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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,

Six years ago, we launched the Resnick Aspen Action Forum. The goal has always been to provide an opportunity for high-integrity, action-oriented leaders to come together to reflect, refresh, and recommit to closing the gap between current solutions and the growing challenges impacting our communities and the world at large.

The theme of this year’s gathering is Fearless Leadership. What better time to embrace our global community than when there’s such tremendous uncertainty in all corners of the world and such a compelling need for bold leadership?

Around us we see the disruption of business models. Massive movements of people across borders. Degradation of civic and political discourse. Growing awareness of harassment and discrimination. And that’s just the tip of the iceberg. Add to that advances in automation and artificial intelligence, major shifts in the workforce, and shifting geopolitics and trade, and it’s no exaggeration to say we stand at a crossroads in history.

These global shifts are introducing a new sense of uncertainty and fear. How do you find the courage to lead through it? Can you be fearless and at the same time preserve your compassion and humanity? How do you maintain your moral compass when your values are challenged in all directions? And how do you find opportunities in these historic changes to get us closer to building a more inclusive world?

Here at the Action Forum will be 350 leaders from 25 countries, and nearly 100 future leaders ages 10 – 18 participating in our 2GEN Action Forum Youth Camp. Over the next few days we will come together in dialogue, in action, and in celebration as we support one another to live and lead fearlessly. We hope you take the relationships you nurture here as well as the stories contained in these pages with you as you continue your journey of leadership.

Sincerely,

Lynda Resnick

Tommy Loper
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 five-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 need for fearless leaders has never been greater. Disruption of business models. Shifting global trade. Massive movements of people across borders. Degradation of civic and political discourse. Heightened attention to harassment and discrimination. And that’s just the tip of the iceberg. Add to that advances in automation and artificial intelligence, major generational shifts in the workforce, and medical advances that heighten humanity’s powers to tinker with fate.

How do you lead when you don’t know what’s around the corner? As employees and consumers encourage you to take a stand, how best to respond? When friends and neighbors challenge your core values, how best to engage? As changes impact you, your family, and those you love, how to maintain your moral compass? In a world of relentless pressure, how do you maintain a calm presence when you’re deeply anxious inside? How do you nurture and preserve your compassion and humanity?
Finding True North
Living in Omelas: The Need for Truth and Reconciliation in America
Closing the Gap: Taking Action
Changing Perceptions; Bridging Nations
When You’re the Elephant: A Leadership Lesson in Fearlessness
Life, Leadership, and Ice Cream: A Conversation with Dan Porterfield
Ubuntu in Action: Creating the Sacred Space
Around the Aspen Global Leadership Network

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and Brian Wong.
Dear Fellows,

The Aspen Institute has always been about leadership. Since the first Aspen Executive Seminar held by Walter Paepcke and Mortimer Adler in 1950, the Institute’s text-based method of dialogue has challenged participants to become better leaders by thinking deeply about their own values, understanding why others might think differently, and then finding common ground with those with whom they disagreed.

Today, nearly 70 years later, the Institute’s commitment to values-based leadership is as strong as ever; and, with society’s seemingly incessant focus on that which divides us, the need for effective, values-based leadership committed to finding common ground has never been greater.

Walter Paepcke, in his 1952 paper on ‘Human Freedom’ in which he outlines his ‘experiment’ to attract business leaders to the Aspen Executive Seminar, wrote, “But of this I am sure: the complications of business in society have never been greater; the need for leadership in business has never been more demanding; the opportunity for leadership from business has never been so open to us. These needs cannot be met without technical competence, but competence is not enough. Nor are the commonplace slogans. Leadership demands both vision and understanding.”

The Fellowship creates the path to understanding; Fellows bring the vision. As Fellows find their way ‘from success to significance’, they are making important and life-changing contributions with their work and how they live their lives. Fellows are using their businesses, organizational platforms, and ventures to close educational achievement gaps, improve access to health care, promote sustainable fishing, raise financial literacy, create new jobs, fight domestic violence, build new pipelines of ethical leadership, and much, much more. What is common in all of these undertakings is a refusal to stop at thought and good ideas; Fellows go further, and embrace action.

This commitment to action – to move beyond the realm of ideas – is a defining characteristic of the Aspen Global Leadership Network, and one we celebrate at the Resnick Aspen Action Forum. In the pages that follow, you will read about the personal transformations that are motivating Fellows to take action; be inspired by the impact Fellows are having around the world; and be excited by the realization that our growing network is approaching 3,000 Fellows in over 60 countries. There is no doubt that Elizabeth and Walter Paepcke would be proud of what we have built and what you are doing.

Whether it is at the Action Forum, at your next seminar or Fellowship gathering, or simply when you have a moment to reflect on your life, I challenge each of you to constantly renew your commitment to action. Now, more than ever, we need leaders like you to bring our world together and ensure that the society we are creating is a better one for generations to come.

David H. Langstaff
Interim Executive Vice President, Leadership and Seminars
Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has.” — MARGARET MEAD
The Aspen Global Leadership Network (AGLN) is a worldwide community of high-integrity, action-oriented, entrepreneurial leaders, called Aspen Global Leadership Network Fellows. Because of their demonstrated leadership accomplishments and abilities, these Fellows have been selected to be part of one of 13 regional or sector-specific Fellowships around the world. These Fellowships are modeled after the Aspen Institute’s flagship values-based leadership program, the Henry Crown Fellowship Program, launched in 1997. Fellows are using their businesses and organizational platforms to close educational achievement gaps, improve access to health care, promote sustainable fishing, raise financial literacy, create new jobs, fight domestic violence, build new pipelines of ethical leadership, and much, much more.

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
- 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

AND HAVE LAUNCHED OVER 2,600 LEADERSHIP VENTURES
AND MADE OVER 1,200 ACTION PLEDGES
FINDING TRUE NORTH

Think of your typical Fellowship seminar room. It’s not just a circle of tables. It is the laboratory in which Fellows catalyze deep personal transformations in themselves and each other. And while sometimes it is hard to put the experience into words, the communities Fellows impact through their work feel the outcomes.

We caught up with Fellows around the world to ask them what from their Fellowship experience fuels their work. Be inspired by their example and think about it for yourself – how did your experience move you?

“Being a part of the Fellowship stretched me. I moved from building brands to shifting mindsets because I knew that CHANGE WOULD COME FROM MINDSET RENEWAL.”

REHMAH KASULE
Africa Leadership Initiative – East Africa
“Aspen has given me THE CONFIDENCE TO BE LOUD ABOUT THE SOCIAL IMPACT WORK I AM DOING, to search for partners in the most unlikely of places, and to be unabashed about moral leadership — because that is what is going to change the world.”

SUZANNE BIEGEL
Catto Fellowship Program

“The fellowship gave me NEW TOOLS — through readings, conversations, and self-exploration — TO BECOME STRONGER, TO THINK BIGGER, AND TO LEARN TO CONNECT WITH OTHERS.”

MARIA PACHECO
Central America Leadership Initiative

“I began to understand that people could DISAGREE WITH EACH OTHER IN A CONSTRUCTIVE AND RESPECTFUL WAY and see that, even though they might not always agree, people from different cultural backgrounds, ethnicities, races, religions, and genders could share the same value system.”

MASON XU
China Fellowship Program

“Going through THE FELLOWSHIP HELPED ME SHARPEN MY UNDERSTANDING OF THE SOCIETAL GAPS that we, as a part of this network, have a fundamental responsibility and will to close.”

SCOTT BUSH
Henry Crown Fellowship Program
“The Fellowship allowed me to find a clearer space to discern how I can wake up each day and make an impact that is uniquely my own.”

ANN MARIE STIERITZ
Liberty Fellowship

“I began to think about my agricultural work as more than just commerce – THE FELLOWSHIP HELPED ME SEE THE OPPORTUNITIES FOR IMPACT IN A MORE PROFOUND WAY.”

BRUCE ROBERTSON
Africa Leadership Initiative – South Africa

“The Fellowship helped me navigate making decisions as a leader – I ask myself, ‘how does this integrate with my vision of a good society?’ These considerations have had an enormous impact on how I position myself and my company.”

MOHAMED MAREI
Middle East Leadership Initiative

“The Fellowship helps remind me that IT’S NOT JUST WHAT YOU DO, BUT HOW YOU DO IT, because at the end of the day, values are what matters.”

GENE WADE
Pahara – Aspen Education Fellowship
“Even though we all came from different walks of life, THE FELLOWSHIP HELPED ME SEE THE AUTHENTICITY IN OTHERS. I left living life in a much humbler and more grateful way.”

PALLAV PATANKAR
Kamalnayan Bajaj Fellowship
"The Ones That Walk Away From Omelas" by Ursula K. Le Guin (1929 – 2018) has been a cornerstone text in the Challenge of Leadership seminar for decades. Telling the story of a utopian city whose success and stability is predicated on the misery of one small child, it has provoked some of the most important questions about privilege, complacency, and the foundations on which society is built.

