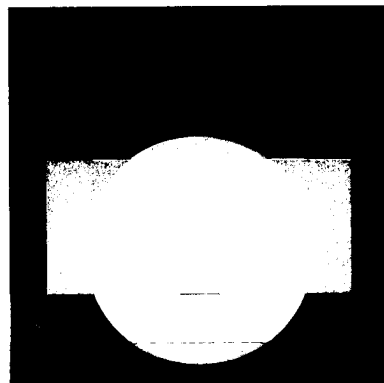




Aspen Institute for Humanistic Studies

The Aspen Institute Executive Seminars

1980-81



The Executive Seminars

"As I look back over the past twenty-five years of my life, the single most significant experience which influenced my succeeding activities was my first two-week participation in the Aspen Institute Executive Seminar Program."

Gaylord Freeman, former Chairman of the Board,
First National Bank of Chicago

The Purpose:

For 30 years, the core of the Aspen Institute has been and remains the Executive Seminars. Senior corporate executives who enroll in one of these seminars commit themselves to two weeks of intensive study, discussion and interaction with their peers from business and with leaders from other sectors of society worldwide.

The major purpose of the Executive Seminars is to provide corporate decision makers with important insights and analytical tools different from those of traditional management training. The seminars are oriented toward senior corporate officers' deepening concern with the world around them and the rapidly evolving role and responsibilities of business leadership. We know of no comparable program.

The Concept:

The Executive Seminars' fundamental concept is that value considerations – whether explicitly stated or unconsciously assumed – provide the basis of most significant decision making, and that an understanding of these considerations is essential for effective management.

The Focus:

Today's corporate executive works in a business environment where pressures from foreign and domestic governments, including legislatures and regulatory agencies; from labor; and from consumer, environmentalist and other public interest groups are unprecedented and intensifying.

The swift rate of change – economic, political, social and cultural – makes the task of management increasingly complex. To react effectively to today's pressures and to assume the responsibility of anticipating and helping to guide change, the business leader needs to comprehend not only his or her own personal and

institutional value systems, but also the value systems of those with differing points of view.

The Format:

The format of the Executive Seminar, like its purpose, is distinctive. Each seminar has 20 to 25 participants, of whom two-thirds are corporate executives. The others are leaders from government, labor, law, education, communications, the arts, the sciences, and the humanities, from the United States and abroad.

Each seminar group is guided by one or two experienced moderators. The group convenes for structured discussion every weekday morning and during several afternoons for two weeks.

The Issues:

The discussions center on fundamental issues such as the changing perceptions of justice, freedom, equality and property; the shifting relationships among individuals, corporations, other institutions and the state; the tensions between power and morality and between efficiency and fairness, and the nature of moral leadership. The issues also touch on corporate legitimacy and social responsibility, third-world self-determination, the proper role for technology in society and the place of dissent in the social contract.

The Readings:

The basis for these discussions is a specially prepared anthology of major writings from the past and present. The Readings provide the participants with a shared focus for discussion. The selections encompass the essential thoughts of human experience and challenge the participants to relate to perennial concerns as well as to each other. The authors range from Plato, Aristotle and Mencius to Thomas Jefferson, Rousseau, Machiavelli and Karl Marx; from T.S. Eliot to Franklin D. Roosevelt and Martin Luther King; from Adam Smith to Mohandas K. Gandhi.

The Context:

In addition to attending the seminar sessions, participants in the Executive Seminars are encouraged to share in the network of ideas, individuals and institutions represented at the Aspen Institute by leaders from a wide range of disciplines. Interaction with the participants in other Institute programs is facilitated by public lectures, informal roundtables and commons-room dining arrangements.

The Moderators:

Moderators are responsible for maintaining the intellectual quality of the seminar discussion, creating group cohesion and promoting the seminar's openness and candor. Recent moderators have included:

Mortimer J. Adler
Director, Institute
for Philosophical Research

Cyril E. Black
Director, Center for International
Studies, Princeton University

Thornton F. Bradshaw
President
Atlantic Richfield Company

Lisle C. Carter, Jr.
President, University of the
District of Columbia

Douglas Cater
President
The Observer International

Mohamed El-Zayyat
Former Egyptian Foreign Minister
Cairo, Egypt

Nell Eurich
Senior Consultant
International Council for
Educational Development

Patrick J. Hannifin
Vice Admiral, USN (Ret.)
Former Director of Staff
Joint Chiefs of Staff

