




The Aspen Institute | Germany
ANNUAL REPORT 2013
2014





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2014



Zlatko Lagumdžija, Minister of Foreign Affairs, Bosnia and Herzegovina

Ditmir Bushati, Minister of Foreign Affairs, Albania

Philip Hammond, Secretary of State for Foreign and Commonwealth Affairs, United Kingdom

Nikola Poposki, Minister of Foreign Affairs, Macedonia

Dr. Frank Walter Steinmeier, Federal Minister of Foreign Affairs, Germany

Ivica Dačić, First Deputy Prime Minister and Minister of Foreign Affairs, Serbia

Prof. Dr. Vesna Pusić, First Deputy Prime Minister and Minister of Foreign and European Affairs, Croatia

Dr. Enver Hoxhaj, Minister of Foreign Affairs, Kosovo

Dr. Igor Lukšić, Deputy Prime Minister and Minister of Foreign Affairs, Montenegro

Hoyt Yee, Deputy Assistant Secretary, Bureau of European and Eurasian Affairs, U.S. Department of State



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PREFACE



Dear Friend of the Aspen Institute Germany,

The past year marked a very special occasion for the Aspen Institute Germany as it celebrated its 40th anniversary. Founded in 1974 in the midst of the Cold War, the Institute was envisioned as a bulwark against dictatorship and a symbol of freedom in the divided city of Berlin. Under the charismatic leadership of its first director Shepard Stone, the Institute established a unique track record of building German-U.S. cooperation and dialog with the former Soviet Union. Ever since, it has been continuing this tradition of building bridges between East and West and enabling constructive dialog amongst conflicting parties, promoting Euro-Atlantic cooperation, and enhancing a strong open society.

To highlight the accomplishments of these four decades, Aspen Germany hosted its first Berlin Transatlantic Forum in October 2014, dedicated to opening new perspectives for the Transatlantic partnership and for the future of European-American relations. The one-and-a-half day gathering brought together opinion leaders and high level decision-makers from the United States, Germany, and other European countries to advance the Euro-Atlantic agenda. The 40th anniversary was also the perfect occasion to introduce the newly endowed Shepard Stone Award for Outstanding Transatlantic Leadership in honor of the extraordinary achievements of Aspen Germany's founder. The first recipient of the award was the publisher and CEO of Springer Verlag, Dr. Mathias Döpfner.

The anniversary celebration was perceived as a huge success and has been a wonderful encouragement on our path to innovate and expand the Institute's programming. The Transatlantic Forum will continue to be an annual Aspen Germany landmark conference to provide a highly visible platform to address the most pressing challenges jointly facing Europe and the United States. Each fall, we will gather renowned experts and decision-makers

from both sides of the Atlantic to foster the exchange of ideas and search for answers to important questions in the fields of security, energy, and trade, and in regard to our shared foundation of Western values.

Launching the Berlin Transatlantic Forum was not the only change in 2014. We also introduced the so-called Brown Bag Luncheons. This format, commonly used in American think tanks, takes place every two months and gathers experts, Aspen members, and guests from politics, business, and civil society during their lunch break for an off-the-record exchange on pressing issues. In addition, we expanded our “Public Program” in 2013/14 and hosted a total of 20 events including engaged conversations and in-depth discussion at the China Club and other venues. Numerous of these events were broadcasted by Deutschland Radio Kultur.

The Institute’s renowned Southeast Europe Program, which dates back to the early nineties and promotes the Euro-Atlantic integration of the Western Balkans and fosters regional cooperation and dialog between the countries, was continued in 2013/2014. It was a special endorsement of the program, when in November 2014 German Foreign Minister Dr. Frank-Walter Steinmeier and his British counterpart Philip Hammond served as the patrons of the foreign ministers’ conference of all Western Balkan countries, and used the event, organized and moderated by Aspen Germany, to announce a joint German-British initiative to revitalize the reform process in Bosnia and Herzegovina.

Our Aspen Leadership Seminar has grown in numbers and since its introduction in 2011 earned a reputation in its own right. In addition, it has proven to be an indispensable backbone of the Aspen network.

For me, it has been a great pleasure and honor to be part of this vibrant and dynamic institution, ever since the

Board of Trustees has invited me in summer 2013 to assume the Institute’s leadership and become its first German Executive Director. As a longtime former U.S. correspondent for Deutsche Welle and founder of the German American Heritage Museum in Washington DC, it is my personal belief that Germany, Europe, and the United States of America need each other, probably more than ever before.

I would like to take this opportunity and sincerely thank everybody on the Aspen team, without whose extraordinary and admirable engagement our significant achievements despite many obstacles would not have been possible. I also like to express my deepest gratitude to our partners, sponsors, donors, and everyone who supported our work. We would not be where we are today without your continued commitment and encouragement.

Together, we will continue working successfully toward our common goal of strengthening the Transatlantic partnership, promoting values-based leadership, and actively enhance the freedom of our open societies.

Sincerely,



Rüdiger Lentz
Executive Director
Aspen Institute Deutschland e.V.

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A man with short, grey hair and glasses is shown in profile, facing right. He is wearing a dark suit jacket, a light pink shirt, and a dark tie. He appears to be speaking or listening intently. The background is a blue wall with the letters 'B E' in white. The overall setting suggests a formal event or conference.

B E

*Norbert Röttgen,
Member of the German Bundestag and Chairman of the Committee
on Foreign Affairs
Elmar Brok,
Member of the European Parliament and Chairman of the Committee
on Foreign Affairs*

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MISSION

THE ASPEN IDEA

THE ASPEN INSTITUTE GERMANY PROMOTES VALUES-BASED LEADERSHIP, CONSTRUCTIVE DIALOG AMONG CONFLICTING PARTIES, AND EURO-ATLANTIC COOPERATION TO SUPPORT AND ENHANCE A STRONG OPEN SOCIETY.

To fulfill its mission, Aspen Germany convenes decision-makers and experts from the fields of politics, business, academia, media, culture, and civil society in three programs:

Policy Programs offer a non-partisan, confidential platform for dialog and analysis to address regional and global challenges and to develop mutually acceptable solutions.

Leadership Programs reflect on values and ideas using the Socratic method to deepen knowledge, broaden perspectives, and enhance participants' ability to solve the problems they face.

Public Programs provide a forum for open and constructive dialog between decision-makers and a broader audience on a wide range of current issues.

The Aspen Institute Germany was founded in Berlin in 1974 and has since then actively promoted the idea of transatlantic community and of a free and open society. It serves as a non-partisan, non-profit convening platform and is part of the global Aspen network, with partners in the U.S., France, Italy, the Czech Republic, Romania, Spain, Japan, India, and Mexico. Together, the Institutes are committed to addressing the challenges of the 21st century.

The Aspen Idea goes back to 1945 when Chicago businessman and philanthropist Walter Paepcke (1896-1960), son of German immigrants from Mecklenburg, arrived in Aspen, a then sleepy town in the mountains of Colorado. Under the impression of the human and moral catastrophe of World War II, Paepcke dreamed of “a place where the human spirit can flourish.”

Paepcke was a trustee of the University of Chicago and close friends with its president Robert Hutchins as well as with Philosopher Mortimer Adler. Together, they shared one vision: To create a platform for dialog for leaders, thinkers, and artists from around the globe to step away from their daily routines and reflect on what makes good leaders and a good society.

Their dream came true in 1949, when Paepcke made Aspen the site for the celebration of the 200th birthday of German poet and philosopher Johann Wolfgang von Goethe to commemorate the historic and abiding philosophical ties that America and the rest of the world had with Germany, despite the aberration of Hitler and World War II. The 20-day gathering attracted such prominent intellectuals and artists as Albert Schweitzer, Jose Ortega y Gasset, Thornton Wilder, and Arthur Rubinstein, along with members of the international press and more than 2,000 attendees. That year, Paepcke created what is now The Aspen Institute.

Today, the vision and reach of the Institute extend far beyond its original roots. In policy programs, seminars, public events, and global leadership initiatives, the form and force of the Institute have grown to confront contemporary challenges and matters of collective concern.

The Institute is based in Washington, D.C. and has campuses in Aspen, Colorado, and on the Wye River on Maryland’s Eastern Shore. It also maintains offices in New York City and has an international network of partners in Germany, France, Italy, the Czech Republic, Romania, Spain, Japan, India, and Mexico.

As the first Institute abroad, Aspen Germany was founded in 1974 in the midst of the Cold War. Its founding members included former Chancellor Willy Brandt, former High Commissioner for Germany John J. McCloy, Chancellor Helmut Schmidt, the Governing Mayor of Berlin Klaus Schütz, historian Lord Alan Bullock, the future President of West Germany Richard von Weizsäcker, sociologist Ralf Dahrendorf, and publicist Marion Countess Dönhoff among others. Together they envisioned creating a symbol of transatlantic community.

Under the leadership of Shepard Stone, its first director, Aspen Germany established a unique track record of building German-U.S. cooperation and dialog with the former Soviet Union. Stone’s successors extended this tradition and also focused on issues facing the Balkans and the Middle East.

Until today, Aspen Germany enables constructive dialog amongst conflicting parties and promotes Euro-Atlantic cooperation to support and enhance a strong open society.



The following programs form the three pillars of Aspen's work.

Aspen Leadership Program

The Aspen Seminar

The Aspen Seminar is an exceptional leadership program, which promotes values-based leadership and enables substantial dialog about fundamental questions of human nature and society. The Seminar was launched in the United States more than sixty years ago and since then has attracted an impressive array of leaders from across society. In 2011, the Aspen Institute Germany began offering this unparalleled program in Germany.

In a confidential setting, tucked away from the demands of daily routine, a small group of highly accomplished leaders is given the space to reflect on fundamental aspects of the human existence, including the role of the individual, the order of society, and the limits of power. Based on classical and modern texts of renowned philosophers and thinkers, and guided by two highly skilled moderators, participants reflect on timeless ideas and values, and their continued relevance in today's world.

Unlike university lectures or literature analyses, in which experts offer instructions on how to read or understand classical writings, the Seminar encourages participants to interpret the materials in their own way. Its purpose is not to find similar responses or build consensus, but to encourage participants to think more deeply about their own beliefs and values, enhance their understanding of competing viewpoints, and highlight the complexity of our societies.

Participants emerge from the Seminar personally renewed, professionally refocused, often with new, meaningful friendships. They are better prepared to lead as they confront difficult choices in their organizations and in society.



Aspen Policy Programs

Aspen Policy Programs actively address current policy challenges. In closed-door conferences and seminars focusing on complex political and social trends and developments, decision-makers analyze common challenges and develop viable solutions. Introductory presentations by international experts lay the groundwork for focused debates with the aim of forging an international consensus among politicians, diplomats, and experts from academia, business, and the media. During the discussions, participants develop constructive suggestions and policy recommendations, which are subsequently published.

Berlin Transatlantic Forum

In 2014, on the occasion of its 40th anniversary, Aspen Germany launched its Berlin Transatlantic Forum to address the most pressing challenges jointly facing Europe and the United States. Each fall, the Institute hosts a conference bringing together renowned experts and decision-makers from both sides of the Atlantic to exchange ideas and seek answers to important questions in the fields of security, energy, and trade, and also to discuss issues pertaining to our shared foundation of Western values. The annual conference is preceded by a workshop in late spring, during which a small group of experts from Germany, Europe, and the U.S. gathers for an in-depth discussion of key topics of transatlantic concern.

The Berlin Transatlantic Forum marks a continuation of the Institute's close ties to the city of Berlin. In 1974, in the midst of the Cold War, the Institute was founded as a symbol of transatlantic solidarity. Since then, Aspen Germany has attracted high level guests to Berlin to strengthen Euro-Atlantic cooperation.

The project is made possible by a generous grant of the foundation "Lotto Stiftung Berlin".



Staffers Exchange Program

The gradual erosion of the special Euro-Atlantic relationship has been most visible in the German-American friendship. The often-hailed special relationship appears to have eroded ever since the beginning of the second war in Iraq. Diverging views on the use of military force, the gathering of intelligence within alliances, ways out of the economic and financial crises, the role of the European Union, and the rights and responsibilities of the state to balance personal freedoms and security all point to a growing lack of understanding for each other's views, systems, and political cultures. Concurrent with these developments is a generational shift. Future leaders on both sides of the Atlantic will have little personal experience of what made this relationship so important and special.

The Aspen Institute Germany, with the support of the Transatlantic Program of the Federal Republic of Germany with funds from the European Recovery Program of the Federal Ministry for Economic Affairs and Energy, has thus designed an exchange program for staffers of Congress and the Bundestag to foster dialog on the transatlantic relations among future political leaders. The program is MECEA-approved by the United States Department of State.

