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PREFACE



Dear Friend of the Aspen Institute Germany,

The mission of the institute is to improve the quality of leadership through dialog about the values and ideals essential to meeting the challenges facing organizations and governments at all levels. How does Aspen go about this? By convening three types of events:

Leadership Programs – Aspen's core lies in its leadership development programs, epitomized by The Aspen Seminar. The Aspen Seminar examines what it means to contribute, as a leader in any form of organization, to the establishment and maintenance of the "good society." Aspen attempts to create a neutral, protected space in which leaders of all political colors can come to seek answers to this question via a respectful exchange of sometimes diametrically opposed points of view. The Aspen Seminar deals with issues such as human nature, natural law, freedom, property and productivity and equality and social welfare. In its other Leadership Programs, Aspen Germany turns this idea into action by, for example, convening leaders from Afghanistan and the Balkans in an attempt to find practical solutions by which to resolve two of the most intractable leadership challenges facing the transatlantic community.

Policy Programs – The "Aspen Idea" that is represented by this neutral, *tous azimuts* approach is taken one step further by tackling intractable policy challenges. Over the course of the last two years, this has involved convening international decision makers, practitioners and experts to seek answers to the challenges posed by the changing geostrategic landscape—whether it be changes to the security architecture of Northeast Asia occasioned by the North Korean nuclear program, changes to the Greater Middle East caused by the Iranian nuclear program, the "Arab Spring" and the faltering peace process, the challenges posed by the impending withdrawal of the international community from Afghanistan or the continuing need to create a Europe whole and free.

Public Programs – Finally, in order to reach a broader audience, Aspen Germany convenes a public program of events. The unifying theme of these presentations and discussions is: how can we leverage our community of values to tackle some of the toughest challenges that we as a community of democracies face? Friends of the Aspen Institute and guests meet in small groups that permit an open discussion. In order to reach a broader audience, part of these discussions is broadcast nationwide in Germany thanks to the institute's partnership with *Deutschlandradio Kultur*.

In this manner, Aspen Germany takes the dedication that Aspen Institutes in eight countries worldwide bring to the advancement of values-based leadership and applies it to the concrete challenges that Germany and the United States face as partners in a transatlantic community of values.

I would like to take this opportunity to thank all of those who have cooperated with or supported Aspen Germany financially over the course of seven years. Should Aspen Germany's mission and the activities undertaken in its pursuit appeal to you and appear worthy of support, new sponsors and members of the Friends of the Aspen Institute are always welcome. Both the members of the Management Board of the Friends of the Aspen Institute listed on page thirty-nine and I stand ready to answer any questions.

Best regards

Charles King Mallory IV Executive Director The Aspen Institute Deutschland e.V.



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MISSION

THE MISSION OF THE ASPEN INSTITUTE IS TO IMPROVE THE QUALITY OF LEADERSHIP THROUGH DIALOG ABOUT THE VALUES AND IDEALS ESSENTIAL TO MEETING THE CHALLENGES FACING ORGANIZATIONS AND GOVERNMENTS AT ALL LEVELS.

What do you have from the fact that over 36,000 participants* from business, politics, diplomacy and culture have come together at the Aspen Institute Germany in the course of the last 35 years?

* Including 32 Foreign Ministers, 26 U.S. Governors and German State Premiers, 7 Heads of State, 19 Ministers and 7 members of the U.S. Senate

The world is safer
The world is more transparent

The Aspen Institute brings business, science, politics, diplomacy and culture together—globally, intellectually, inter-culturally.

Top leaders in different regions of the world founded eight independent, but closely cooperating, Aspen Institutes in order to advance universal values and valuesbased leadership.

Over 550 leaders from business, science, politics, diplomacy culture and non-governmental organizations support Aspen's activities in over fifty different countries.

On August 28, 1949, two thousand guests celebrated Johann Wolfgang von Goethe's birthday in Aspen Colorado. One year later, the German immigrant Walter Paepcke founded the original Aspen Institute

A U.S. entrepreneur and German immigrant Walter Paepcke (1896-1960) founded The Aspen Institute in 1950 in Aspen, Colorado, after he had been inspired by Mortimer Adler's seminar on the classics of philosophy at the University of Chicago.

Paepcke had visited the collapsing mining town of Aspen in Colorado's Roaring Fork valley in 1945. Inspired by its natural beauty, Paepcke became convinced that Aspen could be converted into a place where leaders could meet in retreat from their daily toil.

To realize this vision, in 1949 Paepcke organized a celebration of Johann Wolfgang von Goethe's 200th birthday in Aspen, Colorado. Over two thousand guests took part. Amongst others, Albert Schweitzer, Jose Ortega y Gasset, Thornton Wilder and Arthur Rubinstein attended. Paepcke founded The Aspen Institute one year later.

Paepcke wanted to create a forum at which "the human spirit could blossom" amidst the storms of modernization. He hoped that the institute would help leaders reorient themselves towards eternal truths and ethical values in the daily management of their business.

Inspired by Mortimer Adler's seminar on the classic works of philosophy, Paepcke founded the Aspen Executive Seminar. In the 1960s and 1970s the institute broadened its program with many new activities.

Twenty-four years later, German Federal Chancellor Willy Brandt, *Die Zeit* publisher Countess Marion Dönhoff, German Federal President Richard von Weizsäcker and Shepard Stone founded the Aspen Institute Germany.

In 1974, German Federal Chancellor Willy Brandt, *Die Zeit* publisher Countess Marion Dönhoff, German Federal President Richard von Weizsäcker and Shepard Stone founded the Aspen Institute Germany—as the first Aspen Institute outside of the United States.

Under Stone's leadership (1974-1988), the institute made a significant contribution to achieving mutual understanding between the East and West blocs during the Cold War. Aspen was one of the few places where high-ranking East bloc and West bloc representatives were willing to meet in a neutral, respectful and confidential atmosphere in order to look for solutions to the East-West conflict together.

Under Stone's successors, the institute dedicated itself to the search for solutions to the Yugoslav conflict and other foreign and security policy issues. The Aspen Institute Germany organizes public events, and conferences and seminars with the goal of reconciliation, promoting peace, preventing conflict and advancing mutual understanding in the Near- and Middle East, Southeast Europe, the Commonwealth of Independent States and Northeast Asia.



Three programs that regularly publish academic reports form the core of Aspen's current work.

Aspen Leadership Program

Leadership Seminars | On the basis of Eastern and Western classic and modern texts, participants deliberate together on the proper structure and role of leadership in the "good society." They thereby gain knowledge and insight, new perspectives and a greater ability to conquer complex challenges.

The Aspen Seminar

For over sixty years, the Aspen institutes have been organizing multi-day retreats for top leaders in order to advance values-based leadership.

Content and Organization

Leaders from Germany and the United States meet for a number of days in a Socratic dialogue and intensively discuss philosophical texts from Occident and Orient. The goal is to develop and apply the principles necessary for the construction of a "good society" in a manner relevant for international partnership in mastering a number of critical future international challenges such as:

- The modern welfare state
- Migration
- Integration of minorities
- · Climate change

Participants prepare for the seminar via intensive reading of excerpts from relevant texts and deal with the following topics in the process:

- · Human Nature
- Natural Law
- Freedom
- Property and Productivity
- · Equality and Social Welfare



Meetings of Foreign Ministers

Aspen convenes an international meeting of foreign ministers once a year. In December 2007-2012 high-ranking German and U.S. representatives and top politicians and officials met with Foreign Ministers from Southeast Europe at closed-door conferences. In 2010, German Federal Foreign Minister Dr. Guido Westerwelle and his Austrian counterpart Dr. Michael Spindelegger opened the conference. In 2012, Dr. Westerwelle and his Hungarian counterpart Dr. János Martonyi assumed patronage of the conference.

The Topics:

- Reconciliation in Southeast Europe
- Regional cooperation
- NATO and EU integration
- · Economic development and energy security
- A stable security architecture for Southeast Europe



Aspen Policy Program

Programs to address current, complex, policy challenges faced by society. Conferences and seminars on complicated political and social developments: these are analyzed together in confidence and viable solutions are developed. The institute mediates between conflict parties with the aim of using a holistic approach to defuse or solve the most difficult challenges arising in international relations.

Aspen European Strategy Forum

A strategy forum for top international and transatlantic leaders from business, science, politics, diplomacy and culture, convened to discuss strategic challenges openly and in depth behind closed doors.

- Kickoff presentations by international experts
- · Feedback and dialogue with policy makers
- · Search for an international consensus
- Development and publication of constructive suggestions that can be implemented, are relevant and are of practical value to policy makers

The Topics:

- 2008 International State Building and Reconstruction Efforts: Experience Gained and Lessons Learned
- 2009 Russia and the West: How to Restart a Constructive Relationship
- 2010 The Strategic Implications of the Iranian Nuclear Program
- 2011 Sustainable Strategies for Afghanistan and the Region beyond 2014
- 2012 The Greater Middle East and the Transatlantic Community

Aspen DPRK-USA Dialogue

An unofficial, confidential, Track II meeting of senior government officials from the Democratic People's Republic of Korea and former senior policy makers and North Korea experts from the United States of America

The Goals:

- Exploring the envelope of possible solutions to the North Korean nuclear crisis
- Making a contribution towards productive DPRK-U.S. contacts in official channels

The Topics:

- Denuclearizing the Korean Peninsula
- Conventional Armaments Reductions
- International Economic Cooperation with the DPRK
- · Normalization of DPRK-USA relations
- Concluding a peace treaty by which to end the Korean War

Aspen Southeast Europe Program

Aspen's Southeast Europe program convenes subcabinet level decision makers and experts from politics, diplomacy, military, civil society and academia from the USA, Germany, Southeast Europe, Russia, Turkey, and Euroatlantic organizations to discuss strategic challenges openly and in depth behind closed doors.

