

# IMPACT REPORT

& 2023 ASPEN INSTITUTE ANNUAL REPORT







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## LETTER FROM MARGOT PRITZKER AND DAN PORTERFIELD



Dear Friends,

As the Aspen Institute prepares to mark our 75th anniversary beginning next summer, we reflect on a year filled with critical dialogue and significant achievements, and express to you our gratitude for your steadfast support. Your belief in our purpose and mission has propelled us to new heights, and we are excited to share the impact of our work.

This year, we began implementing our aspirational five-year strategic plan, which emphasizes linking and leveraging our many assets to enhance trust across society, expand our global leadership network, and deepen our engagement with youth and young adults. We were particularly proud this year to host our 20th Aspen Ideas Festival and to receive a historic investment of more than \$185 million from the Bezos Family Foundation to grow our commitment to the leadership and civic engagement of young people through a new Center for Rising Generations at the Aspen Institute (more on page 26).

As you will read in this report, our programs have also continued to take significant strides in addressing some of the most pressing challenges of our time. From advancing climate solutions to fostering inclusive economic growth to empowering young leaders and strengthening democracy, our programs have enabled meaningful progress around the world.

We are deeply thankful for the generosity and dedication of our donors, supporters, and partners. Your contributions are the cornerstone of our success, enabling us to expand our reach and impact. Together, we will continue to build understanding and create new possibilities for a better world.

Thank you for being an integral part of the Aspen Institute community. We are excited about the journey ahead and the continued impacts we will make together.

With gratitude,

Margot Pritzker  
Chair, Board of Trustees

Dan Porterfield  
President and CEO





# FAMILY PROSPERITY

Ascend Fellows know that a thriving economy must include all children and families.

**A**scend at the Aspen Institute is creating a community of leaders who are making intergenerational family prosperity and well-being one of America's greatest achievements. Led by Executive Director and Vice President Anne Mosle, Ascend's Fellowship program—now 140 leaders strong—invests in diverse, high-impact leaders who are changing the trajectories of children and families in every corner of the country.

In 2023, Ascend brought together more than 100 Ascend Fellows for its first biennial Aspen Institute VisionXChange, centered around game-changing initiatives that ensure all children and families thrive. VisionXChange amplified the ideas of some of the nation's boldest entrepreneurial leaders to:

- **Make a dent in the maternal mortality gap.** In California, Michigan, and Pennsylvania, hospitals are working with an Ascend fellow's app to enable Black and Brown families to rate care. In New Jersey and New York, Medicaid is reimbursing doulas thanks to work from Ascend fellows. And in Detroit, a fellow just broke ground on a Black birthing center, one of several opening up nationally.
- **Offer high-quality early learning and care.** In North Dakota, a new office of early childhood serves 30,000 children; in South Carolina, access to pre-K doubled to 54,000 children, with childcare reaching another 63,000; in Colorado, there are 28,000 new early childhood slots; and in Illinois, a new early childhood agency is in the works—all efforts led by Ascend Fellows.

In 2023, Ascend also launched the Aspen Leadership Collaborative, the first national community of practice of fellowship and leadership programs—such as Bank Street College of Education, National Black Child Development Institute, and the Obama Foundation, among others—that center on equity and that are committed to the well-being of children, families, and communities to deepen field-level learnings, strengthen relationships, and expand the pipeline of diverse leaders. Together, they are defining what leadership looks like for all communities to be well and prosper.

Ascend Fellows steward **\$31 billion** in public funding to strengthen child and family well-being. **63%** of Ascend Fellows are leaders of color and **66%** are women.



# VISION X CHANGE

“ At Ascend, we know leadership lies in all of us. Ascend was founded at the Aspen Institute to swing for the fences and play to win. It’s time to flip the script from celebrating the family that beat the odds to changing the rules of the game, so that all families are able to achieve their dreams.”

—Ascend Executive Director Anne Mosle in *Aspen Daily News*

The Financial Security Program activates a future of inclusive prosperity.



At the Aspen Ideas Festival in June 2023, the Institute’s Financial Security Program, led by Co-Executive Director and Vice President Ida Rademacher and Co-Executive Director Joanna Smith-Ramani, launched “The New Wealth Agenda: A Blueprint for Building a Future of Inclusive Wealth,” which calls for a bigger, bolder, more urgent response to the widespread financial insecurity that plagues millions of U.S. households. Based on several years of Financial Security Program research into wealth inequality, the New Wealth Agenda makes an ambitious call to action: By 2050, the United States must increase by tenfold the wealth of households of color and those in the bottom half of the wealth distribution.

In tandem with this call to action, the Financial Security Program launched the Future of Wealth Discussion Series—live, public, virtual events that bring together leaders across disciplines to consider wealth-building objectives critical to creating widespread household financial well-being. Highlights from the 2023 series included discussions on:

- A plan to provide all young people in America with “Startup Capital for Life,” featuring U.S. Senators Cory Booker and Bob Casey.
- How to fundamentally transform the public-benefits systems and create on-ramps to wealth building, with author Jennifer Pahlka.
- Wealth-building through ownership, featuring Financial Security Program Wealth Innovation Fellows Talib Graves-Mann and John W. Haines.

Along with partners from the Institute’s Office of Institutional Advancement and the Henry Crown Fellowship, the Financial Security Program also held in-person conversations, including a series of discussions in Tulsa, Oklahoma, focused on place-based strategies for building Black wealth.

# THE NEW WEALTH AGENDA



# WEALTH POTENTIAL

Why doesn't the retirement savings system generate the same account balances for all workers? The Collaborative for Equitable Retirement Savings is finding out.

**R**etirement savings represent the second-largest source of household wealth in the United States. With \$10.4 trillion in assets, the workplace retirement system has demonstrated its potential to generate security and household wealth. But America's system isn't working the same for everyone who has access to a workplace retirement savings plan: As of 2019, 57 percent of white families had savings in retirement accounts, compared with only 35 percent of Black families and 26 percent of Hispanic families. White families had, on average, a retirement account balance of \$168,000, not including pensions, while the average balances for Black and Hispanic families were \$38,300 and \$27,300, respectively.

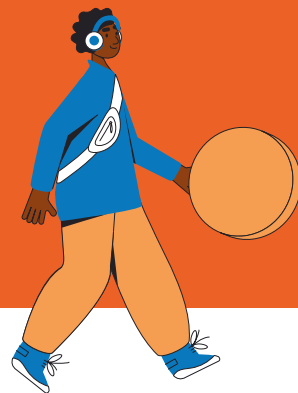
To dig into why, the Institute's Financial Security Program became one of the three founding partner organizations to form the groundbreaking Collaborative for Equitable Retirement Savings (CFERS). Throughout 2023, this joint initiative analyzed anonymous employee demographics data as well as retirement

transactional data, revealing ways to reduce race and gender disparities in 401(k) plans. Why does this matter? For the first time ever, researchers can analyze how plans are working and identify opportunities to make those plans perform more equitably and efficiently.

The topline takeaway from CFERS's March 2024 report is that income alone doesn't explain these differences in contributions by race and gender, signaling that minor plan and benefit changes can translate to significant increases in the retirement balances of Black and Hispanic households. The report also indicates that eliminating pre-retirement withdrawals would substantially mitigate race and gender disparities.

With this early data in hand, CFERS will more deeply explore the underlying financial needs driving these dynamics going forward. Plus, CFERS is now building a longitudinal database to evaluate the effect of plan design and benefits changes over time—especially for Black, Hispanic, and female workers.

**57 million** workers—disproportionately people of color, women, and low-wage workers—do not have a workplace retirement savings plan.



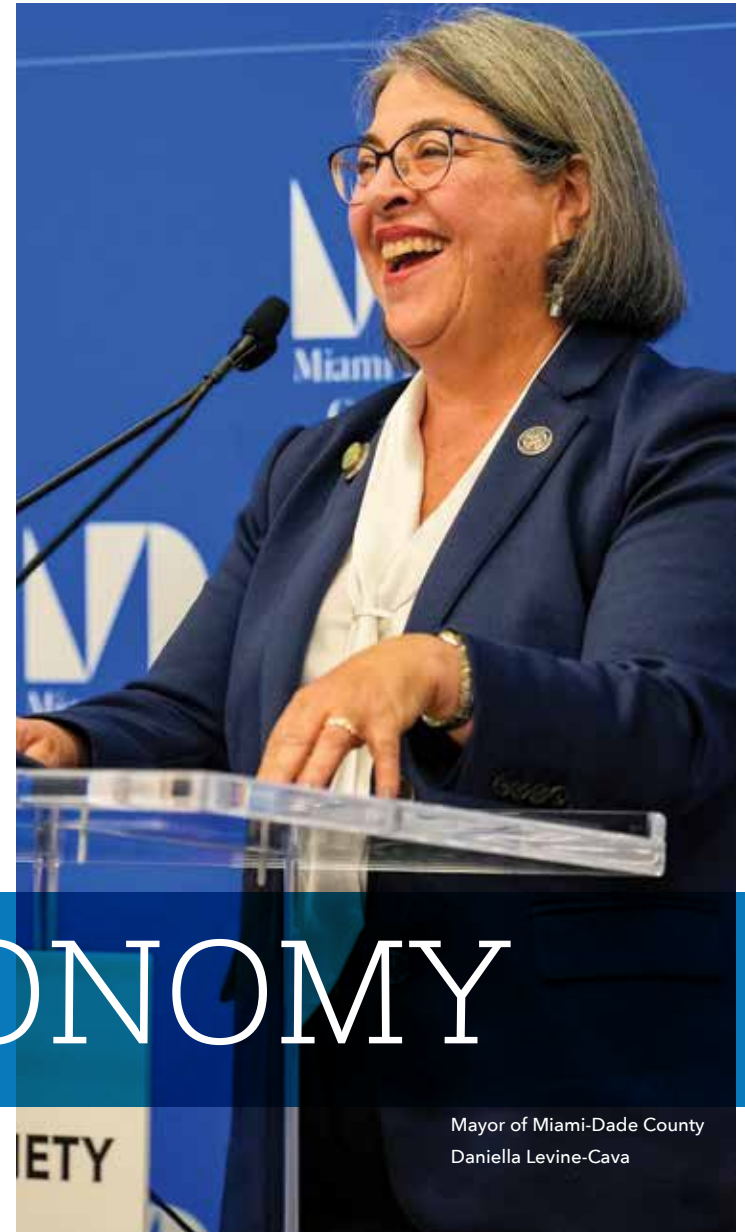
The Institute shows how Latinos' access to digital technologies, capital, and financial services is paramount to the success of the nation.

Latinos are the youngest cohort of the U.S. population, with a median age of 29.8, almost nine years lower than the median age of the entire national population (USA Facts 2021). The U.S. Department of Labor also estimates that Latinos will represent 78 percent of net new workers between 2020 and 2030 (Dubina 2021). As a result, it is in the best interest of the U.S. economy to ensure that Latinos can fully benefit from and contribute to the opportunities brought on by new technologies.

To spotlight the digital divide—and opportunity—facing Latino workers and businesses, Latinos and Society, led by Executive Director Domenika Lynch, created the Latino Digital Success Task Force, which co-developed the Principles for Latino Digital Success, a series of guidelines for effective digital-equity efforts aimed at the Latino community. The national launch of the principles took place during the 2023 Aspen Institute Latino Digital Success Summit, which spotlighted best practices in digital inclusion, looked at digital-equity tools targeting the Latino community, and explored federal programs and funding opportunities. Speakers at the event, held at Miami-Dade College, included

Administrator of the National Telecommunications and Information Administration Alan Davidson, Associate Administrator at the U.S. Small Business Administration Mark Madrid, and Mayor of Miami-Dade County Daniella Levine-Cava, among others.

Also in 2023, Latinos and Society held its Advancing Economic Mobility Summit in New York City. Latino workers and businesses are a driving force in the U.S. economy, yet access to capital and financial services, including lower approval rates, bank loans, and private equity funding, remains a substantial obstacle. At the event, participants engaged in conversations about the impact of digital remittances, procurement as a pathway to wealth creation, and the pivotal power of inclusive narrative change. Featured speakers included Adrienne Arsht, executive vice chairman at the Atlantic Council; Jose W. Fernandez, U.S. Department of State undersecretary for economic growth, energy, and environment; and Brad Lander, comptroller of New York City, among others. What's more, thought partner McKinsey & Company used the occasion to unveil its third-annual Economic State of Latinos in America Report, which features original data on inclusive growth for Latinos.