For many, these issues come to a head in the state of race in America, and in 2016, a group of Fellows came together at the Action Forum and pledged to start a movement of national healing, truth, and reconciliation.

“We pledge to support a national truth and reconciliation process, initially focused on addressing slavery in the United States, and culminating in an annual Day of Reconciliation, where diverse groups can come together for dialogue, healing, shared humanity, and civic engagement to develop a pathway forward. We recognize that there are truth and reconciliation efforts underway already in the U.S. and seek to build this work with those who are leading those efforts.”

Since then, much has changed – in politics, culture, and society. Yet, the work ahead remains. In this piece, the leaders of the truth and reconciliation movement detail their journey of exploring the question: are we living in Omelas?
"How can I tell you about the people of Omelas?"

While the people of Omelas live lives of joy, celebration, and comfort in their towered paradise, a hideously neglected small child is left to suffer, alone, in a dark, dank cellar. The devil’s bargain of Omelas is that the people of Omelas know the child is there, in fact “it has to be there,” because they know their happiness “depends wholly upon this child’s abominable misery.”

To cope with this knowledge, most in Omelas look away, and some walk away. Our societies have offered similar bargains. How do we, as leaders in our communities, respond? Here, we share how some of us are choosing to examine hard truths about the children who have been – and still are – in our cellars, in the belief that reckoning with these truths might be an important step toward reconciliation.

"One thing I know there is none of in Omelas is guilt."

Spurred by Deep Dive Dialogues on Race in America at the Action Forum – and inspired by our readings of Chimamanda, Coates, Tutu, and Landrieu and by Bryan Stevenson’s call to “get proximate” to injustice in 2016 – we pledged to facilitate a process for a national day of truth and reconciliation. In the two years since we began, we have watched our country advance and retreat on the issues of race, bias, and equity. We imagined “rivers of reconciliation,” inspired by Georgetown’s apology for its sale of 272 slaves to bolster its finances. Instead, we witnessed tiki-torches in Charlottesville.

"To embrace violence is to lose hold of everything else."

While that was a reversal, we learned of Kellogg Foundation’s plans for a national day of healing. January 16 is now a day when the country focuses on race and bias and works to heal old and festering wounds. Responding to yet another instance of presumed black guilt or dangerousness, Starbucks’ recent closure for racial sensitivity training joins a series of headlines about African-Americans having the police called on them for barbecuing with charcoal, taking a nap at Yale after late-night studies, and shopping in Nordstrom Rack. The new meme “everyday racism” logs many examples.

We choose to do this work because we know, like the people of Omelas know, that … “like the child, [we] are not free.”

2018 has brought new currents to our work. Through self-moderated “truth talks” and “truth walks” in Philadelphia, Charleston, and Montgomery, several Liberty, Henry Crown, Catto, and Pahara Fellows, with other allies, are envisioning ways for Americans to participate in a national grassroots movement for American Truth and Reconciliation. One simple first step could include millions of Americans signing a Declaration for American Truth and Reconciliation (in draft form now) in which we honor the sacrifices made to build this nation, and have the courage to acknowledge that enslavement, racial terrorism, segregation, and mass incarceration are also part of the whole truth about our shared history and its legacy.

At McCleod Plantation in Charleston, where the skills and ingenuity of the enslaved built wealth for their “owners” through rice cultivation and cotton picking, we faced hard truths about our history and attempts to whitewash it. Descendants of McCleods’ enslaved lived on the property until 1990, when the death of 104-year-old William McCleod led to the gifting of the property to the local park service for preservation. This is Omelas.

The plantation house and grounds were “restored” by the McLeods in the early 20th century for tourism – in addition to its current educational purpose, Charleston County Parks hosts weddings there now.
A massive “witness tree” – centuries old, draped in Spanish moss, eerily echoing the “old moss-grown gardens” at the end of “avenues of trees” in LeGuin’s opening of Omelas – could tell truths of brutality. Several well-worn, one-room buildings were “slave quarters” for as many as 16 people in a space not much larger than the cellar for the Omelas child.

Mere miles away, on June 17, 2015, in the quiet worship of a Wednesday evening bible study at Mother Emanuel African Methodist Episcopal Church, nine descendants of the enslaved were murdered with their eyes closed in prayer by a young man bent on instigating a race war. The “Holy City” of Charleston, the port where 48 percent of enslaved Africans came and through which 99 percent of African-Americans can trace at least one ancestor, still works to transform the poison of that hateful act.

“They all know it is there, all the people of Omelas. Some of them have come to see it, others are content merely to know it is there. They all know that it has to be there. Some of them understand why, and some do not, but they all understand that their happiness, the beauty of their city … even the abundance of their harvest and the kindly weathers of their skies, depend wholly on this child’s abominable misery.”

Bryan Stevenson – celebrated for his Equal Justice Initiative recently opened National Memorial for Peace & Justice and Legacy Museum: From Enslavement to Mass Incarceration – challenged us to recognize the brokenness in ourselves. In Omelas, becoming proximate means acknowledging the defiled child in the basement. In Montgomery, Alabama, at EJI’s Legacy Museum, we became proximate by listening to the truth stories of incarcerated men and women, sentenced to die in prison for nonviolent drug crimes, or surviving on death row for decades for crimes for which they were later exonerated. At the nearby sister memorial, we became proximate by bearing witness as we walked amid and under the “strange fruit” of the hanging weathered brown pillars with etched names of more than 4,400 victims – children, women, and men – of racial terror lynchings. Some were lynched in a festival-like atmosphere complete with street vendors, photo-takers and “souvenir”-seekers in the public square in front of thousands, like Elias Clayton, Elmer Jackson, and Isaac McGhee were in Duluth, Minnesota, on June 15, 1920 – the northernmost lynching in the U.S. More than one person was lynched on Christmas Day, like Anderson Callaway was in Leon County, Texas, on December 25, 1907.

We are sewing our broken pieces together. Perhaps we defy LeGuin’s suggestion by not walking away. Perhaps we invite allies to stay in Omelas – and to look at the brutal truth of enslavement and its evolution, and American wealth built on the misery of those captured violently, terrorized, segregated, incarcerated, disenfranchised, and marginalized. We dare NOT walk away from ourselves and our painful shared history if we want to create a new communal future that lives up to the true meaning of liberty, justice, and equity for all Americans.

AS LEADERS GATHERING AT A FORUM FOUNDED ON ACTION, WE WELCOME YOUR QUESTIONS, SUGGESTIONS, AND PARTICIPATION ... PLEASE CONTACT:

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CLOSING THE GAP: TAKING ACTION

The Aspen Global Leadership Network aims to close a pervasive and growing gap: on the one hand, we have an increasing number of highly complex challenges around us; on the other, we have a range of solutions that don’t quite seem to be getting us where we would like to be.

We believe that entrepreneurial, enlightened leaders are the key to closing this gap. Across the world, through Action Pledges and ventures, members of the AGLN are working to make a dent in the challenges that desperately need fresh perspectives, fearless leadership, and bold undertakings.
Action Pledges are public commitments made by leaders from around the world at the Resnick Aspen Action Forum. These pledges help leaders focus their passions, skills, and resources to work toward solving societal challenges. The community supports one another in realizing these pledges. Since the 2013 Action Forum, over 1,200 Action Pledges have been made.

2017 ACTION PLEDGE

I will help to bring to market a vaccine for Zika by 2020.

Traditional vaccines usually take a decade or more to develop. With his company’s 21st century DNA-based vaccine technology, Joseph wanted to speed up this process. Inovio was the first organization to develop, manufacture, and report positive human clinical data from a Zika vaccine in less than seven months; traditional vaccines take several years to reach this point.

Joseph and Inovio began their first clinical study for a Zika vaccine in Philadelphia, Miami, and Quebec in 2017 with a group of 40 volunteers. The first clinical study was wildly successful – 100 percent of volunteers who participated in the study developed Zika antibodies after 14 weeks. Following the publication of these findings in the New England Journal of Medicine, Joseph and his team launched a second study in Puerto Rico with 160 participants. The study, which is currently in progress, is expected to conclude by the end of 2018.

Under Joseph’s leadership, Inovio is combating diseases beyond Zika. They recently announced a $56 million partnership with the Coalition for Epidemic Preparedness Innovations (CEPI) under which Inovio will develop and stockpile its vaccine candidates against two potential pandemic threats: Lassa fever and Middle East Respiratory Syndrome (MERS). Inovio is also advancing its vaccines in clinical trials against HIV, Ebola, and hepatitis B infection, in both preventive and therapeutic modalities.

JOSEPH KIM

HEALTH INNOVATORS FELLOWSHIP

The infection rates for Zika are going down globally, but that doesn’t mean we can falter. Problems wax and wane, but your commitment can’t.

