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The Aspen Institute

MEETING

JULY 26, 1990

10:00 A.M.

EAST SEMINAR ROOM

DAVID T. MCLAUGHLIN, PRESIDENT, THE ASPEN INSTITUTE

MONA CHAMBERLAIN, EXECUTIVE ASSISTANT TO THE PRESIDENT

CHRISTOPHER MAKINS, VICE PRESIDENT, POLICY PROGRAMS

KEITH MCKEOWN, DIRECTOR OF COMMUNICATIONS

**KING WOODWARD, DIRECTOR OF CONFERENCES, THE ASPEN
INSTITUTE AT ASPEN**

CATHY ZAMBETTI, 40TH ANNIVERSARY CONFERENCE MANAGER

*** * * ***

**EDWARD SWEENEY, DIRECTOR OF OPERATIONS,
MUSIC ASSOCIATES OF ASPEN**

**TIM BORGERDING, TENT MANAGER,
MUSIC ASSOCIATES OF ASPEN**



The Aspen Institute

1991 Seminar Program Schedule

Executive Seminar

An educational program for leaders of all professions that uses great classics as a beginning point for intensive discussions. Concepts vital to individuals, corporations, and society are explored. Central are the themes of democracy, freedom, economic equity, justice, and ethical conduct on the private, corporate, and state levels. Readings include works by Aristotle, Plato, The Bible, Machiavelli, Locke, Adam Smith, Hamilton, Jefferson, Martin Luther King, Jr., Virginia Woolf, John Gardner, and Vaclav Havel.

Two Weeks		Nine Days		One Week	
June 30-July 13	Aspen	Feb. 23-Mar. 3	Aspen	May 5-11	Wye
July 14-27*	Aspen			July 7-13	Aspen
July 28-Aug. 10	Aspen			Sept. 29-Oct. 5	Wye
Aug. 11-24	Aspen			Oct. 13-19*	Wye
Oct. 20-Nov. 2	Wye				

*This seminar open to President and CEO level executives only.

Seminar Fees	Two Weeks		Nine Days	One Week	
	Aspen	Wye		Aspen	Aspen
Individual participant	\$5,100	\$4,800	\$4,200	\$3,400	\$3,200
Participating spouse or guest	\$2,800	\$2,800	\$2,700	\$1,900	\$1,900
Auditing spouse or guest	\$1,300	\$1,300	\$1,100	\$900	\$ 900

Corporation in Contemporary Society

This seminar focuses on an in-depth examination of the role of the corporation in society, highlighting major contemporary challenges and dilemmas facing senior corporate officers. Using a combination of the best of classic and contemporary readings, discussions address questions such as: How do corporations meet conflicting demands from environmentalists, community representatives, and government at all levels, while managing their enterprises in the most creative and cost-efficient way?

July 21-27 Aspen

Seminar Fees

Individual participant	\$3,400
Participating spouse or guest	\$1,900
Auditing spouse or guest	\$900

Comparative Cultures and Traditions, East and West

A special topic seminar for Western and Eastern leaders, comparing the sources of values of these two civilizations and examining the impact on contemporary relations between the cultures. Classical writings from Western thought are compared with classics of Confucian and Buddhist cultures of East Asia. Special sessions are devoted to those values and cultural elements that are unique to East or West.

August 18-24 Aspen

Seminar Fees

Individual participant	\$3,400
Participating spouse or guest	\$1,900
Auditing spouse or guest	\$900

21st Century Leaders Program

A three-part educational experience for men and women now moving into general management in business, government and other sectors. Topics include comparative Eastern and Western cultures, ethics, science, technology and human values, the environment, diversity and leadership. As with the traditional seminars, readings from classical and contemporary thinkers provide a beginning point for discussion.

First Session: September 20-29, 1991 Wye Center
Second Session: 1992 (date to be determined) Aspen
Third Session: 1993 (dates and location to be determined)

Seminar Fees (three sessions inclusive)

Individual participant	\$13,500
Participating spouse or guest	\$9,500
Auditing spouse or guest	\$3,500

Consortium Executive Seminar

This program is the Executive Seminar offered on a consortium basis with four or five organizations each sending three to five participants. This arrangement encourages exchange of ideas across organizations while allowing for team building among each group's managers.

Feb. 10-15 Sanibel Island, Florida*
June 30-July 5 Aspen
May 5-10 Wye Center
Oct. 20-25 Wye Center

Seminar Fees	Aspen	Wye
Individual participant	\$2,900	\$2,700
Participating spouse or guest	\$1,600	\$1,600
Auditing spouse or guest	\$750	\$750

*Sanibel Island fees to be announced.

Justice and Society Seminar

This seminar offers the opportunity to re-examine what we mean by "justice" through the reading and discussion of classical writings on justice, evocative works of creative literature and contemporary cases. Participants include business executives, judges, lawyers in the private and public sector, journalists, corrections officials, academics and others with an interest in the justice system.

July 13-20 Aspen
July 20-27 Aspen
Aug. 11-24 Aspen

Seminar Fees	Two Weeks	Eight Days
Individual participant	\$5,100	\$3,900
Participating spouse or guest	\$2,800	\$2,200
Auditing spouse or guest	\$1,300	\$1,000

Seminars Moderated by Mortimer J. Adler:

Truth in Religion

Based on Dr. Adler's book, *The Plurality of Religions and the Unity of Truth*, discussions cover areas such as the restriction of pluralism, the logic of truth, and the study of religion.

April 29-May 2 Wye Center

Seminar Fees	
Individual participant	\$1,000
Participating spouse or guest	\$600
Auditing spouse or guest	\$350

Major Ethical Problems

This seminar deals with pleasure, money, fame and power, love and liberty, moral virtue, and wisdom — things that represent the chief ethical problems for almost everyone. Based on a set of readings, the aim of the seminar is to move from the concrete particulars of the moral problems all of us confront to the general principles that throw light on them and provide us with guidance in the conduct of our lives.

July 14-20 Aspen

Seminar Fees	
Individual participant	\$3,400
Participating spouse or guest	\$1,900
Auditing spouse or guest	\$900

Democracy and Socialism

Based on the reading of Dr. Adler's book, *Haves Without Have Nots*, discussions cover areas such as the end of the conflict between capitalism and communism, a disputation on the future of democracy, and the lessons to be learned.

August 4-10 Aspen

Seminar Fees

Individual participant	\$3,400
Participating spouse or guest	\$1,900
Auditing spouse or guest	\$900

Note: Fees for all seminars include the cost of tuition, lodging, meals, and the seminar readings which are sent to participants well in advance of the seminar. The Aspen Institute reserves the right to change, with notice, the dates and fees of its seminars and programs.

July 9, 1990

THE ASPEN INSTITUTE

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Spring 1990



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RENEWAL: LEADERSHIP AND VALUES FOR THE 21st CENTURY

Thursday, August 2, 1990

4:00 p.m.

The Music Tent

Introductory Session: The Aspen Institute at Forty

Music by the American Brass Quintet

Chair: David T. McLaughlin, President, The Aspen Institute

John J. Phelan, Jr., Chairman, Board of Trustees, The Aspen Institute

Roy Romer, Governor of Colorado

Michael I. Sovern, President, Columbia University

Mortimer J. Adler, Director, Institute for Philosophical Research

Presentation of the Distinguished Leadership Award to President Bush

Ann Frasher Hudson

Introduction of President Bush

Lodwick M. Cook, Chairman and CEO, ARCO

Keynote Address

President George Bush

Friday, August 3, 1990

9:00 a.m.

Paepcke Auditorium

Plenary Session 1: Rebuilding the U.S. National Community

Chair: **Bill Moyers**, Public Affairs TV

John J. Phelan, Jr., Chairman and CEO, New York Stock Exchange, Inc.

L. Douglas Wilder, Governor, Commonwealth of Virginia

Gloria Molina, Member, Los Angeles City Council

Albert Shanker, President, American Federation of Teachers

Donald E. Petersen, Former Chairman and CEO, Ford Motor Company

Richard D. Lamm, Director, Center for Public and Contemporary Issues, University of Denver

2:30 p.m.

Working Group Sessions: Domestic Issues

Education and Economic Competitiveness

West Seminar Room

Chair: **Ernest L. Boyer**, President, Carnegie Foundation
for the Advancement of Teaching

William P. Hobby, Lieutenant Governor of Texas

Albert Shanker, President, American Federation of Teachers

Poverty and the Underclass

Laughlin Commons

Chair: **Solomon D. Trujillo**, Vice President and General Manager, US WEST Communications

Mary Jo Bane, John F. Kennedy School of Government, Harvard University

Douglas J. Besharov, Director of Social Policy Studies, American Enterprise Institute

Health Care

Kresge Conference Room

Chair: **Charles C. Edwards**, President, Scripps Clinic and
Research Foundation

David U. Himmelstein, Chief, Division of Social and Community Medicine, Cambridge
Hospital, Harvard Medical School

Alain C. Enthoven, Marriner F. Eccles Professor of Public and Private Management, Graduate
School of Business, Stanford University

Saturday, August 4, 1990

9:00 a.m.

Paepcke Auditorium

Plenary Session 2: Shaping a New Global Community

Chair: Barbara Walters, ABC News

Paul A. Volcker, Chairman, James D. Wolfensohn Inc.
Ivan Berend, Former President, Hungarian Academy of Sciences
Olara A. Otunnu, President, International Peace Academy
Nafis Sadik, Executive Director, U.N. Fund for Population Activities
Kiichi Miyazawa, Member, House of Representatives of Japan
Giorgio La Malfa, General Secretary, Italian Republican Party

2:30 p.m.

Working Group Sessions: International Issues

Transforming Post-Communist Societies

West Seminar Room

Chair: Joseph S. Nye, Jr., Director, Center for Science and
International Affairs, Harvard University

Rita Klimova, Ambassador of the Czech and Slovak Federal Republic
Robert Legvold, Director, Harriman Institute for Advanced Study of the Soviet Union,
Columbia University

Global Environment

Kresge Conference Room

Chair: Tim Wirth, U.S. Senator, Colorado

Jessica Tuchman Mathews, Vice President, World Resources Institute
Thomas G. Schelling, John F. Kennedy School of Government, Harvard University

Social and Economic Development in the Developing Countries

Laughlin Commons

Chair: Robert S. McNamara, Former President, The World Bank Group

Barber B. Conable, President, The World Bank Group
Sir Shridath Ramphal, Former Secretary-General of the Commonwealth
Paul S. Sarbanes, U.S. Senator, Maryland

Sunday, August 5, 1990

8:00 a.m.