# THE FUTURE ECONOMY

Mayor of Miami-Dade County  
Daniella Levine-Cava

# EARTH FOR ALL

Financial and institutional support for a an Indigenous-led future.

**A**t the direction of Native youth, who recognized the critical role of Indigenous Peoples in the urgent fight for climate justice, the Center for Native American Youth (CNAV), led by Interim Executive Director Maria Samaniego, launched the Brave Heart Fellowship in 2023. It centers Native youth in environmental justice efforts by equipping them to advocate for and mobilize their communities to advance food sovereignty and protect traditional lands, waterways, and sacred sites—preserving Native culture, paving the way for an Indigenous-led future, and protecting the Earth for all.

The inaugural 2023 cohort featured 10 Brave Heart Fellows, representative of nearly 20 tribes. This six-month fellowship focuses on different geographic areas each year. Based on a recommendation from its Youth Advisory Board, CNAV chose to pilot the program in the Midwestern United States due to the nuanced impacts of climate change in the region.

But real solutions need backing, which is why the Brave Heart Fellowship uses microfinancing to make an impact. The program is designed for fellows to use micro-grants to carry out community action projects that address unique environmental needs, with support from CNAV staff and third-party experts. Fellows have



The inaugural Brave Heart Fellows—Rebecca, Alexis, Virginia, Jenna, Luke, and Cyndee—in Oneida, Wisconsin

reported improvements in their project management, advocacy, and leadership skill sets.

Projects from this impressive cohort include community events to educate communities about food sovereignty and sustainability, a medicinal garden, an educational video about land restoration, wetland restoration to safeguard native plants, and a lesson for fisheries and wildlife faculty at Michigan State University, among other original and informative events.

The Brave Heart Fellowship promotes intergenerational and intercultural learning through a variety of initiatives, including development training aimed at skill enhancement and knowledge expansion, coupled with meetings featuring leaders from environmental nonprofits and government sectors. At a final convening in Green Bay, Wisconsin, Fellows met in-person, presented their projects, and participated in various activities that increased their understanding of Indigenous culture and commitment to environmental justice.

In 2024, the Brave Heart Fellowship will empower environmentally inclined Native youth from the Pacific Northwest.

“

It's super inspiring to see other Native people my age giving back and making a positive impact in their communities and on their world. It really reaffirmed that Native youth can do anything that we put our minds to!”

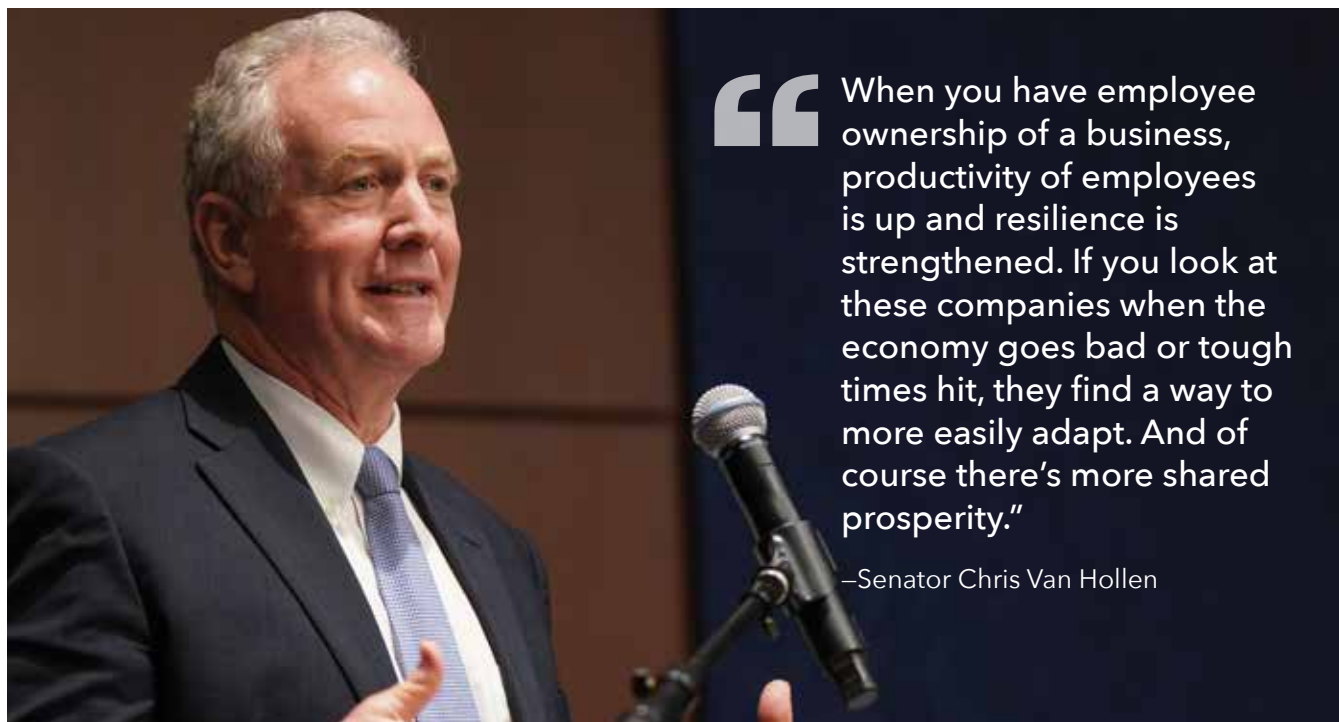
—Avery Tilley,  
Cherokee Nation of  
Oklahoma, 2023 Brave  
Heart Fellow

# OWNING THE DREAM

Employee ownership means more fulfilled workers and more successful companies.

The Institute's Economic Opportunities Program, led by Executive Director and Vice President Maureen Conway, and the Rutgers Institute for the Study of Employee Ownership and Profit Sharing co-hosted the inaugural Employee Ownership Ideas Forum in June 2023 on Capitol Hill and at the Institute's Washington office. The Employee Ownership Ideas Forum brought together leaders from government, philanthropy, academia, finance, and business for a robust discussion on how the nation can grow employee ownership for the shared benefit of American workers and businesses. After all, research shows employee owners often have better jobs than their peers, including good pay, access to a range of benefits, more training, and higher retirement savings.

From improving job quality to promoting equity to enhancing business competitiveness, the Employee Ownership Ideas Forum highlighted the potential of employee ownership to address today's critical economic challenges. Speakers and attendees imagined what widespread, inclusive employee ownership could mean for the country and rebuilding the American Dream.



“When you have employee ownership of a business, productivity of employees is up and resilience is strengthened. If you look at these companies when the economy goes bad or tough times hit, they find a way to more easily adapt. And of course there's more shared prosperity.”

—Senator Chris Van Hollen

The **10.7 million employees** in the **6,247 corporations** with employee stock ownership plans have total wealth of **\$2.09 trillion**, or an average of **\$164,946** per employee.

# CHANGING BUSINESS

The new Economic Mobility Fellowship helps workers and the bottom line.

**I**n 2023, the Aspen Institute's Business and Society Program, led by Executive Director and Vice President Judy Samuelson, developed a new fellowship for business leaders who are enhancing economic mobility for low-wage workers while building long-term business value. Leveraging the successful First Movers Fellowship Program, the new Economic Mobility Fellowship equips internal change-leaders with the skills, data, and tools they need to accelerate projects that create pipelines for the advancement of low-wage workers and their communities.

As part of the new program, the Business and Society Program will also gather data and share what it learns to help more companies advance practices that serve business goals while meaningfully addressing economic inequality. The 2023 Economic Mobility Fellows include Ilene S. Albert, assistant vice president for affordability and digital equity at Cox Communications; Lindsay Aleshire, senior vice president, ESG Office, and social sustainability lead at M&T Bank; Tammy Thieman, director of career development programs at Amazon, among other leaders from Indeed, Levi Strauss & Co., McDonald's, and more.

Fellows at Hallam Lake in Aspen



“

The Economic Mobility Fellowship has been one of the most valuable experiences of my career. The time I've spent with the Aspen Institute and my fellow Fellows has inspired me to act and given me the tools necessary to create change.”

—Sal Venegas, Senior Vice President, Global Talent Management and Team Member Experience, Walgreens Boots Alliance

# CLEAN RIVER, CLEAN SEA

A CALI Fellow's novel solution to the problem of plastic pollution in Panama.



Mirei Endara de Heras

In 2023, Mirei Endara de Heras and her venture Marea Verde were awarded the John P. McNulty Prize—an award given annually to Aspen Global Leadership Network Fellows by the McNulty Foundation—for her leadership and innovative approach to the pressing global problem of plastic pollution.

Endara de Heras, a Central America Leadership Initiative (CALI) Fellow—part of the Aspen Global Leadership Network, led by Vice President Dar Vanderbeck—has dedicated her career to addressing environmental challenges. Her accomplishments range from establishing the Nature Conservancy in Panama to serving as the country's first minister of the environment. Endara de Heras became a Fellow in the inaugural CALI class in 2006 and soon after, she became the program's first executive director.

“My Fellowship experience transformed my life,” she says. “Coming from the environmental sector, it was eye-opening to share ideas with leaders from different fields. I learned from their aspirations and struggles, and what we shared in common. I continue to believe that today, even more than before, we need to practice bridging understanding to create lasting solutions.”

That notion of bridging perspectives manifested years later when, in 2017, Endara de Heras launched Marea Verde, a nonprofit that collaborates with communities

in Panama to tackle plastic waste in rivers—a leading cause of ocean pollution. The initiative began with a neighborhood meeting about the trash problem in the Juan Diaz River, which spans about 90 miles and supports both a quarter of Panama City's inhabitants and about 2 million migratory shorebirds. She endeavored to understand community concerns and engaged government and industry leaders to find collaborative solutions to address all the plastic waste.

To make a successful impact, Marea Verde employs awareness education, behavior-change initiatives, technology, and data collection in its efforts. Notably, it uses “Wanda,” Latin America's first solar-powered water wheel, which collects trash from rivers before it reaches the sea. Artificial intelligence and machine learning can help identify and quantify trash, ensuring that between 30-50 percent of it is recycled rather than going to a landfill. The data collected has far-reaching effects, influencing policy, communication, and educational decisions within Panama and globally. This community-driven approach has been integral to the organization's success.

“I think my biggest learning from Marea Verde is that people want to take action,” Endara de Heras says, “but they often don't know what to do or how to do it. As leaders, we need to help people feel that it's okay to fail. If we don't get it right the first time, we just keep trying until we figure it out, because together, we can solve this problem.”



# Big ideas and bold-faced names headline the second Aspen Ideas: Climate.

In March, 2023, the Energy and Environment Program (EEP), led by Executive Director and Vice President Greg Gershuny, in partnership with the Institute's Public Programs team and the city of Miami Beach, hosted the second annual Aspen Ideas: Climate (AIC). AIC offers the public a chance to learn from and collaborate with thinkers and doers whose actions are critical to addressing our collective future around the realities of a changing climate.

AIC has quickly become a must-attend event, with major speakers like Vice President Kamala Harris, singer Gloria Estefan, and scientist Bill Nye, to name a few, offering their expertise and biggest ideas around solving climate change. The Energy and Environment Program curated some of the most compelling content yet, some of which is featured in *Aspen Ideas: Climate, 5 Big Ideas*; convened technical roundtables for experts to host deep dives into specific issues; and expanded opportunities for engagement with entrepreneurs, artists, and others throughout the broader Miami area.

In 2023, attendance jumped from around 800 attendees in 2022 to more than 2,000. The event also saw promising climate entrepreneurs rewarded for their daring work during the Climate Solutions Showcase, a session featuring early-stage companies, with one entrepreneur leaving the event with a \$1 million term sheet. The impact of the event continues to grow, and the Energy and Environment Program's team is excited to continue providing space for cities to amplify and advance climate solutions.



Vice President Kamala Harris and Gloria Estefan during a fireside chat at Aspen Ideas Climate 2023

Aspen Ideas Climate 2023

# ASPEN IDEAS: CLIMATE



# SMART SHIPPING: ZERO EMISSIONS

How the Institute's ZEMBA and coZEV are reshaping maritime shipping.