2018 ACTION PLEDGES

RUPAL PATEL

HEALTH INNOVATORS FELLOWSHIP

I will engage over 1,000 youth in social action projects aimed at increasing awareness and empathy while reducing barriers for those living with disability by 2020.

NIYI YUSUF

AFRICA LEADERSHIP INITIATIVE – WEST AFRICA

I will develop and inspire 1,000 underprivileged graduates to find their first job through training, mentoring, internship support, interview readiness workshops, and partnerships in Nigeria by 2020.

CORRINA GRACE

CENTRAL AMERICA LEADERSHIP INITIATIVE

I will support 2,500 people from the communities directly impacted by the Volcán de Fuego eruption in Guatemala to “bounce forward,” achieving resiliency and sustainability through economic and social transformation by 2025.

DAN WEISBERG

PAHARA – ASPEN EDUCATION FELLOWSHIP

I will supply 40,000 students with effective new teachers, at least 50 percent of whom will be teachers of color, in the United States by the end of 2019.
2015 ACTION PLEDGE I will work with my partner, Chris Varelas, to launch the Aspen Finance Leaders Fellowship by 2016.

Having worked in the asset management industry for several decades, Ranji currently serves as the CEO of Hirtle Callaghan. During the 2011 Act II, now known as the Resnick Aspen Action Forum, Ranji was inspired by her peers to take a leap of faith in impacting her own industry by addressing the gap in leadership that shaped the 2008 financial crisis. She decided to empower a new generation of high-integrity, values-based finance leaders through the Finance Leaders Fellowship. Ranji pledged to create a community where Fellows can discuss their leadership values, build networks based on trust, commit to making a positive change in the industry, and connect finance back to society.

Collaborating with Peter Reiling, Chris Varelas, and others involved with the Aspen Institute, Ranji was an integral figure in establishing the Fellowship within the AGLN. Through the active leadership of Jennifer Simpson, managing director of the Fellowship and with founding sponsorship from CFA Institute, operations were established, with the inaugural class of 22 Fellows gathering in October 2016 for their first seminar. They will graduate at their fourth seminar in October 2018. The team continues to select an annual class to build a global footprint of finance leaders, now comprised of three classes, totaling 65 Fellows from 16 countries. From ventures that provide microfinance loans for farmers in China to establishing principles of self-regulation for nonbank lenders in the United States, Fellows are working to shift the culture of finance across the globe. The Fellowship plans to meet across classes in the fall of 2019 to discuss broader collective action in the industry that the network of Fellows could affect.
2017 ACTION PLEDGE I will create 2,000 new technology-related jobs in South Africa by 2020.

As the chairperson of the Cape Innovation and Technology Initiative (CITI), Joshin brings business, government, and the social sector together to use innovation and technology to positively shape the economy and society. Joshin noticed a skills gap: the technology industry needed different talents, skills, and diversity of students than the education sector was producing. So he created Capacity.

Capacity seeks to create a pipeline of workers with the necessary talent and skills to not only meet the demands of the industry but be innovative and successful contributors. Those in the Capacity program are trained in a variety of technical skills – from coding to business analytics – and given access to long-term mentorship. The combination of the two helps ensure that Capacity participants are taught highly specialized skill sets during the training curriculum and also given access to professional experience and guidance.

Since launching the program, Capacity has helped close to 2,000 people find employment in the tech industry. Joshin has managed to build a funding pipeline of almost $20 million and has employment pipelines in place with both large and small businesses in the region. Capacity is on track to deliver between 3,000 and 4,500 jobs by 2020.

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JOSHIN RAGHUBAR AFRICA LEADERSHIP INITIATIVE – SOUTH AFRICA

"Make sure you have a great team. I think having a team with the right value set and the correct capacity has been the secret to success."

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AEDHMAR HYNES HENRY CROWN FELLOWSHIP PROGRAM

PLEDGE I will end the transmission of HIV from mothers to children by 2020.

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GOVINDRAJ ETHIRAJ KAMALNAYAN BAJAJ FELLOWSHIPS

PLEDGE I will fight the growing scourge of fake news and touch 50 million social media users through my online initiatives, www.factchecker.in and www.boomlive.in, in India by 2019.

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YAN ZHANG CHINA FELLOWSHIP PROGRAM

PLEDGE I will connect 100,000 professional women into a national coaching and life-long learning network across China by 2020.

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JIM STRITZINGER LIBERTY FELLOWSHIP

PLEDGE I will utilize IBM Watson Analytics to ensure rapid delivery of internet access to 50,000 rural residents of South Carolina by 2023.
LAETITIA DEWEER  CENTRAL AMERICA LEADERSHIP INITIATIVE

“For your Action Pledge to be successful, it has to be your passion. You have to want to keep talking about it and have that inner drive that keeps you working toward it.”

2017 ACTION PLEDGE I will provide sex education and free contraception to 1,000 underprivileged women and work to promote structural changes within the health ministry and government to protect reproductive rights for all women in Costa Rica by 2020.

Costa Rica has increasing levels of unwanted pregnancies – lack of education, cultural stigmatization, and little access to resources have all contributed to the rising numbers. To combat this trend, Laetitia is working to provide contraception and sex education to underserved women in Costa Rica. Within her organization, CEPIA (Culture, Education, and Psychology for Infants and Adolescents), Laetitia has created an initiative to provide contraception to 1,000 women. Utilizing her extensive volunteer network and connections with local clinics, CEPIA has launched a pilot program to provide an IUD, a long-term contraceptive, and a sex education course for 60 volunteer women.

In May 2018, CEPIA provided a sex education course to the women at Guanacaste community centers that detailed the benefits, risks, and technicalities of contraceptives while also providing a space for the women to ask questions about their sexual health. Following the course, CEPIA partnered with two local clinics, Beach Side Clinic and Clinica San Rafael Arcángel, and provided an IUD to all 60 women, 70 percent of whom were from economically disadvantaged backgrounds and did not have access to public health insurance.

CEPIA plans to conduct a study after three months to assess the physical, emotional, and mental health of the participants. Thanks to a grant from the Paul Chester Foundation, CEPIA has secured the remaining IUDs and plans to scale the project to 1,000 women after refining the program based on the findings from the study. Upon completion of the study, CEPIA plans to use testimonials to create a video media campaign explaining the benefits of contraceptive methods to combat cultural stigmatization. The final reports will be shared with public health officials to help showcase the benefits of safe, affordable, and long-term contraceptive interventions. Additionally, Laetitia plans to work with other Central American Leadership Initiative Fellows to help pass governmental guidelines about the sexual and reproductive health of women.
CHANGING PERCEPTIONS; BRIDGING NATIONS

by BRIAN WONG – CHINA FELLOWSHIP PROGRAM

In 2017, China Fellow Brian Wong made an Action Pledge to “broaden Western perceptions of China and Chinese culture through the creation of a digital media platform targeting 250,000 U.S. millennial subscribers by March 2018.” That pledge is being made real by his leadership venture, RADII – a digital media platform focused on producing stories about Chinese life, culture, and innovation. In this piece, Brian takes us on his journey.

The Origins

In 1999, I moved from my home in Silicon Valley to Hangzhou, a second-tier city in China. It was an adventure – as a third-generation American with Chinese ancestry, I decided to take the leap back to my great-grandparents’ homeland to join a small internet company that was still in its infancy. It had only about 50 employees at the time, and most of those had never lived or worked outside Hangzhou, let alone China. The company – Alibaba – had no business plan and no technology. Fortunately, it did have a charismatic leader, in Jack Ma, and an audacious dream to become one of the top 10 websites in the world.

In the years that followed, I witnessed an unprecedented transformation take place in China, one that cut across a multitude of aspects of human life in the society here. Not only did Alibaba become one of the world’s top companies, but the technology and infrastructure it created has fundamentally changed people’s lives. It has altered the way people buy and sell, has created trust systems that enable financial institutions to make microloans to millions of people in cities and distant rural areas, and has empowered youth, women, and other previously disenfranchised groups to participate in the mainstream economy through entrepreneurship.

When Alibaba listed on the New York Stock Exchange in 2014, it was the largest initial public offering in U.S. history, raising $25 billion from a throng of enthusiastic institutional investors. It was a miraculous vote of confidence to see so many professional investors willing to take a chance on Alibaba and demonstrate their confidence in our company through their investment in our stock. And as someone who had spent many years at the organization participating in many debates and discussions about the importance of company values and linking them to our business objectives, I felt that those efforts had paid off and demonstrated that it is possible to do good business while doing good for the world.

