



RESNICK ASPEN
ACTION
FORUM

THE ASPEN INSTITUTE | ASPEN
GLOBAL
LEADERSHIP
NETWORK

JULY 28-31, 2017
THE GREAT RE-SET

PROGRAM



The Aspen Institute is an educational and policy studies organization. Its mission is to foster leadership based on enduring values and to provide a nonpartisan venue for dealing with critical issues. The Institute is based in Washington, DC; Aspen, Colorado; and on the Wye River on Maryland's Eastern Shore. It also has an office in New York City and an international network of partners.



The Aspen Global Leadership Network (AGLN) is a worldwide community of high-integrity, action-oriented entrepreneurial leaders, called Aspen Global Leadership Network Fellows. Because of their demonstrated leadership accomplishments and abilities, these Fellows have been selected to be part of one of 14 regional or sector-specific Fellowships around the world. These Fellowships are modeled after the Aspen Institute's flagship values-based leadership program, the Henry Crown Fellowship Program, launched in 1997.

Fellows enter this experience having demonstrated a great deal of personal success. They leave it inspired to make a greater mark on their communities and the world; to move, as we say, "from success to significance." In between, they are provided with a forum for deep introspection, probing dialogue, and interactive problem-solving.

The Aspen Global Leadership Network is designed to spur Fellows to stretch themselves — to take their leadership to greater heights and broaden their impact to include society at large. The Network connects Fellows through events like the Resnick Aspen Action Forum so that they can learn from, collaborate with, and support one another.

The Aspen Global Leadership Network includes more than 2,500 Fellows from 49 countries — and is growing.

Fellows are using their businesses and organizational platforms to close educational achievement gaps, improve access to health care, promote sustainable fishing, raise financial literacy, create new jobs, fight domestic violence, build new pipelines of ethical leadership, and much, much more.

Active programs include:

- Africa Leadership Initiative-East Africa
- Africa Leadership Initiative-South Africa
- Africa Leadership Initiative-West Africa
- Central America Leadership Initiative
- China Fellowship Program
- Environment Leaders Fellowship (Formerly the Catto Fellowship)
- Finance Leaders Fellowship
- Health Innovators Fellowship
- Henry Crown Fellowship Program
- Kamalnayan Bajaj Fellowship (Formerly the India Leadership Initiative)
- Liberty Fellowship
- Middle East Leadership Initiative
- Pahara-Aspen Education Fellowship
- Rodel Fellowships in Public Leadership

Past programs include:

- Africa Leadership Initiative-Mozambique
- Aspen Teacher-Leaders Program
- Nigeria Leadership Initiative-Senior Fellows Program



RESNICK ASPEN ACTION FORUM

It's been five years since we first launched the Resnick Aspen Action Forum. The idea, from the start, was to provide an opportunity for high integrity, action-oriented leaders to come together to pause, reflect, refresh and recommit to doing their part to build a better world. That founding idea has never been more important.

The theme of this year's convening is The Great Re-Set. As leaders, we each need a compass to keep us on course. How do we recalibrate that compass amidst so much heavy weather? And how do we make sure that, in the process, our True North of integrity, compassion, humility and respect for others isn't lost? Most important, how do we maintain our optimism and conviction when the winds seem no longer as firmly at our backs?

These - and more - are a just few of the questions that we'll explore at the 2017 Resnick Aspen Action Forum. We'll be 370 leaders from 30 countries and 74 future leaders age 12-18 participating in our 2GEN Action Forum Youth Camp.

If ever there was a time for courageous, enlightened leadership, this is it!

A cursive handwritten signature in black ink that reads "Lynda Resnick".

Lynda Resnick

A stylized, cursive handwritten signature in black ink that reads "Peter Reiling".

Peter Reiling

Is it just us or does the world seem to be shifting on its very axis? Surprise decisions by voters across the globe. New views on trade. Unprecedented movements of people. Artificial intelligence displacing workers. The human genome open for tinkering. How do we, as leaders, recalibrate to make sure that these changes have a positive impact on society? And how do we do this while remaining true to our core values? The future of everything is happening now. If ever there was a time for courageous, enlightened leadership, this is it. This is the time for The Great Re-Set.

THE GREAT RE-SET

2017

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RESNICK ASPEN ACTION FORUM

ENDOWED FUNDING PROVIDED BY **THE RESNICK FAMILY FOUNDATION**

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Health Innovators Fellowship

We would like to thank the Leadership Committee of the Aspen Institute Board of Trustees for their unwavering support. Our continued thanks to Margot Pritzker and Bill Mayer for their leadership and tireless commitment to the financial success of the Aspen Global Leadership Network.

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Thanks also to the countless staff of the Aspen Institute who contribute to making the Resnick Aspen Action Forum possible and to the Aspen Global Leadership Network team for their year-round support. Our appreciation goes to the dozens of volunteers who help deliver such an excellent experience to all participants of the Action Forum.

We would be remiss not to recognize our Aspen Global Leadership Network partners, without whom none of this would be possible.



ENDOWED FUNDING PROVIDED BY THE **RESNICK FAMILY FOUNDATION**

ABOUT LYNDA RESNICK

Lynda Resnick is vice chair and co-owner, along with her husband Stewart Resnick, of The Wonderful Company. This multi-billion dollar, privately held global company is dedicated to harvesting health and happiness around the world through its iconic brands, including Wonderful Pistachios, Wonderful Almonds, Wonderful Halos, POM Wonderful, Wonderful Sweet Scarletts, FIJI Water, JUSTIN and Landmark Wines, and Teleflora.

From the orchard to family dinner tables, The Wonderful Company grows, harvests, bottles, packages, and markets its diverse range of healthy products. The Wonderful Company's holdings make it the world's largest grower of tree nuts, America's largest citrus grower, and the world's largest flower delivery service with the Teleflora network of florists. This success is a reflection of the husband-and-wife team's combined marketing savvy, financial and management acumen, and deep commitment to inspiring healthier choices by growing wholesome foods that nourish naturally.

Mrs. Resnick runs worldwide marketing and product development for The Wonderful Company, and she is renowned as the creative spirit behind such innovative and inspiring campaigns as Teleflora's "Flowers in a Gift"; for making POM Wonderful, the antioxidant-rich pomegranate juice, a national sensation; and for producing the iconic Wonderful Pistachios commercials. She authored the best-selling book on marketing, *Rubies in the Orchard*, and in 2017, she ranked #10 among Forbes' Top 60 most successful self-made women in America.

Central to Mrs. Resnick's successful approach is "doing well by doing good," a core value that places tremendous importance on corporate social responsibility. Under her personal supervision, The Wonderful Company continues its rich heritage of giving back, especially in California's Central Valley and the island nation of Fiji, where many employees live and work. Through the generosity of the Resnicks and The Wonderful Company, an average of \$40 million or more is contributed annually, which is largely directed toward ongoing community development efforts and extensive educational initiatives.

In addition, the company's focus on health and wellness reaches far beyond its nutritious, wholesome products. Mrs. Resnick spearheads the new Wonderful Health and Wellness initiative, which among its robust offerings, provides free primary health care and health coaches to its 12,000 employees and their families across the Central Valley.

Mrs. Resnick's extensive philanthropic interests and activities extend beyond The Wonderful Company, including her role as a major donor to and long-time Board of Trustees member of the Los Angeles County Museum of Art (1992-2016), where she was recently honored as a Life Trustee. She is also an executive board member of The Aspen Institute's board of trustees, and through the couple's generosity, supports the Resnick Aspen Action Forum.



ABOUT STEWART RESNICK

Stewart Resnick is chairman and president of The Wonderful Company. This privately held, Los Angeles-based \$4 billion global company is committed to harvesting, processing and marketing healthy products through its iconic brands.

The Wonderful Company's vertically integrated business model ensures the highest standard of excellence, integrity and consumer satisfaction. As a result, every year, nearly half of all American households purchase The Wonderful Company's products, including Wonderful Pistachios, Wonderful Halos, POM Wonderful, FIJI Water, JUSTIN and Landmark Wines, and Teleflora.

Mr. Resnick oversees all finance, legal, real estate, strategy, human resources and business unit operations across all divisions of The Wonderful Company. Mr. Resnick has also made significant investments in sustainability research and advanced irrigation technologies, on extensive solar installations at four primary facilities, and in the utilization of fuel cells to generate 35% of required electricity without combustion or air pollution. Additionally, The Resnick Sustainability Institute at the California Institute of Technology (Caltech) provides a path to sustainability by focusing on the innovative science and engineering research required to develop groundbreaking technologies and solutions to global energy and climate challenges.

The Wonderful Company also gives back to the communities in which its employees live and work through extensive community development efforts, a new comprehensive employee health and wellness program, and robust educational initiatives.

Mr. Resnick sits on the Board of Trustees for Caltech, Bard College and Conservation International. Among the Resnicks other generous contributions are The Milken Institute's Lynda and Stewart Resnick Center for Public Health, The Stewart and Lynda Resnick Neuropsychiatric Hospital at the UCLA School of Medicine, the Resnick Program for Food Law & Policy at the UCLA School of Law, and The Lynda and Stewart Resnick Exhibition Pavilion at the Los Angeles County Museum of Art.



51% FEMALE



49% MALE

ACTION PLEDGES BY YEAR

2013: **213**

2014: **223**

2015: **205**

2016: **188**

2017: **231***

**more pledges will be added
on-site*



74

YOUTH CAMP
PARTICIPANTS
12 TO 18 YEARS OLD



54

FAMILIES

30
COUNTRIES

BAHRAIN BELGIUM CANADA CHINA COSTA RICA EGYPT EL SALVADOR FIJI GHANA
GUATEMALA HONDURAS HONG KONG INDIA ISRAEL JORDAN KENYA LEBANON MEXICO
NICARAGUA NIGERIA PALESTINE PANAMA ROMANIA SINGAPORE SOUTH AFRICA SPAIN
TANZANIA UGANDA UNITED KINGDOM UNITED STATES



CONNECT WITH PARTICIPANTS ON THE AGLN HUB

As we continue to connect our community of leaders around the world, the AGLN website has relaunched with new features. Here are some highlights of the tools available to you on AGLN.AspenInstitute.org:

DASHBOARD

"My Dashboard" centralizes information you need to stay engaged with the network. Check out your personalized Action Forum agenda, see what your connections are up to, and stay up to date with announcements from the AGLN team.

AGLN DIRECTORY

Want to learn more about the amazing work that other Fellows are doing? The AGLN Directory provides access to Fellow biographies, contact information, and gives you a window into their interests.

CONNECTIONS

See a Fellow that you would like to know more about? Meet someone in an Action Forum session you want to follow-up with later? Be sure to send them a Connection Request. The Connection feature allows you connect with other Fellows that you are interested in collaborating with. Your connections are listed in your dashboard and on your profile.

IMPACT AND RESOURCES

How can we leverage the collective knowledge of the AGLN? We've started archiving case studies, insights, and other resources from Fellows for Fellows in our resources section. Take a look at Fellowship ventures and watch videos of what Fellows have learned through their Fellowship journeys.

DISCUSSION FORUMS

Want to keep conversations going after the Action Forum? How about posing a question to other members of the network? Connect with other Fellows and post opportunities through discussion forums on the AGLN Hub.

AGLN BLOG

The Aspen Global Leadership Network's blog provides updates on what's going on in the network. Stay up to date on AGLN news and announcements such as the progress of Fellows' Action Pledges and how Fellows are continuing their commitment to use extraordinary creativity, energy and resources to tackle complex challenges.

THE HUB

THE TENT IN THE MARBLE GARDEN

The Hub is designed for you to network and recharge. The Hub offers:

- **A Network Bar** staffed by members of the Aspen Global Leadership Network team to help you make connections with leaders at the Resnick Aspen Action Forum.
- **A complimentary espresso bar and lounge environment** to reconnect with friends and meet Action Forum participants.
- **A complimentary oxygen bar** to fend off symptoms of altitude sickness.
- **A community board** to post everything from details about Breakfast Dialogues to ride-sharing between Aspen and Denver.
- **Charging stations** for your mobile devices.
- **Deep Dive Gallery** featuring graphic notes from Thursday's Deep Dive conversations.

THE ACTION LAB

INSIDE THE DOERR-HOSIER LOBBY

Features of the Action Lab include:

- **The Digital Action Wall & Action Pledge booth** to make and share your pledge using #AspenAction.
- **The Action Lab Theater** featuring AGLN website demonstrations, Action Update videos, and other select content throughout the week.
- **The Action Resource Wall** featuring McNulty Case Studies and one-pagers for each of the Venture Skill Workshops.
- **The Action Forum Art Gallery** featuring select pieces from Spier Arts Trust and "Working in America", and information about Bauhaus art at the Aspen Institute.
- **Computers & Printers** for participants to use throughout the Forum.



ALTITUDE SICKNESS AND MEDICAL ASSISTANCE

Oxygen levels are lower in Aspen due to the high altitude. That, coupled with the dry climate, can contribute to the symptoms of altitude sickness — nausea, insomnia, shortness of breath, headache, accelerated pulse, or nasal congestion. You can prepare yourself by staying well-hydrated, avoiding alcoholic beverages, keeping physical exertion to a minimum, and taking in additional oxygen available at the Oxygen Bar in The Hub. An emergency medical responder is also available at the event. Please contact the nearest staff person for medical assistance. **In case of emergency, please call 911.**

TRAVEL ASSISTANCE

Our travel partner, Connoisseur Travel, will have agents available during the event for any travel assistance you require. You can reach them between 8am and 9pm EST at aspen@ctltd.com or (855) 469-8990. If you need to contact them before 8am or after 9pm you can reach them by phone at (202) 469-8983.

HAVE A QUESTION?

Ask one of our volunteers in the red short-sleeve shirts or any staff person wearing a red name badge.



WHAT IS SAID IN THE SEMINAR ROOM **MUST STAY IN** THE SEMINAR ROOM.

Over the next five days, you will participate in a full range of intimate dialogues ranging from Seminar Dialogues to Topical Dialogues to Peer Consultancies.

All of these dialogues are meant to be opportunities for you to learn from your peers in a safe space, free from judgment and in absolute confidentiality.

We ask that these norms be respected by all in attendance. Ideas surfaced may surely be used. But neither the identity nor the affiliation of participants sharing personal opinions should be shared unless explicitly agreed.





YOUR PERSONAL EXPERIENCE

THE ACTION FORUM EXPERIENCE IS TAILORED TO EACH PARTICIPANT

You can find your personal agenda on the backside of your badge. Your agenda is also available online and is compatible with mobile phones and tablets.

FORMAT OVERVIEW AND HOW TO PREPARE



The vast majority of your experience at the Resnick Aspen Action Forum will be spent in varying dialogue formats. Some sessions require no advance preparation, while others do. Remember to follow your personal agenda as topics and preparation level may vary.

DIALOGUE TYPE	HOW TO PREPARE	WHAT THE FORMAT LOOKS LIKE
SEMINAR DIALOGUES use the Aspen Institute’s classic text-based, moderated format to help participants reflect on what they think makes a good society, hereby deepening knowledge, broadening perspectives, and enhancing their capacity to solve the problems leaders face. There are 4 rotations of Seminar Dialogues.	Each Seminar Dialogue will highlight 2 readings from your readings packet. You should read the packet at least once before the session. Tablets and smartphones will not be permitted in the seminar room—please bring a hard copy of the readings. Turn to tab 4 to learn more.	
VENTURE SKILL WORKSHOPS explore the skills needed to launch and grow your organization, venture, or budding new idea. These sessions will be hands on, interactive, and offer tangible lessons to spur your impact. Venture Skill Workshops are offered on the afternoon of July 29.	No preparation is required for the session. Turn to tab 3 to learn more.	
TOPICAL DIALOGUES feature a range of leadership topics that were designed for participants, by participants. These dialogues are different from typical “panel” discussions: several pre-selected Lead Discussants set the stage for the topic, leaving a full hour for a wide ranging, highly engaging, moderated dialogue with 20-30 participants. There are 3 rotations of Topical Dialogues.	No preparation is needed except for your forethought on each of the three topics you will attend. Due to capacity restrictions of these intimate dialogues, you will not be able to switch sessions. Turn to tab 6 for more information.	



ACTION WORKSHOPS

There are two Action Workshop formats this year that aim to mobilize the collective knowledge and expertise of participants to help you move to action. You have already selected one of the two formats (reflected on your personal agenda).

WORKSHOP TYPE	HOW TO PREPARE	WHAT THE FORMAT LOOKS LIKE
<p>PEER CONSULTANCIES take place over two 90-minute sessions. The format mirrors the Young Presidents' Organization (YPO) method for participants to present leadership challenges related to their Action Pledges, their Fellowship venture, or the organization they lead. The workshop will offer an in-depth consultation with 20-25 peers. There are 2 rotations of Peer Consultancies.</p>	<p>Read the one-page challenge summary that your presenter has prepared before the session begins. You can access the challenge summary through your personalized online agenda or pick up a copy at the reception desk in Doerr-Hosier Lobby. Turn to tab 5 for more information.</p>	
<p>NEW FORMAT – ACTION GROUPS use the Impact Gap Canvas, a design tool that helps move from “heropreneurship” to collective impact. Over two 90 minute sessions, participants will work through one of ten challenges to map the landscape of the current problem, explore existing solutions and identify missing opportunities for impact and action. There are 2 rotations of Action Groups.</p>	<p>Re-watch your challenge video and connect with your group in advance to start the conversation. Turn to tab 5 for more information.</p>	



THE GREAT RE-SET

2017



RESNICK ASPEN
ACTION
FORUM

THE 2017 PROGRAM

THE GREAT RE-SET

OPTIONAL: THURSDAY, JULY 27

8:00 AM - 4:00 PM

Deep Dive Dialogues (Optional - Details Below)

Join one of our optional Deep Dive Dialogues on July 27 (the day before the formal start of the Action Forum) for a full day of in-depth conversations and working groups. Space is limited.

Koch & Paepcke
Buildings

From Idea To Impact: Leading Your Venture

Whether you're designing your venture, exploring how to scale its impact, or planning for your venture to thrive as you move on, this session will better prepare you to navigate these critical junctures. Topics will include: How best to tap into the personal motivation that sustains you and drives you to do more? How to leverage your business or organizational platform? How to build trust in the communities in which you work? What does it really take to move the needle on the critical challenges of our time? Using the documented impact of the McNulty Prize Laureates over the past ten years, this session will explore lessons in leadership at every stage of your venture.

This Deep Dive Dialogue is sponsored by the McNulty Foundation as part of the celebration of the McNulty Prize 10th anniversary.

Leading Toward Justice: Truth & Reconciliation

Over the last year, many things have changed... but the underlying challenges remain. It's not as if racism, sexism, xenophobia and other scourges have disappeared. What do recent elections and referenda tell us about ourselves and the cultures we live in -- and about the strength of the emotion on all sides of perceived difference within our societies? How does the new cast of leaders at the helm of governments across our countries and around the world impact our ability to meaningfully address racial and ethnic inequities in our communities and regions? And how can we rebuild connection and trust within our societies between racial and ethnic groups in an atmosphere reflecting such distrust? Building off of last year's Deep Dive Dialogue: Race in America and the continuing effort to build a Truth & Reconciliation process in the United States, this Deep Dive will provide a safe space for continuing dialogue and for working groups to launch, evolve and scale Truth & Reconciliation efforts around the world. Additional time to collaborate on this topic will be available during the "Action Workshop" rotations throughout the week.

Evening Programs

4:30 PM - 6:15 PM

Reception & Discussion on Featured Art Exhibition: "Working in America"

Family Friendly

Working in America explores authentic, raw, and honest stories focused on the daily desire to survive, thrive, participate and contribute. The exhibit profiles 24 people from 17 states ranging in ages from 21 to 87. The discussion will begin at 5:15 PM. Learn more at Working.org. Shuttles will loop between the Pitkin County Library, the Aspen Meadows Resort, and hotels in downtown Aspen.

Pitkin County Library
120 N Mill Street

Shuttle service is provided.

6:15 PM - 7:15 PM

Welcome Reception

Family Friendly

Heavy hors d'oeuvres and open bar.

Paepcke Building &
The Mayer Patio

7:15 PM

Featured Film & Discussion: "Unrest" (Documentary, 90 Minutes)

Family Friendly

Unrest tells the story of Jennifer Brea and her husband, Omar Wasow (Henry Crown Fellow), newlyweds grappling with how to live in the face of a lifelong illness. *Unrest* is a first-person story of resilience in the face of life-altering loss, exploring how we treat people with illnesses we don't yet understand — how confronting the fragility of life teaches us its value and, ultimately, how we all have the need to find community and connection. Learn more at Unrest.film.