- Kickoff presentations by international experts
- Feedback and dialogue with policy makers
- Search for an international consensus
- Development and publication of constructive suggestions that can be implemented, are relevant and are of practical value to policy makers

The Topics:

- A Future Security Architecture for Southeast Europe
- The Future Roles of NATO and the EU
- Bilateral Security Roles in Southeast Europe

Strengthening Near-Eastern Civil Society

A series of twenty convenings conducted between 2006 and 2009 designed to build networks and capacity in key sectors of civil society in the Islamic Republic of Iran, the Syrian Arab Republic and Lebanon.





Aspen Public Program

Public presentations by and discussions with high-profile speakers. A platform at which differing opinions can be exchanged and debated and new ideas can be introduced.

A selection of speakers from 2009-2012:

- Dr. Josef Ackermann, Deutsche Bank AG
- Dr. Manfred Bischoff, Daimler AG
- Dr. Klaus-Peter Müller, Commerzbank AG
- Dr. Bernd Reutersberg, E.ON Ruhrgas AG
- Dr. Dr. Hans-Werner Sinn, *ifo-Institut für Wirtschaftsforschung*
- Dr. Guido Westerwelle, *Bundesminister des Auswärtigen*
- Roland Koch, Ministerpräsident Hessen
- Dr. Wolfgang Schäuble, Bundesminister des Innern
- Thomas de Maizière, *Bundesminister im Bundes-kanzleramt*
- Brigitte Zypries, Bundesministerin der Justiz a.D.
- Prof. Dr. Volker Perthes, *Stiftung Wissenschaft und Politik*
- Dr. Thilo Sarrazin
- Paul S. Atkins, U.S. Securities & Exchange Commission
- C. Boyden Gray, U.S. Ambassador to the European Union
- Elliot Abrams, Deputy U.S. National Security Advisor
- Lt. Gen (ret.) Ricardo S. Sanchez, *Coalition Joint Task Force 7*
- Prof. Dr. John L. Esposito, Georgetown University
- Dr. Kevin Hasett, American Enterprise Institute
- Prof. Dr. Bruce Hoffman, Georgetown University

- Evans Revere, Former Principal Deputy Assistant Secretary, U.S. Department of State
- Giulio Tremonti, Former Economic and Finance Minister of the Republic of Italy

Aspen Publications 2009-2012

Esch, Valeska / Kabus, Juliane / Mallory, Charles (eds.) A Future Security Architecture for Southeast Europe (Aspen Institute Germany: Berlin 2012) Available at → www.aspeninstitute.de

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Available at → www.aspeninstitute.de

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Krause, Joachim | Mallory, Charles, (eds.), *The Strategic Implications of the Iranian Nuclear Program* (Routledge: London, 2011)

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Böhnke, Olaf | Azimi, Amin | Spanta, Frangis Dadfar | Zillich, Helena | Morton, Allison | Reynolds, Justin | Gottwald, Ramona | Schreer, Benjamin | Mallory, Charles, *Iran: Supporting Democratic Reformers* (Aspen Institute Germany: Berlin, 2010)
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Over five hundred additional academic reports published by the Aspen Institute Germany can be obtained at

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The Friends of the Aspen Institute exists so that the Aspen Institute Germany can continue to work independently in the future as well

Representatives of German business, science, politics, diplomacy and culture founded the Friends of the Aspen Institute (Verein der Freunde des Aspen Institut e.V.) in 1989 in order to support the mission and goals of the institute.

The institute's work can be supported via a tax deductible membership contribution to the Friends of the Aspen Institute, as a Corporate, Private or Junior member. The revenues generated in this manner cover the core operating costs of the Aspen Institute Germany. This financial support permits the institute's staff the freedom to execute the institute's mission.

Benefits of Membership in the Friends of the Aspen Institute

Aspen offers members of the Friends of the Aspen Institute:

- Exclusive access to recognized national and international experts and select, top decision makers
- Participation in confidential conferences, seminars, roundtables and lectures that deal with the most important current challenges and issues
- Detailed, non-partisan analysis of important political, economic and cultural challenges
- Insight into the latest political and economic developments and their impact on your work well before they become known to a broader public
- Access to an international network of decision makers in eight different countries
- Additional information from books, conference reports and events
- As a corporate member in the Friends of the Aspen Institute (Verein der Freunde des Aspen Instituts e.V) you support Aspen's many activities, receive access to our international network, as well as invitations to conferences, seminars and public events. In addition, you receive copies of Aspen's publications free of charge

Would you like to know more?

You are more than welcome to attend one of the next Aspen Public Program events:

→ freunde@aspeninstitute.de



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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

PhD. 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" appeared in 2001. It deals with 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.



Reinhard Bütikofer | Reinhard Bütikofer is a Member of the European Parliament. He was previously president of Alliance 90/The Greens. Before that, he had been the party's National Executive Director from December 1998. As one of the leading

national politicians within the Green Party, Mr. Bütikofer looks back on a long-standing career within the green movement, with about twenty years of experience in public life. Mr. Bütikofer became a member of the Greens in 1984 and was also elected to the city council of Heidelberg. In 1988, he was elected to the state parliament of Baden-Württemberg and became the Green parliamentary group's Speaker on budget issues and

European affairs. Over ten years he contributed in several commissions to his party's platform and became a key point campaigner in different national and state elections. In 1997, he was elected chairman of the state-level party organization of Baden-Württemberg.



Gerhard Cromme | Dr. Gerhard Cromme, born 1943, studied law and economics at the universities of Münster, Lausanne, Paris and Harvard (PMD), where he gained a doctorate. From 1971 to 1986, Dr. Cromme worked for the Compagnie de Saint Gobain

group, ultimately as Deputy Delegate General for the Federal Republic of Germany. At the same time, he was also Chairman of the Board of Management of VEGLA/Vereinigte Glaswerke GmbH in Aachen. In 1986, he joined the Krupp Group, where he was Executive Board Chairman of the group holding company from 1989. In 1999, Krupp and Thyssen merged to form ThyssenKrupp. Dr. Cromme was Executive Board chairman of the company until 2001. In October 2001, he became Chairman of the Supervisory Board of ThyssenKrupp AG. Since April 2007, Dr. Cromme has been Chairman of the Supervisory Board of Siemens AG. He is also a member of the supervisory boards of Allianz SE, Axel Springer AG and Compagnie de Saint-Gobain. In addition, he is a member of the European Round Table of Industrialists, which he chaired from 2001-2005. From 2003-2007, Dr. Cromme was Chairman of the Supervisory Board of the European School of Management and Technology (ESMT) in Berlin. From 2001 to June 2008 he was Chairman of the Government Commission on the German Corporate Governance Code.



Mathias Döpfner | Dr. Mathias Döpfner, born 1963, studied musicology, German and theatrical arts in Frankfurt and Boston. He started his career as a journalist at the Frankfurter Allgemeine Zeitung in 1982. He was director of a public relations agency from

1988 to 1990. In 1992 he worked for the Gruner + Jahr publishing company in Paris and later became assistant to the company's CEO. He then held further positions in journalism as editor-in-chief of the Wochenpost in Berlin (1994–1996) and the Hamburger Morgenpost (1996–1998). He has been with Axel Springer AG since 1998, initially as editor-in-chief of Die Welt. Dr. Döpfner became the member of the management board responsible for the multimedia division in July 2000 and took charge of the newspapers division as well in October 2000. He has been CEO of Axel Springer AG since January 2002.



Carl Douglas | Carl Douglas has been the Vice Chairman of Assa Abloy AB since April 2012. Mr. Douglas has been the Vice Chairman of Securitas AB since 2008 and has been its Director since 1999. Mr. Douglas serves as a Director of Swegon AB and

Säk I AB. He has been a Director at Investment AB Latour since 2008, Niscayah Group AB since May 23, 2006 and Assa Abloy AB since 2004. Mr. Douglas served as a Deputy Director at Securitas AB from 1992 to 1999 and also served as a Director of Nobia AB. He holds a Bachelor of Arts.

Leonhard Fischer | Leonhard Fischer was appointed the chief executive officer of RHJ International S.A. in January 2009, having been the co-chief executive officer from May 2007. He has been a member of the board of



directors of RHJ International S.A. since September 18, 2007. He is also chief executive officer of the Kleinwort Benson Group and chairman of the board of directors at Kleinwort Benson Bank Ltd. He is a member of the board of directors at Julius Baer

Gruppe AG (formerly Julius Bär Holding AG), as well as an independent non-executive director at Glencore International plc. 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.



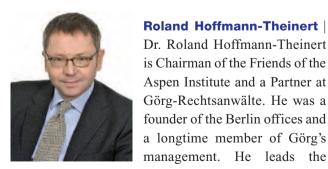
Corinne Flick | Dr. Corinne Michaela Flick is Founder and Chief Executive Officer of the Convoco Charitable Foundation gGmbH for the Promotion of Science and Education. She was a co-founder of the Friends of the Bavarian State Library,

Munich, is a Member of the Board of Trustees of the Munich Technical University and a Member of the Executive Committee of the Tate Gallery, London. Dr. Flick was an associate of Vivil GmbH & Co. KG, Offenburg and provided legal counsel to Bertelsman Buch AG and amazon.com after receiving her doctorate in law in 1989. In addition to law, Dr. Flick studied literature and minored in American studies. Dr. Flick lives with her husband and daughter in London.



Mircea Geoana | Mircea Geoana is President of the Board of The Aspen Institute Romania and has been the Chairman of the Romanian Social-Democratic Party (PSD) since 2005. He is also the Chairman of the Foreign Relations Committee of the

Romanian Senate. In January 2006, he was elected Chairman of the Socialist International Committee for South-Eastern Europe. Prior to his political career, Mircea Geoana had a successful career as a diplomat. Appointed Ambassador Extraordinary and Plenipotentiary of Romania to the United States of America at age thirty-seven, in February 1996, he was the youngest ambassador in the Romanian diplomatic corps. From 2000 to 2004, Mircea Geoana served as Minister of Foreign Affairs of Romania. In this capacity, he also served as OSCE Chairman-in-Office in 2001. Mircea Geoana is an expert on transatlantic integration. Author of various books and articles on the subject, he also was a NATO fellow on democratic institutions in 1994. He has lectured on foreign policy, transitional economies, and globalization at major American universities and think tanks. Mircea Geoana has a PhD in world economy from the Economic Studies Academy of Bucharest.