It was surprising for me then, many months later, to start reading the analyst and investor commentary coming from the naysayers in the industry. In attempting to appear contrarian, they would hurl accusations around about Alibaba to discredit it as a company. Hedge fund manager Jim Chanos insinuated that Alibaba had inflated its financial numbers; Barron’s ran a cover story claiming that Alibaba’s stock was likely to fall at least 50 percent from the IPO due to red flags on corporate governance, conflicts of interest, counterfeit good sales, and many other questionable business practices; reporter Jonathan Laing went so far as to accuse Alibaba of “making up” some numbers because the magnitude of sales reported appeared considerably larger than those of its Western counterparts, Amazon and eBay. These sorts of headlines began to proliferate less than 12 months after the IPO and continued despite consecutive quarters of the company outperforming analysts’ consensus.

As I dug deeper into the criticism, I realized that the accusations were much less about Alibaba as a company, and more about a larger perception of China as a country. Alibaba was simply the latest proxy of China and a convenient target onto which to project the same fears and criticisms related to anything from China that have been building up over the years.
"The truth is that there is more in common between the U.S. and China than we realize. We are just not focusing on these commonalities."

The Challenge
Most people outside China are still entrenched in the old view of China as a low-cost exporting economy (often manufacturing and exporting fake products or knock-offs) whose business practices are opaque and lack proper governance, and that focuses on the short term and lacks in global capabilities. People do not realize that there is actually a massive opportunity to sell to China’s growing middle class today and that this opportunity requires a much more subtle understanding of what China is becoming in order to successfully engage and reach these consumers.

Misunderstandings between cultures are reflected not only in business perceptions but also in diplomatic negotiations. If one were to do a casual search of news on “U.S.-China” these days, it would be easy to assume that the United States and China are on the brink of a new Cold War.

“Waking up to China’s Infiltration of American Colleges”
– Washington Post

“Never Mind Russia – The Real Threat to the U.S. is China”
– Spectator

“China’s Dream of Hegemony’ Biggest Threat in Asia, says U.S. Admiral” – Telegraph

Part of the reason this misunderstanding exists is that Americans as a whole haven’t taken the time to really understand China. The number of Chinese students in America today is over 300,000, while the number of American students studying full time in China is close to 30,000. For America to understand China and prepare for its rise, it is imperative for Americans to better understand the country and its culture.

The crux of all of this starts with people-to-people understanding. Do individuals from each culture truly understand one another and have an appreciation for how each side sees the world? The truth is that there is more in common between the U.S. and China than we realize. We are just not focusing on these commonalities. And often the best moment to start this sort of dialogue is when members of both sides are young and more open minded.

Together, these factors brought me to the realization that I should do something. Hence I created RADII (www.radiichina.com) as my China Fellowship leadership venture.

More Than Politics and Business
RADII is the plural of “radius,” a mathematical term describing a straight line from the circumference to the center of a circle. Likewise, as the two spheres of East and West converge, our mission is to dive from the surface of China into its core, revealing stories and experiences that present a rounded, fully-expressed, nuanced picture of one of the most dynamic places on Earth and show how China and the West have more in common than we might expect.

As a digital media platform, RADII aspires to tell stories from a grassroots level, enabling individuals in China to share views and perspectives from China on topics that will be of interest to millennials overseas. RADII hopes that these stories can paint a clearer picture of what China is today and inform and educate its readers in a multidimensional way.

RADII focuses on three topic areas: culture, innovation, and life. It largely, though not completely, avoids overt discussion of governmental politics because our belief is that political beliefs are ultimately a reflection of one’s values, and one’s values are ultimately influenced by how one perceives the
“RADII has provided me the opportunity to pursue a long-term desire of playing a role in bringing the East and West together by debunking outdated thinking on China.”

world. Understanding culture, innovation, and life topics helps shape that lens of the world, and RADII hopes to present aspects of China and its culture in a way that is accessible, captivating, and relevant to its readers.

Find Areas of Common Ground First
RADII is not intended to be entirely apolitical or uncritical in regard to China, but through news, storytelling, and in-depth features, RADII demystifies China by showing areas of commonality first. We feature aspects of the country that allow people to relate and understand why China is relevant to their lives. We show that Chinese youth are as much basketball fanatics as Warriors fans in Oakland. We highlight the underground hip-hop scene in Chengdu and show how the beats by local artists are no less “dope” than those of Migos. We also show how China is making strides in organic farming because consumers here also care about the long-term health impact of what they eat. Or we show how acupuncture is more than just superstition but a way to use thousand-year-old practices and theories to actually cure chronic ailments. Or how China’s approach to new retail (the integration of online and offline commerce) is like nothing ever seen in the U.S.

The one thread that ties all of the content together on RADII is its accessibility to the Western reader and the objective to demystify China. Regarding language, religion, or the Chinese cultural practice of saving “face” (pride), sometimes it’s hard to really get beneath the surface of a civilization and culture with such a lengthy history. But as we enter a new era and must confront rapid changes in society and the world, it becomes all the more pertinent for people to understand each other at a fundamental level. This mutual understanding can then serve as a foundation for our politics and diplomacy, which can in turn help us create alliances to focus on the much more pressing and important issues of our generation.

The RADII team has made some meaningful progress since its launch last July. By traditional online metrics, our monthly active users (MAUs), duration, and bounce rates all point to high-quality traffic and loyal readers. We are a bit short of the commitment target made at the Action Forum, but I am confident we will exceed those numbers and more when we begin to scale. Not only are we operating a robust content site, but we have also organized a number of local events in China to engage our contributor base and attracted over 2,000 attendees to our RADII signature speaker series, The Future of X, where we highlighted key China trends in robotics, music, culture, and art. We plan to organize similar events targeting readers in the U.S. very soon. I am proud of the dedicated and passionate team we’ve set up in China and are now expanding in the U.S. Moreover, we have managed to attract world-class advisers and investors who have committed to back our venture moving forward.

RADII has provided me the opportunity to pursue a long-term desire of playing a role in bringing the East and West together by debunking outdated thinking on China. This would not have been possible before I spent the sufficient amount of time working in China and trying to understand first what the key barriers have been in the past. Now, with the help of the Aspen Institute’s China Fellowship, I feel inspired and motivated to pursue this goal with courage and confidence, knowing that others have traveled similar roads of uncertainty but achieved their goals thanks to a clear vision and the support of a very special community.

This is a time like no other in China’s modern history. And while there are some huge challenges to be resolved, including environmental degradation, the country’s aging population, social stability, and even China’s future role in the world, the possibilities the future holds for its people seem limitless. With RADII, I hope that I can do my small part to improve our future by bridging understanding between China and the world.
The Skoll Foundation drives large-scale change by investing in, connecting, and celebrating social entrepreneurs and the innovators who help them solve the world’s most pressing problems.

Introducing our 2018 Skoll Awardees for Social Entrepreneurship

skoll.org
Aaron Huey’s Action Pledge is to “provide art that can serve as both compass and road map for the future we want to live in, with concrete paths to action, in no less than 20,000 K-12 partner classrooms in the United States by the end of 2018.” He will do this work through Amplifier, a non-profit organization he founded that builds collaborative visual campaigns between artists, educators, and grassroots movements so that the messages of those movements can reach a wider audience. Amplifier invests in artists as social change agents – cultural creatives who embed activism in their practice to bring civic engagement into their art-making. Aaron aims to build bridges, not walls, and believes strongly in the innovative power of collaborations between non-profits on the front lines and the journalists, artists, and storytellers who most effectively move their messages through the world.
WE THE FUTURE
ARE EARTH GUARDIANS
When You’re the Elephant: A Leadership Lesson in Fearlessness

by BILL BROWDER – HENRY CROWN FELLOWSHIP PROGRAM
George Orwell’s "Shooting an Elephant" tells the story of a policeman asked to shoot an innocent elephant at the bequest of an angry mob. As he struggles with the decision, Fellows are challenged to grapple with questions of what it means to lead with integrity and how one stands up to a crowd to do what is right.

But have you considered what it might mean to be the elephant?

In this piece, Henry Crown Fellow Bill Browder explores what it is like to be in the crosshairs. For the past nine years, Bill has been fighting for justice in the memory of his lawyer, Sergei Magnitsky, who died while in the custody of Russian police. As the founder and CEO of Hermitage Capital Management, one of the largest investment funds in Russia, Bill encountered many leaders lapsing on their integrity and succumbing to the pressures of corruption. Now he is on a global campaign to pass laws to punish human rights violators in Russia. It has not been easy. In this piece, we see a snapshot of what it takes to lead with fearlessness.

When most people read George Orwell’s "Shooting an Elephant," they probably ask themselves the question: “What would I do if I were a policeman in Burma and had to decide how to respond to angry villagers demanding I shoot an elephant rampaging through their village?”

