being current or former company leaders.

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Index returns do not represent Fund returns. An investor cannot invest directly in an index. The Nasdaq-100 Index comprises the 100 largest non-financial companies traded on the Nasdaq.

Source: Aspen Institute, May 31, 2019. Invesco Distributors, Inc.
ANNOUNCING THE 2019 LAUREATES

“THE McNULTY PRIZE IS AN ANTIDOTE TO THE CYNICISM OF OUR TIME. FOR OVER 10 YEARS, IT HAS HONORED ENTREPRENEURIAL, GRASSROOTS LEADERS THAT ARE VALUES-BASED AND ROOTED IN COMMUNITY.”

- Secretary Madeleine Albright

HAPPY COWS OF ODISHA
Kamalnayan Bajaj Fellowship
Brand executive SRIKUMAR MISRA is transforming livelihoods for rural farmers in Eastern India with fair prices and extension training, while disrupting India’s dairy market with a socially conscious, transparently sourced product.

MOTHERS OUT FRONT
Henry Crown Fellowship Program
Former executive KELSEY WIRTH is tapping an unlikely force against climate change, and mobilizing a grassroots movement to influence decision makers to move from fossil fuels to clean energy.

VITAL VOICES CENTRAL AMERICA
Central America Leadership Initiative
Initiated by MARIA PACHECO and carried on by ALEXANDRA KISSLING, a coalition of Central Americans are changing the narrative about the role of women and gender across the region, from access to the formal economy to human rights.

CAPE INNOVATION AND TECHNOLOGY INITIATIVE
Africa Leadership Initiative – South Africa Entrepreneur JOSHIN RAGHUBAR is driving the tech and entrepreneurial ecosystem in Cape Town and beyond, and working across government, business and society to build an inclusive, future-proof economy.

Sponsored Content
COURAGE, VISION, AND IMPACT

Founded in 2008 by Anne Welsh McNulty, the John P. McNulty Prize celebrates courageous individuals in the Aspen Global Leadership Network who are using their entrepreneurial spirit and expertise to address critical global challenges. The Prize has recognized over 40 Laureates working in 25 countries, supporting work that has touched millions.

Winning ventures receive $100,000, and other Laureates receive $25,000. Winners are selected by a jury that has included Madeleine Albright, Darren Walker, Olara Otunnu, Brizio Biondi-Morra, Mary Robinson, Bill Gates Sr., and Sir Richard Branson.

In addition to financial support, Laureates join a lifelong community with opportunities for visibility and exposure, as well as access to new storytelling assets, communications coaching, and deepened connections with peers and potential supporters. Laureates have gone on to win the Skoll Award for Social Entrepreneurship, the MacArthur Fellowship, and other honors and support for their ventures.

Learn more at mcnultyfound.org.

Expanding our Impact through the McNulty Prize Catalyst Fund

In June 2019, the McNulty Foundation announced the recipients of the Catalyst Fund, supporting organizations at critical junctures with great potential to scale and deepen their impact.

Recipients are enabling Ghana’s elders to age with dignity; providing job training and mental healthcare to Salvadorans with violent pasts; bridging Indiana’s talent gap; giving life-changing artificial limbs to children in Syria; and building an accountable ecosystem for Middle East nonprofits. All are creating positive change and are poised for significant growth.

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In 2018, Henry Crown Fellow Mehrdad Baghai won the John P. McNulty Prize for his venture, High Resolves, a global organization that trains high school students to resist hate and prejudice. It has been a whirlwind year for Mehrdad and High Resolves, with he and his team finding many new and exciting pathways for growth. We caught up with him to see how winning the McNulty Prize has impacted their trajectory.

TELL US WHAT IT WAS LIKE TO WIN THE JOHN P. MCNULTY PRIZE.

When Anne Welsh McNulty and Aprile Age called me last year to give me the good news about winning the McNulty Prize, I was surprised, humbled, and excited. Although I had a sense of the honor of such an award, I had no idea how winning the prize would impact our social venture. Beyond the ceremonies and the money lies the true value of what Anne, her family, and her team have created—a significant accelerator of impact.

Before the official announcement, I began to realize that the doors the McNulty team intended to open for High Resolves were beyond my expectations. Without doubt, the year since has been our biggest in terms of growth, in large part due to the benefits from winning.

ALL ORGANIZATIONS WOULD APPRECIATE WINNING $100,000 IN UNRESTRICTED FUNDS, BUT FOR SOME, THAT ALONE MAY NOT BE GAME-CHANGING. WHAT ELSE DOES THE PRIZE BRING?

First and foremost, the prestige of winning the McNulty Prize granted us immediate credibility around the world. Governments, foundations, corporations, and individuals suddenly gave us the benefit of the doubt. People started conversations with us assuming we must have an innovative and compelling approach. In turn, the sudden uptick in legitimacy drove up the confidence of the team. The feeling of being on a winning team was exhilarating and self-reinforcing. Our team members entered conversations and explored opportunities with a heightened sense of belief in themselves.

HOW IS THE ASPEN GLOBAL LEADERSHIP NETWORK HELPING GROW THE INITIATIVE?

Winning the McNulty Prize drew serious attention to the story of High Resolves within the AGLN. We deepened our existing conversations and formed new partnerships to expand the impact of High Resolves across the world, from new cities in the United States to new countries like Brazil and India. It led to the integration of High Resolves learning experiences into this year’s Action Forum and Youth Action Forum. High Resolves is becoming a global force because we have been able to tap into the power of the AGLN community to grow our footprint and to amplify our impact.

DOES ANY OF THIS ATTENTION CARRY OVER OUTSIDE THE ASPEN INSTITUTE COMMUNITY?

Very much so. The McNulty team arranged for me to participate in several important forums outside the Aspen Institute universe. These stages lent us further credibility and exposed us to potential new supporters from major networks and organizations. We were put directly in the path of serendipity. Speaking on an evening panel at the Global Philanthropy Forum led to a deep discussion with the team from Cinepolis, the second largest cinema group in the world. Attending the Skoll World Forum in Oxford led to deep conversations with Teach for All. Both organizations are now partnering with High Resolves to leverage film and video to mobilize young people worldwide to use their voice and energy to address global challenges.

WHAT SURPRISED YOU MOST FROM WINNING THE PRIZE?

Well, as you know, the McNulty team produces videos of the highest quality. We were privileged to have Johnny McNulty, Nina Sawhney, and A+B Pictures film our work. The two short-form videos they produced received thousands of views, but also became important marketing assets for us. To our surprise, we were given access to over 40 hours of raw footage, which we can now use to create a range of new promotional video clips. We could not have anticipated that benefit.

FINALLY, HOW HAS THIS AFFECTED YOU PERSONALLY?

This experience has changed the way I now tell my own story. Intense personal coaching by communications expert Laurie Chock gave me the courage to push outside my own comfort zone and to speak my truth with conviction. To say that Laurie’s impact on me was immense would underplay the relationship we developed through the McNulty Prize process. I think I became a more authentic voice as a result. This has been an experience like no other and we owe a great deal of gratitude to Anne, her family, and her team for this generous gift to our cause.
From identifying their venture “sweet spot” at the Challenge of Leadership seminar, to gathering feedback from a braintrust of global Fellows at the Leading in an Era of Globalization seminar, Fellows work together to push one another to launch impactful ventures. For many, designing and launching a venture over the course of the two-year Fellowship is just the beginning. Scaling ventures – taking these innovations to a larger level of scope and impact – is the next step.