Dr. Roland Hoffmann-Theinert is Chairman of the Friends of the Aspen Institute and a Partner at Görg-Rechtsanwälte. He was a founder of the Berlin offices and a longtime member of Görg's

company's company law practice, which - with sixty attorneys – is the company's strongest business-line. Hoffmann-Theinert was born in Bielefeld Westphalia in 1960, where he finished his training as a Banker at the local branch of the Dresdner Bank. He passed the first state bar exam at Passau. Before he started his articles, Hoffmann-Theinert worked for Dresdner Bank in Singapore in 1986. In 1988 he worked for ABD Securities Inc. in New York. In between these two postings, he was a research assistant to Prof. Dr. Alexander Hollerbach at the Albert-Ludwigs University in Freiburg. He finished his articles at the high state court in Cologne while working as Assistant at the Institute for Banking Law in Cologne. His elective work was at a law firm in Dubai. In 1991 he passed the second state bar exam and received his doctorate from the Albert-Ludwigs University summa cum laude and received the Georg F. Roessler prize for Lawyers at the Supreme Court for his dissertation. He began his professional career as personal assistant to a director of one of the leading German finance houses. He switched in the same year to the predecessor company Lüer & Görg and opened their Berlin office in 1993.



Jean-Pierre Jouyet | Jean-Pierre Jouyet is the Chairman of the Board of Institut Aspen France. Currently he is Chief Executive Officer of the Caisse des Dépôts. Previously, he was Chairman of the French securities regulator, l'Autorité des

Marchés Financiers (AMF). He was Minister of State, attached to the Minister of Foreign and European Affairs, responsible for European Affairs in the François Fillon government from May 2007. Jouvet graduated from the Paris Institute of Political Studies (IEP), he then went on to study at the *École Nationale d'Administration* (ENA). Thereafter he became a member of the group of Inspecteurs des finances, before holding a series of senior posts such as Principal at the Service de la legislation fiscale, and Principal Private Secretary of the Minister of Industry, Foreign Trade and Town and Country Planning until 1991 when he was called to serve initially as

Deputy and then Head of Cabinet of the President of the European Commission, Jacques Delors, President of the European Commission until 1995. From 1995 until 1997, Jean-Pierre Jouvet was a partner in Jeantet & Co, a French business law firm, which he left at the request of the Prime Minister Lionel Jospin to become his Deputy Principal Private Secretary until 2000, during which he contributed to France's entry into the Euro zone. He then became Head of the French Trésor Directorate from 2000 until 2004, when Nicolas Sarkozy, who had been appointed Minister of Finance, requested him to become France's Ambassador for international economic affairs. During his tenure as Head of the French Trésor Directorate, he was also President of the Club de Paris. He was briefly non executive chairman of Barclays Bank France in 2005, before being designated Head of the Service de l'Inspection générale des finances within the Ministry of Finance until 2007.



Eckardt von Klaeden | Dr. Eckardt von Klaeden has been a Minister of State to the German Federal Chancellor with responsibility for liaison with German federal states since 2009. He has been treasurer and member of the praesidium of the German

Christian Democratic Union since 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 has been chairman of the CDU in Hildesheim since 1995, after first becoming a member of the *German Bundestag* in 1994. Dr. von Klaeden studied law at Göttingen and Würzburg. He is married with three daughters.



David Knower | David Knower has been the Chief Operating Officer and *Geschäftsführer* of Cerberus Deutschland Beteiligungsberatung GmbH since 2003. Prior to this, Mr. Knower was the Owner and Managing Director of Invenimus, an Inter-

national Consulting Firm headquartered near Frankfurt, Germany. Before starting his own company, 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.



Yotaro Kobayashi | Yotaro Kobayashi is the Chairman of the Board of The Aspen Institute Japan, and is chief corporate advisor, Fuji Xerox Co., Ltd. He serves on the corporate boards of Callaway Golf Company, Nippon Telegraph and Telephone

Corporation (NTT), and Sony Corporation, while being a Trustee of Keio University, and Chairman of International University of Japan. He is also the Pacific Asia chairman of the Trilateral Commission and a member of the advisory board of the Council on Foreign Relations and Stanford University's Institute of International Studies. He is a winner of the Japanese government's Blue Ribbon Medal.



Sue Koffel | Sue Koffel is founder of The Math Inquiries Project, a privately funded research project currently studying the social marketing issues of algebra education in California. She has degrees in Mathematics and Cybernetic Systems. Sue

and her husband, Martin Koffel, have had a long association with the transatlantic relationship through business, government and policy institutions in Europe and the U.S. Sue has studied several European languages and has a particular interest in German. She breeds and raises Hanoverian horses in California from an imported dressage line. Her husband is Chairman and CEO of the San Francisco-based URS Corporation, the largest engineering company in the U.S.

Helmut Meier | Helmut Meier is Senior Advisor, Booz & Company (the former Booz Allen Hamilton) in Düsseldorf and Vienna. In his twenty-six year 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.



Friedbert Pflüger | Prof. Dr. Friedbert Pflüger is a Senior Lecturer at Kings College, London. Previously, he was a member of the CDU parliamentary group in the Berlin House of Representatives. Pflüger studied political science, public and con-

stitutional law and economics at Göttingen, Bonn and Harvard, earning his MA in 1980 and PhD in 1982. He joined the Christian Democratic Union in 1971. Federal Chairman of the Association of Christian Democratic Students, 1977-78. Deputy Chairman of the European Democrat Students (EDS), 1976-78. Member of the Federal Executive Committee of the Junge Union, 1977-85. Since 2000, he has been a member of the Federal Executive Committee of the CDU. From 1981-84, Mr. Pflüger was an assistant to the Governing Mayor of Berlin. He served as spokesman for German President

Richard von Weizsäcker from 1984-89. From 1989-91, he was manager of the Matuschka Group, Munich. In 1991 he became deputy chairman of the CDU's Federal Committee on Foreign Policy, ascending to the committee's chairmanship in 1999. From 1990 until 2006, he was a member of the Bundestag where he served on the Defense Committee and the Committee on Foreign Affairs. Disarmament Policy Spokesman of the CDU/CSU parliamentary group, 1994-98 and foreign policy spokesman 2002-05. Chairman of the Bundestag Committee on the Affairs of the European Union, 1998-2002. Parliamentary State Secretary at the Federal Ministry of Defense 2005-06. Chairman of the CDU parliamentary group in the Berlin House of Representatives, 2006-08. Since 2006, he has also been a member of the National Executive Committee of the CDU.



Kurt Schwarz | Kurt Schwarz was born on June 19, 1951 near Düsseldorf. He lives with his wife Eleftheria Xanthopoulou and three children in Munich, Berlin, and Athens. After finishing High School in Dusseldorf, he 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 holds several board seats and is actively

involved in several cultural, philanthropic, and political institutions.



Robert Steel | Robert K. Steel is the Chairman of the Board of The Aspen Institute. He was Undersecretary of the Treasury for Domestic Finance from 2006 to 2009. In that capacity, he served as the principal adviser to the Secretary on matters of domestic

finance and led the de-partment's activities with respect to the domestic finan-cial system, fiscal policy and operations, governmental assets and liabilities, and related economic and financial matters. Steel retired from Goldman Sachs as a vice chairman of the firm on February 1, 2004. He joined Goldman Sachs in 1976 and served in the Chicago office until his transfer to London in 1986. In London he founded the Equity Capital Markets group for Europe and was extensively involved in privatization and capital raising efforts for European corporations and governments. He later assumed the position of head of Equities for Europe. In 1994 he relocated to New York and served as head of the Equities Division from 1998-2001 until his appointment as a vice chairman of the firm. He became a partner in 1988 and joined the Management Committee in 1999. Upon his retirement from Goldman Sachs, he assumed the position of advisory director for the firm and then senior director in December 2004. From February 2004 to September 2006 Mr. Steel served as a senior fellow at the Center for Business and Government at the John F. Kennedy School of Government at Harvard University. Mr. Steel received his undergraduate degree from Duke University and his MBA from the University of Chicago. He resides in Connecticut and Washington, D.C. with his wife and three daughters.



Horst Teltschik | Prof. Dr. Horst Teltschik was the Foreign and Security Policy Advisor to German Federal Cancellor Helmut Kohl. He is Chairman of Teltschik Associates GmbH. He is also the former president of Boeing Germany. Prior to serv-

ing 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 is 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 is a lecturer at the Faculty of Economics and Social Sciences at the Munich Technical University.



Gautam Thapar | Gautam Thapar is the Chairman of The Aspen Institute India. He was born in 1960, educated at the Doon School in India, and studied chemical engineering in the USA. Upon returning to India, he worked as a factory assistant

in one of his family-owned manufacturing companies. He rose steadily and steered the organization through a strategic turnaround. Gautam became Group Chairman in 2006, and the conglomerate was rebranded as Avantha in 2007. With a global footprint in over ten countries,

Avantha today has business interests in diverse areas, including pulp & paper, power transmission & distribution equipment and services, food processing, farm forestry, chemicals, energy, infrastructure, information technology (IT) and IT-enabled services. Gautam passionately promotes education, leadership development and sports. He is also President of Thapar University, President of the All-India Management Association (AIMA), and President of the Professional Golf Tour of India. One of India's youngest and brightest global business leaders, Gautam received the Ernst & Young Entrepreneur of the Year Award for Manufacturing in 2008.