Would I succumb to the group pressure? Would I have the strength to overcome the chanting of the locals with pitchforks wanting me to kill the elephant? Interestingly, my reaction to the 1936 story was totally different. I didn’t think about the policeman at all. I looked at it from the perspective of the elephant. That may sound strange, but the reason is that I was in a very similar situation to the elephant’s. On Wednesday May 30, 2018, I was arrested in Madrid, Spain, on a Russian Interpol warrant that had been cooked up by Vladimir Putin to go after me for exposing him and his cronies’ money to financial sanctions in the West. In my case, the locals and their pitchforks took the shape of Putin, the General Prosecutor of Russia, Yuri Chaika, officials in the Interior Affairs Ministry of Russia, and their representatives at Interpol. This group has consistently demanded to have me arrested ever since the passage of the Magnitsky Act by the U.S. Congress in 2012. The Magnitsky Act imposes visa bans and asset freezes on human rights violators in Russia, including those Russian officials who killed my Russian lawyer Sergei Magnitsky. Since then, like the elephant in the story, I’ve been on the rampage, stepping on all sorts of Russian officials and their assets all over the world. I have now been successful in getting seven countries to pass Magnitsky Acts, and 15 countries to open criminal money laundering investigations into the crime that Sergei Magnitsky
discovered, testified about, and was killed over. Like the elephant in the Orwell story, I’ve been going from village to village, and in each village the Russians demanded that I should be arrested.

For the most part, their demands fell on deaf ears. In Britain, the government said arresting me was contrary to public order and rejected Russia’s request. Interpol said the Russian allegations against me were political and contrary to Interpol’s Constitution. Germany said it would refuse the Russian requests because they were illegitimate. Holland said it would reject the Russian approaches because of their abusive nature.

In all these cases, the policemen did not shoot – in spite of the chanting and pitchforks. However, that all changed in Madrid. I was going on another rampage, this time to meet with a famous Spanish prosecutor, Jose Grinda, renowned for his prosecutions of Russian organized crime. Alexander Litvinenko, the famous Russian spy who defected to the U.K., was killed in London with polonium-210 as he was planning to meet with Grinda to discuss evidence against Putin. More recently, Grinda prosecuted dozens of Russian mafia and government officials in one of the largest prosecutions in history.

In my case, I had evidence for Grinda that showed €30 million connected to the fraud that Magnitsky had exposed, and was killed over in Russia, had been used to acquire luxury property on the coast of Spain.

I was scheduled to meet with the prosecutor at 11 a.m. on Wednesday, May 30, in Madrid.

I checked into a hotel on Tuesday night, got a good night’s sleep, and started to prepare my thoughts for the crucial meeting the next morning.

As I was tying my tie at 9:40 a.m., there was a knock on the door. I answered it. Outside the door were two Spanish police officers.

They asked for my identification. When I produced it, they compared it with a piece of paper they were carrying. It was a match. I was indeed the person they were looking for and they told me I was under arrest. I asked “why” and in broken English one of the officers said two words – “Interpol Russia.”

My heart jumped.

But the police officers then gave me a unique opportunity. They let me collect my belongings before leaving the hotel room.

I seized on the brief time to send out a tweet. It said: “Urgent: Just was arrested by Spanish police in Madrid on a Russian Interpol arrest warrant. Going to the police station right now.”

As the officers loaded me into a car, an entirely new set of villagers with pitchforks started chanting, but these new villagers did not wish to shoot the elephant. These were the ones who wanted to save the elephant.

Within minutes, thousands of people retweeted my tweet. Politicians, friends, citizens – all demanded to know why Putin’s biggest foreign critic was arrested on a bogus Russian arrest warrant.

Calls started to come into the Spanish police, the Spanish Ministry of Interior, the Foreign Ministry, and Interpol headquarters. Journalists wanted an update. Citizens demanded that I be released. I could see the screen of my phone on the police officer’s desk buzzing bright and wild with messages and calls. I saw an incoming call from Boris Johnson, the U.K. foreign secretary. I couldn’t answer any of them – my phone was confiscated by the police.

It all reached a fever pitch within an hour.

And then, as I was sitting in a windowless room at the local police station, I was suddenly informed that the Russian warrant was not going to be honored.

I was free to leave. The elephant had survived.
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We’re committed to continually building a financially-inclusive future that works for everyone.
Fearless leadership can take many forms — defying a hostile government, taking a leap of faith to risk your career, moving your family across the world — but it always refuses complacency. Inspired by the work of McNulty Prize Laureates and the many Aspen Global Leadership Network Fellows who are fearlessly working to tackle intractable challenges, the McNulty Foundation is thrilled to offer a new form of support to Fellows’ ventures through the Catalyst Fund, building on a decade of impact of the McNulty Prize.

Over the past year, the McNulty Foundation raised $1.2 million for the Catalyst Fund, to award the first grants in 2018. Developed and managed in partnership with the Aspen Institute, the Catalyst Fund will broaden support to Fellows’ ventures and Action Pledges across the world that are at critical junctures, where both financial and non-monetary support will make a real difference. Whether it’s enabling ventures to innovate their model or help those with proven models reach diverse populations or launch new initiatives, the Catalyst Fund seeks to support these bold efforts on the path to excellence, propelling them to scale and deepen their impact.

“The McNulty Prize is an antidote to the cynicism of our time. For 10 years, it has honored entrepreneurial, grassroots leadership that is values-based and rooted in community.”

- Secretary Madeleine Albright

**The McNulty Prize**

$4.5M 10 YEARS

INVESTED  OF IMPACT

**Catalyst Fund**

$1.2M $110,000

IN 2018 GRANTS

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**About The McNulty Prize**

- The McNulty Foundation seeks to inspire, develop, and drive leaders to solve the critical challenges of our time.

- Founded in 2008 by **Anne Welsh McNulty** in honor of her late husband, the John P. McNulty Prize has recognized more than 40 Laureates working in over 20 countries, supporting work that has touched millions.

- Selected from the AGLN Fellow community, winners receive $100,000 to further their venture, and 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.

- All applicants to the McNulty Prize, as well as former Laureates, are considered for Catalyst Fund awards. To learn more about eligibility, visit mcnultyfound.org/catalyst-fund.
FOR A PALESTINIAN ... hope could drain away as quickly as water spilled onto desert sand. “There have been so many wars,” Lana Abu-Hijleh sighs. Even between larger flare-ups, there is an ever-mounting toll from meaningless acts of violence, including for members of Lana’s own family. “I was raised to believe in justice, in dignity, in freedom,” says Lana. “But how do you deal with something as painful and traumatic as this? For the sake of my daughters, I needed to maintain my sense of humanity. I needed to find a reason to be hopeful again.”

It was by engaging youth and practicing real democracy that Lana saw her opportunity. The Youth Local Councils program would harness Lana’s expertise and aim to develop youth into accountable leaders who are nonsexist, who resist factionalism, and who believe in their own agency.

About Youth Local Councils

- Youth Local Councils are voluntary bodies of Palestinian youth ages 15-22 elected by peers.
- YLC members work with mayors and other stakeholders to solve community problems. They build experience and confidence in democracy and good governance.
- Members get over 300 hours of training in project management, public speaking, negotiating, and budgeting.
- YLCs are in over 40 West Bank communities, with more than 20,000 youths electing 700 members to two-year terms. Alumni have been elected to formal municipal council and mayoral positions.
- YLC members have traveled to France, Germany, and Denmark to share the model. In Washington, D.C., members visited the White House and members of Congress.
- The YLC movement has been replicated in Honduras, with more YLCs to follow in Ukraine.
THE ART OF PROTEST: Selections from the Whitney’s Collection

This exhibit marks a unique collaboration between the Whitney Museum of American Art, the Aspen Ideas Festival, and the Resnick Aspen Action Forum, presenting 32 protest posters from the 1960s and 1970s at the Aspen Institute, on display in the Paepcke Gallery. Concurrently, the Whitney Museum in New York City is exhibiting a selection of protest posters from the same collection. According to the Whitney, “Posters were essential tools of education and persuasion in the antiwar movement. Produced rapidly and often distributed at no charge, they appeared on placards, in public spaces, and on the walls of college dorm rooms. Like Internet memes today, they combined image and text in compelling, graphically innovative ways; they were lacerating in their critique and often brimmed with satire and gallows humor.”

Fast-forward to today, a new moment that has seen frequent and diverse protests around the world, including unparalleled participation from a newly engaged youth. Protest is one of the greatest expressions of a democracy, and artists continue to influence this movement. The Whitney writes, “Whether making art as a form of activism, criticism, instruction, or inspiration, the featured artists see their work as essential to challenging established thought and creating a more equitable culture.”

These posters are part of a significant group of works acquired by the Whitney Museum of American of Art with generously donated funds from The American Contemporary Art Foundation, Inc., Leonard A. Lauder, president.