Paepcke Auditorium

Plenary Session 3: Working Group Reports

Chairs: Bill Moyers, Public Affairs TV

Barbara Walters, ABC News

Reports of the Working Group Chairs

10:00 a.m.

The Music Tent

Closing Session

Music by the American Brass Quintet

Chair: Leonard A. Lauder, President and CEO, Estée Lauder Companies

Presentation of the Statesman Award to Prime Minister Thatcher

**John J. Phelan, Jr., Chairman of The Aspen Institute Board of Trustees; Chairman and CEO,
New York Stock Exchange, Inc.**

Introduction of Prime Minister Thatcher

Henry E. Catto, U.S. Ambassador to Britain

Keynote Address

Prime Minister Margaret Thatcher

Concluding Remarks

David T. McLaughlin, President, The Aspen Institute

Adjournment

FOR IMMEDIATE RELEASE
Friday, July 13, 1990

CONTACT: Keith McKeown
(301) 820-5461
Lisa Linden
(212) 489-6900

President Bush to Address The Aspen Institute 40th Anniversary Symposium

President George Bush will address the opening session of The Aspen Institute's 40th anniversary symposium on August 2 in Aspen, Colorado, it was announced today jointly by the White House and Institute President David T. McLaughlin.

The President will also receive the Institute's Distinguished Leadership Award, the first recipient of this honor from the international nonprofit organization.

The President's speech is expected to build on the symposium theme, "Renewal: Leadership and Values for the 21st Century".

"The Aspen Institute is deeply honored that the President is coming to Aspen and will address the Institute's guests," said McLaughlin. "His long and outstanding public service exemplify the Aspen ideal of taking action to meet today's challenges within the framework of the enduring values and ideas of democracy."

British Prime Minister Margaret Thatcher will give the symposium's concluding address on critical international issues on August 5. The Institute will present her with its Statesman Award, making her only its third recipient in the four decade history of the organization.

The President and Prime Minister Thatcher will join an extraordinary group of leaders in government, business, academia, labor, the nonprofit sector and the media from across the country and around the world who will gather at the anniversary symposium to discuss and debate priorities for policy decisions and action for the 21st century.

The August 2 opening session will review the Institute's many significant accomplishments and preview its future challenges confronting the nation and international leaders. In addition to President Bush, speakers will include Colorado Governor Roy Romer, Michael I. Sovern, the president of Columbia University, Mortimer J. Adler, the director of the Institute for Philosophical Research who played a major role in the founding of the Institute, and Aspen Institute President McLaughlin.

Panelists on August 3 will explore rebuilding the national community. They will include John J. Phelan, Jr., chairman and CEO of the New York Stock Exchange and the chairman of the Institute's board of trustees, Virginia Governor L. Douglas Wilder, Albert Shanker, the president of the American Federation of Teachers, former Colorado Governor Richard D. Lamm, now director of the Center for Public and Contemporary Issues at the University of Denver, Los Angeles City Council Member Gloria Molina, and Donald E. Petersen, former chairman and CEO of the Ford Motor Company. The session will be chaired by Bill Moyers of Public Affairs Television, Inc.

Shaping a new global community will be the topic for discussion on August 4 by former Federal Reserve Chairman Paul A. Volcker, Czech Ambassador Rita Klimova, Kiichi Miyazawa, a member of the Japanese House of Representatives and a former Minister of Finance and of Foreign Affairs, Ivan Berend, president of the Hungarian Academy of Sciences, Ambassador Olara Otunnu, president of the International Peace Academy, Nafis Sadik, the executive director of the U.N. Fund for Population Activities, and Giorgio LaMalfa, the secretary of the Italian Republican Party. ABC News' Barbara Walters will chair this session.

On August 5, the final day of the conference, working groups on domestic and international topics will report their policy recommendations. In addition to her address that day, Mrs. Thatcher will receive the Institute's Statesman Award. The two previous recipients were Jean Monnet, "father" of European economic integration, and former West German Chancellor Willy Brandt.

The President's August 2 address will take place in Aspen's Music Tent and is open to the public. The time will be announced later. Mrs. Thatcher's speech is scheduled for 10:00 a.m. August 5, also in the Music Tent and open to the public. Seating for both events is limited. Other sessions are by invitation only.

The participation of the President and the Prime Minister will continue The Aspen Institute's 40 year tradition of bringing together leaders of business, government, academia, the nonprofit sector and the media to debate and plan action on the challenges confronting contemporary society. According to the Aspen method, these discussions take place within the framework of the enduring ideas and values that define civilization — justice, equality, freedom, democracy.

The Aspen Institute is an independent, nonprofit organization founded in 1950 in Aspen, Colorado, where it maintains summer conference facilities. Its headquarters and three year-round conference centers are on Maryland's Eastern Shore, with offices or programs in Berlin, England, France, Italy, and Japan. Its Executive Seminars re-immerses upper level executives in the works of great thinkers on universal human questions. The Institute's Policy Programs examine such current issues as the information and communications revolution, rural economic policy, international security, the future of the world economy, energy and resources policy, and the environment. The Aspen Institute is supported by foundation grants, tuition, and individual and corporate contributions.

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NOTE TO MEDIA: For further information about the symposium and credentials, please call Keith McKeown at (303) 925-7010 or Lisa Linden at (202) 489-6900.



What Is The Aspen Institute?

It is not a "think tank."

It is *not* a retreat for philosophers, although philosophers sometimes participate in its programs.

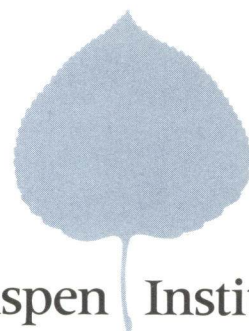
The Aspen Institute is an international organization whose programs are designed to enhance the ability of leaders in business, government, the nonprofit sector, academia and the media to understand and act upon the issues that challenge the national and international community.

Its Executive Seminars, aimed at upper level executives who convene in groups of no more than 25, focus on the works of great thinkers on such universal human questions as justice, freedom, economic equity and democracy. The discussion and debate of these enduring ideas are designed to widen and deepen the perspective and knowledge of decision-makers.

The Institute's Policy Programs examine such current issues as the information and communications revolution, international security, the future of the world economy, rural economic policy, energy and resources, and the environment. Small groups of policymakers, experts, elected officials and others gather to identify or clarify emerging issues, propose agendas for action, and/or develop policy options.

The Institute's administrative headquarters and three year-round conference facilities are on the Eastern Shore of the Chesapeake Bay in Maryland. Programs are operated during the summer months at the Institute's facilities in Aspen, Colorado. Other facilities, offices or programs are in Washington, D.C., Berlin, France, Italy, Britain and Japan.

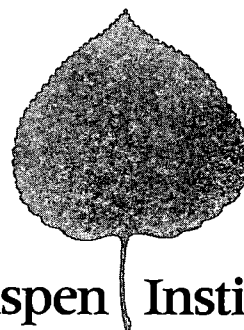
The Aspen Institute, celebrating its 40th anniversary this year, is an independent, nonprofit organization supported by foundation grants, tuition, and individual and corporate contributions.



The Aspen Institute

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THE MISSION AND METHOD OF THE ASPEN INSTITUTE

The Aspen Institute is an international organization whose programs are designed to enhance the ability of leaders in business, government, the nonprofit sector, academia and the media to understand and act upon the issues that challenge the national and international community. The Institute helps leaders deepen their thinking and broaden their perspectives for decision-making by convening them in seminars and conferences that address topics of current interest, but place the debate and discussion of such issues within the context of the universal and enduring values and ideas that traditionally define civilization. The Institute's headquarters are on the Eastern Shore of the Chesapeake Bay in Maryland, with other facilities and programs in Aspen, Colorado, and in five countries overseas. It is an independent, nonprofit organization funded through foundation grants, tuition, and individual and corporate contributions.

The Evolution of the Institute

When Albert Schweitzer, the renowned philosopher and humanitarian, was invited to a celebration in Aspen, Colorado, during the summer of 1949, he made his first and only journey to the United States. He was under the false impression that he would be visiting a suburb of Chicago. Only after arriving in the Windy City did he learn he had a thousand more miles to travel.

Aspen, boom town of the late nineteenth century whose inhabitants feted Jenny Lind and dug great lodes of silver in the surrounding mountainside, had come on hard times. Silver was no longer worth the effort to dig, the great old Victorian houses were in decay, and the streets were heavy with mud. Only the glorious mountains rising in every direction and the air sparkling with sunshine revealed Aspen's promise.

Dr. Schweitzer, a Nobel laureate, had come to commemorate the 200th birthday of the humanist, Johann Wolfgang von Goethe. That the festival was held in Aspen was no accident. Walter Paepcke, Chairman of the Container Corporation

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of America, envisioned this almost abandoned mining town, a place of great natural beauty, as a site which would become a major winter ski resort and a summer vacation venue. He also dreamed of turning the summer at Aspen into a major cultural event. Leaders of the business world would come together with leaders from other sectors of society, to pause from their daily decision-making in order to reflect on the underlying values of our culture.

Institutionalizing the Dream

The 1949 Goethe Bicentennial was a spectacular beginning, but a once-in-a-lifetime event. The process of turning the experience into a continuing institution began in the summer of 1950.

Paepcke was also a Trustee of the University of Chicago and a participant in its "Great Books" seminar. That seminar was to become the model for the intellectual program in Aspen.

Since the values of a culture are handed down not only through thought but through the arts, Paepcke decided that these, too, should be present during the Aspen summer — in music, theater, dance and the visual arts. Since 1950, the program has grown, but those two ingredients, reflective thought and aesthetic experience, are still closely intertwined.

The Institute's Method

There are three essential ingredients of the Institute's method: first, to gather thoughtful men and women around the table, not across the table, to converse with rather than confront one another; second, to explore the great literature of the world, stretching from ancient to contemporary times, not merely for artistry of language but for the power of ideas; third, to translate ideas into acts suitable to the challenges of our age.

For nearly 40 years those encounters around the seminar table have involved thousands of decision-makers in American society and from many countries around the world. How can a measure be devised to weigh the fruit of this dialogue?

An assessment of the challenges facing leaders in a fast-paced, complex and pluralistic world indicates that leadership skills cannot be taught only in traditional classrooms or executed by public and private executives in isolation from other decisionmakers. It is a participative process. It involves arousing the sense of history so not to repeat history's mistakes. It means caring about the values that have sustained mankind along the upward path.