Giulio Tremonti | Prof. Giulio Tremonti is Chairman of Aspen Institute Italia and former Minister of Finance of the Italian Republic. Previously, he was Vice President of the Italian Chamber of Deputies and a professor at the University of Pavia's

Faculty of Law as well as co-editor of the Rivista di Diritto Finanziario e Scienza delle Finanze (Financial Law and Science Review) and a member of the moral science section, of the Istituto Lombardo Accademia di Scienze e Lettere. He has been a Senior Teaching Fellow at the Institute of European and Comparative Law at Oxford University and has had work published by Il Mulino, Mondadori, and Laterza. Prof. Tremonti has participated in a number of national commissions including the Italian-Vatican Commission. He was president of the Commission for Currency Exchange Control Reform. In 1994, he was elected to the Lower House of Parliament (Chamber of Deputies) for the XII Legislature. He was re-elected in the two following legislatures (XIII and XIV). He was Finance Minister in the first Berlusconi Government (1994). He was also a member of the Joint Parliamentary Commission for the Reform of the Italian Constitution as well as chairman, during the Italian term,

of the Inter-American Development Bank (IADB), the G7 and the Ecofin Council.



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.



Klaus Wowereit | Klaus Wowereit is the Governing Mayor of Berlin. He was elected to office on June 16, 2001 and won reelection on November 23, 2006. He is a member of the Social Democratic Party (SPD). As Berlin is both Germany's capital

and one of the country's sixteen federal states, Wowereit serves as mayor of the city and head of the federal state.

Since November 23, 2006, he has also been the Senator (State Minister) for Cultural Affairs. Wowereit attended the Free University of Berlin, where he received his law degree in 1981. He served from 1979 to 1984 as an assembly member in Berlin's Tempelhof district and worked for the Senate Department of the Interior from 1981 to 1984. At thirty, he became the city's youngest municipal council member in the Tempelhof district, and in 1995 he was elected to the city's parliament. He served as deputy head of the SPD parliamentary group in the Berlin House of Representatives from 1995 to 1999 and subsequently as their leader from December 1999 to June 2001. On the federal level, he was appointed President of the Bundesrat, the upper house of the German parliament, for the one-year term from November 1, 2001 to October 31, 2002.





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 Vorstand represents the institute legally and advises the Executive Director on legal matters, fundraising, the program, finance and accounting, and strategic communication.

Chairman

Charles King Mallory IV Executive Director, Aspen Institute Deutschland e.V.

Dr. Christoph Abeln Founder, Abeln Attorneys for Labor Law

August von Joest

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

Peter Lennartz
Partner, Ernst & Young

Urs Schwerzmann & Team AG



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 PhD 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. Mr. 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. Mr. 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, Mr. von Joest became Managing Director, Europe of Price Waterhouse Corporate Finance and Recovery.



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, Mr. 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. In addition to his professional activities, professor 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 an assurance Partner with Ernst & Young. He started with Ernst & Young in Hamburg 1985 and transferred to Ernst & Young Boston from 1999-2002 to serve German clients in the U.S. in his role as the German Audit Desk

Partner. Peter joined Ernst & Young Berlin in 2002 and is currently responsible for Ernst & Young's Emerging Internet Companies Group in Berlin and is also leading the healthcare activities in the Northeast Region. He serves national and international clients in the technology as well as healthcare sector and is specialized in U.S. GAAP including Sarbanes Oxley 404 Services as well as IFRS.



Charles Mallory | Charles King Mallory IV received his education at Volksschule in Hamburg, at Westminster School London and at Middlebury College, Vermont; he studied for an M.A. in International Relations at Johns Hopkins University and a PhD at

the RAND Graduate School. Mr. Mallory worked at the Stockholm International Peace Research Institute and at Stiftung Wissenschaft und Politik, where he co-wrote the "Role of Chemical Weapons in Soviet Military Doctrine" with Professor J. Krause of Kiel University. Mr. Mallory was CEO of Credit Suisse Investment Funds Moscow, before joining Allied Capital Corporation—a private equity and mezzanine investment fund. For the five years prior to joining Aspen Germany, Mallory was Senior Advisor to Assistant Secretary of State for Near Eastern Affairs at the U.S. Department of State.



Urs Schwerzmann | Urs V. Schwerzmann is Chief Executive Officer of Schwerzmann & Team AG in Stuttgart. The company specializes in corporate design and corporate communication (internal communications, client newsletters, company reports

and company communications). He received his training in graphic design at the industrial art school in Luzern/Zurich, which he graduated from in 1973 with a confederal certificate of competency. Mr. Schwerzmann worked as a graphic artist and art director in Vienna, Milan and Stuttgart from 1974 to 1978. In 1978 Mr. Schwerzmann founded his own design bureaus in Zurich and Stuttgart. Mr. Schwerzman has been CEO since the design bureaus were transformed into a corporation in 1990. Mr. Schwerzmann's work has earned him numerous national and international prizes.

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

Ulrich Plett Ernst & Young GmbH

Arno Heuermann Catenion GmbH

Maximilian von Wiedersperg Bayerische Motorenwerke AG



Roland Hoffmann-Theinert, is Chairman of the Friends of the

Roland Hoffman-Theinert

Aspen Institute and a Partner at Görg-Rechtsanwälte. He was a founder of the Berlin offices and a long-time member of Görg's management. He leads the com-

pany's company law practice, which - with sixty attorneys – is the company's strongest business-line. Hoffmann-Theinert was born in Bielefeld Westphalia in 1960, where he finished his training as a Banker at the local branch of the Dresdner Bank.



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. 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 became a member of the Management Board of the Friends of the Aspen Institute in 2010.



Ulrich Plett | Ulrich Plett is Office Managing Partner of Ernst & Young Berlin. He studied business administration in Münster and Munich and started his career in 1980 in the Chicago office. After one year he went back to Hamburg until he again

moved abroad to Barcelona for 3 years, where he grew the German Client base of his audit firm in Spain. In 1993 he transferred back to Germany to built up the newly opened office in Berlin. His clients include publicly listed media and entertainment, internet and technology clients.



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 studying for his degrees, Arno

founded a technical engineering office in 1994. He continued to follow the entrepreneurial path in 1998 by founding Biopsytec, 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 act as an advisor and member of the firm's supervisory board. At the same time Arno was involved in several other projects like the Phorms schools, pharma startups and others.



Maximilian von Wiedersperg

| Maximilian von Wiedersperg, Born in London in 1978, Wiedersperg's family moved to Germany where he terminated his school career with the A levels at the wonderful Salvator-Kolleg in Bad Wurzach nearby

the Lake of Constance. After finishing his military service he completed an apprenticeship in the Kempinski Hotel Adlon in Berlin. Afterwards von Wiedersperg studied International Business Administration at the Zeppelin University. For nearly eight years, besides his family consisting of his wife and the four children, the BMW Group has been his passion. In Berlin he is in charge of Official and Government Sales, Special Vehicles. It is with great pleasure that he is a member of the Management Board of the "Verein der Freunde des Aspen Institutes e.V."





LEADERSHIP PROGRAM

Southeast Europe Foreign Ministers' Conference V November 23, 2012

Dr. Guido Westerwelle and Dr. János Martonyi, foreign ministers of the Federal Republic of Germany and the Republic of Hungary, opened The Aspen Institute Germany's fifth Southeast European Foreign Ministers' conference on November 23rd, 2012 in the premises of the Hungarian Embassy to the Federal Republic of Germany in Berlin. Prof. Dr. Eckart D. Stratenschulte of the European Academy in Berlin led the two hosts, and the ministers—Enver Hoxhaj (Kosovo), Nebojša Kaluđerović (Montenegro), Zlatko Lagumdžija, (Bosnia and Herzegovina), Edmond Panariti (Albania), Nikola Poposki (Macedonia), and Vesna Pusić (Croatia)—in a highly successful panel discussion of the Euroatlantic integration prospects of their countries. Zoran Vujić (Serbia), Philip Reeker (USA) and Hasan Göğüş (Turkey) joined in a debate that took place in front of an audience of over one hundred and fifty guests from the German government, parliament, expert community and members of the Berlin diplomatic corps. An economic panel of business leaders from Southeast Europe, Hungary and Germany followed. After the public panel discussions, the ministers met behind closed doors to discuss ethnicity, identity and reconciliation in Southeast Europe and to evaluate the current state of the Euroatlantic integration process.

Aspen Seminar Germany V November 9-11, 2012

The Aspen Seminar is the secret behind The Aspen Institute's success. In the German version, over the course of three days, two skilled moderators lead participants through classical texts that explore how various cornerstones of the "good society" have been interpreted in East and West throughout the millennia: Human Nature, Individual Rights and Liberty, Property and Productivity, Equality and Social Welfare. The Seminar is a leadership development program offered in beautiful, natural setting away from the hectic pace of city life. In a free dialogue, participants discuss the essence of present and future challenges Europe, their countries, their organization and they themselves have faced or will face, drawing on classic and contemporary texts. As a result, this program encourages participants to reflect on core human values, recognize their current situations and heighten their humanity. Seasoned leaders from business, science, government, and civil society who will form the next generation of top leaders are the target participants. Communication via thorough dialogue is the basis of the Aspen Institute seminars. Unlike university lectures in which experts offer instruction on how to read or interpret the classical texts, Aspen Seminars encourage each participant freely to interpret the material and gain awareness through dialogue with other participants and, more importantly, with one's self.