Ingrid Irigoyen at a roundtable discussion on aggregating customer demand to decarbonize the maritime shipping sector

Global Maritime Forum

In 2023, the Institute's Energy and Environment Program launched the Zero Emission Maritime Buyers Alliance (ZEMBA), a first-of-its-kind buyers alliance in the maritime sector. In March of that year, ZEMBA released its inaugural Request for Proposals—the first time that customers of the maritime shipping sector collectively went to market in search of zero-emission shipping solutions.

ZEMBA is an initiative that grew out of the Energy and Environment Program's Cargo Owners for Zero Emission

Vessels (coZEV), a platform for corporate customers of the shipping industry to work collaboratively to accelerate the transition to zero-emission maritime shipping. By working together through coZEV and ZEMBA, companies who use maritime shipping services can help develop solutions that work for the planet and for business, communicate with a shared voice on ambition level and policy issues, and demonstrate concrete action to lower their supply-chain emissions all while pushing the pace of the zero-energy market development.

“

We're building the business case for a surge of investment in zero-emission maritime solutions, including new fuels and technologies that are not yet commercially available. ZEMBA is helping companies drive the commercialization of real solutions to reduce emissions from the maritime shipping sector, which is the backbone of global trade and an essential service for all global companies.”

—Ingrid Irigoyen, Senior Director, Ocean and Climate, Energy and Environment Program

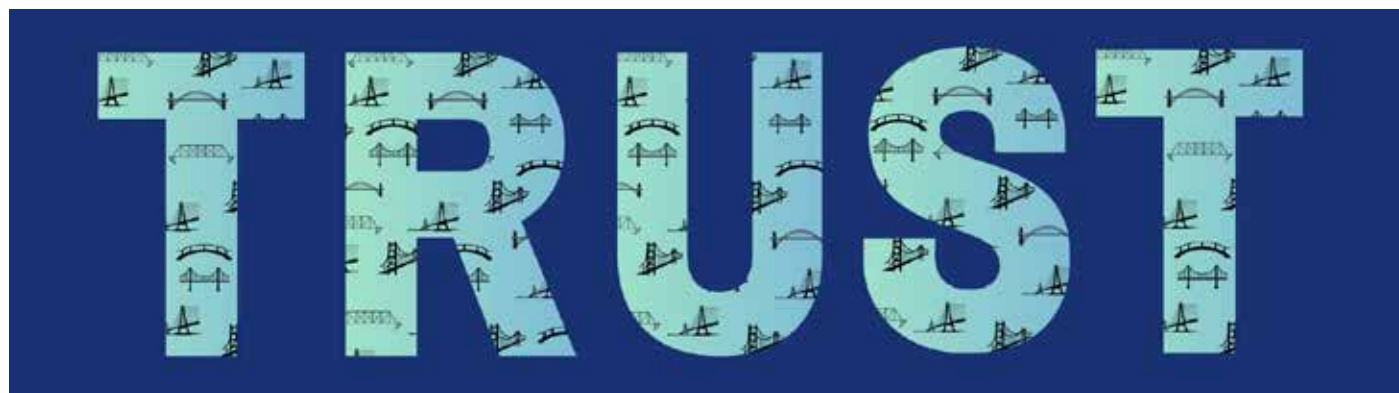
# PUBLIC TRUST IN SCIENCE

Experts across fields convened to figure out how to boost the public embrace of science.

“

Rather than position science as an immediate panacea, scientists must learn to communicate to the public that the promise of science is to provide a truth today and a better truth tomorrow as new evidence emerges. This flexible ethos, summarized as the ‘scientific method,’ can be positioned as a strength rather than a weakness of the discipline and as lending a logical explanation of how outdated guidelines differ from lies.”

—*Building Bridges, Earning Trust: The WHY and the HOW of Public Trust in Science*



Public trust is one of three core pillars at the Aspen Institute’s Science and Society Program—part of the Institute’s Health, Medicine, and Society Program led by Executive Director and Vice President Ruth J. Katz. So, in April 2023, Science and Society convened a diverse group of multisector experts to foster a candid, open conversation about the *why*—why trust in science is important and also why levels of trust in science are variable. Then, in October 2023, the program moved to the *how*. The second discussion translated earlier observations into action, with a focus on identifying concrete strategies to build and sustain trust in science.

The resulting report was published in December 2023 with the title *Building Bridges, Earning Trust: The WHY and the HOW of Public Trust in Science*. The report laid the foundation for consultations in spring 2024 focused on drawing out tried and

true tactics from those on the front lines of understanding and building trust. The group, which included vaccine advocates, climate organizers, journalists, science communicators, lawyers, cybersecurity experts, public opinion researchers, and medical doctors, shared insights that will be summarized in a publicly available playbook.

Among the solutions identified in these discussions is a call for greater opportunities for the public to know scientists and the scientific process at a human level. To that end, the Science and Society Program is partnering with the film company Consequential to create *Six Degrees From Science*, a feature-length documentary telling the stories of young biomedical researchers managing their own labs in the face of a “publish or perish” ecosystem. The film officially entered production in October 2023 and will include animation, archival material, and video diaries.

# REESTABLISHING TRUST

The Institute partners with Allstate on a three-year project to strengthen trust across America.

In 2024, at the Aspen Ideas Festival, led by Executive Vice President Jinhee Kim, the Institute announced a new three-year initiative aimed at addressing the critical issue of declining trust in communities. Funded with a \$7.25 million grant from Allstate, this initiative will leverage the influence of national community-based organizations to strengthen trust among local community members, in turn unifying the public around the common good and fostering a more cohesive and collaborative society.

Recent polls and surveys reveal a deeply concerning trend: trust in institutions and interpersonal trust is declining across generations and demographic backgrounds. This erosion of trust impedes Americans' ability to engage in meaningful dialogue, unite around shared narratives, and tackle the critical issues facing society together. A lack of social trust weakens the civic fabric of U.S. democracy, creating barriers to collective action and progress.

"The Aspen Institute has a long history of bringing people and organizations together to address pressing societal issues," says Dan Porterfield, president and CEO of the Institute. "Through this partnership with Allstate, we will help empower groups making a difference at the community level to create a ripple effect of trust and collaboration nationwide."

The program targets the root causes of declining trust: mind-set and behavior. It will directly engage local, national, and federal organizations, focusing on supporting and connecting those working at the community level across the nation. This includes collaboration with thought leaders, decision-makers, community members, and



Aspen Ideas Festival panel on "The Crisis In Trust" with Jenn White, Tom Wilson, Julia Dhar, and Dan Porterfield

influencers to enhance their effectiveness and change the narrative, facilitating more positive, optimistic dialogue to bridge divides across communities.

Through these efforts, the Aspen Institute hopes to rebuild trust, enabling communities to come together to address common challenges and strengthen the civic bonds of America.

# ON THE RISE

Aspen Strategy Group’s inspiring young leaders focus on foreign policy and national security.

In 2023, the Aspen Strategy Group (ASG), led by Executive Director Anja Manuel, convened the third class of its Rising Leaders Program, which brings together approximately 30 young leaders each year to contribute to the conversation on the most pressing foreign policy and national security challenges of our time.

During the year-long program, the Rising Leaders participate in a tailored Gildenhorn Rising Leaders Aspen Institute Seminar; attend the Aspen Security Forum in Aspen in the summer and in Washington, DC, in the winter; co-author policy papers for digital publication; and join regular virtual discussions with experts in the field. Hailing from diverse backgrounds, sectors, and political affiliations, all Rising Leaders have one thing in common: their passion for national security and foreign policy.

To write their 2023 policy book, *On the Rise: Perspectives on Foreign Policy*, which covered topics ranging from building Indo-Pacific partnerships and engaging in Latin America to bolstering energy security and sustaining U.S. leadership in space, they met with leaders whose expertise ranged across government, foreign affairs, and the media.

The Class of 2023 had the opportunity to meet with National Security Advisor Jake Sullivan, join a discussion with former National Security Advisor Stephen Hadley in Washington, DC, attend a writing workshop with journalists David Sanger of *The New York Times* and David Ignatius of *The Washington Post*, and meet virtually with former U.S. Secretary of Defense Mark Esper, former U.S. Trade Representative and former President of the World Bank Robert Zoellick, then-Senior Advisor for China at the U.S. Department of Commerce Elizabeth Economy, Ambassador of Australia to the United States and former Prime Minister of Australia Kevin Rudd, and Director of the Center on the United States and Europe at the Brookings Institution Constanze Stelzenmüller.

Upon completing the program, the cohort joined a robust network, which has more than 120 Rising Leaders and alumni.



Rising Leaders Class of 2023

“The ASG Rising Leaders Program is the most significant professional development program I’ve had the privilege to be a part of. The program brings together a diverse group of leaders who engage in important work across the public and private sectors, and notably, have the potential to continue having impact in roles of increasing responsibilities throughout their careers. Not only was I able to network with these leaders, but importantly, I forged friendships with them that will last a lifetime.”

—Ahmad Nasir, Rising Leaders Class of 2023

# BUILDING SOCIETAL UNITY

The Weaver Network makes it easy to search for community-building opportunities.

**W**eave: The Social Fabric Project, led by Executive Director Frederick J. Riley, tackles this country's divisions and social tensions by repairing the broken social trust that threatens both individual happiness and America's future. The project spreads trust by supporting the people quietly bringing together their neighbors to create safe and thriving communities. That might mean planting community gardens in food deserts, giving teens safe places to go after school, welcoming immigrants, establishing neighborhood health clinics, or forging trust with police.

In 2023, Weave partnered with the Points of Light Foundation to launch the Weaver Network, a search engine offering community-building opportunities in every state. Weave also launched a Speakers Bureau, providing training to grassroots weavers and placing them on stages across the country to inspire hope in struggling communities.

Weave then launched its Learning Center, offering free skill-training in areas from group facilitation to community asset-mapping to relationship-building. Weave's chair, David Brooks, inspired many thousands of people to value and practice relationship-building skills during a speaking tour for his new book, *How to Know a Person*.

Weave's hyperlocal philanthropy model—the Weaver Awards—helped corporations and foundations give out \$200,000 in community-led microgrants to neighbors serving neighbors in both urban and rural settings. Weave scaled the awards program on a tech platform to enable communities anywhere to partner in the coming year with local philanthropic individuals and groups to support grassroots work, whether done by committed neighbors or nonprofits.

Weave also completed work on a Social Trust Index that uses U.S. Census and social survey data to help every neighborhood in the country identify the building blocks it can use to strengthen trust. The Index will be released in a social media campaign in 2024.

The Weaver Network opened offering **9,000** trust-building opportunities in communities across every U.S. state.



Weave speakers Frederick Riley, David Brooks, and S. Renee Mitchell at a 2023 Visiting SAGE event in Portland, Oregon.

# COMMUNITY IMPACT



AYLF Miami 2022/23 cohort with Mayor Daniella Levine-Cava

Young leaders from across the country immerse in the Aspen Institute approach and carry out community impact projects.

The Aspen Young Leaders Fellowship program (AYLF), led by Executive Director Cheryl Green, brings the very best of the Institute’s leadership development approaches to young adults who exhibit an ability and a desire to positively impact their local communities. Rooted in the regions where Fellows live, like the Mississippi/Arkansas Delta, Chicago, and Miami, the program named 49 outstanding young people as AYLF Fellows in 2023.

Through a total of 10 two-day seminars convened during the 2023/24 academic calendar, the Fellows, who are college students, ages 18-22, engaged in the longstanding Aspen Institute method of text-based dialogue and deep exploration of identities, values, and solutions related to building a more free, just, and equitable society. They gathered in their local communities monthly for discussions facilitated by Aspen Institute-trained adult and youth moderators.

Not only did these young people prove that the Institute’s approach results in meaningful discourse across lines of

traditional difference, but they used that experience to design and implement community impact projects with real results in their local neighborhoods—a clear example of how deep engagement can translate to pragmatic action.

Their community impact projects included efforts like addressing local food insecurity by partnering with a local women’s shelter to distribute fresh produce in Miami’s Overtown neighborhood. In the Mississippi Delta, Fellows hosted a college and career fair focused on helping other young adults learn about education and job opportunities in their rural communities. And in Chicago, Fellows partnered with local artists and librarians to write and publish a children’s book, which they distributed to local middle schools and libraries, designed to affirm the feelings, experiences, and humanity of children of color.