It’s at the border of ideation and scale that the Aspen Institute’s Braddock Scholars Program operates. Made possible thanks to the generosity of trustee Rick Braddock, the Braddock Scholars Program supports Fellows of the Aspen Global Leadership Network who aim to have a transformational impact on society by bringing their venture to a significant scale. The program supports selected Scholars through a combination of mentorship, peer-learning consultancies, and a grant to fund a key scale activity of the Scholars’ choosing.

The program is built on the belief that entrepreneurs are great at starting businesses, but the skills needed to effectively scale these innovations are different. The program aims to bridge this “scaling gap” by channeling the expertise of a senior mentor toward the challenges the Fellow faces. Since 2015, the Braddock Scholars Program has worked with 27 AGLN Fellows with ventures at pivotal moments on their path to scale.

The 2019 Braddock Scholars class consists of five AGLN Fellows striving to take action on some of world’s most pressing issues – from the global water crisis to the underperforming child care system in the United States. Meet the Fellows en route to taking their societal solutions to scale:

**MATTHEW ALEXANDER**
OneWorld Health
LIBERTY FELLOWSHIP

OneWorld Health partners with communities in Nicaragua and Uganda to bring permanent, sustainable health care to the chronically underserved. They open and run community-led, self-sufficient health care facilities that provide a full scope of affordable medical services.

**JESSICA SAGER**
All Our Kin
PAHARA-ASPEN EDUCATION FELLOWSHIP

As parents of infants and toddlers struggle to find affordable, quality care, All Our Kin builds sustainable family child care programs across the U.S. by training neighborhood caregivers to run high-quality, home-based care. Child care providers, many of whom are low-income single mothers of color, are empowered to move out of poverty, while parents can remain in the workforce knowing their children are receiving the superior care they need.

**DERWIN SISNETT**
Maslow Development, Inc.
PAHARA-ASPEN EDUCATION FELLOWSHIP

Maslow Development, Inc. is a nonprofit real estate development company that co-designs real estate ecosystems to meet communities’ holistic needs, from education to health care to housing. It aims to increase the economic mobility of families in disadvantaged communities by influencing a whole neighborhood ecosystem to better serve its residents.

**BRIGHT SIMONS**
Koldchain
AFRICA LEADERSHIP INITIATIVE - WEST AFRICA

Supply chain failures can disrupt the safety and effectiveness of critical medicines, resulting in life-threatening consequences. Koldchain, a supply chain validation system secured through blockchain technology, innovative thermosensitive labels, and an associated mobile app, aims to ensure that all patients receive safe, trusted, and validated vaccines.

**CODY FRIESEN**
Zero Mass Water
HENRY CROWN FELLOWSHIP PROGRAM

Zero Mass Water is working to make drinking water an unlimited resource. Its disruptive patented technology features a completely off-grid and self-contained system of panels that makes quality drinking water from sunlight and air.
As a leading international law firm, Paul Hastings LLP is committed to helping organizations and people navigate new paths to growth. It collaborates with some of the world's most successful and creative leaders in the business world through its daily client practice and also helps foster social innovation with pro bono clients striving to make a difference in their communities.

Since 2015, Paul Hastings has been an important partner of the Resnick Aspen Action Forum and the Aspen Global Leadership Network, providing hundreds of hours of pro bono legal services to Fellows of the AGLN. Thanks to the legal expertise and passion of Paul Hastings partners, Fellows around the globe have been able to launch, grow, and accelerate their ventures' impact, across a range of areas, such as former inmates rejoining the workforce, residents achieving affordable housing, and military service members returning to civilian life.

In August 2017, Paul Hastings increased its partnership offering to provide 500 pro bono hours annually to assist AGLN Fellows with their Action Pledges and Fellowship ventures. Paul Hastings can provide legal advisory, as well as assistance in other areas where they have in-house expertise, such as business development, communications, marketing, IT, accounting and financial management, and human resources.

How to Apply

Applications are accepted on a rolling basis. Apply by contacting Alexis Ettinger at Alexis.Ettinger@aspeninstitute.org.

The Engagement Process

Final decisions about selected ventures or Action Pledges will be made within a month of submission. Paul Hastings will not accept projects in contradiction to the firm’s core values and principles. The firm reserves the right to seek additional information before selecting pro bono clients.
Eligibility Requirements

- Be a member of the Aspen Global Leadership Network or a participant of the Resnick Aspen Action Forum.
- Need support on your active Fellowship venture or Action Pledge made at any Resnick Aspen Action Forum. Any other organization or venture cannot be considered at this time.
- Be tackling a clearly identifiable non-political social challenge.
- Have a clear, specific request for support.
- Be operating in a country where Paul Hastings has legal jurisdiction.
- Have a demonstrable social impact, or early evidence of such.
- Have a viable or scalable organization strategy.
- Have a track record of positive performance to date.

NOTE: Paul Hastings LLP cannot provide local advice where local regulations prohibit international law firms from practicing law in that country.

Past Participants Include

RICKY YU
CHINA FELLOWSHIP PROGRAM
Founder & Chief Executive Officer, Light Be (Social Realty) Co.

CORRINA ANNE GRACE
CENTRAL AMERICA LEADERSHIP INITIATIVE
Executive Director, SERES

MAYA KARKOUR
MIDDLE EAST LEADERSHIP INITIATIVE
Co-Founder & Environmental Consultant, EcoConsulting

JOCELYN MANGAN
HENRY CROWN FELLOWSHIP PROGRAM
Chief Executive Officer & Founder, Him For Her

TOM FISHER
HEALTH INNOVATORS FELLOWSHIP
President (former), NextLevel Health Partners
Making the digital economy work for everyone, everywhere

"Think of financial inclusion as a pathway out of poverty and inclusive growth as a path to shared prosperity. The former is transactional. The latter is transformational."

Shamina Singh, President
Mastercard Center for Inclusive Growth

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Visit mastercardcenter.org
There are borders within us all. The person we are today and the person we want to become. The balancing act between our families, our professional ambitions, and our self-care. The identity outwardly presumed and the authentic self we know to be true inside.

There are borders around us all. Walls between countries, religions, and cultures that decide what’s in and what’s not. Policies that can close or open, altering the spread of knowledge, resources, and transactions across sectors and nations. Man-made systems that construct and deconstruct our sense of seeing and being seen.

Whether literal or conceptual, all of these borders are real and powerful, and constantly evolving, especially as technology leapfrogs, political systems reorder, and business models disrupt. We now face renewed questions about the boundaries of human potential: What causes some borders to be drawn while others are erased? What cracks do you see emerging and where do you see bricks being laid? What borders preserve what you love and protect what you hold sacred? And which might be holding us back from realizing our shared horizons?

Around the seminar table, we break down some boundaries and reinforce others to explore the boundless frontier of human compassion, ingenuity, and leadership. We invite you to return to this space to ask: how is bordering impacting my world today? What might lie beyond the limits we have constructed? And what might transpire should we dare to leap across the edge?

The Borders Are Fluid Within Us

BY DAN VERA

This is what is feared: that flags do not nourish the blood, that history is not glorious or truthful.

I sleep and dream in two languages. I gain wisdom from more than one fountain.

I pass between borders made to control what is owned. The body cannot be owned, the land cannot be owned, only misunderstood or named by its knowing.
What Are the BORDERS in Your Life?