George A. Beyer, We Must Not Accept War As a Normal Way of Life, 1971, from the Daniel Wolf Collection of Protest Posters. Offset lithograph: sheet, 22 5/8 x 17 1/2 in. (57.5 x 44.5 cm); image, 16 15/16 x 12 1/4 in. (43 x 31.1 cm).
Whitney Museum of American Art, New York; purchased with funds from The American Contemporary Art Foundation, Inc., Leonard A. Lauder, President 2017.10.147
We must not accept war as a normal way of life.
PHERABE KOLB: Dan, tell us a bit about yourself. What was your childhood like?

DAN PORTERFIELD: I grew up in Baltimore City and I had an incredible childhood. My father was a playwright and my mom stayed at home raising her two kids. We lived in a neighborhood where we were one of just a couple white families. After my parents divorced, my mom, my sister, and I moved to an entirely white community which was about six blocks away. A year or two passed, the first African-American family moved in – a doctor with his children and his wife. And there were some in the neighborhood that threw tomatoes at their house, that wrote graffiti on their sidewalk. And then, there was my mom who went up and brought casseroles and met the family and extended her arms in welcome.

Within six months, half that block had moved away into Baltimore County and each new family that came in was an African-American family. That neighborhood in the Northwood section of Baltimore was a great neighborhood – an integrated neighborhood. It’s interesting when you’re growing up as a child to be exposed to some of the harshness of life, some of the sadness of life, and at the same time also be able to see that people can work together and create a real community. My mom knew that this community didn’t have to be what we were seeing it to be.

PHERABE: What does the phrase “values-based leadership” mean to you?

DAN: I think that integrity is essential. We must not only have values, but also live them. When our actions align with our values, we feel enlarged; we feel that we’re living up to our promise. The Aspen Institute is an institution that has that kind of possibility. It has these deep values of community, of excellence, of intellectual freedom, of furthering dialogue, of mediating dispute to find the possibility of the private sector and the public sector teaming up. Of literature and social policy and science coexisting and informing one another.

The values of the Aspen Institute are superb for our civilization. I hope I can get up in the morning and say, “I’m going off to work for an organization whose values I believe, and whose values are very much a part of the deepest and greatest values of democracy.” As Dr. King said, we “are caught in an inescapable network of mutuality.” That’s how I want to live and that’s what I see the Aspen Institute representing: an
organ of civil society that itself is bound in a network of mutuality, all driven toward the common good, unified by a set of values that matter for civilization.

**PHERABE:** Why did you ultimately decide that this was the right role for you and what it is that makes you excited about taking on the role of president of the Aspen Institute?

**DAN:** What I love about the Aspen Institute is that it is committed in so many different ways. Through its leadership programs, through its public programs, through its policy programs, and through the way it convenes, the Aspen Institute is committed to taking great ideas, the finest ideas, allowing those ideas to breathe and then moving from ideas to action. I think that there are particular methodologies of leadership development or of initiative management that the Institute’s leaders have developed that could really make a difference if we could spread the word about how they work and get more people to adopt the Aspen Institute way. The Aspen Institute brings people together from across all backgrounds, from all perspectives, for honest discussion deeply informed with the seriousness of intent and at the same time with joy – that is just beautiful. It’s something that should be protected and strengthened in the world and it’s just an honor to be a part of it.

**PHERABE:** Tell us something about yourself that we don’t know and that you can’t find in your bio. A fun fact or a hobby, or something that helps people know who the real Dan Porterfield is outside the office.

**DAN:** I have a special good luck item that I have had in my office for 20 years: an ice cream freezer. I bring it in and stock it so the people I work with, my colleagues and my students, will know that when they need a sugar fix or when they have to do important work and they want to have a little fun while doing it, they can come here. It stands for: let’s do the important work together in a way that makes us feel comfortable and makes us feel that we’re having a great time. I’m not sure what color my freezer will be at the Aspen Institute. My Georgetown freezer was a scintillating off-white and my Franklin & Marshall freezer was a Maserati black – it’s fantastic. Maybe orange … we’ll see.
UBUNTU IN ACTION:
CREATING
THE
SACRED SPACE

by DANCEY GLOVER
Are there things festering in your life that require forgiveness?

A hushed silence falls over the room, while some slightly bow their heads or fold their arms in thought. We are in a seminar discussing Desmond Tutu’s “No Future Without Forgiveness,” and I’m observing from the staff table in the back. The group has just discussed the horrible atrocities committed against South Africans during apartheid, and how miraculously, when apartheid was overturned, the country chose a form of forgiveness through a truth and reconciliation process.

The moderator pauses, fighting the natural urge to break that palpable silence, until some brave soul speaks up...

Moderators don’t just ask questions. They push and prod even though it’s against their social instinct to meddle in others’ business. In fact, being “polite” goes out the window. No skirting politics, opinions, or religion. No ignoring life’s sorrow and hurt. Not because moderators want to be provocative for the sake of being provocative, but because it’s the only way to make sure the Fellows haven’t wasted time simply philosophizing.

The act of moderating is reminiscent of Tutu’s description of one who possesses the quality of ubuntu: “You are friendly and caring and compassionate. You share what you have. It is to say, ’My humanity is caught up, is inextricably bound up, in yours. We belong in a bundle of life.’” Moderators seek to unveil what makes us uncomfortable and share in each individual’s struggle while practicing unconditional respect for all.

But wait a second, unconditional respect? We’ve all experienced individuals who act as a sort of emotional sandpaper for us. They may have a vastly different life experience that makes them unrelatable, they may espouse a view that makes us cringe, or they may simply just have traits we don’t like. It’s no different for moderators, except they choose to set aside their personal views for the sake of the whole group. “An excellent moderator creates a sense of ultimate belonging as he or she invites people, individually and collectively, to fully explore and become their best selves,” says Adria Goodson, moderator for Pahara – Aspen Education Fellowship. To call on Tutu’s words once again, moderators are “open and available to others, affirming of others, [do] not feel threatened that others are able and good, for [they have] a proper self-assurance that comes from knowing that [they belong] in a greater whole and [are] diminished when others are humiliated or diminished, when others are tortured or oppressed, or treated as if they were less than who they are.”

That is really hard to do.

So why do it at all? “The world is full of people who have, can, and want to follow values of justice and service,” says James Abraham, senior moderator for the Kamalnayan Bajaj Fellowship. “When we discover we’re not alone, when we discover our values don’t have to hinder our success, we all become so much more empowered.” It is with this purpose in mind that a moderator takes up the mantle to create a space free of judgment, allow others to self-explore, and build a community deeply committed to supporting one another. Then, and only then, may Fellows reenter the world with a mind toward solving what’s gone wrong.

Fostering this kind of action is more art than science, and often takes a toll on the moderators. But its impact is undeniable. Chadia El Meouchi Naoum, moderator for the Middle East Leadership Initiative, describes her greatest challenge as when a Fellow shared an experience that made her lose emotional composure. “I had to continue moderating, despite wanting to take care of the Fellow and express my deep pain for him, while also wanting to be alone to process my own pain.” But Chadia also acknowledges that these exposed vulnerabilities and trust felt by and for each person in the room are the right conditions for provoking an individual towards transformational change and taking meaningful action.

Moderators are essential to carrying forward the tradition the Aspen Institute was built on and helping leaders realize their...
unique imperative in the world. “We are like the roots of the aspen trees, a single organism united underground. No one can see our deep roots interconnected in our own humanity, but it is what makes us thrive,” says Hildegard Vasquez, moderator for the Central America Leadership Initiative. “In those magical moments at the moderating table, we feel that inner humanity or ubuntu: ‘I am because we are.’”

…Back in the seminar, the group continues to discuss the idea of forgiveness. Again, the moderator gently probes the group: “Can you find it in yourself to grant forgiveness for the things which require it in your life?”

Another hushed silence ensues, while one Fellow begins to cry. His fellow Fellows pass along tissues and the ones near him touch his shoulder or his hand. He takes a deep breath to begin his story…

Unconditional respect, love, and vulnerability takes self-sacrifice and courage. But as leaders being asked the difficult questions of humanity and equipped with a beautiful community to help guide us, it is, perhaps, our highest purpose to practice those values toward one another. May we each practice ubuntu and in so doing recognize the hope and promise of our shared future.

Dancey Glover is the program manager for the Aspen Global Leadership Network. She is responsible for managing and analyzing the program’s seminar curriculum and helping to grow the network’s moderator corps.

“My humanity is caught up, is inextricably bound up, in yours. We belong in a bundle of life.”

—DESMOND TUTU
LEADING IN AN ERA OF GLOBALIZATION

Offered each year since 2010, the Leading in an Era of Globalization seminar explores how increased interconnectedness influences our world – economically, politically, culturally, and ethically – and the choices we make as leaders in our organizations, our communities, our families, and our lives. These seminars bring the power of the Aspen Global Leadership Network to life for Fellows, allowing them to hit the pause button, take a fresh look at the world around them, build relationships with a global cohort, and gain new perspectives they can put to use in their daily lives. There are a limited number of seats open to AGLN Fellows and Aspen Institute Trustees who haven’t participated in the seminar.