Richard M. Hunt
Director of Program
Andrew W. Mellon Faculty
Fellowships in the Humanities
Harvard University

Sidney Hyman
Professor of Criminal Law
University of Illinois

Lionel Landry
Executive Vice President
The Asia Society

Morris Lasker
United States District Judge
Southern District of New York

William Lee Miller
Director
Poynter Center
Indiana University

Norval Morris
Julius Kreeger Professor
of Law and Criminology
University of Chicago Law School

Bill Moyers
Editor-in-Chief
Bill Moyers' Journal
WNET/13

Zygmunt Nagorski
Vice President
Lehrman Institute

John C. Sawhill
U.S. Deputy Secretary
of Energy

Donald P. Shaw
Colonel, U.S. Army
Director, U.S. Army
Military History Institute

Sir Huw Wheldon
Chairman
London School of Economics

Adam Yarmolinsky
Counsel—Kominers, Fort,
Schlefer & Boyer
Washington, D.C.

The Participants:

Included among workshop and seminar participants at the Institute in 1979 were members of the United States Government including Supreme Court Justices and Federal Judges, Senators, Members of Congress and key legislative staff, Cabinet and sub-Cabinet officers; foreign ministers, parliamentarians, and ambassadors; senior military personnel; artists, scholars, and scientists; university presidents and distinguished faculty; labor leaders, and executives of foundations and other private not-for-profit organizations.

A special effort is made to involve women, youth, minorities and grassroots leaders.

**A Selection of Non-business Participants
in Recent Executive Seminars**

William Aramony
National Executive
United Way of America

**H.R.H. Prince Bandar
Bin Sultan Al Sa'ud**
Major, Saudi Royal Air Force
Dhahran, Saudi Arabia

Jonathan Bingham
United States Congress

Rodrigo Botero
Former Minister of Finance
Colombia

Brenda Brimmer
Executive Director
MS. Foundation

Jose Cabranes
General Counsel and Director
of Governmental Relations
Yale University

Richard C. Clark
Ambassador-at-Large and
U.S. Coordinator for Refugee Affairs

Alice Daniel
General Counsel
Legal Services Corporation

Thomas Ehrlich
Director
Planning Office
International Development
Cooperation Agency

Willard Gaylin, M.D.
President, Institute of Society,
Ethics, and the Life Sciences

Caryl Haskins
Chairman, The Carnegie Corporation

Alexander Heard
Chancellor
Vanderbilt University

Alexis Herman
Director, Women's Bureau
U.S. Department of Labor

Carl Holman
President
National Urban Coalition

Richard C. Hottelet
United Nations Correspondent, CBS

Damon J. Keith
United States Circuit Judge
Court of Appeals, Sixth Circuit

Stuart Loory
Managing Editor
Chicago Sun-Times

Vilma Martinez
President and General Counsel
Mexican American Legal Defense
and Education Fund

Menachem Milson
Professor of Arab Literature
Hebrew University, Jerusalem

Archibald R. Murray
Executive Director
The Legal Aid Society of New York

Bess Myerson
Consumer Consultant

M. Said Nabulsi
Governor
Central Bank of Jordan

Mitsugu Nakamura
President
Asahi Evening News, Tokyo

Dorothy W. Nelson
Dean, School of Law
University of Southern California

Sadako Ogata
Director, UNICEF

Edith B. Phelps
National Director
Girls Clubs of America

David Rothenburg
Executive Director
The Fortune Society

Stephen I. Schlossberg
Director, Governmental and Public
Affairs, United Auto Workers

John Paul Stevens
Associate Justice
United States Supreme Court

Donald M. Stewart
President, Spelman College

J. B. Stockdale
Vice Admiral, USN
President, The Citadel

Lionel Tiger
Director of Research
Harry Frank Guggenheim Foundation

Donald Gilchrist Treford
Editor, *The Observer* of London

James Twitty
Painter

Richard von Weiszacker
Member of the German Parliament

Osamu Watanabe
Executive Director
Japan Trade Center

Sarah Weddington
Special Assistant to the President
The White House

Sahabsada Yaqub-Khan
Ambassador of Pakistan to U.S.S.R.

The Settings:

In 1980 and 1981, the Executive Seminars will be offered at an unprecedented variety of dates and locations. Summer activity in Aspen, Colorado, will be extended into late spring and early autumn and the schedule of winter seminars in Aspen will be expanded.