The Institute Programs

The Executive Seminar continues to be the centerpiece of the Institute's activities. Executive Seminars focus the participants' attention on the word of the great thinkers on universal human questions—justice, freedom, property, democracy. Other seminars explore particular cultures — that of Japan, for example — and still others use the same seminar method to look more deeply into particular subjects such as communications and leadership itself.

In addition to its seminars, the Institute has developed a wide variety of Policy Programs. These programs examine the emerging issues that challenge our society and the international community. They seek to develop policy options and alternatives within the framework of those same enduring values of our civilization that are explored in the Institute's Executive Seminars.

Both the Institute's Executive Seminars and the Policy Programs are described in more detail in the following pages.

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The Mission of the Institute

Enhancing the capacity of leaders to address the issues confronting our society and the international community remains the primary mission of The Aspen Institute. The reinforcement of the role of the enduring values that underlie democratic societies and institutions, as expressed in the writings of civilization's great thinkers, both ancient and contemporary, is an integral part of The Aspen mission.

The seminars offer policy-makers the opportunity to revisit the classics of humanism under the assumption that the great thinkers offer a vision and a perspective that will subsequently aid the participants in their own decision-making and leadership roles.

The seminar method, however, also reflects the balancing belief that the humanities do not provide instant relevance. This is an opportunity not to find quick answers, but to seek perspective and to reflect on character, ends, and meanings.

The aim, in other words, is not to develop cultural aristocrats who can stand above the fray, but cultured decision-makers, more reflective in the midst of the fray.

Judgment is what the Institute seeks to provide in all its programs. Seminars seek to develop judgment from the pole of thought. Policy Programs seek to develop judgment directed toward the pole of action. The seminars take participants away from the immediate world of action to reflect on values and meanings. The Policy Programs take up the question of the relevance of the same values and meanings in dealing with major domestic and international policy issues.

The Institute's role is to seek the strengthening of the moral dimension in areas of public life, where callings have sometimes degenerated into techniques. This role is as important as ever: to broaden the perspective of leadership in our society — in business, government, the arts and sciences, academia and the media.

The Broadening Locale

As its programs have expanded, the Institute has also broadened its geographical base. A varied summer program continues to be held in Aspen, Colorado. The Institute's administrative headquarters, as well as three year-round conference facilities, are located at the Wye Center on Maryland's Eastern Shore. In addition, there are significant Institute affiliates in Berlin, Rome, and Oxford and increasingly active branches in France and Japan.

THE PROGRAMS

The two major programs of The Aspen Institute are the *Seminars* and the *Policy Programs*. While some of the topics discussed in the two types of programs may be the same or related, they are approached in different ways. The seminars use selected writings of great classic and contemporary thinkers as a beginning point for an intensive, focused discussion of the enduring ideas and ideals of world civilization and how they may relate to the problems and opportunities of today and the potential challenges ahead. The Policy Programs look directly at a number of current issues in the light of those basic ideas and values. Through debate and discussion, experts in a particular field develop public policy options and make recommendations for action.

The Policy Programs are normally sustained by grants and the participants are chosen by the Institute for their specific expertise. The seminars are supported by fees from participants. But in both types of programs, attention is given to drawing the participants from across the boundaries of nation, occupation and philosophical commitment.

SEMINARS

Executive Seminar

The traditional Executive Seminar, with participants drawn predominantly from decision-making positions, has been the core of The Aspen Institute for nearly 40 years.

Italy

Launched in the summer of 1984, Aspen Institute Italia has quickly developed a substantial program of meetings covering national, regional and international issues. Particular attention is given to Mediterranean issues.

Japan

The Institute has a continuing relationship with the International House in Tokyo dating back to 1960 and with other organizations in Japan for the purpose of holding periodic seminars and conferences in Japan on issues of common interest. Current plans call for the Institute to expand its activities in Japan to include programs on such topics as global leadership, the environment, and U.S.—Japanese economic and political relations.

United Kingdom

Established in 1986, the Aspen Executive Seminar/United Kingdom is currently held at Minster Lovell, Oxfordshire, in association with *The Economist*.

SOCIETY OF FELLOWS

A significant source of intellectual and financial support for The Aspen Institute is the Society of Fellows. Members come from business, the professions, education, the arts, and public life both in the United States and abroad. The annual membership contributions, ranging from \$1,750 to \$5,000, provide essential unrestricted funds for The Aspen Institute's endeavors in virtually all fields.

A wide range of membership benefits is offered to Society of Fellows members, including special programs in Aspen and at the Wye Center; auditing privileges for most seminars at no cost; reduced fees for participating in many seminars; invitations to special events such as lectures, briefings or cultural activities; and Aspen Institute publications.

Society of Fellows members help to broaden The Aspen Institute's outreach into communities throughout the country by introducing the "Aspen Idea" to friends and associates. They constitute a loyal and effective core of supporters for the Institute.

The program's meetings provide Members of Congress with opportunities to acquire an in-depth knowledge of Soviet affairs and of U.S. policy towards the Soviet Union. There is no illusion that major differences of view can be resolved quickly, but there is hope that the discussions can lead to a better understanding of the issues and of the different approaches to them in the Congress.

New Initiatives

The Institute is currently exploring several new Policy Program initiatives, including new programs in the area of U.S. domestic policy, designed to help leaders in government, business and the academic world address some of the critical challenges to U.S. society. A program on education has been initiated, with a particular focus on the nature of business-government partnerships that can advance the cause of education reform. New international efforts are also being considered, including a new emphasis on environmental issues, historically a part of the Institute's activities, and on programs with Japan and other Asian nations.

The Institute also welcomes the opportunity to review other possible programs that would contribute to its overall goals.

OVERSEAS ACTIVITIES

Berlin

Since its founding in 1974, Aspen Institute Berlin has conducted seminars and conferences that cover a wide range of subjects, largely dealing with topics of current importance in Germany and Europe. In recent years, the focus has been increasingly on issues of East-West relations.

France

Formally established in 1984, Aspen Institute France holds seminars and workshops in France both on France's role in a changing Europe and on major international issues such as relations between Western Europe and Japan.

For one or two weeks, approximately 18 to 20 business executives and leaders of other sectors of society from throughout the United States and overseas exchange their ideas in spirited discussion under the direction of a skilled moderator.

Study begins by examining the basic principles of world civilization, based on selected writings from the great thinkers of the humanist tradition throughout history. Discussion ranges across such basic themes as the changing perceptions of justice, freedom, equality and property; the shifting relationships among individuals, corporations, other institutions and the state; the tension between power and morality, and between efficiency and fairness; the nature of exceptional leadership.

Justice and Society Seminar

Following a format similar to that of the Executive Seminars, the Justice and Society Seminar provides an opportunity to reflect on and discuss in depth the concept of justice and its relation to contemporary law-related issues.

Participants in this seminar include lawyers from the private and public sectors, corporate counsel, business executives, academics and others with a particular interest in issues of rights and justice. Participants are not limited to persons trained in the law. Moderators for the seminars have included Supreme Court justices, federal and state court judges, and academics. (A related Policy Program is described below.)

Communications and Society Seminar

The purpose of this seminar is to understand and assess the changes in society propelled by advances in communications and information technologies.

The focus is not on narrow technical or professional interests but on the larger issues affecting the course of the economy, the workforce, politics, the role of the individual and the relations of the U.S. with the rest of the world.

The seminar is meant for corporate executives and other leaders who have a lively — but not necessarily expert — interest. They are joined by specially-invited guest participants, each of whom leads off a different session from a perspective of distinguished achievement or analysis in the subject area. (A related Policy Program is described below.)



The Corporation in Contemporary Society Seminar

This week-long seminar focuses on an in-depth examination of the role of the corporation in society, highlighting major contemporary challenges and dilemmas facing senior corporate officers.

Questions that arise include: How should corporations deal with pressures for increased productivity while safeguarding the rights of workers and their families? How do corporations meet conflicting demands from environmentalists, community representatives, and government at all levels, while managing their enterprises in the most creative and cost-efficient way? Also examined are relations among stockholders, directors, executives, labor, consumers and the general public. Readings are chosen to illustrate where corporate and human values meet — and sometimes clash.

Seminar on the Foundations of Eastern and Western Thought

These seminars bring together Japanese and other East Asian leaders with their Western counterparts from business and other sectors to

The United States and the World Economy

Co-chairmen: William D. Eberle and Richard N. Gardner

This program brings together each year senior leaders from business, labor, universities, governments, parliaments and specialized financial institutions from around the world in a search for a new consensus on the reshaping of international economic policies and institutions. The program focuses on several key international economic problems: reducing the financial and trade imbalances among the major industrialized countries; building a stronger international monetary system; promoting the further growth of world trade and resisting pressures for protectionist measures; responding to economic and political change in the Soviet Union and Eastern Europe; achieving stronger growth and managing the debt problems in the developing world; and assessing the economic implications of measures to address global environmental issues.

The program's goal is not so much to advance work being done by others on these problems individually, but rather to focus on the issues collectively and on the vital interrelationships among them, which are often less well understood and addressed.

U.S.—Soviet Relations: Building a Congressional Cadre

Director: Dick Clark

This program brings together a bipartisan group of approximately 25 key Members of Congress with scholars whose specialties are the Soviet Union and Eastern Europe, with Western European parliamentarians and with representatives of the Soviet Union and the countries of Eastern Europe. The premise of the project is that no other relationship is as important for the United States and the Soviet Union as their relationship with each other, especially in the age of the Gorbachev reforms and the lessening of tensions between East and West. Yet many Members of Congress admit they are not as well informed about the Soviet Union and U.S.—Soviet relations as they would like to be because of other demands on their time.

Rural Economic Policy Program

Director: Susan Sechler

This program is a collaborative effort established in 1985 with the Ford Foundation and the Wye Institute. The program's objectives are: to stimulate research that informs innovative, pragmatic rural development policy; to raise public awareness about rural economic problems and how they might be addressed; and to build a cadre of researchers and policymakers who have concrete expertise in rural issues.

The program works directly with researchers and policymakers, holds conferences and meetings, and publishes and disseminates research results and policy recommendations. The program has recently organized and sponsored meetings on federal rural development policy options; the importance of telecommunications and information systems to rural development in the United States; sustainable agriculture; rural poverty; and comparative national perceptions and the political significance of rural areas in the United States and Europe.