Going forward, as the Fellows progress in their careers and community endeavors, they will continue to draw on AYLF for additional leadership opportunities as alumni and tap into the broader Aspen Institute network as next-generation leaders.

The American Talent Initiative supports gifted young people from every zip code and income level.



Bloomberg Philanthropies

American Talent Initiative presidents with Michael Bloomberg, Dan Porterfield, Josh Wyner, and Tania LaViolet

The United States is conflicted when it comes to higher education. While there is growing skepticism about the value of a college degree, national surveys indicate people believe college credentials will help them get ahead in life. Research clearly supports this belief: holding a bachelor's degree is the predominant predictor of whether someone will secure a job that offers good wages and benefits.

Unfortunately, highly talented low- and moderate-income students are much less likely to graduate with a college degree than their higher-income peers. Yet when high-achieving, lower-income students attend top colleges and universities, their probability of graduating increases significantly, along with their potential life earnings and long-term opportunities.

The nation and the economy benefit from cultivating and supporting talented young people from every zip code and income level. The Institute's American Talent Initiative (ATI)—part of the Institute's College Excellence Program led by Executive Director and Vice President Joshua Wyner—was founded in 2016 to ensure these students aren't left behind. A joint effort by the College Excellence Program, Bloomberg Philanthropies, and Ithaka S+R, ATI works with its 139 member colleges and universities to expand access and opportunities for talented lower- and moderate-income students. Over ATI's first five years, member colleges enrolled over 17,000 additional lower-income students.

In 2021, after progress plateaued, members doubled down and committed to specific goals to enroll more low- and moderate-income students. It worked: this past year, ATI colleges and universities enrolled an additional 8,000 students who were eligible for Pell Grants, the federal program for need-based aid. This figure far surpasses the cumulative Pell enrollments of the other 200-plus ATI-eligible colleges that have not joined the initiative.

What do colleges making progress have in common? They all have a college president with smart priorities and a clear plan. When presidents commit, prioritize, and dedicate resources to meeting their ATI goals, more talented, lower-income students enroll and succeed at their institutions.

# DEGREE MATTERS

From task forces to toolkits, This Is Planet Ed is empowering youth in climate action.

**T**his Is Planet Ed is unlocking the power of education as a force for climate action. A part of the Aspen Institute's Energy and Environment Program, the initiative empowers the rising generation as they work toward a sustainable, resilient, and equitable future.

In 2023, This Is Planet Ed worked across early childhood, K-12 education, higher education, and kids' media.

This Is Planet Ed launched the Higher Ed Climate Action Task Force, co-chaired by Chancellor of Cal State Mildred García and Louisiana Commission of Higher Education Kim Hunter Reed, to develop a comprehensive road map for the sector to take action on climate change. The Task Force convened six listening sessions to learn more about the impacts of climate change on higher education institutions as well as the students and communities they serve. The listening sessions featured national experts, such as Stacey Abrams, Dr. Robert Bullard, and Dr. Leah Stokes.

To support the nation's youngest children, the Early Years Climate Task Force released an Action Plan outlining how early years providers, policymakers, businesses, philanthropy, and researchers can support healthy, resilient development in a changing climate. Through K12 Climate Action, the Task Force partnered with leading organizations to create key resources for education stakeholders, including a School Board Climate Action Toolkit, an Educator Advocacy Toolkit, and a guide on the Inflation Reduction Act for schools.

Finally, This Is Planet Ed launched the Planet Media Task Force, co-chaired by Gary Knell and Katharine Hayhoe, to help leverage the reach and influence of media to empower children and their families in building a scientifically grounded understanding of climate change and solutions.

In 2023, This Is Planet Ed staff, Task Force members, and publications were featured in **25 nationwide news stories** and op-eds, including *CNN*, *USA Today*, *U.S. News & World Report*, and more.



Senior Fellow Laura Schifter with Early Years Climate Action Co-Chairs Antwanne Ford and Diana Rauner on Capitol Hill for the launch of the Higher Ed Climate Action Plan

# A CLIMATE LESSON PLAN



# A CONNECTED GENERATION

A Morocco-U.S. team of Stevens Initiative Fellows launched the Building Grassroots Leaders project to empower young people to create change.

The Stevens Initiative, led by Executive Director Christine Shiao, is an international leader in virtual exchange, which brings young people from diverse places together for dialogue and discovery through everyday technology. Their Fellowship, supported by the U.S. Department of State's Bureau of Educational and Cultural Affairs, provides virtual exchanges for youth from the United States and the Middle East and North Africa in order to build meaningful relationships, foster global learning, and explore what it means to be a leader. But the opportunity for impact lives well beyond the duration of the fellowship.

In 2023, a pair of alumni Fellows from Morocco and the United States teamed up to pay it forward. Their project is called Building Grassroots Leaders, an initiative designed to empower young people in each community to understand the importance of individual climate action and the role that grassroots leadership can play in sustainability efforts.

Jamila Naboulsi of Morocco was part of the Global Education Benchmark Group's Sustainable Development Virtual Exchange in 2020 and Mariama Bah of the United States was a part of the Engineering World Health's VEIC Exchange in 2022, and with Building Grassroots Leaders, they're taking and fostering action in their communities to confront local sustainability challenges.

"The Building Grassroots Leaders program came about working with Jamila and thinking about what climate and sustainability looks like on a global level with large institutions working around climate action," says Bah, "and then trying to flip that and question to see what that looks like on a local level."

Building Grassroots Leaders had 24 participants in both Tangier, Morocco, and New York City, and included three-day bootcamps for local community-focused learning and a day of community service with an emphasis on sustainability, as well as all manner of content on environmental conservation, grassroots leadership, and cross-cultural understanding.



Co-Founder of Building Grassroots Leaders Jamila Naboulsi

“Building Grassroots Leaders facilitated connections with local community leaders and NGOs, which provided participants with valuable networking opportunities and the potential for future collaborations.”

–Mariama Bah, Co-Founder of Building Grassroots Leaders

# THE FRONT LINE OF DEMOCRACY

The Global Changemakers Workshop puts youth at the center of international leadership.

In November 2023, the Aspen Institute’s International Partners, led by Director Jonathon Price, and Aspen Institute Germany hosted the inaugural Global Changemakers Workshop: Democracy Forward. This event, held in Berlin, Germany, marked the first time all the Institute’s International Partners collaborated on a joint program focused on the next generation and rising youth leadership. The workshop, which was dedicated to deepening understanding, fostering collaboration, and igniting action in defense of democratic values, gathered nearly 40 dynamic, young leaders from 21 different countries.

Central to the workshop were seminar sessions that explored classical texts fundamental to democratic theory, analyzed the pressing challenges confronting democratic systems today, and inspired participants to take proactive roles in safeguarding and revitalizing democracy on a global scale and within their own communities. A pivotal component in the workshop was a geopolitical simulation based on the 2024 G20 summit in Rio de Janeiro, Brazil. This simulation provided participants with a hands-on opportunity to hone their skills in diplomacy, consensus-building, and advocacy. By immersing themselves in real-world scenarios, the participants gained practical insights into the complexities of international relations and the importance of inclusive decision-making.

The Aspen Institute’s U.S. programs—such as Aspen Challenge, Aspen Digital, Enterprise Development, and the Stevens Initiative—also played key roles in the workshop, connecting the Global Changemakers to the Institute’s current work on democracy promotion and other challenges facing youth today. Each Global Changemaker received a toolkit, “What’s Next,” featuring Institute resources and opportunities to engage with the Institute’s upcoming programming priorities, events, and thought leadership. After returning to their respective countries and communities, many of the participants have continued to connect with the Institute and remain in active communication with one another. Going forward, they carry the knowledge, skills, and support of the Aspen Institute and its partners to drive innovative changes in their communities and safeguard the future of democracy.



The Global Changemakers: Democracy Forward Workshop in Berlin, Germany

“The format is really the best way to be open in a debate and a discussion, which is honestly something that I cannot find anywhere else but Aspen.”

—Blas Moreno, Aspen Institute España Nominee

# INVEST IN YOUNG PEOPLE

The data is in: The impact of connecting young people to jobs and education is transformational.

The Aspen Forum for Community Solutions, led by Executive Director and Vice President Steve Patrick, was launched in 2012 along with its flagship initiative, the Opportunity Youth Forum and Fund (OYF), which came out of the work of the White House Council on Community Solutions. At that time, the White House was attempting to connect America's 6 million opportunity youth (young people ages 16-24 who are not in school or working) with jobs and education. By 2019, the number of opportunity youth in the United States decreased by more than 1 million young adults with the support of OYF's community collaboratives working to improve outcomes for youth. Fast forward to 2023 and the Institute's Forum for Community Solutions was celebrating 10 years of impact, partnering with more than 40 foundation and donor partners to invest over \$30 million in grants to communities supporting youth to achieve education and employment success. In 2023 alone, more than 150,000 young people were reconnected with work or school across the OYF network.

The initiative continues to thrive, expanding from the original 21 communities to what is now a national network of over 40 local collaboratives dedicated to the success of opportunity youth. The Institute's OYF brings these communities, young people, leaders, and funders together in person twice a year as part of a larger field-building and systems-change effort. The OYF journey has been marked by partnerships with urban, rural, Indigenous, and tribal communities, all with the common goal of expanding pathways to transform and enhance the educational and employment outcomes of youth and young adults. Moving forward, the Opportunity Youth Forum and its partners have committed to a new 10-year plan to reduce national opportunity youth numbers by 50 percent by 2033. Within the Institute alone, a multimillion-dollar funder commitment—the initiative's largest ever—spurred the Opportunity Youth Forum to pledge to reduce the numbers of opportunity youth by 500,000.

Engaging opportunity youth can mean **\$2 billion** in direct savings to taxpayers over the lifetime of those young people (and an additional **\$4 million** in reduced social costs) every year.



Opportunity Youth Forum attendees and partners connecting between sessions

# A HISTORIC COMMITMENT

The Aspen Institute announces the Center for Rising Generations thanks to a transformational gift from the Bezos Family Foundation.



Aspen Challenge participants at the Aspen Ideas Festival

In August 2024, the Aspen Institute and the Bezos Family Foundation announced the founding of the Center for Rising Generations at the Institute. Through a historic investment of \$185.7 million—the largest gift ever made to the Aspen Institute—the Center will exist in perpetuity as a resource for youth and young adults. Its vision, in service of the Institute’s purpose and mission, is for civil dialogue, civic engagement, and leadership development to become integral parts of the journey to adulthood for young people in the United States and around the world.

The Center for Rising Generations reflects the shared commitment of the Aspen Institute and the Bezos Family Foundation to support young people—a major emphasis of the Institute’s strategic plan. The Center will use \$175 million of the total investment to establish a permanent endowment, with \$10.7 million supporting the Center’s operating costs

in its early years. The Aspen Institute has long invested in young people’s leadership and development; now, the Institute can enhance its existing portfolio of programs focused on youth and young adults and engage young people in more of its programs and offerings.

The Center will be led by Kaya Henderson, the former chancellor of Washington, DC, Public Schools, the founder and CEO of the education technology company Reconstruction, and a Fellow in the Aspen Global Leadership Network. “This extraordinary investment from the Bezos Family Foundation,” says Henderson, who will also serve as an Executive Vice President at the Institute, “will enable the Aspen Institute to use our many assets and relationships in service of a vision to engage, equip, and empower the young.”

The Aspen Institute will hold a public launch for the Center for Rising Generations in 2025.



# HOW TO LEAD IN A DIGITIZED WORLD

Aspen Digital helps changemakers strengthen U.S. election resilience and cybersecurity in the face of generative artificial intelligence and new online threats.

## The Aspen Cyber Summit featured:

- 13** Sessions
- 34** Speakers
- 7** Topical Breakout Lunches
- 350** In-Person Attendees
- 1,300+** Viewers at Home
- 1** Bagpiper



Aspen Cyber Summit

Aspen Digital, led by Executive Director and Vice President Vivian Schiller, is supporting informed civic participation and social trust in the face of fast-evolving AI tools. Through results-oriented events and resources, Aspen Digital's AI Elections Initiative is empowering those who administer elections, make policy, build technologies, and shape the information environment so that they can fulfill their essential roles in strengthening elections—the cornerstone of American democracy—through Election Day and beyond.