Paepcke Building:
Paepcke Auditorium

7:30 AM - 10:30 AM	Hike in Maroon Bells Family Friendly Buses will pick up hikers at 7:30 AM from the The Aspen Meadows Reception Center, The Limelight Hotel and The Sky Hotel.	Multiple Bus Pickup Locations.	
9:00 AM - 12:00 PM	Registration & Open Breakfast Registration for adults and youth takes place in the same location.	The Resnick-Malek Health Center	
9:30 AM - 11:30 AM	Orientation Seminar Session for Invited Participants	Doerr-Hosier Center: Kaufman Room	
12:00 PM - 1:30 PM	Welcome Lunch & Panel: "The Great Re-Set" <i>Moderated by Suzanne Malveaux, National Correspondent, CNN</i> <ul style="list-style-type: none">• Wayne Franklin, Director and Founder, Texas Adult Congenital Heart Program, Texas Children's Hospital / Baylor College of Medicine• Jocelyn Mangan, Chief Operating Officer, Snagajob• M. Sanjayan, Chief Executive Officer, Conservation International• Carlo Viviani, Senior Economist, European Commission	Doerr-Hosier Center: The McNulty Room	
2:00 PM - 4:00 PM	Seminar Dialogues - Rotation 1 of 4 - "Checking In" Moderated, text-based dialogue designed to prompt participants to reflect on their responsibilities as leaders and on the urgency for action.		Multiple Breakout Locations
4:45 PM - 6:15 PM	Action Workshops: Rotation 1 of 2 Two concurrent formats are offered: Peer Consultancies and Action Groups . Participants sign up in advance. Peer Consultancies Peer Consultancies offer a tailor-made opportunity for participants to present a challenge they face with their venture to about 20 participants who serve as their personal "board of advisors". Using the Young Presidents' Organization format, advisors offer probing questions, constructive feedback, and targeted advice on how to approach the challenge. These consultancies are designed to not just benefit the presenter, but also those serving as advisors through exposure to new problem sets, relevant insights, and applicable leadership lessons. New Format: Action Groups To tackle social challenges, we need to understand the system, not just singular solutions. We will take a systems approach during this multi-day workshop where participants work together to identify allies, resources, key issues, and impact gaps ripe for innovative solutions to one of 10 different challenges. Using a tool called the Impact Gaps Canvas, they will work to map the landscape of a problem, to understand existing solutions, and to identify missing opportunities for impact and action. Get ready to roll up your sleeves, break apart a challenge, and leverage the collective knowledge and resources of the Aspen Global Leadership Network. <ul style="list-style-type: none">• Challenge 1: Developing Virtuous Citizens• Challenge 2: Unequal Access to Economic Opportunities• Challenge 3: The Global Refugee Crisis• Challenge 4: Civil Discourse in a Divided World• Challenge 5: Inclusive Entrepreneurship and Startup Ecosystems• Challenge 6: Truth & Reconciliation in America• Challenge 7: Financial Literacy and Education• Challenge 8: From Reactive to Proactive Healthcare• Challenge 9: Policy and Behavior Change to Fight Climate Change• Challenge 10: US Correctional and Criminal Justice System		Koch & Paepcke Buildings Doerr-Hosier Center: The McNulty Room
Evening Programs			
6:45 PM - 7:30 PM	Evening Panel: "Gender Re-Set" Spouses Invited <i>Moderated by Gisela Porras, Managing Partner, Dentons Panama</i> <ul style="list-style-type: none">• Suzanne Biegel, Founder and Chief Catalyst, Women Effect• Ref Rodriguez, Member, Board of Education, Los Angeles Unified School District• Lisa Skeete-Tatum, Founder and Chief Executive Officer, Landit.com	Doerr-Hosier Center: The McNulty Room	
7:30 PM - 9:00 PM	Opening Celebration Spouses Invited Heavy hors d'oeuvres and open bar.	Doerr-Hosier Center: Lobby & Terraces	
9:00 PM	Night Cap (Cash Bar)	The Aspen Meadows Reception Center	

7:30 AM - 8:30 AM	Open Breakfast & Breakfast Dialogues Propose a Breakfast Dialogue topic on-site on the community board in "The Hub"	The Aspen Meadows Resort Multiple Locations
9:00 AM - 10:30 AM	Topical Dialogues - Rotation 1 of 3 Moderated discussions kicked-off by 3-4 featured individuals in place of readings. Participants sign up in advance. <div> <div>BUSINESS LEADERSHIP</div> <div>BUSINESS LEADERSHIP</div> <div>CORPORATE ATHLETE</div> <div>EDUCATION & LEADERSHIP</div> <div>ENVIRONMENTAL LEADERSHIP</div> <div>FINANCIAL LEADERSHIP</div> <div>THE GREAT RE-SET</div> <div>IDENTITY & LEADERSHIP</div> <div>LEADING ACROSS FAULT LINES <i>Sponsored by The Skoll Foundation</i></div> <div>NEW GLOBAL REALITY</div> <div>PUBLIC LEADERSHIP</div> <div>PUBLIC LEADERSHIP</div> <div>TECHNOLOGY & LEADERSHIP</div> </div> <div> Board Leadership: Surfing in stormy seas Business Re-Set: A new social contract? Just Do It: Let's play basketball and discuss team leadership U.S. Education Re-Set: The future of stronger state policies Environment Re-Set: Are businesses suddenly off the hook? Finance Re-Set: Innovation for good Values Re-Set? Truth and Reconciliation: Leadership lessons Proximate Leadership: Staying grounded Business Re-Set: Just because we can, should we? Political Re-Set: The voters have spoken Re-Set: Philanthropy Businesses that will blow your mind </div>	
11:00 AM - 12:00 PM	Connection Hour Meet with new Fellows or reconnect with friends during this hour. Dedicated space will be available for Collaborative Action Groups to meet.	Doerr-Hosier Center: The McNulty Room
12:00 PM - 1:30 PM	Picnic Lunch & Farmers Market Family Friendly Fellows and families are invited to this picnic featuring produce from local farmers.	The Hub The Marble Garden
1:45 PM - 3:45 PM	Seminar Dialogues - Rotation 2 of 4 - "Shifting Sands" Moderated, text-based dialogue designed to prompt participants to reflect on their responsibilities as leaders and on the urgency for action.	Multiple Breakout Locations
4:30 PM - 6:30 PM	Venture Skill Workshops New Format: These workshops offer the skills needed to launch and grow your organization, venture or budding new idea. These sessions will be hands-on, interactive, and offer tangible lessons to spur you to impact and action. Participants sign up in advance. <div> THE LAUNCH SERIES <ul style="list-style-type: none"> • Design Thinking for Creative Problem Solving • Getting Proximate: Learning from your community • How to Affect Change from Within: The secret lives of intrapreneurs • Taking Personal Inventory: Finding your sweet spot THE IMPLEMENTATION SERIES <ul style="list-style-type: none"> • Legal 101 for Start-Ups <i>presented by Paul Hastings LLP</i> • Measuring what Matters: How to embrace the B Corporation mindset • The Perfect Pitch: How to create a winning pitch for your venture <i>presented by The McNulty Foundation</i> • The Social Business Model Canvas: Creating your one page business plan • Storytelling for Social Change: Reaching hearts and minds THE SCALING SERIES <ul style="list-style-type: none"> • Leading for Growth: Lessons from the frontlines of scaling up <i>presented by Braddock Scholars</i> • Systems Change: When organizational growth isn't enough • The Megaphone Effect: Amplifying your impact </div>	
Evening Programs		
7:00 PM - 7:20 PM	Keynote by Walter Isaacson, "Values in the Time of the Great Re-Set" Spouses Invited President and Chief Executive Officer, The Aspen Institute	Doerr-Hosier Center: The McNulty Room
7:20 PM - 8:00 PM	Announcement of the 2017 John P. McNulty Prize Spouses Invited The John P. McNulty Prize celebrates the boldness and impact of individuals using their exceptional leadership abilities, entrepreneurial spirit and private sector talents to address the world's toughest challenges.	Doerr-Hosier Center: The McNulty Room
8:00 PM - 10:00 PM	The John P. McNulty Prize 10th Anniversary Celebration Spouses Invited Celebrate the newly-announced laureates and 10th anniversary of the of the John P. McNulty Prize. Enjoy heavy hors d'oeuvres and dancing.	The Hub The Marble Garden

7:30 AM - 8:30 AM

Nike 5k Run/Walk & Breakfast**Family Friendly**

On your mark... get set... GO! Join your fellow Fellows for a 5k Run/Walk through the Aspen Meadows Resort and nearby trails. All registrants are automatically enrolled. A leader board will highlight the best times. Breakfast will be available at the finish line.

The Aspen Meadows Resort
Welcome Center

9:30 AM - 11:00 AM

Topical Dialogues - Rotation 2 of 3

Moderated discussions kicked-off by 3-4 featured individuals in place of readings. Participants sign up in advance.

BUSINESS LEADERSHIP	Global Re-Set: What's on the horizon?
CORPORATE ATHLETE	Just Do It: Let's practice yoga and discuss mindfulness
EDUCATION & LEADERSHIP	Developing Enlightened Citizens: What's the role of educators?
ENVIRONMENTAL LEADERSHIP	Environment Re-Set: Adapting to the new normal
FAMILY LEADERSHIP	Life Re-Set: Act Two
FINANCIAL LEADERSHIP	Financial Regulation: Stranglehold or catalyst?
THE GREAT RE-SET	Bubbles and Echo Chambers: Breaking out
HEALTH & LEADERSHIP	The Future of Health: Just because we can, should we?
IDENTITY & LEADERSHIP	Migration Re-Set: Planes, trains and rafts
INTERGENERATIONAL LEADERSHIP	Civic Re-Set: Youth and national service
LEADING ACROSS FAULT LINES <i>Sponsored by The Skoll Foundation</i>	Creating Common Ground in a Polarized World
NEW GLOBAL REALITY	Global Re-Set: The rise of nationalism
PUBLIC LEADERSHIP	Re-Igniting Citizenship: Reviving the Moonshot

11:30 AM - 1:00 PM

Action Workshops: Rotation 2 of 2

Two concurrent formats are offered: **Peer Consultancies** and **Action Groups**. Participants sign up in advance.

Peer Consultancies

Koch & Paepcke Buildings

Peer Consultancies offer a tailor-made opportunity for participants to present a challenge they face with their venture to about 20 participants who serve as their personal "board of advisors". Using the Young Presidents' Organization format, advisors offer probing questions, constructive feedback, and targeted advice on how to approach the challenge. These consultancies are designed to not just benefit the presenter, but also those serving as advisors through exposure to new problem sets, relevant insights, and applicable leadership lessons.

New Format: Action Groups

Doerr-Hosier Center: The McNulty Room

To tackle social challenges, we need to understand the system, not just singular solutions. We will take a systems approach during this multi-day workshop where participants work together to identify allies, resources, key issues, and impact gaps ripe for innovative solutions to one of 10 different challenges. Using a tool called the Impact Gaps Canvas, they will work to map the landscape of a problem, to understand existing solutions, and to identify missing opportunities for impact and action. Get ready to roll up your sleeves, break apart a challenge, and leverage the collective knowledge and resources of the Aspen Global Leadership Network.

- **Challenge 1: Developing Virtuous Citizens**
- **Challenge 2: Unequal Access to Economic Opportunities**
- **Challenge 3: The Global Refugee Crisis**
- **Challenge 4: Civil Discourse in a Divided World**
- **Challenge 5: Inclusive Entrepreneurship and Startup Ecosystems**
- **Challenge 6: Truth & Reconciliation in America**
- **Challenge 7: Financial Literacy and Education**
- **Challenge 8: From Reactive to Proactive Healthcare**
- **Challenge 9: Policy and Behavior Change to Fight Climate Change**
- **Challenge 10: US Correctional and Criminal Justice System**

1:15 PM - 2:45 PM

Lunch & Action Pledge Pitch Hour

New Format: Participants will pitch their mission-driven start-ups on stage for financial and peer support to take their work to the next level. Judges and audience members will cast votes to determine the winner and award up to \$50,000 in prize money.

Doerr-Hosier Center:
The McNulty Room

3:00 PM - 5:00 PM

Seminar Dialogues - Rotation 3 of 4 - "Finding Our Footing"

Moderated, text-based dialogue designed to prompt participants to reflect on their responsibilities as leaders and on the urgency for action.

Multiple Breakout Locations

Evening Programs

7:00 PM - 11:00 PM

Closing Celebration: Live Music & Dancing**Spouses Invited**

The Greenwald Pavilion



7:30 AM - 8:30 AM

Open Breakfast & Breakfast Dialogues

Propose a Breakfast Dialogue topic on-site on the community board in "The Hub"

The Aspen Meadows Resort
Multiple Locations

9:00 AM - 10:30 AM

Topical Dialogues - Rotation 3 of 3

Moderated discussions kicked-off by 3-4 featured individuals in place of readings. Participants sign up in advance.

BUSINESS LEADERSHIP	The Business of Me: A personalized future
EDUCATION & LEADERSHIP	Educating Individuals: Not one-size-fits-all
FAMILY LEADERSHIP	Blended Families: Multi-cultural, multi-racial, multi-faith
THE GREAT RE-SET	Breaking News: Media world under assault
HEALTH & LEADERSHIP	Health Re-Set: Pills, plants and prayers?
IDENTITY & LEADERSHIP	Walking in Two Worlds: One day here, one day there
INTERGENERATIONAL LEADERSHIP	How Could You?!: What will future generations condemn us for?
LEADING ACROSS FAULT LINES <i>Sponsored by The Skoll Foundation</i>	Global Economic Inequality
NEW GLOBAL REALITY	Global Re-Set: Are we to blame?
PUBLIC LEADERSHIP	Governance Re-Set: Is democracy outmoded?
PUBLIC LEADERSHIP	Leaning In: Leading against headwinds
TECHNOLOGY & LEADERSHIP	The Future of Technology: Just because we can, should we?

11:00 AM - 12:30 PM

Seminar Dialogues - Rotation 4 of 4 - "Moving Forward"

Moderated, text-based dialogue designed to prompt participants to reflect on their responsibilities as leaders and on the urgency for action.

Multiple Breakout Locations

12:30 PM - 2:00 PM

Closing Lunch: In Conversation with Tom FriedmanAuthor & Columnist, *The New York Times*Doerr-Hosier Center:
The McNulty Room

2GEN LEADERSHIP

THE ACTION FORUM YOUTH CAMP

The Youth Camp at the Resnick Aspen Action Forum convenes youth from around the world (intended for ages 12-18) to share in the Fellowship experience. This experience includes readings-based seminar sessions facilitated by the Aspen Global Leadership Network's Moderator Corps, a collaborative group project for campers to design solutions and develop leadership skills to overcome some of our world's most pressing issues, and the chance for campers to present their solutions to Fellows on-stage at the closing lunch.





We feel that we, as teenagers, have a voice because we are the future and we have the ability to change things, but do not always have the opportunity.

– **SY DRAGON**

Youth Camp Participant

To stimulate the body as well as the mind, the Youth Camp participants will also get the opportunity to hike some of Aspen's trails, including Maroon Bells, Aspen Mountain, and Hunter Creek.

Fellows who have brought their children to the Youth Camp have noted its positive impact. Youth Camp participants are able to grow more confident in their own leadership as they collaborate, build comradery, and engage in deep conversation. They tackle some of the same readings that Fellows do, providing the opportunity for Fellows and their children to discuss vital issues together in special 2Gen Topical Dialogues.





ART &

An abstract graphic design featuring several diagonal stripes and colored rectangles. A light blue rectangle is positioned in the upper left. Below it, a red stripe runs diagonally. To the right of the red stripe is a yellow rectangle. Further right is another red stripe. The text 'THE GREAT RE-SET' is written in a bold, blue, sans-serif font, slanted to follow the diagonal of the stripes. The year '2017' is written in white, sans-serif font, slanted to follow the diagonal of the red stripe on the right.

THE GREAT
RE-SET

2017

FEATURED FILM & DISCUSSION

UNREST

Directed and Produced by Jennifer Brea
with Omar Wasow, Henry Crown Fellow

The feature film for the 2017 Resnick Aspen Action Forum is "Unrest" by Jennifer Brea. The film follows the story of Jennifer, who grapples with chronic fatigue syndrome, and her relationship with her husband, Henry Crown Fellow Omar Wasow. It is an exploration of the individual and familial Re-Sets that occur when we are faced with difficult challenges in our lives.

We often remember our lives by its thresholds and doorways — its gating moments. The time before and the time after. I remember the morning before the World Trade Center Towers fell. I remember the night America elected its first black president. I remember the last time I went hiking in the Aspen mountains, not knowing it would be the last time.

I remember the last time I was well. I was at a restaurant in Cambridge, Massachusetts to celebrate two graduate school friends who were moving away. When the check came, I stared at it, almost immobile, not understanding why I couldn't remember how to write my own name.

Over the course of the next many months, I ran a gauntlet of doctors who couldn't explain what was happening to me. Some thought I was stressed or depressed. I was frequently told there was nothing wrong with me at all. The neurological symptoms multiplied. I went from only being able to ride my bike a few miles, to barely being able to make it to the end of the block, to barely being able to sit up in wheelchair. Eventually, I found myself in bed twenty three hours and fifty minutes a day often unable to read, write, think or tolerate light, sound or touch.

I was eventually diagnosed with Myalgic Encephalomyelitis, commonly called Chronic Fatigue Syndrome, perhaps the most profoundly misunderstood disease of our time. It's a disease that can destroy careers, fracture families, and leave people homebound or bedridden for decades. At its most severe, some patients are confined to dark rooms, unable to tolerate light, sound or touch. Yet patients are often dismissed for years. While scientists at the world's top institutions have found evidence of profound metabolic, neurological and immunological dysfunction, commercial lab tests frequently come back normal, and since ME is rarely taught in medical schools, many doctors don't know how to diagnose the disease.



In those first months, left essentially on my own without treatment or a clear path forward, there was little I could do but lie in bed, watch Netflix, and when I was well enough, ruminate. Would I ever be able to leave my home again? My whole life, I had derived so much of my sense of self from my ability to read, write and think. If everything that made me who I was was lost, who was I? What value did my life have? Why was I alive?

I found my lifeline on the internet. Online, I met thousands of people, all over the world, living the same experience. We shared our stories, supported one another, and found meaning in facing our enormous challenges, together. Out of the devastation of our lives, we made something beautiful.

It was in conversation with that community that I found my way back to myself. I started filming me and my husband, Omar, as we confronted the reality of a potentially lifelong chronic illness. At first, Omar and I grieved the life we originally dreamed of together. In time, grief gave way to gratitude, as we found new strength and meaning in our community and in each other. And as I began filming some of the remarkable people I met in my patient community from my bed, my ambitions expanded into a feature documentary. The result was my film *Unrest*, and the discovery of a voice, a passion and a profession as a filmmaker and an artist.

I was asked to try to contemplate my story in the context of this year's Action Forum theme: The Great Re-Set. Around our planet, we face profound upheavals in our politics, our economies, in the very fabrics of our lives, and our response everywhere seems to be to fold in on ourselves. To shut our borders. To unlink. All at the very moment when we face such pressing, collective problems, not least of which, whether we as a species can survive. In the face of tectonic shifts, what relevance could my story have?

Getting sick the way that I did forced me to learn a lesson that I may not have wanted to learn this early in life, but it forever changed me. When we confront tragedy or overwhelming change, those moments that all of us will one day have to face, what matters is how we choose to react. Do we fold in, or do we reach out? Do we silo ourselves behind defensive walls, or do we find a way to hold each other even tighter? Do we embrace the certainties of the world we thought we knew, or do we lean into the unknown, trusting that we will find our footing on the other side? If we are lucky to live long enough, we will all face a choice, and I believe in those moments, the most profound choice we can make is to love one another.