Participating staffers engage in intense debates on the most pressing concerns facing the transatlantic community in addition to meeting decision-makers, experts, and practitioners. Site visits in Berlin and cultural events promoting mutual understanding are an integral part of the program.

Southeast Europe Program

The Aspen Institute Germany has been focussing on developments in Southeast Europe since the early 1990s. In cooperation with the Carnegie Endowment for International Peace, Aspen's former Executive Director David Anderson initiated the International Commission on the Balkans in 1995 under the leadership of former Belgian Prime Minister Leo Tindemans, which in 1996 published the report "Unfinished Peace", an analysis of the causes of the Balkan conflicts and an independent assessment of the European, American, and UN responses. This high-level international commission was followed by a young leaders study group on the future of the Balkans in addition to several other events with a focus on the region.

Since 2008, one of the Policy Program's main focuses has again been on the Western Balkans, which includes the countries of former Yugoslavia and Albania. In closed-door meetings, the Aspen Institute Germany facilitates an open and honest high-level exchange between former conflict parties in order to support regional cooperation and dialog, as well as to further region's agenda of Euro-Atlantic integration and the transformation processes this entails. The goal of this exchange is to openly address both remaining problems and disagreements between decision-makers of the region as well as successes and advances. In pursuit of this goal, the Aspen Institute Germany's Southeast Europe Program has two different formats: the Aspen Southeast Europe Foreign Ministers' Conferences and the so-called Sub-cabinet Meetings.



Aspen Southeast Europe Foreign Ministers' Conferences

The first Aspen Southeast Europe Foreign Ministers' Conference took place in December 2008. Behind closed doors, top politicians and senior officials from Germany and the U.S., met with foreign ministers from Southeast Europe, including, for the first time, the Serbian Foreign Minister and the Deputy Foreign Minister from Kosovo. In subsequent years, foreign ministers from Southeast Europe have gathered annually in Berlin for a one- to two-day regional meeting together with their U.S. and German colleagues.

In 2010, in cooperation with the German Federal Foreign Office and the Embassy of the Republic of Austria in Berlin, German Foreign Minister Dr. Guido Westerwelle and his Austrian counterpart Dr. Michael Spindelegger assumed patronage of the conference and officially opened it, followed by a public panel discussion between all foreign ministers present. In 2012, in cooperation with the German Foreign Office and the Embassy of Hungary in Berlin, German Foreign Minister Dr. Guido Westerwelle and his Hungarian counterpart Dr. János Martoyni assumed patronage and likewise took part in the foreign ministers' public panel discussion. In 2014, the two patrons Federal Foreign Minister Dr. Frank-Walter Steinmeier and his British counterpart Philip Hammond used the Aspen Foreign Ministers' conference as a platform to present a common German-British initiative to revitalize the reform process in Bosnia and Herzegovina.

Sub-cabinet Meetings

Since 2009, Aspen Germany Southeast Europe Program's sub-cabinet meetings have brought together high-level decision makers, politicians, diplomats, and experts from the Western Balkans, Turkey, Russia, the U.S., Germany, the EU, NATO, and other international organizations to discuss various issues related to current and future challenges in Southeast Europe. At exclusive closed-door conferences, a limited number of participants can exchange views informally and off-the-record, and discuss their differences and commonalities. Supported by expert policy papers, discussions aim at bridging differences that still exist, identifying common challenges and ideas, and developing mutually acceptable solutions.

Topics that are discussed include the Euro-Atlantic integration of the Western Balkans, the future roles of NATO and the EU in the region, ethnicity and identity, reconciliation, bilateral security relations, non-traditional security threats, organized crime and corruption, energy security, economic development, regional cooperation, and rule of law.

For further information, please see the final publications at ⇒ www.aspeninstitute.de



Aspen Public Program

The Aspen Institute Germany's Public Program serves as a forum for discourse and exchange addressing a broader audience of interested individuals who wish to discuss fresh ideas and look at issues from new perspectives. Topics include current political, economic, and social issues as well as questions of values-based leadership.

The Public Program consists of three different formats. The Aspen Forum includes a series of evening events featuring renowned speakers presenting their ideas either in an interview setting or in a brief lecture followed by a discussion. Some of these events are hosted in cooperation with Deutschlandradio Kultur. While Deutschlandradio Kultur broadcasts the lecture or interview part of the event, the following discussion is off-the-record to enable a frank and open exchange. The Aspen Brown Bag Lunch series, a format, commonly used in American think tanks takes place every two months and gathers experts, Aspen members, and representatives from politics, business, and civil society during their lunch break for an exchange on pressing issues under Chatham House rule. Finally, the Public Program includes major events such as the Institute's annual summer party, the annual Transatlantic Forum conference, the President's Night in 2012, or the celebration of 40 Years Aspen Germany. The Public Program is open to invited guests and upon request. Members of the "Verein der Freunde des Aspen Instituts" (Association of Friends of the Aspen Institute) enjoy preferred access to all Public Program events.

To learn more or to attend a Public Program event, please contact ⇒ freunde@aspeninstitute.de

A selection of speakers from 2013-2014

- Niels Annen, *Member of the German Bundestag*
- Peter Beyer, *Member of the German Bundestag*
- Henryk M. Broder, *Publicist and Author*
- Elmar Brok, *Member of the European Parliament*
- Prof. Lawrence Chalmer, *U.S. National Defense University*
- General Hans-Lothar Domröse, *Commander of the Allied Joint Force Command Brunssum*
- Dr. Mathias Döpfner, *CEO Axel Springer SE*
- Dimitrios Droutsas, *Member of the European Parliament and former Greek Foreign Minister*
- John B. Emerson, *U.S. Ambassador to Germany (since 2013)*
- Dr. Sharon T. Freeman, *President of the All American Small Business Exporters Association*
- Wolfgang Grupp, *Owner and CEO of Trigema*
- Robert Hunter, *Former U.S. Ambassador to NATO*
- Pavlo Klimkin, *Minister of Foreign Affairs of Ukraine*

Aspen Publications

- Steffi Lemke, *Member of the German Bundestag*
- Sabine Leutheusser-Schnarrenberger, *Former Minister of Justice*
- Christian Lindner, *Chairman of the FDP*
- Shi Ming, *Chinese Journalist and Publicist*
- Philip D. Murphy, *U.S. Ambassador to Germany (2009-2013)*
- H.E. Takeshi Nakane, *Japanese Ambassador to Germany*
- Victoria Nuland, *Assistant Secretary of State for European and Eurasian Affairs*
- Tim Renner, *Secretary for Cultural Affairs Berlin*
- Dr. Jürgen Stark, *Former Chief Economist and Member of the Executive Board of the European Central Bank*
- Peer Steinbrück, *MP and Chairman of the Parliamentary Group USA of the Bundestag*

Esch, Valeska / Kabus, Juliane (eds.): *A Future Security Architecture for Southeast Europe*, Aspen Institut Germany, Berlin, 2013.

Available at ⇒ www.aspeninstitute.de

Esch, Valeska / Kabus, Juliane (eds.): *EU Enlargement: Between Conditionality, Progress, and Enlargement Fatigue?*, Aspen Institute Germany, Berlin, 2014.

Available at ⇒ www.aspeninstitute.de

Friends of the Aspen Institute

The “Verein der Freunde des Aspen Instituts e.V.” (Association of Friends of the Aspen Institute Berlin) is a German non-profit organization founded in 1989. Its founders and members come from across society including politics, business, academia, diplomacy, as well as arts and culture. Their support is crucial for the Institute in fulfilling its mission and conducting its programs. Membership is open to anybody who shares Aspen’s vision and supports Aspen Germany with the annual membership due. Membership fees are tax-deductible as permitted under German and EU law.

Membership comes with a range of exclusive benefits. Members enjoy preferred access to Public Program events and special occasions such as the Institute’s annual summer party, the Transatlantic Conference, and the public part of Aspen’s Southeast Europe Foreign Ministers’ conferences.

All members receive the Institute’s newsletter “Aspen Inside” three times a year, in which new members are introduced, upcoming events are announced, and past ones reviewed. Aspen publications, such as the annual report and official conference papers, can be ordered from the Institute for free.

Corporate Members

Corporate members of the Friends of the Aspen Institute receive early notification of exclusive 20-30 person Aspen discussions with key decision makers and policy experts; they also receive priority treatment on the waiting list for over subscribed events, and may bring a corporate guest with them to such events. Aspen’s corporate members are invited to select, private luncheons, dinners, and evening events; they may bring a corporate guest with them to these functions as well. Corporate membership contributions are tax-deductible in both, the Federal Republic of Germany and in the United States of America.

Individual Members

Individual members of the Friends of the Aspen Institute receive early notification of exclusive Aspen discussions with key decision makers and policy experts; they also receive priority treatment on the waiting list for over subscribed events. Membership contributions are tax-deductible in both, the Federal Republic of Germany and in the United States of America.

Junior Members

In order to support a new generation in their dedication to Transatlantic relations, the Institute offers a Junior Membership to persons up to age 35. Junior members enjoy the full range of benefits including preferred invitations to Public Program and special events, the internal newsletter and publications at a significantly reduced rate.

To learn more about or to join the „Verein der Freunde“ please contact ⇒ freunde@aspeninstitute.de



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Laureat of the Shepard-Stone Award*

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Jörg Baldauf | Dr. Jörg Baldauf has been in the investing business for the past 25 years. Since his departure as Managing Director at Munich-based Allianz Capital Partners (ACP) in 2009, he has worked as a private investor on actively managed turn-around and restructuring situations. He took his Intermediate Exams at the Universität des Saarlandes in 1980 and graduated with a masters (1984) and doctorate (1987) in defense planning from the Massachusetts Institute of Technology, where he was on Fulbright, Thyssen, and Ford Foundation fellowships. He was a visiting fellow at Harvard's Center for Science and International Affairs 1984-85. From 1984-1988 he worked as a budget and military analyst in public think tanks SWP in Ebenhausen/Germany and the Rand Corp. in Santa Monica, CA. He is a member of the Association of Friends of the Aspen Institute, the German Council on Foreign Relations (DGAP), the Young Leaders Circle of Atlantik-Brücke, the International Institute for Strategic Studies (IISS), the German and Swiss American Chambers of Commerce and various industry associations. Mr. Baldauf has four adult children and lives in Zurich, Switzerland.



Volker Berghahn | Prof. Volker Berghahn is the Seth Low Professor of History at Columbia University. He studied at the University of North Carolina, Chapel Hill, where he received his M.A. before moving to the University of London to do his Ph.D. After two years as a postdoctoral fellow at St. Antony's College, Oxford, he completed his Habilitation and received his *venia legendi* from the University of Mannheim. From 1969, he taught at the University of

East Anglia in England and at Warwick University before accepting a professorship at Brown University in 1989 and his current position at Columbia in 1998. He has published more than a dozen books on modern German history and European-American business relations after 1945. His "America and the Intellectual Cold Wars in Europe" (2001) analyzes the work of Shepard Stone in early postwar Germany and at the Ford Foundation in the 1950s and 1960s. Stone later became the first director of the Aspen Institute Germany.



Carl Douglas | Carl Douglas is Vice Chairman of Assa Abloy AB and Securitas AB and director of Latour AB. He is also the Chairman of MMT Group AB. Apart from his business-ventures he is a farmer and an avid diver, photographer, and explorer of the underwater realm. He holds a Bachelor of Arts in History and a Doctorate of Letters (h.c).



Leonhard Fischer | Leonhard Fischer was appointed chief executive officer of BHF Kleinwort Benson Group SA in January 2009, having been co-chief executive officer from May 2007. He has been a member of the board of directors of BHF Kleinwort Benson Group SA since September 18, 2007. He is also chief executive officer of Kleinwort Benson Group and chairman of the board of directors at Kleinwort Benson Bank Ltd. In April 2014, Mr. Fischer was appointed chairman of the board of directors at BHF-BANK AG. He is an independent non-executive director at Glencore International plc. He was a member of the board of directors at Julius Bär Gruppe AG (formerly Julius Bär Holding AG) from 2009 to April 2014. Mr.

Fischer was chief executive officer of Winterthur Group from 2003 to 2006 and a member of the executive board of Credit Suisse Group from 2003 to March 2007. He joined Credit Suisse Group from Allianz AG, where he had been a member of the management board and head of the Corporates and Markets Division. Prior to this, he had been a member of the executive boards of Dresdner Bank AG in Frankfurt. He holds an M.A. in Finance from the University of Georgia.