Aspen Seminar Germany IV May 4-6, 2012

Annual Report

2011/2012

Participants

Dr. Christoph Abeln | Partner Abeln Fachanwälte für Arbeitsrecht

Dr. Bernd Ebert | Wissenschaftlicher Referent des Generaldirektors Staatliche Museen zu Berlin

Ann Francke | Chief Executive Officer Chartered Management Institute

Helmut Kranzmaier | Partner CNC - Communications and Network Consulting AG

Wolfgang Kroh | Senior Advisor Ericsson AB

Mirko Meurer | Vorsitzender der Geschäftsführung boesner GmbH

Christiane Preuß | Kaufmännische Leiterin, Mitglied der Geschäftsführung Daimler AG, Mercedes-Benz Niederlassung Berlin

Kathrina von Mitschke-Collande | Doktorandin LMU-München Konstantin von Schulthess | Finance Manager ESBATech GmbH

Participants

Freiherr Georg von Boeselager | persönlich haftender Gesellschafter Merck Fink & Co., Privatbankiers Sabine Dietrich | Vorstand/Head of HSSE BP Europe SE Charles Ferguson | Retired Editor The Times Picauvune Jane Ferguson | Retired Teacher Trinity Episcopal School Kristina Marie Flügel | Director, Deutsche Bank AG Axel Gränitz | Vorstand, Dussmann Gruppe Arno Heuermann | Partner, Chief Operating Officer Catenion GmbH

Dr. Raphael Graf Hoensbroech | Project Leader Boston Consulting Group

Donata Hopfen | Geschäftsführerin Bild Digital David Knower | Chief Operating Officer Cerberus Deutschland Kathrina Knower | Managing Director Ksd advisory GmbH Birthe Meier | Redakteurin Frontal 21 ZDF

Dr. Constantin Plenge | Geschäftsführer, Capricornus Capital Management GmbH

Ulrich Plett | Partner Ernst & Young GmbH Karsten D. Voigt | Trustee, Aspen Institute Germany Maximilian von Wiedersperg | Leiter Verkauf Bundesbehörden BMW Niederlassung Berlin



Aspen Seminar Germany III March 16-18, 2012

Participants

Joerg M. Borchert | Vice President Chip Card & Security ICs, Infineon Technologies North America Corporation Dr. Henning Borwieck | Marketing Director Established Products, Pfizer Deutschland GmbH

Horst von Buttlar | Ressortleiter Financial Times Deutschland Peter Eitel | Deputy Director Security Governance Result Group GmbH

Dr. Evelyn N. Farkas | Senior Advisor for Public-Private
Partnership to the Supreme Allied Commander Europe
Dr. Corinne Michaela Flick | Vorstand Convoco Foundation
Jodi Gentilozzi | Director Kelly Financial Resources
Dr. Alexis Graf Hoensbroech | Vice President Commercial
Deutsche Lufthansa AG

Dr. Roland Hoffmann-Theinert | Rechtsanwalt und Notar GÖRG-Rechtsanwälte

Florian Jehle | Principal Catenion

Claudia Lange | Managing Director Deutsche Bank AG
Carolina Mojto | Independent Architect and Entrepreneur
Freifrau Leslie von Wangenheim | Princeton Schools Committee
International Chair, Princeton University
Freiherr York von Wangenheim | Search Specialist,
SpencerStuart

Afghanistan 2014: Opportunities & Challenges January 8, 2012

On January 8th, 2012, a meeting took place between a bipartisan U.S. Congressional delegation under the leadership of Dana Rohrabacher (R-CA) and representatives from the newly formed Afghan "National Front" (Rashid Dostum, Muhammad Mohaqiq and Ahmad Zia Masoud); it resulted in a joint declaration that was subsequently published in international media and on the web sites of the various U.S. Members of Congress. The meeting reflected rising concern both in Afghanistan and in the U.S. Congress that the Obama administration might agree on the essential parameters of a U.S. withdrawal from Afghanistan bilaterally with the Taliban without adequately involving the other stakeholders. Both the "National Front" as well as the Karzai government saw a risk of their being excluded from negotiations and of decisions being presented to them as faits accomplis. Whether these concerns had any foundation is a different question. The Karzai government tried to mitigate this risk by means of contacts with the U.S. administration, the "National Front" leaders tried to influence the Republican-dominated U.S. House of Representatives. The Aspen Institute Germany made the meeting logistically possible, at the request of the U.S. Members of Congress. The Aspen Institute Germany has a long tradition of making "impossible" meetings possible. Doing so was important during the Cold War, and the institute continues to do so to this day. The institute's role was purely that of a facilitator, without becoming involved in the substance or taking a political position of any kind on the issues under discussion.





Southeast Europe Foreign Ministers' Conference IV December 9-10, 2011

From December 9-10, 2011, the Aspen Institute Germany held its fourth Southeast Europe Foreign Ministers conference in Berlin in cooperation with the German Federal Foreign Office, the Bavarian State Chancellery and the Southeast Europe Association, entitled "Prospects and Challenges for the Western Balkans." Bavarian State Minister for Federal and European Affairs, Emilia Müller and the President of the Southeast Europe Association Gernot Erler introduced, an the letter moderated a public panel discussion with the participants titled "Quo Vadis, West Balkans? - Challenges for EU and USA." A second panel on regional cooperation and opportunities for economic development followed. On the second day, two panels examined prospects for the Euro-Atlantic Integration of the Western Balkans, the geopolitics of the Western Balkans, including the role of other actors such as Russia, Turkey and China, and challenges for the economic development of the Western Balkans. While the first conference day was open to the public, the second day convened thirtyfive decision makers from the Western Balkans, the United States and Germany, with professional backgrounds in politics, diplomacy, academia, media, nongovernmental organizations and business behind closed doors under Chatham House rules.

Aspen Seminar Germany II October 28-30, 2011

Participants

Stephanie Brancaforte | Campaign Director AVAAZ Eva Deininger | CEO Paparazzi Catering & Event GmbH Axel Springer AG

Maximilian de Maizière | Executive Assistant to Dr. Arend Oetker, Dr. Arend Oetker Holding GmbH & Co. KG Margrit Disman | Real Estate Professional

Steve Disman | Former Director Citibank Privatkunden AG
Orban von Fedak | Head of Diversification Program, Airbus SA
Dr. Soeren Fischer | Head of Distribution, Sensors and Communication, Siemens AG, Industry Sector, Industry Automation
Ruth Girardet, Director | Corporate Responsibility and
Communities, Tesco Stores Ltd

Florian Freiherr von Heintze | Deputy Editor in Chief, Bild Axel Springer AG

Peter Hellmonds | *Head of Public and International Affairs*, *Nokia Siemens Networks*

Christian Hövelhaus | *Member of the Management Board, natGAS AG*

Christine Jäckle | Senior Government Official (on leave), Bundesrechnungshof

Dr. Christof Jäckle, LL.M. | Partner, Hengeler Mueller Partnerschaft von Rechtsanwälten

Heinrich von Portatius | Research Analyst Paradigm Capital Partners

Yvette Robertson | Director/Trainer, The English Workshop
Franz Freiherr von Stauffenberg | Vice President,
40mm Amunition, Rheinmetall Waffe Munition GmbH
Dr. Mark Young | President, Consultant and Trainer
Rational Games. Inc.



Aspen Seminar Germany I September 16 -18, 2011

Participants

Dr. Desiree Baron | Head of External Policy Unit Embassy of the USA to the Federal Republic of Germany Sue Kilgannon | Vice President, Corporate Communications URS Corporation

Dr. Andrej Heinke | Director, Corporate Communications, Brand Management, and Social Responsibilty

Robert Bosch GmbH

Nikolai Kleckow | Project Manager, Business Development

 $Lichtensteinische\ Landesbank\ AG$

Jan Losemann | Attorney/Partner, Losemann, Ludwig & Schönfeld

 $\label{lem:communications} \mbox{ Johannes Marten} \mid \mbox{ Head of Political Communications \& CSR-}$

 $Communications\ Deutsche\ Bank\ AG$

Dr. Dietmar Otti | Managing Director Marketing (Axel Springer Media Impact) Axel Springer AG

H.E. Dr. Ralph Scheide | *Ambassador of the Republic of Austria to the Federal Republic of Germany*

Patrick Freiherr von Stauffenberg | CEO, Berkshire Capital Securities Ltd

Urs Schwerzmann | CEO, Schwerzmann & Team AG Jürgen Steinke | Chief Executive Officer Capricornus Investment GmbH

Christine Wolff | Managing Director and SVP for Europe & Middle East URS Corporation (until 2010)

Ulrich Ziegler | Editor, Reportage & Hintergrund Deutschlandradio Kultur

POLICY PROGRAM

The Greater Middle East & the Transatlantic Community November 17, 2012

The Greater Middle East—defined as the area encompassing North Africa, the Levant, the Arab Peninsula and the Gulf—is undergoing a process of fundamental change. The "Arab Spring" has brought about a political dynamic that is ushering in a profound transformation, the outcome of which no one can predict. This process is being influenced by (and is also influencing) the Iranian-Arab divide (which is overlaid by the Sunni-Shiah divide), by the Israeli-Palestinian conflict and by the changing perception of Israel in Western Europe. Events will also be influenced to a great extent by steps that the transatlantic community (the U.S. and NATO and EU member states) take (or fail to take) in order to assist the region achieve a relatively smooth transition. Background papers prepared by outstanding international experts served as preparatory material for the sessions. For further information, consult the conference report at → www.aspeninstitute.de

A Future Security Architecture for Southeast Europe: Bilateral Security Roles October 22-25, 2012

The Aspen Institute Germany convened its third conference on "A Future Security Architecture for Southeast Europe" focusing on 'Bilateral Security Roles in Southeast Europe' in Brandenburg, Germany between October 22-25, 2012. The event brought together thirty-one decision makers from the Western Balkans, Germany, the United States, Turkey, Russia and the EU, with professional backgrounds in government, international and civil society organizations, academia, the security sector and Foreign Service. Participants discussed German, EU, U.S., Russian and Turkish priorities, policies and instruments for a security architecture in Southeast Europe, regional ideas for increased cooperation with external actors and means by which to streamline the activities of the international community in the region. Participants met with Michael Flügger, Director for Foreign Policy, Security Policy and Global Issues at the German Federal Chancellery, Christian Schmidt, Parliamentary State Secretary at the German Federal Ministry of Defense and were hosted for dinner by a group of members of the German Bundestag led by Marieluise Beck.