We shall continue to hold seminars at the Aspen Institute's facility on the Big Island of Hawaii and shall offer them in 1980 for the first time at Wye Plantation near Washington, D.C. and at Winrock, Arkansas.

The Fee:

The fee for each Executive Seminar is \$4000 per participant, or \$4500 if accompanied by a second person, and includes lodgings and meals. Fees can vary at locations abroad. More elaborate housing or extra space for children is available at an additional cost; and many participants, particularly in Aspen during the summer, come with their families.

Participation by Couples:

From its inception, the Executive Seminars have encouraged participants to attend with their spouses, who are invited to audit seminar sessions and other Institute activities. In recent years, interested spouses have been able intermittently to join the discussion at the seminar table as well as to involve themselves fully in all aspects of the Institute's program outside the seminar room. This policy of participation by couples will be continued in most 1980 sessions.

In addition, two experimental Executive Seminars will be introduced in 1980 in which both the executive and the spouse may be enrolled as full participating members. This innovation will enable the corporate couple to share a significant intellectual and social experience.

These experimental sessions will be held in Aspen July 6-19 and August 17-30. In the July seminar, both members of the couple will be in the same session; in August, they will be in different but concurrent sessions. In every other way, the format and content of the Executive Seminars will be retained. The fee for the experimental session is \$6500 per couple.

Corporation and Society Seminars

The Focus:

The Corporation and Society Seminar is the major new element in the Aspen Institute Executive Seminars. This seminar focuses on an explicit and in-depth examination of the role of the corporation in relation to other sectors of society and to society at large.

The Format:

The Corporation and Society Seminars follow the two-week format of the Executive Seminars with discussions based on significant writings from the past and present. Although substantial proportions of the texts are drawn from contemporary sources, the orientation of The Corporation and Society, reflecting that of the Executive Seminars, re-examines perennial human concerns and their relationship to responsible management in today's corporate environment.

Beginning in 1980, The Corporation and Society Seminar will be offered in two formats: a traditional two-week meeting with sessions running from Monday through Saturday mornings and one afternoon a week; and an "intensive" session with the curriculum condensed into eight days. The fee for both formats is the same.

The Issues:

This seminar is concerned essentially with questions of corporate legitimacy and governance. It explores the place of the corporation in the contemporary environment and the interactions of the corporation with other major societal institutions, including government, the media, organized labor, the community and the family. It raises issues related to inflation, energy, job enrichment and national planning. It also examines the relation of the corporation to its various constituencies, among them, shareholders, directors, executives, employees, consumers and the public.

The Readings:

The texts are oriented toward the intersection of corporate issues and human values; they are drawn from authors such as Daniel Bell, Kenneth Boulding, Douglas Fraser, John Kenneth Galbraith, John W. Gardner, Robert Heilbroner, George Cabot Lodge, Michael Maccoby, Ralph Nader and Daniel Yankelovich.

The Context:

Participants in the Corporation and Society Seminars have the opportunity—through public lectures, informal roundtables and commons-room dining arrangements—to interact with the participants in other Institute programs.

The Moderators:

Moderators for the Corporation and Society Seminars in 1978 and 1979 have included:

Jack Conway
Senior Vice President
United Way of America

Frank Ikard
Former President
American Petroleum Institute

William Eberle
President, United States Council
International Chamber of Commerce

George McGhee
Director, Mobil Oil Corporation,
Procter & Gamble, TWA

Gaylord Freeman
Honorary Chairman and Director
First National Bank of Chicago

Leonard Silk
Economic Writer
The New York Times

Victor Gotbaum
Executive Director, District Council 37
American Federation of
State, City, and Municipal Employees

Gus Tyler
Assistant President
International Ladies'
Garment Workers' Union

Bohdan Hawrylyshyn
Director, Center of Education
in International Management
Geneva, Switzerland

The Settings:

In 1980 and 1981, the Corporation and Society Seminars will be offered at Wye Plantation, Maryland; Hawaii, and Berlin, as well as the traditional Aspen, Colorado, setting. A special Wye Plantation Weekend Series will be initiated in the fall of 1980.

The Fee:

The fee for each seminar on The Corporation and Society is \$4000 per participant, or \$4500 if accompanied by a second person. This includes lodgings and meals. Fees vary at locations abroad. More elaborate housing or extra space for children is available at an additional cost.