Elliot Gerson | Elliot Gerson is an executive vice president at the Aspen Institute USA, responsible for its Policy Programs, its Public Programs, and relations with international partners. The Institute's more than 30 Policy Programs focus on both domestic

and international issues. They provide neutral venues, do nonpartisan analysis, foster candid dialog among leaders, advocate new policy, and promote best practices. The Institute's public programs – including the Aspen Ideas Festival and many smaller programs across the country – open the Institute's doors to a broader audience and further both its educational goals and its hopes that thought will lead to action. The Institute has international partners in the Czech Republic, France, Germany, India, Italy, Japan, Mexico, Romania, and Spain. Gerson also administers the U.S. Rhodes Scholarships. He was a Rhodes Scholar, a U.S. Supreme Court clerk, practiced law in government and privately, held executive positions in state and federal government and on a presidential campaign, and was president of start-ups in health care and education, and of two leading national insurance and health-care companies. He has served on many non-profit boards, especially in the arts.



Roland Hoffmann-Theinert | Dr. Roland Hoffmann-

Theinert is the founding partner of GÖRG's Berlin Office and served as a long-standing member of the firm's management board and as Head of the firm's Corporate Service Line. GÖRG

is with more than 270 lawyers one of the leading independent law firms in Germany. Since 2013, he has shared his time between Berlin and Frankfurt, where he is heading the Frankfurt office of the firm. Roland studied in Passau and Freiburg i. Br., where he obtained his doctorate degree in law. His doctoral dissertation was awarded the Georg F. Roessler Prize of the Federal Supreme Court Bar in Karlsruhe. Early on, the restructuring and sale of companies in financial difficulties was a central focus. He was a lead advisor in the 2009/2010 sales process of Karstadt Warenhaus GmbH and the European "Quelle" business and served as Chair of the Supervisory Board of Karstadt during that business' insolvency proceeding. He is one of the well-known corporate practitioners with specializations in the areas of complex corporate transactions and restructuring projects. Roland was admitted to start practicing as a notary in Berlin in 2000. He is a member of the well-known Civil Law Committee of the German Bar Association (Deutscher Anwaltsverein), which publishes opinions on legislative projects in the field of private civil law. In addition, he has taught as an Associate Lecturer at Berlin's Free University since 2000 and is the author of numerous academic publications



Eckart von Klaeden | Eckart von Klaeden is Vice President and Head of External Affairs at Daimler AG, Stuttgart. Before joining Daimler in 2013, he was a Minister of State to the German Federal Chancellor with responsibility for liaison with German federal states from 2009. He has been treasurer and member of the presidium of the German Christian Democratic Union from 2006. From 2005 to 2009 he was the foreign policy spokesman of the CDU parliamentary party in the German Bundestag. He has been a member of the management board of the CDU since 2005. From 2000-2005 he was Whip of the CDU/CSU Bundestag faction. He has been admitted to practice law since 1996 and was chairman of the CDU in Hildesheim from 1995, after first becoming a member of the German Bundestag in 1994. Mr. von Klaeden studied law at Göttingen and Würzburg. He is married and has three daughters.



David Knower | David Knower has been the Chief Operating Officer and Managing Director of Cerberus Deutschland Beteiligungsberatung GmbH since 2003. Before starting his own international consulting company (1997-2002), Mr. Knower worked for Procter & Gamble for eleven years, where he started his professional career in Germany in 1986. After nine years in Finance and Controlling positions, Mr. Knower spent two years managing the Procter & Gamble Germany Fine Fragrance business in Asia Pacific. Mr. Knower received two undergraduate degrees from the University of Massachusetts (Economics, German) in 1983, as well as being named a Commonwealth Scholar. Mr. Knower spent the academic year 1981/82 studying in Freiburg, Germany. He received his MBA

from the American Graduate School of International Management (Thunderbird), in 1985. Mr. Knower is board member of the American Chamber of Commerce in Germany, President of the American German Business Club in Frankfurt, Chairman of the Republicans Abroad Europe, Vice President of the Steuben-Schurz Gesellschaft, member of the board of trustees of “The English Theatre” in Frankfurt, and serves on various supervisory and advisory boards in Germany. Mr. Knower, born in May of 1961, is an American Citizen and a resident of Germany. He has three children.



Sue Koffel | Sue Koffel is Managing Partner of CMF Capital, a San Francisco based private investment business. She founded The Math inquiries Project® (MiP) and was Chairwoman from 2002-2013. MiP is a non-profit public benefit corporation focused on the study of social marketing issues concerning algebra education in the State of California. Sue has degrees in mathematics & cybernetic systems. She is a member of the Advisory Board of the Stanford Institute for Economic Policy Research (SIEPR) and the Advisory Board of the Stanford Center for International Development (SCID), both at Stanford University in Palo Alto, California. Sue has had a long association with the transatlantic relationship through business, government, and policy institutions in Europe and the United States. She is a member of the American Enterprise Institute’s National Council and a Trustee of Aspen Germany. Sue raises Hanoverian horses and has them in dressage training in Napa, California. She lives in San Francisco with her husband, Martin, where they sail on San Francisco Bay.



Andreas R. Krebs | Andreas R. Krebs has been Managing Partner at Cologne Invest GmbH, Germany (Venture Capital) since 2010. Andreas holds several memberships of Boards of Directors, Advisory Boards, and Boards of Trustees. In October 2010 he was appointed Chairman of the Supervisory Board of Merz and 2012 as Chairman of the Shareholder Council. Prior to this, he was Executive Board Member and President, EMEA and Canada at Wyeth (U.S.) and Managing Director, Germany. Andreas holds a Business Degree, began his career with Woelm Pharma and worked for Bayer AG, Germany from 1984, holding several senior positions such as General Manager Canada, Vice President Asia Pacific, and General Manager Bayer Argentina. He worked in seven countries, has vast experience in the field of pharmaceuticals and experience in international Healthcare markets of Europe, North America, Asia Pacific, Middle East, and Latin America, global and regional management, manufacturing and distribution operations, managing significant business expansion and new product development in diverse, emerging, and high growth markets. Andreas is married with two grown up children and lives near Cologne.

the Minister and Deputy Ambassador in Washington, D.C. From 1999 to 2002, he was Director General of Political Affairs at the Federal Foreign Office, with responsibilities for the Middle East, Asia, Africa, and Latin America. In 2001, he organized the Petersberg Conference (Bonn Agreement), which led to the founding of the new State of Afghanistan. From 2002 to 2006, he was Germany's Ambassador in London and represented Germany as its Permanent Representative to the United Nations in New York City from 2006 to 2009. From 2009 to 2011, he was Germany's Ambassador to India in New Delhi, before he joined Deutsche Bank in November 2011. Since 2013, Thomas Matussek has been Managing Director of the Alfred Herrhausen Society.



Helmut Meier | Helmut Meier was Senior Vice President (ret.) of Booz Allen & Hamilton Strategy Consulting (now part of PWC, Strategy) in Düsseldorf and Vienna. In his thirty years consulting career, he served in many leadership functions, including the lead of the global Communications, Media and Technology practice (CMT) until 2001. He also served on Booz Allen's Board of Directors twice for a three-year period (until 2008). Meier has been with Booz & Company since October 1982. Before joining Booz & Company he gained industrial experience in several projects dealing with market and technology development in the communications and information industry. He started his professional career in product and strategic planning at Siemens AG, Munich, and Siemens Corp., Florida, being responsible for the planning of integrated office communication systems. Helmut Meier holds a degree in Computer Science from the University of Bonn and an MBA from INSEAD (Institut Européen d'Administration des Affaires), Fontainebleau, France.



Thomas Matussek | Ambassador (ret.) Thomas Matussek studied law and history in Bonn and Paris. In 1975, he joined Germany's Foreign Service. After initial assignments in Bonn and London, he worked at Germany's Federal Chancellery under Chancellor Helmut Schmidt, with responsibility for European Affairs. He was Head of the Minister's Office for Foreign Minister Hans-Dietrich Genscher from 1991 to 1992 and subsequently Chief of Staff for Foreign Minister Dr. Klaus Kinkel. From 1994 to 1999, he was

the Minister and Deputy Ambassador in Washington, D.C. From 1999 to 2002, he was Director General of Political Affairs at the Federal Foreign Office, with responsibilities for the Middle East, Asia, Africa, and Latin America. In 2001, he organized the Petersberg Conference (Bonn Agreement), which led to the founding of the new State of Afghanistan. From 2002 to 2006, he was Germany's Ambassador in London and represented Germany as its Permanent Representative to the United Nations in New York City from 2006 to 2009. From 2009 to 2011, he was Germany's Ambassador to India in New Delhi, before he joined Deutsche Bank in November 2011. Since 2013, Thomas Matussek has been Managing Director of the Alfred Herrhausen Society.



Cecilie Rohwedder | Cecilie Rohwedder contributes to all sections of The Wall Street Journal. She frequently writes for Mansion, Weekend and Personal Journal. Before moving to Washington, D.C., Cecilie worked at the Journal's London bureau for 10 years, covering retail, fashion, and consumer goods. Prior to that, Ms. Rohwedder was based in Berlin, Bonn, and Brussels, where she covered European politics and the media industry. She was a Knight-Wallace Fellow and has worked and interned at news organizations ranging from Germany's Handelsblatt to CNN Business News in New York.



Kurt Schwarz | Dr. Kurt Schwarz studied medicine and law at the University of Heidelberg and obtained his MD degree in 1979. After his doctoral thesis in Experimental Pharmacology, he joined the Department of Internal Medicine of the University Hospital in Heidelberg. In 1982, he was awarded a visiting fellowship by the German Research Foundation at Harvard Medical School and Massachusetts General Hospital in Boston. In 1986, he joined Merck & Co. (New Jersey) and returned to Germany to work for the German subsidiary in Product Management and Medical Affairs. In 1990, Dr. Schwarz founded his Investment Company Leifina GmbH in Munich and joined the board of overseers of Schwarz Pharma AG, representing the Schwarz family as a major shareholder. Dr. Schwarz serves on several board seats and is actively involved in numerous cultural, philanthropic, and political institutions.



Horst Teltschik | Prof. Dr. Horst Teltschik served as the Foreign and Security Policy Advisor to German Federal Chancellor Helmut Kohl. He is Chairman of Teltschik Associates GmbH. He is also the former president of Boeing Germany. Prior to serving in this position, he was a member of the Board of Management of the BMW Group specializing in economic and governmental affairs, and was chairman of the BMW Foundation Herbert Quandt in Munich. Dr. Teltschik also served as chief executive officer of the Bertelsmann Foundation in Gütersloh. In his role as a public servant, he worked as ministerial director at the German Federal Chancellery; was head of the Directorate General for Foreign and Intra-German Relations, Development Policy, and External Security; and served as national security advisor to the German Chancellor, Helmut Kohl. Dr. Teltschik was a member of the University Council of the Munich Academy of Arts, and also of the International Advisory Board of the Council on Foreign Relations, New York, USA. He was a lecturer at the Faculty of Economics and Social Sciences at the Munich Technical University.



Karsten Voigt | Karsten D. Voigt was the Coordinator of German-North American Cooperation at the German Federal Foreign Office from 1999 to 2009. He majored in history and in German and Scandinavian studies at the Universities of Hamburg, Copenhagen, and Frankfurt. Mr. Voigt became actively engaged in politics at an early age. He accompanied witnesses during the Auschwitz trial proceedings and took part in Anti-Vietnam war demonstrations. From 1969 until 1973, he served as Chairman of the German

Young Socialists Organization. From 1984 until 1995 he was a member of the Executive Committee of the German Social Democratic Party and from 1985 to 1994, member of the Executive Committee of the Party of European Socialists. From 1976 to 1998, he served as a Member of the German Federal Parliament (Bundestag) for the Social Democrats (SPD). From 1977 to 1998 he also served as a Member of the NATO Parliamentary Assembly, of which he was President between 1994 and 1996. Mr. Voigt's expertise is in the fields of foreign policy and security. From 1983 to 1998, he was foreign policy spokesman of the SPD parliamentary group. Karsten Voigt also serves on the Steering Committee of the German Council on Foreign Relations (DGAP).



Christine Wolff | Management consultant Christine Wolff, M.Sc. Geology, MBA and Business Mediator, has worked for more than 20 years in international engineering consulting firms as a manager. In her previous position she was Managing

Director for Europe & Middle East at URS Corporation (now AECOM), a NYSE listed U.S. based engineering firm, with 56,000 staff worldwide and US\$ 9.5 billion annual revenues. As a Senior Vice President, Christine was responsible for operations in 15 countries with 2,000 employees. Main operational activities included planning and consulting for large infrastructure, energy, and environmental projects. Christine started her career in Australia as a project geologist in exploration for chromite, gold, and diamonds. After seven years in Australia and the South Pacific region, she moved back to Germany. She is member of several supervisory boards including Hochtief AG, Grontmij N.V., Imtech N.V., and Berliner Wasserbetriebe. As a technical advisor she is member of the reform commission for mega projects of the German Federal Ministry for Transport and Digital Infrastructure.



