

The Aspen Institute Germany ANNUAL REPORT 2015 2016







PREFACE



Dear Friends of Aspen Germany,

The past two years were marked by dramatic political changes, both globally and within Europe; the political fall out from the Russian annexation of Crimea, the Brexit vote in Great Britain, and the election of Donald Trump as President of the United States have changed the world fundamentally.

The Aspen Institute Germany was founded in 1974 as a bulwark against dictatorship and as a symbol of freedom in the then divided city of Berlin. Today our mission is more important than ever: a platform for debating critical and conflicting issues and defending the values of our liberal democracies and open societies.

Given the rise of authoritarian regimes around the world and the ugly face of populism within our own societies, we are today facing problems and questions we all have to answer. Our mission to promote the principles of liberal democracy and value-based leadership is facing challenges like never before. Can we stem the tide? And what role has Aspen Germany played during the last two years in promoting our values?

Let me assure you that we did our best to live up to this challenge; we were among the first transatlantic institutions and think tanks to place the question of the state of Western values high on our agenda.

During our annual Berlin Transatlantic Conferences in the fall of 2015 and 2016, we placed Western values front and center in our transatlantic dialog. In both years, our conferences brought together high-level decision makers and opinion leaders from the U.S., Germany, Europe, and our Aspen partner institutes to advance our value-based mission and the Euro-Atlantic agenda.

In addition, the network of all seven European Aspen Institutes launched a joint Aspen Initiative For Europe in 2015. This new European forum has already met several times in Brussels, Rome, Bucharest, and Berlin. Further meetings are scheduled for the upcoming year to foster close cooperation amongst our European Aspen family in times when the European Union is going through a decisive period of transformation.

Building bridges and promoting detente policies were hallmarks of Aspen Germany in the 1970s and 1980s. In May 2016, we reinvigorated this Aspen tradition by inviting Russian, American, and German legislators to discuss tough issues like the conflict in Ukraine, arms control, and the protracted wars in the Middle East as well as to explore areas of still existing common interests. This much needed discussion helped to build new channels of communication and mutual understanding.

Another marquee joint endeavor stands out of the many events Aspen Germany hosted over the past two years: the U.S. Election Night 2016. Jointly organized with numerous Berlin transatlantic partners, more than 1,500 guests followed the ups and downs of the election thriller unfolding before their eyes on the premises of the Baden-Württemberg State Representation to the Federation. ARD, RBB and Deutsche Welle reported live throughout the night and more than 370,000 people followed our event on Twitter.

All of our successful conferences, seminars, brown bag luncheons, and background briefings have not gone unnoticed. They are one of the reasons why the budget committee of the German Bundestag decided to support the Aspen Institute Germany for its achievements and its future work with an annual institutional grant of 300,000 Euro starting in January 2017. This support is helping us to grow even further and take on new programs and initiatives including the Aspen Digital Agenda, our most important new program.

Having kicked-off the planning in 2015, the Aspen Institute Germany is today – together with its partners, the Washington based Atlantic Council and the German based Internet Economy foundation – one of the major European forces to help foster a closer transatlantic cooperation by bridging the gap between the two digital markets of Europe and the United States.

Besides our new endeavors, the Aspen Institute Germany continued its renowned Southeast European Program promoting the Euro-Atlantic integration of the Western Balkans. In 2015 Aspen had the pleasure to chair the Foreign Ministers' conference of all Western Balkan countries in Berlin under the auspices of former German Foreign Minister Frank-Walter Steinmeier and his Italian counterpart Paolo Gentiloni.

Our signature Aspen Leadership Seminar has also taken new directions by adding a number of creative alumni workshops and enhancing the diversity of our participants. Its content and attractiveness make this unique seminar an indispensable part of our mission and work.

There have been more important changes, which I want to share with you:

- In February 2015 we welcomed Dr. Anna Kuchenbecker as the new Deputy Director.
- In April 2016 Aspen moved its offices to the fourth floor in the same building to create more space for our growing staff.
- In June 2016 the Aspen Board of Trustees elected Eckart von Klaeden to become the new chairman. He followed Corinne Flick whom we thank for her dedication and leadership.

Finally, let me express my deepest gratitude both on behalf of the Institute but also on a personal level to our board of trustees, the management board, and everybody of the Aspen Team for their unwavering support and stellar performance in making all this progress possible. I am also sincerely thankful to all our partners, donors, sponsors, and all individuals who so graciously supported our work over the last years. Their support in promoting our mission has significantly contributed to making Aspen Germany a respected player in the arena of transatlantic relations, a strong promoter of our liberal values, and a committed defender of the achievements of our open societies.

In order to consolidate our position and to continue working successfully toward our common goals and mission, we will need your future commitment and support. I am sure we can count on you!

Sincerely,

Rüdiger Lentz Executive Director

Aspen Institute Deutschland e.V.

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MISSION AND PROGRAMS

THE ASPEN IDEA

THE ASPEN INSTITUTE GERMANY PRO-MOTES VALUES-BASED LEADERSHIP, CON-STRUCTIVE DIALOG AMONG CONFLICTING PARTIES, AND EURO-ATLANTIC COOPERA-TION TO SUPPORT AND ENHANCE A STRONG OPEN SOCIETY. To fulfill its mission, Aspen Germany convenes decisionmakers and experts from the fields of politics, business, academia, media, culture, and civil society in three programs:

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

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

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

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

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

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

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

Today, the vision and reach of the Institute extend far beyond its original roots. In policy programs, seminars, public events, and global leadership initiatives, the form and force of the Institute have grown to confront contemporary challenges and matters of collective concern. The Institute is based in Washington, D.C. and has campuses in Aspen, Colorado, and on the Wye River on Maryland's eastern shore. It also maintains offices in New York City and has an international network of partners in Germany, France, Italy, the Czech Republic, Romania, Ukraine, Spain, Japan, India, and Mexico.

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

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

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





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

Aspen Leadership Program

The Aspen Seminar

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

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

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

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





Aspen Policy Programs

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

Berlin Transatlantic Forum

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

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

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





Staffers Exchange Program

The gradual erosion of the Euro-Atlantic relationship has been most visible in the German-American friendship. The often-hailed relationship has eroded ever since the beginning of the 2003 Iraq war. Diverging views on military force, intelligence gathering within alliance, ways out of the economic and financial crises, the role of the European Union, and the rights and responsibilities of the state to balance personal freedoms and security all point to a growing lack of understanding for each other's views, systems, and political cultures. At the same time, generations are changing. Future leaders on both sides of the Atlantic have little personal experience of what made this relationship so important.

The Aspen Institute Germany, with the support of the Transatlantic Program of the Federal Republic of Germany with funds from the European Recovery Program of the Federal Ministry for Economic Affairs and Energy, has designed an exchange program for Congress and Bundestag staffers to foster dialog on the transatlantic relations.

Participating staffers take part in intensive debates on the most pressing concerns facing the transatlantic community. In addition, they meet with decision-makers, experts, and practitioners. Site visits in Berlin and D.C. and cultural events promoting mutual understanding are also an integral part of the program.

Southeast Europe Program

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

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





Aspen Southeast Europe Foreign Ministers' Conferences

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

Since 2010, Aspen's Southeast Europe Foreign Ministers' Conferences have been organized in cooperation with the German Foreign Office and an EU member state's Embassy in Berlin with the German Foreign Minister. Since 2010, partners have included the Austrian Embassy in Berlin and Foreign Ministers Dr. Guido Westerwelle and Dr. Michael Spindelegger; the Hungarian Embassy in Berlin and then Foreign Ministers Dr. Guido Westerwelle and Dr. János Martonyi; the British Embassy and then Foreign Ministers Dr. Frank-Walter Steinmeier and Philip Hammond; the Italian Embassy and then Foreign Ministers Dr. Frank-Walter Steinmeier and Paolo Gentiloni; as well as the Czech Embassy and Foreign Ministers Sigmar Gabriel and Lubomír Zaorálek. In 2014, Foreign Ministers Dr. Frank-Walter Steinmeier and Philip Hammond used the Aspen Foreign Ministers' Conference as a platform to present a joint German-British initiative to revitalize the reform process in Bosnia and Herzegovina. In his opening speech of 2017, Foreign Minister Gabriel emphasized Germany's commitment to the region and revealed Germany's plans of setting up additional funds to further support the Western Balkans.

Sub-Cabinet Meetings

Since 2009, Aspen Germany Southeast Europe Program's sub-cabinet meetings have brought together highlevel decision makers, politicians, diplomats, and experts from the Western Balkans, the U.S., Germany, the EU, NATO, and other international organizations to discuss various issues related to current and future challenges in Southeast Europe. At exclusive closed-door conferences, a limited number of participants can exchange views informally and off-the-record, and discuss their differences and commonalities. Supported by expert policy papers, discussions aim at bridging differences that still exist, identifying common challenges and ideas, and developing mutually acceptable solutions and recommendations. Topics discussed include the Euro-Atlantic integration of the Western Balkans, non-traditional security threats, the fight against organized crime and corruption, the role of external actors in the region, economic development, energy security, regional cooperation, rule of law, and democratization.

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





Aspen Public Program

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

The Public Program consists of several different formats. A series of evening events features renowned speakers who share their ideas either in an interview setting or in a brief presentation followed by a discussion. While the interview portion of the event is sometimes broadcast by one of our media partners, the following discussion is off-the-record to enable a frank and open exchange. The Aspen Brown Bag Lunch series takes place several times a year and gathers experts, members of the "Verein der Freunde des Aspen Instituts e.V." (Association of Friends of the Aspen Institute), and representatives from politics, business, and civil society for a working lunch to discuss current topics under Chatham House Rule. Finally, the Public Program includes stand-alone events such as exclusive breakfast and dinner events, the annual Aspen Summer Party, the Election Night in 2016, and the Aspen Annual Gala. Some of the events are hosted in cooperation with partner organizations. The Public Program is open to invited guests and upon request. Members of the "Verein der Freunde des Aspen Instituts" enjoy preferred access to major Public Program events.

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

A Selection of Speakers from 2015-2016

- Dr. Fiona Hill, former Director of the CUSE, Brookings Institute, Special Assistant to the President and Senior Director for European and Russian Affairs, U.S. National Security Council
- Ignacio Garcia Bercero, Director at the European Union Commission's Directorate General Trade
- Omid Nouripour, Member of the German Bundestag
- Dr. Madeleine Albright, former U.S. Secretary of State
- Ambassador Wladimir M. Grinin, *Embassy of the Russian Federation in Germany*
- Dr. Katrin Suder, State Secretary, Federal Ministry of Defence
- H.E. Bekim Çollaku, in his former position as Minister for European Integration of the Republic of Kosovo
- Former United States Senator Christopher J. Dodd, Chairman and CEO, Motion Picture Association
- Ambassador Anthony L. Gardner, former U.S.

 Ambassador to the European Union, visiting Fellow
 at the Robert Schuman Centre, European University
 Institute
- Lord Stephen Green of Hustpierpoint, *Member of the UK House of Lords*
- H.E. Dr. Mladen Ivanic, former Chairman of the Presidency of Bosnia and Herzegovina







Aspen Publications

- Richard Kühnel, Representative of the European Commission in Germany
- Ulrich Deppendorf, former Head and Editor in Chief of the ARD Hauptstadtstudio, Berlin
- Dr. Hartmut Mehdorn, former CEO of Deutsche Bahn AG, Air Berlin, and Flughafen Berlin Brandenburg GmbH

Esch, Valeska (ed.): *Democratization in the Western Balkans*, Aspen Institute Germany, Berlin, 2016.

Esch, Valeska / Kempf, Carina (eds.): *EU Enlargement and Regional Cooperation - Identifying the Next Steps*, Aspen Institute Germany, Berlin, 2015.

Available at www.aspeninstitute.de

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ABOUT THE TRUSTEES



| Prof. Dr. Volker Berghahn is the Seth Low Emeritus Professor of History at Columbia University. He received an M.A. from the

Prof. Dr. Volker Berghahn

He received an M.A. from the University of North Carolina, Chapel Hill, and his PhD from the University of London. He completed his habilitation at the

University of Mannheim, but subsequently returned to the U.K. where he taught at the Universities of East Anglia and Warwick before moving to Brown University in 1988 and to Columbia in 1998. He has published widely on the field of modern German History, European-American economic and cultural relations, and historiography. His books include: Germany and the Approach of War in 1914 (1973); Modern Germany. Society, Economy and Politics in the Twentieth Century (Cambridge 1982); Militarism. The History of an International Debate, 1861-1979 (New York 1982); The Americanization of West German Industry, 1945-1973 (New York 1986); Otto A. Friedrich. Ein politischer Unternehmer (Frankfurt 1993); Imperial Germany, 1871-1914 (New York 1994); America and the Intellectual Cold Wars in Europe (Princeton 2001); Sarajewo 1914. Der Untergang des alten Europa (München 2001); Der Erste Weltkrieg (München 2003); Europe in the Era of Two World Wars (Princeton 2005); Industriegesellschaft und Kulturtransfer (Göttingen 2010); American Big Business in Britain and Germany. A Comparative Study of Two 'Special Relationships in the 20th Century (Princeton 2014). He has just completed a manuscript entitled "Between Hitler and Adenauer. Hamburgian Journalists and the Moral Reconstruction of West Germany, 1945-1967," to be published by Princeton University Press in 2018.



Carl Douglas | Carl Douglas is Vice Chairman of Assa Abloy AB and Securitas AB and Board Member of Latour AB. He is also the Chairman of MMT Group AB. Apart from his business-ventures he is a farmer and an avid diver, photographer and explorer of the underwater

realm. He holds a Bachelor of Arts in History and a Doctorate of Letters (h.c).



Dr. Corinne Flick | Dr. Corinne Michaela Flick studied both law and literature, taking American studies as her subsidiary. She gained her Dr. phil. in 1989. She has worked as inhouse lawyer for Bertelsmann Buch AG and Amazon.com. In 1998, she became General Part-

ner in Vivil GmbH und Co. KG, Offenburg. She is Founder and Chair of the Convoco Foundation. Dr. Flick is Co-Founder of the Friends of the Bavarian State Library, Munich, a member of the Executive Committee of the International Council of the Tate Gallery, London, and was Chair of the Board of Trustees of the Aspen Institute Germany from 2012 to 2016.



Catherine von Fürstenberg-Dussmann | Catherine von Fürstenberg-Dussmann was born on January 26th 1951 in St. Louis, Missouri (United States). She holds a degree in Psychology and English Literature from the University of Denver, Colorado. Moreover, she is a trained

actress who attended the Drama Studio of the Royal

Academy of London. Catherine von Fürstenberg-Dussmann worked as an actress in the Screen Actors Guild in the United States and also became self-employed by starting a business for interior design. In 1980, she married Peter Dussmann, chairman of the Dussmann Group, and moved to Germany with him. Catherine von Fürstenberg-Dussmann was appointed Member of the Supervisory Board of Dussmann Group when her husband suffered a severe stroke after 30 years of marriage. In April 2009, she assumed the position as Chairperson of the Supervisory Board. Since 2011, Catherine von Fürstenberg-Dussmann has been Head of the Peter Dussmann Foundation's Board of Trustees.



Elliot Gerson | Elliot Gerson is an Executive Vice President at the Aspen Institute (U.S.), responsible for its Policy Programs, its Public Programs and its relations with international partners. The Institute's more than 30 Policy Programs focus on both domestic and interna-

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



Dr. Roland Hoffmann- Theinert | Dr. Roland Hoffmann-Theinert is the founding partner of GÖRG's Berlin Office and served as a long-standing member of the firm's management board and as Head of the firm's Corporate Service Line. GÖRG is with more than 270

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



August von Joest | August von Joest looks back on over 45 years of experience in different industries, national and international. Mr. von Joest's career covers general trading and contracting, experience in the aviation and defense industry, the privatization of national indus-

try, corporate finance, M&A and Private Equity. He now holds a number of non-executive positions and runs his family office taking care of a number of investments. August von Joest is married, has three children and enjoys classic motorsport and golf.