*Jennifer Brea is a filmmaker. Her documentary, *Unrest*, premiered at Sundance in January where it won a Special Jury prize. It will air on PBS's *Independent Lens* in early 2018.*



FEATURED ART

BAUHAUS & THE ASPEN INSTITUTE

The Aspen Institute Campus was designed by Bauhaus artist Herbert Bayer over a period of 20 years, beginning in 1953 and ending in 1973. Following the success of the Goethe bicentennial convocation held in 1949, Walter Paepcke commissioned Bayer to transform 40 acres of farmland into a secluded destination where business executives and other leaders could meet and discuss the important issues of the day. Bayer relied on the principles he had learned at the Bauhaus, an art school started by Walter Gropius in Weimar, Germany in 1919, to create a “total environment” for the Aspen Institute of Humanistic Studies campus—a full integration of art and architecture. He wanted visitors to the campus to be reminded of their relationship to nature, mind, and body. The Bauhaus school was born in an age when industrialization, post-war rebuilding, and new technologies were having dramatic impact on people around the world – in many ways, a “Great Re-Set” in how individuals worked, lived, traveled, communicated, and saw themselves in the world.





The Bauhaus ethos believed that environment, culture and community should not merely exist alongside each other, but, in the ideal setting, these aspects should be integrated and intertwined. Bayer wove outdoor walkways through his landscape architecture (known as “earthworks”) to connect the seminar rooms to the residential complex, reminding the visitor of his or her relationship with nature, mind and body. The property is the epitome of an all-inclusive Bauhaus environment.



THE SPIER ARTS TRUST

Presented by Adrian Enthoven and Ralph Freese

Africa Leadership Initiative – South Africa

We are witnessing shifts in global political, social, and economic systems that are unprecedented in recent decades. Most can scarcely remember a more uncertain time.

In South Africa, we have a ruling party at war with itself, systematic efforts to undermine the state and our democracy by a powerful and corrupt elite, and a severe fraying of the post-Apartheid social contract.

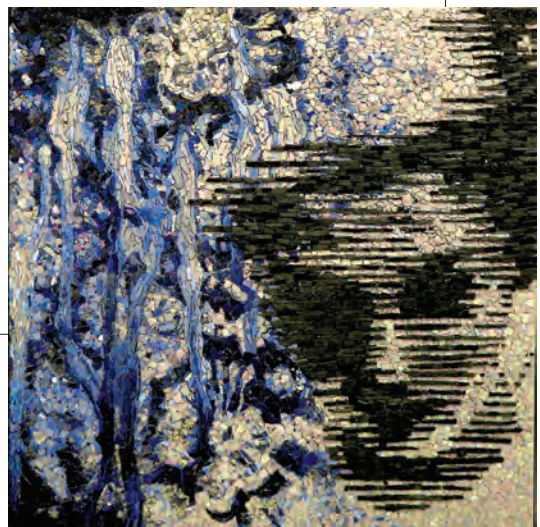
In this context, “The Great Re-Set” is indeed an apt theme for the Resnick Aspen Action Forum. The Re-Set requires us to think differently, to imagine ourselves in other’s shoes, to introspect deeply and challenge our most deeply held beliefs about ourselves and the world as we see it.

At the Spier Arts Trust we have a passionate belief that the creative arts has a unique and formidable ability to provoke the kind of reflection and “seeing” required by the “Great Re-Set.” The arts enable us to be moved beyond the confines of rational verbal exchange and to experience in profound emotional and spiritual dimensions.

We hope that the Action Forum enjoys and is moved in some way by the works that we have chosen to share.



ADRIAN ENTHOVEN AND RALPH FREESE
Trustees of Spier Arts Trust and
Fellows of the Africa Leadership
Initiative – South Africa



Spier Arts Trust partners with businesses in a Shared Value model; a strategy in which business maximizes the competitive value of solving social problems.

Our patron partners, Spier and Nando's, share a long-term commitment to heritage preservation and effecting social transformation. Driven by our core belief that artists are the pioneers of culture, we administer programs that create opportunities for professional artists, thereby facilitating successful art careers. These programs work congruently in our ecosystem at varying levels of artist career development and include, among others, Spier Arts Academy and The Creative Block.

Spier Arts Academy offers a three-year full time apprenticeship in mosaic and ceramic applied arts. Apprentices graduate as highly skilled journeymen, stimulated to practice critical thinking and encouraged to achieve master craftsman status. The Academy specializes in collaborative experimental work with fine artists, designers and architects in the conceptualizing, manufacture and installation of large-scale artworks. Notable architectural collaborations include Marco Cianfanelli, Clive van den Berg, Conrad Botes, Sam Nhlengethwa, Pat Kagiso Mautloa and Gerhard Marx.

The Creative Block program provides a platform of experimentation with regular income potential. Since 2004, over 17,500 Creative Blocks from more than 200 artists have been purchased. Creative Block is a brand associated with Spier, who created a range of award winning wines inspired by the art program. A large number of blocks reach Nando's restaurants globally - as far as the UK, Australia and Canada. A monthly hand-in takes place in Johannesburg, Cape Town and Port Elizabeth, where artists have access to the master-class critique of our curator.

Spier Arts Academy and the Creative Block are proud to present a selection of six mosaic artworks and 24 Creative Blocks, for display at The Great Re-Set during July 2017.

This presentation of artwork is made possible through the patronage of Nando's USA.

MIRNA WESSELS
Spier Arts Trust



"Shared value is not social responsibility, philanthropy, or sustainability, but a new way for companies to achieve economic success."

- MICHAEL E. PORTER AND MARK KRAMER

WORKING IN AMERICA AND THE "GREAT RE-SET"

A letter from Jane M Saks, Project& President and Artistic Director on behalf of herself and Sonny Garg, Henry Crown Fellow and Chair of the Board of Directors, Project&

"The future of everything is happening now," and work – all work – is at the center. It is the thread that runs through us all and the social systems and contracts that we create, live by and guide us.

**WORKING
AMERICA**
created by **project&**

What does a retired oil field worker in North Dakota have in common with a professional escort in Florida or a tough as nails Olympic boxer in Flint, Michigan? What connects a gun violence activist and mother in Atlanta, to a gig economy worker and musician in the Bay Area, to an artist living with disabilities in Chicago, or connects a former drug dealer and current facilities director in New York, and a domestic worker in California, and a young policewoman in Camden, New Jersey and an entrepreneur in Silicon Valley? All told, their raw and authentic stories paint a profoundly rich portrait of what work looks, means, and feels like during this time of the "Great Re-Set."





Project&'s Working in America is inspired by, celebrates, and brings forward the tradition and humanity of Studs Terkel from his influential book *Working: People Talk About What They Do All Day and How They Feel About What They Do* (1974). By focusing on stories that include the breadth of our society, we add oxygen and audiences to voices often left out and less visible. Their expression creates a more textured truth, a more challenging truth, a more satisfying and evolving and beautifully fearless truth. Through these narratives of others as well as our own stories, we learn that work is the thread that runs through us all, universal, yet particular and deeply personal. As Terkel so beautifully reminded us about work: "It is about a search, too, for daily meaning as well as daily bread, for recognition as well as cash, for astonishment rather than torpor; in short, for a sort of life rather than a Monday through Friday sort of dying."





Working in America is a multi-platform model and creative tool that hopes to support a more nuanced participatory national conversation about work. We are grateful to the people profiled in the initiative and thank them for allowing us to accompany them as they navigated the beauty and challenges of their work and lives.

We hope *Working in America* will be part of supporting a society with ever increasing equitable participation at its core—a society where everyone can make a life and a living with human dignity.

ABOUT THE EXHIBIT

The centerpiece of the ***Working in America*** initiative is a nationally **traveling photography exhibition** focused on the stories of veterans, a tech worker, farmer, entrepreneur, domestic worker, athlete, artist, educator, police officer and more. The images were taken by Project& Fellow and Pulitzer Prize-winning photographer Lynsey Addario. The exhibit, designed in collaboration with award-winning architect Jeanne Gang and Studio Gang, profiles 24 people from 17 states ranging in ages from 21 to 87. The *Working in America* initiative, created and conceived by Jane M Saks and Project&, includes the **online living community, “Your Working Story,”** at working.org, where anyone at the exhibit or across the country can contribute their own stories, chronicling what





work and working means to them. To further engage Studs' living legacy as part of the initiative, Project& and Radio Diaries have co-produced a **radio series**, "**Working: Then and Now**," including never-before-heard field recordings Terkel conducted for the book as well as new interviews, airing on National Public Radio's *All Things Considered* and *Morning Edition* and local stations across the country.

Project& in collaboration with artists creates new models of cultural participation and experiences with social impact. They amplify artistic voices that risk, engage, investigate and inspire. For more information go to: projectand.org.



EQUITABLE ACCESS TO EDUCATION



RESNICK ASPEN ACTION FORUM

Spurred on by the recent endowment of the Resnick Aspen Action Forum through 2030, we are thinking about what the Aspen Global Leadership Network's impact could be in the years to come. We've developed the eight **Collaborative Action Groups** you see on this wall to increase the level of collaboration among Aspen Fellows and Action Forum participants.

During the week, we encourage you to:

- 1) Create an Action Pledge if you haven't already.
- 2) Add your Action Pledge to one of these groups (optional).
- 3) Offer support to others leading Action Pledges by writing directly on this wall beside their pledge.
- 4) Participate in the breakfast workshops for each Collaborative Action Group offered on July 20 and 22.
- 5) Stay connected after the Action Forum using the online community and quarterly calls for each of these groups.

For questions and more information, please visit the Genius Bar in The Hub.

THE ASPEN INSTITUTE
ASPEN
GLOBAL
LEADERSHIP
NETWORK

INNOVATION FOR THE PUBLIC GOOD

ENTREPRENEURSHIP

VALUES-BASED LEADERSHIP



MAKE AN ACTION PLEDGE

All participants are encouraged to make an Action Pledge during the event. Action Pledges are inspirational commitments to undertake new or existing efforts, Fellowship ventures, or initiatives that will address a societal or environmental problem.

Over 1,000 Action Pledges have been made since 2013. You can make an Action Pledge in the Action Lab located in the Doerr-Hosier Center Lobby. Use the props at the Action Pledge booth to design and post your pledge to the new Digital Action Wall using #AspenAction.

Making an Action Pledge is easy. Here are 5 tips to make your Action Pledge.

1. Draw inspiration from other participants

Visit the new Digital Action Wall or watch the Action Update videos in the Action Lab.

2. Find your sweet spot

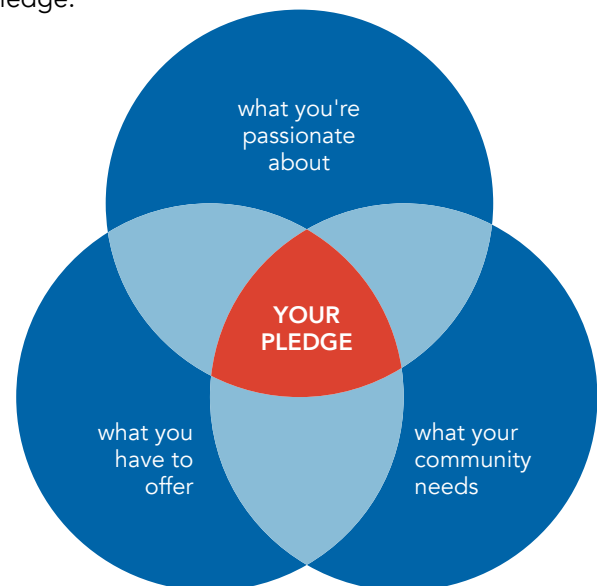
The most exciting Action Pledges come from what we call your sweet spot, the intersection of your passions, talents, and your community's needs.

3. Consider expanding on an existing project/venture

Some participants struggle trying to come up with a unique approach, but your Action Pledge doesn't need to reinvent the wheel. Many successful pledges have been extensions of a Fellow's venture or other existing initiative.

4. Make your pledge specific and measurable

An Action Pledge is a public commitment to keep you accountable, so make yours specific and measurable. Tell us:



WHAT

you will accomplish for

**HOW
MANY**

of

WHOM

in/at

WHERE

by

WHEN

View examples on the next page.

5. Get help from the Aspen network

If you've hit a roadblock or just need feedback on your Action Pledge, the Aspen community can help. Ask your peers at this year's Action Forum for feedback or log into the AGLN website to see who else is working on areas that you care about. For additional help, stop by The Hub in the Marble Garden to get suggestions from an Aspen Institute staff person.

2017 ACTION PLEDGES

Just a sampling of the 230 new pledges... and counting. See more in the Action Lab.



PETER KENNETH NDUATI

AFRICA LEADERSHIP INITIATIVE - EAST AFRICA

2017 PLEDGE I will create 10,000 jobs through entrepreneurial mentorship and capital mobilization in East Africa by 2020.



ALFA DEMMELLASH

URBAN INNOVATOR

2017 PLEDGE I will enroll 25 cities across the United States to adopt local agendas for resilience strategies to build more inclusive economies in the face of the 4th Industrial Revolution by 2020.



MAISIE CHIN

PAHARA – ASPEN EDUCATION FELLOWSHIP

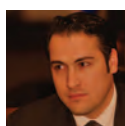
2017 PLEDGE I will impact and steer 250,000 African American and Latino parents in Los Angeles, California to participate in their local schools and adopt human rights and racial justice advocacy by 2021.



BENJAMIN SYWULKA

CENTRAL AMERICA LEADERSHIP INITIATIVE

2017 PLEDGE I will create a support system for Guatemala's government officials to help them be more effective and leverage the support of 1,000 citizens by 2018 to help them solve the country's problems.



NABEEL ABU ATA

MIDDLE EAST LEADERSHIP INITIATIVE

2017 PLEDGE I will encourage 91% of the registered voters in the city of Amman who never voted to participate in electing their city council in 2017.



BRIAN WONG

CHINA FELLOWSHIP PROGRAM

2017 PLEDGE I aim to improve Western perceptions of China and Chinese culture through the creation of a digital media platform targeting 250,000 U.S. Millennials subscribers by the March 2018.



CATHERINE KENWORTHY

HEALTH INNOVATORS FELLOWSHIP

2017 PLEDGE I will ensure that over 1 million people have the opportunity for a high-quality health evaluation in the United States by the end of 2017.



DEBBIE AUNG DIN TAYLOR

SKOLL AWARDEE

2017 PLEDGE I will help over 100,000 rural families (500,000 people) across Myanmar to become more productive on their farms and increase their income by \$250 this year.



CHRISTINA MACE TURNER

HENRY CROWN FELLOWSHIP PROGRAM

2017 PLEDGE I will lead the first top 100 global beauty brand that qualifies for Made Safe certification by 2020.



AARON HUEY

2017 ACTION FORUM PARTICIPANT

2017 PLEDGE I will build and ship free art + curriculum for 10,000 partner schools in the next year, to help reclaim the narrative about American identity before we forget who "We The People" really are.



SRIKUMAR MISRA

KAMALNAYAN BAJAJ FELLOWSHIP

2017 PLEDGE I will impact a million marginal rural lives in the eastern region of India by 2020 with an Ethical Sourcing program.



TRICIA RAVENHORST

LIBERTY FELLOWSHIP

2017 PLEDGE I will help improve relationships between local law enforcement and immigrant communities in eight target counties in South Carolina by 2018.



NINIE WANG

CHINA FELLOWSHIP PROGRAM

2017 PLEDGE I will introduce functional health check-up and intervention to cover 500,000 people at primary and middle schools, in health check-up centers as well as in community centers across China by the end of 2018.



FERNANDO SANTILLAN

RESNICK LEADERSHIP FELLOW

2017 PLEDGE I will foster entrepreneurship and innovation in Avenal, California and help provide the resources necessary to increase by 50% year-over-year the number of new business startups through 2022.



ELIE WURTMAN

MIDDLE EAST LEADERSHIP INITIATIVE

2017 PLEDGE I will grow PICO Kids to a sustainable organization to impact positive change for 1,000s of children in Jerusalem by 2018.



JOSHIN RAGHUBAR

AFRICA LEADERSHIP INITIATIVE – SOUTH AFRICA

2017 PLEDGE I will help create 2,000 new technology-related jobs in South Africa by 2020.



JOSHUA BAER

HENRY CROWN FELLOWSHIP PROGRAM

2017 PLEDGE I will connect together 50,000 entrepreneurs at 100 different startup hubs all over the world into a global mentoring network by the end of 2019.



SALONI MALHOTRA

KAMALNAYAN BAJAJ FELLOWSHIP

2017 PLEDGE I will help transform 1000 public hospitals in India by 2020 which will further impact millions of citizens receive affordable healthcare.



DANIEL VARNER

PAHARA – ASPEN EDUCATION FELLOWSHIP

2017 PLEDGE I will help reduce the number of children living in poverty in Detroit by 50% by 2022.



STEPHANIE WU

PAHARA – ASPEN EDUCATION FELLOWSHIP

2017 PLEDGE I will help more than 400 urban K - 12 schools in the United States that serve families with low incomes to increase their 9th grade on-track to graduation rates to 80% by 2023.



NEIL GRIMMER

HENRY CROWN FELLOWSHIP PROGRAM

2017 PLEDGE I will help 1 million Americans unlock their full health potential through the power of personalized nutrition by 2025.



CODY FRIESEN

HENRY CROWN FELLOWSHIP PROGRAM

2017 PLEDGE I will democratize water at no less than 1,000 homes across several emerging market countries by the end of 2017.



JOSEPH KIM

HEALTH INNOVATORS FELLOWSHIP

2017 PLEDGE I will help to bring to market a vaccine for Zika by 2020.



AHMAD KIAROSTAMI

MIDDLE EAST LEADERSHIP INITIATIVE

2017 PLEDGE I will provide quality interactive science curriculum to at least 20,000 students in 1,000 classrooms and at home by the end of 2017-2018 school year, and increase the teaching quality of at least 500 elementary school science teachers across the U.S.



KELLEE JAMES

CATTO FELLOWSHIP

2017 PLEDGE I will help foster the growth of sustainable agriculture in the United States and Canada by providing market-based tools to enable organic acreage to double over the next 3-5 years.

ACTION PLEDGES WHERE ARE THEY NOW?

Action Pledges made at the Resnick Aspen Action Forum don't just stay in Aspen. They ripple out into communities around the world.

We caught up with past participants from across the network to see what happened after they left the Action Forum. Below is just a sampling of some of the progress they have made on their Action Pledges since making their bold commitments to impact.



SUZANNE BIEGEL

CATTO FELLOWSHIP

2016 PLEDGE I pledge to catalyze over 1,000 institutional and private high net worth investors to more strategically invest their capital using a gender lens by 2020.

UPDATE Over 1,300 co-investors and collaborators connected on Suzanne's Women Effect online community to share insights on gender lens investing, including 850 investors, funds, and intermediaries. Over 550 people attended Women Effect events in 11 countries and 22 cities, and 330 gender lens investing products and initiatives were tracked. In early 2017, the initiative moved to the Wharton Social Impact Initiative at the Wharton School, University of Pennsylvania.



JAMES MCCARTER

HENRY CROWN FELLOWSHIP PROGRAM

2016 PLEDGE I will prove that type 2 diabetes can be reversed.

UPDATE James launched Virta Clinic, a specialty medical practice, with the goal to reverse type 2 diabetes in 100 million people by 2025. An initial study of treatments found promising results: 87% of patients reduced or eliminated insulin, 56% of patients reduced their HBA1C below diabetic level, and patients experienced a 12% average weight loss at six months. James collaborated with Henry Crown Fellows Bryan Roberts and Vishal Vasishth as advisors and investors.



ADELA MENDOZA

LIBERTY FELLOWSHIP

2015 PLEDGE I will build leadership development and self-discovery opportunities to prepare 20 emerging Hispanic leaders in South Carolina to collaborate and lead across cultures and sectors by 2018.

UPDATE Adela launched the Student DREAMers Alliance in August of 2016 with 22 high-achieving Latino high school leaders facing barriers to higher education. Students completed six Aspen-inspired fellowship sessions, led a day of service in their community, and hosted a meeting with education decision-makers and state legislators to share their stories, struggles and ideas for impact.



MANOJ KUMAR

KAMALNAYAN BAJAJ FELLOWSHIP

2014 PLEDGE I pledge to plant 1 million fruit trees in the Araku Valley in one year's time.

UPDATE Manoj achieved his goal of planting 1 million trees, including 10 varieties of fruit trees and nine indigenous varieties of shade trees, in one year. He has secured commitments to plant 1 million more trees each year for the next five years.



HILDEGARD VASQUEZ

CENTRAL AMERICA LEADERSHIP INITIATIVE

2014 PLEDGE I pledge to grow the number of graduates from CAPTA (Captacitación para el Trabajo), a female-focused job training program increasing job and life skills for women in Panama.

UPDATE Hildegard launched a new CAPTA chapter in Colón with five groups of women, graduating 130 women from CAPTA Colón which has led to dramatic increases in leadership skills and self esteem.