**Some Non-business Participants
in Recent Corporation and
Society Seminars**

Abdul Aziz Alzamil
Vice Chairman and
Chief Executive Officer
Saudi Basic Industries Corporation
Riyadh, Saudi Arabia

Bette B. Anderson
U.S. Under Secretary of the Treasury

W. Michael Blumenthal
Former U.S.
Secretary of the Treasury

William M. Dietel
President
Rockefeller Brothers Fund

William R. Dill
Dean of Faculty of
Business Administration
New York University

John W. Gardner
Founding Chairman
Common Cause Inc.

Mark Green
Director, Corporate
Accountability Research Group

Charles R. Halpern
Director, Institute for
Public Interest Representation
Georgetown University Law Center

Simon Lazarus
Associate Director
U.S. Domestic Policy Council

Alan S. Morrison
Director
Public Citizen Litigation Group

Masahisa Naitoh
Director, Japan Trade Center

Christopher Stone
Professor of Law
University of Southern California

William E. Webster
Director
Federal Bureau of Investigation

Sandra Willett
Executive Vice President
National Consumers League

Harold Williams
Chairman, Securities and
Exchange Commission

1980 Aspen Institute Executive Seminars

Executive Seminars

January 20-February 2	Hawaii
February 3-February 16	Hawaii
February 10-February 23	Aspen
February 24-March 8	Aspen
*March 7-9; April 11-13; May 9-11; May 30-June 1	Wye
March 9-March 22	Aspen
April 13-April 26	Winrock, Arkansas
June 1-June 14	Aspen
June 15-June 29	Aspen
†July 6-July 19 (two sessions)	Aspen
July 20-August 2	Aspen
*August 3-August 16 (two sessions)	Aspen
†August 17-August 30 (two sessions)	Aspen
August 31-September 13	Aspen
September 14-September 27 (two sessions)	Aspen
September 19-21; October 17-19; November 7-9; November 21-23	Wye
September 28-October 11 (two sessions)	Aspen

Corporation and Society Seminars

January 6-January 19	Hawaii
March 2-March 15	Aspen
June 1-June 14	Aspen
June 21-June 29	Aspen
July 20-August 2	Aspen
September 6-September 14	Aspen
September 12-14; October 3-5; October 24-26; November 14-16	Wye

Note: Each Seminar at Aspen Institute-Wye Plantation meets from late Friday afternoon to midday Sunday on four weekends and covers the full two-week curriculum. Aspen Institute-Wye Plantation, Maryland, is about 70 miles from Washington, D.C.

*Mortimer J. Adler will moderate the Executive Seminar during the winter/spring weekends at Wye and one of the concurrent Executive Seminars August 3-16 in Aspen.

†Special sessions in which spouses may participate will be held July 6-19 and August 17-30.

Aspen Institute Executive Seminars

Seminars Staff

Martin Krasney, Executive Director
Virginia Privateer Corsi, Associate Director
Eva Popper, Associate Director
Susan Paris Lewis, Executive Director, Special Institute Projects

1981 Aspen Institute Executive Seminars—Tentative

Executive Seminars

January 4-January 17	Hawaii
January 18-January 31	Hawaii
February 1-February 14	Hawaii
February 8-February 21	Aspen
February 22-March 7	Aspen
March 6-8; April 10-12; May 8-10; May 29-31	Wye
March 8-March 21	Aspen
March 22-April 4	Aspen
May 31-June 13	Aspen
June 14-June 27	Aspen
July 5-July 18 (two sessions)	Aspen
July 19-August 1	Aspen
August 2-August 15 (two sessions)	Aspen
August 16-August 29 (two sessions)	Aspen
August 30-September 12	Aspen
September 11-13; October 2-4; October 23-25; November 13-15	Wye
September 13-September 26 (two sessions)	Aspen
September 27-October 10 (two sessions)	Aspen

Corporation and Society Seminars

January 4-January 17	Hawaii
January 18-January 31	Hawaii
January 31-February 8	Aspen
March 8-March 21	Aspen
March 13-15; April 3-5; May 8-10; May 22-24	Wye
April 12-April 25	Winrock, Arkansas
May 31-June 13	Aspen
June 20-June 28	Aspen
July 19-August 1	Aspen
September 5-September 13	Aspen
September 18-20; October 9-11; October 30-November 1; November 20-22	Wye

The 1981 calendar is tentative and may be expanded or changed. It is probable, for example, that additional seminars will be held at Baca Grande in Colorado and the Wye Plantation on the Eastern Shore of Maryland near Washington.