*Dr. Roland Hoffmann-Theinert, Chairman of the Friends of Aspen Germany e.V.
in conversation with
Dr. Jürgen Stark, Former Chief Economist and Member of the Executive Board of the
European Central Bank*



MANAGEMENT BOARD

The Management Board (Vorstand) of The Aspen Institute Germany consists of a chair, the Executive Director of the Aspen Institute Germany, and up to five additional members who serve for a maximum of two three-year terms *pro bono publico*. The Management Board represents the Institute legally and advises the Executive Director on legal matters, fundraising, the program, finance and accounting, and strategic communication.

Chairman

Rüdiger Lentz
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Aspen Institute Germany
(since September 2013)*

Charles King Mallory IV
*Former Executive Director
Aspen Institute Germany
(until July 2013)*

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*Founder
Abeln Attorneys for Labor Law*

Prof. Dr. Joachim Krause
*Professor for International Relations
Director Institute for Security Policy
Christian-Albrechts University Kiel*

Peter Lennartz
*Partner
Ernst & Young GmbH*

August von Joest
*Chief Executive Officer
Office - von Joest*



Christoph Abeln | Dr. Christoph Abeln is founder and attorney for labor law at the Berlin law offices of Abeln Attorneys for Labor Law. After studying in Freiburg and Munich, Dr. Abeln received his Ph.D. from the Ludwig Maximilian University in Munich. His dissertation compared “The Legal Status of Management Board Members and Works Council Members.” After taking articles in Berlin, he passed the bar in 1994. In addition to his work as an attorney, Dr. Abeln has spoken at the German Society for Personnel Management, the labor policy publishers “Labor and Law” as well as at the Forum Institute for Management GmbH.



August von Joest | August von Joest was a partner at Odewald & Compagnie, Germany’s leading private equity firm. Von Joest was trained at BMW AG in Munich and Bonn and at Gebr. Weyersberg GmbH in Solingen. After serving abroad in Seoul, Hong Kong, and Vietnam from 1972 to 1974, Mr. von Joest worked as a manager at CCC Hamburg and at Michael Thomas & Partner in Hamburg, Nigeria, and Saudi Arabia. Von Joest was Director, National and International Sales at MBB’s Helicopter Division in Munich from 1980 to 1990. After one year as Assistant Director at the Treuhandanstalt in Berlin, von Joest became Managing Director, Europe of Price Waterhouse Corporate Finance and Recovery. Since 2011, August von Joest has run his family office, handling several own investments and some nonexecutive board positions.



Joachim Krause | Prof. Dr. Joachim Krause has been professor of international relations and Director of the Institute for Social Sciences at Christian-Albrechts University in Kiel since 2001. From 1978 to 1993, Prof. Krause was a researcher at the

research institute of the Stiftung Wissenschaft und Politik. Next, he was deputy director of the German Council on Foreign Relations (Deutsche Gesellschaft für Auswärtige Politik) until 2001 and then Steve Muller Professor for German Studies at the Paul Nitze School for Advanced International Studies at Johns Hopkins University in Bologna, Italy from 2002 to 2003. Moreover, Prof. Krause has been a member of numerous German government delegations, including to the Conference on Disarmament in Geneva 1988-1989 and the UN Special Commission and Observer Mission in Iraq from 1991-1992.



Peter Lennartz | Peter Lennartz is a Partner with EY. He started his career in 1985 with EY in Hamburg and served at EY Boston from 1999-2002 to work with German clients in the U.S. in his role as the German Audit Desk Partner. Lennartz

joined EY Berlin in 2002 and is currently heading EY's assurance practice in Berlin and EY's Start-up Initiative in Berlin as well as in GSA. He assists national and international clients in the Start-up, Technology as well as Healthcare sector. In addition, he is an author, speaker, and moderator in the field of Start-ups.



Rüdiger Lentz | Rüdiger Lentz is the Executive Director of the Aspen Institute Germany. From 2009 until 2013, he served as the Executive Director of the German-American Heritage Foundation and Museum in Washington. Before that, he

worked for over three decades as a TV Correspondent and Magazine journalist for Der Spiegel, ARD Television, Rias Berlin, and Deutsche Welle. During his time as Bureau Chief for Deutsche Welle in Washington, he was a Visiting Lecturer at Harvard University, the School of Foreign Service in Washington and a regular guest on CNN and C-Span. Lentz has been a long time member of the Atlantik-Bruecke and a founding member of the German American Business Council (GABC) in Washington.



Charles Mallory | Charles King Mallory served as Executive Director of the Aspen Institute Germany from 2007 to 2013. Mallory came to Aspen from the U.S. Department of State where he served as Senior Advisor to the Assistant Secretary of State for Near Eastern Affairs from 2002 to 2007.

Mallory was CEO of Credit Suisse Investment Funds Moscow AO and a Director of Credit Suisse First Boston Investment Management Ltd (1992-1997), and participated in the structuring and closing of numerous mezzanine and buyout transactions (1997-2002). Under Mallory's leadership, Credit Suisse launched the first family of Russian mutual funds, becoming market leader. At the Department of State he managed the \$4 bn portfolio of Middle East assistance programs, was instrumental in restructuring the \$2bn U.S. assistance program to Egypt, and a \$1bn Egyptian bank privatization.

FRIENDS OF ASPEN GERMANY

Members of the Management Board of the Friends of the Aspen Institute are responsible for winning and retaining members in the Friends of the Aspen Institute. They serve on a *pro bono publico* basis. Since 2011, the Management Boards of both organizations (The Aspen Institute Germany and the Friends of the Aspen Institute) have met in joint session.

Chairman

Roland Hoffmann-Theinert
GÖRG Rechtsanwälte

Britt Eckelmann
cpm architekten

Arno Heuermann
*Founder and Managing Director
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Helmut Kranzmaier
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*Lawyer and Managing Director
Losemann Legal Tax
GmbH Rechtsanwaltsgesellschaft*

Ulrich Plett
UPW7 GmbH Wirtschaftsprüfungsgesellschaft



Roland Hoffmann-Theinert |

Roland Hoffmann-Theinert is Chairman of the Friends of the Aspen Institute and a founding partner of GÖRG's Berlin Office. He served as a long-standing member of the firm's management board and as Head

of the firm's Corporate Service Line – with sixty attorneys – the company's strongest businessline. Hoffmann-Theinert studied at the universities of Passau and Freiburg i. Br., where he obtained his doctorate degree in law. Since 2000, he has taught as an Associate Lecturer at Berlin's Free University. Moreover, he is the author of numerous academic publications.



Britt Eckelmann | Britt S.

Eckelmann is the managing shareholder of cpm architects in Berlin. After her studies at the Technical University Berlin, University of Brighton, and University of Manitoba, she focused her architectural practice on

workplace and office design. Since completing her Executive MBA at ESCP in Paris in 2008, she has been active in investment management in the real estate sector. In addition, she trains young and foreign architects on the building code, HOAI, and on multinational and virtual teams at the Berlin architectural guild. Eckelmann serves on the advisory board of the chair for entrepreneurship and innovation at the Technical University Berlin. She joined the Management Board of the Friends of the Aspen Institute in 2010.



Arno Heuermann | Arno Heuermann is a Founder and the Managing Director of Catenion, a Life Science management consultancy firm focused on pharmaceutical and medical device companies worldwide. While still being a student, founded a technical engineering office in 1994. He continued to follow the entrepreneurial path by founding Biopsytec in 1998, a DNA diagnostics company focused on agriculture, heading the company for more than five years. In 1999, he co-founded Epigenomics AG, a DAX listed Biotech Company, for which he later continued to serve as an advisor and member of the firm's supervisory board. At the same time, Heuermann was involved in several other projects like the Phorms schools, pharma startups, and others.



Jan Losemann | Jan Losemann is founder and director of Losemann Legal Tax. The firm provides integrated legal and tax advice for small and medium sized companies, including accounting and HR related services. Losemann has a generalist approach and positions the firm as a one point stop for international investors with a focus on clients from Spanish-speaking countries. In the past 14 years, he has served a wide range of industries such as real estate, construction, hotel industry, automotive, food or Internet. Losemann was born in 1972 in Heidelberg, is married and has two children. He lived and studied in California, Japan, France, and Spain, has a passion for politics, and was an active member of the German Liberal party until 2012.



Helmut Kranzmaier | Helmut Kranzmaier is an investor, entrepreneur, and consultant. He set up HELUMA Ventures and is currently the Managing Partner at INRIGO GmbH, a Corporate Due Diligence Firm. Prior to that, he was an Equity Partner at a strategic communications firm and headed their Berlin office. There, he advised clients on Governmental Relations, in capital market transactions, litigation, and in restructuring situations. Before, he held various management positions at Deutsche Bank in Germany and Great Britain. Helmut Kranzmaier studied business administration and holds an Executive MBA from City University London/Ashridge Business School. He is a Certified Investor Relations Officer through the German Investor Relations Society.



Ulrich Plett | Ulrich Plett is the founder of UPW7 GmbH Wirtschaftsprüfungsgesellschaft offering consulting and analyzing services. Until summer 2015, he was Office Managing Partner of Ernst & Young Berlin. He studied business administration in Münster and Munich and started his career in 1980 in EY's Chicago Office. After one year, he went back to Hamburg until he moved to Barcelona for 3 years, where he developed the German Client base of his audit firm in Spain. In 1993, he returned to Germany to build up the newly opened office in Berlin. His clients at EY included publicly listed media and entertainment, internet, and technology clients.



*Peer Steinbrück,
Member of the German Bundestag and Chairman of the Parliamentary Group USA*



LEADERSHIP PROGRAM

The Aspen Seminar

The Aspen Seminar promotes values-based leadership by bringing together leaders and high-level decision makers from business, politics, academia, the arts and civil society. In small circles, led by expert moderators, and based on classical and modern texts of renowned philosophers and thinkers, participants explore the most fundamental questions of the human existence, including the role of the individual, the order of society, and the limits of power. Moreover, they discuss how these are relevant for their leadership today and the challenges that confront all of us on a local, national, and global level.

The Seminar is deeply rooted in the Aspen idea of creating a safe space for leaders, thinkers, and artists from around the globe to step away from daily routine to reflect on what makes good leaders and a good society. The first Seminar was conducted in 1951, inspired by the Great Books Seminar held by philosopher Mortimer Adler at the University of Chicago. According to Adler, philosophy is everybody's business and essential to what makes us human. The idea was that the Seminar would improve society by fostering humanistic thought among important decisionmakers.

Values Based Leadership

Values based leadership emerges from an inside-out process. When we are not clear about our values, it is hard to imagine how we can stand up for our beliefs. How can we speak out, if we don't know what is important to us? How can we act according to our convictions, if we only have a vague idea what they are? Leading a life that is congruent with one's beliefs and values, gives leaders the authenticity and credibility that their constituents desire. Once leaders have identified their values, they have a greater sense of stability and confidence. They are perceived as consistent, trustworthy, and more likely to be willingly followed.

Philosophy and Practice

In 2011, Aspen Germany started offering its seminar "Philosophy & Practice." Tucked away from daily routine, the Seminar convenes a small group of high level leaders from diverse backgrounds in a confidential atmosphere. Unlike university lectures or literature analyses in which experts offer instructions on how to read or understand the classical writings, participants are encouraged through the Socratic method to interpret the materials in their own way. The purpose is not to find unanimous responses or build consensus but foster dialog and exchange, which is fundamental in a world that has to live daily with conflicting interests, opposing views, and cultural frictions.

The Seminar is not a skill building or case study exercise but focuses on the essence of leadership. It encourages executives to think more deeply about their own values and beliefs, enhances their understanding of differing views and highlight the complexity of our societies. It leaves participants better prepared to lead as they confront difficult choices in their organizations and in society.



The Seminar helped me to better understand my own government decisions and actions.

Madeleine K. Albright, Former U.S. Secretary of State



Intensive, surprising, inspiring!

Christian Schütte, Senior Editor "Capital", Gruner + Jahr AG & Co KG



The Seminar is very timely. It ignites reflection about ethics and values in a global context. I am inspired to put theory into action.

Dr. Joerg M. Borchert, Vice President, Infineon Technologies



The Aspen Seminar is an indispensable equipment for ethical, values based management.