In 2023, Aspen Digital conducted an extensive research and landscape analysis, meeting individually with over 100 experts across the tech industry, elections administration, news media, and civil society. The AI Elections Initiative then set up a full agenda of high-level meetings for information-sharing and education among these key players.

Aspen Digital also held its eighth annual Aspen Cyber Summit in November 2023.

Cybersecurity intersects with every aspect of modern life, from clean drinking water to financial transactions to free and fair elections. This is a human problem as much as it is a digital one, and it can't be fixed with lines of code alone. Attackers exploit psychology, not just technology. Cybersecurity involves everyone, everywhere.

The Aspen Cyber Summit brings together leaders from across industries, who then take away a clear understanding of what's at stake and what role they can play in building a more secure future. Expert speakers included top representatives from the White House, the U.S. Securities and Exchange Commission (SEC), Google, Okta, and more. Erik Gerding, SEC director of corporation finance, used the occasion to break news by shedding light on the Commission's rules for disclosing cybersecurity incidents. Meanwhile, Google announced at the event that it would give 100,000 new Titan Security Keys, its highest form of cyber protection, to high-risk individuals around the world.

# THE HENRY CROWN FELLOWSHIP AT 25

The Institute's flagship Fellowship reaches a milestone.

In 2023, the Aspen Global Leadership Network's Henry Crown Fellowship, led by Executive Director Tonya Hinch, celebrated its 25th anniversary in Chicago with more than 40 percent of the Fellowship attending to mark this milestone. The program honored its founders, including Francis Hoffman, whose vision along with his late wife, Muriel Hoffman, laid the foundation for the Fellowship. The 25th Anniversary also recognized the tremendous contributions of Henry Crown Fellowship Board Chair Bill Mayer, as well as long-time supporter Lester Crown and the entire Crown family. The anniversary also paid tribute to its namesake, Chicago industrialist Henry Crown, whose legendary career was marked by a lifelong commitment to honor, integrity, industry, and philanthropy.

Fellows gathered around the seminar table for readings and discussions; joined in on impact dialogue sessions; heard from Steve Crown, Henry Crown's grandson, in conversation with 2007 Henry Crown Fellow Jessie Woolley-Wilson; and danced the night away at Chicago's Field Museum before closing Sunday morning with a lineup of Fellows presenting on their societal impact. It was truly a testament to the power of the Henry Crown Fellowship community and the profound impact the Fellowship has made over two decades.

The Henry Crown Fellowship Program, established in 1997, seeks to develop the next generation of community-spirited leaders, providing them with the tools necessary to meet the challenges of business leadership in the 21st century. Each year, a class of 20–22 leaders is chosen to engage in a thought-provoking journey of personal exploration—to move beyond success to a place of growing significance in the world.



Henry Crown Fellow and Trustee Jessie Woolley-Wilson and the Henry Crown & Company's Steve Crown

## The Food Leaders Fellows make on-the-ground impacts in the battle against food insecurity.

Food and Society, led by Executive Director Corby Kummer, brings together public health leaders, policymakers, researchers, farmers, chefs, and entrepreneurs to find practical solutions to food system challenges and inequities. Individually and as a group, they bend food systems toward greater sustainability and equity. Food and Society's goal is to help people of all income levels eat better and more healthful diets—and the Food Leaders Fellowship finds and nourishes the leaders poised to make that happen.

The inaugural cohort started in August 2022 and completed their 18-month program in February 2024. Throughout the Fellowship, the group worked to evolve and achieve their action plans. Here are just a couple examples of their accomplishments:

- Delia Johnson, the COO of the Military Family Advisory Network, created an action plan focused on supporting military families when they go through a permanent change of station. This is a time when families are most vulnerable—one in six experience food insecurity. Delia and her team designed a Pantry Restock Box that replaces household and food items often lost when families must pack up their homes and move. Families who screen for food insecurity will also have the option of receiving three months of Instacart food deliveries. The program's pilot was launched at Fort Cavazos, Texas, and Delia is gathering real-time data that can then be used at other installations across the country.
- Lucie Blankenship, the global marketing director at PepsiCo, focused her action plan on increasing access to nutritious food by leveraging the power of the company's brands. This would be done by inspiring the public to join the PepsiCo Foundation's goal to achieve zero hunger in their communities. Lucy successfully executed a partnership between Food for Good—the PepsiCo Foundation's signature food security program—and the Frito-Lay team within Kroger grocery stores. This resulted in the first in-store campaign that provided over 200,000 summer meals to children at 23 Boys and Girls Clubs in 2023.

The second Food Leaders cohort is deep in their Fellowship and the third was announced in June 2024.

The Food Leaders Fellowship received nearly **300 applications** for its latest class, the highest since the fellowship launched in 2022.



Food Leaders Fellows

# HUNGRY TO LEAD



The classic Aspen Method of text-based dialogue continues to create thoughtful, equitable, and ethical leaders.

Carrying forward Walter Paepcke’s vision to cultivate more self-aware, self-assured, and self-correcting leaders, and as a key pillar of the Institute’s five-year plan, the Leadership Seminars department develops immersive, reflective leadership seminars for individual leaders, their teams, and their organizations.

Underpinned by the Aspen Method of text-based dialogue, these experiences create dynamic, brave spaces that engage participants in challenging conversations about enduring questions of ethical, effective, and humanistic leadership. Available in a variety of lengths, themes, and locations, Seminars and the Office of Curriculum and Moderators, led by Executive Director Todd Breyfogle, includes programs for individuals (e.g., the flagship Aspen Executive Seminar and flash seminars available free of charge to the public); programs for organizations in the form of Custom Leadership Seminars; and Intra-Aspen Leadership Seminars designed for the Institute’s policy programs, international partner programs, and staff.

In 2023, seminar participants included the vice president of and chief scientists at Leidos; chief of equity and belonging at Teach for America; chief of the Office of Trade and Labor Affairs at the U.S. Department of Labor; a U.S. Air Force colonel and commander of the Special Warfare Training Group; and the president of the Kern Family Foundation. While custom leadership seminars brought together the boards, senior leadership teams, global marketing executives, and scholars of organizations like Microsoft, HP, Stanford University School of Medicine, and YPO Forum to collectively explore values, build a common language, and strengthen trust.

“The selection of reading was very powerful. There was a clear thread. They made us reflect on the journey we’re on as individuals but also as business leaders and what we represent to our team members.”

–HP Custom Leadership Seminar participant



Aspen Executive Seminar participant on Leadership, Values, and the Good Society

# LIVING LEGACY: SEMINARS





Aspen Executive Seminar

## Leading Locally

### **The Hurst Community Initiative brings executive leadership to the Roaring Fork and Colorado River valleys.**

In January 2024, Aspen Community Strategies Group, led by Co-Executive Directors Chris Estes and Bonita Robertson-Hardy, absorbed the Colorado-based Hurst Community Initiative, a local engagement program focused on supporting leaders across the Roaring Fork and Colorado River valleys. With an emphasis on building trust, strengthening relationships, and working to improve connectivity in rural communities, the Hurst Community Initiative is a catalyst for collaborative innovation focused on economic vitality, housing stability, wellness, and disaster response. The Initiative's flagship offering is the Hurst Leaders Forum, a six-week immersive course modeled on the Institute's Executive Leadership Seminars program. The Forum convenes the region's most influential leaders, including school district superintendents, mayors, city councilors, county commissioners, police and fire officials, city managers, executive directors, health care professionals, community organizers, educators, entrepreneurs, and public policy professionals.

# HISTORY OF RACISM



National Memorial for  
Peace and Justice

## Religion and Society’s Racial Justice and Religion Collective finds trauma and community on a journey to Alabama.

The Racial Justice and Religion Collective—a project of Religion and Society led by Director Josh Good—is a group of faith leaders from Christian, Islamic, Judaism, Sikh, and Universalist Unitarian communities. Together, they made a pilgrimage to Birmingham and Montgomery, Alabama, in October 2023 to more deeply understand the history of racial injustice.

Through rituals and remembrances, visits to museums and monuments, and by refusing to flinch from the most troubling facts of American history, the Collective came to see a cohesive story of the impact of racial injustice on people of African descent in the United States.

“The Alabama Pilgrimage was an amazing opportunity to connect with my familial history and its connection to the story of race and religion in the United States,” said Collective member Kia Smith, the senior director of communications at Mothers Out Front.

The Collective began their journey at the bank of the Alabama River, where slave traders transported enslaved Africans to Montgomery’s port in order to sustain the U.S. domestic slave trade. There, they participated in rituals that grounded the group and honored the spirits of the ancestors who surrounded them.

Collective members walked to a beautiful fountain in downtown Montgomery that sits on the site of the city’s bustling slave market, where only a discreet historic marker across the street notes its former use.

The racial narrative was brought to life further with a visit to the Legacy Museum, where the group was faced with vivid images of the transatlantic slave trade, the U.S. domestic slave trade, the scourge of lynching, the evils of Jim Crow, and the realities of the new Jim Crow—mass incarceration. The visit left Collective members grappling with grim atrocities within American history, but they also experienced moments of hope at the Legacy Museum, walking through a gallery of accomplished ancestors and passing images of laughing children as they left the space dedicated to Black lives.

“Although I have been to Montgomery before, our visit to the Legacy Museum underscored the reality and truth that the U.S. of A. and its economic vitality was built on the backs of enslaved people,” shared Collective member Michael Mata, the director of Network Engagement and Leadership Development at TogetherLA. “I conceptually knew that, but the museum made that clear. Also, it gave me ‘new’ vocabulary. *Kidnapped* was added to my previous takeaway of *enslaved* rather than *slaves*.”

The group gathered water from the Alabama River, where the bones of enslaved Africans who refused to die in bondage laid on its floor. After blessing the water, Collective members were invited to fill small jars with the water, embodying the living memory of those ancestors.

Ekemini Uwan, a Religion and Society senior adviser and Collective member, reflected on the power and importance of the visit. “Walking in the ancestors’ footsteps was harrowing, transformative, and powerful,” she said. “The pilgrimage blessed me beyond measure.”

The Collective toured the Birmingham Civil Rights Institute and gathered with the Community Foundation of Greater Birmingham, which included a short film screening.

The bombing at the 16th Baptist Church in 1963 made an indelible mark on the nation, and on their visit, the Collective met with Reverend Arthur Price, Jr., the senior pastor at the 16th St Baptist Church, to learn about the terrible tragedy of the KKK bombing and its ongoing impact.

Collective member Dr. Russel Jeung of San Francisco State University summed up the experience: “The pilgrimage haunted me as I walked where the enslaved were led to their auctioning blocks, sat with survivors of KKK bombings, and grieved over the thousands of lynching sites throughout the American South. I am more committed than ever in disrupting the binary of white supremacy and Black abjection as our racial narrative.”

# YOUTH FIRST



The Aspen Institute's Global Opportunity Youth Network is amplifying the potential of young people around the world.

Participants at the fourth annual GOYN Global Convening in Mombasa

**A**t 1.8 billion-strong, the world's population of young people is massive and vibrant. But globally, 600 million of those youth are not connected to education, training, or formal jobs—making them the planet's greatest untapped natural resource. The Aspen Institute's Global Opportunity Youth Network (GOYN), part of the Aspen Forum for Community Solutions, aims to remedy that. Founded in 2018, GOYN currently operates in 20 communities across nine countries, where its dynamic network of partners creates employment pathways and improves economic mobility for "Opportunity Youth," or young people (ages 15-29) who face various external barriers to accessing decent employment and education and realizing their full potential. In partnership with a range of committed global organizations, starting with key strategic partner Global Development Incubator, and including Prudential Foundation, Accenture, Fondation Botnar, Vitol Foundation, Conrad Hilton Foundation, W.K. Kellogg Foundation, Catholic Relief Services, IREX, and Western Union Foundation, GOYN plans to expand to 30 communities by 2025.