Eckart von Klaeden | Eckart von Klaeden was born in Hanover, Germany, on November 18, 1965, and is a lawyer by training. He started his professional career as a spokesman of the CDU in Lower Saxony before he became a member of the German Federal Parliament in

1994. He held a number of positions there: from 2000 to 2005 as parliamentary secretary, from 2005 to 2009 as foreign policy spokesman of the CDU/CSU faction in the German Federal Parliament, and from 2006 to 2010 as treasurer of the CDU. From 2004 until 2013, he was a member of the federal board of the CDU; since 2006, he was also a member of the executive committee. In 2009, he assumed office as Minister of State of the Federal Chancellor. On November 1, 2013, Mr. von Klaeden joined Daimler AG as Vice President, External Affairs where he is responsible for external relations and Daimler's political dialogue worldwide. In this position he reports directly to the Chairman of the Board of Management of Daimler AG, Dr. Dieter Zetsche. He has been Chairman of Aspen Germany since June 2016.



David Knower | David Knower has been the Chief Operating Officer and Geschäftsführer of Cerberus Deutschland Beteiligungsberatung GmbH since 2003. Before starting his own international consulting company (1997-2002), Mr. Knower worked for Procter &

Gamble for eleven years, where he started his professional career in Germany in 1986. After nine years in Finance and Controlling positions, Mr. Knower spent two years managing the Procter & Gamble Germany Fine Fragrance business in Asia Pacific. Mr. Knower received two undergraduate degrees from the University of Massachusetts, (Economics, German) in 1983, as well as being named a Commonwealth Scholar. Mr. Knower spent the academic year 1981/82 studying in Freiburg, Germany. He received his MBA from the American Graduate School of International Management (Thunderbird), in 1985. Mr. Knower is board member of the American Chamber of Commerce in Germany, President of the American German Business Club in Frankfurt, Chairman of the Republicans Abroad Europe, Vice President of the Steuben-Schurz Gesellschaft, member of the board of trustees of "The English Theatre," in Frankfurt and serves on various supervisory and advisory boards in Germany. Mr. Knower, born in May of 1961, is an American Citizen and a resident of Germany. He has three children.



Sue Koffel | Sue Koffel is Managing Partner of CMF Capital, a San Francisco based private investment business. She founded The Math inquiries Project ® (MiP) and was Chairman from 2002-2013. MiP is a non-profit public benefit corpo-

ration focused on the study of social marketing issues concerning algebra education in the State of California. Ms. Koffel has degrees in mathematics & cybernetic systems. She is a member of the Advisory Board of the Stanford Institute for Economic Policy Research (SIEPR) and the Advisory Board of the Stanford Center for International Development (SCID), both at Stanford University in Palo Alto, California. Sue Koffel has had a long association with the transatlantic relationship through business, government and policy institutions in Europe and the United States. She is a member of the American Enterprise Institute's National Council and a Trustee of Aspen Germany. Sue Koffel raises Hanoverian horses and has them in dressage training in Napa, California. She lives in San Francisco with her husband, Martin, where they sail on San Francisco Bay.



Andreas R. Krebs | Andreas R. Krebs was named Managing Partner at Cologne Invest GmbH Germany (Venture Capital) in 2010. He is a member of several Boards of Directors, Advisory Boards, and Boards of Trustees. In October 2010, he was appointed Chairman of the Super-

visory Board of Merz and in 2012 as Chairman of the Shareholder Council. Prior to this, he was Executive Board Member and President, EMEA and Canada at Wyeth (U.S). Mr. Krebs holds a Business Degree, began his career with Woelm Pharma and has worked for Bayer AG, Germany since 1984, holding several senior positions such as General Manager Canada, Vice President Asia Pacific and General Manager Bayer Argentina. He has worked in seven countries, has vast experience in the field of life science, and experience in international healthcare markets of Europe, North America, Asia Pacific, Middle East, and Latin America. Mr. Krebs is also engaged in several philanthropic organizations and chairs

the private NGO 'Project Girassol', operating in a Favela-Community in Sao Paulo, Brazil. He is married with two grown-up children and lives near Cologne.



Roderick von Lipsey | Roderick von Lipsey is a Managing Director at UBS Financial Services, Inc, where he is the senior member of the Private Wealth Management practice in Washington, DC. At UBS he has held key leadership positions, most recently as the Midwest Complex Director

for the firm's Private Wealth Management business, headquartered in Chicago, Illinois. Prior to UBS, Rod von Lipsey was a Vice President at Goldman, Sachs & Co. His career in finance began after serving 20 years on active duty in the U.S. Marine Corps. A "Top Gun" grad, former Marine fighter pilot, and combat veteran. During his military career Rod von Lipsey also served as Director, National Security Council; Council on Foreign Relations International Affairs Fellow; White House Fellow and Special Assistant for Foreign and Security Policy to the Chief of Staff to the President; and Senior Aide to the Chairman of the Joint Chiefs of Staff. Mr. von Lipsey holds numerous securities industry registrations and has served as trustee and advisor for several domestic and international not-for-profit organizations. In 2011, Rod von Lipsey was selected by the National Association of Board Certified Advisory Practices (NABCAP) as one of the Washington, D.C., region's "Top Advisors" for excellence in serving the needs of the investing public. In that same year and subsequently, he has been recognized by Barron's as one of America's Top 1000 Financial Advisors and ranked among the top 10 advisors in Washington, D.C. Mr. von Lipsey and his wife Alexia reside in the Massachusetts Avenue Heights area of Washington, D.C. and are the proud parents of three boys, all of whom attend Washington International School (WIS).



Thomas Matussek | Born in 1947, Ambassador Matussek studied law and history in Bonn and Paris, after completing his two-year military service. In 1975, he joined the German Foreign Service. After initial assignments in Bonn and London, he worked at Germany's Federal

Chancellery under Chancellor Helmut Schmidt, with responsibility for European Affairs. Following further assignments in New Delhi (Press Office) and Lisbon (Economic Affairs), he returned to Bonn. He was Bureau Chief for Foreign Minister Hans-Dietrich Genscher from 1991 to 1992 and subsequently Chief of Staff for Foreign Minister Dr. Klaus Kinkel. From 1994 to 1999, he was the Minister and Deputy Ambassador in Washington, D.C. From 1999 to 2002, he was Director General of Political Affairs at the Federal Foreign Office, with responsibilities for the Middle East, Asia, Africa, and Latin America. In 2001, he organized the Petersberg Conference (Bonn Agreement), which led to the founding of the new State of Afghanistan. From 2002 to 2006, he was Germany's Ambassador to the United Kingdom and represented Germany as its Permanent Representative to the United Nations in New York City from 2006 to 2009. From 2009 to 2011, he was Germany's Ambassador to India in New Delhi, before he joined Deutsche Bank in November 2011. From 2013 until 2016, Ambassador Matussek was Managing Director of the Alfred Herrhausen Society. After leaving the Alfred Herrhausen Society, he joined Flint Global where he is currently a Senior Advisor.



Helmut F. Meier | Helmut Meier worked as a consultant for nearly three decades. In 1982, he started as an Associate at Booz Allen Hamilton in Düsseldorf and was made Partner in 1991. His consulting focus has always been on high-tech industries, computing and communications.

Prior to consulting, he worked for Siemens in Munich and in Boca Raton/Florida for two years. Throughout the course of his career, he held posts with regards to client work (Germany, Europe, U.S., Asia) as well as in growing management functions. He served as a Member of the Global Board of Directors from 1995 to 1998 and from 2006 to 2009. He was also a member of the Spanish and Italian Board: Chair of the Global Communications Committee and of the CEO Succession Committee. In 2009, he decided to retire in order to have more time for his personal life. Mr. Meier holds a Master's degree in Mathematics and Computer Science (University of Bonn/Germany) and an MBA in Business Administration (INSEAD, Fontainebleau). He married his wife Birgit in 1978 and has three grown-up daughters and four grandchildren. He now lives in Krefeld (Germany) and Vienna (Austria). His interests include music and art, social and educational engagements (foundation) and further development in leadership issues. He has been a Trustee of the Aspen Institute Germany for more than a decade, a "Platinum Sponsor" of INSEAD, and a patron and donor to the Konzerthaus in Vienna. He was President of the American Chamber of Commerce in Austria for two years until his retirement.



Fred W. Reinke | Fred W. Reinke, a partner in Mayer Brown's Washington, D.C., office, is the U.S. head of insurance litigation for the firm's global Insurance Industry Group. *Legal* 500 recommends him for complex litigation and class actions and specifically identified Mayer

Brown's U.S. insurance litigation practice as one of the leading insurance litigation groups in the country. Mr. Reinke handles complex international commercial and class action litigation, particularly on behalf of major European insurance/ reinsurance companies and financial institutions. He counsels clients on insurance and reinsurance coverage disputes, governmental and internal corporate investigations, class action defense, banking and other financial transaction-related litigation, civil antitrust litigation, personal jurisdiction defense and appellate matters. He has also conducted numerous internal corporate investigations and guided directors of public and private companies on corporate governance matters and investigations involving various governmental entities, including the SEC, the Department of Justice, the Department of Labor, and the Department of Commerce. Mr. Reinke has extensive experience in advising and representing French and German companies and banks on a wide array of legal issues in the United States. He was a Robert Bosch Fellow in Germany and is a member of the American Council on Germany, a Young Leader at the American Council on Germany/Atlantik Brücke, and is on the Board of Trustees of the American Institute for Contemporary Germany Studies (AICGS). He received his B.A. from St. Olaf College (MN) and his J.D. from Columbia University (NY). Mr. Reinke also studied as a Fulbright Scholar at the University of Hamburg and is fluent in German.



Cecilie Rohwedder | Cecilie Rohwedder is a contributor to the Wall Street Journal, based in Washington, D.C. She writes for various parts of the publication, including Life & Arts, Careers, Weekend and Mansion. A native of Germany, she spent nearly two decades as a Journal reporter in

Europe, where she was based in Brussels, Bonn, Berlin, and London and covered areas ranging from European politics to media, retail and fashion industries. Mrs. Rohwedder is a graduate of Georgetown University and holds a Master's Degree from Columbia. She has been a Fulbright Foundation Scholar and Knight Wallace Journalism Fellow at the University of Michigan. She is on the Board of Visitors at Georgetown University's School of Foreign Service, an active member of Atlantik-Brücke, a non-profit group furthering transatlantic relations, and supports American Secondary Schools for International Students and Teachers (ASSIST), a youth exchange organization. Mrs. Rohwedder also serves in various capacities at the National Cathedral School in Washington. In her free time, she likes to read, play tennis or travel the world with her husband and three daughters.



Dr. Kurt Schwarz | Dr. Kurt Schwarz was born on June 19, 1951, near Düsseldorf and now lives in Munich and Berlin. After finishing high school in Düsseldorf, 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 Supervisory Board 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.



Frank Sportolari | Frank Sportolari (58), a native of Chicago, holds a Bachelor's degree in economics from the University of Illinois. Before joining UPS in 1986, he worked 6 years as a logistics manager for the U.S. Department of Defense in Germany. Mr. Sportolari joined

UPS in Munich, Germany, in 1986 and held various positions of increasing responsibility within the Finance and Accounting function, including working as a Controller in Munich, Cologne and Neuss for UPS in Germany before moving to Madrid in 1996 where he was the Controller for UPS Spain & Portugal. This was followed by Controller assignments at UPS Italy and in the UPS European Coordination Center in Brussels, where Frank Sportolari coordinated the activities of the UPS Controllers across the Europe Region. He has had extensive experience in Italy where he held the position of controller from 1998 to 1999 and of managing director from 2002 to 2004. From 2004 to 2007, he took on the role of Vice President of European Strategy, based in Brussels, Belgium, where he was responsible for developing strategies for the EMEA markets. In 2007, Frank Sportolari returned to Italy as managing director, a position which he held until September 2011. During this time he served as a board member of the American Chamber of Commerce in Italy. In September of 2011, Frank Sportolari was appointed to his current position as President of UPS Germany. He is a vice president of the American Chamber of Commerce in Germany, vice chairman of the CDU Business Council International Commission and on the boards of several industry and charitable organizations. Mr. Sportolari lives in Düsseldorf with his wife and 4 of his 6 children. He holds American and Italian citizenship.



Till Staffeldt | Till Staffeldt is Global COO Regulation, Compliance und Anti-Financial Crime (CRegO) and Vice Chair of the Regulation, Compliance und Anti-Financial Crime Executive Committee at Deutsche Bank. Mr. Staffeldt started his career at Deutsche Bank in 1997

after having completed his studies in Law at the Universities of Berlin, Heidelberg, Konstanz and London. Following several roles in Frankfurt, Mr. Staffeldt was appointed as Regional Head of Corporate Development in 2006. Two years later, he became Global Head of Business Management & Development Private and Business Clients (PBC). In 2009 he took over the responsibility as Head of PBC in Berlin. Till was appointed as Head of Private Banking Germany in 2011. In 2013, he became PBC's Global Head of HR and PBC's Global Head of CAO. Three years later, he was appointed as Head of HR for Regulation, Compliance und Anti-Financial Crime and Legal.



Dr. h. c. Karsten Voigt | Dr. h. c. 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, Copen-

hagen, and Frankfurt. Dr. 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 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. Dr. 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. Dr. Voigt also serves on the Steering Committee of the German Council on Foreign Relations (DGAP).



Christine Wolff | Management Consultant Christine Wolff, M.Sc. Geology, MBA und Business Mediator, has worked in international engineering consulting firms as a manager for more than 20 years. In her last position, she was Managing Director for Europe & Middle East

at URS Corporation (now AECOM), a NYSE listed U.S.-

based engineering firm. As a Senior Vice President, she was responsible for operations in 15 countries with 2000 employees. Her main operational activities focused on planning and consulting services for large infrastructure, energy, and environmental projects. Christine Wolff started her career in Australia as a project geologist in exploration for chromite, gold, and diamonds. After seven years in Australia and the South Pacific region, she returned to Germany. She is member of several supervisory boards including Hochtief AG and of the reform commission of the German Federal Ministry for Transport and Digital Infrastructure.





MANAGEMENT BOARD

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

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Rüdiger Lentz

Executive Director

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Prof. Dr. Gunther Hellmann

Professor of Political Science

Goethe University Frankfurt am Main

Peter Lennartz
Partner
Ernst & Young GmbH Wirtschaftsprüfungsgesellschaft

Ulrich Plett
Founder
UPW7 GmbH Wirtschaftsprüfungsgesellschaft

August von Joest
CEO
Office - von Joest



Dr. Christoph Abeln | Dr. Christoph Abeln is founder and attorney for employment and 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

Albert-Ludwigs-University in

Freiburg. 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.



Prof. Dr. Gunther Hellmann | Prof. Dr. Gunther Hellmann is a Professor of Political Science at Goethe University, Frankfurt a.M. He specializes in international relations, German foreign policy, European & Transatlantic security relations, and theory of international rela-

tions. Before assuming his position at Goethe University in 1999, Prof. Hellmann taught at Freie Universität Berlin and Darmstadt University of Technology. Since 2007, he has been a Principal Investigator in the context of Goethe University's Cluster of Excellence "Formation of Normative Orders". In 2008-2009, he held the "Steven Muller Chair in German Studies" at the SAIS Bologna Center of Johns Hopkins University, in 2012 he was the "Harris Distinguished Visiting Professor" at Dartmouth College, Hanover, in 2012/13 he was Senior Fellow at the Transatlantic Academy, GMF, Washington, D.C. Since 2014, he has served as Executive Secretary, resp. President of the World International Studies Commitee.



Peter Lennartz | Peter Lennartz is a Partner with Ernst & Young. He started his career in 1985 with EY in Hamburg and transferred to EY Boston from 1999 to 2002 to serve German clients in the U.S. in his role as the German Audit Desk Partner. Peter Lennartz joined EY Berlin

in 2002 and is currently heading EY's assurance practice in Berlin and EY's Start-up Initiative in Berlin as well as in Germany, Switzerland, and Austria. He serves national and international clients in the Start-up, Technology as well as Healthcare sector and is an author, speaker and moderator in the field of Start-ups.