TAO ZHANG

CHINA FELLOWSHIP PROGRAM

2016 PLEDGE

I will impact and steer 200,000 Chinese primary school students and by extension their 1.2 million family members towards adopting eco-friendly consumer behavior by 2020.

UPDATE

Venture capitalist Tao Zhang's leadership venture, Ecofroggy International, is transforming China's youth and their family members towards adopting eco-friendly and socially responsible behavior. Through its two-pronged strategy, Ecofroggy provides school-based education programs to students aged 6-12, as well as designs and sells stationery products made from recycled paper which are also used in the classroom.

By end of 2016, Ecofroggy forged partnerships with a total of 56 primary schools in Beijing's Xicheng District, 21 schools in Guangdong Province, 18 Tibetan schools in China's Qinghai Province, and three primary schools in Beijing for kids from emigrant families or with learning difficulties. Under these partnerships, Ecofroggy's products and services have directly impacted an estimated 98,000 primary school students and their family members. Through a contract with the Beijing government, an additional 100,000 students have been reached, bringing the total number of students reached to date to nearly 200,000.

The initiative continues to expand thanks to key partnerships forged with the Center for Environmental Education and Communications at China's Ministry of Environmental Education, China National Environmental Monitoring Center, and China Education Network Television. Ecofroggy also opened its first store in December of 2016 to sell its products and is planning to open the second store in Guangdong soon.



ANN-GEL PALERMO

HEALTH INNOVATORS FELLOWSHIP

2016 PLEDGE I will motivate low-resource minority neighborhoods in New York City to design and build a neighborhood-based response strategy for a public health emergency by 2020.

UPDATE Ann-Gel launched the East Harlem Community Organizations Active in Disaster (COAD) to serve a coordinating role among city health officials, emergency management organizations, and local communities in neighborhood-based disaster preparedness planning, coordination and response. She also developed three educational videos to mobilize communities.



AARON HUEY

RESNICK ASPEN ACTION FORUM PARTICIPANT

2016 PLEDGE I will scale my non-profit art and advocacy organization to be able to fund a dozen young artists and media experiments for social good by the summer of 2017.

UPDATE Aaron supported 26 artists and enabled the wide distribution of advocacy art: 677,892 free graphics were downloaded in 190 countries, 195,000 posters were distributed, and 165,500 politically provocative stickers disseminated.

**LILA IBRAHIM**

HENRY CROWN FELLOWSHIP PROGRAM

2014 PLEDGE I will enable and empower 100,000 learners from around the world to develop digital literacy by providing them with access to technology by 2022.

UPDATE Through her organization Team4Tech, Lila has contributed over \$5 million in pro bono consulting and technology grants to 13 non-profits in 10 developing countries, advancing opportunities for 33,000 underserved students through 21st century skills and educational outcomes.

**NIYI YUSUF**

AFRICA LEADERSHIP INITIATIVE – WEST AFRICA

2016 PLEDGE I will assist 500 Nigerian college graduates to find their first job through training, mentoring, interview readiness workshops, policy interventions, and assistance with job search by 2020.

UPDATE Niyi facilitated an “Employability Readiness” training for 28 college graduates and registered a non-profit in Nigeria to institutionalize his efforts.

**BRUCE ROBERTSON**

AFRICA LEADERSHIP INITIATIVE – SOUTH AFRICA

2014 PLEDGE

I will develop a program for 84,000 smallholder farmers within the financial sector, so that they can access capital equipment loans.

UPDATE

Bruce founded the Gulu Agricultural Development Company (GADC) in 2009 to invest in cotton production in northern Uganda. Catalyzed by the 2014 Action Forum, Bruce extended the operations of GADC to improve the lives of post-conflict subsistence farmers in its network through Transforming Agriculture for Improved Livelihood (TRAIL) initiative.

TRAIL trained 45,000 farmers in 2016 on 15 modules including site selection, crop planting, land preparation, planting methods, weeding, integrated pest management, organic farming practices, harvesting, handling, marketing, and financial literacy. They are on track to train 60,000 farmers by the end of 2017. TRAIL also trained 2,027 new field officers, lead farmer women, and lead farmer youths in methods to use tillage assets as business capital.

TRAIL also helped form 500 voluntary savings and loans associations, each with 30 members, and started a farmer lending program to provide tillage and irrigation equipment to trained farmers.

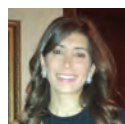
As a result of their holistic model to transform the lives of farmers, production has also dramatically increased: the cotton ginnery leased by GADC bought 6,000 metric tons in 2016-2017, the highest of all ginneries in Uganda. Two years ago it was dormant.

**J.B. SCHRAMM**

PAHARA – ASPEN EDUCATION FELLOWSHIP

2014 PLEDGE I will develop 10 million more career-ready Americans by 2025.

UPDATE Through Peer Forward, JB trained 100 teams of high school students to motivate, mobilize, and change the lives of 100,000 of their peers. They conducted three campaigns focused on applying to college, financial aid, and career prep.

**NOUR AL HASSAN**

MIDDLE EAST LEADERSHIP INITIATIVE

2016 PLEDGE I will train and empower 300 women in Saudi Arabia and the Middle East and North Africa (MENA) region to find jobs in the field of translation which will allow them to work remotely from their homes.

UPDATE Through Nour's translation and content company, Tarjama, she has trained 200 women in the Arab world on translation skills and employed over 100 women on a freelance basis.





VENTURE SKILL WORKSHOPS

This workshop provides you with a skill booster to support your venture – whether you are launching, implementing or scaling. They are designed to take you from thought to action.



This year's Skill Workshops focus exclusively on the tools needed throughout the venture development process. Whether you are thinking of starting a new initiative or you have been growing your organization for years, these workshops aim to equip you with the how-tos needed along the venture journey. Each participant selects a Venture Skill Workshop, grouped into **The Launch Series**, **The Implementation Series** and **The Scale Series**. Think of these like a two-hour action accelerator – giving you tangible tips, lessons and resources to apply to your venture no matter the stage. Come learn a new skill or refresh your know-how.

Participants with expert background on the topic will lead each workshop. These workshops use a variety of formats, including roundtable dialogues, individual reflection, peer exercises, and short presentations. They are hands-on, interactive, and built around engaging trainings – all with the goal of actionable learnings to accelerate your impact.

Want to learn skills from other sessions you missed? Collect the take-away resources from all the Venture Skill Workshops in the Doerr-Hoiser Center on the Action Resource Wall.

THE LAUNCH SERIES

Design Thinking for Creative Problem Solving

What's all the buzz around this approach to innovation and people-center problem solving? Participants will gain an overview of the design thinking mindset and tips on how to apply its methodology to the early phases of inspiration, ideation and implementation of your venture.

RESNICK-MALEK GYMNASIUM

PRESENTED BY



JUSTIN FERRELL

Fellowships Director, Stanford University

Getting Proximate: Learning from your community

As a key step in the design process, it's critical to engage the community you are serving. How do you gain first-hand perspective of the people, environment and situation? How can you better understand behaviors, motivations, needs and experiences to build solutions for and by them? This session will guide you through exercises and discussion to help you ensure your work is relevant to the people you're ultimately working for.

DOERR-HOSIER CENTER: KAUFMAN ROOM

PRESENTED BY



SONAL SHAH

Henry Crown Fellowship Program
Executive Director, Georgetown
University, Beeck Center

How to Effect Change from Within: The secret lives of intrapreneurs

Are you trying to move the needle on issues of social or environmental impact within your organization or business? Learn from Aspen's Business and Society's First Mover intrapreneurship program about the key ingredients to making change from the inside. Session will provide how-tos, stories of change, and a guided exercise to start making intrapreneurial change.

PAEPCKE BUILDING: LIBRARY

PRESENTED BY



NANCY MCGAW

Deputy Director, Business & Society
Program, The Aspen Institute

Taking Personal Inventory: Finding your sweet spot

Where do I begin? Knowing where to start is often the hardest part. Join Stace Lindsay as he guides you through the AGLN's self-reflection tools deployed in Seminar 1 of the Aspen Fellowships to help you find your actionable "sweet spot" to identify ideas for impact.

ASPEN MEADOWS WELCOME CENTER: LOWER LEVEL RESTAURANT

PRESENTED BY



STACE LINDSAY

Henry Crown Fellowship Program
President, Fusion Venture Partners

Collect the handouts and resources for each of these workshops on the "Action Resource Wall" in the Doerr-Hosier Center.

THE IMPLEMENTATION SERIES

Measuring what Matters: How to embrace the B Corporation mindset

Need help thinking about how to measure value creation, not just profit, for your venture? B Lab has created a pioneering movement, certification process and assessment tools to help companies use business as a force for good. This interactive workshop will have you engaging with the B Impact Assessment, B Analytics and other purpose-driven practices from B Corporation to create value for all stakeholders, not just shareholders.

ASPEN MEADOWS WELCOME CENTER: BERNHARD ROOM

PRESENTED BY



BART HOULAHAN

Henry Crown Fellowship Program
Co-Founder and President,
B Lab

The Business Model Canvas: Creating your one page business plan

Every organization – even a non-profit – needs a business model. The business model canvas is a lean approach at distilling the key components of your venture such as key partners, activities, resources, customer relationships, and cost structures. Come learn how this tool can strategically and visually breakdown what you want to do and how you are going to do it – all in pursuit of sustainable impact

KRESGE BUILDING: HINES ROOM

PRESENTED BY



JOSH BAER

Henry Crown Fellowship Program
Founder and Executive Director,
Capital Factory

Legal 101 for Start-Ups

Don't let legal barriers stand in the way of turning ideas into action. This session presented by Paul Hastings will cover the most common legal challenges that ventures face as they get going, including setting up a legal entity, accepting funding internationally, protecting your intellectual property and much more.

KOCH BUILDING: STRANAHAN ROOM

CO-PRESENTED BY



LISA CHANEY

Partner, Paul Hastings LLP



ERIC GREENBERG

Partner, Paul Hastings LLP



SHERRESE SMITH

Partner, Paul Hastings LLP



MEG SULLIVAN

Chief Business Development,
Marketing and CSR Officer,
Paul Hastings LLP

The Perfect Pitch: How to create a winning pitch for your venture

You finally land that meeting with your dream investor and she's giving you five minutes to make your case. Have your elevator pitch ready? Got your facts and projections right? Know how to inspire with your vision? Expect curve ball questions and tight purse strings. Come to learn and practice how to make your pitch crisp, compelling and investable.

KOCH BUILDING: LAUDER ROOM

CO-PRESENTED BY



LAURIE CHOCK

President, Chock Global Communications



CAREN YANIS

Consultant, Croland Consulting

Storytelling for Social Change: The power of story to reach hearts and minds

Stories are an essential part of how we think, feel, remember, imagine, relate and connect. They make complex data accessible, engage new audiences, and enable you to inspire. How can we use the art of the storytelling to translate multifaceted issues, build trust and catalyze action? Come learn how to tell compelling stories to propel your venture forward.

KOCH BUILDING: BOOZ ALLEN HAMILTON ROOM

CO-PRESENTED BY



KRISTEN GRIMM

Henry Crown Fellowship Program
Founder & President,
Spitfire Strategies



BEN HENRETIG

Founder, Circle Studios

THE SCALING SERIES

Leading for Growth: Lessons from the frontlines of scaling up

As your organization scales, how do you as a leader adapt to changing roles, responsibilities and tensions? This session will focus on five areas that leaders face while scaling their venture: from financing to mission creep to organizational culture change. Aspen Institute's Braddock Scholars will facilitate the discussion with personal anecdotes and a guided discussion.

ANDERSON PARK: THE BUCKMINSTER FULLER DOME

CO-PRESENTED BY



PETER BARTH
Liberty Fellowship
Founder and
Chief Executive Officer,
The Iron Yard



KEITH FROME
2017 Action Forum
Participant
Co-Founder and Chief
Executive Officer,
College Summit



LILA IBRAHIM
Henry Crown
Fellowship Program
Chief Operating Officer,
Coursera



KELLEE JAMES
Catto Fellowship
Founder and Chief
Executive Officer,
Mercaris



GENE WADE
Pahara – Aspen
Education Fellowship
Co-Founder and Chief
Executive Officer, OneUni

Systems Change: When organizational growth isn't enough

There are many ways to scale, but bigger may not necessarily be better. How do you know when you've outgrown your own venture as a vehicle for impact and need others to help your solution stick? This session will focus on how to take a systems-thinking approach to bring complex and interdependent elements together to achieve a common purpose

PAEPCKE BUILDING: GALLERY

CO-PRESENTED BY



SHIVANI GARG PATEL
Principal, The Skoll Foundation



JORDAN KASSALOW
Henry Crown Fellowship Program
Founder and Co-Chairman,
VisionSpring



J.B. SCHRAMM
Pahara – Aspen
Education Fellowship
Managing Partner, New Profit

The Megaphone Effect: Amplifying your impact

Movement building is a key strategy for large-scale change. Learn how to think about large-scale movements and campaigns as a means to amplify your impact. Participants will hear from Fellows about their first-hand experience in furthering social impact through collective action approaches in both the corporate and social spheres.

DOERR-HOSIER CENTER: CATTO ROOM

CO-PRESENTED BY



AARON HUEY
2017 Action Forum Participant
Executive Director,
The Amplifier Foundation



TAMSIN SMITH
Henry Crown Fellowship Program
Founder and President,
SlipStreamStrategy



INVEST
CONNECT
CELEBRATE

The **Skoll Foundation** drives systems change by investing in, connecting, and celebrating social entrepreneurs and innovators who help them solve the world's most pressing problems.

skoll.org

skoll
FOUNDATION



A DECADE OF ELEVATING HIGH-IMPACT LEADERSHIP

Introducing a series of leadership case studies from the John P. & Anne Welsh McNulty Foundation

The McNulty Foundation inspires, develops and drives leaders to solve the most critical challenges of our time. Over the last ten years, the John P. McNulty Prize has elevated the stories of individuals who have brought their skills and spirit to bear on critical problems that others have failed to solve, or even attempt.

Last year, Anne Welsh McNulty made an Action Pledge to invest in a series of case studies that would inspire and support Fellows as they seek to make an impact with their ventures. We invite you to **read the leadership cases**, explore the **pivotal moments** that catalyzed McNulty Prize Laureates into action and **hear their stories of struggle**, determination and ultimately success. **Read an excerpt on the following page.**

VISIT THE ACTION LAB or McNULTYFOUND.ORG TO READ THE SERIES

ABOUT THE McNULTY PRIZE

The John P. McNulty Prize celebrates the boldness and impact of Fellows using their exceptional leadership abilities, entrepreneurial spirit and private sector talents to address the world's toughest challenges. The winner receives \$100,000 and is selected by a jury that includes Madeleine Albright, Brizio Biondi-Morra, Olara Otunnu and Darren Walker. Laureates receive \$10,000 each, and all join a lifelong community with benefits including broad visibility and exposure, storytelling and communications support and opportunities for further networking and convening.

Created in honor of her late husband John, the McNulty Prize recognizes his leadership, creativity, energy and the spark he carried and ignited in others.



JOHN P. MCNULTY PRIZE

LEADERSHIP CASE EXCERPT

VISIONSPRING & THE EYELLANCE
JORDAN KASSALOW

“A SIMPLE PAIR OF READING GLASSES CAN HAVE A HUGE AND PROFOUND IMPACT ON SOMEONE’S LIFE.”

PIVOTAL MOMENT

READ THE FULL LEADERSHIP CASE AT
McNULTYFOUND.ORG

JORDAN KASSALOW’S PURPOSE BECAME APPARENT TO HIM IN THE TIME IT took to fit a pair of glasses onto a child’s face.

As a first-year optometry student, he was on a trip to Mexico to bring a vision clinic to poor communities. “My first patient was a seven-year-old boy. The teacher described him as having been blind from birth.”

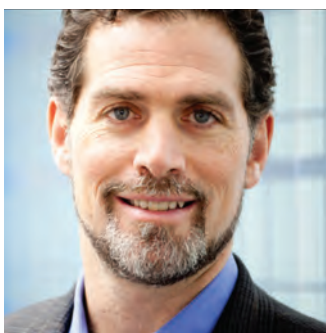
It turned out the boy wasn’t blind, just extremely short-sighted: his prescription was minus-20. Hunting through the boxes of donated spectacles, the team found a minus-18, close enough. “I got to be the person who put those glasses on his face, and watch his face change as he saw for the first time. It was a moment that fundamentally changed both our lives,” he says. “I often feel that in that moment, I gave him his vision, and he gave me mine.”

After founding VisionSpring, Jordan was aware that no number of clinics was enough to make a dent in the global need—2.5 billion people. While it took VisionSpring 10 years to issue its first million pair, in 2016 alone, they sold over one million pairs. Now, the EYelliance is building on VisionSpring’s success to harness market forces for eyeglasses through a multi-sector coalition of partners.




\$227B

Nearly **2.5 BILLION** people live with poor vision and are in need of eyeglasses, costing the global economy an estimate **\$227 BILLION** annually.



ABOUT JORDAN

Founder and Co-Chairman of **VisionSpring**

Inaugural winner of the **John P. McNulty Prize**, in 2008.

Public health entrepreneur, practicing ophthalmologist and partner at Farkas, Kassalow, Resnick & Associates.

Henry Crown Fellow of the Aspen Global Leadership Network, & **Fellow of Skoll, Ashoka and the Schwab Foundation.**

Founded the EYelliance in 2014, a multi-sector coalition to **address the world’s vision needs.**

THE PAUL HASTINGS ACTION PLEDGE

As a leading international law firm, Paul Hastings is committed to helping organizations and people navigate new paths to growth. They collaborate with some of the world's most successful and creative leaders in the business world through their daily client practice – and also help foster social innovation with pro bono clients striving to make a difference in their communities.

It is because of this commitment that we are delighted to announce they will continue their pledge of 200 hours of free legal advice to selected Action Forum participants to help with important legal issues they are facing related to their Action Pledge or Fellowship venture. Paul Hastings wants to play its part by helping these enterprises succeed and grow so that they can continue to fulfil their commitment to making a positive difference in the world.

For the selected participants, Paul Hastings pledges to offer up to 20 hours of tailored legal support and advice. For some projects, if additional support is requested there may be an opportunity to become a beneficiary of the firm's wider pro bono program at their discretion.

CRITERIA

You are a participant in the Resnick Aspen Action Forum and:

- Tackling a clearly identifiable non-political social challenge, especially in the areas of: gender empowerment; equality; education; environmental sustainability; poverty; health (Note: This list is not exhaustive and only indicates some of the firm's areas of interest. They will consider additional innovative projects not included in the list above.)
- Have a demonstrable social impact
- Have a viable or scalable organization strategy
- Have a track record of positive performance to date

Note: Paul Hastings cannot provide local advice where local regulations prohibit international law firms from practicing law in that country.

HOW DO I APPLY?

Applications are accepted on a rolling basis.

Apply at <http://agln.aspeninstitute.org/RAAF/paulhastings>.

THE APPLICATION PROCESS

Final decisions about selected ventures will be made within a month of the deadline. Paul Hastings will not accept projects in contradiction to the firm's core values and principles. The firm reserves the right to seek additional information before selecting pro bono clients.

QUESTIONS?

Contact Alexis Ettinger (Alexis.Ettinger@AspenInstitute.org).

SUPPORTING ACTION TESTIMONIAL: RICKY YU



2015 ACTION PLEDGE: "I will scale Light Be to become a successful example that social enterprise could run at its own cost to address the toughest social issues in Hong Kong i.e. poverty and housing unaffordability"

– RICKY YU, CHINA FELLOWSHIP PROGRAM

Light Be is an award-winning social enterprise that provides affordable housing in Hong Kong. Light Be rents apartments from different landlords to sublease the property to the less privileged at an affordable rent. In 2016, Light Be renovated the employee housing building from a former textile factory to provide more than 40 residential units at an affordable rent to families. Ricky was able to open this building in November 2016 thanks to the support of Paul Hastings associates who developed and reviewed lease agreements for residents. This is the first time this model of affordable housing has been applied to an entire building in Hong Kong.

"We met immediately after the introduction and signed a pro bono service agreement within a few weeks. Their staff have been responsive, friendly and have given us professional advice on our social housing projects." – Ricky Yu

BRADDOCK SCHOLARS PROGRAM

Made possible thanks to the generosity of Aspen Institute trustee, Rick Braddock, The Braddock Scholars program supports Fellows of the Aspen Global Leadership Network who aim to have transformational impact on society by bringing their venture to significant scale. The program supports selected Scholars through a combination of mentorship, peer-learning activities, a grant to fund a key scale actively of the scholars choosing, and enhanced connectivity across the Aspen Institute.