Ambassador (ret.) Thomas Matussek, Managing Director, Alfred Herrhausen Society



It is important to think about the fundamental questions of leadership and for what you stand. Then daily questions get answered more easily.

Kristina Marie Flügel, Director Human Resources, Deutsche Bank AG



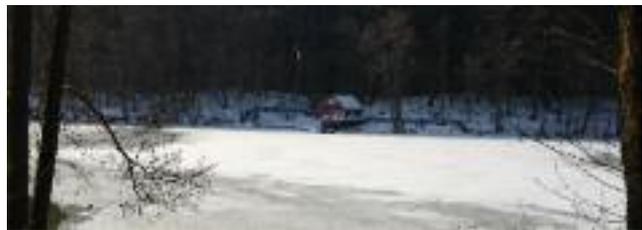
The in-depth discussions with my fellow participants have changed how I view the world and will impact my daily life.

Eva Deininger, Head of Logistics & Services, Axel Springer AG



Thought-provoking, intensive, invaluable for anyone aspiring to a leadership role

Dr. Mark Young, President, Rational Games Inc.



The Aspen Seminar provides a forum for reexamining the great issues of our time based on classical and contemporary texts. It is a unique experience.

Charles Ferguson, Editor (ret.), The Times Picayune



*Dr. Ernst Reichel,
Special Envoy for South-Eastern Europe,
Turkey and the EFTA States at the Federal
Foreign Office*

POLICY PROGRAM



Aspen Southeast Europe Working Group December 1-2, 2014

To conclude Aspen's policy program on Southeast Europe 2014, high-level representatives of Western Balkan countries came together in Berlin to summarize and discuss the results of previous conferences, agree on common policies, and present them to the public on December 1-2, 2014. After this presentation, Simon Mordeu, Director for Enlargement Policy and Strategy of the European Commission's DG Enlargement, Anja Quiring, Regional Director for Southeast Europe at the Committee on Eastern European Economic Relations, and Dr. Ernst Reichel, Special Envoy for Southeast Europe, Turkey, and the EFTA States, participated in a discussion called: "Economic Reform and Strengthening the Rule of Law – a Panacea for a Stalling EU Integration Process?". It was noted that the statement by the President of the Commission Jean-Claude Juncker, that there would be no enlargement for the next five years, should rather be understood as an opportunity for sustainable transformation processes within the countries. The German Government fully supports the accession process of the region, since Germany and Europe both have a huge interest in the region and have an impact on its future positive development. One priority should be the economic development and the improvement of the investment climate in the countries. The Committee on Eastern European Economic Relations contributes to these processes through its regular exchange with the countries' governments. A critical view was taken upon Russia's role in the Western Balkans. However, participants agreed that Russia could not offer any alternative to the European perspective of these countries. Nonetheless participants stressed that candidates are expected to progressively align with EU foreign policy.

For further information, please see the final publication at ⇒ www.aspeninstitute.de

Sixth Southeast Europe Foreign Ministers' Conference November 5, 2014

Aspen Germany's Sixth Southeast Europe Foreign Ministers' conference took place on November 5, 2014 in Berlin. The Aspen Institute Germany in cooperation with the German Foreign Office and the British Embassy in Berlin hosted the conference under the patronage of Federal Foreign Minister Dr. Frank-Walter Steinmeier and Foreign Secretary Philip Hammond. In addition to the German and British Foreign Ministers, their counterparts from Albania, Bosnia and Herzegovina, Croatia, Kosovo, Macedonia, Montenegro, and Serbia were also in attendance as was the Deputy Assistant Secretary for European and Eurasian Affairs of the U.S. Department of State. As in previous years, the conference was divided into a public and a closed-door portion. The public part took place at the British Embassy in Berlin and was opened by a panel discussion between business representatives from Germany, the UK, and the region. Prior to the Foreign Ministers' panel discussion, Steinmeier and Hammond presented a joint German-British initiative to revitalize the reform process in Bosnia and Herzegovina, which is supposed to get the country back on track towards EU accession. The initiative was wholeheartedly welcomed and supported at the conference and, later, by the European Union, and the USA. The subsequent panel discussion focused on the topic of EU integration and how to sustain progress and reform in this field. All of the participants agreed that the Western Balkans are part of Europe and that the EU membership perspective for the countries of the region had to be maintained. However, the conditionality of the accession negotiations would have to be upheld as well. At the same time, active support by the EU and its member states for reform efforts in the region would be necessary.

For further information, consult the conference report at ⇒ www.aspeninstitute.de



Bundestag and Congress Staffers Exchange Program October 7-11, 2014

Parallel to the festivities marking Aspen Germany's 40th anniversary, the Institute hosted a group of young American and German Staffers as part of the Bundestag and Congress Staffers Exchange Program from October 7 to 11, 2014. During the four day program, participants discussed past, present, and possible futures for transatlantic relations among themselves as well as with decision-makers from politics, business, and civil society. The staffers actively contributed to the Aspen Institute Germany's Transatlantic Conference with a short presentation prior to the panel debate, and, in doing so, made a highly valuable contribution to the much-needed inter-generational dialog on transatlantic relations. The program has been made possible with funding from the Transatlantic Program of the Federal Government.

Rule of Law Enhancement in the Western Balkans: Identifying the Next Steps September 8-11, 2014

From September 8-11, 2014, the Aspen Institute Germany, with the support of the German Federal Foreign Office, hosted a closed-door conference on "Rule of Law Enhancement in the Western Balkans: Identifying the Next Steps" in Gut Klostermühle, Alt Madlitz. Over the course of three days, high-level decision-makers and experts from the Western Balkans, Germany, the U.S., and the EU convened to discuss the current state of rule of law in the region within the context of EU enlargement. Specifically, the necessity of judicial and public administration reforms, improvement of the investment climate in the region, the fight against organized crime and corruption, and the protection of basic civil, political, social, and economic rights were high on the agenda. Furthermore, participants met with Dr. Joachim Bertele, Head of Division 212 Bilateral Relations to the Countries of Central, Southeastern and Eastern Europe, Southern Caucasus and Central Asia in the German Federal Chancellery, Dr. Jörg Bentmann, Head of Division G: General Questions; EU and International Affairs in the German Federal Ministry of the Interior, and Peter Eigen, Founder of Transparency International, for expert discussions. A dinner with members of the German parliament provided further opportunity for an extensive exchange of views on the issues discussed.

For further information, please see the final publication at ⇒ www.aspeninstitute.de



Roundtable Discussion with journalists from the Western Balkans August 28, 2014

On the sidelines of the Western Balkans conference of the German Federal Government on August 28, twelve journalists from the countries of the Western Balkans met with representatives of the Deutsche Welle, German think tanks, and a member of the German Bundestag in the Aspen Institute, in an event organized by Deutsche Welle, to discuss current developments in the region. The attendees agreed that the Federal Government's conference is an important signal of support to the countries of the region. Everyone, especially in the context of a slow EU enlargement process, welcomed this. Further, it was stressed that the countries of the Western Balkans too would have to become more active. In order to further economic development, improvements to regional cooperation were imperative, for example within the framework of the free-trade agreement CEFTA or in the energy sector, since the regional markets were too small. It was also stressed that the rule of law in those countries had to be promoted as well. Good journalistic work was considered essential for this goal. However, the journalists present remarked that they were not always able to live up to these requirements. Their reporting was often influenced by outside interests and journalists were being threatened because of their work. Furthermore, their reporting about grievances often did not lead to any consequences, since, in the name of stability, the EU and other actors continued to work with the same elites responsible for those grievances. Therefore, the journalists stressed, changes were necessary not just in the region but also outside of it.

Security Concepts and Conflict Management: The Roles of NATO, the UN, and the EU July 7-11, 2014

The Aspen Institute Germany co-hosted a summer school near Tbilisi, Georgia on "Security Concepts and Conflict Management: The Roles of NATO, the UN, and the EU" in cooperation with the Free University of Tbilisi, and the Public Diplomacy Division of NATO, as well as with strong support of Prof. Dr. Peter Schmidt of Ludwig-Maximilians University Munich and Lieutenant General (ret.) Jürgen Bornemann, former Director of NATO's International Military Staff. After an official opening by Alex Petriashvili, State Minister of Georgia for European and Euro-Atlantic Integration, the four-day summer school aimed at giving Georgian students and young professionals an insight into the development of security concepts since the 1990s. Lectures and discussions on different case studies, *inter alia* the crises in Bosnia and Herzegovina, Kosovo, Libya, Mali, Syria, and Ukraine provided a practical understanding of conflict management. A scenario workshop, in which participants had to come up with a solution to the scenario of a worsening situation in Libya taking into consideration the different and at times opposing interests of a series of international actors, concluded the summer school.

For further information, please see the conference agenda and report at ⇒ www.aspeninstitute.de



Economic development in the Western Balkans: On the road to competitive market economies?

June 23-26, 2014

The Aspen Institute Germany with the support of the German Federal Foreign Office hosted a closed-door conference on “Economic Development in the Western Balkans: On the Road to Competitive Market Economies?” at Gut Klostermühle, Alt Madlitz. High-level decision-makers and experts from the countries of the Western Balkans, Germany, the U.S., and the EU convened to discuss the current economic situation and potential short- and mid-term measures for economic development in the countries of the region. Questions of structural reforms and their implementation, regional economic cooperation, infrastructure development, energy security, and the EU’s economic instruments in the enlargement process were elaborated on. Issues of particular concern were the low economic growth and high unemployment in the countries of the region. Potential solutions to these problems, as well as the role of the EU and its enlargement were at the center of debates. Participants received expert briefings from Claudia Dörr-Voß, Directorate-General for European Policy in the Federal Ministry for Economic Affairs and Energy, Prof. Dr. Rainer Lindner, Executive Director, Committee on Eastern European Economic Relations, and representatives of German business, as well as Dr. Carsten Enneper, acting State Secretary in the Ministry for Economic and European Affairs of the Federal State of Brandenburg. A dinner with members of the German parliament provided an opportunity for an extensive exchange of thoughts on the issues discussed.

For further information, please see the final publication at ⇒ www.aspeninstitute.de

NATO’s Role for Europe’s Security April 10, 2014

The Aspen Institute Germany in cooperation with the German Institute for International and Security Affairs (SWP) and the Romanian and Slovakian Ambassadors hosted a conference on “NATO’s Role for Europe’s Security” on April 10, 2014 on the premises of the SWP. On the occasion of the 10th and 15th anniversaries of the first two NATO Eastern Enlargements, the Permanent Representatives to NATO and, in some cases, the Political Directors of the anniversary countries shared their countries’ experiences with and expectations for NATO membership. In light of the Ukraine crisis, NATO membership for these countries was seen as more important than ever since they considered NATO an anchor of stability and security. The second part of the conference addressed the consequences of the Ukraine crisis for the NATO Summit that will take place in September. Discussions centered on the importance of NATO’s ability to respond to threats for member states and the capabilities gap within the Alliance as well as a need for adequate defense spending and smart defense. Moreover, it was stressed that NATO’s door remained open, and the Alliance alone decided on enlargement issues. The Deputy Secretary General of NATO, Ambassador Alexander Vershbow, addressed participants in a keynote speech and presented NATO’s view. The conference took place under the Chatham House Rule.

For further information, consult the conference report at ⇒ www.aspeninstitute.de



Aspen Working Group Southeast Europe November 27, 2013

Concluding the Southeast Europe Policy Program “A Future Security Architecture for Southeast Europe,” high-ranking officials of the Western Balkan countries met on November 27, 2013 to identify common results and policy recommendations. These were presented to the public by these officials and further discussed by Dr. Gerhard Schumann-Hitzler, Director in the Directorate-General for Enlargement of the European Commission, and Christoph Retzlaff, Head of Division for EU Enlargement at the Federal Foreign Office, with regard to the question “EU Enlargement – Between Conditionality, Progress, and Enlargement Fatigue?” Mr. Retzlaff confirmed growing mistrust in EU institutions and general enlargement fatigue in EU member states. Nonetheless, he still considered enlargement the most effective foreign policy tool of the EU. Dr. Schumann-Hitzler stressed that the conditions for accession would need to become stricter to avoid former mistakes, but also that the EU would have to offer a helping hand to the Western Balkans to adapt to those conditions in time. Both identified three main problem areas: rule of law, especially regarding corruption and organized crime, the strengthening of economic competitiveness, and the establishment of good neighborly relations. For further information as well as an overview over the results and policy recommendations, please see the final publication.