Rüdiger Lentz | Rüdiger Lentz is the Executive Director of the Aspen Institute Germany. From 2009 until 2013, he served as the Executive Director of the German-American Heritage Foundation and Museum in Washington, D.C. Prior to that, he worked as a TV correspon-

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



Ulrich Plett | Ulrich Plett runs his own business as auditor and consultant at UPW7 GmbH Wirtschaftsprüfungsgesellschaft. Until the summer of 2015, he was Office Managing Partner of Ernst & Young Berlin. He studied business administration in Münster and Munich and started

his career in 1980 in the Chicago office of Arthur Andersen (AA). After further years in the AA offices Hamburg and Barcelona, he transferred back to Germany in 1993 to build up the EY office in Berlin. His clients at EY included publicly listed media and entertainment, internet and technology clients. Since 2015, he serves as a Board Member in a Real Estate Company and in several NGOs.



August von Joest | August von Joest looks back on over 45 years of experience in different industries, national and international. Mr. von Joest's career covers general trading and contracting, experience in the aviation- and defense industry, privatization of national indus-

try, corporate finance, M&A and Private Equity. He now holds a number of non-executive positions and runs his family office taking care of a number of investments. August von Joest is married, has three children and enjoys classic motorsport and golf.



"VEREIN DER FREUNDE"

Friends of the Aspen Institute

The "Verein der Freunde des Aspen Instituts e.V." (Association of Friends of the Aspen Institute) is a German non-profit organization founded in 1989. Its founders and members come from across society including polictics, business, academia, diplomacy, as well as arts and culture. Their support is crucial for the Institute in its efforts to fulfill its mission and conduct its programs independently. Membership is open to anybody who shares Aspen's vision and supports Aspen Germany through annual membership dues. Membership fees are tax-deductible as permitted under German and EU law.

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

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

Corporate Members

Corporate members receive invitations to and early notification of Aspen events with key decision makers and policy experts, including exclusive and high-level discussions, private luncheons, dinners, and evening events. They may bring a corporate guest with them to such events and receive priority treatment on the waitlist for oversubscribed events. Corporate membership contributions are tax-deductible in both the Federal Republic of Germany and in the United States.

Individual Members

Individual members receive personal and non-transferable invitations to and early notification of exclusive Aspen events with key decision-makers and policy experts. They also receive priority treatment on the waitlist for oversubscribed events. Membership contributions are tax-deductible in both the Federal Republic of Germany and in the United States.

Junior Members

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

To learn more about or to join the "Verein der Freunde" please contact:

freunde@aspeninstitute.de.





MANAGEMENT BOARD "VEREIN DER FREUNDE"

Members of the Management Board of the Friends of the Aspen Institute are responsible for winning and retaining members in the "Verein der Freunde des Aspen Instituts e.V.". They serve on a *pro bono publico* basis. Since 2011, the Management Boards of both organizations, the Aspen Institute Germany and the "Verein der Freunde", have met in joint session.

Chairman

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Jan Losemann
Founder and CEO
Losemann Legal Tax GmbH

Ulrich Plett
Founder
UPW7 GmbH Wirtschaftsprüfungsgesellschaft

Ulrich Misgeld

Member of the Board

April Stiftung



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. Ms. 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.



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, Mr. Heuermann 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, Mr. Heuermann was involved in several other projects like the Phorms schools, pharma startups and others.



Dr. Roland Hoffmann-Theinert | Dr. Roland Hoffmann-Theinert is the founding partner of GÖRG's Berlin Office and served as a long-standing member of the firm's management board and as head of the firm's Corporate Service Line. With more than 270 lawyers,

GÖRG is one of the leading independent law firms in Germany. Since 2013, he has been splitting his time between Berlin and Frankfurt, where he is heading the Frankfurt office of the firm. Dr. Hoffmann-Theinert studied in Passau and Freiburg i. Br., where he obtained his doctorate degree in law. His doctoral dissertation was awarded the Georg F. Roessler Prize of the Federal Supreme Court Bar in Karlsruhe. Early on, the restructuring and sale of companies in financial difficulties was a central focus. He was a lead advisor in the 2009/2010 sales process of Karstadt Warenhaus GmbH and the European "Quelle" business and served as Chair of the Supervisory Board of Karstadt during that business' insolvency proceeding. He is one of the well-known corporate practitioners with specializations in the areas of complex corporate transactions and restructuring projects. Dr. Roland Hoffmann-Theinert also started practicing as a notary in Berlin in 2000. He has taught as an Associate Lecturer at Berlin's Free University since 2000 and is the author of numerous academic publications.



Helmut Kranzmaier | Helmut Kranzmaier is an Investor, Entrepreneur, Advisor and the Managing Partner of HELUMA Ventures. Prior, he was an Equity Partner at a strategic communications firm and before, he held various management positions at Deutsche Bank in Germany and

Great Britain. Helmut Kranzmaier studied business administration and holds an Executive MBA from City University London/Ashridge Business School. He is a Certified Investor Relations Officer through the German Investor Relations Society.



Jan Losemann | Jan Losemann is founder and CEO of Losemann Legal Tax, a firm providing business process outsourcing and controlling for law, tax/finance and HR. He is trusted advisor and outsourced in-house counsel for a number of medium sized international en-

terprises. Mr. Losemann has a generalist, integral approach; his firm embraces and advises regarding the use of legal technology, digital accounting and other innovative solutions. As a self-employed lawyer since 2001, he has served a wide range of industries including hospitality, medical, technology, food, construction and real estate. He is furthermore member of several German-Spanish organizations and has a specific focus on Spanish-speaking countries.



Ulrich Misgeld | Ulrich Misgeld is a qualified banker and business economist. In 1967, he started his apprentice training at Deutsche Bank, studied parallel to his work and worked, until he left the company in 1992, for Deutsche Bank in corporate banking, most recently as man-

ager for Berlin and Brandenburg branch. In 1992, he became a member of the board of directors of the Berliner Volksbank. At the beginning of 2000, Ulrich Misgeld left the banking world and was appointed as a member of the board for Finances, IT and HR at Selux AG, a leading

company of the lighting industry with plants in Germany, France and the U.S. After 15 years in this position and various voluntary activities in industrial associations and the German Chamber of Industry and Commerce (IHK), he went into planned retirement at the age of 65 in September 2015. Today, he currently has Executive Board responsibilities in charities, e.g. he is member of the board of the APRIL Stiftung since 2010, and takes on supervisory board work. Since October 2015, he has been council member at the Below Tippmann & Compagnie Personalberatung GmbH. Mr. Misgeld is an enthusiastic marathon runner and has successfully participated in over 49 runs.



Ulrich Plett | Ulrich Plett runs his own business as auditor and consultant at UPW7 GmbH Wirtschaftsprüfungsgesellschaft. Until the summer of 2015, he was Office Managing Partner of Ernst & Young Berlin. He studied business administration in Münster and Munich and started

his career in 1980 in the Chicago office of Arthur Andersen (AA). After further years in the AA offices Hamburg and Barcelona, he transferred back to Germany in 1993 to build up the EY office in Berlin. His clients at EY included publicly listed media and entertainment, internet and technology clients. Since 2015, he serves as a Board Member in a Real Estate Company and in several NGOs.

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LEADERSHIP PROGRAM

Aspen Leadership Seminar

The Aspen Leadership Seminar "Philosophy & Practice" is one of Aspen Germany's cornerstones. Every year, Aspen Germany hosts three Seminars, in February, June, and November. Led by expert moderators from the U.S. and Europe, the Seminar convenes a small circle of up to 17 high-ranking decision-makers to reflect and discuss the most fundamental questions of the human condition.

The purpose of the Seminar is to encourage participants to think more deeply about their own beliefs and values, enhance their understanding of competing viewpoints, and highlight the complexity of our societies. It is not a skill building or case study exercise but focuses on the essence of leadership. Participants are encouraged through the Socratic method to interpret the materials in their own way. The diversity of views is a key factor for the success. Participants emerge from the Seminar with a deeper understanding of their own values and how they translate into their leadership style and decision-making. They often find the Seminar to be a life changing experience.

The Seminar is especially recognized for its diversity of participants representing different areas of society not only from Germany but from across Europe and abroad. It has attracted an impressive array of brilliant leaders from across society, including high-ranking representatives from Deutsche Bank, Pfizer, Daimler, Siemens, Airbus SA, Bertelsmann, Axel Springer, BP, the German Foreign Office, political parties, as well as think tanks and many others.

The Seminar is deeply rooted in the Aspen idea of creating a safe space for leaders, thinkers, and artists from around the globe to step away from daily routine to reflect on what makes good leaders and a good society. The first Seminar was conducted in 1951, inspired by the Great Books Seminar held by philosopher Mortimer

Adler at the University of Chicago. According to Adler, philosophy is everybody's business and essential to what makes us human. The idea was that the Seminar would improve society by fostering humanistic thought among important decision-makers.

Values-based Leadership

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

Aspen Leadership Alumni Program

Leadership alumni are our allies in enhancing the Aspen Leadership Program. Today, the Aspen Leaderhsip alumni community consists of more than 230 alumni from very different professional and individual backgrounds. To keep this network closely connected and make it a source of continued inspiration, our alumni program is designed with strong involvement of former Seminar participants. Leadership alumni suggest topics for joint discussions, host alumni events, and share their stories and insights regarding different leadership topics.

In March 2016, the Institute kicked off the Leadership alumni program by hosting its first Aspen Leadership alumni roundtable together with Andreas Krebs, Leadership-Alumnus (Nov. 2013) and Vice-Chair of the Aspen

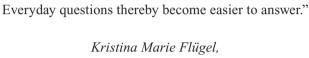
Board of Trustees. The session was dedicated to the topic "Challenge, Charisma, Championship! Between Hegel, Kant, Marx and Machiavelli: What makes leadership so fascinating and how do we define success?" Andreas challenged the audience by asking how one can ignite an employee's motivation and enthusiasm for which recognition and appreciation are key elements. Involving the individual worker in the company is central for creating a sense of community and establishing a connection between individual and company.

In July 2016, the second Aspen Leadership alumni roundtable took place featuring Dr. Barbara Strohschein, philosopher, author, coach and founder of the Philosophical Practice of Values, and Dr. Johannes Bohnen, Aspen Leadership-Alumnus (June 2015), managing partner, BOHNEN Public Affairs and co-founder of the Atlantic Initiative. At first sight, it may sound like a paradox, but our values can trigger devaluation. Roundtable participants discussed how politics are influenced by personal devaluations, what impact personal devaluations have on societies, and if personal appreciation can serve as the foundation condition for long-lasting peace.

The third Aspen Leadership alumni roundtable in September 2016 focused on the changing understanding of good leadership. Dr. Friedrich Kuhn, mathematician, philosopher, musician, former Engagement Manager at McKinsey and leader of the global leadership advisory activities around "Transformational Leadership" at Egon Zehnder International emphasized the necessity to expand our understanding of leadership. The times of the "heroic leader" are over and the usual top-down pattern does not work anymore, while the need to create alignment and followership when taking on new endeavors.

The Aspen Leadership alumni program provides a new platform for alumni to connect, continue the conversation about the quality of leadership that is needed in politics, business and civil society, get inspired and exchange ideas, as well as participate in events and programs of Aspen Germany.





"It is imperative to reflect on the fundamental questions of leadership and on what one stands for.

Kristina Marie Flügel, Head of Customer Relations and Resourcing, Deutsche Bank AG

"The Aspen Leadership Seminar changed the way I think about myself as a leader by helping me identify my core values and beliefs while putting them in intellectual and philosophical context. I met incredible people from all walks of life, people I otherwise would not come into contact with and certainly not at a level so deep and collaborative."





"A great experience: Texts you always wanted to read but never managed, people you would never have met who tell you new aspects about things and ideas you thought you know well, an atmosphere of intellectual stimulation, curiosity and trust. Fun!"



Reinhard Hermes,
Owner,
HERMES & GIEBELER Legal Solutions



"A great Seminar, that opens the boxes you otherwise would have kept closed. This Seminar shows you what kind of a leader you are."

Magnus von Kunhardt, CEO & Founder, Treckmundo "Rethink what you believe in, sharpen your own leadership principles. The Aspen Seminar helps to come to clear-cut decisions even in challenging situations."

> Felix Colsman, Managing Director, Zech Management GmbH

"The Aspen Leadership Seminar is the most inspiring Seminar I have ever experienced. It enriched and improved the way I think and act in both my private and professional life. The other participants were outstanding leaders. It was an honor to spend these three days with such an accomplished group."

Heiko Mauterer, Senior Partner, 4C GROUP AG

"This exceptional Seminar tackles leadership from a very unusual angle. It requires you to bring in your own personality and provides space to reflect more deeply on yourself and what really drives and motivates you. I felt indeed enlightened and richer, in knowledge, wisdom, perspectives – and new friendships."

Julia Stamm, Founder and Director, SCIENCE LEADS

"If you want to reflect on the foundations of leadership and how it fits into nowadays situation, this is a great Seminar."

Dr. Birte Gall, Founder, New Work Partners Berlin









POLICY PROGRAM



Background Briefing: Guidelines on Crisis Prevention, Stabilization, and Peacebuilding December 6, 2016 Aspen Working Group Southeast Europe December 1, 2016

On December 6, 2016, the Aspen Institute Germany held a background briefing for Bundestag staffers with Christian Jetzlsperger, Head of Division S01 – Steering Group, Policy Issues, Fragile States of Department S – Directorate-General for Crisis Prevention, Stabilisation, Post-Conflict Peacebuilding, and Humanitarian Assistance in the German Federal Foreign Office. Mr. Jetzlsperger spoke about the creation of Department S as well as the new concept for Germany's crisis engagement "Guidelines on Crisis Prevention, Stabilization, and Peacebuilding" in a confidential conversation followed by a discussion with the staffers.

The Aspen Working Group Southeast Europe took place on December 1, 2016, in Berlin. High-ranking decisionmakers from all six countries in the Western Balkans, representatives of the German government, and three representatives of civil society from the region were in attendance. In a small and confidential setting, the discussion centered on the repercussions of the Brexit vote, of Donald Trump's election, and of the upcoming elections in three EU countries for the Western Balkans. The questions of how the region should react to these developments and how regional cooperation can be strengthened stood in the foreground of the discussion. Specifically, participants discussed how reform processes and regional cooperation could better benefit the population, in which ways the EU can become involved to strengthen its role in the region, and how the Berlin process can be refined to include additional aspects and to ensure continued success.







Panel Discussion: "A Europe Whole and Free? The Future of EU Enlargement and the Role of the Western Balkans in Times of Crises" December 01, 2016

German-American Dialog November 13-19, 2016

Aspen Germany hosted the public presentation of the results from its Southeast Europe Program 2016 at the China Club in Berlin on the evening of December 01, 2016. The Ministers and Deputy Ministers of the Western Balkan countries presented the outcomes and policy recommendations of the three Aspen Germany conferences in 2016. The key topics were the changing international environment and its impact on the Western Balkans; the role of the EU and the expectations from the perspective of the Western Balkan countries; the Western Balkan region as a partner of the EU; and regional cooperation and the development of the Berlin Process. Following the presentations, Ambassador Dr. Christian Hellbach, Special Envoy for South-Eastern Europe, Turkey, and the EFTA States in the German Federal Foreign Office, Hoyt Brian Yee, U.S. Deputy Assistant Secretary of State for European and Eurasian Affairs, and Dr. Andreas Ernst, Correspondent of Neue Zürcher Zeitung in Belgrade, discussed the topic "A Europe Whole and Free? The Future of EU Enlargement and the Role of the Western Balkans in Times of Crises", moderated by Dr. Anna Kuchenbecker, Deputy Director of the Aspen Institute Germany.