717 Fifth Avenue, New York, New York 10022
(212) 759-1053

Operating Committee

The Executive Seminars Operating Committee provides oversight and meets monthly with the Institute staff for planning and development. The committee's co-chairmen are Lisle C. Carter, Jr., President, University of the District of Columbia, and William Kieschnick, Vice Chairman, Atlantic Richfield Company.

Special Seminars

The Aspen Institute conducts a number of seminars, workshops and other activities in addition to the Executive Seminars and the Corporation and Society Seminars described above. The Aspen Institute strongly encourages participation by corporate executives in all its activities, including those relating to Governance and its five "thought-leading-to-action" programs concerned with the formulation of humanistic public policy.

The Special Seminars described below focus on particular issues or geographic areas and illustrate the activities planned by the Aspen Institute in which corporate participation is desired.

Energy, Ethics and Governance

Beginning in 1980, the Aspen Institute will offer a one-week seminar on Energy, Ethics and Governance. The new seminar was established in association with the Institute's Energy Committee, co-chaired by Robert O. Anderson, Chairman of Atlantic Richfield Company and the Aspen Institute, and John C. Sawhill, the U.S. Deputy Secretary of Energy on leave from the Presidency of New York University.

The new Energy seminar will address the relations among business, government and private citizens; the role of institutions in dealing with societal problems; and the need for individuals with imagination, innovation and leadership. The Energy seminar will provide a case study of how our complex and interdependent society deals with an issue that reshapes our notions of public and private; domestic and foreign; authoritarian and participatory, and pragmatic and moral. While economic and technological concerns will necessarily be considered, the principal focus of the seminar will be ethical and humanistic.

Sessions of the Energy, Ethics and Governance Seminar will be held in Aspen, March 23-29, June 22-28 and August 31-September 6. The fee is \$2500 for an individual and \$3000 if accompanied by another person.

Justice and Society

A Seminar on Justice and Society, patterned on the traditional Executive Seminar, was offered for the first time during the summer of 1979 by the Institute's Program on Justice, Society and the Individual. The session provided an opportunity for practicing lawyers, corporate counsel, judges, legal educators, public interest lawyers and a number of participants from related disciplines to spend two weeks discussing basic concepts of justice.

This first seminar was co-moderated by Justice Harry A. Blackmun of the United States Supreme Court and Professor Norval Morris of the University of Chicago Law School.

Among the topics selected for discussion were the relationship between law and morality; retributive and distributive justice; freedom of expression and tolerance

for alternative life styles; racial discrimination and affirmative action; gender-based discrimination; international justice and human rights, and the various professional roles of the lawyer.

Two Justice and Society Seminars are scheduled for the summer of 1980, July 13-26 and August 24-September 6. The seminars, like the Institute's Justice Program, are under the direction of Robert B. McKay, former Dean of the New York University Law School.

Arab World

This two-week seminar, sponsored jointly with the Aspen Institute's Middle East Project, is designed primarily for American leaders and decision makers in business, government, academia and media and serves to introduce them to the history, religion and culture of the Arab World as well as contemporary social, political and economic concerns. The objective of the seminar is to develop better understanding of contemporary issues and relationships with a changing Middle East. Half the participants in each session will be Middle Easterners or persons with a particular expertise in the area.

Two Arab World Seminars will be held in 1980, June 29-July 12 and September 7-20, under the direction of Colin W. Williams, former Dean of the Yale University Divinity School and Director of the Aspen Institute's Middle East Project.

Modern China, Korea and Southeast Asia

This seminar—under the leadership of Phillips Talbot, President of The Asia Society and a Trustee of the Aspen Institute—focuses on three of the most dynamic areas in the world today. Its goal is to provide insights into how their civilizations have evolved and where they fit in today's interdependent global society. Asians constitute more than half the world's population and have moved vigorously onto the international stage. They have become America's largest trading partners and figure prominently in investment, political and security arrangements. Informed Americans and Europeans are recognizing the need to understand the traditions of Asia as well as the issues that concern that continent today. The Modern China, Korea and Southeast Asia Seminar, to be held in Aspen July 27-August 9, 1980, is a comprehensive introduction to those societies.