For further information, please see the final publication at ⇒ www.aspeninstitute.de

German-Israeli Strategic Dialog November 25, 2013

On November 25, 2013 the Aspen Institute convened experts of various German and Israeli institutions to a German-Israeli Strategic Dialog. One day after the completion of the “Joint Action Plan” concerning the Iranian nuclear program in Geneva, there could hardly have been a better moment to assess first hand information of Israeli officials concerned with Iran’s plans. It came as no surprise that Israeli participants considered Iran the winner of the deal. Other speakers pleaded to be careful not to lose the chance of agreement. Two further topics were just as contentious. First the situation in Egypt was evaluated skeptically. The Arab Spring had not set free proper democratic forces. Relating to the Syrian crisis, pessimism remained whether a political solution could be reached because radicalization and fractionation were prevalent as well as divergent interests of foreign actors. Finally, the roles of Germany and the EU regarding the “Greater Middle East” were discussed as well as the need to contribute to a “system opening transformation” of the region.

For further information, consult the conference report at ⇒ www.aspeninstitute.de



Maritime Security and Europe October 23-25, 2013

From October 23-25, the conference “Maritime Security and Europe” took place as part of the Aspen European Strategy Forum. More than 70 participants, among them renowned political scientists and historians, members of think tanks, NGOs and international organizations, active and retired naval officers, representatives from industry, as well as political experts from Europe, North America, and Asia discussed about the central issues of maritime security and defense in eight sessions. Points of focus were the security at sea, maritime chokepoints, and maritime security in the Arctic and Indian Ocean. Subsequently, the future of naval strategy and maritime conflict resolution, as well as the necessity of a maritime strategy was discussed. The final discussion and countless conversations during the breaks made clear that political will, strategic vision, the cultivation of dialog, the scientific examination of the topic, as well as a common language and understanding regarding Maritime Security are more important than ever.

Energy Security as a Security Challenge in Southeast Europe? October 15-17, 2013

“Energy Security as a Security Challenge in Southeast Europe?” was the topic of the fifth Aspen Southeast Europe Policy Program conference within the two-year project on “A Future Security Architecture for Southeast Europe.” From October 15-17, 2013, 35 select politicians, diplomats, experts, academics, decision-makers, and business representatives from Germany, the Western Balkans, Turkey, Russia, the U.S., as well as from international organizations gathered at Gut Klostermühle, Alt-Madlitz. They discussed current issues of energy security for the Western Balkan countries, as well as the importance of the geopolitical situation of the region for common security of supply, and developed concrete policy recommendations. The focus of the conference was on questions of regional cooperation and integration of energy markets, reform processes in the Southeast European countries with regard to the standards of the Energy Community, the EU integration of these countries, as well as the impact of Western and Central European efforts to secure their energy supply in the region.

For further information, please see the final publication at ⇒ www.aspeninstitute.de



Organized Crime as a Security Challenge in Southeast Europe May 30-June 2, 2013

The Aspen Institute's conference "Organized Crime as a Security Challenge in Southeast Europe" took place in Budva, Montenegro, between May 30 and June 2, 2013. This event was part of the Aspen Project "A future Security architecture for Southeast Europe". The event brought together 35 select decision-makers from Germany, the Western Balkan countries, the United States, Russia, Turkey, and international organizations, with professional backgrounds in government, international and civil society organizations, academia, the security sector and foreign service. Major points of discussion were the social, economic and security implications of organized crime for the region. Furthermore, participants discussed common strategies to combat organized crime in the Western Balkans and agreed that EU integration is essential for the containment of organized crime in the region.

For further information, please see the final publication at ⇒ www.aspeninstitute.de



*Dr. Frank-Walter Steinmeier,
Federal Foreign Minister*



The Aspen Institute | Germany

SIXTH ASPEN SOUTHEAST EUROPE FOREIGN MINISTERS' CONFERENCE

November 05, 2014 | Berlin

PUBLIC PROGRAM



Dr. Sharon T. Freeman

Business Opportunities of the Future Trade Agreement between the U.S. and the EU December 10, 2014

On December 10, Aspen Germany hosted its first Aspen Corporate Members' Lunch, with the U.S. Embassy in Germany bringing Dr. Sharon T. Freeman, President of the All American Small Business Exporters Association, to Berlin to talk about "Business Opportunities of the Future Trade Agreement between the U.S. and the EU". Dr. Freeman drew parallels between the original debate about NAFTA and today's discussion about TTIP. Americans had been concerned about a loss of jobs and a decrease in standards, but in the end NAFTA had proven beneficial for the U.S. and their partners. Small- and medium-sized enterprises could gain from TTIP both indirectly through supply chains and directly through tariff cuts and the harmonization of norms. A representative from the UK said that Europe would benefit from TTIP even more than the U.S. Dr. Freeman had noticed that Germans were discussing TTIP with more scrutiny than Americans. One participant explained the German skepticism by noting the concern that international treaties and their mechanisms undermine parliamentary decision-making, especially in the field of ISDS (investor-state dispute settlement). Another participant diagnosed a general fear of globalization and of delegating power to the EU. All European participants agreed that the political elites had lost large parts of public support regarding TTIP and that they needed to address the populace's concerns. Dr. Freeman and a corporate member concluded that Europe and the U.S. were slowly losing their global relevance and should not miss TTIP as an opportunity to stand their ground as economic powers in the competition with China and other emerging powers.



40 Years Aspen Germany Celebration: Partners in Leadership

October 9, 2014

On October 9, the Aspen Institute Germany concluded its 40th anniversary celebrations with a festive evening dedicated to the idea of “Partners in Leadership” at the Atrium of the Deutsche Bank Unter den Linden. On this special occasion, the “Shepard Stone Award for Outstanding Transatlantic Leadership” was awarded for the first time, its recipient was Dr. Mathias Döpfner, CEO and chairman of the publishing house Axel Springer SE. The award was presented by Edzard Reuter and Margaret Stone MacDonald, daughter of the Institute’s founder Shepard Stone. The laudatio was held by former U.S. Ambassador Philip D. Murphy.

Berlin Transatlantic Conference: The Transatlantic Partnership at Stake: Do We Still Need Each Other?

October 9, 2014

On October 9, the Institute hosted its first Berlin Transatlantic Conference, posing the question: “The Transatlantic Partnership at Stake: Do We Still Need Each Other?” During 4 panel discussions, 14 panelists, 4 moderators, and one keynote speaker debated their answers. Topics included transatlantic values, security and NATO, TTIP and trade, big data and the IT revolution. Panelists mostly agreed, that the Transatlantic Alliance is still very important to both sides of the Atlantic but needs work and clarification of how we need each other.

Detailed information can be found in the conference summary and the videos at ⇒ www.aspeninstitute.de



Steffi Lemke, Christian Lindner, and Lars Zimmermann

Does Germany Still Need The Free Democrats? October 1, 2014

The Aspen Institute Germany hosted a panel discussion on the question “Does Germany Still Need the Free Democrats?” Moderated by Rüdiger Lentz, the panelists Steffi Lemke, Member of the German Bundestag and Parliamentary Secretary of Alliance 90/The Greens, Christian Lindner, Member of the North Rhine-Westphalian Parliament and Federal Chairman of the FDP, and Lars Zimmermann, Member of the CDU Berlin, discussed whether the German Free Democrats (FDP) and liberal thoughts were still modern and how they might be further developed. According to participants, the status of the FDP had been damaged by the lack of a clear liberal profile. The aim was to raise the party’s profile and to encourage citizens to assume responsibility instead of delegating it to the state. Others noted that the FDP could not enjoy a monopoly position with regard to “liberal values“ due to increased competition. Further panelists criticized that lacking profile seemed to be the key to success nowadays, citing Chancellor Merkel as an example. Participants disagreed by emphasizing the Chancellor’s confidence-building effect. According to them, the core task of politics would be to organize changes based on security and communications. In the end, all participants claimed to represent liberal values, although they disagreed on what exactly that means.

Thomas Miller and Malte Lehming

Rebuilding What Trust? Can German-American Relations Still Be Saved? September 24, 2014

On September 24, the Aspen Institute hosted the Aspen Brown Bag Lunch on “Rebuilding What Trust? Can German-American Relations Still Be Saved?” Keynote speakers were Thomas Miller from the U.S.-Embassy in Berlin and Malte Lehming, journalist and former U.S. correspondent. The discussion mainly focused on three issues: different perceptions (due to historical reasons), expectations, and interests of both states. The opinions differed on the question of whether Germany could be considered an equal partner to the United States. According to Mr. Lehming, Germany was considered to have a rather weak political position and therefore tried to compensate via excessive moralizing of certain aspects. Furthermore, he asserted that many Germans would long for bipolar stability and several attendees made the point that this aspect might influence the perception of current Russian activities. Germany would need to engage in a process of self-reflection in order to be able to operate as a self-assured partner. Besides, several attendees shared the observation that the debate was primarily dominated by emotions. With the world facing a number of acute challenges and security threats, Mr. Miller underlined the importance of an intensive transatlantic cooperation and German-American partnership in particular.



Robert Hunter

NATO and Russia after the Cardiff Summit September 16, 2014

Together with the U.S. Embassy in Berlin, Aspen Germany invited its corporate members and board members to a spontaneous roundtable with Ambassador Robert Hunter, who had previously been a U.S. Ambassador to NATO and now serves as Senior Fellow at the Center for Transatlantic Relations at Johns Hopkins University. He gave a brief analysis of NATO-Russia relations during the last decade and stated that, in his view, the American policy on Russia had gone the wrong way since 2003. He particularly mentioned the Bush policies of basing ballistic missiles in Eastern Europe and of pushing for NATO membership for Georgia and Ukraine as being responsible for causing a sense of pressure and humiliation in Russia. This kind of “Versailles“-feeling should have been avoided and, according to him, it had given Putin the necessary public support that first resulted in the war in Georgia and now in the crisis in Ukraine. Ambassador Hunter believed that nothing could be done if Russia went for a land bridge to Crimea and Transnistria and feared that the consequences of economic sanctions would diminish Putin’s support too late. To stop this process, Hunter suggested extending Russia a hand and including the country in a broader European security setting independent of NATO. Moreover, free trade could be an area where Western-Russian cooperation could be strengthened again.

Ed Geoas, Chris Israel, David Metzner, and Peter Beyer

It Takes Two to Tango – What Do American Voters Think about TTIP? June 30, 2014

Ed Geoas, President and CEO of the Tarrance Group, joined by Chris Israel and David Metzner of ACG Analytics, gave a first presentation of a new study of 1,000 U.S. voters’ opinions on the Transatlantic Trade and Investment Partnership (TTIP) during a discussion event called “It Takes Two to Tango – What Do American Voters Think about TTIP?” at the Aspen Institute on June 30, 2014. Member of the German Bundestag Peter Beyer (CDU) joined their discussion to add a German perspective. The poll showed that more than two thirds of Americans were in favor of a free trade agreement (FTA) with Europe, either as a new source of jobs and growth, or as an economical counterweight to China. However, only 9% of U.S. voters were fully aware of the current TTIP negotiations, which made the topic hardly attractive for Congressmen. The communication to the citizens was also considered problematic in Germany, where the benefits had been promoted too little. Instead, an emotional debate about brand protection had emerged in the U.S. parallel to the German chlorine chicken debate. Named benefits were a greater variety of choices, lower costs, job security, and job growth. The participants agreed that TTIP would not mean a race to the bottom, it could rather become a role model for high standard FTAs. However, the negotiations should bring the first results, soon, to have something substantial. Otherwise, the whole public



*Christine Wolff, Trustee Aspen Institute Germany
Dr. Heike Maria von Joest
August von Joest, Member of the Management Board,
Aspen Institute Germany*





Summer Party 2014

Culture as a USP – Berlin between Arts and Commerce **June 19, 2014**

On June 19, supporters and the Friends of the Aspen Institute gathered on the banks of river Spree in Berlin to celebrate Aspen's Summer Party. The topic of the evening was "Culture as a USP – Berlin between Arts and Commerce." Rüdiger Lentz, Director of the Aspen Institute Germany, was joined by the guest speaker of the evening Tim Renner, Berlin's State Secretary for Cultural Affairs, discussing about the importance of the art and creative scene in Berlin and its upcoming challenges. Guests and friends of the Aspen Institute enjoyed live music and pulled pork from the U.S. Dixie until late in the night.

Prof. Lawrence Chalmer

Collective Defense on NATO's Eastern Border – Article 5 Under Threat? **June 10, 2014**

The Friends of the Aspen Institute gathered together with members of the Young Transatlantic Initiative in a cooperative event with the Embassy of the United States in Berlin on June 10, 2014. Prof. Lawrence Chalmer talked about "Collective Defense on NATO's Eastern Border – Article 5 Under Threat?", the most important future issues faced by NATO, and the key topics at the upcoming NATO Summit in Wales. He particularly stressed the difficulty of finding consensus among 28 states. Subsequently, the participants engaged in a lively discussion about the Ukraine crisis, the future of international organizations, notably the NATO and the European Union, and about Germany's responsibility in the world.