For the second time, the Aspen Institute Germany hosted the Aspen German-American Dialog from November 13-19, 2016, under the auspices of the Coordinator for Transatlantic Cooperation, Jürgen Hardt, MP. The program aimed to revitalize the German-American partnership, to strengthen mutual understanding, and to provide a platform to find common answers to pressing problems of the 21st century at a civil society level. The program welcomed 30 guests from Hamburg, Stuttgart, Trier, Chicago, Fairfax, Minneapolis, Pittsburgh, and Sacramento. In Berlin, the participants discussed current and future challenges to the transatlantic community, such as climate change and electric mobility, migration and integration, vocational training, start-ups and entrepreneurship as well as civic education and the role of the media. Afterwards, each U.S.-delegation visited one of the three participating German constituencies: Hamburg, Stuttgart, and Trier. On the invitation by participating Members of the German Bundestag Dr. Katarina Barley (SPD), Dr. Joachim Pfeiffer (CDU), and Manuel Sarrazin (Alliance 90/THE GREENS), participants deepened the exchange and were introduced to companies and projects at the municipal level. The dialog is funded by the Transatlantic Program of the Federal Republic of Germany with funds from the European Recovery Program of the Federal Ministry for Economic Affairs and Energy and supported by the American Council on Germany.





Third Berlin Transatlantic Conference: "The Liberal Order under Siege?" November 8, 2016

"Countering Radicalization, Nationalism, and Division: How to Better Promote Inclusive, Multi-Ethnic Societies?" September 5-8, 2016

On November 8, 2016, when the United States elected a new president, the Aspen Institute Germany hosted its annual Berlin Transatlantic Conference on "The Liberal Order under Siege?". Focusing on the question where the West is heading in times of rising populism, re-nationalization, globalization-fatigue, and a growing divide between cosmopolitan elites and those left behind, the conference brought together distinguished experts from Germany, Europe, and the United States. The panels discussed with an audience of more than 150 guests analyses and possible solutions with regards to the big picture issues, of which Donald Trump's presidency is just a symptom. His rise fits in with the wave of populists whose support has swelled in many Western democracies. On both sides of the Atlantic one can observe mounting frustration with the lingering effects of the global financial crisis and the Euro Crisis, terrorist attacks spreading fear, concerns surrounding record levels of migration, and a growing concern over political elites' abilities to address these and other crises. These developments have a profound impact within Western democracies, as Brexit has shown, on their foreign policy and on the EU, the transatlantic alliance, and their ability to uphold the liberal order.

On September 5-8, 2016, the Aspen Institute Germany, with the support of the German Federal Foreign Office, hosted a conference in Alt-Madlitz, Brandenburg. The topic of the conference was "Countering Radicalization, Nationalism, and Division: How to Better Promote Inclusive, Multi-Ethnic, Liberal Societies?". The rise of nationalism and social divisions in Europe, and especially in the Western Balkans, has put democracy to a test. Against this background, the conference focused on the role of politics, civil society, and the media to counter nationalism and ethno-nationalism and advocate for reconciliation and peaceful coexistence in the region. Discussions included topics such as regional cooperation on different levels, responding to radicalization, and the importance of reconciliation between countries and regions in the Western Balkans. Participants discussed with Members of the German Bundestag as well as with State Minister for Europe, Michael Roth, about cooperation between the EU and the countries of the Western Balkans and Germany's special role in the context of political rapprochement. Overall, the discussions pointed out that the combination of rising nationalism, EU enlargement fatigue, and lack of economic perspective puts the development of the region at risk.





Background Briefing: "Current Developments in Macedonia" July 21, 2016

Background Briefing: "The Outcomes of the Paris Summit and the Berlin Process" July 12, 2016

On July 21, 2016, employees of political organizations and staffers of the German Bundestag were invited to the Aspen Institute Germany to discuss the current developments in Macedonia with Dane Taleski, Visiting Fellow at the Centre for Southeast European Studies (CSEES) at the University in Graz and former board member of the Social Democratic Union of Macedonia, and Hans-Ulrich Südbeck, Head of Division 209 Western Balkans in the German Foreign Office.

On July 12, 2016, Bundestag staffers and employees of political organizations were invited to the Aspen Institute Germany for an informal evaluation of the Paris Summit and the Berlin Process. Matthias Lüttenberg, Deputy Head of Division 212 (Bilateral Relations with the States of Central, Eastern and South-Eastern Europe as well as Central Asia and the Southern Caucasus) at the Federal Chancellery, and Tobias Flessenkemper, co-organizer of the Reflection Forum on the Conference of Paris on the Western Balkans on May 31, and of the Western Balkans Civil Society Forum at the European Institute – Centre international de formation européenne (CIFE) in Paris on July 4, gave an overview of the recent developments and the outcomes of the Paris Summit the week before.





Expert Discussion: "ISAF – Lessons Learned from the Mission in Afghanistan"
June 21, 2016

"Democratization of Political Processes and Overcoming Political-Ideological Polarization" June 14-17, 2016

On June 21, 2016, the Aspen Institute Germany cohosted an expert discussion with Members of the German Bundestag, researchers, and representatives from various ministries and NGOs on the topic of "ISAF: Lessons Learned from the Mission in Afghanistan". The experts discussed questions regarding a coherent concept for the mission, the implications of the departmental principle ('Ressortprinzip') on deployments abroad, as well as the relationship between the military and (non-) governmental organizations. The participants presented their personal experiences and contributed to a lively debate. The event was jointly hosted by the Aspen Institute Germany, the Bundestag's Commissioner for the Armed Forces, the German Armed Forces Association, and the Association of Reservists. On June 14-17, 2016, the Aspen Institute Germany with the support of the Federal Foreign Office co-hosted a conference with the Ministry of Foreign Affairs of the Republic of Albania in Durrës. The topic of the conference was "Democratization of Political Processes and Overcoming Political-Ideological Polarization". The democratization of political processes in the Western Balkans has substantially improved over the past years. However, difficulties remain. Against this background, participants focused on questions of the role of parliaments, radicalization and political polarization, ideological and programmatic differences between political parties, the role of the media, and women's political participation. The discussions particularly focused on issues of how to rebuild trust between antagonistic parties, how to engage women in politics and how to promote freedom of media and expression. Participants discussed how further political crises can be avoided and how democratization can be strengthened by political elites and civil society throughout the region. In addition, some conference participants discussed on a public panel "The Role of the European Union in the Democratic Processes in the Western Balkan Region" organized by the Ministry of Foreign Affairs of the Republic of Albania.





Background Briefing: "Bosnia and Herzegovina" May 27, 2016

On May 27, 2016, Bundestag staffers were invited to the Aspen Institute Germany for a confidential background briefing on recent developments in Bosnia and Herzegovina with Strecko Latal, Regional Editor for Balkan Investigative Reporting Network (BIRN) and Director for Bosnia and Herzegovina of Social Overview Service (SOS).

Round Table Discussion with Congressman Jim Himes and Member of the German Bundestag Jörn Wunderlich about International Exchange Programs of the German Bundestag May 4, 2016

On May 4, 2016, the Aspen Institute Germany, together with U.S. Congressman Jim Himes, 4th District of Connecticut, on the invitation of Jörn Wunderlich, member of the German Bundestag and the Left Party's spokesperson for family policies, participated in a roundtable discussion about the international exchange programs of the German Bundestag. At the roundtable, several American recipients of the International Parliamentary Scholarship (IPS) and the Congress-Bundestag Youth Exchange (PPP) shared their experiences in Germany. In regard to the averted budget cuts for exchange programs, all participants remained convinced of the huge importance of preserving and expanding exchange programs at various levels.





Trilateral Conference between Germany, Russia, and the United States May 1-4, 2016

Berlin Transatlantic Workshop: "Ideas Wanted! Rebuilding Trust in Democracy...and the European Idea"
April 5-7, 2016

The Aspen Institute Germany and the Aspen Institute USA invited legislators and expert scholars from the Federal Republic of Germany, the Russian Federation, and the United States to convene for a frank, confidential dialog about contested issues on May 1-4, 2016, in Germany. The confidential meeting was intended to provide a neutral platform for an open exchange between the three countries' legislators and senior experts to talk with each other and not about each other. The gathering was the first of its kind between United States Congressmen and Members of the Russian Duma since the beginning of sanctions in 2014. This event was a rare and important opportunity for direct dialog despite continuing serious disagreements. There were eleven members of the U.S. Congress, nine members of the Russian Duma and Federation Council, and eight members of the German Bundestag and the European Parliament in attendance. A range of political views was represented in each delegation. American, Russian, and German scholars were invited to provide context to the conversations. The goal of this conference was civil engagement to deepen understanding of the views and issues pertinent to the present parties. The focus of the discussions were issues of global and European security. All discussions were offthe-record and, in order to foster constructive dialog, the names of participants were not made public. This conference was held under the auspices of the OSCE presidency of Germany and was made possible by major contributions from the Robert Bosch Foundation of Germany and the Carnegie Corporation of New York, as well as the support of the Stiftung Wissenschaft & Demokratie.

The Aspen Institute Germany hosted its second Aspen Transatlantic Workshop in Berlin from April 5-7, 2016. The workshop brought together more than 50 experts and decision-makers from Europe and the U.S. from politics, business, media, and academia including 14 staffers from the U.S. Congress and the German Bundestag. Dedicated to the topic "Ideas Wanted! Rebuilding Trust in Democracy... and the European Idea", participants discussed current challenges to liberal democracy, the rise of populism and what this means in a digital age. The conversations centered in particular on the questions: "What place for Islam in a secular Europe?", "how to deal with autocratic governments?", and "can Europe survive without American leadership?", which were addressed in three breakout groups. The concluding high-level panel on "The refugee crisis and its repercussions for Europe" with representatives from Hungary, Sweden, Turkey, as well as the European Commission and the German Federal Foreign Office offered diverse insights from different national and European perspectives.





Bundestag and Congress Staffers Exchange Program April 3-8, 2016

From April 3-8, 2016, the Aspen Institute Germany invited for the third time staffers of the German Bundestag and the U.S. Congress to a cross-party exchange. The participants engaged in an in-depth dialog about the present as well as the future of transatlantic relations. Furthermore, they received the opportunity to exchange ideas with experts and decision-makers in politics, economy, and civil society. The Transatlantic Program of the Federal Government finances the staffers exchange.

Discussion with Senior Staffers of the U.S. Congress and the German Bundestag January 5, 2016

On January 5, 2016, the Aspen Institute Germany hosted high-ranking members of various U.S. Congress committees as part of a visit by U.S. Congress Senior Staffers. After a brief summary of current security challenges by Members of the German Bundestag and the Greens' Spokesperson on Foreign Policy Omid Nouripour, the U.S. senior staffers and staff members of the German Bundestag discussed challenges. Despite different opinions on potential solutions, participants agreed that international crises represent challenges to the transatlantic community and as such can only be solved cooperatively.





Panel Discussion: "The Roles of the Western Balkans and Turkey in a Troubled Europe" December 3, 2015

On December 3, 2015, the Aspen Institute Germany organized an event at the China Club Berlin with the topic "The Roles of the Western Balkans and Turkey in a Troubled Europe". As part of Aspen's Southeast Europe Program 2015, it commenced with a presentation of the results of a preceding working group of Deputy Ministers from the Western Balkans. A discussion between Rüdiger Lentz and Dr. Ernst Reichel, Special Envoy for Southeastern Europe, Turkey and the EFTA States in the German Foreign Office, followed the Southeast European Deputy Ministers' presentations. The discussion revolved around current developments in the Western Balkans, Turkey as a partner in the solution of the refugee crisis, as well as the situation inside this country. Afterwards, guests had the opportunity to direct their questions and concerns at the Southeast Europe expert. Finally, the guests, Dr. Reichel, and the Ministers had the opportunity to exchange opinions at a reception in the library of the China Club.

Aspen Working Group Southeast Europe December 2-3, 2015

The Aspen Working Group Southeast Europe took place on December 2-3, 2015. High-level representatives of Western Balkan countries, members of the German Bundestag, and representatives from diverse ministries from Austria and Germany came together in Berlin to summarize and discuss the results of the previous conferences. Topics of democratic governance and public administration reform as well as regional cooperation in the Western Balkans were on the agenda. In a final session, participants agreed on possible common policies to deal with current challenges. The findings were presented to a public audience in the evening of December 3, 2015.









Seventh Southeast Europe Foreign Ministers' Conference November 24, 2015

The Aspen German-American-Dialog: "Revitalizing Our Partnership to Answer Common Challenges" November 8-14, 2015

Aspen Germany's Seventh Southeast Europe Foreign Ministers' conference took place in Berlin on November 24, 2015. The conference was hosted by the Aspen Institute Germany in cooperation with the German Federal Foreign Office and the Italian Embassy in Berlin. The Foreign Ministers of Albania, Bosnia and Herzegovina, Croatia, Kosovo, Macedonia, Montenegro, and Serbia as well as Members of the German government, Bundestag, representatives of the EU and regional organizations, and delegates from Foreign Ministries including Italy, Austria, France, Great Britain, Turkey, and the U.S. were in attendance. They discussed current security, political, and economic issues of the individual countries in the EU integration process in a closed session. The talks were followed by a public event in the Italian Embassy in Berlin with a panel discussion on "Attracting Investments – Improving the Legal and Business Framework in the Western Balkans". Questions regarding the improvement of infrastructure, the region's attractiveness for foreign investors, but also the brain drain due to the emigration of young and well-educated people were mentioned and controversially discussed. The Foreign Minister's panel was opened with speeches of then Federal Minister Dr. Frank-Walter Steinmeier and the Italian Foreign Minister Paolo Gentiloni. The subsequent panel discussion with the six Western Balkans Foreign Ministers covered a wide range of questions and points of discussion from the current refugee crisis to terrorism and the fight against foreign fighters, as well as the aspired EU membership and the current state of accession negotiations.

On November 8-14, 2015, the Aspen Institute Germany hosted the first Aspen German-American Dialog under the auspices of the Coordinator for Transatlantic Cooperation, Jürgen Hardt. The program aims to revitalize the German-American partnership, strengthen mutual understanding, and provide a platform for common answers to pressing problems of the 21st century at the parliamentary and civil society levels. During two public panel discussions, the participating representatives from the U.S. and Germany discussed current and future global challenges of the transatlantic community in Berlin. While the representatives continued the dialog in a closed session, the participating civil society representatives participated in three closed panel discussions and received several briefings before leaving to selected German home districts: Siegen, Frankfurt a.M., Berlin-Pankow. The Dialog is supported by the Transatlantic Program of the Federal Republic of Germany with funds from the European Recovery Program of the Federal Ministry for Economic Affairs and Energy.





Second Berlin Transatlantic Conference: "Western Values under Siege. How Open Societies Compete in a Multipolar World" October 13-14, 2015

Bundestag and Congress Staffers Exchange Program October 11-14, 2015

The end of the Cold War led many to think that the ideological battle between East and West would be over. From now on, it was assumed, most nations, if not all, would strive to adopt the model of Western liberal democracy and its foundation of universal human rights. This vision did not materialize. Instead, countries like Russia and China today openly oppose the concept of Western values and declare them to be inconsistent with their own civilizations and traditions. They even present themselves as an alternate model. Islamic extremists, especially the "Islamic State" (ISIS), stun the world with their barbarism and ability to attract young followers in the West. On October 14, the Berlin Transatlantic Conference brought together distinguished experts and decision-makers from both sides of the Atlantic and an audience of 170 guests to discuss the state of Western Values and search for ways how the West can restore credibility and promote the strength and attractiveness of its ideals without betraying them. In her greeting address to the conference, German Chancellor Angela Merkel stressed the importance of shared values: "In our transatlantic community of shared values as elsewhere, we are called upon to act by crises like those in Ukraine and Syria, by international terrorism and by the many millions of people fleeing war, violence, and poverty. It is therefore all the more important for us to be conscious of our values, keep faith with our convictions, and to act in concert with our transatlantic partners."