There are borders within and around us all. How these borders manifest across cultures, families, and individuals changes depending on who you ask. Before returning to the seminar table, we asked Fellows to reflect on the multifaceted role of borders in their lives. Some have been empowered by the borders around them and how they serve as mechanisms to make sense of the world and assist in finding balance. Others have worked their entire lives to dismantle such boundaries and move beyond them. Here, we explore borders through the eyes of Fellows from around the world.

James Abraham

I’ve been a minority everywhere. While living in Canada, I was the child of Indian immigrants, with strange customs, clothes, and curries. In India, I was the southerner with a firang accent. In my hometown, I was the expat who no longer understood customs. I struggled with being left out and valued everything I wasn’t. Later, I learned to appreciate the history of my tribe and what we had accomplished, so different from anyone else. From that place of pride, I enjoyed being the minority and valued who I was.

KAMALNAYAN BAJAJ FELLOWSHIP
Gurgaon, India
Hope Azeda

As a Rwandan, the division of people along the lines of “ethnicity” has always been the major stumbling block facing our people, and we continue to fight its negative effects every day. The work I’ve chosen to pursue in the arts aims to break down these borders and shed light on the common humanity in us all.

AFRICA LEADERSHIP INITIATIVE – EAST AFRICA
Kigali, Rwanda

Elie Wurtman

Jerusalem is a city with thousands of invisible borders – religious, political, social, cultural, economic, and linguistic borders. Every street and alleyway you cross connects from one to the other and the awareness of these borders is omnipresent for each Jerusalemite. Understanding how to bridge these borders, to cross from one side of the street to the other and knock on the door of a neighbor who may, at first, seem to share no commonalities, has been the mission of my life.

MIDDLE EAST LEADERSHIP INITIATIVE
Jerusalem, Israel

Dele Liu

Traveling between different countries, regions, and cultures for the past 30 years, I see the necessity of boundaries that maintain the general order of things, but to solve our biggest problems, we have to see the underlying unity across these boundaries. Our shared interests, and the flourishing we can potentially create together, make exclusive interests almost negligible.

CHINA FELLOWSHIP PROGRAM
Beijing, China
Kristen Grimm

I went to Smith, a women’s college. By creating a space for me that was all women, I was able to learn to live in a world that often subtly, and not so subtly, tells women “no.” But for a brief time, I was surrounded by walls that screamed “yes.” I still picture those walls when I encounter an arbitrary or unfair border and just push through.

HENRY CROWN FELLOWSHIP PROGRAM
Washington, D.C., United States

Chastity Lord

Borders are ultimately about majority. The majority owns the boundary, making definitions on beauty, weight, religion, and sexuality, to name a few. I’ve experienced borders stopping me in my life, especially when I am overvaluing the need to feign alignment to be heard or understood or not being courageous. Being different, or being perceived to be different, can be visceral and lonely.

PAHARA-ASPEN EDUCATION FELLOWSHIP
Brooklyn, New York, United States

John Simpkins

Land, education, jobs, partners, and all the other stuff of life in the South have been apportioned according to where one sits racially, culturally, geographically, or spiritually, making borders crucial. One of the most important things I can do is to decide not to respect those borders.

LIBERTY FELLOWSHIP
Greenville, South Carolina, United States
Andy Parham

Building some internal borders has allowed me to bolster my commitments. One internal commitment I have, for good and ill, is to never stop reaching, straining, risking. This is not only important for myself, but also allows me to continue to lead my five children to always seek to be “in the arena,” as Teddy Roosevelt once said.

HEALTH INNOVATORS FELLOWSHIP
St. Louis, Missouri, United States

Hildegard Vásquez

I am a historic restoration architect. Inclusion and humanity can happen when architecture opens its wings to its users. If we design for community, we generate spaces of close encounters, collaboration, and understanding. We all belong in those shared spaces that embrace and join us into a whole. Borders are man-made structures that give us a false sense of protection. We create them because we have created an exclusive world of differences and privileges where only the individual matters. Openness and transparency make us human again.

CENTRAL AMERICA LEADERSHIP INITIATIVE
Panama City, Panama

The power of the Aspen Global Leadership Network is found when Fellows from all walks of life and all parts of the world come together to find their common humanity to explore the greatest challenges of our times. As new international Fellowships sprung up around the globe in the early 2000’s, the potential to breakdown silos and cross borders – both figuratively and literally – became an important opportunity for Fellows. Thus, the idea for the Leading in an Era of Globalization seminar was born.

2020 marks the tenth year of Leading in an Era of Globalization seminars – now a key pillar of the Aspen Global Leadership Network Fellowship experience. This seminar, has been vital in breaking down borders between Fellowships and celebrating the diversity of leaders within the programs by offering inspiration, connections, and resources that guide their perspectives, work, and ventures. Seminars have taken place on six continents and in 12 countries including Jordan, Costa Rica, India, South Africa, Greece, and China. Each seminar location provides the opportunity to get proximate with the local culture, as well as connect with alumni Fellows along the way.

The seminar arc prompts Fellows to explore what leadership means in the context of a global world. Fellows examine how the forces of globalization influence societies – from economics, politics, science, culture, and ethics – and the tensions that arise as a result. They look inward and explore their role in harnessing the forces of globalization for good, as well as where they might draw the lines of its influence. The connections made at this week-long experience go far beyond the seminar. Much like each Fellows’ class, cohorts continue to bolster one another in their work – advising each other on their ventures or even creating new ones among themselves – and support each other in their personal lives. Since 2010, 1,214 Fellows have been enriched by this unique experience leaving with a deeper understanding of their fellow Fellows and invaluable new connections.

The diversity was great, but what I found more rewarding was the similarities. Seeing that there are other people out there in the world equally yoked in solving the world’s most complex problems makes me feel less overwhelmed and alone in doing so.

DWAYNE BERNAL
HENRY CROWN FELLOWSHIP PROGRAM
2018 South Africa Cohort

ASPEN 2010: The first Globalization seminar cycle takes place, starting in Aspen, Colorado.
INDIA 2015: Fellows hop in a Tuk Tuk after an afternoon exploring Vellayani Lake.

JORDAN 2014: Fellows enjoy time outside the seminar room in the Dead Sea.

COSTA RICA 2016: Fellows hike waterfalls outside of San Jose.

SOUTH AFRICA 2011: Spier Wine Farm outside of Cape Town.


HONG KONG 2019: Fellows connect on leadership challenges in Hong Kong.

INDIA 2015: Fellows hop in a Tuk Tuk after an afternoon exploring Vellayani Lake.
In April 2018, a small group of university students in Nicaragua held a protest in response to President Daniel Ortega’s government reforms to the pension system. This protest was crushed violently by a pro-government group, which had commonly been used to quell anti-government activity. The footage of this violence went viral in the country, more protests erupted, and the government again responded violently. This created a vicious cycle and led to a swift fracturing of the country. In response to the violence and violations of human rights, many Nicaraguan citizens called for democratic reforms and sought to hold the Ortega regime accountable. Now, more than a year later, the government’s forces continue to oppress any citizen opposition. To date, more than 300 have been killed, more than 500 have been unjustly detained, and thousands have fled the country.

Shortly after the conflict erupted, people from all parts of Nicaraguan society joined the movement to bring stability and democracy back to their country. As tensions rose within Nicaragua, Catholic bishops began a mediation process between the government and the Civic Alliance for Justice and Democracy, a group of civilians dedicated to bringing about a new era of peace and democratic rule in Nicaragua. These negotiations began in May 2018 and continued off and on throughout the summer. However, progress came to a halt in July 2018. It was not until February 2019 that negotiations commenced again, this time with a smaller group of six government officials and six opposition members. These dialogues are currently at an impasse but proved successful earlier this year in securing the release of hundreds of political prisoners. While tension remains high in the country, and violations of human rights are still being recorded, there is hope that through dialogue, peace can come to the nation.