Modern Japan

This seminar, to be offered in Aspen, August 10-23, 1980, responds to a need in the American business community for an in-depth introduction to Japan among executives who are significantly involved with that society or who expect to be. The three parts of the seminar will examine the evolution and contemporary culture of Japanese society as a whole, the structure and

dynamics of business in today's Japan and the current and future policies of Japan as they relate to the United States and other nations.

Conceived and developed by social scientists Daniel Okimoto and Thomas Rohlen, American experts on Japan, the Modern Japan Seminar will use a newly-created anthology of texts by Japanese and Western authorities and will supplement it with films and lectures. The inclusion of leaders from Japanese business, labor, media and government among the 25 participants will assure a rich experience interpersonally as well as intellectually.

Special Seminar Fees

The fee for two-week Special Seminars is \$4000 for a participant or \$4500 if accompanied by a second person, except the Justice and Society Seminar for which the fees are respectively \$3500 and \$4000.

Special Seminars-1980

Among the many Aspen Institute activities which are now scheduled and in which corporate participation is encouraged are the following special seminars:

March 23-March 29	Energy, Ethics and Governance	Aspen
June 22-June 28	Energy, Ethics and Governance	Aspen
June 29-July 12	The Arab World	Aspen
July 13-July 26	Justice and Society	Aspen
July 27-August 9	Modern China, Korea and Southeast Asia	Aspen
August 10-August 23	Modern Japan	Aspen
August 24-September 6	Justice and Society	Aspen
August 31-September 6	Energy, Ethics and Governance	Aspen
September 7- September 20	The Arab World	Aspen

Special Seminars-1981

Corporate participation will be welcomed in all Aspen Institute activities in 1981. Dates will be announced for special seminars on Justice and Society; The Arab World; Modern Japan; and Modern China, Korea and Southeast Asia. At present, dates have been established for only the following special seminars:

January 18-January 24	Energy, Ethics and Governance	Aspen
March 22-March 28	Energy, Ethics and Governance	Aspen
June 21-June 27	Energy, Ethics and Governance	Aspen
August 30-September 5	Energy, Ethics and Governance	Aspen

Seminar Sites

The Aspen Institute's Executive Seminars, Corporation and Society Seminars, special seminars and other activities are held at a variety of locations in the United States and abroad.

The Executive Seminars concentrate during summer and late winter at the campus in **Aspen, Colorado**, where the Institute began in 1949. The 120-acre site there includes meeting rooms, an auditorium, a library, an art gallery, lodgings, dining rooms and a health center.

Historic Wye Plantation on the Eastern Shore of Maryland is Arthur Houghton's generous gift to the Institute and provides ready access to Washington, D.C. Guests are housed in newly-renovated buildings at this beautiful rural retreat.

Punalu'u, on the Black Sand Beaches of the Big Island of Hawaii, has a gentle climate and a serene tropical setting. The participants reside in studio apartments at SeaMountain.

Baca Grande is the Institute's new Western-style "pioneering" facility near Crestone in south-central Colorado.

Aspen Institute Berlin serves as a crossroads facilitating interaction among North America, Western Europe and Eastern Europe. Meetings are held in the Institute's converted mansion, a gift from the City of West Berlin.

Winrock International, situated on top of Petit Jean Mountain near Morrilton, Arkansas, will be the location of the first Executive Seminar held outside Aspen Institute premises. Participants will reside in the guest accommodations built there by Winthrop Rockefeller.

The Aspen Institute for Humanistic Studies

The Aspen Institute for Humanistic Studies is a continuing experiment to help shape a world in which there is individual freedom, creativity and fulfillment as well as social justice and fairness.

This goal is difficult and challenging in an increasingly complex society. To wrestle with the critical issues of our time from a human-centered viewpoint, the Aspen Institute brings together some of the ablest people from all sectors of society, worldwide. The Institute gives them a unique means to debate their convictions and define policies needed to enhance the human condition – while there is still time to make choices.

The Institute has become a catalyst by which people who make or influence decisions can convert ideas and values into action. It encourages individuals and institutions to reach beyond their self-interest and try to form a more humane future.

In addition to the Executive Seminars – which bring together leaders from business, labor and the academic and public sectors to discuss the relevance of the great ideas of mankind to contemporary issues – the Institute has ongoing programs that concentrate on five areas of concern: International Affairs; Communications and Society; Justice, Society and the Individual; Science, Technology and Humanism; and Education for a Changing Society.