From October 11-14, 2015, the Aspen Institute Germany invited a group of U.S. Congress and German Bundestag Staffers in the context of an exchange program to Berlin. During the program, participants discussed the past, present, and possible futures for transatlantic relations among themselves, as well as with decision-makers from politics, business, and civil society. As in the previous year, the staffers had the opportunity to give a statement prior to the panels during the Second Transatlantic Conference. The program was made possible with funding from the Transatlantic Program of the Federal Government.





Conference on Regional Cooperation in the Western Balkans September 14-17, 2015

Berlin Transatlantic Workshop: "Western Values and the Challenges of a Multipolar World"

June 30 - July 1, 2015

From September 14-17, 2015, the Aspen Institute Germany with the support of the Federal Foreign Office cohosted a conference with the Ministry of Foreign Affairs and European Integration of Montenegro in Budva. The topic of the conference was "Regional Cooperation in the Western Balkans". Regional dialog and cooperation in the Western Balkans has substantially improved over the past years. However, difficulties remain. Against this background, participants focused on questions of economic and security cooperation. After evaluating the current state of regional cooperation, the role of civil society was discussed. In this regard, the recent Civil Society Forum at the Vienna Summit was a point of discussion. Furthermore, regional cooperation was related to different security issues. Participants talked about the ways of how to combat terrorism, foreign fighters, and organized crime in the Western Balkans. Besides, the current migration crisis was mentioned as a challenge for the Western Balkans and was diversely discussed from political, social, and economic perspectives. When it came to regional economic cooperation, energy security and infrastructure development were on the agenda. Especially the role of the Regional Cooperation Council (RCC) and its South East Europe 2020 Strategy were on the table. Participants concluded that much was done over recent years, but more has to be done in the upcoming years. The role of the EU to foster regional cooperation in the Western Balkans will remain essential for improvements.

From June 30 to July 1, 2015, the Berlin Transatlantic Workshop "Western Values and the Challenges of a Multipolar World" brought together 30 decision-makers from professional backgrounds in government, business, international and civil society organizations, academia, and the foreign service from Germany, Europe, and the U.S. Together they discussed the growing challenges Western principles are experiencing in today's world. Opposition is not only coming from outside through Russia, China, and Islamic extremism but also from within Western societies. Rising insecurity and diminishing trust in political leadership and media create space for populist movements. On a national level, Western societies are struggling to balance liberty and security. In the foreign policy arena, they are grappling with the inherent tension between their aspirations and reality, with the universalism of human rights and realpolitik. Often, Europeans and Americans do not agree on how to respond to these challenges. The workshop discussed what values connect the Transatlantic community and how to redefine the common denominator that once gave this transatlantic bond its strength. In the working group phase of the conference the participants were split into three groups, in which they discussed the values from various perspectives.





Conference on Democratic Governance and Public Administration Reform in the Western Balkans June 15-18, 2015

From June 15-18, 2015, the Aspen Institute Germany with the support of the Federal Foreign Office co-hosted a closed conference with the Ministry of Foreign Affairs of the Republic of Serbia in Belgrade entitled "Democratic Governance and Public Administration Reform in the Western Balkans". High-level participants from the Western Balkan Six, Germany, and international and regional organizations identified and discussed central challenges the Western Balkan countries and their partners are facing. Evaluation of the current state of democratic governance and public administration was the starting point. Also questions for improvement and the role of the European Union were outlined. Moreover, the importance of a well-functioning administration was discussed. Roles of public services and human resource management were highlighted. Furthermore, accountability and transparency measures, also in the context of further reforms, were debated. The conference also stressed the importance of state institutions' integrity including the depoliticization of the public sector. Participants searched for solutions on how to improve the effectiveness and transparency of the checks and balances system and how to make the political discourse more constructive. The conference's last session focused on the role of parliament. Hereby, participants discussed improvements of and challenges for legislatures. Moreover, the role of political parties and different civil society actors was stressed. Participants agreed that democratic governance and public administration reform will remain essential elements of the reform processes in the Western Balkans and prerequisites for long-term peace, prosperity, and democracy in the region.

"Kosovo's Population Drain: How Can the Governments of Kosovo and Germany Respond to People's Demand for a Better Future?" March 4, 2015

On March 4, 2015, the Aspen Institute Germany hosted an expert discussion on the topic "Kosovo's population drain: How can the governments of Kosovo and Germany respond to people's demand for a better future?" The guest speakers were H.E. Skender Hyseni, Minister of Internal Affairs of the Republic of Kosovo, Dr. Ernst Reichel, Special Envoy for South-Eastern Europe, Turkey, and the EFTA States in the Federal Foreign Office, and Dr. Michael Jansen, Head of Division M I 5 European Migration, European Harmonization in the Federal Ministry of the Interior. The discussion was moderated by Dr. Andrea Despot, Deputy Director of the European Academy Berlin. Improvement of the social and economic situation of the people in Kosovo, including economic development, the fight against corruption, as well as EU and NATO membership were identified as the key priorities of the government. Furthermore, speakers discussed advantages and disadvantages of Schengen visa liberalization. One speaker stressed the importance of Schengen visa liberalization for the people in Kosovo because the agreement would allow for migration control. Critical voices by contrast declared that the visa liberalization might not solve the problem of increasing numbers of asylum seekers from Kosovo as the opposite was the case for its neighboring states. Both proponents and critics identified the visa liberalization process as a whole as a strong motor for Kosovo's reform process to align with European standards. Everyone agreed that it was necessary to improve the people's situation within Kosovo to give them a longterm perspective within their own country. In this regard, Germany's readiness to support Kosovo's government was mentioned.





PUBLIC PROGRAM



Discussion with H.E. Dr. Mladen Ivanić: "EU Enlargement in Times of New International Uncertainties and Growing Challenges: Perspectives for Bosnia and Herzegovina and the Western Balkans"

December 8, 2016

On December 8, 2016, Aspen Institute Germany's Public Program in cooperation with Deutschlandfunk Kultur hosted an interview with H.E. Dr. Mladen Ivanić, Chairman of the Presidency of Bosnia and Herzegovina, on the topic of "EU Enlargement in Times of New International Uncertainties and Growing Challenges: Perspectives for Bosnia and Herzegovina and the Western Balkans". H.E. Dr. Mladen Ivanić commented on the current stage of the European Union, Bosnia and Herzegovina's membership application, and the importance of the EU perspective for Bosnia and Herzegovina, as he is convinced that there is no alternative for his country to joining the EU. Without being part of the common market, the country is too small and isolated to develop its economy further. Moreover, the discussion evolved around the threat of an unconstitutional independence referendum of Republika Srpska as well as the problems of young people in Bosnia and Herzegovina. H.E. Chairman Dr. Ivanić is seriously concerned about the youth in the region and emphasized the relevance of youth exchanges to dismantle prejudices between the ethnic groups.

The interview was broadcast on December 10, 2016, and can be found at

http://www.deutschlandradiokultur.de/mladen-ivanic-vorsitzender-des-praesidiums-von-bosnien-und.990.de.html?dram:article_id=373647.







U.S. Election Night 2016 November 8, 2016

"Hillary Clinton or Donald Trump?" 2016's historic presidential election was of monumental importance, especially for Germany, as the United States' most important ally. The Aspen Institute Germany, together with its transatlantic partner organizations, closely followed the election results. This event brought together experts and analysts from both sides of the Atlantic, as well as guests from the political, economic, academic, and cultural fields.

Rüdiger Lentz and State Secretary Volker Ratzmann expressed words of welcome to approximately 1,300 guests in the name of all of our partners. They were followed by Master of Ceremony Javier Arguedas, who introduced the Panel Discussion "Partners in Leadership: A Wish List for the Next U.S. President", under the moderation of Christian Hänel, Head of Department of International Relations America and Asia at the Robert Bosch Stiftung; Ambassador Kurt Volker, Executive Director of the McCain Institute for International Leadership; Dr. Steven E. Sokol, President of the American Council on Germany; Jan Techau, Director of the Richard Holbrooke Forum of the American Academy in Berlin; and Dr. Stormy-Annika Mildner, Head of the Department for External Economic Policy at the Federation of German Industries (BDI) discussed their expectations for a new American president. Afterwards, U.S. Ambassador John B. Emerson greeted the guests and discussed the meaning of this presidential election with Dr. Daniela Schwarzer, Otto Wolff-Director of the Research Institute at the German Council on Foreign Relations. Following Ambassador Emerson's remarks, Federal Minister and President of the German Atlantic Association, Christian Schmidt, answered questions with Sudha David-Wilp, Deputy Director, Berlin Office, German

Marshall Fund of the United States. YouGov Germany provided an additional highlight, as it presented exclusive survey results before the official closing of the first U.S. polls. Besides enjoying live music and culinary specialties from both sides of the Atlantic, guests had the opportunity to participate in several entertainment elements, including a tombola and a "toto", as well as to pose questions about the U.S. electoral system to diplomats from the United States.

The guests were able to enjoy live reporting from the U.S. starting at 1 a.m. via a satellite connection to CBS and CNN. Additionally, the ARD reported live nationwide, and the Deutsche Welle reported worldwide from the U.S. Election Night 2016. The U.S. Election Night 2016 at the Baden-Wuerttemberg State Representation to the Federation, which counted prominent guests, including Vice-Chancellor Sigmar Gabriel, Federal Ministers Thomas de Maizière and Christian Schmidt, diplomats, political decision-makers, and several members of parliament as well as representatives from the economic, cultural, and business worlds, was an enormous success. On Twitter alone, tweets including our hashtag #USPres-Berlin were seen by over 264,210 users, and engaged with by over 370,239 users. Through this unparalleled joint effort by all of our partners, we were successful in bringing a bit of the American spirit to Berlin.





"Great Again" or "Stronger Together"? A Briefing on the U.S. Presidential Elections October 31, 2016

Special thanks to our partners and sponsors in this event:

Partners:

Baden-Wuerttemberg State Representation to the Federation
Embassy of the United States of America in Berlin
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Together with APCO Worldwide, Aspen Germany hosted a brown bag lunch discussion on the upcoming U.S. elections on October 31, 2016. Two distinguished political experts from Washington D.C., Democrat Dan Glickman and Republican Dan Scandling shared their predictions for the election result on November 8, 2016, their insights about the likely new administration, and their reflections on what the election result could mean for the United States domestically and the country's impact on the world stage. The discussion indicated that the election was not over, even if there were clear tendencies. Dan Glickman pointed out that he would not call Hillary Clinton's email affair a "game changer". Nevertheless, Clinton's dominant lead over Donald Trump could suffer from these news. Both Scandling and Glickman agreed that the entertainment factor should not be underestimated, as Donald Trump "is one of the best entertainers that have ever run for president", according to Glickman. He remembered a dialog with Bill Clinton, who reasoned: "Strong and wrong will usually defeat weak and right", by which he did not intend to attribute weakness to Hillary Clinton's campaign. Dan Scalding added that although both parties were currently in a troubled shape, Clinton was without a doubt the better qualified candidate, even though she faced a growing trust problem. Still, Glickman believed a Trump presidency to be highly unlikely, unless Clinton's leaked emails were to reveal something unexpected. In terms of Hillary Clinton's views on foreign policy, Glickman described her as being more hawkish, favoring a tougher, more engaged foreign policy than Barack Obama did, and pushing a strong European-American relationship. Being asked who Donald Trumps top adviser might be, Dan Scalding hinted at Rudy Guiliani, the former mayor of New York City.









Panel Discussion: "Britain, Germany and the European Future after Brexit"
October 24, 2016

Roundtable Discussion: "Into the Clouds. European SMEs and the Digital Age" October 10, 2016

On October 24, 2016, the Aspen Institute hosted a panel discussion with Lord Stephen K. Green of Hurstpierpoint, Member of the House of Lords, Chairman of the Natural History Museum, former Minister of State for Trade and Investments, and former Group Chairman of HSBC Holdings plc. on "Britain, Germany and the European future after Brexit". Lord Green discussed in a relaxed atmosphere with Rüdiger Lentz the impact of Brexit on the economy and politics. Following opening remarks by Rüdiger Lentz, the discussion started with the question, how well informed pollsters could be so wrong about Brexit. Lord Green pointed out, that he was shocked as well because of the unexpected result. The establishment had not understood the division within the country, for example, between the older and the younger generation, higher socio-economic classes and lower ones, and first and foremost between politicians and their constituents. Lord Green also emphasized that the state of shock had dominated the public image initially, but soon the people, even active remainers, tried to get the best possible solution, as they have realized that there is no way back. Lord Green also explained that the ideological debate what Brexit really means is still going on both in Parliament and among society. Overall, Lord Green argued that Brexit represents a wake-up call for Europe. He expects the informal leadership triangle between Great Britain, France and Germany to be replaced by a French-German axis with a more prominent German leadership. Lord Green referred to his publication "Reluctant Meister: How Germany's Past is Shaping its European Future".

On October 10, 2016, the Aspen Institute Germany and the Atlantic Council co-hosted a roundtable discussion on Europe's cloud-computing landscape. Tyson E. Barker, senior research fellow at the Brandenburg Institute for Society and Security, presented his findings and policy recommendations on the topic. Among them, he explained that, considering its economic power, Germany's process of adopting to the cloud-industry was surprisingly low, thus making Germany "the unlikely laggard". A controversial discussion followed, led by Dr. Fran Burwell from the Atlantic Council and Clark Parsons from the Internet Economy Foundation. Many aspects of the digital economy were discussed, such as legal and security issues.





Aspen Housewarming-Party September 16, 2016

Background Briefing and Discussion for Information Officers of the German Armed Forces on U.S. Foreign and Security Policy September 1, 2016

On the evening of September 16, 2016, it was all about "Aspen 3.0". Gathered around in good company, having a glass of wine and enjoying the art of our member Petra Seebauer, our guests came together in our new premises to celebrate the motto: "Aspen After Work: Politics Meets Art, Art Meets Politics".

On September 1, 2016, the Aspen Institute hosted a background briefing for Youth Information Officers of the German Armed Forces before their trip to the United States. Brent A. Meier, Senior Officer and expert on Iran at the Embassy of the United States in Berlin discussed current issues of U.S. foreign and security policy. In a subsequent discussion, moderated by Rüdiger Lentz, Mr. Meier gave some insights in the German-American relationship and the nuclear deal with Iran.





Aspen Summer Party June 21, 2016

Background Briefing and Discussion on Palestine and Israel with Representatives from OneVoice June 16, 2016

On June 21, 2016, the Aspen Institute Germany and the "Verein der Freunde" hosted its annual Summer Party at the Mendelssohn Remise in Berlin. Given the wonderful location and the lovely weather, our guests had a pleasant evening at our Summer Party. This evening's guest of honor, Richard Kühnel, Head of the European Commission Representation in Germany, together with Rüdiger Lentz discussed "The European Union before the UK Referendum – Thoughts on European Unity" and the implications of a potential "Brexit" for the European Union. In addition to the insightful discussion, the Aspen Institute offered a public screening of the final preliminary game of Germany against Northern Ireland as part of the European Soccer Championship – which was crowned with a German victory.

On June 16, 2016, the Aspen Institute Germany hosted a background briefing on Palestine and Israel with representatives from OneVoice. The NGO aims to appeal to the civil society in Palestine, Israel, and beyond, in order to encourage a peaceful conflict resolution from within society. During the background briefing, OneVoice staffers outlined their activities, especially concerning their workshops, with students all over Europe. Thereby, they conveyed new perspectives on the difficult situation in the Middle East.





YouGov-Debate: "Brexit or Bremain – What Will Happen and What Does It Mean for Europe?" May 31, 2016

Lunch Discussion with Anthony L. Gardner: USA and Europe: "Partners in Trade and Politics Beyond Obama?"
April 26, 2016

On May 31, 2016, the Aspen Institute Germany as part of its Public Program and in cooperation with YouGov hosted a panel discussion about a possible "Brexit". Several political and societal representatives from the United Kingdom and Germany participated in the event. Before two lively panel discussions, YouGov presented the results of the latest survey conducted in several countries on the consequences of the UK leaving the EU. During the debate, it became clear that the participating panelists had very different points of view and that their attitudes rested on differing assumptions. Especially Iain Duncan Smith, Member of Parliament for the Conservative Party, as one of the leaders of the Brexit campaign challenged the opinion of the majority of panelists that the UK should remain a part of the EU for the sake of its own benefit.