If a successful entrepreneur is asked, 'who is your mentor,' they can usually answer immediately.

– RICK BRADDOCK

The program is built on the belief that entrepreneurs are great at starting businesses, but the skills needed to effectively scale these innovations are very different. The program aims to bridge this "scaling gap" by channeling the expertise of a senior mentor towards the challenges the Fellow faces. The mentorship is focused

on key scaling challenges identified at the outset of the relationship. Scholars and mentors commit to spend at least one hour per month having board level conversation. The Scholar class meets at least once annually to trade experience and lessons learned among the wider Scholar and Mentor network as a broader advisory community.

The Braddock Scholars program has supported 14 Scholars since 2015. To date, 11 of the Scholars have been mentored by Trustees of the Aspen Institute.

THE PROGRAM IS ACCEPTING APPLICATIONS FOR ITS THIRD CLASS OF BRADDOCK SCHOLARS

Candidates must:

- Be based in the United States
- Have completed their Aspen Global Leadership Fellowship
- Be leading a company or non-profit at a growth or scale stage
- Have clear, specific scale challenges for advisory and be receptive towards feedback
- Commit to monthly mentor meetings and two-in person Fellowship gathers
- Be able to accept grant funding through their company of up to \$40,000

Having a clear charter was invaluable. Knowing that we have limited time really forced me to think through what was important and what I wanted help with.

– 2015 BRADDOCK SCHOLAR

Express interest by August 31, 2017 to Alexis Ettinger (Alexis.Ettinger@AspenInstitute.org) for more information on how to apply.

Hearing challenges from entrepreneurs in different sectors and different parts of their journey can open up the mind to look at old challenges in new ways.

– 2016 BRADDOCK SCHOLAR



Order 1
TRC
National Reparations Plan
Historical Reparations
Engaging Superheroes





Dear Resnick Aspen Action Forum 2017 Participant:

On behalf of the Aspen Institute and the Aspen Global Leadership Network, welcome to the 2017 Resnick Aspen Action Forum. You have received the readings that will inform and inspire our Seminar Dialogues around the table this week. In anticipation of this, we thought it would be helpful to provide some context for the conversations in which you are about to engage.

The Process: The Aspen experience is like no other. We call it “text-based dialogue.” The “texts” are readings produced by some of the great thinkers from around the globe and across the ages. We use them to frame and prompt a particular discussion. “Dialogue” is not monologue. Our process works best when you take time to actively listen to what others have to say. And when you speak, we ask that it be succinct – in sentences, not paragraphs.

The Moderators: Our role as moderators is to guide the discussion, not to lecture or drive to a predestined conclusion. This is your seminar, not ours. We will ask questions, probe your responses, and keep us moving and on topic. Though you will likely have different moderators at each Seminar Dialogue you attend, we hope the experience will prove consistent.

The Readings: The readings are the focus and touchstone of our dialogue; it is your interpretation of them that fuels the dialogue. We cannot emphasize too strongly the importance of doing *all* of the readings *before* coming to the seminar. The theme for our gathering this year is “The Great Re-Set”. The four sessions are designed to build upon one another following a simple arc:

- **Checking In.** As you begin the week, this session creates an opportunity to share with others what is happening in your part of the world and in your own life. These readings prompt us to look within and take stock of how things are going, and equally important, to learn what is happening in others’ lives.
- **Shifting Sands.** Much has happened in the world in this past year. This session is designed to stimulate a discussion around what has shifted in your world, and how these changes affect you personally. How do you engage productively with the change you see in the world?
- **Finding Our Footing.** Times of change create opportunity to refresh, rethink and re-envision the work we do. This session will explore what that means for each of us, prompting us to reflect deeply upon choices we may be facing and to consider new approaches to addressing the challenges we face.
- **Moving Forward.** Our final session will create space to allow you to reflect on what you have learned this week, and what you take with you as you return home. What promptings do you have to act? What connections are you weaving that will provide you the community and inspiration you need as you move forward?

The Schedule: The week we have together will be very busy, full of various types of sessions and activities, new connections across the network, and of course, tons of fun. We pledge to start and finish every session on time. Please plan to be there promptly for every session with a hardcopy of your readings. During seminar sessions, we’ll ask you to turn off your phones and devices and be present not only in body, but in mind and spirit — that’s the Aspen way.

We look forward to seeing you very soon.

Stace Lindsay and the entire 2017 Resnick Aspen Action Forum Moderator Corps
Aspen Institute Moderators



There are four key ingredients to the success of any Aspen Global Leadership seminar. We need to have the right entrepreneurial participants, the right thought-provoking curriculum, and the right inspiring meeting space – but without the right moderators, all is for naught. This year, 30 moderators are participating at this summer's Action Forum. We're incredibly grateful to each – we simply could not offer this program without them.

MEET THE 2017 SEMINAR MODERATORS



JAMES ABRAHAM

Kamalnayan Bajaj Fellowship
Founder and Director, SolarArise
Gurgaon, India



SKIP BATTLE

Senior Moderator,
The Aspen Institute
Berkeley, CA United States



KEITH BERWICK

Senior Moderator,
The Aspen Institute
Santa Barbara, CA United States



ANGELA COBB

Pahara – Aspen
Education Fellowship
Chief Executive Officer,
FirstGen Partners
Chicago, IL United States



DIEGO DE SOLA

Central America
Leadership Initiative
Chief Executive Officer,
Inversiones Bolivar SA
San Salvador, El Salvador



JOHN DEASY

Pahara – Aspen
Education Fellowship
Chief Executive Officer, New Day
New Year and Reset
Santa Monica, CA United States



AMI DROR

Henry Crown Fellowship Program
Founder and Chief Executive Officer,
LeapLearner
Shanghai, China



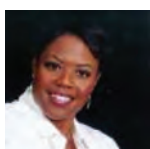
CHADIA EL MEOUCHI NAOUM

Henry Crown Fellowship Program
Managing Partner, Badri and Salim
El Meouchi Law Firm
Beirut, Lebanon



ADRIA GOODSON

Pahara – Aspen
Education Fellowship
Chief Program Officer,
The Pahara Institute
Woburn, MA United States



KAYA HENDERSON

Pahara – Aspen
Education Fellowship
Former Chancellor,
DC Public Schools
Washington, DC United States



MARGARITA HERDOCIA

Henry Crown Fellowship Program
President and Chief Executive
Officer, Renaissance Holdings
San Jose, Costa Rica



ALEX HERNANDEZ

Pahara – Aspen Education
Fellowship
Partner, Charter School
Growth Fund
Louisville, CO United States

**TONYA HINCH**

Henry Crown Fellowship Program
Managing Director, Henry Crown
Fellowship Program,
The AspenInstitute
Washington, DC United States

**MANOJ KUMAR**

Kamalnayan Bajaj Fellowship
Founder and Chief Executive
Officer, Naandi Foundation
Hyderabad, India

**OMOBOLA JOHNSON**

Africa Leadership Initiative –
West Africa
Partner, TLcom Capital LLP
Lagos, Nigeria

**DAVID LANGSTAFF**

Senior Moderator,
The Aspen Institute
Chairman, Monitor 360
Washington, DC United States

**STACE LINDSAY**

Henry Crown Fellowship Program
President, Fusion Venture Partners
Bozeman, MT United States

**LEIGHTON LORD**

Liberty Fellowship
Chairman, Nexsen Pruet, LLC
Columbia, SC United States

**MARIAM LUYOMBO**

Africa Leadership Initiative –
East Africa
Managing Director, Taibah Schools
Toronto, Canada

**DELE OLOJEDE**

Africa Leadership Initiative –
South Africa
Publisher and Chief Executive
Officer, NEXT
Johannesburg, South Africa

**MARGOT PRITZKER**

Trustee, The Aspen Institute
President and Founder,
WomenOnCall
Chicago, IL United States

**BRUCE ROBERTSON**

Africa Leadership Initiative –
South Africa
Founder and Chief Executive
Officer, Gulu Agricultural
Development Company
Durban, South Africa

**LUANNE RUNGE**

Liberty Fellowship
President and Chief Executive
Officer, Liberty Fellowship
Greenville, SC United States

**JOHN SIMPKINS**

Liberty Fellowship
Senior Lecturing Fellow,
Duke Law School
Washington, DC United States

**HEATHER SONN**

Africa Leadership Initiative –
South Africa
Managing Director, Gamiro
Investments
Cape Town, South Africa

**HARRY STRACHAN**

Moderator, The Aspen Institute
Managing Director,
Mesoamerica Investments
San Jose, Costa Rica

**DIANE TAVENNER**

Pahara – Aspen
Education Fellowship
Co-Founder and Chief Executive
Officer, Summit Public Schools
Mountain View, CA United States

**CHRIS VARELAS**

Moderator, The Aspen Institute
Partner, Riverwood Capital
Menlo Park, CA United States

**DAN VARNER**

Pahara – Aspen
Education Fellowship
Chief Executive Officer, Goodwill
Industries of Greater Detroit
Detroit, MI United States

**HILDEGARD VÁSQUEZ**

Central America
Leadership Initiative
Co-Founder and Head Architect,
Hache Uve. S.A.
Pamana City, Panama

**MICHELLE WILVER**

Henry Crown Fellowship Program
Chair, Health Innovators Fellowship
Board of Overseers
Lexington, MA United States

THE 2017 ACTION FORUM MODERATOR CORPS







ACTION WORKSHOPS

There are two Action Workshop formats that are offered this summer: **PEER CONSULTANCIES** and a new **ACTION GROUP** format.

Participants sign up ahead of time.

PEER CONSULTANCIES *Koch and Paepcke Buildings*



Peer Consultancies offer a tailor-made opportunity for participants to present a challenge they face with their venture to about 20 participants who serve as their personal “board of advisors.” Over the course of 90 minutes, using the Young Presidents’ Organization format for a consultancy, advisors offer probing questions, constructive feedback, and targeted advice on how to approach the challenge. These consultancies are designed not just to benefit the presenter, but also those serving as advisors through exposure to new problem sets applicable to their own situations, stimulate insights relevant to establishing and growing their own ventures, and help to forge connections among participants pursuing similar goals.

ACTION GROUPS *Doerr-Hosier Center*

To tackle social challenges, we need to understand the system, not just singular solutions. During this multi-day workshop, participants will work together to identify allies, resources, key issues, and innovative solutions to one of 10 different challenges. Participants will meet twice for 90 minutes, first on July 28 and again on July 30. Using an exercise called the “Impact Gaps Canvas,” they will map the landscape of a problem, understand existing solutions, and identify missing opportunities for positive change. Get ready to roll up your sleeves, break apart a challenge, zero in on opportunities for impact, and leverage the collective knowledge and resources of the Aspen Global Leadership Network.



PEER CONSULTANCIES

Consultancies use a protocol used by the Young President's Organization (YPO) to focus and guide the consultation. The key to this workshop's success is strict time management and succinctness.

Peer Consultancy Presenters have prepared a one-page summary explaining the nature of their challenge. Read these one page summaries **before** you arrive. These summaries are available in your online agenda and at the registration table in the Doerr- Hosier Center Lobby. No presentation or other handouts are allowed.

During the 90-minute session, moderators will guide the group through the protocol, watch the time and monitor the discussion.

PROCESS AND PROTOCOL

1. INTRODUCE PROTOCOL, IDENTIFY ROLES AND REVIEW NORMS (5 MINUTES)

The Moderator introduces him/herself; describes the protocol, the norms and introduces the Presenter.

2. PRESENTER GIVES AN OVERVIEW OF THE PROBLEM (10 MINUTES)

The Presenter introduces him/herself, gives a brief overview of the problem, describes the context, and frames a specific question for the consultancy group to consider. The problem framing and the quality of the Presenter's reflections on the issue being discussed are the key features of this protocol.

3. CONSULTANCY GROUP ASKS CLARIFYING QUESTIONS (5 MINUTES)

The consultancy group asks clarifying questions of the Presenter. These should be questions that have factual responses and can be answered with a yes or no, or a phrase or two. The Presenter responds briefly to each question.

4. CONSULTANCY GROUP ASKS PROBING QUESTIONS (10 MINUTES)

The consultancy group asks probing questions of the Presenter; open-ended, thought-provoking questions intended to help the Presenter clarify and expand his/her thinking around the question and challenge. The Presenter responds but the group does not discuss the answers. The Moderator ends this section by asking the Presenter to restate the question.

5. GROUP CONSULTS AND PRESENTER LISTENS (25 MINUTES)

The group discusses the issues presented and brainstorms solutions based on questions such as: What did we think about the questions and issues presented? What did we hear? What has the Presenter not considered? What are the gaps or issues that have not been examined? What challenges need to be resolved in order to address the larger issue? What are potential solutions? What are other organizations doing to address this issue? What are some examples of best practices? What are our recommendations for addressing this challenge? The conversation should include both "warm" and "cool" feedback and specific recommendations to address the challenge. The Presenter does not speak during this discussion, but instead listens and takes notes.

6. PRESENTER RESPONDS AND CONSULTANCY GROUP LISTENS (10 MINUTES)

The Presenter describes what he/she heard and what resonated, as well as his/her reactions to the proposed solutions and potential next steps.

7. MODERATOR LEADS A SHARED CONVERSATION (20 MINUTES)

The Moderator leads an open conversation about the issue. Team members can summarize responses to what the Presenter said, identify a common understanding of the problem and establish a timeline for the Presenter to implement some of the suggested strategies. The Presenter can respond to questions about whether the solutions presented will work in his/her particular context and what changes should be made to facilitate successful implementation.

8. MODERATOR LEADS A BRIEF DISCUSSION ON PROCESS (5 MINUTES)

The Moderator asks the group to reflect on the process: what did the team learn? What worked and what didn't work with the session and the protocol?

CHALLENGES BEING PRESENTED THIS YEAR INCLUDE:

ROTATION 1: FRIDAY, JULY 28

Launching a moonshot to recapture American patriotism and strengthen our decaying social fabric



CHALLENGE PRESENTER

JOE DANIELS

Henry Crown Fellowship Program
Former President and Chief Executive Officer,
National September 11 Memorial & Museum
New York, NY United States

Developing a sales and partnership strategy for an interactive online learning platform for early learners



CHALLENGE PRESENTER

AHMAD KIAROSTAMI

Middle East Leadership Initiative
Founder and Chief Executive Officer, Koantum
San Francisco, CA United States

Scaling a values-based leadership development program for young Hispanic leaders in South Carolina



CHALLENGE PRESENTER

ADELA MENDOZA

Liberty Fellowship
Executive Director, Hispanic Alliance
Greenville, SC United States

Growing a digital media platform committed to demystifying China and its multi-faceted society



CHALLENGE PRESENTER

BRIAN WONG

China Fellowship Program
Vice President, Alibaba Group
Hangzhou, China

ROTATION 2: SUNDAY, JULY 30

Launching a new movement for Los Angeles public schools based on children's right to quality education



CHALLENGE PRESENTER

BEN AUSTIN

Pahara – Aspen Education Fellowship
Board Member, Students Matter
Beverly Hills, CA United States

Designing a user-acquisition strategy for a daily email to create empathy among strangers in Latin America



CHALLENGE PRESENTER

JOHNNY BOSCHE

Central America Leadership Initiative
Founder, Chargello
Managua, Nicaragua

Building the infrastructure of a grassroots organization to connect and empower young women on a national scale



CHALLENGE PRESENTER

KIM KINGSLEY

Henry Crown Fellowship Program
Co-Founder and former Chief Operating
Officer, POLITICO
Washington, DC United States

Scaling a resource-intensive model to reach one million small dairy farmers



CHALLENGE PRESENTER

SRIKUMAR MISRA

Kamalayan Bajaj Fellowship
Founder and Chief Executive Officer,
Milk Mantra
Cuttack, India

ACTION GROUPS

A new format for 2017, Action Group Workshops will use the Impact Gaps Canvas to help participants move from “heropreneurship” to collective impact. Over two 90 minute sessions, participants will work through one of ten challenges to map the landscape of the current problem, explore existing solutions, and identify missing opportunities for impact and action.

WHY ACTION GROUPS

We’ve heard your feedback – you asked for greater opportunities and more curated ways to connect with others who want to tackle specific issues of shared interest. This year, we’re launching this new format in an effort to create the space for collaborative thinking and collective action.

As the Aspen Global Leadership Network increases in size and geographical scope, the potential for connectivity and shared impact does as well. Ensuring that we have an eye towards building together, rather than working in isolation or replicating efforts, we can have an impact that is greater than the sum of its parts.

Action Groups are designed to bring you together with others who share your interests to share knowledge, map your collective understanding of the system surrounding your chosen challenge, and set you up for future collaboration or collective action.

WHAT ARE THE GOALS

The goals for the workshop are to:

1. Learn more about your chosen challenge, the landscape of current solutions, and impact gaps.
2. Experience a high-speed version of an ecosystem mapping process that can be a useful tool for you and your team in the future in taking further action.
3. Connect with and learn from people from across the Network who have shared interests in order to foster possible future collaborations and action.

WHAT YOU SHOULD EXPECT

The Action Group workshops will use the Impact Gaps Canvas, a system mapping tool which gives you a chance to connect with others who are interested in the same issue and build the platform from which you can take further action. These sessions will be interactive working time to brainstorm creatively, research, collaborate, and populate the mapping tool.

While hackathons and start-up crash courses have gained popularity, we recognize that focusing on quick fixes or pinning individual solutions against each other won’t fix broken systems. By focusing on system mapping, we can encourage an understanding of a problem before trying to solve it. This process will help you understand what is already being tried and what’s worked and what hasn’t. It will help you improve your efforts and connect the dots across complex systems. It will enable you to look at the wider ecosystem of the problem and a more holistic network of solutions.

WHAT YOU SHOULD NOT EXPECT

Action Groups take place over two 90 minute sessions – a very brief time to spend together to tackle the task at hand. As such, keep in mind that:

1. You will not solve a complex challenge in this short time together. Rather we are hoping you might spark ideas and interest that can be taken further after this event – collectively or individually.
2. The speed with which we go through this process is not sufficient to fully flush out the group’s comprehensive understanding of the problem and current solutions. Our time together will be deliberately structured and constrained in focus and scope to fit our time frame. You could consider this process the starting point from which to expand later, or plan to use this process in a less time bound way with your teams to map out the ecosystem of your own challenges.

3. The outcomes of the Action Groups are not intended to mirror a hackathon or a venture accelerator. We don't expect that you will be able to design or prototype a solution in 72 hours. Instead, we are intentionally focusing upon mapping and building upon the vast and varied work already being carried out so that your future action might fill a gap within the existing system.

HOW YOU'LL SPEND YOUR TIME

The two-part workshop will occur on Friday, July 28 and Sunday, July 30. Participants meet twice for 90 minutes within their selected Challenge Cluster. Each **Challenge Cluster** has been further divided up into smaller **working groups** of 5-6 people for more intimate conversations and brainstorming. Each Challenge Cluster also has a **Challenge Framer** – an expert on the challenge area who serves as a provocateur and resource to support and spur on the group. On Saturday, July 29, we invite all participants to take a look at the work in progress and offer resources, contacts, ideas or advice.

SOME TIPS TO HELP GUIDE YOU

- **Unstick yourselves:** The Challenge Framer will give you a high-level idea of the topic, but you might want to set the boundaries in a different way – a different geography or subsector of the problem. That is fine, but don't spend too much time debating about which area or subtopic to focus on – or else you might never get out of the gate. Remember, you can always use this process again in the future if the topic chosen by the group does not align exactly with your interests. The sooner you can align on the problem, the further you can get in the impact mapping process.
- **Beware of confirmation bias:** Those who have worked in the chosen sector for the longest are the most likely to be locked into confirmation bias. If you hear yourself saying you know the most important issue here, or the solution, take a breath, and work on removing any confirmation bias you might have come in with. Just because someone doesn't have as much experience in the sector, doesn't mean they might not have the most poignant questions, so be open to embracing the diversity of the group.
- **Listen and watch for prompts:** When the bell rings, please listen up for an announcement and watch the screen for instructions. We know we might be rushing faster than you would like, but our goal is to get through the process and then you can take the work deeper as you see fit.
- **Keep a "parking lot":** Often times our brains jump to "solutions" because usually you are asked to come up with "solutions" in this type of process. It's natural that you or other members of your group might get side tracked into coming up with new solutions when you are meant to be understanding the problem or what is already being tried. Capture those thoughts in a parking lot space and then move on to the task at hand.
- **Capture your thoughts:** Ensure someone (or everyone) is capturing your learning on the sheets provided as they will need to be displayed between our sessions.
- **Tap into your group's skills:** You have identified on your badge the super powers that you uniquely use to take action in the world. Your group is curated to offer a diversity of perspectives and skills. Think about how those talents may help you during this process.
- **Let things simmer:** We have spaced the Action Groups across three days to help you process what you've heard and seek input from others. We know you will not have all the knowledge or answers on hand, and in fact, one of the most important outcomes of the process might be to identify the questions you still need to answer. Seek out expertise, ask questions of others in the room and beyond, use your devices during and after the session to plug any holes. Remember to work with fellow participants to keep the conversation going even after our time is up.