IN LATE 2018 AND EARLY 2019, THE AGLN WILL HOST GLOBALIZATION SEMINARS IN SIX LOCATIONS:

- **DECEMBER 7-12, 2018**  Aspen, United States
- **JANUARY 13-18, 2019**  Hong Kong, China
- **FEBRUARY 3-8, 2019**  Athens, Greece
- **FEBRUARY 18-23, 2019**  Panama City, Panama
- **FEBRUARY 28-MARCH 5, 2019**  Oxford, United Kingdom
- **MARCH 4-9, 2019**  Cape Town, South Africa

FOR MORE INFORMATION, PLEASE CONTACT WILLOW.DARSIE@ASPENINSTITUTE.ORG.

“The highlight of the seminar was the chance to look at the opportunities globalization provides to us as a global community to address problems of humanity. I’m glad we didn’t spend time admiring the problem and instead focused on what all this means for addressing our common goals.”

— KAMI VISWANATHAN  — KAMALNAYAN BAJAJ FELLOWSHIP

The Mastercard Center for Inclusive Growth advances sustainable and equitable economic growth and financial inclusion around the world.

To learn more about how we move people from poverty to shared prosperity, please visit: mastercardcenter.org

Follow us

- Twitter: @CNTR4growth
- LinkedIn: The Mastercard Center for Inclusive Growth
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 other areas where they have in-house expertise, such as business development, communications, marketing, IT, accounting and financial management, and human resources.

### 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.
- Tackling a clearly identifiable nonpolitical social challenge.
- Have a clear, specific request for support.
- 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.

### HOW TO APPLY

Applications are accepted on a rolling basis. Apply by contacting Kidd Solomon at Kidd.Solomon@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.
“VIVIAN LAM, a partner in Hong Kong, has been instrumental in helping Run Our City deal with commercial contracts, design a solid corporate structure and strengthen IP protection. Run Our City is grateful for the professional advice and looking forward to working with Paul Hastings to deliver more positive social impacts in the years to come.”

Leong Chung
China Fellowship Program
Executive Director, Charities & Community
Hong Kong Jockey Club

Since the beginning, Paul Hastings has assisted over 40 fellows with over 1,000 hours of pro bono time valued at $1 million (numbers as of 5/15/18).

Worked with fellows from Hong Kong | Syria | Shanghai
Washington, D.C. | New York | San Francisco

Impacted ventures that advance:

- Education
- Affordable housing
- Gender equality
- Financial literacy and access
- Leadership development and training

Provided over 1,000 hours of counsel in the areas of:

- Structuring advice and entity formation
- Agreements and contracts
- Intellectual property consultations
- Data and privacy concerns
- Marketing and brand messaging

Leong Chung
Vivian Lam
AROUND THE ASPEN GLOBAL LEADERSHIP NETWORK

Building a global network of leaders is no easy task. While the most visible manifestation of the network is the Action Forum, it takes lots of time and dedication from scores of people to make the network run. Everyday, Fellowship program teams work behind the scenes to ensure that classes are being launched, seminars are run, and Fellows stay engaged with each other. Want to dive in a little deeper? Here, we take a walk around the network to learn more about what the Fellowships are up to and what their key priorities are in the years ahead.

AFRICA LEADERSHIP INITIATIVE

Three distinct Fellowships challenging emerging leaders in West Africa, East Africa, and South Africa.

EAST AFRICA

The launch of the Africa Leadership Initiative set the pace for a new and passionate search for enlightened, values-based leadership in East Africa. Reenergized by the inaugural Africa Impact Forum held in March, the East Africa team is on the path to jumpstart the program’s activity. In the years ahead, ALI – EA will focus on building capacity to fund new Fellowship classes in East Africa and engaging their alumni spread across Tanzania, Uganda, Rwanda, and Kenya.

LEAD CONTACT: Awel Uwihanganye (Africa Leadership Initiative – East Africa; Class III)

WEST AFRICA

Currently, ALI – WA is focused on enhancing the network by assembling a mosaic of diverse leaders from West Africa for the next cohort. This includes restructuring and building ALI – WA’s institutional capacity. The program also aims to work closely with Fellows to ensure that they are fully engaged and enjoying the shared journey.

FUN FACT: ALI – WA has some of the best creative artists in the AGLN! You surely don’t want a showdown with their music, film, literary giants, and more.

PROGRAM MANAGER: Pebbles Parkes | PROGRAM MANAGER: Rasheedah Jubril-Raji

SOUTH AFRICA

In March 2018, the Africa Leadership Initiative held the inaugural Africa Impact Forum. Conversations and outcomes from the Forum will largely guide priorities for the program going forward. One such action will be to investigate a pan-African program that will connect leaders across the continent. There are common issues facing different regions, and a continental leadership will be able to leverage synergies while bringing together the threads of the shifting global power structures of the 21st century. With the success of the first Forum, ALI – SA is looking forward to the next Africa Impact Forum Fellowship event in Ghana in 2020. ALI – SA will also work to deepen, inspire, and activate the Fellowship to ensure Fellows are engaging regularly with other Fellows, attending ALI events, and fundraising; ongoing work includes supporting ventures to increase Fellows’ and ALI – SA’s overall impact.

FUN FACT: The 2018 Africa Impact Forum was the very first time all the Fellowships on the African continent came together to connect, discuss, and work side-by-side on the common challenges we all face.

INTERIM EXECUTIVE DIRECTOR: Ann Lamont (Africa Leadership Initiative – South Africa; Class II)
CENTRAL AMERICA LEADERSHIP INITIATIVE

Bringing together leaders from Costa Rica, Guatemala, Honduras, Nicaragua, El Salvador, and Panama.

With a critical mass of Fellows in six countries, the Central American Leadership Initiative has the opportunity to deepen its impact and tackle cross-cutting challenges like malnutrition, corruption, violence against women, environmental degradation, and stalled economic development. Given the geographic proximity of the Central American countries, regional initiatives have strong prospects to generate greater impact. These initiatives are led by Fellows who occupy key roles in all three sectors of society and clearly understand the importance of Central American integration. Political crises, such as those in Nicaragua and Honduras, are a call to action and an opportunity for Fellows to come together to solve major problems by channeling their leadership, platforms, and influence towards a better society. In Guatemala, for example, a coalition of Fellows from across sectors is credited with the peaceful handoff of power preceding the last presidential election. While boosting and measuring CALI’s impact is a major focus at this time, fundraising, connecting Fellows across classes, and building diverse new classes are important efforts on which the program is actively engaged.

FUN FACT: CALI’s 2018 regional gathering, Voces de Cambio, brought together over 200 Fellows in San Salvador, El Salvador. The next regional gathering is scheduled to take place in 2020.

EXECUTIVE DIRECTOR: Claudia A. Salmerón (Central America Leadership Initiative; Class VIII)

CHINA FELLOWSHIP PROGRAM

Energizing private sector business leaders in China.

In the next three years, the China Fellowship will continue to prioritize assembling classes of Fellows from more diverse sectors and experiences. As a part of this goal, the program will increase its presence in the region, while maintaining connections in the Washington, D.C., office. The Fellowship also seeks to deepen its focus on impact evaluation and storytelling in order to highlight and amplify the Fellows’ extraordinary ventures and transformational leadership journeys. Finally, the Fellowship will focus on identifying sustainable funding sources to support future classes in the years to come.

FUN FACT: The China Fellowship is a sibling of the Middle East Leadership Initiative, as they share a co-founder – Henry Crown Fellow, Shane Tedjarati.

MANAGING DIRECTOR: Spring Fu
FINANCE LEADERS FELLOWSHIP
Developing enlightened leaders to chart the course of the global finance industry.

The Finance Leaders Fellowship motivates senior industry leaders to reflect on the role of the industry on a well-functioning society, helping them shift the culture in finance and leverage finance to solve societal challenges. Key priorities in the next three years include: cultivating an additional class of 22 Fellows each year; capturing and telling the stories of leadership and impact; convening across classes to plan for collective action and then leveraging their global influence to make a difference; collaborating across the AGLN and Aspen Institute where appropriate; continuing to select a diverse set of Fellows from influential institutions around the globe in important financial hubs; and raising funds to ensure long-term stability.

FUN FACT: The Fellowship offers signature cocktails at the first seminar for each class: The Color of Money (Coors Beer, Blue Gatorade, and an orange slice) and Inflection Point (Cava, limeade, and a mint leaf).

MANAGING DIRECTOR: Jennifer Simpson

HEALTH INNOVATORS FELLOWSHIP
Connecting innovators across the U.S. health care ecosystem.