The YouGov survey can be found here: https://yougov.de/loesungen/infocenter/whitepaper/yougov-debate-referendum-survey On Tuesday, April 26, 2016, the Aspen Institute Germany in cooperation with H.E. Pablo Garcia-Berdoy, Spanish Ambassador to Germany, hosted an exclusive lunch with Anthony L. Gardner, U.S. Ambassador to the European Union. The lunch was held at the residence of the Ambassador of the Kingdom of Spain, where Ambassador Gardner shared his thoughts on President Obama's visit in Hanover, on TTIP, and on U.S.- EU relations.





Discussion with Ulrich Deppendorf, Former Head and Editor-in-Chief of the ARD-Hauptstadtstudio Berlin: "Report From Berlin – Politics and Journalism – First Hand!" April 14, 2016 Exclusive Dinner and Debate: "Europe and the Refugee Crisis: A Split between Humanity and Realpolitik"

April 6, 2016

On April 14, 2016, the Aspen Institute Germany, in cooperation with the China Club Berlin, hosted an interview with Former Head and Editor-in-Chief of the ARD-Studio in Berlin, Ulrich Deppendorf, on the topic: "Report from Berlin: Politics and Journalism – First Hand!" Deppendorf commented on current issues, discussed the latest developments in the journalistic field and, in a casual atmosphere and according to the motto "First Hand!", recounted several anecdotes about direct encounters and interviews with high-ranking political figures.

On April 6, 2016, on the invitation of H.E. Pietro Benassi, Ambassador of the Italian Republic to Germany, the Aspen Institute Germany hosted an exclusive dinner and debate on "Europe and the Refugee Crisis: A Split Between Humanity and Realpolitik" with opening remarks by Dr. Otto Schily, Former Federal Minister of the Interior of the Federal Republic of Germany, followed by comments from H.E. Hüseyin Avni Karslıoğlu, Ambassador of the Republic of Turkey in Berlin. The lively discussion was moderated by Rüdiger Lentz. The festive evening event on April 6 was followed by the launch of the "Aspen European Initiative" (AEI) in Berlin on April 7. The Aspen European Initiative is the general framework for enhanced cooperation among all seven Aspen European Partners, designed to tackle key-strategic issues of great relevance for Europe. The April event focused on the current refugee crisis and its impact on the unity and security of the European Union. Under the leadership of chairwoman Marta Dassú, Aspen Italia, representatives from Aspen Italia, Aspen Prague, Aspen Romania, and Aspen Kyiv discussed how to best build collaboration and cohesion among themselves.





Reception and Exclusive Guided Tour through the Exhibition "Art From the Holocaust" March 31, 2016

Brown Bag Lunch: "A World Out of Joint – Germany's Changing Role in Today's World" March 7, 2016

On March 31, 2016, our corporate member Deutsche Bank AG invited the "Verein der Freunde" to a reception and exclusive guided tour through the exhibition "Art From The Holocaust" in the German Historical Museum in Berlin. The German Historical Museum in Berlin displayed 100 pieces of art from the Israeli memorial site Yad Vashem for the first time in Germany. Prisoners made the pieces under inhumane conditions and in secret in different concentration camps, labor camps, and ghettos. An art historian of the museum gave the guided tour. We thank the Deutsche Bank AG and especially Ansgar Tietmeyer, who supported the exhibition – which originates from a cooperation with the memorial site Yad Vashem – and made the exclusive guided tour possible.

On March 7, 2016, The Aspen Institute Germany welcomed fellows of the prestigious White House Fellows Program to a Brown Bag Lunch with Dr. Karsten Voigt, former Coordinator for Transatlantic Cooperation, on the topic: "A World out of Joint – Germany's Changing Role in Today's World". In the first part of this meeting, Dr. Anna Kuchenbecker, Deputy Director of The Aspen Institute Germany, and Dr. Karsten Voigt informed the distinguished group on Germany's current role in the world and how it has changed in recent years. Furthermore, they brought the changed perception of Germany's role, as well as its limits in the world into question. In this context, Dr. Karsten Voigt pointed out the importance of international law and norms in German foreign policy and the necessity of intensive multilateral cooperation in Europe as well as globally. In the second part, the guests had the opportunity to pose questions and comments to Dr. Karsten Voigt. In the process, they controversially discussed the challenges and chances of an intensified integration within the EU, and the challenges for Germany as well as the U.S. at interacting with Russia. Moreover, the guests disputed chances and challenges in regards to the refugee crisis and the possible consequences for Germany and the EU in a long term. At the end, the participants emphasized the importance of sustaining the German-American relations and commended the Aspen Institute Germany for its transatlantic commitment.





Background Breakfast Briefing: "The Day after Super Tuesday: The U.S.-Election Campaign and Potential Consequences for Europe" March 2, 2016 Book Presentation and Discussion with Peter Schneider: "An der Schönheit kann's nicht liegen..."
February 24, 2016

On March 2, 2016, The Aspen Institute Germany in cooperation with the Embassy of the United States of America in Berlin hosted a Background Breakfast Briefing with Prof. Dr. Earl Fry, Professor of Political Science and Endowed Professor of Canadian Studies at Brigham Young University on the topic: "The Day after Super Tuesday: The U.S.-Election Campaign and Potential Consequences for Europe". After a short welcome and introduction of Prof. Dr. Earl Fry by Dr. Anna Kuchenbecker, Deputy Director of the Aspen Institute Germany, Fry began with his briefing on the results of Super Tuesday. In the process, he outlined the recent economic developments in the U.S. and the increasingly polarized voters, which are opposing the political establishment. In the subsequent discussion, the events in the United States were compared to the current situation in Europe, and the possible consequences in regard to the particular candidates for the transatlantic relations were discussed. At the end of the morning, a clear prognosis was concluded: Hillary Clinton will prevail and might have good chances of becoming the President in this year's election.

On February 24, 2016, the Aspen Institute Germany and Dussmann das KulturKaufhaus invited to a reading with the author and essayist Peter Schneider. The occasion was Schneider's newest book, in which he depicts his adopted hometown: "An der Schönheit kann's nicht liegen... Berlin – Portrait einer ewig unfertigen Stadt." The event started with welcoming words by Catherine von Fürstenberg-Dussmann, Chairperson of the Board of Trustees of the Peter Dussmann-Foundation and Member of the Board of Trustees of the Aspen Institute Germany. Then, after a short introduction by Rüdiger Lentz, Executive Director of the Aspen Institute Germany, Peter Schneider took the audience on an authentic journey through Berlin, on which he tried to figure out its mysterious fascination in comparison to a quite rough and harsh metropolis. The reading was followed by an interview with Rüdiger Lentz, in which Peter Schneider discussed current cultural and political topics concerning Berlin and answered questions from the audience. At the subsequent reception, the guests had the opportunity to purchase a personally autographed copy of Peter Schneider's book.





After-Work Briefing: "Beyond Iowa and New Hampshire: The Dynamics of the U.S. Presidential Race 2016"
February 10, 2016

Discussion: "Eight Years after Independence – Kosovo between Isolation and EU Integration?"

January 27, 2016

On February 10, 2016, the Aspen Institute Germany invited to an After-Work Background Briefing with the former Senator Chris Dodd, Chairman and CEO of the Motion Picture Association of America on the topic "Beyond Iowa and New Hampshire: The Dynamics of the U.S. Presidential Race 2016". In the first part of the background talk, Rüdiger Lentz, Executive Director of the Aspen Institute Germany, former Senator Chris Dodd, and Dr. Marco Overhaus, Associate of the German Institute for International and Security Affairs, discussed the latest results of the primaries in Iowa and New Hampshire, noted the link to special features and difficulties of the American election system, and outlined the role of the media and other political institutions in the election campaigns. In the second part, the invited guests and experts had the opportunity to pose questions and comments to Senator Dodd and Dr. Overhaus. In doing so, they discussed the ongoing success of polarizing candidates and their impact on the reputation of the presidential office, the seeming lack of a political middle in the election campaigns, and current challenges in the transatlantic relations. At the end, Senator Dodd emphasized the importance of sustaining the German-American relations and commended the Aspen Institute Germany for its transatlantic commitment.

On January 27, 2016, the Aspen Institute Germany in cooperation with the Ministry of European Integration of the Republic of Kosovo had the pleasure of hosting H.E. Bekim Collaku, Minister for European Integration of the Republic of Kosovo, for a discussion with Dr. Ernst Reichel, Ambassador, Special Envoy for South Eastern Europe, Turkey, and the EFTA States in the German Federal Foreign Office, and Gunther Krichbaum, Member of the German Bundestag and Chairman of the Committee on the Affairs of the European Union. The focus of the discussion was Kosovo's progress over the past years, in particular with regard to its European integration efforts. One of the key issues addressed was the issue of visa liberalization for Kosovo citizens. While it was pointed out that the current refugee crisis in Europe was not a particularly favorable background for Kosovo's ambitions, Minister Çollaku questioned whether it was reason enough to disregard Kosovo's progress in fulfilling the technical criteria for liberalization, thereby isolating 1.8 million Kosovars in Europe. While Minister Collaku warned that without substantial progress the support for EU integration in the region would be difficult to uphold, both German speakers underlined the clear perspective of EU membership for the countries in the region.





Brown Bag Lunch: "Digital Front – How Terrorists Use Social Media for Their Recruitment, Why It Works, and What We Can Do About It" January 25, 2016 Breakfast Background Briefing: "Israel – Germany – USA: Common Threats and Common Answers" December 7, 2015

On January 25, 2016, the Aspen Institute Germany, together with the Embassy of the United States in Berlin, invited Colonel David B. Des Roches (U.S. Army), Associate Professor at the National Defense University in Washington, D.C., to a Brown Bag Lunch. Des Roches discussed, together with Alexander Ritzmann, Senior Fellow at the Brandenburg Institute for Society and Security, in a small group the topic "Digital Front: How Terrorists Use Social Media for Their Recruitment, Why It Works, and What We Can Do About It". He outlined in detail the process and motivation leading to the radicalization of individuals, who ultimately become fighters for terrorist groups. It became apparent that social media is getting increasingly important for recruiting and indoctrinating potential fighters. Ritzmann added to the discussion by speaking about his research on "pushfactors" created by terrorists groups in order to, among other things, isolate those already marginalized by society. Ritzman also stressed that over 98 per cent of the target group of potential recruits do not heed the call of terrorist groups. Finally, Des Roches pointed out how such actions by terror groups can be countered and how the threat emanating from foreign fighters can be minimized.

On December 7, 2015, the Aspen Institute Germany and the AJC Berlin Ramer Institute invited distinguished guests to a Breakfast Background Briefing with David Harris, Executive Director of the American Jewish Committee, under the heading "Israel – Germany – USA: Common Threats and Common Answers". Together with David Harris, Rüdiger Lentz, Executive Director of the Aspen Institute Germany, debated current challenges in the context of international terrorism and the refugee crisis, current issues regarding the trilateral relationship between Germany, Israel, and the United States as well as common values. Afterwards, guests had the opportunity to direct their questions and concerns at the Israel expert and debate the controversy surrounding a possible fight against terrorism and the approach towards Israel's neighboring countries.





Discussion: "Fit for Action – The Future of the German Bundeswehr" October 27, 2015 Discussion "Fortress Europe under Siege – A Challenge For Solidarity" October 5, 2015

On October 27, 2015, the Aspen Institute Germany organized a discussion with Dr. Katrin Suder, Secretary of State at the Federal Ministry of Defence, with the topic "Fit for Action – the Future of the German Bundeswehr". In a conversation with Rüdiger Lentz, Executive Director of the Aspen Institute Germany, State Secretary Suder explained her experience and understanding of her tasks, as well as the military reforms currently taking place in Germany. Subsequently, the guests had the opportunity to pose further questions to State Secretary Suder during the discussion and the reception in the China Club Berlin.

On October 5, 2015, the Aspen Institute Germany and the Embassy of Italy organized a panel discussion in the "Refugee's Church Berlin" (Flüchtlingskirche) to tackle questions regarding the refugee crisis. The growing numbers of refugees heading for Europe are testing European solidarity. As there is no sign of an end to the stream of refugees, each EU Member State is confronted with an enormous humanitarian challenge. As the vast majority of refugees seems to have chosen Germany as their destination, this challenge holds especially true for the Federal Republic. How can Europe account for its humanitarian responsibilities? What means could appropriately and sufficiently accommodate the needs of the vast numbers of refugees? How can the European Union support and assist authorities in the Western Balkans, the Mediterranean Sea, and the Horn of Africa, which lie in the path of refugees and are home to migrants searching for economic stability or asylum in other countries themselves? What consequences will the refugee crisis bring? What role can Germany assume in this regard and how can its municipalities deal with this task? Among the discussants were: H.E. Pietro Benassi, Ambassador of the Republic of Italy to the Federal Republic of Germany; Harald Glöde, Board Member, boderline-europe – Menschenrechte ohne Grenzen e. V.; Elisabeth Kotthaus, Political Affairs Department, Representation Office of the EU Commission in Germany; Boro Šuput, Chargé d'Affaires, Embassy of the Republic of Serbia to the Federal Republic of Germany; Michael Tetzlaff, Head of Department Migration, Refugees, European Harmonization, Federal Ministry of the Interior. The panel discussion was chaired by Rüdiger Lentz.









Interview with H.E. Wladimir M. Grinin, Ambassador of the Russian Federation to the Federal Republic of Germany: "Russia and the West – Permanent Crisis or New Perspectives?" September 30, 2015 Roundtable Discussion with Governor Jack Allen Markell September 18, 2015

On September 30, 2015, the Aspen Institute Germany organized an interview alongside a discussion about the topic "Russia and the West: Permanent Crisis or New Perspectives" with the Ambassador of the Russian Federation H.E. Wladimir M. Grinin in the China Club Berlin. Dr. Anna Kuchenbecker, who moderated the interview, addressed among other subjects Russia's perspective on Western values, conflict with Ukraine, European sanctions against Russia, and the situation in Syria. The audience posed questions during a short discussion.

On September 18, 2015, the Aspen Institute Germany organized a small luncheon discussion with the Governor of Delaware, Jack Allen Markell, and his trade and investment delegation including the Executive Director of the German-American Chamber of Commerce in Philadelphia, Ms. Lydia Sarson. The roundtable discussion amongst members of the Aspen Board, corporate members of the Aspen Institute Germany, the Deputy Chief of Mission of the U.S. Embassy in Berlin, Mr. Kent Logsdon, and the Governor gave all participants valuable insight of the current status of German-American relations, the upcoming presidential elections in the U.S., as well as future opportunities for a closer collaboration between our two economies.





Taskforce: "Advance the Transatlantic Digital Agenda"
September 17, 2015

Brown Bag Lunch: "The U.S., Europe, and the Middle East – What Are the Stakes and What Are Our Options?"
September 2, 2015

On September 17, 2015, the Aspen Institute hosted a taskforce organized by the Atlantic Council to discuss how to "Advance the Transatlantic Digital Agenda". The group's fact-finding trip began a few days earlier in Brussels, where they met with EU decision-makers to learn about their perspectives on the issue. The taskforce, consisting of EU and U.S. experts on the digital economy, then traveled to Berlin to meet with experts representing government, private sector and the vibrant Berlin startup scene. The overall objective of their mission was to gather insights and compose a comprehensive report to be released in D.C., as well as Brussels, at the end of this year – that proposes recommendations and suggests the next steps on this important issue. The opening workshop was led by Dr. Frances Burwell, Project Director of the Task Force on Advancing the Transatlantic Digital Agenda at the Atlantic Council. Issues debated were: 1) the role that digitalization plays in today's economy and its importance to economic growth and innovation; 2) the level of trust towards governments and the way different societies deal with the unavoidable disruption that digitalization brings about; 3) the privacy debate; 4) the practicality of a transatlantic digital marketplace. Questions like how flexible our economies are and to what degree regulatory intervention is sensible or even desirable were posed. In the end, the discussion returned to the core question and participants deliberated on how to create and further build trust and consensus, as regulation alone will most likely not succeed.