Outside of Nicaragua, the international community began to impose economic sanctions that restricted trade and capital flow into the country. These sanctions, while effective in placing pressure on the government, also created immense economic stress on the Nicaraguan people. The bleak economic landscape, combined with the regime crackdown, led to thousands fleeing Nicaragua into neighboring countries. This refugee crisis is most acutely felt by Costa Rica, which hosts the largest number of Nicaraguan refugees. However, despite the challenges, many organizations are working to protect these refugees and provide new opportunities for them to rebuild their lives abroad.

Moved by this crisis, a group of AGLN Fellows are working toward peace and justice in Nicaragua. In July 2018, a number of Fellows and distinguished leaders, including former U.S. Secretary of State Madeleine Albright, gathered at the Action Forum to discuss potential strategies to stabilize the situation. From these conversations emerged collaborative efforts by Fellows designed to channel aid and resources into the country. The crisis is disrupting the social fabric and stability of Nicaragua, with its effects rippling throughout Central America. Yet, Fellows are committed to stepping up, addressing the challenges, and working toward a better future. They come from different Fellowships, classes, countries, and walks of life, but despite these differences, Fellows are unified by their commitment to bring stability to Nicaragua. These Fellows have embodied values-based leadership and will continue to do so until the work is finished.
Scaling Love Across Borders

TANYA MROCZEK-AMADOR
CENTRAL AMERICA LEADERSHIP INITIATIVE | CHIEF EXECUTIVE OFFICER, CORNER OF LOVE

In March 2018, Central America Leadership Initiative (CALI) Class XIII Fellow Tanya Mroczek-Amador was leading Corner of Love, a 27-year-old organization in northern Nicaragua dedicated to serving rural families by providing access to education, health care, and clean water. But when the crisis broke out, her world changed. With rising violence in their town and surrounding area, Tanya and her husband made the difficult decision to relocate to Costa Rica and shift their focus toward alleviating the suffering of refugees fleeing the country.

At first, their work began organically with Tanya and her husband greeting groups of five or ten at the border. But very quickly, the demand of the situation required them to scale rapidly, turning their initial outreach into a new Corner of Love international base of operations. Today, working with volunteers from across the world, Corner of Love-Costa Rica serves up to 180 migrants per day. Tanya has physicians, dentists, nurse practitioners, pharmacists, and volunteers all working to provide migrants with the basic necessities for life in a new country.

Along the way, Tanya enlisted the help of other Fellows around the AGLN. At her Leading in an Era of Globalization seminar in February, she presented her challenge to Fellows from China, Europe, the United States, South Africa. She was met with support in the form of humanitarian aid and strategic advice to help move Corner of Love, and the condition of refugees, forward. To date, she has reached more than 5,000 refugees and hopes to expand her work into San Jose, the capital of Costa Rica, as well as build a permanent facility near the border.

In addition to humanitarian aid, Tanya is providing the space for the refugee community to come together to share their stories and to feel valued, heard, and loved. By honoring their experiences through these conversations, she is creating the conditions for healing to begin.

I really think that, right now, one of the biggest things Corner of Love is doing is meeting refugees, sharing our story, and listening to theirs, because they really get that we’re walking with them. Legitimizing their story is just worth so much more than the stuff they get that day.

—TANYA MROCZEK-AMADOR
Juan Sebastian Chamorro, CALI Class IV, is the executive director of FUNIDES, the leading economic think tank in Nicaragua. As an expert on both the importance of rule of law and the long-term economic health of Nicaragua, he was approached to be a lead voice for peace after the crisis broke out. He joined the Civic Alliance for Justice and Democracy, a large group of civilians (including many CALI Fellows) from across the county working in both the private sector and non-profit community that aimed to bring about a radical new approach to restoring order to the country: dialogue.

The goal of the Civic Alliance was twofold: to bring democracy back to Nicaragua and to seek justice for the violations of human rights crimes committed by the regime. The process has not been easy. The first round of negotiations was suspended after only a month. However, thanks to the pressure imposed on the Nicaraguan government by the international community, the Ortega regime opened itself up to have further dialogue and formal negotiations. Juan Sebastian was selected in early 2019 as one of six members to sit at the table with government officials and attempt to negotiate peace.

He and the Nicaraguan people recently celebrated a major victory when 620 political prisoners were freed by the regime. Once these prisoners were freed, Juan Sebastian began working with them to ease their transition back into society. Though the dialogue is currently suspended, he remains poised to return to the negotiation table if the talks resume and will continue to work to bring relief to those affected in the interim.

Nicaragua does not have a culture of negotiations. It’s a culture of imposing one over the other–our history is a sequence of civil wars, coup d’états, revolutions, armed conflicts, and violence. So the whole idea of trying to reach a peaceful agreement... it’s the first time in the history of our country. The opposition has been extremely peaceful despite facing such heavy repression for a year. I’m proud to see my country trying to find a peaceful solution and engaging in dialogue like I did in CALI.

—JUAN SEBASTIAN CHAMORRO

Protesters in Nicaragua in July 2018.
From the onset of the Nicaraguan crisis, journalists have been one of the key targets of the Ortega regime, with over 50 journalists in exile, three jailed, and some killed in an effort to control the flow of information. CALI Class V Fellow Eduardo Enriquez is the editor-in-chief of the oldest newspaper in Nicaragua, La Prensa. He knew that it was critical that he continue his work reporting on the government to keep the country informed.

This was no easy task. The Ortega regime controls the flow of resources in and out of Nicaragua and quickly began limiting La Prensa’s access to ink and printing paper by holding their imports in customs. In addition to their supplies challenge, revenue from advertising, which made up 80 percent of La Prensa’s operating budget, was drastically reduced due to instability in the business sector. These pressures forced Eduardo to cut his staff from 100 journalists to 35 and to reduce the length of the paper from 32 pages to just 8 pages of news. Yet, despite the risks and challenges, Eduardo continues to lead La Prensa and report on the state of the government and the well-being of the country.

In addition to his role at La Prensa, Eduardo worked to expand his journalistic impact by creating a new venture, 4tomono.com, an independent website designed to explain the context - the “how” and the “why” - of the news of the day. This style of reporting is designed to help readers fully comprehend the economic and political situation by covering issues in depth. The organization is small, adaptable, and agile, allowing it to shift to meet the needs of an ever-evolving situation.

If we don’t provide information to the people and don’t do our job, then Nicaraguans will have information only from the propaganda apparatus of the government, which is very strong and very powerful.

—EDUARDO ENRIQUEZ
Costa Rica has a population of 4 million people, with an estimated 500,000 to 750,000 Nicaraguan migrants — a number that has dramatically increased since the crisis began in April 2018. 2005 Henry Crown Fellow Margarita Herdocia’s venture, Ticos y Nicas: Somos Hermanos (Costa Ricans and Nicaraguans, We Are Brothers), was designed to foster brotherhood between the two countries. For over a decade, its primary mission has been to promote friendship between Nicaraguans and Costa Ricans, foster cooperation between their governments, study migration and its true impacts on both societies and economies, and create a platform for those who can have a positive influence.