The Southern Africa Policy Forum

Director: Dick Clark

The Forum provides senior foreign policy makers in the U.S. Congress with an opportunity to learn more about the Republic of South Africa and its role in southern Africa. The aim is to develop a highly informed, bipartisan core group of Members of Congress who can take a leading role in pursuing an effective U.S. policy towards South Africa and the region. The project brings together about 25 key Members who have committed themselves to a series of conferences taking place over a period of years, to occasional Congressional breakfast meetings, and to other specially structured events and informational activities. The project invites the participation of renowned scholars and experts from the United States, South Africa and southern Africa region, and Europe, as well as representatives of the governments, political groups, and communities of southern Africa representing the full range of opinion in the region.

help them reach better mutual understanding. The traditional Aspen seminar method is used to identify and juxtapose the seminal ideas and values — about the individual, society, the economy and the state — that have shaped Eastern and Western civilizations, economies and polities.

The object of the seminar is to help the participants start the process of comparative practical understanding of Asian and Western cultures, to help leaders from these diverse societies avoid misunderstandings in their increasingly important mutual relationships — misunderstandings that can be as damaging as they are unnecessary.

21st Century Leaders Program

This innovative program is a series of intensive educational experiences designed to assist men and women in their mid-30s to early 40s who are now moving into general management and decision-making positions in business, government and other sectors. The program gives them the perspective and context to address the traditional issues that confront them in their professions and communities. It also prepares them to face the unprecedented challenges emerging from a highly complex world where issues cross vocational, cultural and national lines.

The new curriculum explores such topics as the nature of effective leadership in a world of global problems; the relevance of the traditional themes of Western society — justice, freedom, equality, power and property — along with the cultures and values of the major East Asian societies; the ethical dilemmas of individual, organizational and societal decision-making; the promises and advances in natural and physical sciences and technologies; the struggle to understand, accept and use cultural and intellectual diversity.

The 21st Century Leaders Program is organized into three 10-day sessions over a two year period with sessions both at the Institute's Wye Center and in Aspen, Colorado.

Weekend Seminars at Wye

Wye Weekends offer the opportunity to participate in the seminar experience in a single weekend.

The topics for these two- and three-day events are generally drawn from the Institute's seminars and Policy Programs. Among the themes featured in these discussions are U.S.-Soviet relations, law and literature, capitalism and communism, U.S.-Japan relations, and the corporation and public education.

The weekends provide reflection, interaction and discussion with a rich mix of people from various sectors of society and serve a variety of needs. Many participants have used them as an introduction to The Aspen Institute; others as a refresher seminar; still others for a weekend intellectual retreat.

These events generally begin on a Thursday or Friday evening and conclude with lunch on Sunday.

FELLOWSHIP PROGRAM

A major key to the success of The Aspen Institute programs is the presence of distinguished resource people who bring to the table both specialized knowledge and different perspectives. They come from the academic world, the media, religion, the arts, labor and other sectors of society. They come not only from North America, but from all six continents. Care is taken to include women and minority representatives.

Of special importance are the fellowship funds that enable the Institute to maintain the vital mixture of resource people. Support has been provided by the following foundations: Aetna, Aspen, Catto, Dayton Hudson, Exxon Education, Ford, Lauder, Lounsbery, John D. & Catherine T. MacArthur, Mellon, Mobil, Pfizer, Polsky, and Rockefeller; by Alvin I. and Peggy S. Brown, Joseph H. Hazen, Lita Annenberg Hazen, and Shirley M. Hufstедler; and by the Fund for Higher Education, the German Marshall Fund, the Korea/U.S. Economic Council, the Joseph Martinson Memorial Fund, the Stradivarius Fund, the World Zionist Organization, Wye Institute, and others.

COOPERATIVE PROJECTS

Some programs in which The Aspen Institute is deeply involved have grown out of requests by

approaches to difficult problems of inter-American relations and to enhance public understanding of those relations. Key issues addressed have been Latin America's debt crisis, the conflicts in Central America, democratic renewal in South America, the problems of the environment, notably global warming, and narcotics. The Dialogue holds plenary sessions, usually on an annual basis, from which come comprehensive reports on U.S.-Latin American relations.

In addition, the Dialogue organizes working groups and workshops on particular topics and convenes regular meetings with Latin American leaders in Washington.

Justice and Society Program

Director: Alice H. Henkin

In addition to the seminar on Justice and Society, the Institute organizes policy-oriented programs on justice-related topics. Recent programs have focused on the political, moral and jurisprudential issues that arise when a government that has engaged in gross violations of human rights is succeeded by a regime more inclined to respect those rights; new directions and policy options at a time when the international human rights agenda is undergoing substantial change; and the implications of computer use in the context of East-West relations, a joint venture with the Communications and Society Program.

Public Policy Issues in Energy and Resources

Director: Dana Orwick

This program has brought together for many years individuals from many different segments of industry, the investment community, public interest groups and the academic world to address critical issues related to energy, natural resources and the environment. An annual Policy Issue Forum takes up one or more major problems — the most recent was the implications of the global warming phenomenon for energy policy — and an annual Pacific Rim Workshop discusses energy trade issues in the Asia-Pacific region. Other workshops look at significant technological developments and their likely impact on domestic and international energy policy.

philanthropic donations. This program's objectives are to examine the likely pattern of such giving and any significant shifts from past patterns, on the basis of individual and group discussions with donors and leading nonprofit institutions. The program aims to offer practical and disinterested advice, based on experience, that can help prospective philanthropic endeavors achieve their goals.



Indochina Policy Forum

Director: Dick Clark

The Forum is a bipartisan group of 50 of the country's leading experts on Indochina — from government, the private sector, the academic world and other organizations — who represent a broad range of opinions across the political spectrum. The primary purpose of the group is to help informed individuals with different political viewpoints reach common understandings about future directions for U.S. policy in the region. Another goal of the group is to provide policymakers with regular contacts with experts who have differing views, thereby fostering an interchange of ideas and discussion.

Inter-American Dialogue

Director: Abraham Lowenthal

The Inter-American Dialogue is a non-governmental group of approximately 60 leaders from Latin America, the Caribbean, the United States and Canada who meet regularly to discuss and offer recommendations on key hemispheric issues. Since it was organized in 1982, the Dialogue has sought to promote cooperative

other organizations, such as universities or corporations, that the Institute develop joint programs to pursue the particular educational interests of these organizations while bringing the Institute's concern for values and meaning to bear on the questions at hand.

By far the largest cooperative program is the creation with Northern Telecom of "The Institute for Information Studies," located at the River House, a magnificent conference facility on the grounds of The Aspen Institute's Wye Center. This program focuses on the interaction between Northern Telecom's predominantly technological interest in the burgeoning information revolution and The Aspen Institute's traditional concern with the effects of technological change on human life.

The Institute cooperates with the University of Maryland on the Government Executive Institute; with the Fund for Corporate Initiatives on the Young Executive Program; with Washington College on the Wye Faculty Seminars; with Women Executives in State Government on a special seminar for state leaders; with the DuPont Corporation on seminars for its executives on "Managing Global Businesses," and with AT&T and others on subjects tailored to their interests and requirements.

POLICY PROGRAMS

The Aspen Institute's Policy Programs focus on major emerging challenges to national and international leadership. The Institute provides the neutral ground on which different points of view can be exchanged among a diverse group of participants from the private sector, government, the academic world and elsewhere, and where progress can be made in defining the nature of issues and alternative approaches to dealing with them. The Institute does not engage in advocacy or support particular policy approaches to problems. The reports issued from the Policy Programs do not attempt to reach a single answer, although they often identify areas of broad agreement and the more promising approaches. They invariably map the most important viewpoints and point to issues requiring continuing exploration.

Asia Program

Director: Donald R. Marsh

For many years, the Institute has undertaken a number of joint programs in Japan and Korea. In 1990, the Institute is initiating a new series of seminars, to be held in Japan and the United States, that are designed to compare the philosophical, ethical and political traditions and values of Asian and Western societies. (An Executive Seminar focusing on these matters is also being developed.)

In addition, the annual U.S.-Japan Council, sponsored by the Institute and the Japan Economic Foundation, provides a forum for addressing critical policy issues in relations between the two nations. Under the auspices of the International House of Japan, a series of Aspen Institute seminars on important current issues is held annually in Japan.

Aspen Strategy Group

Director: Joseph S. Nye, Jr.

For more than a decade, the Institute has brought together senior specialists from government, the media, and the academic, corporate, scientific and religious communities to reflect on the nature of security and on the complex interrelationships among defense policy, arms control and efforts to reduce East-West tensions. The Aspen Strategy Group is a bipartisan standing committee of 25 members that meets several times a year to develop policy ideas and to debate the underlying political, economic, military and ethical assumptions that shape U.S. strategy. The Group's aim is to relate differing perspectives about the long-term future of international security to current policy issues in the United States and to provide a foundation of reasoned analysis and judgment that can help generate consensus in a highly polarized field.

The Aspen Strategy Group also holds a joint meeting each year with a similarly constituted Western European group to address issues of mutual interest.

Communications and Society Program

Director: Charles M. Firestone

This program serves as an impartial forum, bringing together representatives of industry, government, the media, the academic world and others to assess the impact of modern communications and information systems on the ideas and practices of a democratic society. The principal current activity of the program is its project on "Enhancing the Social Benefits of New Electronic Technologies," supported by the John and Mary R. Markle Foundation. The program has also been addressing the issues of telecommunications regulation at the state level and the potential importance of communications technologies to rural development in the United States.

The program also organizes a special Executive Seminar on the impact of the communications and information revolution on different sectors of society. It convenes periodically the Aspen/Wye Communications Conference at which top executives of the television industry (from the networks, film and production companies) address the implications for the industry of current domestic and international communications-related events.

Hispanic-Americans and the Business Community

Director: Siobhan Nicolau

This program has addressed over several years the critical issues affecting the Hispanic communities in the United States, with particular reference to their importance as consumers and workers to the business community. The program has focused on the problems of Hispanic youth and on the broader issue of how Hispanic-Americans can, through their own and society's initiatives, become fully equal participants in U.S. life.

Improving the Effectiveness of American Philanthropy

Director: Waldemar A. Nielsen

The United States is approaching the end of a period of massive accumulation of private wealth — resulting in unprecedented sums for potential



The Aspen | Institute

OPERATING REPORT

1989



The Aspen | Institute

Keith McKeown
Director of Communications

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THE PURPOSE OF THE ASPEN INSTITUTE IS TO ENHANCE THE EFFECTIVENESS OF THE LEADERS OF OUR DEMOCRATIC INSTITUTIONS AS THEY ADDRESS THE COMPLEX ISSUES THAT ARE EMERGING WITHIN A GLOBAL FRAMEWORK.