USING THE IMPACT GAPS CANVAS

The Impact Gaps Canvas is a simple design tool that helps you understand a social or environmental challenge, the current solutions and the impact gaps. It helps people learn about a problem before jumping in to try to solve it. The methodology is based on research done by Daniela Papi-Thorton at the Skoll Centre for Social Entrepreneurship. Her research showed that too much attention on starting new organizations and celebrating 'heropreneurs' can distract us from the real goal: not to create more founders, but to create more positive social impact.

The Impact Gaps Canvas can be found on the following pages: one with guiding questions to help move you through the exercise; a second blank one for you to take notes or to use afterwards.

ACTION GROUP CHALLENGE CLUSTERS



CHALLENGE FRAMER

Developing Virtuous Citizens

RAJ VINNAKOTA

Pahara – Aspen Education Fellowship
Executive Vice President, Youth & Engagement,
The Aspen Institute



CHALLENGE FRAMER

Unequal Access to Economic Opportunities

HILDEGARD VÁSQUEZ

Central America Leadership Initiative
Co-Founder and Head Architect, Hache Uve. S.A.



CHALLENGE FRAMER

The Global Refugee Crisis

CHADIA EL MEOUCHI NAOUM

Henry Crown Fellowship Program
Managing Partner, Badri and Salim El Meouchi Law Firm



CHALLENGE FRAMER

Civil Discourse in a Divided World

SHAMIL IDRIS

Skoll Awardee
President, Search for Common Ground



CHALLENGE FRAMER

Inclusive Entrepreneurship and Startup Ecosystems

AMI DROR

Henry Crown Fellowship Program
Founder & Chief Executive Officer, LeapLearner



CHALLENGE FRAMER

Truth & Reconciliation in America

NIKE IRVIN

Henry Crown Fellowship Program
Vice President, Programs, California
Community Foundation



CHALLENGE FRAMER

Financial Literacy and Education

JENNIFER SIMPSON

Managing Director, The Finance Leaders Fellowship
Program, The Aspen Institute



CHALLENGE FRAMER

From Reactive to Proactive Healthcare

DANIEL KRAFT

Health Innovators Fellowship
Faculty Chair, Medicine, Singularity University



CHALLENGE FRAMER

Policy and Behavior Change to Fight Climate Change

JAMES ABRAHAM

Kamalnayan Bajaj Fellowship
Founder and Director, SolarArise



CHALLENGE FRAMER

US Correctional and Criminal Justice System

JOHN DEASY

Pahara – Aspen Education Fellowship
Chief Executive Officer, New Day New Year
and Reset

CHALLENGE MAPPING

IMPACT GAPS CANVAS

A tool to help you understand a social or environmental challenge, the current solutions, and the impact gaps

Challenge title &
geographic focus:

IMPACT GAPS

MAP THE CHALLENGE LANDSCAPE:

What's happening, what are the numbers, and what's holding it in place? What assumptions about the challenge do you need to test?

GUIDING QUESTIONS:

HOW DO YOU DESCRIBE THE CHALLENGE:

How do those most impacted describe the challenge? What are the effects? How is this challenge related to other challenges?

WHAT IS THE IMPACT OF THE CHALLENGE:

What are the numbers? Who or what is impacted (where, how many, in what way)? What does the most up to date research say?

WHAT IS THE CAUSE OF THE CHALLENGE:

What is causing the challenge to persist? Who stands to benefit from the challenge continuing to persist?

WHAT IS THE HISTORY AND FUTURE OF THE CHALLENGE:

How has the challenge changed over time? What is the projected scope of the challenge in the future?

MAP THE IMPACT GAPS:

What is missing (specific regulations, education, knowledge sharing, new efforts, partnership etc) that would further link up the solutions and achieve greater collective impact?

GUIDING QUESTIONS:

WHERE ARE THE GAPS BETWEEN THE CHALLENGE AND SOLUTIONS:
Who or what is not being served and what is missing to bridge that gap? What actions can be taken to fill the gaps?

WHERE ARE THE GAPS WITHIN THE SOLUTIONS:

What is missing to join up the solutions and improve the impact of the current solutions landscape?

WHERE ARE THE UNADDRESSED OBSTACLES:

What is being overlooked? What are the unintended negative consequences of the existing efforts? What specific key opportunities could unlock future impact?

WHAT ARE THE KEY LESSONS LEARNED:

From your research and interviews, what key lessons could you share with anyone who wants to impact change in this sector? Where are the biggest opportunities for impact?

CHALLENGE LEARNING LOG & OPPORTUNITIES

What resources and people have you connected with to understand the challenge and solutions landscape? Who else do you need to speak with, or what further research do you need to look up, in order to fill in your knowledge gaps? How do those most impacted describe the challenge? What are the effects? How is this challenge related to other challenges?

MAP THE SOLUTIONS LANDSCAPE:

What is already being tried and what are the different models?

GUIDING QUESTIONS:

WHAT IS THE LOCAL SOLUTIONS LANDSCAPE

(the micro look):

What efforts are already being tried which could directly impact the challenge? What are the different models? How are they joined up, or not?

WHAT IS HAPPENING GLOBALLY:

(the macro look):

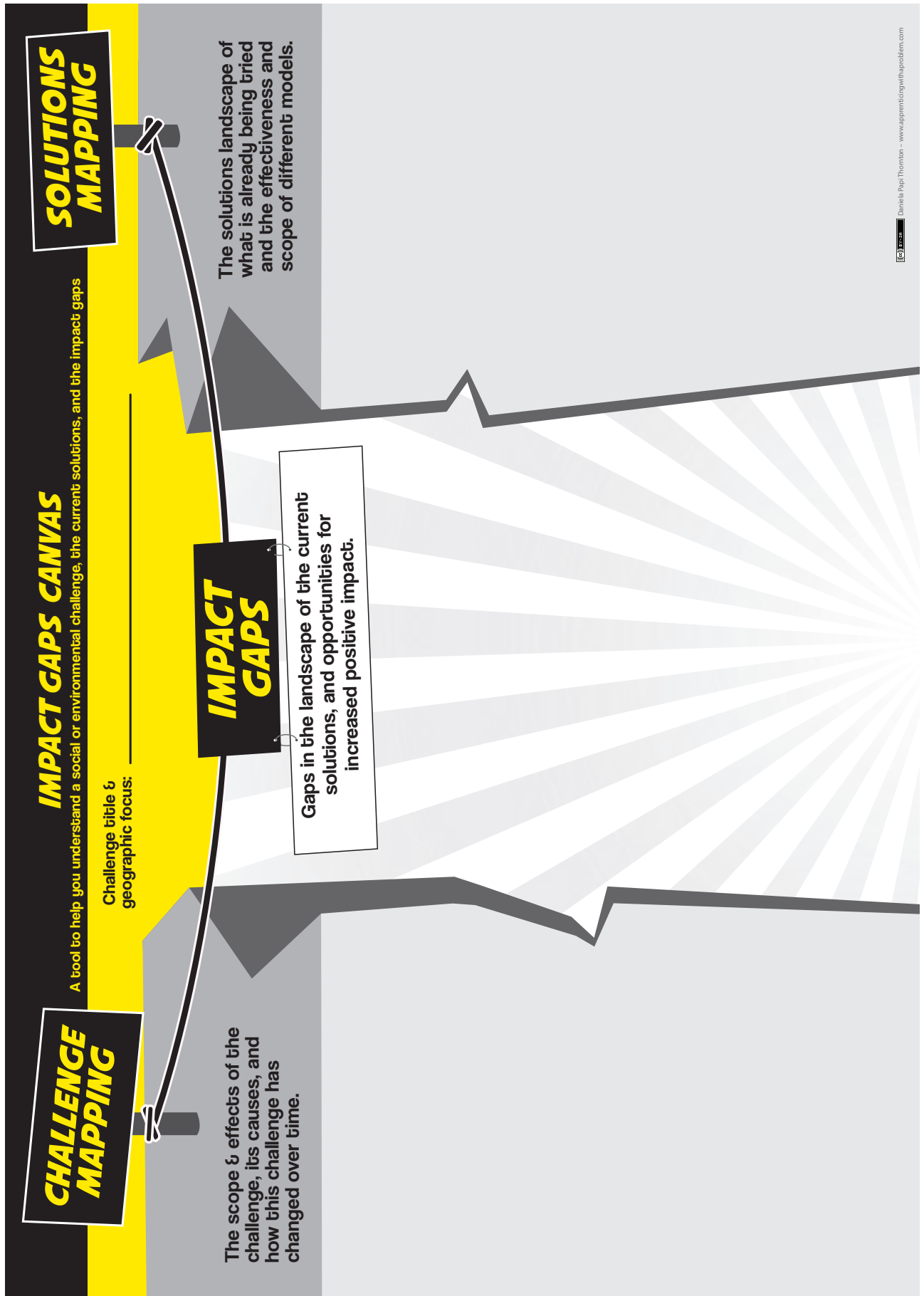
What models have been tried on similar issues around the world, or with tangential challenges? What models did they use?

WHAT'S WORKING:

And what's not? What do these efforts attribute as the cause of their successes and failures?

WHERE IS THE FOCUS AND THE FUTURE:

What parts of the challenge or specific populations/areas are being focused on, and which are being ignored? What is on the horizon that might impact collective solutions? What are the future scenarios?





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PERCY



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TOPICAL DIALOGUES

Crowd-sourced throughout the year, Topical Dialogues are created for participants, by participants.



These dialogues are different from typical “panel” discussions: featured individuals, called “Lead Discussants,” are there to set the stage for a full dialogue involving 15-25 participants. Each Lead Discussant has no more than 5 minutes to speak on the topic at hand, leaving a full hour for a wide ranging, highly interactive, moderated dialogue.

Due to space constraints, please only go to the topic you signed up for during registration. That topics are listed on your personal agenda on the backside of your badge and online.

ROTATION 1: SATURDAY, JULY 29

THE BUSINESS LEADERSHIP SERIES

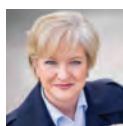
Board Leadership: Surfing in stormy seas

How do you exercise your leadership in the corporate boardroom? How did you first get there? Serving in a time of disruption, how do you keep your business at the crest of innovation? How are you and other board members maintaining your moral compass as you navigate issues of survival and growth?

PAEPCKE BUILDING: LIBRARY



MODERATOR
TONYA HINCH
Henry Crown
Fellowship Program
Managing Director,
The Henry Crown
Fellowship Program
Washington, DC
United States



LEAD DISCUSSANTS
COLLEEN BROWN
Henry Crown
Fellowship Program
Principal, Marca Global
Castle Rock, CO
United States



SHERRY LIN
China Fellowship Program
Managing Director,
Mousse Partners
Hong Kong, China



DELE LIU
China Fellowship Program
Vice Chairman,
Heyi Ventures
Beijing, China



SINDI MABASO KOYANA
Africa Leadership Initiative –
South Africa
Co-Founder and
Executive Chairperson,
Advanced Capital
Sandton, South Africa

THE BUSINESS LEADERSHIP SERIES

Business Re-Set: A new social contract?

What obligations do businesses have beyond those to their investors? What do obligations to their employees and to the communities where they operate look like? How have forces like globalization and automation changed this? What would you change and how can this be built into the business model? How does this apply to global companies? To whom are they responsible? And for what? Are you using your business platform to address social challenges? Could you be doing more?

PAEPCKE BUILDING: GALLERY



MODERATOR
REBECCA BLUMENSTEIN
Henry Crown Fellowship Program
Deputy Managing Editor,
The New York Times
Maplewood, NJ United States



LEAD DISCUSSANTS
CHRISTINA HENNINGTON
Henry Crown Fellowship Program
Senior Vice President Essentials,
Beauty and Wellness,
Target Corporation
Minneapolis, MN United States



JOSHIN RAGHUBAR
Africa Leadership Initiative –
South Africa
Executive Chairperson,
iKineo Ventures
Cape Town, South Africa



BRIAN WONG
China Fellowship Program
Vice President, Alibaba Group
Hangzhou, China

THE CORPORATE ATHLETE SERIES

Just Do It: Let's play basketball and discuss team leadership

The corporate athlete series engages your body and mind. The first half of the session will be a 30-minute co-ed basketball game; the second half a moderated dialogue focused on how sports can develop team leadership skills. What lessons did you learn through sports? How have you used your experience on sports teams to guide your leadership on professional teams? Time will be available at the start and end of the session to shower at the on-site locker room facilities in the Resnick-Malek Health Center.

RESNICK-MALEK GYMNASIUM



MODERATOR
WAYNE FRANKLIN
Health Innovators Fellowship
Director and Founder, Texas
Adult Congenital Heart
Program, Texas Children's
Hospital / Baylor College
of Medicine
Houston, TX United States

THE EDUCATION & LEADERSHIP SERIES

U.S. Education Re-Set: The future of stronger state policies

In the United States, states have revived power vs. the federal government in shaping public education for K-12. The new legislation places states squarely in the driver's seat by empowering them to develop their own accountability systems that measure student progress and affording them the authority to determine how best to improve student and school performance. In addition, the new federal administration is likely to refocus policies on multiple levels. How does this shift to the states empower those at the state level to create innovation and local accountability? As business leaders, what does this mean for you and your future workforce? What role should business leaders play as in ensuring the development of highly skilled workforce as government releases federal pressure for strong standards and accountability? What do leaders need from the education system both for their own children and for their workforce development?

ASPEN MEADOWS WELCOME CENTER: LOWER LEVEL RESTAURANT



MODERATOR

ADRIA GOODSON

Pahara – Aspen
Education Fellowship
Chief Program Officer,
The Pahara Institute
Woburn, MA United States



LEAD DISCUSSANTS

JOHN KING

Pahara – Aspen
Education Fellowship
President and Chief
Executive Officer,
The Education Trust
Washington, DC
United States



TERRY RYAN

Pahara – Aspen
Education Fellowship
Chief Executive Officer,
Bluum
Boise, ID United States



J.B. SCHRAMM

Pahara – Aspen
Education Fellowship
Managing Partner, Learn to
Earn fund at New Profit
Washington, DC
United States



ROSS WIENER

Executive Director, Education
and Society Program,
The Aspen Institute
Washington, DC
United States

THE ENVIRONMENTAL LEADERSHIP SERIES

Environment Re-Set: Are businesses suddenly off the hook?

Around the world, many recently elected leaders believe that there should be less environmental regulation of business. As business leaders, how onerous do you find existing environmental regulation? With the potential for less regulatory pressure from government, does the need for businesses to innovate more environmentally friendly products and services diminish? Is there anything that your business is doing that others might adopt? What does the election of this new wave of government leaders tell us about the relative importance of environmental issues for your fellow citizens?

ANDERSON PARK: THE BUCKMINSTER FULLER DOME



MODERATOR

CRYSTAL HAYLING

Henry Crown Fellowship Program
Managing Director, Environment
Leaders Fellowship,
The Aspen Institute
San Mateo, CA United States



LEAD DISCUSSANTS

LEIGHTON LORD

Liberty Fellowship
Chairman, Nexsen Pruet, LLC
Columbia, SC United States



DEE POON

China Fellowship Program
Chief Brand Officer, Esquel Brands
and Distribution
Hong Kong, China



JACOB NER-DAVID

Henry Crown Fellowship Program
Managing Partner, JND Associates
Israel

THE FINANCIAL LEADERSHIP SERIES

Finance Re-Set: Innovation for good

Bitcoin. Google Wallet. Crowdfunding. Social impact bonds. The finance sector is awash in innovation. What exactly are some of these new innovations? Can they be used to build a more just society? What additional innovation is needed in finance?

KOCH BUILDING: STRANAHAN ROOM



MODERATOR

CHRIS VARELAS

Moderator, The Aspen Institute
Partner, Riverwood Capital
Menlo Park, CA United States



LEAD DISCUSSANTS

PREMAL SHAH

Skoll Awardee
Co-Founder & President, Kiva.org
San Francisco, CA United States



SONAL SHAH

Henry Crown Fellowship Program
Executive Director, Georgetown
University, Beeck Center
Washington, DC United States



SHAMINA SINGH

Henry Crown Fellowship Program
President, Center for
Inclusive Growth, MasterCard
New York, NY United States

THE GREAT RE-SET LEADERSHIP SERIES

Values Re-Set

What are the core values of the Aspen Global Leadership Network? Are we committed to serving as the "Intergalactic Army of the Just?" Are we holding ourselves to any base standards of behavior? Are we simply observing with curiosity when bad things happen around us? We say our fellowships are designed to "cultivate courage." How courageous are you being?

DOERR-HOSIER CENTER: KAUFMAN ROOM



MODERATOR

SCOTT BUSH

Henry Crown Fellowship Program
Managing Director,
J.P. Morgan Asset Management
St. Louis, MO United States



LEAD DISCUSSANTS

TIM EL-HADY

Middle East Leadership Initiative
Managing Director, Middle East
Leadership Initiative
Egypt



DAVID WILLIAMS

Henry Crown Fellowship Program
Founder and Chief Executive Officer,
Care3
Los Angeles, CA United States



JENNIFER ZHU SCOTT

China Fellowship Program
Co-Founder and principal of
Radian Partners
Hong Kong, China

THE IDENTITY & LEADERSHIP SERIES

Truth and Reconciliation: Leadership lessons

How can whole societies establish a shared truth, reflect upon and own the impact, and then learn to forgive? What can we learn from the truth and reconciliation efforts in South Africa, Rwanda, Honduras and recently in Colombia? Where are similar efforts needed today? Given future trends, where might truth and reconciliation be needed in the future and how can we avoid the pitfalls now?

ASPEN MEADOWS WELCOME CENTER: BERNHARD ROOM



MODERATOR

HEATHER SONN

Africa Leadership Initiative –
South Africa
Managing Director,
Gamiro Investments
Cape Town, South Africa



LEAD DISCUSSANTS

MICHAEL ALLEN

Liberty Fellowship
Architect, McMillan Pazdan
Smith Architecture
Greenville, SC United States



LUIS JAVIER CASTRO

Central America Leadership Initiative
Founding Partner and Managing
Director, Mesoamerica Investments
San Jose, Costa Rica



GUGU SEPAMLA

Africa Leadership Initiative –
South Africa
Managing Director,
Barclays Bank (Africa)
Johannesburg, South Africa

THE LEADING ACROSS FAULT LINES SERIES *SPONSORED BY THE SKOLL FOUNDATION*

Proximate Leadership: Staying grounded

With all the benefits that come from successful leadership, how do you keep yourself grounded? Did you ever have your protective bubble pop? How do you strike a balance between giving your kids opportunity without sheltering them from the world around them?

KOCH BUILDING: LAUDER ROOM



MODERATOR

BRUCE ROBERTSON

Africa Leadership Initiative –
South Africa
Founder and Chief Executive Officer,
Gulu Agricultural
Development Company
Durban, South Africa



LEAD DISCUSSANTS

DEBBIE AUNG DIN TAYLOR

Skoll Awardee
Co-Founder,
Proximity Designs
Naypyidaw, Myanmar



ANGELA COBB

Pahara – Aspen
Education Fellowship
Chief Executive Officer, FirstGen
Partners LLC
Chicago, IL United States



EDWARD MAN

China Fellowship Program
Founder and Chief Executive Officer,
The Associates
Hong Kong, China

THE NEW GLOBAL REALITY SERIES

Business Re-Set: Just because we can, should we?