Margarita’s venture was uniquely positioned to help when the Nicaragua crisis began. Through Ticos y Nicas, Margarita established Las Becas HUG (Humanitarian University Grants), a scholarship fund to help Nicaraguan university students who fled the violence in their country. The protests in Nicaragua were largely student led, and this scholarship is designed to give those students a new chance to be leaders. This fund covers 100 percent of tuition for students to attend the Latin American University of Science and Technology in Costa Rica and pursue their studies. Much of this has been made possible thanks to the support of Margarita’s Henry Crown Fellowship class—the 9th Symphony—as well as CALI Fellows in Costa Rica and Nicaragua.

Those selected to be HUG scholars must have demonstrated academic excellence, a proven leadership record, and the drive to become change-makers in the future, paying their success forward. They attend university full-time and meet one another outside the classroom for AGLN-inspired dialogues, moderated by Margarita, to help them cope with their experiences. There are currently more than 25 scholars, with new classes being selected each quarter. Through this program Margarita has provided not just the opportunity for these students to study, but a place to find support and friendship in an impossibly difficult situation.

The HUG scholars go from feeling that they have been helped to feeling like they are the helpers. That is a magical transformation from feeling like a victim.

—MARGARITA HERDOCIA

Kidd Duhe Solomon is an editor of Summit Magazine and serves as the Senior Program Coordinator for the Resnick Aspen Action Forum.
We all know the saying, “A picture is worth a thousand words,” but in the case of China Fellow, Alex Yang, pictures were worth entry into the United States. While earning his undergraduate degree at Peking University in Beijing, Alex was a political cartoonist for the school’s paper. Now, the Chief Executive Officer of China based tech company Vee.Tech, his passion for illustration bubbled up when he received his readings for his upcoming Aspen Seminar. His seminar notes came to life as he began sketching cartoons of the readings’ authors. When preparing to leave for the seminar, taking place in Aspen, Colorado, issues arose with obtaining a visa to enter the United States. After eight months of pending approval, Alex brought his readings book and notes, cartoons and all, to his fourth trip to the U.S. consulate in China to prove the educational purpose of the trip. After seeing these drawings, his entrance to the U.S. was approved just in time – only three days before the seminar. See his original seminar notes below that, quite literally, allowed him to cross borders.
It Runs in the Family

In 2016, Kamalnayan Bajaj Fellow, Rashi Talwar Bhatia and her daughter, Raina, attended the Resnick Aspen Action Forum “Leading Toward Justice”. Rashi wanted Raina to participate in the Youth Camp (now the Youth Action Forum) so that her daughter could experience the power of the seminar room as she did during her Fellowship. During this week, Raina, then 14, read “The Ones Who Walk Away From Omelas” by Ursula K. Le Guin, a story that ended up sparking Raina into action.

When she returned home to India, Raina realized that she wanted to have a positive impact on refugees in her country. India hosts more than 200,000 refugees from neighboring countries who have no clear legal status. As a high schooler at Hillspring International School, this issue troubled Raina. She thought to herself, “We had all seen the pictures of the plight of refugees trying to enter India, but did we understand that their struggles did not end after they crossed our borders?”

She and four of her classmates conducted a survey of their community to understand the opinions and views people had toward refugees. Through the survey and debates in school, Raina realized that people were poorly informed. Spurred by these insights and her experience at the Action Forum, she decided to act and worked with a small group of

Dear Raina,

In a country obsessed with the “Y” chromosome, I was overjoyed that mine had double XX’s. In a country where the ultimate goal for most women is to become a bride and have a large family, my dream for you was vastly different. The feminist in me held me back from buying Barbies or kitchen sets and instead I focused on raising you as an independent thinker. I have to admit that I did often struggle with myself, wondering if I might be doing you an injustice, and questioned my ways.

Today, as a mother, nothing gives me more joy than to see you mature and grow. With every passing year, I am watching you transform into a beautiful, strong, and determined young lady. You are a very rooted individual yet you have learned not to conform without questioning tradition. I admire your ability to have strong opinions, the intelligence to express them well, and the wisdom to know when to hold back — a subtlety I wish I could learn from you.

I admire that though you choose not to blend in with your peers at all times, you are liked and respected by them. How you deal with adversity is what makes you the person you are. Have the courage to pursue your dreams, however big or small they may be, and wake up charged and ready every day to work toward them.

As I see you working passionately on improving the awareness of refugees, even as an adult I am inspired by your vision, leadership skills, and hard work. I recall when you decided to launch a large-scale event. You worked tirelessly to ensure every little component of the event fell into place. For one so young, I was amazed at the way you tackled challenges, as well as created a positive atmosphere of collaboration among the entire team. You literally turned your “can’ts into cans” and your “dreams into plans.” Not many people could have pulled off an event of this magnitude with the grace, finesse, and care that you did.

May you maintain the same level of passion in your future endeavours. Do not fear failure; embrace it, learn from it, and grow from it, as you have in the past. How you deal with adversity is what makes you the person you are. Have the courage to pursue your dreams, however big or small they may be, and wake up charged and ready every day to work toward them.

This is just the beginning. You are blessed to have found a cause that you are passionate about. Believe in yourself, dream big, and know that I am always here to catch you if you fall.

Love,

Mom

However, more than all of this, I am proud of your strong sense of “just” — a subtlety I wish I could learn from you.

Love,

Mom
her classmates to host an event that would improve people’s knowledge of refugees while also providing direct support to the refugee community. With the help of the Migration & Asylum Project (an initiative of the Ara Trust, partners at United Nations High Commissioner for Refugees), Raina and her classmates organized an event to raise money to assist a group of Afghani refugee women purchase materials for their craft business.

Thanks to their effort, Raina and her classmates were recognized by her school and given the Pramerica-Spirit of Community Award, a national award that recognizes students making a positive impact in their communities. But beyond the award and recognition, Raina’s work has not stopped. She continues to educate her community by bringing the realities of the refugee crisis to light. Raina, now 16, chooses to act instead of turning a blind eye to the problems in society. Her actions show that no matter one’s age, you are never too young to answer the call to lead.
As the founding executive director of the Henry Crown Fellowship Program and a senior moderator of the Aspen Institute, Keith Berwick has moderated hundreds of seminars and has been a role model to many classes of Fellows over the years. He has a special ability to bring groups together—helping those who come from different backgrounds and hold opposing views to see the common humanity in each other. In this piece, Keith reflects on the boundaries people create through the idea of “the other” and how he has worked to move past them, starting with “the other” in himself.
I have spent much of my life grappling with the problem of Otherness, the ways in which we set up barriers between ourselves and others based on real or imagined distinctions of race, gender, sex, wealth, class, education, color, age, and religion. The list is practically endless: invidious distinctions based on a supposed hierarchy of values sanctioned by centuries of law, custom, and tradition and reinforced by the dynamics of wealth and power.

This hierarchy is now being challenged by the gratuitous inequity imposed on those defined as the Other. Who are they? And who does the defining? As Simone de Beauvoir points out in "The Second Sex" (1949), it is men who make the rules. They always have, at least since Adam and Eve. “Thus humanity is male and man defines woman not in herself but as relative to him; she is not regarded as an autonomous being.”

So to begin with, women, a majority of the world’s population, are defined as Other, no matter their aspirations and accomplishments. And from an American perspective, given the legacy of European colonization, immigration, and race-based slavery, African Americans, Latinos, Asian Americans, Native Americans, and indeed all people of color, are defined as Other — not like us, different, lesser.