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





A Future Security Architecture for Southeast Europe: The Future Roles of NATO and the EU September 5-8, 2012

The Aspen Institute Germany partnered with the Ministry of Foreign Affairs the Republic of Albania to convene thirty-nine political leaders, scholars and consultants in Durrës, Albania between September 5-8, 2012. Participants discussed the future role of NATO in Southeast Europe, options for a regional security framework, next steps in EU enlargement, and the role of the EU in advancing regional security in Southeast Europe. Prime Minister Sali Berisha hosted an opening dinner together with Majlinda Bregu, Minister for European Integration, and Arben Imami, Minister of Defense of the Republic of Albania, at Pallati i Brigadave, the Palace of Brigades. Foreign Minister Edmond Panariti graciously opened the conference and hosted a dinner. In addition to these highlights, participants had an opportunity to exchange views with the mayor of Tirana. The program was rounded out by tours of Berat Castle and Vlora that offered participants plenty of opportunity to exchange their views informally.

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

A Future Security Architecture for Southeast Europe: Framing the Issues June 18-21, 2012

From June 18-21, 2012, the Aspen Institute Germany, in partnership with the Ministry of Foreign Affairs of the Republic of Kosovo held a conference in Pristina, Kosovo. The meeting brought together thirty-six decision makers from Southeast Europe, Germany, the United States and Turkey with professional backgrounds in government, the Foreign Service, the security sector, academia, the media, non-governmental organizations, civil society and the private sector. Together they discussed the role of ethnicity and identity in Southeast Europe, non-traditional security threats, the security priorities and policies of regional and external actors, and potential security frameworks applicable to the region. The President of the Republic of Kosovo Atifete Jahjaga opened the conference. In addition to meetings with Prime Minister Hashim Thaçi and Foreign Minister Enver Hoxhai, participants had opportunities to meet with the leaders of key international organizations present in Kosovo. Plenty of opportunity to mix informally and exchange ideas was provided by a visit to a traditional mountain restaurant and a sampling of Pristina's night life that ran into the early morning hours for some.

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

Aspen DPRK-USA Dialogue II March 30-April 2, 2012

The second Aspen DPRK-USA Dialogue took place in Germany from March 30 to April 2, 2012. The politi-cal context was complex. After concluding the "Leap Day Agreement" on February 29, 2012 (whereby the USA provided security guarantees, nutritional assistance and the DPRK announced a moratorium on missile launches and nuclear tests), the DPRK announced the launch of a civilian satellite on March 16t, 2012. The U.S. side and the international community saw this action as a clear violation of United Nations Security Council Resolution 1874 and the USA also saw it as a clear violation of the just-concluded agreement, which is why they halted their preparations to provide nutritional assistance to the DPRK on March 27, 2012. Additional prominent participants made the U.S. delegation higher-level than in 2011. The four-person DPRK delegation was again led by Director General of the North America Department of the DPRK Ministry of Foreign Affairs Ri Gun. The intensity, depth and substance of the ex-changes were more than comparable with those of 2011. Frank Jannuzi (active in U.S. Asian policy for twenty-four years), Philip Zelikow (member of the U.S. delegation to the Two Plus Four talks and author of the draft DPRK-U.S. Peace Treaty under G. W. Bush), and Evans Revere (designated head of the U.S. Liaison Office that was to be established in Pyongyang), among others (e.g. Walter Slocombe and Alan Larson), were able to bring extensive experience to bear in order to set the tone.

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

Sustainable Strategies for Afghanistan and the Region After 2014 January 10-12, 2012

In 2012, in cooperation with the Konrad-Adenauer-Stiftung, Aspen Germany convened UK Special Representative for Afghanistan and Pakistan Mark Sedwill, University of Illionois Professor Sumit Ganguly, Georgetown University professor Christine Fair, Arleigh Burke Chair for Strategy at the Center for Strategic and International Studies, Anthony Cordesman, RAND's Keith Crane and Jim Dobbins, officials of the German Federal Ministries of Foreign Affairs' and Economy and Technology's Afghan desks and other international experts and decision makers to discuss "Sustainable Strategies for Afghanistan and the Region beyond 2014". The papers and proceedings of the conference will, once again, be peer reviewed and published by Routledge.





The Euro-Atlantic Integration of the Western Balkans 2010-2015 June 14-17, 2011

From June 14-17, 2011, the Aspen Institute Germany held a conference in Ohrid, Macedonia, entitled "The Euro-Atlantic Integration of the Western Balkans: A New Transatlantic Dialogue - German and U.S. Leaders in Dialogue with Leaders from the Western Balkans." The three-day conference brought together about thirty-four decision makers from the Western Balkans, the United States of America and Germany from politics, diplomacy, academia, media, non-governmental organizations and business. Participants discussed the future role of NATO in Southeast Europe, the Western Balkans' road to EU membership, potential security threats to the Western Balkans and the regional fight against organized crime. In addition, the President of the Republic of Macedonia, Prof. Dr. Gjorge Ivanov, received the Aspen group in his residence at lake Ohrid. Foreign Minister Antonio Milošoski hosted a dinner. A boat tour organized by the U.S. and German embassies and a barbecue on the shore of lake Ohrid provided a convivial atmosphere in which to mix.

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

A Stable Security Architecture for the Western Balkans May 16-19, 2011

From May 16-19, 2011, the Aspen Institute Germany held a conference in Budva, Montenegro, entitled "A Stable Security Architecture for the Western Balkans: A New Transatlantic Dialogue: German and U.S. Leaders in Dialogue with Leaders from the Western Balkans." The three-day conference brought together approximately forty decision makers from the Western Balkans, the United States and Germany, with professional backgrounds in politics, diplomacy, academia, media, nongovernmental organizations and business. Participants discussed the future roles of NATO and the EU in Southeast Europe, the roles of Russia and Turkey, organized crime and terrorism in the region and energy security as a challenge to the security architecture of Southeast Europe. In addition, the President, Filip Vujanović, Minister of Foreign Affairs and European Integration, Milan Roćen, Minister of Defense, Boro Vučinić, and Chief of the Army General Staff of Montenegro, Dragan Samardžić received the Aspen group. A boat tour organized by the U.S. and German embassies through the bay of Kotor and an excursion to Cetinje, Mausoleum Lovčen and the city of Kotor provided a convivial atmosphere in which to mix.

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

Aspen DPRK-USA Dialogue March 29-30, 2011

From March 29-30, 2011, the Aspen Institute Germany convened a meeting between an official delegation from the Democratic People's Republic of Korea ("DPRK") led by Ri Gun, General Director of the America Directorate of the DPRK Ministry of Foreign Affairs and his deputy Ms. Choe Son Hui, and an unofficial delegation of former senior U.S. government decision makers and experts on the DPRK the most senior of which were Thomas R. Pickering, former Under Secretary of State for Political Affairs and Dr. Samantha Ravich, former Deputy Assistant to U.S. Vice President Richard B. Cheney for National Security Affairs. The meeting consisted of five formal sessions that discussed steps and obstacles to normalizing DPRK-U.S. relations, nuclear capabilities on the Korean Peninsula, force reductions on the Korean Peninsula, Korean economic development and a Korean peace treaty. The sessions were moderated by Prof. Horst Teltschik, former Foreign and Security Advisor to German Federal Chancellor Helmut Kohl, Prof. Michael Stürmer, former Director of Stiftung Wissenschaft und Politik and Chief Correspondent of Die Welt, Prof. Joachim Krause, Chair for International Relations and Director of the Institute for Social Sciences at Kiel University and Bruno Pellaud former Deputy Director General for Safeguards at the International Atomic Energy Agency.

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





PUBLIC PROGRAM



In 2012, The Aspen Institute Germany entered into a media partnership with Deutschlandradio Kultur (the former Radio im amerikanischen Sektor), which will continue in 2013. Deutschlandradio Kultur journalists moderated the majority of the 2012 Public Program events described below. Thereafter the microphones were turned off and Friends of the Aspen Institute and guests were able to participate in a frank, off-the-record question and answer session with the speakers. The moderated discussion was recorded and rebroadcast nationwide throughout Germany. In this manner, The Aspen Institute Germany seeks to reach a broader national audience in Germany with topics and speakers that might not normally be encountered on Deutschlandradio Kultur's airwayes. The discussions can be listened to in German online either at

→ www.dradio.de or at → www.aspeninstitute.de

Dr. Guido Westerwelle & Dr. János Martonyi Panel Discussion

Southeast Europe Foreign Ministers' Conference V November 23, 2012

On November 23, 2012, The Aspen Institute Germany convened the fifth Southeast Europe Foreign Ministers' conference in the Embassy of the Republic of Hungary in Berlin. It assembled, besides the German and Hungarian Ministers of Foreign Affairs, all of their colleagues from Albania, Bosnia and Herzegovina, Croatia, Kosovo, Macedonia, and Montenegro, while Serbia was represented by the Assistant Minister for Defense and Security Policy, Turkey was represented by its Deputy Undersecretary for European Affairs of the Ministry of Foreign Affairs, and the USA was represented by a Deputy Assistant Secretary for European and Eurasian Affairs. H.E. József Czukor, the host, set the tone in praising the meeting of eight Foreign Ministers under the auspices of the Aspen Institute Germany as a gathering of friends committed to the continued enlargement of the European Union. Following the foreign ministers' panel discussion, leading economic experts on Southeast Europe discussed Regional Cooperation and Economic Opportunities for Development in Southeast Europe. Chaired by Helge Tolksdorf, Director EU Enlargement, Southeast Europe and Turkey, Federal Ministry of Economics and Technology, Balázs Békeffy, President of the Management Board, OTB Bank, Croatia, Dr. Joachim Haas, Vice President International Regulatory Affairs, Deutsche Telekom AG, Szabolcs Horváth CEO, CKB Bank, Montenegro, Prof. Dr. Rainer Lindner, Executive Director, Committee on Eastern European Economic Relations, Péter Lörincze, Vice President International Affairs, TriGranit, Hungary, Szabolcz Ferencz, Senior Vice President of Corporate Affairs, MOL Group, shared their views and experiences in the region.