To do this, GOYN engages partners and young people who have a deep understanding of the local context to lead the way in influencing change in order to create lasting economic opportunities—often with a focus on social goods like environmental sustainability and gender equity—for youth in cities and rural communities around the world. Young people are both architects and beneficiaries of GOYN's locally rooted, collaborative approach. For example, there's Bheka Mbonambi, a member of the Youth Advisory Group for GOYN eThekweni in South Africa. A trained horticulturalist, Mbonambi founded the Enriching Foundation Through Sustainability project to inspire young people from disadvantaged communities to leave a better legacy for the planet. Mbonambi believes his organization can unlock youth minds by exposing them to potential career paths in horticulture and environmental science. There's also Aasiya Shaikh, a youth outreach coordinator for the Lighthouse Communities Foundation—which anchors GOYN's work in Pune, India—and a founding member of the GOYN Pune Youth Advisory Group. Shaikh grew up in a family of 13 in a disadvantaged neighborhood in Pune and knows firsthand the transformative power of steady, meaningful work.

Young leaders like these are critical partners as GOYN seeks to connect at least 1 million Opportunity Youth globally with greater economic mobility and help millions more gain access to opportunity through 2030. By building community-based collaboratives that galvanize stakeholders across the overall employment ecosystem to work together

to accelerate young people's ability to find livelihoods and thrive, GOYN ultimately will create more stable and dynamic communities.

Last year marked a significant milestone for GOYN as the network celebrated five years of impact and progress. In November 2023, GOYN hosted its fourth Annual Global Convening in Mombasa, Kenya, in collaboration with local partner, Swahilipot Hub Foundation. The four-day event brought together more than 350 attendees from over 15 countries and 23 cities, both in-person and virtually. Attendees participated in multiple languages, with simultaneous interpretation available in English, French, Hindi, Portuguese, and Spanish, ensuring inclusivity and broad participation. The theme, "Accelerating Inclusive Pathways to Economic Resilience," spotlighted stories and practices that prepare communities to anticipate, withstand, and recover from economic challenges, with a strong emphasis on youth leadership and voice. The event featured 158 presenters across various plenary sessions, breakout groups, and performances.

There was "Building Community Resilience through Authentic Youth Partnership," which explored how youth engagement and partnership inform GOYN's design and implementation. The session also highlighted the critical role of Opportunity Youth in piloting these strategies. In "The Power of Place: How Local Context Matters for Development," participants looked at place-based solutions—including unique physical spaces, like tech hubs and incubators—to address local challenges. In "Movement Building: Resilience for the Future," GOYN young leaders, community members, and global allies reflected on five years of progress and impact—before strategizing on a vision for the future and what might be accomplished over the next five years to accelerate a global movement and connect millions of Opportunity Youth to decent work. And those were just a few of the conversations held at this multi-day event, with young leaders at the forefront of it all.

In fact, in an illustration of the primacy of youth voice and power, approximately 64 percent of the event's participants were under age 35. In addition to engaging publicly on a global platform, many were traveling outside of their home communities for the first time. For those young people, the event was a major achievement. GOYN's Annual Global Convening provided a unique platform for these young leaders to share their experiences, learn from each other, and inspire collective action, highlighting the potency of peer-to-peer collaboration and the resilience that Opportunity Youth bring to the pursuit of sustainable livelihood opportunities worldwide.



Leadership is not about papers and degrees. It's about skills and opportunities, giving chances, and believing in young people."

—Mahmoud Noor,  
Director, Swahilipot Hub  
Foundation, Anchor Partner  
for GOYN Mombasa

# GOOD DESIGN: FROM BAUHAUS TO ASPEN

Exhibits, education, and engagement abound at the Resnick Center for Herbert Bayer Studies.

**N**ow in its third year of operation, the Resnick Center for Herbert Bayer Studies (the Bayer Center), led by Executive Director Lissa Ballinger, is a 7,000-square foot exhibition space dedicated to preserving the legacy of artist and designer Herbert Bayer (1900–1985), who studied and taught at the Bauhaus before emigrating to the United States in 1938. Between 1946 and 1975, Bayer was instrumental in the Aspen Institute’s postwar revitalization, designing the Institute’s campus and shaping the organization’s early artistic and programmatic vision. The Bayer Center celebrates the interdisciplinary nature of Bayer’s legacy by promoting an understanding of his art and design through its collection, exhibitions, public programming, community engagement, research, and educational initiatives.



A model of Herbert Bayer’s *Outside-In Globe* in the Resnick Gallery, part of the exhibition *Charting Space: Herbert Bayer’s World Geo-Graphic Atlas at 70*

Tony Pitkryl

## Currently on View



### **Bauhaus Typography at 100**

*Bauhaus Typography at 100*, the third exhibition presented by the Bayer Center, opened in June 2024. It explores the Bauhaus school's unique legacy in graphic design and typography through artifacts of its own making—books, magazines, course materials, product catalogs, stationery, promotional fliers, and other ephemera—as well as objects created by its many students and teachers before and after the time of the school. The exhibition draws a throughline from the Bauhaus's iconic style to the shape of typography today.

### **Charting Space: Herbert Bayer's World Geo-Graphic Atlas at 70**

Andrew Travers, the inaugural Penner Manager of Educational Programming, curated this two-year educational presentation titled *Charting Space: Herbert Bayer's World Geo-Graphic Atlas at 70*, which is intended for visitors of all ages but particularly for educators and their K-12 students. Making use of interactive elements and multimedia experiences, the installation uses Bayer's *Atlas* as a springboard to explore current issues related to the world, including travel, natural resources, population, and conservation.

## Educational Outreach



### **K-12**

During the 2023/24 school year, the Bayer Center directly connected with more than 1,200 young people from 17 schools between Aspen and Grand Junction, Colorado, with programs intended to introduce students, from kindergarten to grade 12, to its exhibitions. Field trips also included tours of the Aspen Institute campus, where students could experience Bayer's earthworks, sculpture, and architecture.

### **Adult Education Initiatives**

The Bayer Center hosted multiple, accessible, and free events throughout the year, including a September 2023 outdoor talk with art conservator Mike Carpenter, who oversaw the restoration of Bayer's *Kaleidoscreen* sculpture on campus, and a December talk at Paepcke Auditorium with artist and Bayer assistant Richard Carter, presented in partnership with the Institute's Aspen Community Programs and moderated by Society of Fellows Senior Director Genna Moe.

**In one year of K-12 programming, the Bayer Center connected with 1,200 students from 17 schools.**

## Key Exhibits

### ***A Total Work of Art: Bauhaus-Bayer-Aspen (2019)***

Created in 2019 in conjunction with the Aspen Institute's centennial celebration of the Bauhaus, *A Total Work of Art: Bauhaus-Bayer-Aspen* presented an overview of the evolution of the Bauhaus, the influential school and movement where Bayer studied and taught that operated in Germany between 1919-1933. The exhibition featured reproductions of archival materials and concluded with a focused survey of Bayer's innovative exhibition designs.

### ***Herbert Bayer: An Introduction (2022)***

The inaugural exhibition, *Herbert Bayer: An Introduction*, curated by Bayer expert Bernard Jazzar, was the first major U.S. exhibition since 1973 to present such a full range of the artist's work from the late 1910s to the mid-1980s. The survey exhibition provided a contemporary reexamination of Bayer's career, focusing on his role as a fine artist. With over 150 pieces arranged across 13 galleries, Bayer's artworks were presented chronologically, from his teenage sketches to paintings from his final decade in Montecito, California. The exhibition included dozens of rarely exhibited drawings, gouaches, and watercolors as well as tapestries, sculpture, publications, works on paper, ephemera, and historical photographs.

### ***Concept of a Visualist: Herbert Bayer's World Geo-Graphic Atlas (2023)***

This exhibition examined Herbert Bayer's 1953 *World Geo-Graphic Atlas*, a landmark work of visual education and modernist design. Marking the 70th anniversary of the *Atlas*'s publication, this was the first exhibition devoted to the groundbreaking and influential work, which has come to occupy a key place within graphic design history. In addition to exploring Bayer's contributions to map design and scientific illustration, *Concept of a Visualist* provided new insights into Herbert Bayer's larger body of artwork and highlighted the *Atlas*'s continued relevance for audiences today.

## KEITH BERWICK | 1929–2024

Keith Berwick shaped the very essence of what we have come to know and love as the heart and soul of fellowship at the Aspen Institute. As the esteemed founding director of the Henry Crown Fellowship Program, co-founder of the Aspen Global Leadership Network, and an emeritus trustee, he had often said the time spent with the global community of Fellows has been the most significant period in his life.

Berwick also served as the executive vice president for seminars and a senior moderator of the Aspen Institute. He was a “moderator’s moderator”—moderating hundreds of seminars and acting as a wise mentor and friend to hundreds of Aspen Global Leadership Network Fellows and moderators over the years. Berwick touched the lives of countless people throughout the Institute, leaving behind a legacy marked by moral courage and an unrelenting quest to understand “the other.”

“No matter what was going on in the world, Keith leaned in with love and empathy, and encouraged others to always do the same,” says Bill Mayer, chair of the Henry Crown Fellowship Board of Overseers. “I will always be grateful for Keith’s friendship and guidance.”

Berwick had a special ability to bring “like-hearted” people together—helping those who come from different backgrounds and hold opposing views to see their common humanity. “To gain trust, you must first trust yourself, prove yourself trustworthy, and then extend your trust to others,” Berwick once shared. “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.”

“We must make love irresistible,” Berwick was known to say. As an AGLN and Aspen Institute community, we celebrate Berwick’s incredible 95 years of life, and “what he gave us—the gift of each other. Across time and space and across the world,” as so aptly shared by his long-standing friend and colleague Martha Lange. His guidance at soul-tending will remain with all of us whom he touched so deeply with his care.

May we honor his memory by striving to lead with an infinite capacity for love.





## PAUL F. ANDERSON | 1938–2023

As a beloved friend and esteemed lifetime trustee, Paul F. Anderson's legacy at the Aspen Institute is indelible, and his contributions will continue to shape the mission of the organization for years to come.

Anderson joined the board of the Aspen Institute in 1996 and was a champion for the Institute both in the United States and abroad throughout his 27-year tenure. Notably, he was the founding chair of the International Committee in 2003 and a key driver behind the 2006 Statement of Strategic Intent for the Institute's global initiatives.

A committed supporter of Aspen Institute seminars, Anderson understood the criticality of the seminar moderator, and thus generously contributed his time, expertise, participation, and resources to ensure the success of moderator training and development programs worldwide.

Beyond his contributions to the Aspen Institute, Anderson's professional career was distinguished by over 40 years at Booz Allen Hamilton, where he retired as a senior partner. He led groundbreaking research and consulting efforts in organizational leadership, including pioneering collaborations with the World Economic Forum. Anderson also served on the boards of the University of Chicago Medical Center and the Lyric Opera of Chicago, reflecting his broader commitment to community and cultural enrichment.

Anderson's wisdom and warmth were cherished by all who knew him. He was a beloved husband to Mary Anderson for 58 years, as well as a father, grandfather, brother, and mentor to so many, both at the Aspen Institute and beyond. He will be deeply missed.



## WILLIAM H. DONALDSON | 1931–2024

William H. Donaldson was a dedicated supporter of the Aspen Institute and a prominent figure in American business, government, and academia.

Throughout his extensive career, he held many distinguished positions, including chair of the Securities and Exchange Commission; chairman, president, and CEO of Aetna, Inc.; chairman and chief executive of the New York Stock Exchange; and co-founder of the influential investment bank Donaldson, Lufkin & Jenrette.

Donaldson served as a trustee of the Aspen Institute from 1999 to 2003 and continued as trustee emeritus until his passing.



## SANDRA DAY O'CONNOR | 1930–2023

We honor the remarkable life and contributions of Sandra Day O'Connor, a distinguished lifetime trustee and cherished friend of the Institute.

Justice O'Connor, who served as an associate justice of the Supreme Court of the United States from 1981 to 2006, was the first woman to serve as a U.S. Supreme Court justice. In 2009, she was awarded the Presidential Medal of Freedom by President Barack Obama. She will be remembered for her service to the nation.

Elected as a lifetime trustee in 2010, Justice O'Connor made significant contributions to the Institute's programs, including her frequent appearances at the Aspen Ideas Festival and the establishment of the Sandra Day O'Connor Conversation Series. She was a passionate advocate for judicial independence and civic education. Her impactful legacy will endure at the Aspen Institute and beyond.



## HENRY KISSINGER | 1923–2023

Henry Kissinger, was an influential diplomat, political scientist, and dedicated lifetime trustee for over two decades.