Otherness, then, is defined from a position of power and privilege and experienced as oppression. That was my experience of it as a child growing up in Toronto in an outwardly respectable but internally dysfunctional family at the hands of my older brother who bullied me mercilessly, twice tried to kill me, and ultimately committed suicide in Golden Gate Park, San Francisco, when he was 19 and I was 17. The news of his death reached us on Halloween 1945.

When I read Jorge Luis Borges’s haunting story, “The Other,” it resonated with me immediately. I saw myself in analogy to the author, who depicts himself sitting alone on a bench beside the Charles River when a young man unexpectedly sits next to him. It turns out that this is an apparition of himself as an adolescent in Geneva some 50 years before. Borges, a sexagenarian, embarks on a dialogue with his younger self, trying to bridge the gap between the two. He recalls many details from his earlier life, including a sexual initiation planned by his father that apparently traumatized him, but he can’t connect. Yet the images are vivid in his mind. It is eerie. The past seems more real than the present. The reader is led to reflect on the potency of memory, the power exerted by absent things.

We introduced Borges’ “The Other” into the Aspen Seminar curriculum in 2005. Our thought was that it would provide an opportunity for seminarians, who by definition come from positions of power and privilege, to experience the process of Otherness through personal introspection.

I first moderated the piece in the fall of 2005, at an Executive Seminar attended by Mehrdad Baghai and Bill Patterson, members of the Infin8 Class of Henry Crown Fellows. The discussion was lively, thoughtful, and compelling. Several people shared stories of their own encounters with shadow selves, nuggets of self-reflection that served to enrich the dialogue.

After the session Bill Patterson asked me what I had been doing when I was his age.* I replied that as an academic historian I was doing research and teaching, a very different sort of life from the entrepreneurial endeavors of Aspen Fellows. But as I reflected further I realized that at Bill’s age I was actually at a major inflection point – deciding to leave the academy to lead a humanistic repertory company on a three-year tour of small communities discussing the legacy of the American Revolution in the run-up to the 1976 bicentennial. It proved to be one of the most illuminating periods of my life, a window into the lives of real people trying to realize the promise of the Declaration of Independence.
Under the stimulus of Borges’ story and Bill Patterson’s inquiry, I began the practice of revisiting critical incidents in my earlier life to see what I could learn, starting with the fateful Halloween when we received the news of my brother’s death, which I had experienced as a liberation from tyranny. As I sat there alone I faced a bitter truth, that my brother was not gone. I had carried him as a shadow presence within because I had never forgiven him. So began an arduous process of forgiveness. In an old box I found an artist’s sketch of him done just days before he died. His eyes carried his pain. I saw not the tyrant of my childhood memory but a sick, tormented boy. In time I was able to find it in my heart to forgive him, and to forgive myself for my triumphalism at the news of his death. Forgiving the unforgivable — a monumental challenge of our time — provided a path to renewal.

My practice now is to test the degree of alignment between my inner and outer self. So, for example, I have acquired a refreshing new view of old adversaries. I have realized that bêtes noires provide important clues to my own failings. Some have become veritable spirit guides helping keep me from repeating past mistakes.

Then there is the matter of trust. Whom can you trust? To gain trust you must first trust yourself, prove yourself trustworthy, and then extend your trust to others. When we gather in circles of trust in our seminars, the authenticity of our exchanges is palpable. Our dialogues teach the importance of kindness, empathy, compassion, and love as crucial attributes of enlightened, effective leadership.

Now as I enter my tenth decade, I find myself re-examining the fundamental assumptions that have guided me thus far. The world seems to have turned itself inside out and upside down. I believe we are at a point where it is no longer possible to entertain the fictions that govern so many of our actions. We must begin to see the world anew. We must cease being Other to each other.

*Sadly, Bill Patterson, one of the best human beings I have ever known, died tragically early from a brain tumor in 2010, at the age of 48.*
A GLN FELLOWS ARE...

ON THE MOVE. INTERCONNECTED. CARING.
CONCERNED. OPEN. INNOVATIVE. INSPIRING AND
INSPIRED. POSSESSING BOUNDLESS OPTIMISM.
TRUE TO THEIR PURPOSE. TRUE TO THEIR VALUES.

Just as these words reflect the qualities of AGLN Fellows, they also describe the Fellowships. As you will read on the following pages, the Fellowships in the Aspen Global Leadership Network are more active than ever. As they grow their ranks, they are expanding the opportunities for Fellows to make meaningful connections with one another. The seminar table may be where the dialogue among newly minted Fellows begins, but there is much more that follows. Fellowships are fostering multiclass events, regional meetings, country committees, national dialogue sessions, professional development workshops, nominations sourcing sessions, and collective ventures in the community. Fellows are playing leadership roles in these activities alongside Fellowship directors, staff, and board members. I celebrate their labor of love and can’t wait to see what their hard work brings in the future.

In fellowship,

Willow Darsie
Managing Director, Leadership Programs and Partnerships
Aspen Global Leadership Network
GATHERING ACROSS EAST AFRICA
AFRICA LEADERSHIP INITIATIVE – EAST AFRICA

The Africa Leadership Initiative – East Africa has embarked on a journey to rejuvenate the organization. The program created a new video series called “ALI Talks” that serves as a platform for Fellows to discuss and connect over their ventures, the impact they are creating, and the leadership challenges in the region.

In November 2018, the first ALI East Africa Re-Set Summit brought together Fellows across classes for a seminar focused on renewing their commitment to themselves and each other to build a better society. Throughout 2019, the program plans to continue connecting more Fellows than ever by having country-specific gatherings in Uganda, Tanzania, Rwanda, and Kenya as well as the second ever ALI East Africa Summit that will gather the entire ALI-EA network.

INTEGRITY IN SOUTH AFRICA
AFRICA LEADERSHIP INITIATIVE – SOUTH AFRICA

The Africa Leadership Initiative – South Africa (ALI-SA) is committed to maintaining connections to alumni Fellows and their wisdom. To do so, the program has established a formal Committee of Elders, chaired by program founder Isaac Shongwe. The new committee will meet once a year to provide feedback on the future of ALI-SA and secure the program’s connection to its growing network of Fellows.

Along with the new Committee of Elders, ALI-SA is also working to establish an Integrity Committee, chaired by Fellow Zohra Ebrahim. The Integrity Committee will deal with any breaches of values committed by Fellows or staff. With these new committees and the launch of the 12th class imminent, Africa Leadership Initiative – South Africa continues to grow stronger.

A 2020 HOMECOMING IN GHANA
AFRICA LEADERSHIP INITIATIVE – WEST AFRICA

Following the success of the first-ever ALI Africa Impact Forum, a gathering of AGLN Fellowship programs in Africa in 2018, the Africa Leadership Initiative – West Africa (ALI-WA) is looking to host the next Forum in Ghana. This will be a significant homecoming milestone for the Fellowship since the Africa Leadership Initiative was founded in Ghana in 2002. The ALI Africa Impact Forum provides Fellows with a platform to deeply connect and engage on matters of significance to the whole continent. As part of planning preparations, a multiclass reunion was held in March 2019 in Accra, Ghana. Rich conversations centered on the reading “The Borders Are Fluid Within Us” by Dan Vera (see page 25).
A STRONGER CENTRAL AMERICA
CENTRAL AMERICA LEADERSHIP INITIATIVE

Throughout 2018 and 2019, the Central America Leadership Initiative (CALI) gathered Fellows across classes to connect over issues facing the region. Cross-class gatherings, called CALI Days, continue to take place in Panama, Guatemala, Nicaragua, Honduras, Costa Rica, and El Salvador. With about 30 Fellows participating, each one-day gathering runs on a customized agenda built to reflect the needs of each specific country. With all this activity, the program is also looking inward. After a retreat with program founders and directors in January 2018, CALI is investigating new ways to measure its impact and is working to refocus the Fellow selection process with greater emphasis in sourcing in order to ensure excellence and greater class diversity.