On September 2, 2015, the Aspen Institute Germany hosted a Brown Bag Lunch on "The U.S., Europe, and the Middle East: What Are the Stakes and What Are Our Options?" with Dr. Adam Garfinkle, founding editor of The American Interest and former principal speechwriter to the U.S. Secretary of State. At first, the current situation in the Middle East was briefly summarized. It was explained that the ongoing conflict between Israel and the Palestinians, which had long been the central source of unrest in the region, had now been replaced by religious conflicts. Regarding the influence of U.S. foreign policy in the region, the case was presented that the U.S. war in Iraq and withdrawal of all U.S. troops in 2011 had left a vacuum in the region and thereby opened up the opportunity for Al Qaeda and ISIS to step in, infiltrate ungoverned areas, and further radicalize and militarize the already fragile region. The Obama Administration's decision to withdraw all U.S. troops from Iraq in 2011 was criticized as too soon, as well as the failure to successfully negotiate a SOFA-Agreement with the Iraqi Government. The participants also discussed the nuclear agreement with Iran and the U.S. relationship with Israel. Toward the end of the discussion, Turkey's decisive role in the fight against ISIS was stressed. However, Dr. Garfinkle remained largely sceptical with regard to intensified military engagement on the part of Turkey and mentioned the tense political situation in Turkey with snap elections to be held in November.





Exclusive Dinner with Madeleine K. Albright, Former U.S. Secretary of State: "New Challenges for the Transatlantic Alliance: Why the West Must Work Together"
June 24, 2015

On June 24, 2015, Aspen Germany, Aspen Spain, and the Spanish Embassy in Berlin jointly hosted a dinner discussion with Madeleine K. Albright, former Secretary of State and member of the board of Aspen USA. Guests around the table included ambassadors, members of parliament, Aspen board and corporate members, representatives of think tanks and foundations who engaged in a lively conversation about pressing issues ranging from Russia to TTIP, from Turkey and Islamist extremism to the relevance of Western values. Secretary Albright acknowledged that Europeans and Americans have to work out several disagreements, but especially stressed the importance and necessity of a close German-American cooperation and called on both our countries to stand up for our values and the achievements of our open societies.

Annual Gathering and Summer Party of the Friends of Aspen with Dr. Markus Kerber, Director General of the Federation of German Industry (BDI): "Export above All Else? – Germany's Chances and Risks in a Globalized World"

June 22, 2015

On June 22, 2015, Rüdiger Lentz welcomed the guest and s Dr. Markus Kerber, Director General and Member of the Presidential Board of the Federation of German Industry (BDI) for the 2015 summer party. Together, they discussed chances and risks of globalization for Germany. Dr. Markus Kerber began by stressing that although Germany hardly possessed any raw materials and was inhabited by only one percent of the world population, it generates about five percent of the global GDP, it is the world's second largest export nation after China, and is a front-runner in many areas. Thus, he stressed that the most populated EU country had an extraordinary position in the world, particularly since the 70 years of German prosperity had been a basis of peace and democracy. However, this was raising expectations for Germany to take over more global responsibility. One example is the fight against global warming, in which Germany is seen as a global leader. More responsibility would of course mean higher "costs of leadership", Dr. Markus Kerber said. Since Germany was producing much more than it could consume, it was dependent on exports for its economic survival. Having benefited so much from globalization, he argued that now was the time for "pay back": As an agenda setter, Germany was going to take on a leading role, Dr. Markus Kerber predicted. He said that he missed a certain degree of openness in the German public.





Discussion: "Collapse Middle East – German Influence and German Responsibility in a Difficult Region"
May 21, 2015

Discussion: "TTIP - A Matter of Negotiation" April 28, 2015

On 21 May, 2015, the Aspen Institute Germany hosted a discussion with Omid Nouripour, Member of the German Bundestag and foreign affairs spokesperson of the party Alliance 90/The Greens. Under the title "Collapse Middle East - German Influence and German Responsibility," he first focused on Iran: Although nuclear nonproliferation negotiations with Iran were close to being finished, Nouripour advised against early relief. Until June 30, the details would still need to be finalized, and after that the agreement would either be ratified – or not. Iran had now been more willing to compromise as the regime was running out of money due to the economic sanctions imposed on it. The agreement aimed at avoiding nuclear weapon proliferation but could thus lead to an increase in conventional armament, Saudi Arabia and others worried. Nouripour was concerned about the stability of Syria and Iraq, as these were being infiltrated by the "Islamic State" (IS). He was very concerned about a potential disintegration of Lebanon and called for help from the West to stabilize it, especially with regards to the critical amount of refugees populating the country. He named the east African country Somalia as a surprisingly positive example in recent years. Although referred to as a "failed state" for years now, signs of rule of law had been developing again around Mogadishu and the separatist entity "Somaliland" had even developed a kind of a democracy. At the same time the sense for the consequences on the whole region should not be lost. The conversation revealed the depth and complexity of the subject and raised many new questions.

"TTIP – A Matter of Negotiation" was the topic of an event organized jointly by the European Commission representation in Berlin, the European Council on Foreign Relations, the Konrad Adenauer Foundation, and the Aspen Institute Germany on April 28, 2015. In his keynote speech, Ignacio García Bercero, the chief negotiator on TTIP for the European Commission, stressed the necessity of public debate. Particularly in Germany, he could already see broad discourse. He cited three main arguments in favor of TTIP. First, TTIP would make transatlantic trade easier for companies on both sides. Second, the regulation of global consumer protection would lead to an increase of economic power both in the U.S. and the EU. And third, TTIP would serve the regulation of globalization. In the subsequent panel discussion, Josef Janning, European Council on Foreign Relations, emphasized that TTIP would work as a coupling instrument in order to prevent Japan, India, China, South Korea, and the U.S. from surpassing the EU. Matthias Machnig, Secretary of State at the German Federal Ministry for Economic Affairs and Energy, called for a discussion on prejudices such as a bias towards big companies, deregulation and de-democratization, and referred to the importance of unified global standards. The subsequent Q&A session with the guests in Berlin and on Twitter demonstrated the willingness of the public for a critical dialog.





Background Discussion: "After the Election: What's Next for Israel and Palestine?" with Samer Maklouf, Executive Director of OneVoice Palestine and Tal Harris, Former Executive Director of OneVoice Israel April 17, 2015

Brown Bag Lunch: "Putin's Leadership and Its Implications for the West"
April 14, 2015

On April 17, 2015, Rüdiger Lentz welcomed Samer Maklouf, Executive Director of OneVoice Palestine and Tal Harris, former Executive Director of OneVoice Israel, at the Aspen Institute Germany for a discussion on the effects of the recent elections in Israel. Polls in advance of the election had signalled that Prime Minister Netanyahu's time was going to reach its end. In light of what was perceived by some participants as a shocking election result, a call for more activity from Europe, particularly Germany, to promote the two-state solution was discussed. Furthermore, the role of Palestine, as well as the different understandings on both sides of what a twostate-solution could look like were explained. It was pointed out that people were losing hope in finding a two-state solution, which led to a decline in support for this model. However, a one-state solution was not considered a viable option either, given the relations between the two people and comparisons to other binational states in the world showed that binational states often face difficulties, even in countries like Belgium.

On April 14, 2015, the Aspen Institute Germany hosted a brown bag luncheon with Dr. Fiona Hill, Director of the Center on the United States and Europe at Brookings Institution and co-author of "Mr. Putin: Operative in the Kremlin". Together with the moderator Rüdiger Lentz and 22 guests, Dr. Fiona Hill spoke about "Putin's leadership and its implications for the West." According to her, one could have seen the annexation of Crimea coming, as it was a very symbolic piece of land for Russians. She stated that Putin's goal was a dominant Russia, both economically and politically. She described the dilemma of the West's reaction: While appearing too weak may include the risk of not being taken seriously enough, appearing too strong might eventually make Putin more prone to use his nuclear arsenal. According to Dr. Fiona Hill, Putin's ultimate opponent is the United States, as he was striving for a similarly exceptional stance in international politics. She described Putin as an unpredictable character with many faces. Thus, he is in control of both the power to escalate and the power to deescalate. In negotiations, this would play out as a tactical advantage for him, but the West's unity would finally be a strategic advantage. Accordingly, Dr. Fiona Hill explained that Putin was trying to sow discord among Western countries by wooing EU-critical countries like Greece and Turkey. She also gave insights about how the situation is perceived in the U.S.: Americans are afraid of being considered appeasers and hence any presidential candidate for the presidency will probably take a stronger stance towards Russia than Obama.





Brown Bag Lunch: "Russia's Foreign Policy and Its View of the New European (Dis)order" March 23, 2015

"TTIP: Regulatory Coherence and Cooperation" March 20, 2015"

On March 23, 2015, Fyodor Lukyanov, Chairman of the Presidium of the Council on Foreign and Defense Policy and Editor-in-Chief of Russia in Global Affairs was our guest during the Brown Bag Luncheon on "Russia's Foreign Policy and its View of the New European (Dis)order". Three big issues were addressed: Russia's current military conflict with Ukraine and the resulting implications on Russia's position in the world; Putin's role; and Russia's economy. Katrin Eigendorf, reporter for ZDF and former Moscow Correspondent of RTL, interviewed Fyodor Lukyanov about the current conflict. The problem, he argued, was Putin's disregard for Ukrainian independence and sovereignty. This led to a state of war without an official declaration from either side. Rather than pursuing a concrete strategy, the annexation of Crimea was part of Putin's grander vision for the former Soviet bloc. Furthermore, he discussed the Baltic states' growing fear of Russian aggression and worries about a lack of protection from NATO. However, he dismissed these fears as irrelevant, as Russia would never risk military confrontation with NATO. Commenting on the state of the Russian economy, Fyodor Lukyanov pointed out that Europe and the U.S. had made the mistake of failing to offer their assistance during the transition of the Russian economy after the Soviet Union had collapsed. Consequently, the Russian economy is now relatively isolated, which explains why the economic sanctions so far imposed have had limited effect. He stressed that Putin's character and leadership style as well as the universal uncertainty regarding a potential successor make him an unpredictable actor in international relations.

On March 20, 2015, in an effort to foster a better-informed and thorough debate about opportunities and challenges with regard to transatlantic free trade, the Atlantische Initiative, The Aspen Institute Germany and Initiative junger Transatlantiker / Young Transatlantic Initiative hosted a joint event on "TTIP: Regulatory Coherence and Cooperation". The event featured Peter Chase, Vice-President for Europe at the U.S. Chamber of Commerce (AmCham), and was attended by twenty participants from a broad range of professional backgrounds. Peter Chase made a strong case for a deep and comprehensive Free Trade Agreement (FTA) plus investment protection chapter between the European Union and the United States of America that would lower tariffs, mutually recognize high standards and therefore reinforce the foundation for a strong transatlantic alliance. With concrete examples, he countered widespread myths that TTIP would necessarily lower consumer protection standards and threaten the legislators' "right to regulate." In his presentation, he focused particularly on the aspect of "regulatory cooperation." TTIP exemplifies a new generation of FTAs which offer the opportunity to find common ground on regulations not only as an ad hoc measure but on an institutionalized level. Exchanging information about planned broad regulatory efforts with a significant impact on the transatlantic economy while preserving the primacy of democratic principles to pass such regulations is key to creating a free trade area with lasting impulses. If successfully negotiated, TTIP could express our common transatlantic values, among them the rule of law, democracy, and transparency.





"Germany's Troubling Construction Sites: Limits of Feasibility or Political Mistakes?" March 9, 2015

"Strong Europe: America's Contribution in Times of Russia's New Geopolitics" March 2, 2015

On March 9, 2015, Hartmut Mehdorn, the CEO of the new Berlin airport Flughafen Berlin Brandenburg GmbH, was the guest of a discussion with Rüdiger Lentz at the China Club Berlin. Their topic was "Germany's Troublesome Construction Sites – Limits of Feasibility or Political Mistakes?". Hartmut Mehdorn blamed the media for their biased coverage of the developments surrounding the airport's construction. He stated that delays and increased costs were a common phenomenon of construction projects of this scale, especially if – as in the case of the airport BER – the final project would be far bigger than originally planned. Furthermore, the project had been enormously politicized due to the involvement of Berlin's governing mayor. Hartmut Mehdorn named a number of obstacles during the construction process: the conflicts of interest between three shareholders, the complexity of German construction law, which was not suitable for major projects, the successive enlargement of the airport during its construction, and the lack of leadership and overview on the management level. He said that he had been the first to set up a functioning management and that he had built up effective reporting structures. He was convinced that the airport would become a Berlin landmark.

Lt. General Ben Hodges, the Commanding General of the U.S. Army Europe, was our guest at a discussion with our cooperation partner Deutschlandradio Kultur. Together with moderator Burkhard Birke, Hodges discussed a "Strong Europe: America's Contribution in Times of Russia's New Geopolitics". Hodges identified two issues as Putin's objectives regarding the Ukraine crisis: to prevent the integration of Eastern European countries into the EU and NATO, and to divide NATO. To stop Russia's violent geopolitics, he stressed the importance of cooperation between the Western countries to isolate Russia from the international community. He named information as only one of the four ways of power together with diplomacy, military, and economic measures deployed in the Ukraine crisis. Putin is challenging the West with the power of information, but according to Ben Hodges, the West should avoid this path to stay true to its values. He also explained that the sophisticated equipment and strategy used by the rebels in eastern Ukraine were an obvious proof of Russian support. Although the NATO remains an important coalition, Ben Hodges remarked that fewer and fewer member states are willing to commit to the alliance. Regarding the question of whether the United States is ready to take on the burden as a leader of NATO in Europe under these circumstances, he clarified that it is in the strategic interest of the United States to sustain a significant role on this continent. At the same time, he pointed towards the responsibility of Germany as a prominent leader in Europe to contribute with their military in addition to their economic and diplomatic share - and to step forward from the historic mistake it made 70 years ago.





"Willi Baumeister and European Modernity 1920s-1950s" February 26, 2015

"Anti-Immigration, Anti-Islam, Anti-Americanism – Is the Western Ideal of an Open Society Facing Its End?" January 27, 2015

On February 26, 2015, our long-time corporate member Daimler AG invited friends and supporters of the Aspen Institute Germany to "Haus Huth" at Potsdamer Platz to visit their current exhibition "Willi Baumeister and European Modernity 1920s-1950s". Eckart von Klaeden, Trustee of Aspen Germany and Head of External Affairs at Daimler AG, welcomed the guests in this historical building. Dr. Kathrin Hatesaul, art historian at the Daimler Art Collection, guided the group through the exhibition. Afterwards, a small get-together offered an occasion to discuss the impressions the exhibition had left with the guests.

On January 27, 2015, the Aspen Institute hosted an Aspen Brown Bag Lunch on the topic "Anti-Immigration, Anti-Islam, Anti-Americanism – Is the Western Ideal of an Open Society Facing Its End?" Input statements were given by Dr. Alexander Gauland, the Chairman of the "Alternative für Deutschland" Parliamentary Group Brandenburg, and Barbara John, Chairwoman of the Advisory Committee of the Federal Anti-Discrimination Authority. Gauland repeatedly emphasized that immigration was changing Germany. According to him, the Pegida movement and the new party AfD were forms of protest against developments that were no longer controlled by the government. Some participants understood him to be arguing for a less open society. Dr. Gauland countered that Germany should remain welcoming and tolerant, but that there is a limit to tolerance. Ms. John first stressed that Western society is the most liberal and just society in history, but that it is still far from perfect. She considered it the duty of open democracies to extend a hand to people who were born into less fortunate circumstances. She warned that freedom is at risk, should society take it for granted. She furthermore explained some of the differences between the "Western" models of Europe and the United States and called for an in-depth debate and reflection on our own as well as foreign values and ideas. Both Gauland and John shared the concern about a lack of active debate about ideas and policy propositions. They concluded their speeches with a call for a comeback of a culture of lively public debate.