THE INSTITUTE CONVENES MEN AND WOMEN IN POSITIONS OF RESPONSIBILITY AND TRUST FOR THE PURPOSE OF ENGAGING IN DEBATE THE GREAT IDEAS OF OUR TIMES. AROUND THE ASPEN CONFERENCE TABLE, LEADERS BROADEN THEIR PERSPECTIVES FOR DECISION-MAKING, AND IN THE PROCESS, THE INSTITUTE CONTRIBUTES TO THE FORMULATION OF POLICIES THAT WILL BENEFIT OUR DEMOCRATIC SOCIETIES.



President's Message

THE ASPEN INSTITUTE ANNUAL REPORT FOR 1989 is comprised of two separate sections:

- * The main report that presents a summary of the Institute's Policy Programs and Seminar activities and a review of the its international operations.
- * This report that provides an overview of the operations of the Institute, including annual financial statements; a summary of our development results; and a description of our properties and their condition.

THIS OPERATING REPORT indicates that 1989 was generally a satisfactory year. The following accomplishments were recorded:

- * The Institute had its fourth consecutive year of surplus operations.
- * Unrestricted contributions and grants grew 23 percent and reached \$1,095,474—an important factor in realizing our operating results.
- * The new River House facilities at the Wye Center completed their first year of operations and contributed positively to a very favorable financial outcome for the Wye Center campus.

THE OPERATING CHALLENGES that remain unresolved as we enter a new year are:

- * Implementing a long-term solution to the Institute's presence in Aspen, Colorado that provides adequate facilities to support our programs.
- * Increasing the unrestricted revenues of the Institute to support important new program initiatives and to provide adequate funds for our fellowship program to bring more positive diversity to participation in our seminars.
- * Increasing over time the endowment base of the Institute.

I am optimistic that the Institute will sustain its encouraging momentum in 1990 and that the operating side of the Institute will become more effective in the years ahead in supporting the program initiatives that constitute the primary activities of the Institute.

David T. McLaughlin
President and CEO



Facilities Report

ASPEN CENTER, COLORADO

The Aspen Institute campus on the Meadows continues to present a challenge. The academic portion of the Meadows, which is owned by the Institute and used by it as well by the Music Associates of Aspen and the Aspen Center for Physics, is in good operating condition. The residential and recreational segment of the property, the West Meadows, which is owned and operated by a private developer, needs major renovation. Obtaining the necessary approvals for this overdue upgrading and expansion to achieve an economic scale of year-round operation has proven to be difficult to achieve within the political climate in Aspen. As the Institute celebrates its 40th year of operations at Aspen, it does so with an uncertain future at that location. However, the Institute maintains a continued sense of hope that enlightened leadership in Aspen will make it possible for these cultural and intellectual resources to continue to contribute to the quality of life in that community.

WYE CENTER, MARYLAND

The popularity of Wye Center continued to rise in 1989. More than 240 events were held at its three meeting sites, further enhancing the Institute's reputation as both convenor and conference venue for leaders from all sectors.

Institute programs accounted for 45 percent of total facilities use during the year, reflecting a significant increase in directly sponsored events and in cooperative activities with others, notably the University of Maryland, the I.E. duPont and de Nemours Company, and Northern Telecom Inc. In the latter category, 16 sessions of the Institute for Information Studies, a joint project of Northern Telecom and the Institute, were recorded.

In addition to serving as the location for the Institute's administrative offices, its uses of the Wye Center ranged in length from day meetings to two-week seminars, and in kind from public policy programs to Executive Seminars, special events, and development activities.

Among other users, the nonprofit sector was principally represented by colleges and universities. The list also includes such organizations as the World Bank, the National Academy of Sciences, the Public Broadcasting System, and the Stanley Foundation. Within

the higher education establishment, Harvard University, the Massachusetts Institute of Technology and Georgetown University held multiple sessions at Wye Center facilities during the year.

Government agencies led by the Central Intelligence Agency, the Internal Revenue Service, and the U.S. Department of Commerce also appeared on the register in 1989. In addition to DuPont and Northern Telecom, corporate users included Coopers & Lybrand, Peterson, Howell and Heather, Preston Trucking, and AT&T, to name only a few.

An increased use of facilities by local groups should not go unremarked. In 1989, more than 15 community organizations held events at Wye, including residential conferences as well as day meetings. Among participants were area colleges and public school systems, special student groups, parks and recreation officials, planners, hospitals, and arts associations.

Despite challenges presented by the seasonal characteristics of the conference business and the logistical difficulties of maintaining a network of three small units at different locations, Wye campus operations generated a financial surplus adequate to underwrite a year-round program in the arts and to make a modest contribution to general overhead expenses as well.

No capital projects were undertaken in 1989. First year experience at River House, which became fully operational in April, was problem-free in the main, and maintenance and operating costs were within the original estimates.

At year's end, the Institute received a gift from Wye Institute of a 62-acre parcel adjacent to Wye Woods to increase the protective open space at that site and to provide for possible expansion of the facility should that be necessary at some future time.



Development Report

The success of the Institute's development effort in 1989 was critical to the conduct of the Institute's programs. It was a record year on several counts:

- * The Annual New York Dinner honoring leaders from the private and public sectors realized more than \$175,000 of net revenues. We are grateful to John Mascotte, Chairman of the Continental Group, and his staff, as well to Mona Chamberlain of the Institute for their efforts in achieving these results.
- * The Annual Fund Drive realized \$131,603, a 41 percent increase over the previous year.* Almost all Institute Trustees and many friends, alumni and former conference participants made significant contributions to this effort.
- * The Society of Fellows membership rose to 286, and the revenues realized from this program amounted to \$397,670. These are important accomplishments and the Institute is indebted to Ann Hudson, Merrill Ford, and many others for their success.

The Aspen Institute, like most nonprofit institutions, could not conduct its programs without community and public support. Listed in other sections of this report are the names of those who have been an important part of this effort. Their generosity has given vitality to the Institute's programs. We are most grateful for their continuing support.

We also wish to thank the following foundations and corporations that granted money for fellowships in 1989:

Alexandra Foundation
ARCO Foundation
Boise Cascade Corporation
Alvin I. and Peggy S. Brown
Foundation
The Catto Foundation
Dylex Purchasing, Inc.
Exxon Corporation
The Ford Foundation
Foundation for the Carolinas
General Electric
The Louise L. Grunwald Foundation
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The Kealy Family Foundation
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The Joseph Martinson Memorial Fund
National Broadcasting Company, Inc.
The Papamarkou Foundation
Pfizer, Inc.
The Stradivarius Fund
Ueberroth Family Foundation
John F. Welch, Jr., Foundation
Wilmer, Cutler & Pickering

*This figure is based on contributions received during the period November 1989 to March 1990. Comparison totals for the percentage were derived in the same way.



Corporate and Foundation Funders and Contributors

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I have audited the Balance Sheet of The Aspen Institute, Inc. as of December 31, 1989 and the related statements of support, revenues, expenses and changes in fund balances for the year then ended. These financial statements are the responsibility of the Institute's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with generally accepted auditing standards. Those standards require that I plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. I believe that my audit provides a reasonable basis for my opinion.

In my opinion, the aforementioned financial statements present fairly, in all material respects, the financial position of The Aspen Institute, Inc. as at December 31, 1989 and the results of its operations and changes in fund balances for the year then ended, in conformity with generally accepted accounting principles.

James Dinerman

March 30, 1990



The Aspen Institute

CONSOLIDATED BALANCE SHEET FOR YEAR ENDED TOTALS FOR 1988

ASSETS	UNRESTRICTED FUND		RESTRICTED FUND	
	1989	1988	1989	1988
Cash (Including Investments)	\$ 143,427	\$ 61,044	\$ 2,349,685	\$ 1,549,096
Receivables and Accrued Income				
Grants and Contracts:				
Current	86,293	69,189	132,847	130,400
Future	10,000		1,074,025	1,020,060
Other Receivables	155,327	184,095	141,511	86,487
Due (to) from Funds	(75,537)	(81,427)	75,537	62,477
Mortgage Receivable				
Advances to Wye Company	<u>4,452</u>	<u>4,412</u>		
TOTAL RECEIVABLES	180,536	176,270	1,423,920	1,299,424
Prepaid Expenses & Other Assets	1,780	1,883	51,902	35,456
Land				
Building, Improvements, Fixtures & Other Assets (Net of Depreciation)				
TOTAL ASSETS	<u>\$ 325,742</u>	<u>\$ 239,197</u>	<u>\$ 3,825,506</u>	<u>\$ 2,883,976</u>

LIABILITIES AND FUND BALANCE

Notes Payable – Bank – Note 3	\$ 0	\$ 0	\$ 0	\$ 0
Accounts Payable & Accrued Expenses	182,525	125,464	80,413	102,784
Support Designated for Future Period	10,000		1,074,025	1,020,060
Deferred Income	<u>106,640</u>	<u>90,605</u>	<u>444,193</u>	<u>416,994</u>
TOTAL LIABILITIES & DEFERRED INCOME	299,165	216,070	1,598,630	1,539,838
Fund Balances	<u>26,577</u>	<u>23,127</u>	<u>2,226,876</u>	<u>1,344,138</u>
TOTAL LIABILITIES & FUND BALANCE	<u>\$ 325,742</u>	<u>\$ 239,197</u>	<u>\$ 3,825,506</u>	<u>\$ 2,883,976</u>

ECEMBER 31, 1989 WITH COMPARATIVE

PLANT FUND		ENDOWMENT FUND		TOTAL ALL FUNDS	
1989	1988	1989	1988	1989	1988
\$ 8,708	\$ 83,556	\$ 8,901,396	\$ 8,311,566	\$11,403,216	\$10,005,263
32,176	10,066		41,790	32,176	51,855
20,000		12,300	32,100	251,440	231,689
10,000	20,000	29,550	42,300	1,123,575	1,082,360
			18,950	296,839	270,582
370,011	412,046			370,011	412,046
				4,452	4,412
<u>432,187</u>	<u>442,112</u>	<u>41,850</u>	<u>135,140</u>	<u>2,078,493</u>	<u>2,052,945</u>
6,788,470	6,571,767			53,681	37,338
				6,788,470	6,571,767
<u>9,487,427</u>	<u>9,078,923</u>			<u>9,487,427</u>	<u>9,078,923</u>
<u>\$16,716,792</u>	<u>\$16,176,359</u>	<u>\$ 8,943,246</u>	<u>\$ 8,446,706</u>	<u>\$29,811,286</u>	<u>\$27,746,237</u>