Looking forward, 2020 marks 15 years of impact for CALI. To celebrate this major milestone, the program will be holding one of the largest regional events in its history to unite Fellows across classes to connect over issues facing Central America as a whole and to promote collective action. As the program matures, there is a renewed focus on strengthening and formalizing programming for alumni Fellows to promote their lifelong engagement. Stayed tuned to learn which country will be hosting this historic event.

CONNECTING CLASSES IN CHINA
CHINA FELLOWSHIP PROGRAM

After a five-year incubation period in the heart of Washington D.C., the China Fellowship Program is transitioning to developing its local presence in the Greater China Region. Since September 2018, the Fellowship’s managing director, Spring Fu, has been based in China full-time. As a result, she has been able to see firsthand the organic collaboration and connections China Fellows have been able to foster in Beijing, Shanghai, and Hong Kong. From venture peer consultancies, art exhibitions, and even weddings, Fellows regularly gather in between seminars and across classes.


Looking to the future, the China Fellowship hopes to build a critical mass of Fellows not only in the three major cities,
but also in important economic and social hubs such as Shenzhen and Hangzhou. By doing so, this will create even greater connectivity across the region as the China Fellowship network expands.

THE NEWEST AGLN FELLOWSHIP
CIVIL SOCIETY FELLOWSHIP

Launched in 2019 in partnership with the Anti-Defamation League (ADL), the Civil Society Fellowship (CSF) was founded to prepare the next generation of U.S. community and civic leaders, activists, and problem solvers engaged in all aspects of civil society. The program aims to accelerate the creation of more engaged and cohesive communities in the United States.

This is just the beginning for the Civil Society Fellowship, as the program’s first nomination cycle recently concluded. The ideal Fellow would be an individual who has demonstrated a capacity to build a community, movement, or organization. The Fellowship aims to select a cohort that represents a range of attributes including gender, geography, race, religion, national origin, sexual orientation, ideology, and political affiliation. For more on how the Civil Society Fellowship came to be, go to page 14.

SPOTLIGHT FINANCE
FINANCE LEADERS FELLOWSHIP

Three years into its journey, the Finance Leaders Fellowship (FLF) is now a community of 84 high-integrity leaders in 19 countries, working toward a shared vision: strengthening trust between finance and society. More than ten years after the 2008 financial crisis, the FLF team believes that effective, enlightened leadership in the finance industry is of the utmost importance.

When FLF launched in 2016, its aim was to set the conditions for Fellows to step up their game by reflecting on their leadership values, personal responsibility, and the role of the finance industry in a well-functioning society, so that they can leverage their strengths and the power of their newly formed network to have a positive impact. This year, FLF began to measure its impact on Fellows and, in turn, those Fellows’ impact on the world. With these new measurements, it is clear the strategy is working.

Through their day-to-day leadership and Fellowship ventures, Fellows are improving trust between society and the industry. They are strengthening their institutions’ cultures, looking for ways to improve industry practices and system stability, and innovating to include more people to benefit from the positive effects that financial services can enable. Innovations at the Fellowship level
have multiplied the effects that each class of 22 annually chosen Fellows has on the world. In September, FLF will host its first cross-class collective action convening, Spotlight Finance. Fellows will gather together to take a deeper dive into finance-related topics and to build momentum toward collective action — the first step toward collectively moving the needle in the finance industry.

**CONNECTING FOR INNOVATION**

**HEALTH INNOVATORS FELLOWSHIP**

Before the end of 2019, the Health Innovators Fellowship (HIF) will be 100 Fellows strong — a critical mass of leaders from across the United States committed to improving the health and well being of all Americans. While partnerships and collective action often develop organically, especially within Fellowship classes, Yael Lehmann, a Fellow of the third class, has designed a venture to expand and accelerate Fellow collaborations both within classes and those that traverse HIF classes and other Fellowships to harness the full power of the Fellowship and the AGLN.

Research has shown that collaborative teams that are productive and innovative also have leadership that invests significantly in building and maintaining social relationships. Therefore, in addition to researching tools and techniques that will aid in the fortifying of Fellow connections, Yael — in partnership with the Fellowship team and Brad Hallberg, the husband of her classmate Sarah Hallberg — is focusing on how to ensure that the personal nature of the Fellowship remains a focal point moving forward. With feedback from Fellows and HIF staff, Yael will pilot an association of local HIF cross-class chapters in the coming months. Through this and other work, Yael and the Fellowship team will refine the best practices for fostering connections to leverage in response to the strategic question, “What should or could HIFs be doing collectively?”

**DOUBLING DOWN ON IMPACT**

**HENRY CROWN FELLOWSHIP PROGRAM**

Chicaguan industrialist Henry Crown’s legendary career was marked by a lifelong commitment to honor, integrity, industry, and philanthropy. With the recent launch of the program’s 23rd class of Fellows and with more than 400 alumni, the Henry Crown Fellowship Program (HCF) is committed to continuing Henry Crown’s legacy by increasing the impact and connectivity of Fellows across classes. Last year at the Resnick Aspen Action Forum, the program held three Henry Crown-only events to bring Fellows together, including a poetry slam. In 2019, the Fellowship held its first ever, cross-class Women’s Weekend. Forty-six women from the 1997 class to the 2018 class descended on San Francisco and forged bonds that are still going strong.
The Fellowship continues to test and launch new ideas like Board Boot Camp, hosted by HCF 2000 Deb DeHaas, that provided connections and training on placement to public and private boards. The program utilizes WhatsApp to bring together Fellows at conferences like TED Vancouver, SXSW, the Milken Institute’s Global Conference, and DAVOS so they can meet, often for the first time, and support each other during their presentations. HCF is also gearing up for its largest gathering ever as it makes plans to celebrate its 25th Anniversary in 2022. By creating more connectivity and interaction between classes and programming that will help expand the impact of Henry Crown Fellows, the Fellowship will continue to live out Henry Crown’s legacy.

SPREADING FELLOWSHIP IN INDIA
KAMALNAYAN BAJAJ FELLOWSHIP

Like a banyan tree, the Kamalnayan Bajaj Fellowship (KBF) continues to grow, interweaving each Fellow with one another to make greater impact and more meaningful connections. There are many examples of Fellows coming together to collaborate. Fellows are leaders behind IDEAs India, a gathering that encourages discussions on a set of pressing themes and critical challenges facing society. The fifth class came together to establish the Emerging Leaders Fellowship and now moderate the program. In addition to the Emerging Leaders Fellowship, KBFs across classes moderate other Ananta Centre Fellowships, including GP Birla Fellowship for Women Leaders, Ananta Leaders Fellowship for Uniformed Personnel, and the Sri Ram Ananta Aspen Leadership School for High Schoolers, spreading the benefits of Fellowship to many in Indian society.

Fellows continue to connect across classes through reunions and cross-class dinners, hosted by the Fellows themselves. The program also hosts “Banyan Tree Dinners” where these connections come to life to cultivate nominations for future Kamalnayan Bajaj Fellows.