Dr. Susan Hennersdorf

Member of the Executive Board, Vodafone Germany

Women's Quota as a Universal Remedy – Fact or Alibi? November 22, 2012

A quota for women in European boardrooms only makes sense if women considered for such positions have the necessary qualifications and experience, i.e. line profit and loss responsibility. A quota system cannot solve the absence of such qualifications. Instead, the causes of women's dropping out of the work force for longer periods than men must be more directly addressed, perhaps via equal pay legislation. The need to move women out of traditional female jobs and make those positions more attractive to men is equally important. The Eurocrisis has hardly had any effect on the communications sector, as most of its infrastructure costs are already sunk. The financial costs of the crisis to Vodafone, while not inconsiderable, are therefore marginal. The key issues that the company faces are how to maintain its existing infrastructure and choosing and implementing innovations that will drive future revenue.

President's Night

November 6-7, 2012

More than four hundred guests accepted the invitation of the Aspen Institute and the Konrad-Adenauer-Stiftung to discuss, celebrate, and follow the U.S. presidential election at an event organized by Odewald Network Communication at the Allianz Stiftungsforum, next to the Brandenburg Gate in Berlin. Covered by television, radio, and social media, the event attracted guests from politics, the economy, and culture. In addition to a festive reception and interesting discussions between the guests, the highlights were four panel discussions about the U.S. presidential election with the former senior U.S. officials (Charles M. Ludolph, Walter B. Slocombe, Richard V. Allen, and James P. Cain) and prominent German politicians and journalists (Prof. Horst Teltschik, Prof. Michael Stürmer, Philipp Mißfelder, and Harald Leibrecht inter alii).





Dr. Guido Westerwelle

in Conversation with Dr. Rafael Seligmann

German Interests in the 21st Century September 12, 2012

Aircraft are where Dr. Westerwelle finds time for reflection. His official travel has taught him that Europe no longer is the center of the universe. While Europe had acquitted itself well in the recent economic crisis, the U.S. was still a cause for concern of the German Federal Foreign Minister. Germany's strategic interests were said to lie in promoting peace, forging relations with new power centers, and maintaining good relations with existing great powers. A greater focus on reconciliation and reintegration was required in Afghanistan. Meanwhile, stronger economic pressure on Iran would make clear that the international community will not accept a nuclear-armed Iran. Westerwelle believed that Iranian leaders were amenable to Western logic. EU accession candidates, such as Turkey, were said to need clear and objective accession standards from Brussels. It had taken some time, but China was now beginning to listen to and engage German representatives over their concerns about human rights in the People's Republic. Dr. Westerwelle manages to persevere in the face of sometimes overly harsh domestic criticism thanks largely to the fact that he is basically an optimist. Westerwelle wishes however that Germans would not confuse an upbeat attitude with a lack of seriousness, or vice versa.

Dr. Klaus-Peter Müller

Chairman of the Supervisory Board, Commerzbank

Banks, Money, and Gambling: Lessons Learned from the Past Years June 28, 2012

Nobody could have anticipated the consequences of the U.S. subprime debt crisis. Meanwhile, Europe's finances continue to be burdened by a market that is unwilling to accept the necessity of higher minimum levels of equity capitalization for financial institutions. Germany alone cannot change the global financial system. As a result, cooperation with the U.S. and UK is needed in order to effect systemic changes. Long-term solutions will be needed in order to resolve the crisis. As currently conceived, "Eurobonds" are not the solution, as they represent a better deal for borrowers than for creditors. Greeks at some point will need to decide whether they want to stay in the Eurozone or not. Similarly, the German electorate has to be willing to surrender some of its privileges, if the issue of total German indebtedness is to be resolved.



Dr. Jim Thomson

President Emeritus, RAND Corporation

Prospects for the U.S. Political System June 11, 2012

Aspen Institute Germany Executive Director, Charles King Mallory IV, hosted a small dinner for fourteen guests from the diplomatic community and Friends of the Aspen Institute in honor of Jim Thomson, President Emeritus of the RAND Corporation. Thomson shared the results of his research on the polarization of U.S. political life. Thomson's conclusion: matters will not improve. A structural change in U.S. politics had taken place. This somewhat less than optimistic ending note proved the starting point for a positive, lively, and engaged ensuing discussion.

Prof. Giulio Tremonti

Former Minister of Finance, Republic of Italy

European Solidarity, Finance, and Economic Policy May 31, 2012

Globalization is an inevitable but essentially positive process that has unfortunately occurred too quickly. Due to its solid industrial base and high level of savings, Italy is on a sound footing. Germans, in fact, should ask themselves where they intend to sell their exports if they assume a position of benign neglect towards their European partners. The Monti government should focus on spending cuts rather than on raising taxes. One problem with the current crisis is that Europe's founding agreements were not conceived with crisis management in mind. "Eurobonds" will come, but simply at a later point in time. What is needed now is more Europe, not less.









Evans Revere

Former Principal Deputy Assistant Secretary East Asian and Pacific Affairs, U.S. Department of State

North Korea and Security in Northeast Asia April 2, 2012

The Democratic People's Republic of Korea ("DPRK" or "North Korea") is a self-contained system that has its own ways. Indeed, there is continuity between the regimes of Kim Jong II and Kim Jong Eun inasmuch as North Korea continues to need to demonstrate its power to the outside world in order to hide its inner weakness. The impending "satellite" launch was a breach both of the February 29, 2012 "Leap Day Agreement" between the DPRK and USA, but also of numerous United Nations Security Council resolutions. The same rockets as were being tested for satellite launch could be used to deliver nuclear weapons to their target. The international community needed to warn the DPRK of the consequences of the "satellite" launch and prepare to implement further sanctions against Pyongyang. At a recent Aspen Germany Track II conference between the DPRK and the USA, Pyongyang had threatened to respond powerfully to any additional sanctions that might be imposed by the international community. It was essential that both China and Russia use their influence with the DPRK to forestall the impending crisis.

Najmuddin Shaykh

Former Foreign Secretary, Islamic Republic of Pakistan

Afghanistan Beyond 2014: Prospects and Challenges January 12, 2012

It is in Pakistan's interests to have stable neighbors. However, Afghanistan has been at war for thirty-eight years. Although he hopes for the best, Ambassador Shaykh is pessimistic. Peace post the 2014 withdrawal of coalition forces from Afghanistan will depend largely on whether a deal can be struck between the Taliban and Afghan warlords. This in turn depends on the outcome of the Afghan national reconciliation and reintegration process. The withdrawal of foreign troops threatens recession and unemployment in Afghanistan and a consequent growth in the numbers of the over five million Afghan refugees currently located in Pakistan.



Eckart von Klaeden

Minister of State in the German Federal Chancellery

Perspectives, Chances, and Challenges for the Transatlantic Relationship November 30, 2011

Germany's primary national interests are to preserve the transatlantic security architecture from which it benefits, create a unified Europe and secure Israel's right to exist. Our shared values of democracy and human rights are the common denominator. Although the U.S. and German economies are heavily interconnected, there is a lack of interest in the other country among the general public on both sides of the Atlantic. Germany is no longer dependent on the U.S. and the U.S. is in the process of shedding international responsibilities onto others including Germany. However, the war on terror cannot be fought alone and a number of other common challenges also remain: cyber-warfare; failing states; famine; the peace process; mitigating the financial crisis and the Iranian nuclear program. With respect to Iran we would all benefit if the U.S. focused on reaching a diplomatic solution without even mentioning the prospect of attempting a military one.

Danny Ayalon

Deputy Foreign Minister of the State of Israel

October 24, 2011

The Aspen Institute Germany hosted an intimate luncheon for a delegation visiting Berlin from the Israeli Ministry of Foreign Affairs that was headed by the Director General of the ministry, Danny Ayalon. Select Friends of the Aspen Institute and German political and diplomatic leaders discussed the state of negotiations with Iran, the implications of the "Arab Spring," the forthcoming elections in Egypt and the state of the peace process over the course of one and a half hours at the China Club Berlin.



Klaus Schäfer

CEO, E.ON Ruhrgas AG & E.ON Energy Trading SE

The Potential of and the Outlook for the Natural Gas Market October 20, 2011

When combined with shale gas, there is sufficient natural gas to supply world demand for the next two hundred and fifty years. When used together with steam and gas plants, natural gas offers a low-CO₂ and highly efficient technology that currently accounts for twenty percent of all German energy consumption. Growing demand in emerging markets is the driver behind the global hunger for natural gas. In the future, surplus heat won through solar and wind power could be converted to methane and introduced into the natural gas network. To date, however, price signals are not strong enough for this technology to have gained market acceptance and it still remains a rather expensive investment.

Ulrich Sahm

Journalist

The Middle East in Turmoil – Israel in the Eye of the Storm July 11, 2011

The Aspen Institute Germany hosted a book presentation at the China Club Berlin by Ulrich Sahm, a German journalist and author who has settled in Israel. In the course of a lively discussion, with 30-40 Friends of the Aspen Institute on the balmy terrace of the China Club Berlin, participants engaged in a *tour d'horizon* of current, topical issues in the Middle East. A festive atmosphere prevailed and the event continued late into the evening.



Shaul Mofaz

Chairman, Foreign and Security Policy Committee

Knesset of the State of Israel July 7, 2011

The Aspen Institute Germany hosted a visiting multiparty delegation of members of the Foreign- and Security-Policy Committee of the Israeli Knesset. The delegation was headed by the committee's then chairman (he subsequently became Deputy Prime Minister of Israel) Lieutenant General (retired) Shaul Mofaz. Cocktails with the U.S. ambassador on the roof terrace of the China Club Berlin, overlooking the Brandenburg Gate and the *Reichstag* were followed by lunch with Friends of the Aspen Institute, leading German politicians, decision makers, journalists and the diplomatic corps. General Mofaz presented his thoughts on how to relaunch the peace process between Israelis and Palestinians.