Henryk M. Broder

The Last Days of Europe – How We Are Scuppering a Good Idea May 8, 2014

The publicist Henryk M. Broder introduced his new publication “The Last Days of Europe – How We Are Scuppering a Good Idea” and discussed the forthcoming European elections, as well as undesirable developments and the future of the European Union with Rüdiger Lentz on May 8, 2014. Broder entertained his audience with little anecdotes and his views about the “Brussels bureaucracy”. He criticized that EU citizens had been given the impression that they would be electing the president of the European Commission directly, although the final decision remained with the heads of states and governments. According to Broder, the European Union had been defunct right from the start, as its citizens consider it remote, inefficient, and transgressive. Regarding undesirable developments, Broder highlighted the “regulatory mania” of the European Union, whereby the EU is eager about creating new regulations e.g. on energy saving lamps, but cannot achieve consensus on key issues such as foreign policy. He himself did not want to offer any solutions, he rather considered himself a criticaster.

Tara Sonenshine

May 8, 2014

The former Under Secretary of State for Public Diplomacy under Secretary Hillary Clinton and Secretary John Kerry, Ms. Tara Sonenshine, was the keynote speaker at an Aspen Board Luncheon on May 8, 2014. Ms. Sonenshine, who was a ten times News Emmy Award winning TV journalist in the U.S. before joining public service, spoke about the role of new media in shaping nation images and public perceptions of other countries and their policies. Against the background of the current Ukrainian crisis and the annexation of Crimea by Russia, she highlighted that for years the Russian government invested hundreds of millions of dollars in public diplomacy projects. Russia was attempting to influence and partively shape Western perceptions to its policies. She said that the battle ground in public diplomacy and positive nation branding was no longer through classic diplomacy or print media but rather through social media such as Facebook and Twitter. She considered this an irreversible process, which we all have to live and reckon with.


**Jackson Janes, Sofia Onufriv, Ewald Böhlke,
and Pavlo Klimkin**
**Russia and Ukraine – A Challenge for the
West
March 27, 2014**

Dr. Jackson Janes of the American Institute for Contemporary German Studies (AICGS) called for leadership from Europe, in particular from Germany, to secure the heritage of peace on the continent. The dispute between Russia-critics and pro-Russia actors was hindering a credible consensus. Sofia Onufriv, a Euro-Maidan activist, emphasized that students had originally initiated the protests on Maidan – opposition parties had only joined in later. The people who fought for European values and lost their lives should not be forgotten, she added. Dr. Ewald Böhlke of the DGAP first talked about the precarious condition of the Russian economy. Moreover, he explained that increased patriotism was an answer to diverging and conflicting interests within the society. Concerning the current situation of the Ukrainian people, he said that they primarily needed to experience tangible results, e.g. jobs and a stable economy. The panelists, among them the former Ukrainian Ambassador to Germany H.E. Pavlo Klimkin, concluded that a new form of international cooperation was needed to pave the way for stable intergovernmental relations in the future. Most importantly, the international community should develop new binding and enforceable agreements. Otherwise, the current world order would be in danger.

Shi Ming
**The Global Power China – Between
Communism and Capitalism
March 17, 2014**

The Chinese journalist and author Shi Ming talked with Rüdiger Lentz about the values, myths, and hopes of the Chinese society. The government lost credibility because it could not provide plausible economic or environmental promises to its people anymore. Regarding foreign policy, China was trying to balance close relation with Russia and the states quo with the West. Shi Ming emphasized that the American market was indispensable for the Chinese economy. According to Shi Ming, America was considered a role model and an enemy for China at the same time. This was only one symptom of the Chinese identity crisis he diagnosed. While the youth was diligent and modern, most of them lacked knowledge about the history and values of their country. The dogma of growth dominated most of the spheres in life, causing a cultural stagnation.



Dr. Sandro Gaycken and Arne Schönbohm

Cyber War and Cyber Security – Freedom and Security as a Transatlantic Controversy February 5, 2014

The first Brown Bag Lunch was held on February 5, 2014, dealing with “Cyber War & Cyber Security – Freedom and Security as a Transatlantic Controversy.” Opening statements were given by Dr. Sandro Gaycken (Free University of Berlin) and Arne Schönbohm (Cyber-Security Council Germany). America’s perspective on digital surveillance has been shaped by recent acts of terrorism, whereas Germany had rather been shaped by the experience of a totalitarian past. Both agreed that existing German cyber structures were vulnerable. In addition the perception of moral values within secret services should end, as electronic warfare is an indispensable component of national security today. The 25 participants disagreed regarding the obligation to inform authorities about cyber attacks weighing risk assessment against unnecessary market regulation. Policy measures would be important once it came to critical infrastructure like the energy sector, the stock market, or the state itself. It was stated that Germany had the potential to pioneer the safe technology sector. However, Dr. Gacken stated that, clear signals would need to be sent to the market via legal requirements.

Dimitrios Droutsas and Peter Lange

The Patient becomes President: New Government in Germany, New Greek EU Presidency – Does Europe Regain Momentum? January 13, 2014

Dimitrios Droutsas, Member of the European Parliament and former Greek Foreign Minister, joined Deutschlandradio Kultur’s Peter Lange for a discussion on January 13. According to him, Greece’s outdated political system with its clientelism was the key obstacle inhibiting urgently needed reforms. He considered referenda a viable option to overcome the partially nepotistic political structures in his country. Furthermore, another debt cut would be indispensable. Regarding the upcoming European parliamentary elections, Droutsas stressed the Greek people’s commitment to the membership in the European Union and to democratic values. Unfortunately though, the frustrating economic situation was favorable for radical parties.



Wolfgang Grupp

Ethics, Politics, and the Economy – Has Morality Been Defeated by Reality? November 21, 2013

During a discussion with Rüdiger Lentz on November 21, 2013, Wolfgang Grupp demanded that entrepreneurs take more responsibility for their actions. Only personal responsibility could decrease risk, greed, and megalomania. He encouraged the increase of the top tax rate up to 70 %. He also supported the minimum wage. Concluding, he emphasized that it was not a challenge to become successful, but rather to maintain success.

Egon Ramms

Wars Fought, Just Wars, or Wars not Fought? Lessons from Afghanistan, Iraq, and Syria October 10, 2013

“Wars Fought, Just Wars, or Wars not Fought? Lessons from Afghanistan, Iraq, and Syria” was the subject of the talk with General (ret.) Egon Ramms on October 10. He said that the withdrawal in 2014 would be too early, as stable state structures were not established yet. A follow up mission should be established to avoid a civil war. Currently, an intervention in Syria would be difficult due to the complexity of the situation and peace talks that include Assad would be the only solution as time was on his side. To achieve that, the influence of Russia, China, and the U.S. would be crucial.



Niels Annen, Philipp Mißfelder, and John B. Emerson

**The future of the transatlantic relations and Germany's role as a foreign and security policy actor
October 10, 2013**

On October 10, a lunch with U.S. Ambassador John B. Emerson and the members of parliament Philipp Mißfelder (CDU) and Niels Annen (SPD) took place within the scope of the meeting of the Board of Trustees of the Aspen Institute. The topic was the future of the transatlantic relations and Germany's role as a foreign and security policy actor. The present members of the board of trustees and management board took the discussion as an inspiration for the future orientation of the Institute.

Haifa Al Kaylani

**On the Road to Democracy? The Arab Revolution and its Women
September 19, 2013**

On September 19, Haifa Al Kaylani, chairwoman of the Arab International Women's Forum, shared insights in the topic "On the Road to Democracy? The Arab Revolution and its Women." She emphasized that women and young people were an unused potential of the Arab region and therefore crucial for development and democratization. It was important for her to clarify that Islam is a religion of equal opportunities for men and women.



Foreign Correspondents Panel

Germany before the election – An external perspective September 17, 2013

“Germany before the Election - An External Perspective” was the topic on September 17. The discussion was held at Hotel Adlon’s China Club with Foreign correspondent Erik Kirschbaum from Reuters, Pascal Thibaut from Agence Presse Francaise, Flamina Busotti from IANSA in Italy, and Polish journalist Rosalia Romaniec. In all four states, the elections were viewed from a Euro-crisis perspective. While France hoped for a Grand Coalition, Poland was counting on continuity. The USA preferred a strong Germany that would take a leadership role not only in the Euro-crisis, but also in other international issues.

Summer Party

June 13, 2013

The Aspen Summer Party was celebrated at the Embassy of the United States of America in Berlin. The occasion also marked the farewell to Aspen’s Director Charles King Mallory IV and the welcome to his successor Rüdiger Lentz. Surprise guest Federal Foreign Minister Dr. Guido Westerwelle, the U.S. Ambassador to Germany Philip D. Murphy, and Karsten D. Voigt spoke about the transatlantic relations. Dr. Guido Westerwelle underlined the friendly relations between the USA and Germany and expressed his thanks for enabling Germany to become a free country. Ambassador Philip D. Murphy spoke about the important role of the Aspen Institute Germany since 1974 and the reliability of the institution. He thanked Charles King Mallory IV for his great work and wished Rüdiger Lentz all the best for his upcoming tasks. Karsten D. Voigt, the former Coordinator of German-American Cooperation at the German Federal Foreign Office, and Dr. Roland Hoffmann-Theinert, chairman of the Friends of Aspen, also thanked Mr. Mallory. Charles King Mallory IV emphasized that he was very thankful towards the people he had been working with. With these words he passed the directorship to Rüdiger Lentz, who asserted his intention to try to live up to the coming challenge.



H.E. Takeshi Nakane

The Japanese Security Landscape with a Focus on Environment – Challenges from the Democratic People’s Republic Korea and the People’s Republic of China May 6, 2013

On May 6, Takeshi Nakane, Ambassador of Japan to the Federal Republic of Germany, gave a lecture on “The Japanese Security Landscape with a Focus on Environment – Challenges from the Democratic People’s Republic Korea and the People’s Republic of China.” He spoke about the increasing tensions between North Korea and its neighbor states and elaborated on the Japanese-Chinese conflict in the East China Sea. Ambassador Nakane interpreted the U.S.-American “Pivot to Asia” as a signal for the rising importance of Asian security policy. He also argued that China, given its enormous economic power, should contribute more to finding solutions for both the security and the political problems the region faces. Concerning Japan’s relationship with North Korea, he expressed his hopes for de-escalation through a more ambitious engagement of China, although he remained rather skeptical. Furthermore, he enunciated the expectation towards the European Union and especially Germany, that the weapons embargo targeting China should be strictly enforced.

Dr. Jürgen Stark

Burdening Coming Generations – Sovereign Debt beyond All Reason April 11, 2013

On April 11, 2013, the Aspen Institute Germany hosted an interview with a following discussion on the topic “Burdening Coming Generations – Sovereign Debt beyond All Reason?” Deutschlandradio Kultur’s Ernst Rommeny interviewed Dr. Jürgen Stark, the Former Chief Economist and Member of the Executive Board of the European Central Bank. According to Dr. Stark, the Maastricht Treaty was capable enough, but it has not been implemented in a successful way. He said that there was a lack of member state responsibility to the European Union and the monetary union, which had grown too fast and had not led to a reform impulse yet. Consequently, he pointed towards a need for reforms, especially in the labor markets of southern Europe, as well as in the financial sector, where it would be a necessity to establish equity to back operational risks and a functioning risk control that would work on different levels. Dr. Stark advocated for a European Budget Office that would consist of experts and would give independent advice to the EU Ministers of Finance.



*Peter Lange, Deutschlandradio Kultur
Flaminia Busotti, IANSA
Erik Kirschbaum, Reuters
Heidrun Wümmersberg, Deutschlandradio Kultur
Rüdiger Lentz, Aspen Institute Germany
Pascal Thibaut, Agence Presse Francaise
Rosalia Romaniec, Deutsche Welle*



KEY STAFF



Peter Eitel | Program Officer – Peter Eitel joined the Aspen Institute as a freelance Program Officer in June 2014, organizing Aspen Germany’s Staffers Exchange Program. He holds a B.A. in political science and history from Greifswald University

and a M.Sc. in Global Security from the UK Defence Academy. Currently he pursues a Ph.D. at the Institute for Security Policy at Kiel University. Peter started his career in 2009 at Afrika-Verein, a private sector business association representing more than 700 member companies doing business with and in Africa as personal assistant to the Executive Director and advisor for security and development issues. He then moved on to take over the establishment of Germany’s first private Security Sector Reform consultancy unit with offices in Berlin, Brussels, and Munich (DIDES GmbH), where he last served as COO. Peter has published numerous articles and participated as panelist and moderator in international conferences.