KEY STAFF



Alexandra Dinkler | Program Officer – Alexandra joined Aspen in 2016. Since June 2017, Alexandra is Program Officer in the Public Program. Alexandra is pursuing her M.A. at the John F. Kennedy Institute for North American Studies of the Freie Universität Berlin, where she re-

ceived her B.A. in 2015. Previously, she lived in Canada and the United States, where she worked for the German Marshall Fund of the United States.



Peter Eitel | Program Officer – Peter joined the Aspen Institute as a freelance Program Officer in June 2014, organizing Aspen Germany's Bundestag and Congress Staffers Exchange Program. He holds a B.A. in Political Science and History and a M.Sc. in Global Security. Peter

started his career in 2009 at Afrika-Verein. He then served as COO at Germany's first private Security Sector Reform consultancy unit. In 2017, he took up a post as Research Fellow in International Security at Cranfield University at the Defence Academy of the United Kingdom, where he works on his Ph.D.



Valeska Esch | Senior Program Officer – Valeska works as Senior Program Officer with the Aspen Institute Germany and is responsible for Aspen's Policy Program on Southeast Europe. Valeska joined Aspen in February 2009. She holds an M.A. in Political Science, International

and European Law, and English Language and Literature with a focus on security politics, the EU, and Southeast Europe, for which she studied at the Rheinische Friedrich-Wilhelms-Universität Bonn and the University of Birmingham. Valeska has published on the Western Balkan policies of the EU and Germany. Prior to joining Aspen, she worked for an event management firm in Bonn and interned at the United Nations University's Institute for Environment and Human Security (UNU-EHS).



Thorsten Freers | Senior Program Officer - Thorsten joined Aspen in June 2015. Since January 2017, Thorsten is the Senior Program Officer in Aspen's transatlantic exchange programs - the Aspen German-American Dialog and the Bundestag and Congress Staffers

Exchange Program. Before, he was Political Advisor in the German Bundestag and Project Manager with INPO-LIS UCE GmbH. Thorsten holds a B.A. in Social Sciences from the Humboldt-Universität zu Berlin. He gained further professional experience as freelancing Liaison Officer, among others for the Federal Foreign Office. Thorsten started his professional career as regular soldier and officer in the German Armed Forces and today serves as First Lieutenant of the Reserve at the Bundeswehr Command and Staff College in Hamburg.



Tobias V. Jerzewski | Program Assistant – Tobias joined Aspen Germany as a Program Assistant in September 2016 where he is part of the Transatlantic and the Leadership Program. He currently pursues a dual M.A. in European Affairs at Sciences Po Paris and the Freie

Universität Berlin. Prior to that, Tobias completed his B.A. in Political Science at the Otto-Suhr-Institut of Political Science at the Freie Universität Berlin and HEC Paris. Tobias volunteers as a seasonal school coordinator with the International Association for Political Science Students.



Carina Kempf | Program Officer – Carina is responsible for the Leadership Program and works for the Aspen Berlin Transatlantic Forum. Prior, she worked for the Aspen Southeast Europe Program. Carina holds a B.A. in Political Science and Law from the Friedrich-Schiller-

University of Jena and received her M.A. in International Security with Distinction from the University of Leicester and in Political Science from the Freie Universität Berlin. Carina is a doctoral candidate at the Freie Universität Berlin. Her dissertation is about security, migration and social space. She interned with the Research and Documentation Service of the Parliament of the Federal Republic of Germany, the German Embassy in Helsinki as well as with the Peace Research Institute Frankfurt (HSFK). She gained work experience in international conference management as Project Assistant at the Federal Academy for Security Policy (BAKS).



Lena Kiesewetter | Senior Program Officer – Lena joined the Aspen Institute Germany in 2012. She was the head of the Public Program and in charge of board relations, fundraising, budgeting, and membership coordination. Lena studied political science and peace research at the

universities of Freiburg, Oslo, Toronto, and at ETH Zurich, where she graduated with an M.A. Before joining the Aspen Institute, she worked at the German Embassy in Oslo and conducted field research on human rights activism in Bosnia and Herzegovina for the Swedish NGO Civil Rights Defenders. Her further experience includes university research and teaching as well as adult education. Besides working at the Aspen Institute Germany, she is a research associate and lobbying activist at the German human rights organization Genocide Alert. Since July 2017, she became the Managing Director of the Willy Brandt School of School of Public Policy.



Laura König | Program Assistant – Laura worked at the Aspen Institute Germany as a Program Assistant from February 2016 to August 2016 with a focus on the Bundestag and Congress Staffers Exchange Program and the German-American Dialog. Currently, she works as a Public and

Corporate Affairs Consultant in Berlin. She holds a M.A. in Culture, Communication and Globalization from Aalborg University, Denmark. Prior to her M.A., she completed her B.A. in International Relations and Management at the University of Applied Sciences in Regensburg.



Dr. Anna Kuchenbecker |

Deputy Director – Anna joined Aspen Germany as Deputy Director in February 2015. Anna spent the last 14 years in Washington, D.C., where she worked in the non-profit sector and in higher education. Anna holds a Ph.D. in History from Berlin

Technical University and a M.A. in History and Slavic Languages from the University of Hamburg. In addition, she serves as a board member of the KCRW - American Public Radio in Berlin and of the Women in International Security Germany, as well as a global ambassador for SameSky, a non-profit organization empowering women genocide survivors in Rwanda.



Inga Landgrebe | Program Assistant – Inga worked in the Aspen Institute's Southeast Europe Program between July and December 2016. She received her B.A. in European Studies from Maastricht University and is currently pursuing her M.A. at the European University Viad-

rina. During her studies, she completed exchange semesters in Seoul and Lisbon. Her research focus is on foreign policy, international relations, human rights, and EU integration. Inga was a board member of Student Forum Maastricht, a student's association organizing international student conferences in Maastricht and Brussels. Prior to joing the Aspen Germany team, she gained work experience in a political consultancy, at PMG Presse Monitor. She currently works at the office of Green Party Chairman Cem Özdemir.



Franciska Lange | Program Officer – Franciska worked for several months for the Leadership Program. She joined the "Verein der Freunde" as a junior member. She is a foreign policy analyst and an intercultural expert with several years of leadership experience in international

diplomacy. She has served as Head of Protocol to the German Ambassador in Washington, D.C. and gathered several years of project management experience in the MENA region and South America. Franciska has recently left a consultant position at Partake AG, where her primary responsibility was establishing a NGO consultancy. Franciska is currently based in Oslo and Berlin, consulting and designing interactive workshops. Franciska holds a M.A. in public policy and studied conflict and security studies, Middle Eastern studies, Spanish, and management.



Caroline Marten | Program Officer – Caroline joined Aspen Germany in February 2015 for the Leadership Program and succeeded Cornelia von Rundstedt in this position. Prior to that, she was a lawyer with Noerr LLP in Frankfurt and Müller-Wrede & Partner in Berlin in the field of

public law. Caroline studied law at the University of Freiburg and the Humboldt University of Berlin. In addition, she holds a M.A. in European Law (LL.M. Eur.) from London University College.



Cornelia von Rundstedt |

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

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



Tanja Treysse | Office Manager – Tanja joined the Aspen Institute in March 2014. Tanja is a bilingual secretary also holding a business degree. During her studies, she worked as an assistant to the Sales and Marketing Director of Transrapid International (marketing of trains with

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



Yvonne van Diepen | Executive Assistant to the Executive Director – Yvonne was responsible for the Public Program of the Aspen Institute Germany from August 2015 to January 2017. Yvonne is specialized in international politics as well as public international law. Prior to joining

Aspen, Yvonne worked as a program coordinator in the Public and Economic Policy Program at the American Academy in Berlin. As a research associate at the German Council on Foreign Relations, she managed a project on transatlantic security cooperation and conducted research in the field of German and European foreign and security policy. Yvonne holds a Diploma in Latin American Area Studies from the University of Cologne and of the Universidad Central del Ecuador in Quito.



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

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

PROGRAM 2017

JANUARY

24 The Strong Man on the Bosporus: What Does President Erdoğan Want?

H.E. Martin Erdmann, German ambassador to the Republic of Turkey

FEBRUARY

13 Background Briefing on the Recent Developments in Albania and the Region

> Roland Gjoni, Researcher in Political Science and International Relations at the University College Dublin.

17 Side Events at the 2017 Munich Security Conference

Charlie Kupchan, former Senior Director for Europe at the National Security Council Kurt Volker, former U.S. Ambassador to NATO U.S. Governor John R. Kasich from Ohio

23-26 Aspen Leadership Seminar "Philosophy and Practice"

MARCH

09 From Reluctant to Destructive: How Will the Leaders of the Free World Shape the Liberal Order in 2017 and Beyond?

Dr. Michael J. Mazarr, Associate Director of RAND Arroyo Center's Strategy, Doctrine, and Resources Program and Senior Political Scientist at RAND Corporation

Prof. Dr. Joachim Krause, Academic Director at the Institute for Security Policy at Kiel University

- 14 Exclusive Discussion with Robby
 Mook, Veteran Democratic Political
 Operative and Former Campaign
 Manager for the 2016 Hillary Clinton
 Presidential Campaign
- 16 Leadership Program | Fourth Aspen
 Leadership Alumni Roundtable –
 The Conductor's Perspective: What
 Business Can Learn from Orchestras!

Dr. Raphael von Hoensbroech, Managing Director at Konzerthaus Berlin

27-28 Aspen European Strategy Group

29 A Shifting International Order: New Challenges and Opportunities for Canada's and New Zealand's Relations Towards Europe

H.E. Marie Gervais-Vidricaire, Ambassador of Canada in Berlin

H.E. Rodney Harris, Ambassador of New Zealand in Berlin

APRIL

- 02 Exclusive Discussion With Pete Buttigieg, Mayor of South Bend, Indiana
- 04 Qualitative Freedom: Self-Determination in Cosmopolitan Responsibility

Prof. Dr. Claus Dierksmeier, Director of the Global Ethic Institute at the University of Tübingen

O5 Conference Transatlantic Digital Agenda: Bridging the Gap

25 Cyber Risk Management and the Rise of Cyber Insurance

Beau Woods, Deputy Director of the Cyber Statecraft Initiative at the Atlantic Council of the United States

Constance Baban, Senior Research Fellow at the Brandenburg Institute for Society and Security

MAY

- 07-13 Aspen German-American Dialog in Berlin, Cologne, Potsdam, and Siegen
- **15-17 Third Aspen Transatlantic Workshop**
- 23-24 Germany-Visegrad 4-Forum Workshop I, Prague
- 4 Months Down, 44 Months to Go –Two American Perspectives onPresident Trump

David Knower, Chief Operating Officer, Cerberus Deutschland GmbH Frank Sportolari, President, United Parcel Service Deutschland

- 28-3 Bundestag and Congress Staffers
 Exchange Program 2017, Part I,
 Berlin
- 31 Eighth Aspen Southeast Europe Foreign Ministers Conference

JUNE

08 Conference Next Europe

12 Summer Party of the Aspen Institute
Germany and the "Verein der Freunde" 2017: Powerful Alliance or Lame
Duck? What Can We Expect from
European Foreign Policy?

Helga M. Schmid, Secretary General of the European External Action Service (EEAS)

- 19-22 Aspen Southeast Europe Conference:
 Improving Perspectives for the Youth:
 Economic Development and Job
 Creation in the Western Balkans
- 22-23 Germany-Visegrad 4-Forum Workshop II, Warsaw
- 28 Background Briefing on the Current Situation in Serbia and Its Regional Implications

Sonja Licht, President of the Belgrade Fund for Political Excellence

JULY

- 07 Kennedy Breakfast With Mayor Eric Garcetti, Mayor of the City of Los Angeles
- 02-08 Bundestag and Congress Staffers Exchange Program 2017, Part II, Washington, D.C.
- 14 Dinner on the Occasion of the Visit of Rahm Emanuel, Mayor of the City of Chicago

17 Simulation Game "Crisis in Ukraine" for IPS Fellows of the German Bundestag

Prof. Dr. Peter Schmidt Malte Roschinksi, Managing Director Plan4Risk

19 Background Briefing on the Outcomes of the Trieste Summit and the Future of the Berlin Process

Matthias Lüttenberg, Deputy Head of Division 212 Bilateral Relations to the Countries of Central, Southeastern and Eastern Europe, Southern Caucasus and Central Asia at the German Federal Chancellery

Tobias Flessenkemper, Senior Fellow and Balkans Project Director, Centre International de Formation Européenne (CIFE), Nizza/Berlin

SEPTEMBER

12 Floating Dialog on Leadership:
Anchoring in Society – How Can We
Live "Responsible Leadership" in our
Various Roles in Modern Society?

Dr. Friedrich Kuhn, Global Head Transformational Leadership, Egon Zehnder

14 Transatlantic Discussion on the Occasion of the 25th Anniversary of State Department Auswärtiges Amt Exchange Fellowship

Conrad Tribble, Deputy Assistant Secretary, U.S. Department of State Andreas Michaelis, Political Director, German Foreign Office

17 Digital Dish Series: A Debrief from the Hamburg G20 Summit: Look Ahead at Digital Global Governance

Lars-Hendrik Röller, Chief Economic Advisor, German Federal Chancellery Luis María Kreckler, Ambassador of the Argentine Republic to Germany

- 19 Fifth Leadership Alumni Roundtable:
 "Life at the Extreme Testing One's
 Limits Leadership from the
 Perspective of an Extreme Mountain
 Climber"
- 20 Germany before the Election 2017 A
 View from the Outside on the German
 Election: Four Foreign
 Correspondents on Merkel & Co.
- 26 Book Presentation and Discussion "Abenteuer Freiheit – Ein Wegweiser für unsichere Zeiten" with Prof. Dr. Carlo Strenger
- 26-7 Transatlantic Digital Agenda
 Workshop: Defining a Digital Social
 Contract

OCTOBER

O4 Digital Dish Series: Democracy in the Digital Age

Howard Dean, former Govornor of Vermont; former Chair of the Democratic National Committee

05 Workshop on Leadership for Young
Women – Insights in the Field of
Leadership from a Female Perspective

26 Aspen Berlin Transatlantic Conference 2017 The World in 2025: Germany's Role and Partners in a Shifting World Order

Ambassador Kurt Volker, U.S. Special Representative for Ukraine Negotiations Radoslaw Sikorski, Distinguished Statesman, Center for Strategic and International Studies, Washington, D.C., and former Minister of Foreign Affairs of Poland

26 Aspen Annual Gala and Presentation of the Shepard Stone Award

Award Recipients: Wolf Biermann, Poet and Songwriter, and Dr. Guido Goldman, founder of the German Marshall Fund of the United States

NOVEMBER

- 7-10 Aspen Southeast Europe Conference:
 Responding to Populism, Nationalism,
 and Authoritarianism in the Western
 Balkans and Beyond
- 23 American Style Thanksgiving Dinner
 Together with the Harvard Alumni Club and the
 German Stanford Association
- 30 Public Event Presentation of Results of the Southeast Europe Working Group

DECEMBER

6 Germany and America: The Future of Transatlantic Relations. A New Foreign Policy Strategy after Jamaica?

7-8 Germany – Visegrad 4 – Forum Workshop III, Berlin

FIVE REASONS TO SUPPORT ASPEN

1. Strengthen Transatlantic Cooperation

Strengthening Transatlantic cooperation is at the core of the Institute's mission. We believe that a strong relationship between Germany, Europe, and the United States is vital to the world as it strives to foster peace and prosperity. Our programs bring together leaders from politics and business from both sides of the Atlantic to address major challenges and find joint solutions.

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

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

3. Access Aspen's Global Network

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

4. Foster a Culture of Leadership Based on Enduring Values

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

5. Invest in Constructive Dialog and Mutual Understanding

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

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