Dr. Kissinger served as United States Secretary of State from 1973 to 1977 and National Security Advisor from 1969 to 1975, in the presidential administrations of Richard Nixon and Gerald Ford. He is remembered for his ambition and intellect, and his profound impact as a statesman and diplomat.

In 2013, the Aspen Institute honored Dr. Kissinger with the Global Leadership Award, presented by Madeleine Albright. The Aspen Institute is privileged to have benefited from his wisdom and leadership.



## RICHARD BRADDOCK | 1941–2024

Richard Braddock was elected to the Board of Trustees in 2010 and became an Emeritus Trustee in 2022, Richard was an engaged and invaluable member of both the Finance Committee and the International Committee throughout his tenure.

Richard's legacy is particularly evident in his generous support of the Institute's Braddock Scholars Program, which from 2015 to 2023 empowered Aspen Global Leadership Network Fellows to drive transformational change through their ventures. He took immense pride in the Scholars, and his commitment was reflected in the participation of over a dozen Institute trustees who served as mentors.

## LETTER FROM MARIA LAURA ACEBAL



Change-making is a team sport, and our Board of Trustees is an indispensable player in all we do. We rely on their seasoned leadership and unwavering dedication to fully live into the promise of our purpose: *to ignite human potential and create understanding and new possibilities for a better world*. Thanks to their steadfast support, we are a stronger organization that never stops asking how we can be better and do better.

In 2023, we embarked on a new Institute-wide five-year strategic plan, stewarded by our Board of Trustees. The result of their imagination and commitment is a powerful articulation of the enduring strengths of the Institute, coupled with the courage to break new ground for greater relevance and impact. Together, we remain energized by how the Institute can further its mission for a brighter global future. On behalf of all my Aspen Institute colleagues, I extend heartfelt appreciation to our esteemed Board of Trustees for all that they do, especially for always driving us to dream and deliver big.

Maria Laura Acebal  
Vice President of Strategy and Corporate Secretary



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## LETTER FROM SUZANNE BERGER

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It is an honor to thank you for your engagement, support, and partnership in ensuring that the Aspen Institute remains strongly positioned to drive change through dialogue, leadership, and action to help solve the greatest challenges of our time.

As Margot and Dan write in their opening letter to this report, a key milestone for the Institute in 2023 was the culmination of an extensive planning process that led to the adoption of our five-year strategic plan. This plan reaffirmed our purpose and identified key strengths to build on in the years to come, including Leadership, Rising Generations, and Societal Trust in conjunction with our enduring key impact areas of Energy and Climate and Economic Opportunity.

I joined the Aspen Institute in January, and compelling me to join was the strength of the Institute's brand, Board, programs, and leadership team, as well as the opportunity to play a meaningful role in creating a fundraising campaign to support the strategic plan. Leveraging key strengths built over decades to amplify our impact and reach at a watershed moment in our country's and world's history is an audacious and exciting goal that we will formally pursue as we celebrate our 75th anniversary.

Thank you to our trustees, program donors, Society of Fellows, Paepcke and Aspen Legacy Society members, and corporate and foundation partners for ensuring 2023 was strong and successful. Your support is a critical and enduring source of strength.

I welcome the benefit of your insights, advice, feedback, and ongoing donor support with the greatest appreciation in the year ahead. Thank you for all that you do for the Aspen Institute.

Sincerely,

Suzanne Berger  
Executive Vice President for Institutional Advancement

Three remarkable leaders pursue ideals, purpose, and intellect at the Aspen Institute.



Aman Kumar

### Aman Kumar

Aman Kumar, a Vanguard member of the Society of Fellows, is the founding partner of a stealth venture firm aimed at reshaping Silicon Valley investing and founder of a public health nonprofit focused on adults born preterm. He previously co-lead product marketing for Meta's expansion into enterprise software, and he was instrumental in SAP's corporate transformation. He co-launched Estonia's e-Residency program, developed cloud strategy for the world's largest hedge fund, and managed strategy for MobileIron before their NASDAQ IPO. Kumar graduated with honors, distinction, and Phi Beta Kappa from Stanford University and holds an M.B.A. from Harvard Business School, where he was nominated for the Dean's Award. In 2005, Kumar was recognized as California's top male graduating high school senior by President Bush at the White House. To ensure his legacy of impact continues to support the Institute's mission, Kumar has generously included the Institute in his estate plans.

#### **What does being part of the Society of Fellows community mean to you?**

At its core, the Society of Fellows is an intergenerational network where 20-somethings and 80-somethings can connect authentically and speak frankly about shared and global challenges. It seems that there are fewer and fewer spaces that can hold this kind of dialogue, especially outside of a university setting. In my own professional life, excluding academia, it is rare to find oneself in a room with 60 years of age difference and a shared commitment to common civic values.

Furthermore, because of the breadth of the Aspen Institute's overall programming, each member of the Society of Fellows brings to the group their own particular interests and passions. The nature of the discourse is thus guaranteed to be broad and varied. In fact, it is outright idiosyncratic: I have found most Society of Fellows members to be secret (or not-so-secret!) nerds or policy wonks, and in any gathering, it is only a matter of time before a member comes alive in a deep discussion on their specific expertise for the benefit of others in the group.

The community therefore represents a special diversity across generations, life experiences, and topical interests. It is also comparatively egalitarian, where apart from a modest financial commitment, the sole prerequisite is curiosity about and sensitivity to the world beyond oneself.

#### **What excites you the most about the Aspen Institute's collaborative exchanges of ideas, and what aspects of the mission resonate most deeply with you?**

My first exposure to the Institute was as a college student, and there are two features that continue to draw me back. The first is the sheer range of programs, fellowships, and topics through which the Institute makes an impact. No matter one's area of interest, it seems that the Aspen Institute already has a mechanism to deepen that interest and become connected to others who resonate with it. But beyond one's own interests—and where I believe the organization's true relevance and utility becomes apparent—is

in introducing novices to one-off topics. If in the course of my day-to-day work I come across a question about urban innovation, or recidivism, or food security, it is a quick note to the Aspen Institute to get started on an answer.

The second feature that brings me back is the organization's intellectual humility. Anyone affiliated with the Aspen Institute is there because they want to deepen or broaden their own intellectual base: nobody believes they have all the answers, or that it is even desirable for one person to know everything. This commitment is shared at all levels, from staff to the Board to speakers, and it is particularly refreshing—even rejuvenating—when so many other spaces are becoming echo chambers or succumbing to intellectual retrenchment.

**What distinguishes the Aspen Institute from other organizations, and looking forward, how do you envision the Aspen Institute evolving?**

The organization's decentralization appears to be its greatest strength: there is no single dominant topic or program on which the Institute has become dependent. It therefore feels more like a university, with its range of schools and departments, except with more of an applied lens. Going forward, I would hope that the Institute continues to balance that decentralization while having a clear strategic vision and minimizing coordination overhead.

In the coming decades and in a world increasingly defined by borders and boundaries, it becomes ever more essential that we export the Aspen Institute magic to other geographies. I feel that the Institute has a possible role to play as a neutral convener for large and emerging economies, providing spaces for dialogue and understanding. Conferences like the Aspen Ideas Festival are transformative, and it would be remarkable to see that sparked in other geographies and environments.



Allan and Nicole Mutchnik

**Nicole and Allan Mutchnik**  
*Members, The Aspen Institute Leadership Council*

Nicole Mutchnik serves as vice chair of the Anti-Defamation League. Allan Mutchnik serves as president of Harbor Freight Tools for Schools, LLC. Nicole and Allan are married and have three children.

"The Aspen Institute has a long and celebrated history of launching promising and even daunting ideas, peace-making dialogues, and showcasing best-in-class leadership.

The urgent call of our time is the leadership development of builders, pluralists, engineers, and architects of improvement who can

converge for our best future. The often rarity of constructive, respectful, collaborative dialogue makes the Aspen Institute mission as salient as ever.

We want to support this incubation of broad-scale solutions for society by encouraging the leadership and ideas of builders. We all see firsthand how society is grappling with the skills to work together with various viewpoints and constituencies, even in pursuit of common goals.

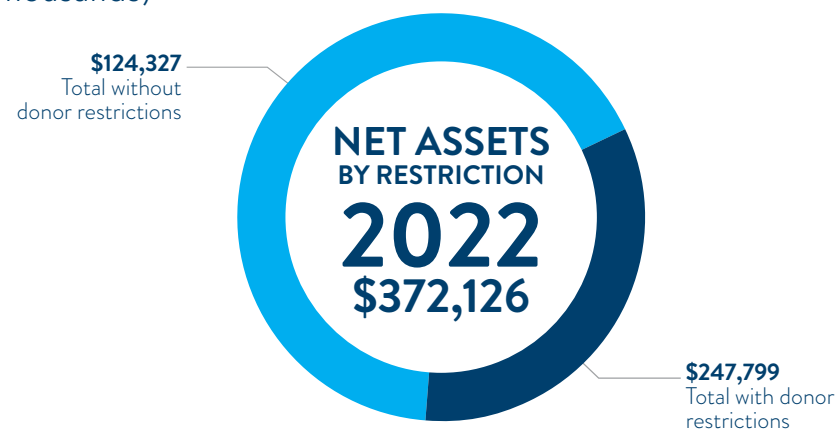
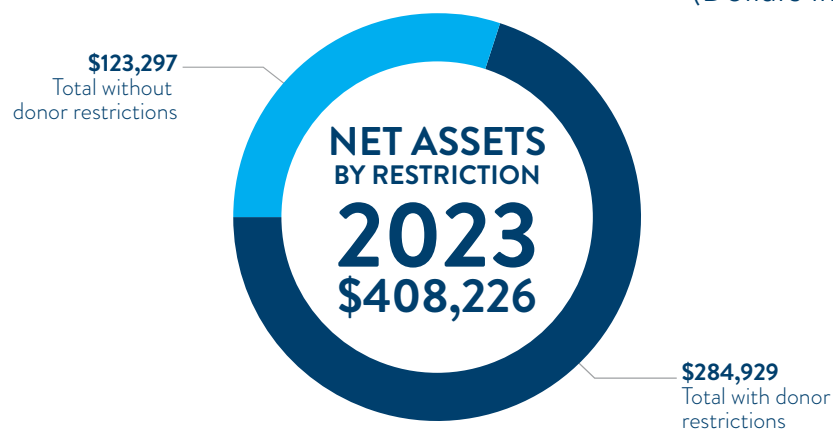
We especially celebrate the optimism of the Aspen Institute in forging the respectful partnerships underpinning a civil society, in both humble and grand pursuit of a better place for all."