Our changing world is creating new opportunities for companies and individuals to do all sorts of things. But just because they can, does it necessarily follow that they *should*? Do companies owe any allegiance to the country where they were created? Should they think twice before moving operations or keeping profits offshore in search of lower wages or tax benefits? As pharmaceutical companies develop new treatments, do they have any responsibility to maintain affordable prices for patients? As artificial intelligence gives companies new insights into their consumers and users, what's the responsibility of these companies' leaders with regard to this information? What other questions merit asking about the responsibility of business leaders as technology and regulatory environments advance and change?

KOCH BUILDING: BOOZ ALLEN HAMILTON ROOM



MODERATOR

SKIP BATTLE

Senior Moderator,
The Aspen Institute
Berkeley, CA United States



LEAD DISCUSSANTS

SHERMAN BALDWIN

Henry Crown Fellowship Program
Managing Director, Accenture
Darien, CT United States



CYBELE BJORKLUND

Health Innovators Fellowship
Head of Policy, Sanofi
Bethesda, MD United States



RITA VÁSQUEZ

Central America Leadership Initiative
Sub-Director, La Prensa
Panama City, Panama

THE PUBLIC LEADERSHIP SERIES

Political Re-Set: The voters have spoken

Around the globe, the voters have spoken. Politics as usual isn't meeting their needs. The result: a wholesale rejection of traditional political leaders. Why did this happen? What now? What can we, as leaders, do to reestablish trust between government and its citizens?

KRESGE BUILDING: HINES ROOM



MODERATOR

BILL MAYER

Trustee, The Aspen Institute
Founder, Park Avenue
Equity Partners
Aspen, CO United States



LEAD DISCUSSANTS

JONATHAN GREENBLATT

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Anti-Defamation League
New York, NY United States



HANNO KEMP

Africa Leadership Initiative –
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Trustee, FUEL Trust,
Yellowoods, Social Investments
Gauteng, South Africa



SUGATA SRINIVASARAJU

Kamalnayan Bajaj Fellowship
Co-Founder and Vice Chairman,
Sunohscapes Radio Foundation
Bangalore, India

THE PUBLIC LEADERSHIP SERIES

Re-Set: Philanthropy

Who's responsible for helping those most at-risk as a result of the changes going on all around us? What's the role of philanthropy in helping people through The Great Re-Set? Are there particular areas where you believe philanthropy should be especially leaning in now? Is traditional philanthropy obsolete? Should it be? What's new in the world of giving? How do you give back? How are you leveraging the resources of your business or organization to support people for whom the social safety net is full of holes? At home, how are you teaching your children to give?

ASPEN MEADOWS WELCOME CENTER: PLATO'S RESTAURANT



MODERATOR

ERIC MOTLEY

Henry Crown Fellowship Program
Executive Vice President,
Institutional Advancement,
The Aspen Institute
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LEAD DISCUSSANTS

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Finance Leaders Fellowship
Managing Director, Private Wealth
Advisor, Morgan Stanley
San Francisco, CA United States



PAM LEWIS

Director, New Economy Initiative
Detroit, MI United States



CAREN YANIS

Principal, Croland Consulting
Chicago, IL United States

THE TECHNOLOGY & LEADERSHIP SERIES

Businesses that will blow your mind

Sail drones mapping the ocean floor. Panels harvesting water from thin air. Apps that let patients evaluate the safety of their own hospital care. Business leaders in the Aspen Global Leadership Network are on the cutting edge of new products and services that will fundamentally change the way we interact with nature and our institutions. What can we learn from these businesses? What more could Fellows be doing with their businesses to better the plight of humanity?

DOERR-HOSIER CENTER: CATTO ROOM



MODERATOR

STEPHEN DEBERRY

Henry Crown
Fellowship Program
Chief Investment Officer,
Bronze Investments
Mill Valley, CA United States



LEAD DISCUSSANTS

SEBASTIEN DE HALLEUX

Henry Crown
Fellowship Program
Chief Operating Officer,
Saildrone Inc
San Francisco, CA
United States



CODY FRIESEN

Henry Crown
Fellowship Program
Founder and Chief Executive
Officer, Zero Mass Water
Fort McDowell, AZ
United States



MARK LUNDSTROM

Henry Crown
Fellowship Program
Founder and CEO, Radia, Inc.
New York, NY United States



RUPAL PATEL

Health Innovators Fellowship
Founder and Chief Executive
Officer, VocaliD Inc.
Belmont, MA United States

ROTATION 2: SUNDAY, JULY 30

THE BUSINESS LEADERSHIP SERIES

Global Re-Set: What's on the horizon?

What will the world look like in 2050? How will changes in politics, finance, trade, climate and health impact our work and families? Might these changes be felt differently in various parts of the world? As you look to the future, how are you preparing yourself and your children for this new age?

PAEPCKE BUILDING: LIBRARY



MODERATOR

BILL MAYER

Trustee, The Aspen Institute
Founder, Park Avenue
Equity Partners
Aspen, CO United States



LEAD DISCUSSANTS

BRIZIO BIONDI-MORRA

Judge, The John P. McNulty Prize
President, AVINA
Santa Ana, Costa Rica



JULIAN MA

China Fellowship Program
Corporate Vice President, Tencent
Shanghai, China



ANN MEI CHANG

Henry Crown Fellowship Program
Former Chief Innovation Officer, U.S.
Global Development Lab at USAID.
San Francisco, CA United States

THE CORPORATE ATHLETE SERIES

Just Do It: Let's practice yoga and discuss mindfulness

The corporate athlete series engages your body and mind. The first half of the session will be a 30-minute, Fellow-led yoga session; the second half a moderated dialogue focused on the practice of meditation. Can you use meditation to be a more effective leader? Time is available at the start and end of the session to shower at the on-site locker room facilities in the Resnick-Malek Health Center.

RESNICK-MALEK GYMNASIUM



MODERATOR

HEATHER SONN

Africa Leadership Initiative –
South Africa
Managing Director,
Gamiro Investments
Cape Town, South Africa



LEAD DISCUSSANTS

BRICE HIPPI

Liberty Fellowship
Board Chair, Upstate Forever
Greenville, SC United States



KELLIE LEONARD

Henry Crown Fellowship Program
Vice President, Global Corporate
Communications, Nike
Portland, OR United States



THOMAS STEWART

Pahara – Aspen
Education Fellowship
President, Patten University
Oakland, CA United States

THE EDUCATION & LEADERSHIP SERIES

Developing Enlightened Citizens: What's the role of educators?

Educators may help individuals to fulfill their intellectual potential. Can they also help society to create a common set of values and norms to drive towards collective objectives? How do different societies, which may vary in their emphasis on the individual versus the collective approach this challenge? What is the responsibility of schools and their leaders to balance those two objectives and how can we accomplish that? How can leaders across different sectors work together to increase the likelihood that schools create the most good?

ANDERSON PARK: THE BUCKMINSTER FULLER DOME



MODERATOR

BETSY FLEMING

Liberty Fellowship
President Emerita, Converse College
Charlotte, NC United States



LEAD DISCUSSANTS

PATRICK AWUAH

Africa Leadership Initiative – West
Africa
Founder & President, Asheshi
University College
Accra, Ghana



RHONDA BROUSSARD

Pahara – Aspen
Education Fellowship
Founder, Beloved Community
New Orleans, LA
United States



STEFANIE SANFORD

Pahara – Aspen
Education Fellowship
Chief of Global Policy & External
Relations,
College Board
Seattle, WA United States

THE ENVIRONMENTAL LEADERSHIP SERIES

Environment Re-Set: Adapting to the new normal

Higher seas. Lower water tables. Suffocating smog. Communities across the globe are learning to adapt to a changing environment. How can we build cleaner and more adaptable societies? Where are leaders making substantial progress using their business, government or non-profit platforms? How can leaders from across sectors work together for the greatest impact?

DOERR-HOSIER CENTER: CATTO ROOM



MODERATOR

CRYSTAL HAYLING

Henry Crown Fellowship Program
Managing Director, Environment
Leaders Fellowship,
The Aspen Institute
San Mateo, CA United States



LEAD DISCUSSANTS

COLLIN O'MARA

Catto Fellowship
President and Chief Executive
Officer, National Wildlife Federation
Washington, DC United States



M. SANJAYAN

Catto Fellowship
Chief Executive Officer,
Conservation International
Washington, DC United States



TAO ZHANG

China Fellowship Program
Founder and Managing Director,
Dao Ventures
Beijing, China

THE FAMILY LEADERSHIP SERIES

Life Re-Set: Act Two

Sometimes you plan for it. Other times fortune deals you a great hand. But it's time for your second act in life. How do you think about what you'll do when success – or just smart planning – gives you the freedom to switch gears? If it's already happened, what did you do and how'd you make your decisions?

DOERR-HOSIER CENTER: KAUFMAN ROOM



MODERATOR

CHRISTY ORRIS

Henry Crown Fellowship Program
Principal, Peak to Peak Investing
Boulder, CO United States



LEAD DISCUSSANTS

DI-ANN EISNOR

Henry Crown Fellowship Program
Director of Growth, Waze / Google
Palo Alto, CA United States



DELE OLOJEDE

Africa Leadership Initiative -
South Africa
Publisher and Chief Executive
Officer, NEXT
Illovo, South Africa



MICHEL STONE

Liberty Fellowship
Author
Spartanburg, SC United States

THE FINANCIAL LEADERSHIP SERIES

Financial Regulation: Stranglehold or catalyst

Some feel that the financial sector is the grease that allows people to thrive and shouldn't be fettered. Others feel that it has preyed upon the unsuspecting who need protection. What do you think? Why?

PAEPCKE BUILDING: GALLERY



MODERATOR

JENNIFER SIMPSON

Managing Director, Finance Leaders
Fellowship, The Aspen Institute
Washington, DC United States



LEAD DISCUSSANTS

LORENA MADURO

Central American
Leadership Initiative
Corporate Manager- Credit Division,
Inversiones La Paz
Tegucigalpa, Honduras



PETER NDUATI

Africa Leadership Initiative -
East Africa
Chief Executive Officer,
Resolution Group Ltd
Nairobi, Kenya



IDA RADEMACHER

Executive Director, Financial Security
Program, The Aspen Institute
Washington, DC United States

THE GREAT RE-SET LEADERSHIP SERIES

Bubbles and Echo Chambers: Breaking out

Divisions are widening – urban and rural, rich and poor, opportunity and lack thereof. Many of us don't see or feel the extent of these disparities within the protection and comfort of our bubbles. How can we connect across divides to begin healthy, productive conversations? How can we make our societies more empathetic and equitable? What are some of the best practices you're seeing right now that we can incorporate into our own leadership at board tables, conference tables – and kitchen tables? If you have children, how are you handling discussions around divisiveness and civility?

KRESGE BUILDING: HINES ROOM



MODERATOR

MICHELLE WILVER

Henry Crown Fellowship Program
Chair, Health Innovators Fellowship
Board of Overseers
Lexington, MA United States



LEAD DISCUSSANTS

TRACY EPP

Pahara – Aspen
Education Fellowship
Chief Operating Officer and
Executive Vice President, National
Math Science Initiative
Richmond, VA United States



FORSAN HUSSEIN

Middle East Leadership Initiative
Managing Partner and Co-Founder,
Zaitoun Ventures
Haifa, Israel



PATRICK SPRINGHART

Health Innovators Fellowship
Chief of Urology, Greenville Health
System
Greenville, SC United States

THE HEALTH LEADERSHIP SERIES

The Future of Health: Just because we can, should we?

Innovations in health science mean we're on the verge of being able to do all sorts of new things. But just because we can, should we? Should human lifespans be extended to 125? 150? Indefinitely? Should the human genome be altered to ensure perfect babies? Is humanity ready for all of this innovation? Is the Earth? Are you?

ASPEN MEADOWS WELCOME CENTER: LOWER LEVEL RESTAURANT



MODERATOR

RIMA COHEN

Managing, Director, Health
Innovators Fellowship,
The Aspen Institute
Washington, DC United States



LEAD DISCUSSANTS

CATHY KENWORTHY

Health Innovators Fellowship
President and Chief Executive
Officer, Interactive Health
Chicago, IL United States



DANIEL KRAFT

Health Innovators Fellowship
Faculty Chair, Medicine,
Singularity University
Portola Valley, CA United States



CHRISTIAN MARIN MÜLLER

Central America Leadership Initiative
Chief Executive Officer, Speratum
Cancer Therapeutics
San Jose, Costa Rica

THE IDENTITY & LEADERSHIP SERIES

Migration Re-Set: Planes, trains, and rafts

Around the world, populations are relocating due to shifts in economic opportunities and to escape the despairs of war. Is it the responsibility of a nation to feed and shelter a young child halfway around the world? What if that child has just arrived on our beach as a refugee? Or what if she's already spent the first ten years of her life in our classrooms and parks but lacks a path to citizenship? How is the migration of people impacting your community or workplace?

ASPEN MEADOWS WELCOME CENTER: BERNHARD ROOM



MODERATOR

MARGARITA HERDOCIA

Henry Crown
Fellowship Program
President and Chief
Executive Officer,
Renaissance Holdings
San Jose, Costa Rica



LEAD DISCUSSANTS

LATOYA CANTRELL

Henry Crown
Fellowship Program
Council Member, District B,
New Orleans City Council
New Orleans, LA
United States



CHADIA EL MEOUCHI NAOUM

Henry Crown
Fellowship Program
Managing Partner, Badri and
Salim El Meouchi Law Firm
Beirut, Lebanon



TRICIA RAVENHORST

Liberty Fellowship
Director & Attorney,
Immigrant Victim Program,
South Carolina Victim
Assistance Network
Greenville, SC United States



CARLO VIVIANI

Catto Fellowship
Senior Economist for Greece,
The European Commission
Brussels, Belgium

THE INTERGENERATIONAL LEADERSHIP SERIES

Civic Re-Set: Youth and national service

Is it important for young people to be engaged in national service? Were you? What did you learn about citizenship? How can young people access these opportunities? Are there other ways youth can contribute now to strengthening our civic fabric? What would it take for more to do so? *Special Note: This session is an intergenerational dialogue that invites 16-18 year olds in the Action Forum Youth Camp to participate fully in the conversation.*

GROUP 1: BOETTCHER BUILDING: HARRIS ROOM



MODERATOR

STACE LINDSAY

Henry Crown Fellowship Program
President, Fusion Venture Partners
Bozeman, MT United States



LEAD DISCUSSANTS

LANA ABU-HIJLEH

Middle East Leadership Initiative
Country Director, West Bank and Gaza,
Global Communities
Palestine



STEPHANIE WU

Pahara - Aspen Education Fellowship
Chief Program and Evaluation Officer, City Year
Boston, MA United States

GROUP 2: KOCH BUILDING: STRANAHAN ROOM



MODERATOR

TONY KLEMMER

Aspen Teacher Leadership Fellow
Founder and President, NAATE Program
Newport, RI United States



LEAD DISCUSSANTS

ANAND SHAH

Kamalnayan Bajaj Fellowship
Senior Vice President, India and South Asia,
The Albright Stonebridge Group
Washington, DC United States



AL-ZAIN AL-SABAH

Middle East Leadership Initiative
Under-Secretary, Ministry of State
for Youth Affairs
Kuwait

THE LEADING ACROSS FAULT LINES SERIES SPONSORED BY THE SKOLL FOUNDATION

Creating Common Ground in a Polarized World

Many of us have the privilege, and challenge, of working in politically- and emotionally-charged environments where the stakes are high, and the work can be personally taxing. That work becomes even more difficult when fault lines and fissures emerge among and between team members, community members – and even family members. As leaders, how do we rise above the noise to rebalance and harmonize our voices for a common interest? How do we inspire and encourage deep thinking on the ways in which our communities, colleagues and families approach different viewpoints? Does that approach contribute to or detract from mutual respect and understanding? How can you lead across fault lines to a place of common ground and – in the process – generate more sustainable and durable outcomes for those you serve?

KOCH BUILDING: LAUDER ROOM



MODERATOR

SARAH BORGMAN

Director and Curator, Skoll World
Forum on Social Entrepreneurship,
The Skoll Foundation
Palo Alto, CA United States



LEAD DISCUSSANTS

SHAMIL IDRIS

Skoll Awardee
President, Search for
Common Ground
Washington, DC United States



SUZANNE MALVEAUX

Henry Crown Fellowship Program
National Correspondent, CNN
Washington, DC United States



JANE SAKS

Featured Artist,
The Resnick Aspen Action Forum
President and Artistic Director,
Project&
Chicago, IL United States

THE NEW GLOBAL REALITY SERIES

Global Re-Set: The rise of nationalism

What are the reasons for the rise of nationalism within countries? Is this a good thing or bad? How have the currents of nationalism already changed our world? What does the rise of nationalism mean for the future of China? Europe? South Africa? The United States? What does it mean for the relations between them all?

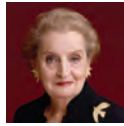
KOCH BUILDING: BOOZ ALLEN HAMILTON ROOM



MODERATOR

HILDEGARD VÁSQUEZ

Central America Leadership Initiative
Co-Founder and Head Architect,
Hache Uve. S.A.
Panama City, Panama



LEAD DISCUSSANTS

MADELEINE ALBRIGHT

Former U.S. Secretary of State
Trustee, The Aspen Institute
Washington, DC United States



AMI DROR

Henry Crown Fellowship Program
Founder and Chief Executive Officer,
LeapLearner
Shanghai, China



SHANE TEDJARATI

Henry Crown Fellowship Program
President, Global High Growth
Regions, Honeywell, Inc
San Francisco, CA United States

THE PUBLIC LEADERSHIP SERIES

Re-igniting Citizenship: Reviving the Moon shot

Fifty-five years later, President Kennedy's call to place a man on the Moon and return him safely to Earth remains one of the best examples of a leader inspiring citizens to work towards an ambitious goal. These days, it seems like our democracies are too broken to have a lofty national agenda. What issues need our collective engagement now? How can leaders unite citizens around common goals? How do you do it where you lead?

ASPEN MEADOWS WELCOME CENTER: PLATO'S RESTAURANT



MODERATOR

DAVID LANGSTAFF

Senior Moderator,
The Aspen Institute
Chairman, Monitor 360
Washington, DC
United States



LEAD DISCUSSANTS

BHARAVI JANI

Kamalnayan Bajaj Fellowship
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IEF Entrepreneurship
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BRETT JENKS

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JOSEPH KIM

Health Innovators Fellowship
President and Chief
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Inovio Pharmaceuticals,
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Harleysville, PA
United States



FUTHI MTOBA

Africa Leadership Initiative-
South Africa
Co-Founder, T
EACH South Africa
Cambridge, MA
United States

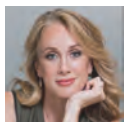
ROTATION 3: MONDAY, JULY 31

THE BUSINESS LEADERSHIP SERIES

The Business of Me: A personalized future

Over the last decade, the services we engage as consumers, learners and patients have become increasingly personalized. How has technology changed the way we purchase, learn, travel, absorb knowledge, and care for ourselves? What are the exciting developments coming our way that the world can benefit from? Are there downsides to the pervasiveness of technology and the new businesses it has spawned? Is the “all about me” trajectory a good or bad thing? How does it impact our connection to the broader community?

DOERR-HOSIER CENTER: KAUFMAN ROOM



MODERATOR

PAULINE BROWN

Henry Crown Fellowship Program
Senior Lecturer, Harvard Business
School, Harvard University
Manhasset, NY United States



LEAD DISCUSSANTS

NEIL GRIMMER

Henry Crown Fellowship Program
Founder and Chief Executive Officer,
Habit
Piedmont, CA United States



ASHIF MAWJI

Henry Crown Fellowship Program
Shareholder, Trust Science
Edmonton, Canada



GENE WADE

Pahara – Aspen
Education Fellowship
Co-Founder and Chief Executive
Officer, OneUni
Oakland, CA United States

THE EDUCATION & LEADERSHIP SERIES

Educating Individuals: Not one-size-fits-all

Education leaders are increasingly working to amend an industrial-age “one-size-fits-all” education system and reform it into one that personalizes the learning process. In books like the “End of Average,” by Todd Rose, we learn that anything designed for the “average person” ends up being designed for someone that does not exist in real life. How have you experienced the personalization of learning processes in your development as a leader? What does the data tell us about our own development as leaders and what we might create for those who will be leading our organizations and businesses in the future?