The premise of the Health Innovators Fellowship is that connecting, convening, and supporting diverse, exceptional, and committed health care entrepreneurs will deepen the effect that each Fellow has and multiply their collective impact as they seek to address the many complex challenges of U.S. health care. Key priorities over the next three years are to create new ways to support and connect Health Fellows across classes and with Fellows throughout the AGLN in order to multiply Health Fellows’ impact, develop ways to measure the impact of the Fellowship so that the team can continually work to improve the program, and identify opportunities for Fellows to collaborate with and support efforts and initiatives in other parts of the Aspen Institute.

FUN FACT: The Fellowship considers Liberty Fellowship their sibling because Hayne Hipp, Liberty’s founder, and the Liberty Fellows themselves inspired Greenville Health System to create and support the Health Innovators Fellowship.

MANAGING DIRECTOR: Rima Cohen
In the next three years, the Henry Crown Fellowship will continue to strive for diversity in the for-profit entrepreneurial model. This includes outward-facing lenses like gender, ethnicity, sectors, experience, and geography. The Fellowship is also committed to increasing inward-facing lenses of diversity like politics, religion, and education. As the number of Henry Crown Fellows continues to grow with each class, the Fellowship is committed to hiring staff with functional expertise to move the Fellowship forward and to be able to offer more hands-on support to the Fellows before, during, and after their official two-year program.

**FUN FACT:** Henry Crown Fellowship board of overseer, Francis Hoffman and his late wife, Muriel Hoffman, came up with the idea in 1995 to design a Henry Crown Fellowship gold lapel pin that has been given as a gift to every class at their first Challenge of Leadership seminar in Aspen, Colorado.

**EXECUTIVE DIRECTOR:** Tonya Hinch (Henry Crown Fellowship Program; Class XI)

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**KAMALNAYAN BAJAJ FELLOWSHIP**

*Developing leaders from across India to address challenges faced by the world’s largest democracy.*

Some of the key priorities of the Fellowship over the next three years include encouraging Fellows to scale their ventures to increase their impact in areas about which they feel passionate. The Fellowship will also continue to deepen its existing scale and scope to encompass even more gender and vocational diversity. This effort includes looking for Fellows from regions in the country that are currently underrepresented and from backgrounds that are less traditional. Lastly, The Fellowship will explore greater facilitated networking through a shared digital communication platform, while also bringing more visibility to the ventures and showcasing the achievements of the Fellows.

**FUN FACT:** Hidden talents are unearthed during the Fellowship – for example, a flair for theater, mimicry, and stand up!

**EXECUTIVE DIRECTOR AND CEO, ANANTA ASPEN CENTRE:** Kiran Pasricha

**PROGRAM DIRECTOR:** Reetasri Ghosh
LIBERTY FELLOWSHIP
Promoting outstanding leadership in South Carolina.

Liberty Fellowship is entering its next phase of evolution, with a focus on leveraging their network of nearly 300 Fellows who have made a personal commitment to be a catalyst for positive change in South Carolina. Over the next three years, the Fellowship’s emphasis is on their collective strength, commitment to action for impact, and assuming responsibility as Liberty Fellows for the future of the network and role in South Carolina. Specific new focuses for the program include Fellows convening Traction Dialogues to catalyze action on urgent and persistent issues in the state, building cross-class connections and collaborations through the venture process, and formalizing their commitment to impact through a new fifth seminar – The Call to Action.

FUN FACT: Liberty Fellowship’s name derives from The Liberty Corporation (NYSC:LC), an owner of insurance companies and television stations with additional investments in media, real estate, and technology ventures. Hayne Hipp, co-founder of Liberty Fellowship, joined The Liberty Corporation in marketing in 1969, becoming chief executive in 1979. The corporation was sold in 2006.

PRESIDENT AND CEO: Luanne Runge (Liberty Fellowship; Class IV)

MIDDLE EAST LEADERSHIP INITIATIVE
For leaders across the Middle East to tackle important societal challenges facing their countries and region.

With the fifth class graduating in 2018, the program’s focus is now on launching the next five classes. The Middle East Leadership Initiative is also in a fundraising push to ensure the program’s ability to launch these new classes and spread hope in the region. Often, classes are unable to see each other frequently due to the geopolitical challenges of the region. To tackle this challenge in the coming years, the program is looking to create more gathering opportunities for Fellows across classes.

FUN FACT: The program currently has Fellows from 14 different countries around the Middle East and North Africa.

MANAGING DIRECTOR: Tim Hatem El-Hady (Middle East Leadership Initiative; Class I)
Over the next three years, the Pahara Fellowship will continue to strengthen the individual and collective leadership capacity of leaders, accelerate progress on critical issues in education by better connecting their network through high-impact alumni activities, and support collaborative leadership projects that address emerging needs in the field. The Fellowship plans on building out network programming to support alumni and current participants connecting across cohorts, between programs, along topical interests, and within regions. Additionally, Pahara will deepen its capacity to assess the program’s impact on individuals and the field through ongoing evaluation and iterative learning.

**FUN FACT:** The Pahara – Aspen Education Fellowship is comprised of nearly 500 Fellows and continues to grow. And as cohorts deepen relationships, the Fellowship has seen that karaoke breaks down barriers, whether Fellows are participating from the audience or on the stage.

**FOUNDER AND CEO, PAHARA INSTITUTE:** Kim Smith (Henry Crown Fellowship Program; Class VI)

**CHIEF PROGRAM OFFICER:** Adria Goodson

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**RODEL FELLOWSHIPS IN PUBLIC LEADERSHIP**

*Strengthening U.S. democracy through thoughtful and civil bipartisan dialogue.*

The Aspen Institute – Rodel Fellowships in Public Leadership program seeks to enhance the U.S. democracy by identifying and bringing together the nation’s most promising young political leaders to explore, through study and conversation, the underlying values and principles of western democracy, the relationship between individuals and their community, and the responsibilities of public leadership; to support and inspire political leaders committed to sustaining the vision of a political system based on thoughtful and civil bipartisan dialogue; and to help America’s brightest young leaders achieve their fullest potential in public service.

**PROGRAM DIRECTOR:** Mickey Edwards
THE ASPEN GLOBAL LEADERSHIP NETWORK is constantly expanding and looking for new, innovative, entrepreneurial leaders 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 the distinct Fellowships, see when to nominate them below.

**NOMINATION DATES**

**CENTRAL AMERICA LEADERSHIP INITIATIVE** November 2018 | centralamericaleadership.net

**CHINA FELLOWSHIP PROGRAM** October 2018 | agln.aspeninstitute.org/fellowships/chinafellowship

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

**HEALTH INNOVATORS FELLOWSHIP** December 2018 | agln.aspeninstitute.org/fellowships/healthinnovators

**HENRY CROWN FELLOWSHIP PROGRAM** August 2018 | agln.aspeninstitute.org/fellowships/henrycrown

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

**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** Spring 2019 | agln.aspeninstitute.org/fellowships/meli

**PAHARA – ASPEN EDUCATION FELLOWSHIP** Accepts nominations on a rolling annual basis; annual priority deadline is March 5 | pahara.org
The AGLN would like to thank Peter Reiling for his 15 years of service to the Aspen Institute. His inspired leadership helped enable entrepreneurs from across the globe to connect with their core values and commit to making an impact. Below are some of Peter and his team’s key accomplishments.

**EXPANDED THE NETWORK OF FELLOWS**
from 172 in 2004 to the current 2,678 in more than 60 COUNTRIES.

**INSPIRED THE LAUNCH OF**
2,600 + VENTURES
60 COUNTRIES

Launched the **LEADING IN AN ERA OF GLOBALIZATION SEMINAR**, WHICH HAS BEEN RUN 48 TIMES and mixed over 1,000 FELLOWS since its inception in 2010.

**2009**
Formalized the **ASPEN GLOBAL LEADERSHIP NETWORK** in 2009.

**SCALED THE HENRY CROWN FELLOWSHIP MODEL TO 13 OTHER ACTIVE PROGRAMS**
HAVING AN IMPACT IN REGIONS LIKE
Africa · Central America · China · India · Middle East · United States
IN SECTORS LIKE
Education · Environment · Finance · Health Care

Developed a new signature summer convening for the Aspen Institute, the Resnick Aspen Action Forum (previously ACT II), which has INSPIRED 1,274 UNIQUE INDIVIDUALS TO MOVE FROM THOUGHT TO ACTION and is secured with base funding through 2030 thanks to Lynda and Stewart Resnick.

Ran 512 **SEMINARS** for the AGLN and Seminars teams in 13 COUNTRIES. This amounts to NEARLY ONE SEMINAR EVERY WEEK since he joined the Aspen Institute.

**THANK YOU PETER REILING**
SAVE THE DATES

JULY 24 – 28
2019
ASPEN, CO

REGISTRATION OPENS FEBRUARY 1, 2019 FOR THE NEXT RESNICK ASPEN ACTION FORUM