## STATEMENT OF FINANCIAL POSITION December 31, 2023

With Summarized Financial Information as of December 31, 2022 (Dollars in Thousands)

ASSETS	2023	2022	LIABILITIES & NET ASSETS	2023	2022
			<b>Liabilities</b>		
Cash and cash equivalents	\$13,383	\$12,290	Accounts payable and accrued expenses	\$18,441	\$15,361
Accounts and other receivables	\$4,484	\$3,895	Grants payable	\$2,653	\$2,141
Investment related receivables	\$5,852	\$20,000	Note payable	\$7,701	\$3,780
Grants and contributions receivable, net	\$73,329	\$44,094	Customer deposits and deferred fees	\$8,756	\$6,881
Prepaid expenses and other assets	\$5,901	\$4,385	Refundable Advance	\$9,000	\$9,000
Inventory	\$332	\$278	Lease liability - operating	\$55,936	\$59,558
Investments	\$285,464	\$261,985	Deferred compensation	\$8,401	\$7,036
Investments held for deferred compensation	\$8,401	\$7,036			
Property and equipment, net	\$77,765	\$74,468	<b>Total Liabilities</b>	<b>\$110,888</b>	<b>\$103,757</b>
Right of use asset - operating	\$43,349	\$46,598			
Security deposits	\$854	\$854	<b>Total Net Assets</b>	<b>\$408,226</b>	<b>\$372,126</b>
<b>Total Assets</b>	<b>\$519,114</b>	<b>\$475,883</b>	<b>Total Liabilities and Net Assets</b>	<b>\$519,114</b>	<b>\$475,882</b>

## NET ASSETS BY RESTRICTION (Dollars in Thousands)



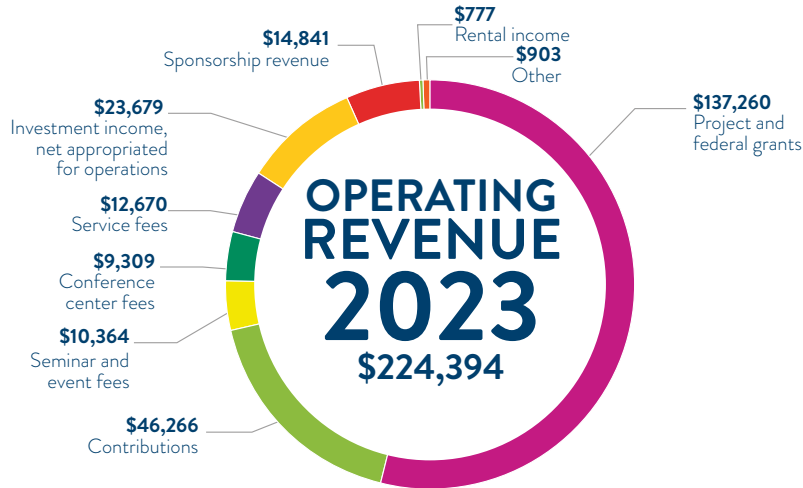
## STATEMENT OF ACTIVITIES December 31, 2023

With Summarized Financial Information as of December 31, 2022 (Dollars in Thousands)

<b>OPERATING REVENUE &amp; SUPPORT</b>	<b>2023</b>	<b>2022</b>	<b>EXPENSES</b>	<b>2023</b>	<b>2022</b>
Project and federal grants	\$137,260	\$100,115	<b>Program Services</b>		
Contributions	\$44,233	\$46,267	Policy programs	\$117,103	\$95,042
Investment income appropriated for operations	\$23,679	\$20,243	Campus activities	\$ 17,447	\$19,362
Conference center fees	\$9,309	\$10,227	Public programs	\$16,714	\$15,275
Service Fees	\$ 12,670	\$10,792	Global Leadership network	\$12,870	\$8,151
Sponsorship revenue	\$14,841	\$15,613	Youth & engagement	\$4,608	\$5,425
Seminar and event fees	\$10,364	\$9,033	Seminars	\$6,145	\$1,641
Other	\$903	\$1,815	Other Restricted Programs	\$5,649	\$9,767
Rental income	\$777	\$763	<b>Total Program Services</b>	<b>\$180,536</b>	<b>\$154,663</b>
<b>Total Operating Revenue and Support</b>	<b>\$254,036</b>	<b>\$214,908</b>	<b>Supporting Services</b>		
<b>NON-OPERATING ACTIVITIES</b>			General and administrative	\$39,805	\$32,911
Loss on uncollectible pledge	\$8,400	\$(61,935)	Fundraising and development	\$5,995	\$5,706
Change in Assets	\$36,100	\$(40,307)	<b>Total Supporting Services</b>	<b>\$45,800</b>	<b>\$38,617</b>
Net Assets, Beginning of Year	\$372,126	\$412,433	<b>TOTAL EXPENSES</b>	<b>\$226,336</b>	<b>\$193,280</b>
<b>NET ASSETS, END OF YEAR</b>	<b>\$408,226</b>	<b>\$372,126</b>	Change in net assets from operations	27,700	21,628

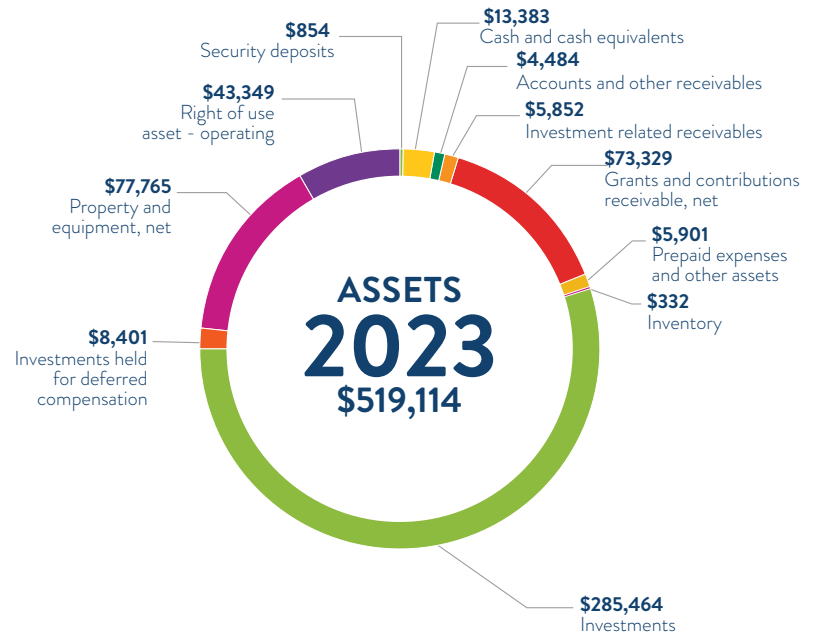
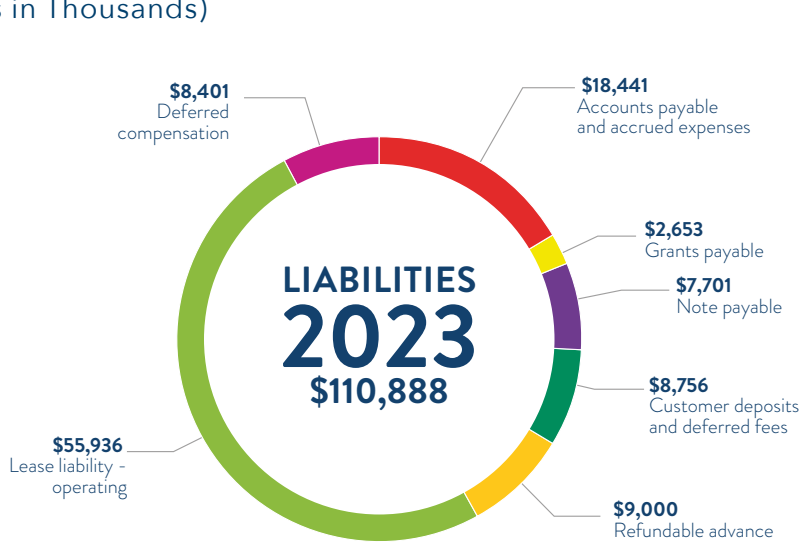
STATEMENT OF ACTIVITIES

(Dollars in Thousands)



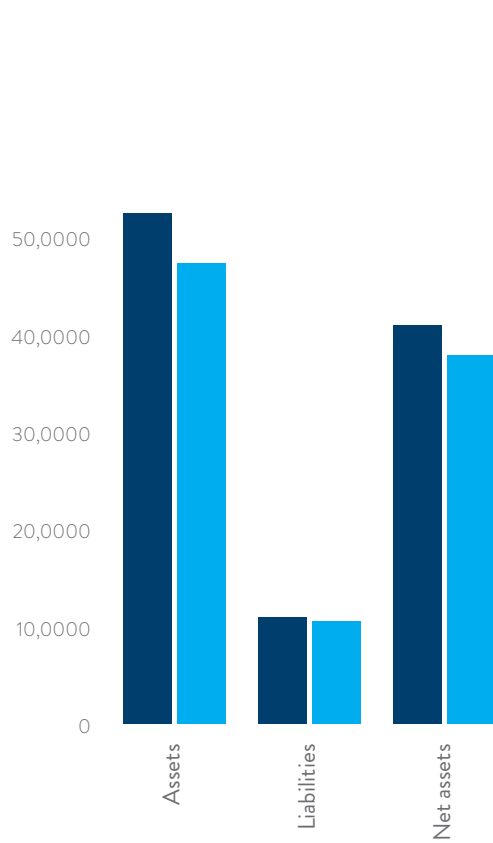
STATEMENT OF FINANCIAL POSITION

(Dollars in Thousands)



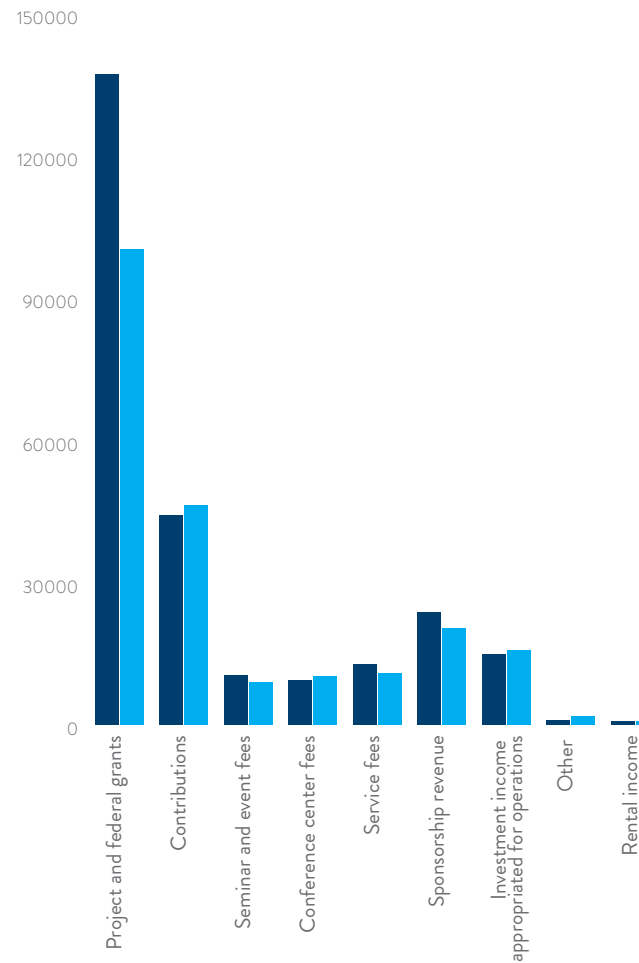
## 2023 V. 2022 ASSET, LIABILITY AND NET ASSET IN TOTALITY

(Dollars in Thousands)



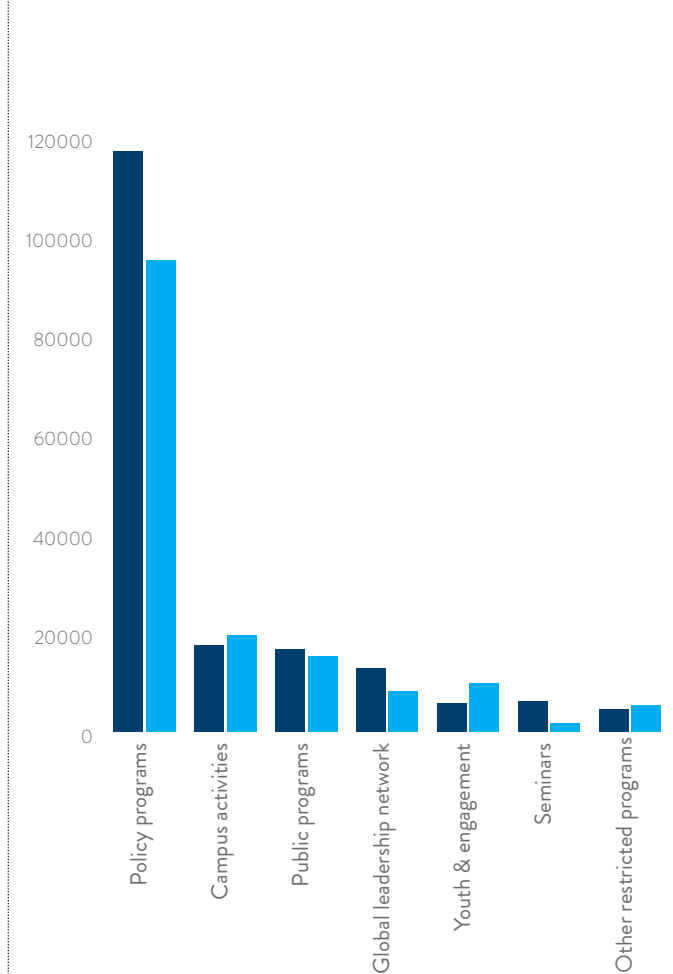
## 2023 V. 2022 REVENUE BY CATEGORY

(Dollars in Thousands)



## 2023 V. 2022 EXPENSES BY CATEGORY

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