KOCH BUILDING: LAUDER ROOM



MODERATOR

KAYA HENDERSON

Pahara – Aspen
Education Fellowship
Former Chancellor,
DC Public Schools
Washington, DC United States



LEAD DISCUSSANTS

PATRICK AWUAH

Africa Leadership Initiative –
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Founder & President, Asheshi
University College
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ANA PONCE

Pahara – Aspen
Education Fellowship
Chief Executive Officer, Camino
Nuevo Charter Academy
Los Angeles, CA United States



DEVIN VODICKA

Pahara – Aspen
Education Fellowship
Superintendent, Vista Unified
School District
Oceanside, CA United States

THE FAMILY LEADERSHIP SERIES

Blended Families: Multi-cultural, multi-racial, multi-faith

Families are becoming increasingly diverse. How do you and your spouse embrace each other's identity and heritage? What traditions do you practice? How do you determine what's important and what's not? And if you have children, what traditions are you teaching them? When parents have different religious beliefs, how do you decide the path of your children? If your family doesn't practice religion, how do you include culture, tradition and a sense of community for you and your spouse as well as your children?

DOERR-HOSIER CENTER: CATTO ROOM



MODERATOR

KRISTE DRAGON

Pahara – Aspen
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Co-Founder and Chief Executive
Officer, Citizens of the World
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Los Angeles, CA United States



LEAD DISCUSSANTS

ARVIND MALHAN

Kamalnayan Bajaj Fellowship
Partner, New Silk Route Advisors
Bangalore, India



JEAN-CLAUDE BRIZARD

Pahara – Aspen
Education Fellowship
Partner and Vice President,
Cross & Joftus
Washington, DC United States



JENNIFER ZHU SCOTT

China Fellowship Program
Principal, Radian Partners
Hong Kong, China

THE GREAT RE-SET LEADERSHIP SERIES

Breaking News: Media world under assault

The world's free, open and objective media are facing challenging times. In some places, governments are increasingly restricting access to all but very limited sources, leaving consumers cut off from what's really happening. In others, the shift from print to digital is forcing massive and constant industry reorientation and reinvestment. In still others, readers are increasingly consuming their news through ever more narrow social media channels. What are the implications of these changes for media leaders? For well-informed citizens? How are you adapting? How do you stay informed? How are you teaching your children to consume and interpret the news?

PAEPCKE BUILDING: GALLERY



MODERATOR

WALTER ISAACSON

President and Chief Executive
Officer, The Aspen Institute
Washington, DC United States



LEAD DISCUSSANTS

REBECCA BLUMENSTEIN

Henry Crown Fellowship Program
Deputy Managing Editor,
The New York Times
Maplewood, NJ United States



SYLVIA GEREDA

Central America Leadership Initiative
Chief Executive Officer,
StreamGT Tecnomcom
Guatemala City, Guatemala



RITA VÁSQUEZ

Central America Leadership Initiative
Sub-Director, La Prensa
Panama City, Panama

THE HEALTH LEADERSHIP SERIES

Health Re-Set: Pills, plants, and prayers?

Health treatments are becoming more and more technologically advanced. Is medicine losing its humanity? Are ancient remedies obsolete? Is there a place for spirituality in healing?

KRESGE BUILDING: HINES ROOM



MODERATOR

SHIKHA SHARMA

Kamalnayan Bajaj Fellowship
Managing Director, Nutri-Health
Systems Private Limited
New Delhi, India



LEAD DISCUSSANTS

AMY CROCKETT

Liberty Fellowship
Physician, Department of Obstetrics
and Gynecology, Greenville Hospital
System University Medical Center
Piedmont, SC United States



PATRICK SPRINGHART

Health Innovators Fellowship
Chief of Urology, Greenville
Health System
Greenville, SC United States



NINIE YAN WANG

China Fellowship Program
Founder and Chief Executive Officer,
Pinetree Care Group
Beijing, China

THE IDENTITY & LEADERSHIP SERIES

Walking in Two Worlds: One day here, one day there

Many of us live in two or more worlds. We come from one place. We live in yet another. We work in yet another. Do these worlds ever conflict? How do you embrace and learn from each? Do you find yourself wearing a mask? Why?

ASPEN MEADOWS WELCOME CENTER: BERNHARD ROOM



MODERATOR

DELE OLOJEDE

Africa Leadership Initiative –
South Africa
Publisher and Chief Executive
Officer, NEXT
Johannesburg, South Africa



LEAD DISCUSSANTS

ALI MUFURUKI

Henry Crown Fellowship Program
Chairman and Chief Executive
Officer, Infotech Investment
Group Ltd.
Dar Es Salaam, Tanzania



CHRIS PLUTTE

Pahara – Aspen
Education Fellowship
Co-Founder & Executive Director,
Global Nomads Group
New York, NY United States



DEE POON

China Fellowship Program
Chief Brand Officer, Esquel Brands
and Distribution
Hong Kong, China

THE INTERGENERATIONAL LEADERSHIP SERIES

How Could You?: What will future generations condemn us for?

Have we been derelict in our leadership? What messes have we left for our kids to clean up? Is it too late? How can we create cross-generational leadership? *Special Note: This session is an intergenerational dialogue that invites 16-18 year olds in the Action Forum Youth Camp to participate fully in the conversation*

GROUP 1: ANDERSON PARK: THE BUCKMINSTER FULLER DOME



MODERATOR

ARTURO CONDO

Central America Leadership Initiative
President, EARTH University
Alajuela, Costa Rica

GROUP 2: BOETTCHER BUILDING: HARRIS ROOM



MODERATOR

ANNE MOSLE

Vice President and Executive
Director, Ascend, The Aspen Institute
Washington, DC United States

THE LEADING ACROSS FAULT LINES SERIES SPONSORED BY THE SKOLL FOUNDATION

Global Economic Inequality

How do we confront increasing economic inequality? Nearly three-quarters of the world's adults own under \$10,000 in wealth and hold only 3% of global wealth. How do we create economic opportunity for everyone? Should wealth be redistributed? How? Can this be done without stifling incentives to create wealth in the first place? What are you doing within your own organization and family to create a more equitable society? Could you do more?

KOCH BUILDING: BOOZ ALLEN HAMILTON ROOM



MODERATOR

ELLIOT GERSON

Executive Vice President,
Policy Programs,
The Aspen Institute
Washington, DC
United States



LEAD DISCUSSANTS

SUSAN COLBY

Pahara – Aspen
Education Fellowship
Chief Executive Officer,
ImagineX Global
San Francisco, CA
United States



SEAN HINTON

Henry Crown
Fellowship Program
Chief Executive Officer,
Soros Economic
Development Fund
Oxford, United Kingdom



KOLA MASHA

Skoll Awardee
Managing Director,
Babban Gona
Lagos, Nigeria



SHAMINA SINGH

Henry Crown
Fellowship Program
President, Center for
Inclusive Growth, MasterCard
New York, NY United States

THE NEW GLOBAL REALITY SERIES

Global Re-Set: Are we to blame?

It's been a tumultuous year. Few among us can honestly say we foresaw what was coming, whether in the US or Europe or China or beyond. A famous comic strip character once said "we have met the enemy and he is us." Can we look in the mirror unblinkingly and say "we did our part." What, if anything, did we do wrong? Is a course adjustment in order? What does it look like?

KOCH BUILDING: STRANAHAN ROOM



MODERATOR

MARGOT PRITZKER

Trustee, The Aspen Institute
President and Founder,
WomenOnCall
Chicago, IL United States



LEAD DISCUSSANTS

BONNIE CHAN WOO

China Fellowship Program
Chairman and Chief Executive
Officer, Icicle Group
Hong Kong, China



JOHN DEASY

Pahara - Aspen
Education Fellowship
Chief Executive Officer, New Day
New Year and Reset
Santa Monica, CA United States



AHMAD KIAROSTAMI

Middle East Leadership Initiative
Founder and Chief Executive Officer,
Koantum
San Francisco, CA United States

THE PUBLIC LEADERSHIP SERIES

Governance Re-Set: Is democracy outmoded?

The ideal of democracy sounds and feels so good. The governed should always have a say in who governs them and how. But are the people always able to make rational choices that balance both short- and long-term interests? Are their designated representatives any better? Is it heresy to think about other structures? As we look around the world, what seems to work best? By what measure? How can democracy be strengthened as a system? What's our collective role in strengthening it? What's **your** role?

ASPEN MEADOWS WELCOME CENTER: PLATO'S RESTAURANT



MODERATOR

HARRY STRACHAN

Moderator,
The Aspen Institute
Managing Director,
Mesoamerica Investments
San Jose, Costa Rica



LEAD DISCUSSANTS

JAMES ABRAHAM

Kamalnayan Bajaj Fellowship
Founder and Director,
SolarArise
Gurgaon, India



LANA ABU-HIJLEH

Middle East
Leadership Initiative
Country Director, West
Bank and Gaza, Global
Communities
Palestine



JASON ATKINSON

Rodel Fellowships in
Public Leadership
Filmmaker, Author,
Public Servant
Central Point, OR
United States



DELE LIU

China Fellowship Program
Vice Chairman, Heyi
Ventures
Beijing, China

THE PUBLIC LEADERSHIP SERIES

Leaning In: Leading against headwinds

With all the re-setting that has taken place, how do you avoid a slide into cynicism and inaction? How do you recharge and recommit when your work and legacy appear in jeopardy?

PAEPCKE BUILDING: LIBRARY



MODERATOR

DAN VARNER

Pahara – Aspen
Education Fellowship
Chief Executive Officer, Goodwill
Industries of Greater Detroit
Ypsilanti, MI United States



LEAD DISCUSSANTS

NABEEL ABU ATA

Middle East Leadership Initiative
Founder, 101 For Amman
Amman, Jordan



CYBELE BJORKLUND

Health Innovators Fellowship
Head of Policy, Sanofi
Bethesda, MD United States



CAPRICE YOUNG

Pahara – Aspen
Education Fellowship
Chief Executive Officer,
Magnolia Public Schools
Los Angeles, CA United States

THE TECHNOLOGY & LEADERSHIP SERIES

The Future of Technology: Just because we can, should we?

Are there things we're doing with technology that maybe we shouldn't? Automation can increase efficiency and accuracy; but what about the jobs it displaces? Uploading your vital health stats through that app can help you ensure you're getting enough exercise; but is it a smart idea? Is the flourishing of artificial intelligence a pure good? Are these questions just for Luddites?

ASPEN MEADOWS WELCOME CENTER: LOWER LEVEL RESTAURANT



MODERATOR

KIM POLESE

Henry Crown Fellowship Program
Chairman, CrowdSmart
Burlingame, CA United States



LEAD DISCUSSANTS

JULIAN MA

China Fellowship Program
Corporate Vice President, Tencent
Shanghai, China



ELIE WURTMAN

Middle East Leadership Initiative
Partner, PICO Venture Partners Org
Israel



PETER HIRSHBERG

Henry Crown Fellowship Program
Chairman; Maker City Project
San Francisco, CA United States

Laudato Si

THE Pope's Rx FOR **REVOLUTION**

— IN A TIME OF CRISIS

SCIENCE AND
TECHNOLOGY
ARE NOT NEUTRAL

PRO

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IFICATION

ch'

AND THEY'RE INEXTRICABLY
LINKED



SUP
DEV

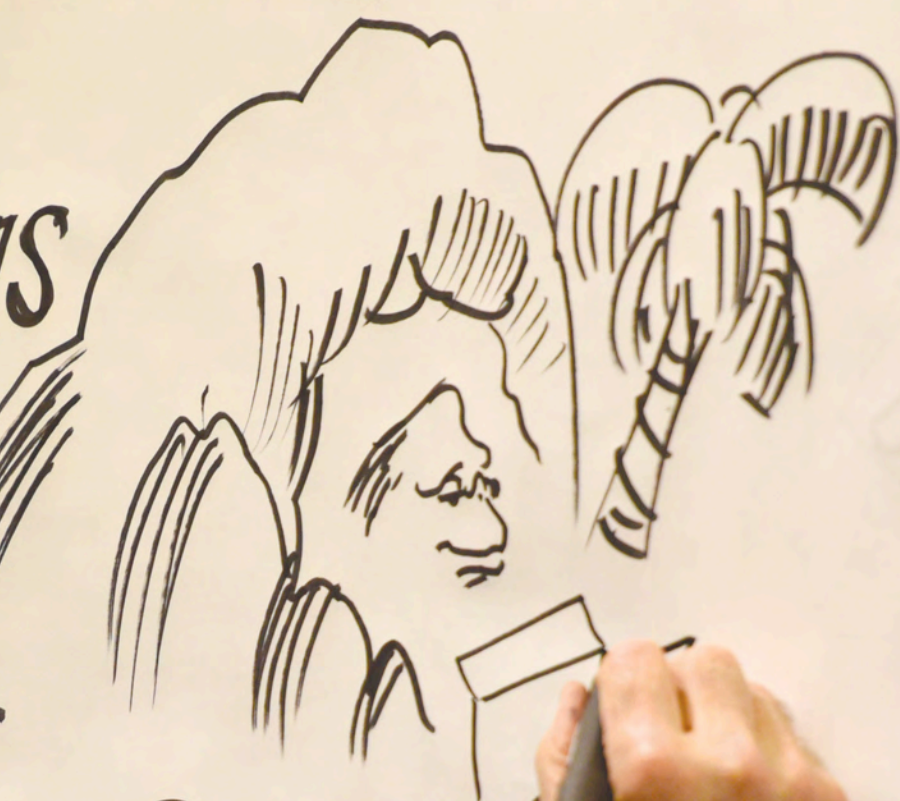
AT WHAT
POINT DO WE
TRUST GOVT?
OVER C?

— Where do we
put our faith?!

DONT AS



by Pope Francis



..Reflect..
BA

SAVE THE DATES

JULY 25 – 29, 2018 & JULY 24 – 28, 2019

RESNICK ASPEN ACTION FORUM

2018

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2019

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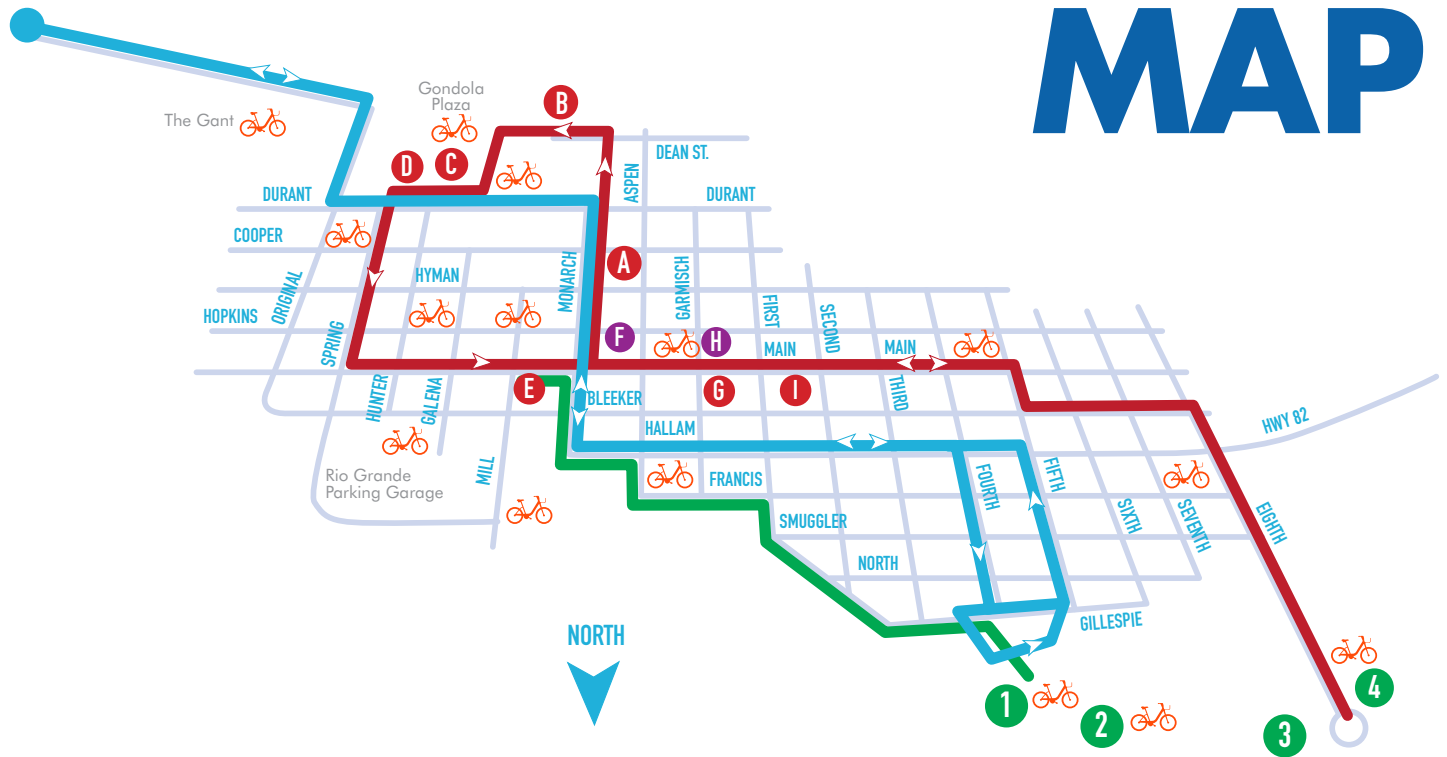
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A large grid of small dots arranged in 20 rows and 40 columns, intended for handwritten notes.

A large grid of dots for taking notes, consisting of 20 columns and 30 rows of small, evenly spaced dots.

ASPEN MAP



Aspen Pedestrian/Bike Way System

Route to Benedict Music Tent and Aspen Institute campus.

FREE Cross-Town Shuttle

7:54 AM - 8:36 PM daily

Every 30 minutes, the RFTA Cross-Town Shuttle provides FREE transportation to and from downtown Aspen to the Aspen Institute campus and Music Tent. The bus stop is in the main Music Tent parking lot.

OUTBOUND

From Rubey Park (downtown Aspen) to Harris Hall at the Aspen Institute campus at :06 and :36 past each hour.

INBOUND

From Harris Hall at the Aspen Institute campus to Rubey Park at :15 and :45 past each hour. **Call 970-925-8484 for more information.**

Action Forum Shuttle

Shuttles will run on a continuous loop to and from the Aspen Institute campus in the mornings and evenings, July 28-31, stopping at the Limelight Hotel, St. Regis Hotel, the Gondola Plaza bus stop, The Little Nell, The Hotel Jerome, etc...

● Purple dots indicate venues and landmarks that are not shuttle stops.



WE-cycle Bike Share

WE-cycle, Aspen's community bike-share program, features 100 bikes and 16 stations open 24/7. Designed for quick point-to-point trips, WE-cycle makes pedaling a fast, easy, and fun way to get around town. Visit the registration desk in the Barksdale Lobby for more details on WE-cycle passes or call 970-205-9222 for more information.

Benedict Music Tent 1

Paepcke Auditorium 2

Doerr-Hosier Center 3

**Aspen Meadows
Reception Center** 4

Limelight Hotel A
355 S Monarch St

St. Regis B
315 E Dean St

Gondola Plaza Bus Stop C
in front of The Little Nell

The Little Nell D
675 E Durant Ave

The Hotel Jerome E
330 E Main St

Explore Booksellers F
221 E Main St

Hotel Aspen G
110 W Main St

Molly Gibson Lodge* H
101 W Main St

Annabelle Inn I
232 W Main St

*Guests staying at the Molly Gibson Lodge can catch the shuttle across the street at the Hotel Aspen.

ASPEN MEADOWS MAP

- 1 ASPEN MEADOWS RECEPTION CENTER**
Plato's, Meadows Restaurant, Hefner Lounge, Merrill Patio, Bernhard
- 2 RESNICK-MALEK HEALTH CENTER**
- 3 DOERR-HOSIER CENTER**
Registration, McNulty, Kaufman, Catto, Resnick Gallery, Isaacson Room
- 4 MARBLE GARDEN: THE HUB**
The Network Bar, Espresso Bar, Oxygen Bar, Community Board
- 5 KRESGE BUILDING**
Hines
- 6 GREENWALD PAVILION**
- 7 KOCH SEMINAR BUILDING**
Booz Allen Hamilton, Lauder, Stranahan
- 8 BUCKMINSTER FULLER DOME**
- 9 MAYER PATIO**
- 10 WALTER PAEPCKE MEMORIAL BUILDING**
Auditorium, Gallery, Library
- 11 BOETTCHER SEMINAR BUILDING**
Dingman, Hudson, Harris



WE CYCLE
Bicycle Share
Station



SHUTTLE STOP
See transportation
guide

— 5K/10K ROUTE