\$ 525,000	\$ 475,000	\$ 0	\$ 0	\$ 525,000	\$ 475,000
17,430	53,101	1,671	42,879	282,038	324,229
10,000	20,000	29,550	42,300	1,123,575	1,082,360
				550,833	507,599
<u>552,430</u>	<u>548,101</u>	<u>31,221</u>	<u>85,179</u>	<u>2,481,446</u>	<u>2,389,188</u>
<u>16,164,362</u>	<u>15,628,258</u>	<u>8,912,025</u>	<u>8,361,526</u>	<u>27,329,840</u>	<u>25,357,049</u>
<u>\$16,716,792</u>	<u>\$16,176,359</u>	<u>\$ 8,943,246</u>	<u>\$ 8,446,706</u>	<u>\$29,811,286</u>	<u>\$27,746,237</u>

STATEMENT OF SUPPORT, REVENUE, EXPENSES AND BALANCE FOR YEAR ENDED DECEMBER 31, 1989 WITH

INCOME	UNRESTRICTED FUND		RESTRICTED FUND	
	1989	1988	1989	1988
Contributions and Grants	\$ 1,095,475	\$ 889,443	\$ 4,189,363	\$ 2,806,992
Program Revenue	3,446,803	2,794,708	299,413	352,887
Investment Income	776,465	701,139		
Other Income	52,561	28,551		
Program Subsidy	(96,399)		96,399	
TOTAL INCOME	<u>5,274,905</u>	<u>4,413,841</u>	<u>4,585,175</u>	<u>3,159,879</u>

EXPENSES				
Public Policy Program			3,455,141	2,489,871
Aspen Seminar Program	1,126,127	1,086,645		35,714
Cooperative Programs	865,010		48,992	747,245
Fellowships			208,304	101,628
Campuses	<u>1,236,413</u>	<u>1,235,390</u>		
TOTAL PROGRAM SERVICES	<u>3,227,550</u>	<u>2,322,035</u>	<u>3,712,437</u>	<u>3,374,458</u>
Operation and Administration	<u>2,025,905</u>	<u>2,088,894</u>		
TOTAL EXPENSES	<u>5,253,455</u>	<u>4,410,929</u>	<u>3,712,437</u>	<u>3,374,458</u>
EXCESS (DEFICIENCY) OF INCOME OVER EXPENSES	21,450	2,912	872,738	(214,579)

OTHER CHANGES IN FUND BALANCE				
Depreciation Expense				
Appreciation in Market Value of Investments				
Special Charges and Transfers	<u>(18,000)</u>		<u>10,000</u>	
NET INCREASE (DECREASE) IN FUND BALANCE	3,450	2,912	882,738	(214,579)
FUND BALANCE AT BEGINNING OF YEAR	<u>23,127</u>	<u>20,215</u>	<u>1,344,138</u>	<u>1,558,717</u>
FUND BALANCE AT END OF YEAR	<u>\$ 26,577</u>	<u>\$ 23,127</u>	<u>\$ 2,226,876</u>	<u>\$ 1,344,138</u>

CHANGES IN FUND COMPARATIVE TOTALS FOR 1988

PLANT FUND		ENDOWMENT FUND		TOTAL ALL FUNDS	
1989	1988	1989	1988	1989	1988
\$ 762,715	\$ 3,376,545	\$ 80,585	\$ 50,050	\$ 6,128,138	\$ 7,123,030
50,994	35,448			3,746,216	3,147,595
71,066	3,078			827,459	736,587
				123,627	31,629
<u>884,775</u>	<u>3,415,071</u>	<u>80,585</u>	<u>50,050</u>	<u>10,825,440</u>	<u>11,038,841</u>

				3,455,141	2,489,871
				1,126,127	1,122,359
				914,002	747,245
				208,304	101,628
				<u>1,236,413</u>	<u>1,235,390</u>
				6,939,987	5,696,493
42,901	9,684	51,389	31,889	<u>2,120,195</u>	<u>2,130,467</u>
<u>42,901</u>	<u>9,684</u>	<u>51,389</u>	<u>31,889</u>	<u>9,060,182</u>	<u>7,826,960</u>
841,874	3,405,387	29,196	18,161	1,765,258	3,211,881

(313,770)	(226,992)			(313,770)	(226,992)
8,000		521,303	229,451	521,303	229,451
536,104	3,178,395	550,499	247,612	1,972,791	3,214,340
<u>15,628,258</u>	<u>12,449,863</u>	<u>8,361,526</u>	<u>8,113,914</u>	<u>25,357,049</u>	<u>22,142,709</u>
<u>\$16,164,362</u>	<u>\$15,628,258</u>	<u>\$ 8,912,025</u>	<u>\$ 8,361,526</u>	<u>\$27,329,840</u>	<u>\$25,357,049</u>



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THE ASPEN INSTITUTE

Program Calendar



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The Programs of The Aspen Institute

The Aspen Institute is an international nonprofit, nonpartisan organization that, for 40 years, has brought together leading citizens from the public and private sectors of the United States and abroad to consider interrelated issues of the human mind and spirit in contemporary society. The Institute's work is based on consideration of cultural, historical, spiritual, and moral values. While the Institute does not advocate partisan political causes, it is "political" in that it is actively concerned with helping to achieve a just society and the well-being and freedom of the individual.

All Institute activities are designed to develop thoughtful approaches to leadership issues, identify the implications of alternative approaches, and propose possible policies and actions for resolving issues.

The Institute's work encompasses three basic areas:

- 1. Seminars** take a variety of forms. The *Executive Seminar*, the core program, is for senior executives. Its purpose is to examine the values underlying significant decision-making. Interaction with participants from other callings and national cultures enriches the proceedings. Other seminars, including the *Corporation in Contemporary Society Seminar*, focus on an in-depth examination of the role of the corporation in society, highlighting major challenges and dilemmas facing senior corporate officers.
- 2. Policy Programs** carry the traditional value concern into the examination of contemporary institutions and attitudes and the changes required to cope with the problems and challenges of the late twentieth century. These programs often lead to recommendations of policies and actions at the national and international level.
- 3. Cooperative Programs** with organizations such as Northern Telecom, AT&T, and DuPont, as well as universities, feature special programs created to meet individual needs. An ambitious venture with Northern Telecom has led to the creation of the Institute for Information Studies, located at the River House at Wye Center.

The Institute carries out activities around the world. Its major campus is at Wye Center on the Eastern Shore of Maryland, with many summer activities held in Aspen, Colorado. Aspen Institute Berlin carries on a full program of activities, with Aspen Institute Italia and Aspen Institute France also conducting a wide range of seminars and workshops. Seminars are also held in Oxford, Tokyo and Seoul.

For further information about The Aspen Institute's programs, call (301) 827-7168.

Program and Events Calendar

March 1990

March 1	Aspen Institute Berlin/Aspen Institute Italia Meeting	Venice
March 2-3	Aspen Strategy Group "New Directions and New Sources of Insecurity in Global Politics."	Wye
March 3-11	Executive Seminar The core of the Institute's program, the Executive Seminar is designed for senior-level management and decision-makers from all sectors of society. Concepts vital to individuals, corporations, and society in general are explored. Central are themes of democracy, freedom, property, justice, and ethical conduct on the private, corporate, and state levels. Skilled moderators lead seminars in intensive participant discussion of readings from selected writings of great classic and contemporary thinkers. Moderated by John E. Nolan, Jr., Attorney, Steptoe & Johnson, Washington, D.C.; and Douglas E. Saarel, Senior Vice President, Coca Cola, Atlanta, Georgia.	Aspen
March 5-8	Institute for Information Studies Part of the continuing series of seminars co-sponsored by The Aspen Institute and Northern Telecom. Intended for senior information executives to explore the uses of information technology, its impacts on business culture, on individuals and on society.	Wye
March 8-11	Japanese and Western Values in the Modern World: Bridges or Barricades? Seminar on the foundations of Eastern and Western Thought. Behind the immediate arguments between Japan and the United States lie very different philosophical, social and political traditions. The seminar's goal is to bring together Japanese and Western leaders from business as well as other sectors to help reach better mutual understanding. Moderated by Phillips Talbot, President Emeritus, The Asia Society.	Wye
March 14-16	Managing Global Businesses One of a series in the co-sponsorship program between The Aspen Institute and DuPont to help DuPont managers expand their global perspective and increase the knowledge and skills necessary to create competitive advantages.	Wye
March 16-18	European Institute Special seminar, titled "Shaping East West Relations: The Role of the European Community," for The European Institute's Board of Advisors and selected guests.	Wye
March 23-24	Moderators Workshop Workshop for Aspen Institute moderators.	Wye
March 26-27	Moderators Workshop Workshop for potential Aspen Institute moderators.	Wye
March 29	Aspen Institute Berlin Roundtable with economic specialists from Berlin, the Federal Republic and the GDR.	Berlin

April 1990

April 1-2	Business Roundtable Education Initiative: CEO/Governor Dialogues The Aspen Institute, in cooperation with the Business Roundtable, is providing a series of dialogues to launch the partnerships between CEOs and governors who will be participating, over a ten-year period, in the BRT Education Initiative.	Wye
April 4	Aspen Institute Italia Annual Reception.	Rome
April 4-6	Aspen Institute Berlin International conference on "EC '92: Foreign Policy Implications."	Berlin
April 6-8	Law and Literature This seminar explores the distinctive contribution of literature to the understanding of law and the legal culture. Moderated by Robert B. McKay, Professor, New York University School of Law.	Wye
April 9-12	Institute for Information Studies See the March 5-8 listing.	Wye
April 17-22	Southern Africa Policy Forum A project designed to provide senior foreign policymakers in the Congress with an opportunity to learn more about the Republic of South Africa and the southern Africa region. The purpose of the project is to develop a highly informed bi-partisan core group of 20 to 25 members who can take a leading role in pursuing a realistic and effective U.S. policy toward this vital area.	Bermuda
April 20	Aspen Institute Berlin Berlin Working Group.	Berlin
April 23-26	Institute for Information Studies See the March 5-8 listing.	Wye
April 24-26	Aspen Institute Berlin International conference on "The Future of Berlin: Civil Aviation"	Berlin
April 26-29	Aspen Institute Berlin Shepard Stone Study Group on "European-Soviet-American Relations in the 1990s" (2nd conference).	Wye
April 30 - May 4	Capitalism, Communism & Their Future This seminar looks to the emergence, from the socialist revolution in the Western democracies and the Gorbachev revolution in the Soviet Union, to a new world-wide economy. Moderated by Mortimer J. Adler.	Wye