Valeska Esch | Senior Program Officer – Valeska Esch works as Senior Program Officer with the Aspen Institute Germany and is responsible for Aspen’s Policy Program on Southeast Europe. Valeska joined Aspen in February 2009.

She holds an M.A. in Political Science, International and European Law, and English Language and Literature with a focus on security politics, the European Union, and Southeast Europe, for which she studied at the Rheinische Friedrich-Wilhelms-Universität Bonn and the University of Birmingham. Valeska has published on the EU’s engagement in Kosovo. Prior to joining Aspen, she worked for an event management firm in Bonn and in-

terned at the United Nations University’s Institute for Environment and Human Security (UNU-EHS).



Juliane Kabus | Program Assistant – Juliane Kabus is currently a Liaison Coordinator for the G7 Presidency at the German Federal Foreign Office in Berlin. Previously, she was a staff member of the Aspen Institute Germany, supporting Aspen’s Policy

Program on Southeast Europe. Juliane holds a B.A. in Politics, Public Administration, and Sociology and will receive her M.A. in Political Science later this year. Her academic interest lies in the field of International Relations, especially security and nuclear politics as well as ethical and moral questions within this area.



Lena Kiesewetter | Program Officer – Lena Kiesewetter joined the Aspen Institute Germany as a Program Officer in September 2012 and became a Senior Program Officer in 2014. Her main responsibilities include the Public Program, board relations, fundraising, budgeting, and membership coordination.

Lena studied political science and peace research at the universities of Freiburg, Oslo, Toronto, and at ETH Zurich, where she graduated with a Master of Arts. Before joining the Aspen Institute, she worked at the German Embassy in Oslo and conducted field research on human rights activism in Bosnia and Herzegovina for the Swedish NGO Civil Rights Defenders. Her further experience includes university research and teaching as well as adult education. Besides working at the Aspen Institute Germany, she is a research associate and lobbying activist at the German human rights organization Genocide Alert.



Cornelia von Rundstedt | Senior Program Officer 2012 – Cornelia worked at the Aspen Institute Germany as a Senior Program Officer for the Leadership Program from December 2012 to February 2015. She was in charge of the implementation

and management of the Aspen Leadership Seminar. Following an education in Antique Furniture Restoration, Cornelia studied Art History at the Universities Bonn and Rome and completed her M.A. in 2006. After graduating, she worked at the Department for European Decorative Art of Van Ham Fine Art Auctions in Cologne. In 2008, she joined a leading German consultancy for integrated personnel management in Düsseldorf, where she was significantly involved in the establishment and the project management of the training and seminar section. In 2009 she relocated to the Berlin office where she was in charge of the new business unit for the consulting of students and young professionals concerning their career planning.



Mary von Schulthess | Program Officer 2011-2013 – Mary von Schulthess joined the Aspen Institute Germany as a Leadership Program Officer in April 2011, successfully launching The Aspen Seminar. She completed her M.A. in Art History at

the Courtauld Institute, London, where she focused on traces of resistance in German art before and during World War II. She then joined Stylepark AG as assistant to the board, where she guest managed The Design Annual and was in charge of the supporting program. Following her experience with Stylepark AG, she became assistant to the CEO of an agricultural enterprise in southern Germany, where she concentrated on develop-

ing future strategies for a traditional agricultural holding company consisting of a winery, fruit plantations, forest, and real estate.



Tanja Treysse | Office Manager – Tanja Treysse joined the Aspen Institute as a Office Manager in March 2014. Tanja is a bilingual secretary also holding a business degree. During her studies, she worked as assistant to the Sales and Marketing Di-

rector of Transrapid International (marketing of trains with magnetic levitation) amongst other positions. Afterwards she worked for the Head of Electricity Trade of the BDEW (German Association of Energy and Water Industries) before she became Managing Assistant of IZ Klima, an association for the distribution of information about climate friendly power generation, for six years.



Klaus Wittmann | Senior Fellow – Brigadier General (ret.) Dr. Klaus Wittmann retired from the Bundeswehr in 2008 after 42 years of service that included battalion and brigade command, academic phases at Hamburg University and at the Interna-

tional Institute for Strategic Studies, military policy assignments in the Ministry of Defence, Bonn, and at NATO Headquarters, Brussels, as well as higher officer education at the Führungsakademie, Hamburg, and the NATO Defense College, Rome, where he concluded his career as Director Academic Planning and Policy. He is a security policy and NATO expert, has lectured and published widely on history, strategy, and arms control topics, and teaches contemporary history at Potsdam University. Since 2011, he has been supporting Aspen Germany as a Senior Fellow.

PROGRAM 2015

JANUARY

- 27 Anti-Immigration, Anti-Islam, Anti-Americanism – Is the Western Ideal of the Open Society Facing Its End?**
Dr. Alexander Gauland and Barbara John

FEBRUARY

- 05-08 Aspen Leadership Seminar
“Philosophy and Practice”**

- 26 Willi Baumeister and European
Modernity 1920s – 1950s**

MARCH

- 02 Strong Europe: America’s Contribution
in Times of Russia’s New
Geopolitics**
Lt. General Ben Hodges, Commanding
General of the U.S. Army Europe

- 04 Expert Discussion on: Kosovo’s
Population Drain: How Can the
Governments of Kosovo and Germany
Respond to People’s Demands for a
Better Future?**
H.E. Skender Hyseni, Minister of Internal
Affairs, Republic of Kosovo
Dr. Ernst Reichel, Special Envoy for South-
Eastern Europe, Turkey, and the EFTA States,
Federal Foreign Office
Dr. Michael Jansen, Head of Division MI 5 Eu-
ropean Migration, European Harmonization,
Federal Ministry of the Interior

- 09 Germany’s Troublesome
Construction Sites – Limits of
Feasibility or Political Mistakes?**

Hartmut Mehdorn, CEO Flughafen
Berlin-Brandenburg GmbH

- 20 TTIP: Regulatory Coherence and
Cooperation**

Peter Chase, Vice-President for Europe at the
U.S. Chamber of Commerce (AmCham)

- 23 Russia’s Foreign Policy and Its View
of the New European (Dis)order**

Fyodor Lukyanov, Editor-in-Chief of Russia in
Global Affairs and Chairman of the Presidium
of the Council on Foreign and Defense Policy
Katrin Eigendorf, Reporter for ZDF

APRIL

- 14 Putin’s Leadership and Its
Implications for the West**

Dr. Fiona Hill, Director of the Center on the
United States and Europe at Brookings

- 17 After the Election: What’s Next for
Israel and Palestine?**

Samer Maklouf, Executive Director of
OneVoice Palestine
Tal Harris, former Executive Director
of OneVoice Israel

28 TTIP – A Matter of Negotiation

Ignacio García Bercero, Chief Negotiator on TTIP for the European Commission
Josef Janning, Head of the Berlin Office
European Council on Foreign Relations
Matthias Machnig, State Secretary at the German Federal Ministry of Economic Affairs and Energy
Jürgen Hardt, MP (CDU/CSU) and Coordinator for the Transatlantic Cooperation at the Foreign Office

MAY

21 Collapse Middle East – German Influence und German Responsibility in a Difficult Region.

Omid Nouripour, MP and Foreign Affairs Spokesperson of the Party Alliance 90/The Greens

21 Board Luncheon

Martin Klingst, Senior Political Correspondent for DIE ZEIT in Berlin

27 Return on Character – The Real Reason Leaders and Their Companies Win

Kelly Garramone, Managing Partner at KRW International

JUNE/JULY

11-14 Aspen Leadership Seminar “Philosophy and Practice”

15-18 Conference on: Democratic Governance and Public Administration Reform in the Western Balkans

Belgrade, Serbia

22 Summer Party of the Aspen Institute Germany and the “Verein der Freunde des Aspen Instituts“ 2015: Export above all else? Germany’s chances and risks in a globalized world

Dr. Markus Kerber, Director General and Member of the Presidential Board of the Voice of German Industry (BDI)

24 New Challenges for the Transatlantic Alliance: Why the West Must Work Together.

Exclusive Dinner with Madeleine K. Albright, former U.S. Secretary of State

30-01 Berlin Transatlantic Workshop: Western Values and the Challenges of a Multipolar World

Berlin, Germany

SEPTEMBER

02 The U.S., Europe, and the Middle East: What Are the Stakes and What Are Our Options?

Dr. Adam Garfinkle, Founding Editor of The American Interest and former Principal Speechwriter to the U.S. Secretary of State

14-17 Conference on: Regional Cooperation in the Western Balkans

Budva, Montenegro

17 Berlin Seminar: Advancing the Transatlantic Digital Agenda

Berlin, Germany

30 Russia and the West: Permanent Crisis or New Perspectives?

H.E. Wladimir M. Grinin, Ambassador Extraordinary and Plenipotentiary of the Russian Federation in the Federal Republic of Germany

OCTOBER
05 Fortress Europe: The End of Solidarity?

H.E. Pietro Benassi, Ambassador of the Italian Republic to the Federal Republic of Germany
Harald Glöde, Member of the Executive Board, borderline-europe – Menschenrechte ohne Grenzen e.V.

Elisabeth Kotthaus, Deputy Head of the Political Section, European Commission Representation in the Federal Republic of Germany
Boro Šuput, Chargé d’Affaires a.i., Embassy of the Republic of Serbia to the Federal Republic of Germany
Michael Tetzlaff, Head of Directorate Migration, Refugees, European Harmonization, Federal Ministry of the Interior

11-14 Bundestag and Congress Staffers Exchange Program

Berlin, Germany

13-14 Second Berlin Transatlantic Conference: Western Values under Siege. How Open Societies Compete in a Multipolar World

Berlin, Germany

27 Fit for Purpose – The Future of the German Bundeswehr

Dr. Katrin Suder, State Secretary at the Federal Ministry of Defence

NOVEMBER
05-08 Aspen Leadership Seminar “Philosophy and Practice”
08-14 Aspen German-American Dialog
24 Seventh Southeast Europe Foreign Ministers’ Conference

Berlin, Germany

DECEMBER
02-03 Aspen Working Group Southeast Europe

Berlin, Germany

FIVE REASONS TO SUPPORT ASPEN

Strengthen Transatlantic Cooperation

Strengthening Transatlantic cooperation is at the core of the Institute's mission. We believe that a strong relationship between Germany, Europe, and the United States is vital not only to the future well-being of both countries, but to the world as it strives to foster peace and prosperity. Our programs bring together leaders from politics and business from both sides of the Atlantic to address major challenges and find joint solutions.

Be part of Expert Conversations on the World's Most Pressing Issues

Aspen Germany convenes thought leaders from across society and creates a space for serious dialog and analysis to address national and global challenges and develop mutually acceptable solutions. Ranging from informal, intimate, and off-the-record conversations, to rich intellectual exchanges at expert workshops and conferences, the Institute facilitates discussions on today's most pressing issues e.g. the crisis with Russia, TTIP, and the rise of populist movements. Recent speakers included top CEO Hartmut Mehdorn, NATO General Ben Hodges, Assistant Secretary of State Victoria Nuland, as well as Russia experts Fiona Hill and Feodor Lukjanov.

Access Aspen's Global Network

Aspen Germany is part of a global network with partners in the U.S., France, Italy, the Czech Republic, Romania, Spain, Japan, India, and Mexico. In being part of this network, Aspen Germany has access to and works with some of the most talented, like-minded individuals around the world to address the world's toughest questions.

Foster a Culture of Leadership Based on Enduring Values

The idea that good leaders are a key to a good society is a core part of the Aspen's idea. Becoming an effective leader is an inside-out process. Leading a life that is congruent with one's personal beliefs and values, gives leaders the authenticity and credibility that their constituents desire. Once leaders have identified their values, they have a greater sense of stability and confidence and are perceived as consistent, trustworthy, and likely to be willingly followed. Through its values-based leadership seminar "Philosophy & Practice", which reflects on questions regarding ethics, integrity, consistency, and compassion, Aspen Germany strengthens leaders from business, politics, and civil society for the good of their organizations and society.

Invest in Constructive Dialog and Mutual Understanding

In times of diminishing public confidence in the media, snap judgement, and growing polarization, opportunities to have a constructive and civil discourse about difficult topics are not easy to find. Aspen Germany enables respectful conversations among conflicting parties, brings together opposing views, and works towards finding common ground and mutually acceptable solutions – at home and abroad.

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