As a central theme, the Institute is undertaking a sustained examination of crucial issues of Governance: How should we govern and be governed? Subjects include Financing the Future; Human Rights; Energy; The First 20 Years of Life; Ethics, Religion and Governance; and Work, Industrial Policy and Society. The Institute also integrates able people from various global regions in all its activities and studies issues of concern to these areas.

The Institute has an extensive publishing program that produces and disseminates books and monographs based on its meetings and concerns.

The Aspen Institute is independent, international, nonpartisan and nonprofit. It is directed by an international 37-person Board of Trustees, representing all sectors of society, and a global network of Special Advisers and participants. It is supported by foundations, individuals, corporations, and grants from national and international public organizations. Its central office is in New York City, and it has major centers of activity in Aspen, Colorado; at Wye Plantation outside Washington, D.C.; and in Berlin, Hawaii and Tokyo.



Aspen Institute for Humanistic Studies

**717 Fifth Avenue
New York, New York 10022
(212) 759-1053**

***Robert O. Anderson**, Chairman of the Board, Aspen Institute
for Humanistic Studies

***Joseph E. Slater**, President and Trustee of the Aspen Institute
for Humanistic Studies

Program Council

J. E. Slater, Chairman, Program Council

Ernest L. Boyer, Special Adviser to the Institute

Lord Bullock, Aspen Institute Fellow; Special Adviser

Douglass Cater, Aspen Institute Senior Fellow

Harlan Cleveland, Director, Aspen Institute Program in International Affairs

Paul Doty, Director, Aspen Institute Program in Science,
Technology and Humanism

Sidney Harman, Special Adviser to the Institute

Jane Wilder Jacqz, Executive Director and Vice President, Aspen Institute

Francis Keppel, Director, Aspen Institute Program in Education for a
Changing Society

Henry A. Kissinger, Aspen Institute Senior Fellow; Special Adviser

Martin Krasney, Executive Director, Aspen Institute
Executive Seminar Program

Susan Paris Lewis, Executive Director, Special Institute Projects

Lyn Lindsay, Program Coordinator; Secretary, Program Council

Robert B. McKay, Senior Fellow and Director, Aspen Institute Program
on Justice, Society and the Individual

J. Robert Moskin, Editorial Director of the Aspen Institute

Waldemar A. Nielsen, Aspen Institute Fellow; Special Adviser

Michael Rice, Director, Aspen Institute Program
on Communications and Society

Walter Orr Roberts, Aspen Institute Fellow; Program
in Science, Technology and Humanism

Shepard Stone, Director, Aspen Institute Berlin

Stephen P. Strickland, Vice President, Aspen Institute

Collin W. Williams, Aspen Institute Senior Fellow, Mideast Activities and Ethics,
Religion and Governance

Daniel Yankelovich, Special Adviser to the Institute

Charles W. Yost, Coordinator, Eastern Europe, China and
International Organizations; Special Adviser

George W. Aldridge, Jr., Manager, Aspen Institute at Wye
Plantation (Washington)

Libby A. Cater, Special Consultant to the Aspen Institute

Maureen Corr, Assistant Secretary, Aspen Institute

Jessie K. Emmet, Coordinator of Fellowships

B. R. Kraft, Jr., Special Assistant to the President for
Planning and Development

Eva Popper, Special Assistant to the President

Marc Porat, Program Fellow and Associate Director, Program
on Communications and Society

Fanny L. Stiller, Treasurer, Aspen Institute

King R. Woodward, Conference Coordinator, Aspen, Colorado

*Member of the Executive Committee

Aspen Institute for Humanistic Studies

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Former Minister of Finance,
Bogota, Colombia

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President, Atlantic
Richfield Company

Lord Bullock
Master, St. Catherine's, Oxford
Aspen Institute Fellow

***Lisle C. Carter, Jr.**
President, University of
the District of Columbia

***Douglass Cater**
President, The Observer
International, Inc.
Aspen Institute Senior Fellow

***Jack T. Conway**
Senior Vice President,
United Way of America

Marion Countess Doenhoff
Publisher, *Die Zeit*
Hamburg, Germany

Douglas Fraser
President
United Automobile Workers

***Gaylord Freeman**
Vice Chairman, Aspen Institute

William Gomberg
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Halaby International Corporation

Shirley M. Hufstедler
Judge, U.S. Court of Appeals

***Robert S. Ingersoll**
Vice Chairman, Board of Trustees
The University of Chicago

***Howard W. Johnson**
Chairman of the Corporation
Massachusetts Institute
of Technology

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