May 1990

May 4-6	The Aspen Institute Annual Board Meeting	Wye
May 6-12	Executive Seminar See the March 3-11 listing. Moderated by Colin W. Williams, President Emeritus, The Aspen Institute and Elmer W. Johnson, former Executive Vice President, General Motors Corp.	Wye

Program and Events Calendar

May 6-12	Consortium Executive Seminar An Executive Seminar (see the March 3-11 listing) offered on a consortium basis with four or five organizations. Moderated by James O'Toole, Professor of Management, Graduate School of Business Administration, University of Southern California.	Wye
May 7-10	Institute for Information Studies See the March 5-8 listing.	Wye
May 8-10	Aspen Institute Berlin International conference on "German Foreign Policies in the 1990s."	Berlin
May 10-12	Justice and Society Seminar Special seminar for the Equitable Life Assurance Legal Department.	Wye
May 11	Aspen Institute Berlin Aspen Institute Berlin Annual Board Meeting.	Berlin
May 13-18	Marriott Executive Development Program Week one of the cooperative program with The Aspen Institute, University of Maryland College of Business and Management and Marriott Corporation to provide a group of 25 Marriott executives with a series of four one-week executive development sessions. Topics include: Impact of information systems technology on organizations and society; ethics, and organizational effectiveness.	Wye
May 13-25	Special Seminar — Executive Development Program A two-week executive development program co-sponsored by The Aspen Institute and the College of Business and Management at the University of Maryland. The program's goal is to increase the breadth of experienced specialist managers who are making or will be making the transition to general management.	Wye
May 15	Aspen Institute Berlin Visit of the Columbus Society Fellows.	Berlin
May 15-19	Public Policy Issues in Energy and Resources Program Annual PacRim Workshop on Energy. Hosted by the South Korea Energy Economics Institute.	Seoul, Korea
May 18-20	Soviet Union and Eastern Europe This weekend seminar examines the changes occurring in the Soviet Union and Eastern Europe. It will also explore the consequences of these changes on U.S. foreign policy and their meaning in the context of world security. Moderated by Dick Clark, former United States Senator and Director of the Institute's U.S.-Soviet Relations Program.	Wye
May 22	Aspen Institute Berlin Roundtable with Georgetown University Students.	Berlin
May 28-30	Aspen Institute Berlin Conference on Eastern European Activities.	Berlin
May 29-31	Latin America: A Medium Term Strategy for Integration and Development Aspen Italia's fourth annual conference on Latin America. This year's meeting brings together European, Latin American, and North American representatives from the political and business worlds to discuss new strategies for cooperation and development in these countries, focusing primarily on privatization.	Mexico City

June 1990

June 1	Aspen Institute Berlin Meeting of Aspen Freundeskreis.	Berlin
June 1-3	Justice and Society Program Seminar for Judges on International human rights law.	Wye
June 4-6	Aspen Institute Berlin Conference of Young Leaders.	Moscow
June 4-6	Communications and Society Program This seminar continues the discussion of the concerns and activities of The Aspen Institute Project on Enhancing New Electronic Technologies.	Wye
June 8-15	Young Leaders Seminar Pilot Seminar. A series of intensive seminar experiences designed to assist the men and women who are now moving into general management and decision-making positions in business, government and other sectors.	Wye
June 8-10	The Future of the Corporation: Ethics This seminar is designed for corporate decision-makers and leaders from other segments of society, who seek new perspectives on facing ethical dilemmas in individual, organizational and societal decision-making.	Wye
June 11-14	Institute for Information Studies See the March 5-8 listing.	Wye
June 13	Government Executive Institute Orientation program for the 1990 Maryland Government Executive Institute, a cooperative program of The Aspen Institute and the University of Maryland.	Wye
June 12-13	Aspen Institute Berlin Wallenberg Lecture.	Berlin
June 13-15	Aspen Institute Berlin International conference on "New Dimensions of Security: East-West Military Views."	Berlin
June 15-17	European Executive Program A program for European executives to familiarize them with American culture and business practices. Co-sponsored by The Aspen Institute and the University of Maryland College of Business and Management.	Wye
June 22	Aspen Institute Berlin Berlin Working Group.	Berlin
June 24-25	Business Roundtable Education Initiative: CEO/Governor Dialogues See the April 1-2 listing.	Aspen
June 24-30	Corporation in Contemporary Society This seminar explores the history of the modern corporation, the economic, political and social assumptions behind its rise and present operations, and the challenges it faces in the future. Moderated by David E. Collins, former Vice Chairman, Johnson and Johnson; and Dorothy S. Zinberg, Senior Research Associate, Center for Science & International Affairs, Kennedy School of Government, Harvard University.	Aspen
June 24 - July 7	Executive Seminar See the March 3-11 listing. Moderated by Sidney Hyman, Editor, <i>The Aspen Institute Quarterly</i> ; and David Newell, Professor & Chair, Department of Philosophy, Washington College, Chestertown, Maryland.	Aspen

Program and Events Calendar

June 25-28	Institute for Information Studies See the March 5-8 listing.	Wye
June 27-28	Business Roundtable Education Initiative: CEO/Governor Dialogues See the April 1-2 listing.	Aspen
June 29 - July 1	Inter-American Dialogue Program Plenary session for the Inter-American Dialogue membership to discuss dialogue direction on topics in current Latin American, economic and political events and U.S.-Latin American Relations.	Wye
June	Aspen Institute Berlin International conference on "Eastern Europe: Perspectives for the 1990s" (1st of 6 conferences).	Berlin

July 1990

July 4-8	Food, Water and Climate Program Rural Economic Policy.	Aspen
July 6-8	U.S. and the World Economy This seminar brings together U.S. government officials, congressional staff, and private sector representatives to focus on issues in west-west and east-west economic relations in preparation for the program's plenary meeting in Venice in August.	Wye
July 7-14	Justice and Society Seminar This seminar offers the opportunity to re-examine what we mean by "justice" through the reading and discussion of classical writings on justice, evocative works of creative literature and contemporary cases. Participants include business executives, judges, lawyers in the private and public sector, journalists, corrections officials, academics and others with an interest in the justice system. Moderated by Judge Ruth Bader Ginsburg, U.S. Court of Appeals, District of Columbia Circuit, and Professor Burt Neuborne, New York University Law School.	Aspen
July 8-14	Executive Seminar See the March 3-11 listing. Moderated by Sherry Magill, Vice President and Deputy to the President, Washington College, Chestertown, Maryland; and Kenneth L. Adelman, former Director, U.S. Arms Control and Disarmament Agency.	Aspen
July 8-14	The Mind and Its Powers: Their Use and Misuse This seminar addresses major controversial issues in psychology—the difference between the sensitive and the intellectual powers of the mind, the difference between the human mind and the mind of higher animals, the difference between the human intellect and that of the most intelligent machines now built or ever to be constructed. Moderated by Mortimer J. Adler.	Aspen
July 8-14	Communications and Society Program This seminar, "Communications Technologies and the Democratic Process," will look at the uses of communications technologies in democratic revolutions, emerging democracies, our own country, and in future global trends.	Aspen
July 12-15	Indochina Conference Meeting of Congressional staff members invited equally from the offices of members of both parties to provide information, observations, analysis and stimulate discussion about U.S. policy toward Cambodia and Vietnam. Five leading scholars on Cambodia and Vietnam, representing a broad range of views and political opinion, will present papers and lead discussion on the pertinent policy issues to educate the Congressional staff members on current developments and provide a catalyst for a deeper examination of policy options.	Wye

July 14-21	Justice and Society Seminar See the July 7-14 listing. Moderated by U.S. Supreme Court Justice John Paul Stevens and Professor Louis Henkin, Columbia University Law School.	Aspen
July 15-28	Executive Seminar See the March 3-11 listing. Moderated by John Danner, President, Health-Week; and Leon Botstein, President, Bard College.	Aspen
July 16-19	Institute for Information Studies See the March 5-8 listing.	Wye
July 18-22	Public Policy Issues in Energy and Resources Program Energy-Environment Interface.	Aspen
July 21-27	National Leadership Training Institute Program sponsored by The Aspen Institute, University of Maryland, and the Epilepsy Foundation of America for top executive directors for epilepsy organizations around the country and staff leadership of the national headquarters of the Epilepsy Foundation of America.	Wye
July 22-26	Hispanic-Americans and the Business Community	Aspen
July 22-27	Society of Fellows Seminar Annual Seminar on current issues for members of The Aspen Institute Society of Fellows.	Aspen
July 23-24	Annual Review of Communications and Society Authors/Advisors meeting to discuss commissioned papers for this project of the Institute for Information Studies, a joint program of Northern Telecom and The Aspen Institute.	Wye
July 28 - Aug. 4	Wye Faculty Seminar This annual program at Wye is for faculty members of small liberal arts colleges from throughout the United States. The program is sponsored by Washington College, Hampton-Sydney College, and The Aspen Institute.	Wye
July 29 - Aug. 11	Executive Seminar Special CEO Seminar, see the March 3-11 listing. Moderated by David R. Gergen, Editor-at-Large, <i>U.S. News & World Report</i> ; and Shirley Williams, former member of Britain's Parliament, cabinet officer and co-founder of the Social Democratic Party.	Aspen
July 30 - Aug. 2	Institute for Information Studies See the March 5-8 listing.	Wye

August 1990

Aug. 2-5	The Aspen Institute 40th Anniversary Celebration A three-day symposium, "Renewal: Leadership and Values for the 21st Century," designed to underscore the continuing and growing relevance of the themes that have distinguished the Institute's programs since 1949.	Aspen
Aug. 5-11	Japanese and Western Values in the Modern World: Bridges or Barricades? Seminar on the foundations of Eastern and Western Thought. Behind the immediate arguments between Japan and the United States lie very different philosophical, social and political traditions. The seminar's goal is to bring together Japanese and Western leaders from business as well as other sectors to help reach better mutual understanding. Moderated by Phillips Talbot, President Emeritus, The Asia Society.	Aspen