René Obermann

CEO, Deutsche Telekom AG

Experience, What Connects Us – Communication within a Gigabyte-Society June 30, 2011

In today's Gigabyte Society, everybody has access to digital products and the Internet wherever they go. There is 96% Digital Subscriber Line (DSL) penetration in Germany today. Obermann is convinced that the tablet will eventually replace the personal computer. Obermann also predicts further rapid growth in data flows via so called "data highways." The digitalization of products and services is what is driving volume growth. Over 840,000 people work for the communications and IT sector in Germany, making it the second largest industrial sector in the country after mechanical engineering. But the sector suffers from a dearth of skilled labor and security. Unless the latter problem is tackled in a systematic fashion, via a public-private partnership, the general public will lose confidence in the Internet.





Jean Pisani-Ferry

Director, Bruegel Institute

The Impending Sovereign Debt Crisis. Comparing U.S. and European Approaches June 8, 2011

When comparing the United States with the European Union financially, the question arises: Which entity is in worse shape? Overall, Mr. Pisani-Ferry believes that the EU has constantly done better than the U.S. The focus on fiscal consolidation in the U.S. only started in 2009. There is no bi-partisan consensus on the need for a solution, only a war of attrition between Democrats and Republicans. With regard to the market, the U.S. has been cutting employment and the EU has been cutting productivity. As a result there is no jobless recovery in Europe, whereas the United States has suffered a permanent loss of output.

Robert von Rimscha & Dr. Ulrich Schlie

Heads, Policy Planning, German Federal Foreign Office German Federal Ministry of Defense

A Tour d'Horizon of the German Foreign and Security Policy May 9, 2011

The German Federal Foreign Office's Policy Planning Staff is responsible for strategic communication and development. New trends are identified in order to permit the Foreign Office best to position itself. The Policy Planning Staff of the German Federal Ministry of Defense, on the other hand, is the controlling body for the German armed forces. While the motivations behind the "Arab Spring" were said to have been largely ideological, the emergence of the "Responsibility to Protect" in Libya represented substantial progress in international law, regardless of the position that Germany adopted towards intervention in Libya at the United Nations Security Council. Germany's desire to become a permanent member of the Security Council had to be evaluated in the light of persistent criticism of Germany on the part of the international community for the lack of pragmatism and realism in its conduct of foreign policy.





François Heisbourg

Chairman of the Council, International Institute for Strategic Studies

Is There A Future for the Common Foreign & Security Policy? April 28, 2011

François Heisbourg, Chairman of the Council of the London-based International Institute for Strategic Studies, gave a frank and direct assessment of the effectiveness of the European Union's Common Foreign and Security Policy to the Friends of the Aspen Institute and various guests from the Berlin diplomatic circuit, including the German Federal Foreign Minister's Chief of Staff.

János Martonyi

Foreign Minister, Republic of Hungary

The Hungarian EU Presidency: Taking Stock April 4, 2011

During its EU Presidency, Hungary has faced complex challenges: the international financial crisis had forced the EU to redefine its modalities of economic cooperation, but the EU now had a real chance to reemerge from the crisis as an economic power; the tsunami and accompanying Japanese nuclear crisis had been a profound shock, particularly to energy markets; and the "Arab Spring" had underlined the global yearning for freedom and fundamental rights. For its part, where it could be proactive, Hungary saw the Western Balkans, particularly their integration, democratization, and EU and NATO membership as the priority of its EU Presidency.





John Fund

The Wall Street Journal

Handicapping the 2012 U.S. Presidential Elections March 22, 2011

With an approval rating of 46-47%, President Obama is still popular, despite a tanking economy. Rahm Emmanuel had used the administration's first two years to ram through Obamacare and questionable policies favoring national environmental champions, some of which subsequently went bankrupt at great expense to the taxpayer. The country was currently waging three wars simultaneously, if Libya was included. So who will win the next U.S. presidential election? Although Obama will be their candidate, the Democrats traditionally take a "blind date" approach to candidate selection. The Republicans tow slavishly and unnecessarily to the principle of seniority. Romney is the strongest Republican contender, but Barbour is strong in the South. Pawlenty comes a close third. Palin is popular, but not running, while Bachmann is a mini-Palin with a law degree. Huckabee and Santorum are both popular as well. Trump, Bolton and Gingrich were largely in the race for their egos and book sales. The most important issue for the race remains the economy.

Yoram Ben-Zeev

Ambassador of the State of Israel to the Federal Republic of Germany

Overview of the Security Situation in the Middle East March 14, 2011

What has changed in the Middle East? People no longer fear their regimes. Social media are a key reason. But can social media develop leaders, as opposed to simply mobilizing the masses? The writing was on the wall that such change was on its way in the region. A new culture of protest has developed; it doesn't necessarily demand regime change, but rather fundamental structural reforms. Israel or Turkey could become models for the region in this connection. The process will take time. Democratic elections are key, but establishing open societies is more important. Anti-democratic actors should be excluded from the political process.



Adam Posen

Member, Monetary Policy Committee, Bank of England

The Future of the Euro January 31, 2011

Europe is divided between high savers, such as Germany, and big spenders, such as Greece. There are certain countries that ex ante do not belong in the Eurozone. The Greek crisis was inevitable as the country had been living beyond its means for several years. The idea behind monetary union was to force states to balance their budgets, allowing them to move to core Europe's "high saver" status and benefit from it—the idea was a failure. Price stability has been achieved and Europe has greater influence in foreign exchange markets. However, in order to resolve the crisis, toxic credits on the periphery have to be addressed. Even the German system—particularly the Landesbanken—shows weakness. The fundamental question is whether Germany will accept financial losses in order to save the European periphery. Fundamentally, Posen was optimistic, as long as Spain and Italy did not get drawn into the crisis. Should a state exit the Euro, Posen foresaw great damage.





KEY STAFF



Matthias Dornfeldt | Senior Program Officer 2008-2011– Mr. Dornfeldt was responsible for Aspen's Leadership Program. Before joining Aspen, Mr. Dornfeldt was a Program Director at the Berlin office of the Körber Foundation (2007), and a re-

search fellow at the Technical University Mining Academy, Freiberg (2008). He previously worked for the United Nations, the Council of Europe, the OSCE and the German Federal Foreign Office. Mr. Dornfeldt is also a visiting lecturer at the Free University Berlin and the University of Potsdam. Mr. Dornfeldt received his masters degree from the University of Potsdam where he studied political science with a focus on international relations. He is currently working on his dissertation on German energy relations with Norway and the USSR/Russian Federation



Valeska Esch | Senior Program Officer – Ms. Esch joined Aspen in February 2009 and is responsible for Aspen's Policy Program on Southeast Europe. She holds an MA in Political Science, International and European Law, and English Language and Liter-

ature 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. Ms. Esch has published on the EU's engagement in Kosovo. Prior to joining Aspen, she worked for an event management firm in Bonn.



Juliane Kabus | Program Assistant – Ms. Kabus joined Aspen in April 2012 as a Program Assistant in Aspen's Policy Program. She holds a BA in Politics, Public Administration and Sociology from the University of Potsdam and is currently pursuing her

Master's degree in Political Science with a focus on International Politics, Political Theory and Military Studies. Before starting at Aspen, she gained experience in the working group on Foreign Affairs of the CDU/CSU parliamentary group at the German *Bundestag*.



Lena Kiesewetter | Program Officer – Lena Kiesewetter joined the Aspen Institute Germany as a Program Officer in September 2012, organizing the Public Program, managing the Friends of the Aspen Institute and board relations, and assisting

the Executive Director. She studied political science and civil war studies at the universities of Freiburg im Breisgau, Oslo, Toronto, and at ETH Zurich, where she graduated with a Master of Arts. Before joining the Aspen Institute, she interned at the German Embassy in Oslo and conducted field research on human rights activism in Bosnia & Herzegovina for the Swedish NGO Civil Rights Defenders. She has previously worked in the fields of research, university administration, and adult education.



Patryk Kitson | Program Assistant 2010-2011– In 2009 Patryk Kitson graduated in Political Science, Modern History and History of Art at the Friedrich-Wilhelm University Bonn, focusing his studies on U.S., EU and Russian Foreign and Secu-

rity Policy, International Relations Theories and Global Economic Policy. The topic of his M.A. thesis was USA, Russia and the Balkans: Analysis of U.S. and Russian Balkan Policy from the Dissolution of Yugoslavia till Dayton. In late 2010 he joined the Aspen Institute Germany. Working as a Program Assistant, he helped organize the regular Public Program events. Moreover, he helped organize the Leadership Conference on Balkan security architecture in December 2010 and the Track II U.S.-DPRK Dialogue on the denuclearization of the Korean peninsula in March 2011.



Pia von Oppen | Program Officer 2010-2012 – Pia von Oppen joined the Aspen Institute Germany in November 2010 as Program Assistant. She was responsible for the Friends of the Aspen Institute and organized the Public Program of Events. In

addition to her other duties, as Assistant to the Director, she was responsible for board relations. In 2009 she completed her B.A. with honors, majoring in International Relations with a minor in History, at Webster University, Vienna. After her studies she worked for the Press and Public Information Section of the Organization for Security and Cooperation in Europe (OSCE).



Cornelia von Rundstedt | Program Officer – Cornelia von Rundstedt started at the Aspen Institute Germany as a Leadership Program Officer in December 2012. Following an education in Antique Furniture Restoration she studied Art His-

tory 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 since has been 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 developing future strategies for a traditional agricultural holding company consisting of a winery, fruit plantations, forest and real estate.



Klaus Wittmann | Klaus Wittmann I 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 International Institute for Strategic Studies, London, military policy assignments in the Ministry of Defence, Bonn, and at NATO Headquarters, Brussels, as well as higher officer education at the Führungsakade-mie 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 at Potsdam University. Since 2011 he has been supporting Aspen Germany as a Senior Fellow.

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