A CALL TO ACTION IN SOUTH CAROLINA
LIBERTY FELLOWSHIP

Liberty Fellows now number 311 across the state of South Carolina and are actively engaged in deepening connections across traditional divides to move South Carolina forward. Since last year’s Action Forum, Liberty Fellowship held its inaugural Call to Action seminar — a fifth seminar building on the four core AGLN seminars — during which the class was joined by Fellows from past classes to engage in venture consultations and a discussion of challenges Fellows are poised to tackle.
At the beginning of the venture process, each new Liberty Fellow is connected with at least one Fellow from a previous class in order to build on Fellows’ collective experience and influence while developing and refining his or her venture concept. Fellows who have completed the initial seminar experience have convened in Traction Dialogues to ensure that their dialogue and accountability doesn’t end at the seminar table. Recent Traction Dialogues have focused on the state’s political process and bipartisan electoral reform, expansion of economic prosperity through broadband access and opportunity zones, and connections among land use, agricultural assets, and food access. Within the broader AGLN and Aspen Institute communities, Liberty Fellowship was proud to have two Fellows participate in Ideas Abu Dhabi and to be actively engaged with other Fellowships in evaluating their broader impact as a global network moving from current success to even deeper significance.

TEN YEARS OF IMPACT
MIDDLE EAST LEADERSHIP INITIATIVE

2019 marks the tenth anniversary of the founding of the Middle East Leadership Initiative (MELI). To celebrate this milestone, the inaugural class met at the Dead Sea in Jordan, the location of their first seminar and the place where their journey began.

MELI Fellows continue to have impact across the region. Earlier this year, two MELI Fellows were recipients of the McNulty Prize Catalyst Fund for the early momentum of their Fellowship ventures. Based in Lebanon, Karma Ekmekji is building an accountable ecosystem for nonprofits in the Middle East with her social enterprise 3QA, while Karim Alwadi founded Saving Syrian Children, an organization providing life-changing artificial limbs to youth in war-torn Syria.

The program continues to look forward, currently undergoing selection for the sixth class, that will launch back at the Dead Sea in November 2019. This new class will create more connections across the region – helping to further enlightened leadership in the Middle East.

DIALOGUES ACROSS THE U.S.
PAHARA-ASPEN EDUCATION FELLOWSHIP

The Pahara-Aspen Education Fellowship team has ramped up its efforts to connect Fellows across perceived and actual borders. They are working to empower bold, insightful, and reflective leaders with the courage to build bridges across competing values and opposing ideologies and to create radically better opportunities for young people in the U.S. The Pahara Institute includes two national Fellowships in the United States, with over 700
alumni between the two programs. Its overarching goals are to continue to strengthen the individual and collective leadership capacity of leaders, accelerate progress on critical issues in education by better connecting the network through high-impact alumni activities, and support collaborative leadership projects that address emerging needs in the field of education.

The program has been holding network gatherings in different urban areas across the country, during which Fellows have the opportunity to share a beverage and engage in dialogue face-to-face. So far they have met in Boston, Massachusetts, Oakland, California, Washington, D.C., and New York, New York, with more cities to come. By starting with these face-to-face gatherings, the program expects to more fully understand what support Fellows need in order to successfully deepen regional ties. The program will also gather Fellows in virtual conversations later this year to build and deepen relationships, and to strengthen its potential for collective impact on the field of education.

ENHANCING U.S. DEMOCRACY
RODEL FELLOWSHIPS IN PUBLIC LEADERSHIP

The Rodel Fellowships in Public Leadership is in its 15th year of supporting and inspiring the United States’ most promising young political leaders to achieve their fullest potential in public service and sustain the vision of a political system based on thoughtful and civil bipartisan dialogue. The program’s strict “leave your party affiliation and ideology at home” approach to closed confidential dialogue has proven extremely successful, with many of Rodel’s young Fellows moving on to some of the U.S.’s most important public positions: seven as governors, three as Cabinet secretaries, 17 as members of Congress, as well as dozens of state legislative leaders, attorneys general, and mayors of major American cities. Additionally, four Rodel Fellows have already entered the 2020 U.S. presidential race. The Rodel Fellowships is the invisible link connecting these U.S. public officials across city, state, and party lines. During 2018’s mid-term election, when Florida Democratic gubernatorial nominee Andrew Gillum told a reporter that he could work productively with the Republican legislature, he said that was because of his Rodel relationship with state House speaker Jose Oliva.

Rodel director and Aspen Institute vice president Mickey Edwards will retire at the end of this year and the program will bring aboard a new director at the start of 2020. After running the program for 15 years, selecting 15 classes, and naming some 320 Fellows, Mickey has shaped and connected America’s next generation of public leaders in deep and transformative ways with a steadfast vision of what is required for healthy democratic governance.
Nominate a Fellow

THE ASPEN GLOBAL LEADERSHIP NETWORK is constantly expanding and looking for new, innovative, entrepreneurial leaders from around the world. Each Fellowship helps these leaders move from success to significance. If you know someone who would be a good fit for one of these distinct Fellowships, see when to nominate them below.

Nomination Dates

AFRICA LEADERSHIP INITIATIVE - EAST AFRICA
Contact Laila Macharia at laila@scionreal.com or Charlene Kamali charlene@alieastafricafdn.org for more information | alieastafricafdn.org

AFRICA LEADERSHIP INITIATIVE - SOUTH AFRICA
Summer 2020 | africaleadership.net

AFRICA LEADERSHIP INITIATIVE - EAST AFRICA
Contact Pebbles Parkes at pebbles.parkes@databankgroup.com or Toyin Ajakaiye at aliwa@leapafrica.org for more information | aliwa.net

CENTRAL AMERICA LEADERSHIP INITIATIVE
Late 2019 | califoundation.org

CIVIL SOCIETY FELLOWSHIP
Early 2020 | civilsocietyfellowship.org

CHINA FELLOWSHIP PROGRAM
October 2019 | agln.aspeninstitute.org/fellowships/chinafellowship

FINANCE LEADERS FELLOWSHIP
December 2019 | agln.aspeninstitute.org/fellowships/financeleaders

HEALTH INNOVATORS FELLOWSHIP
Late 2019 | agln.aspeninstitute.org/fellowships/healthinnovators

HENRY CROWN FELLOWSHIP PROGRAM
August 2019 | agln.aspeninstitute.org/fellowships/henrycrown

KAMALNAYAN BAJAJ FELLOWSHIP
Accepts nominations on a rolling annual basis; must submit by August 1 to be considered for that year’s cohort | anantaaspencentre.in/intro

LIBERTY FELLOWSHIP
Accepts nominations on a rolling annual basis; must submit by July 1 to be considered for that year’s cohort | libertyfellowshipsc.org.

MIDDLE EAST LEADERSHIP INITIATIVE
Contact Tim El-Hady at Tim.ElHady@aspeninstitute.org for more information agln.aspeninstitute.org/fellowships/meli

PAHARA-ASPEN EDUCATION FELLOWSHIP
Accepts nominations on a rolling basis. To submit a nomination, visit the Pahara Institute’s website | pahara.org

RODEL FELLOWSHIPS IN PUBLIC LEADERSHIP
Accepts nominations on a rolling annual basis | aspeninstitute.org/rodel
SAVE THE DATES

JULY 22 - 25
2020
ASPEN, CO

REGISTRATION OPENS FEBRUARY 5, 2020 FOR THE NEXT RESNICK ASPEN ACTION FORUM