Program and Events Calendar

Aug. 5-12	Wye Faculty Seminar See the July 28 - Aug. 4 listing.	Wye
Aug. 12-16	Communications and Society Telecommunications Regulation Conference.	Aspen
Aug. 12-17	Aspen Strategy Group "New Threats, New Responses, New Choices: American Strategy for the 1990s." This seminar examines the new directions in global politics, looking in particular at the intersection of changes in politics, economics, and technology. It will focus on how these changes are affecting America's relations with Europe, Asia, and the Third World. The Group will also look at where America's comparative advantages and disadvantages lie in terms of policy instruments and where the U.S. must make critical investment decisions.	Aspen
Aug. 12-25	Executive Seminar See the March 3-11 listing. Moderated by Gus Tyler, Author and Former Assistant President, ILGWU, New York; and Roger M. Widmann, Managing Director, Chemical Bank, New York.	Aspen
Aug. 12-25	Justice and Society Seminar See the July 7-14 listing. Moderated by U.S. Supreme Court Justice Harry A. Blackmun and Professor Norval Morris, University of Chicago School of Law.	Aspen
Aug. 16-23	Education for a Changing Society A workshop to explore critical issues in higher education—its role in a rapidly changing society, the content and quality of what is taught, and who pays for and who benefits from higher education—and of the implications of these issues for federal and state policy.	Aspen
Aug. 19-25	Major Ethical Problems This seminar examines the things we value—pleasure, money, fame and power, love, liberty, virtue, and wisdom. Ought we to desire all these things? If so, to what degree, in what order, and for what ultimate purpose in one's life. Moderated by Mortimer J. Adler.	Aspen
Aug. 25	Aspen Institute Italia Annual General Council Meeting.	Venice
Aug. 25-29	The U.S., the European Community and Japan: Global Responsibilities This seminar brings together leaders from government, business, labor and the academic community to examine two major issues: how the industrialized democracies should respond in economic policy to the changes underway in the Soviet Union and Eastern Europe; and what measures they should take to coordinate their macro-economic policies and bring the Uruguay Round of trade negotiations to a successful conclusion. This seminar is a continuation of the "U.S. and the World Economy" Program which is now in its seventh year.	Venice

September 1990

Sept. 8-15	Oxford Aspen Executive Seminar A joint project of The Aspen Institute and the <i>Economist</i> .	Oxford
Sept. 9-11	Food, Water and Climate Program Telecommunications and Rural Development: State and Regional Initiatives.	Wye

Sept. 9-14	<p>Marriott Executive Development Program Week two of the cooperative program with The Aspen Institute, University of Maryland College of Business and Management and Marriott Corporation to provide a group of 25 Marriott executives with a series of four one-week executive development sessions. Topics include: impact of information systems technology on organizations and society; ethics; and organizational effectiveness.</p>	Wye
Sept. 9-14	<p>Special Seminar — Government Executive Institute A three-part seminar program co-sponsored by The Aspen Institute and the University of Maryland's School of Public Affairs and College of Business and Management. Intended for senior-level executives in Maryland State government, the program's goal is to increase the leadership and management effectiveness of the State executive and to provide that executive with a broader framework within which to make decisions.</p>	Wye
Sept. 10	<p>Aspen Institute Berlin Berlin Working Group.</p>	Berlin
Sept. 16-27	<p>Young Leaders Seminar A series of intensive seminar experiences designed to assist the men and women who are now moving into general management and decision-making positions in business, government and other sectors. Topics: Eastern and Western cultures, diversity, environment, science and technology, ethics, and leadership.</p>	Wye
Sept. 17-20	<p>Institute for Information Studies See the March 5-8 listing.</p>	Wye
Sept. 17-21	<p>Aspen Institute Berlin "The Greenhouse/Glasnost Teleconference." A Soviet-American conference on global warming.</p>	Berlin
Sept. 21-23	<p>The Future of the Corporation: Public Education This seminar is designed for corporate decision-makers and leaders from other sectors of society who are concerned about and involved in the improvement of public education.</p>	Wye
Sept. 23-26	<p>Introductory Seminar This seminar has been specially designed to provide corporate executive development professionals with an in-depth look at the Institute's Executive Seminars.</p>	Wye
Sept. 26-28	<p>Food, Water and Climate Program Telecommunications and Rural Development: State and Regional Initiatives.</p>	Wye
Sept. 28-30	<p>U.S.-Latin American Relations</p>	Wye
Sept. 30 - Oct. 2	<p>East-West: The Perestroika Bridge Aspen Institute Italia Program. The rapid evolution occurring in Eastern Europe today requires constant attention and calls for new proposals with regard to future East-West relations. Aspen Italia intends to analyze the European Community's role, and in particular that of Italy, in Central-eastern Europe. This seminar, to be held in both Central European capitals, hopes to strengthen the already existing political, economic, and cultural links among Austria, Italy, Yugoslavia, and Hungary.</p>	Vienna and Budapest
Sept. 30 - Oct. 2	<p>U.S.-Japan Council Seventh annual meeting co-sponsored by The Aspen Institute and the Japan Economic Foundation.</p>	Wye

Program and Events Calendar

Sept. 30 - Oct. 6 **Executive Seminar** Wye
See the March 3-11 listing.

October 1990

Oct. 1-6 **Young Executives Program** Wye
A program to provide greater corporate leadership awareness and upward mobility for high-potential young executives, especially minorities and women through intensive interaction with corporate CEOs, directors and national figures. Co-sponsored by The Aspen Institute and the Fund for Corporate Initiatives.

Oct. 5-6 **Business Roundtable Education Initiative: CEO/Governor Dialogues** Wye
See April 1-2 listing.

Oct. 7-9 **Government Executive Institute** Wye
Meeting of the Government Executive Institute alumni.

Oct. 8-11 **Institute for Information Studies** Wye
See the March 5-8 listing.

Oct. 11-14 **Aspen/Wye Communications Conference** Wye
The 12th in a series of conferences convening top leaders of the television/cable/film/programming fields and their counterparts from government, business, education, science, as well as other sectors of society.

Oct. 14-19 **Special Seminar — Government Executive Institute** Wye
See the September 9-14 listing.

Oct. 14-20 **Executive Seminar** Wye
Special CEO Seminar, see the March 3-11 listing.

Oct. 21-26 **Marriott Executive Development Program** Wye
Week three of the cooperative program with The Aspen Institute, University of Maryland College of Business and Management and Marriott Corporation to provide a group of 25 Marriott executives with a series of four one-week executive development sessions. Topics include: impact of information systems technology on organizations and society; ethics; and organizational effectiveness.

Oct. 21-27 **Consortium Executive Seminar** Wye
An Executive Seminar (see the March 3-11 listing) offered on a consortium basis with four or five organizations. Moderated by Phillips Talbot, President Emeritus, The Asia Society; and Thomas W. Jones, Executive Vice President and Chief Financial Officer, TIAA-CREF.

Oct. 21 - Nov. 3 **Executive Seminar** Wye
See the March 3-11 listing. Moderated by Charles Van Doren, author and retired publishing executive.

Oct. 23-26 **Aspen Institute Berlin** Berlin
Conference on "Karl Blechen—An International View" (in cooperation with the National Gallery Berlin).

Oct. 26-28 **The Future of the Corporation: Capital Ownership** Wye
This seminar takes a broad look at capital ownership in the United States and the implications for the U.S. corporation in the long term.

Oct. 29 - Nov. 1 **Institute for Information Studies** Wye
See the March 5-8 listing.

October	The Corporation in Contemporary Society	Amagi, Japan
October	Aspen Institute Berlin International conference on "EC '92: Foreign Policy Implications" (2nd of 3 conferences).	Berlin
October	Aspen Institute Berlin Shepard Stone Study Group on "European-Soviet-American Relations in the 1990s" (3rd conference).	Berlin
October	Aspen Institute Berlin International conference on "The Future of German-American Relations."	Berlin

November 1990

Nov. 1-2	Annual Review of Communications and Society Conference to review commissioned papers for this project of the Institute for Information Studies, a joint program of Northern Telecom and The Aspen Institute.	Wye
Nov. 4-9	Special Seminar — Government Executive Institute See the September 9-14 listing.	Wye
Nov. 5	Aspen Institute Berlin Berlin Working Group.	Berlin
Nov. 9-11	South Africa in 1990: Does the End of Apartheid Mark the Beginning of Democracy? This weekend seminar's discussions will focus on the dramatic events occurring in South Africa and try to define the direction and pace of the changes and how it impacts on American interests. Moderated by Dick Clark, former United States Senator and Director of The Aspen Institute's Southern Africa Policy Forum.	Wye
Nov. 12-15	Institute for Information Studies See the March 5-8 listing.	Wye
Nov. 13-15	Communications and Society Program This seminar continues the discussion of the concerns and activities of The Aspen Institute Project on Enhancing the Social Benefits of New Electronic Technologies.	Wye
Nov. 18-19	Business Roundtable Education Initiative: CEO/Governor Dialogues See the April 1-2 listing.	Wye
Nov. 18-20	Italy Today and Tomorrow: A Communications Policy for Europe in the Year 2000 Following last year's Venice conference, this meeting further explores Italy's role in European communications upon the opening of the Single Market in 1992.	Venice
Nov. 28 - Dec. 2	Japanese and Western Values in the Modern World: Bridges or Barricades? Seminar on the foundations of Eastern and Western Thought. Behind the immediate arguments between Japan and the United States lie very different philosophical, social and political traditions. The seminar's goal is to bring together Japanese and Western leaders from business as well as other sectors to help reach better mutual understanding. Moderated by Phillips Talbot, President Emeritus, The Asia Society.	Tokyo

Program and Events Calendar

Nov. 30 - Dec. 2	The Future of the Corporation: The Environment This seminar is designed for corporate leaders and leaders in other sectors who are shaping their organization's vision and policies regarding environmental matters.	Wye
Nov. 30 - Dec. 2	Justice and Society Program Seminar for judges on international human rights law.	Wye
November	Aspen Institute Berlin International conference on "Eastern Europe: Perspectives for Poland."	Berlin
November	The Social Responsibilities of Business Corporations	Yatsugatake, Japan

December 1990

Dec. 3-6	Institute for Information Studies See the March 5-8 listing.	Wye
Dec. 7-8	Aspen Strategy Group Planning meeting for 1991.	Wye
Dec. 7-9	Justice, Society, and Medicine	Wye
December	Aspen Institute Berlin International conference on "Polarization in European Politics."	Berlin
December	Aspen Institute Berlin International conference on "New Dimensions of Security: Inter-Parliamentary Meeting."	Berlin
December	Aspen Institute Berlin Berlin Working Group.	Berlin
Monthly	Aspen Institute Italia Luncheon Speakers Series. 10-15 high-level representatives of the political and business worlds discuss pressing subjects of the day. Working lunches organized monthly.	Rome



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