# Table of Contents

## ABOUT THE AMERICAN COUNCIL ON GERMANY
- The Council and Its Mission ................................................................. Page 1
- A Message from the Chairman and the President .................................. Page 2

## POLICY PROGRAMS AND PUBLICATIONS
- 2012 Calendar of Events ........................................................................ Page 4
- Eric M. Warburg Chapters .................................................................... Page 8
- Occasional Papers ................................................................................ Page 11
- Study Tours ......................................................................................... Page 12

## PROGRAMS FOR THE SUCCESSOR GENERATION
- American-German Young Leaders Conference ................................... Page 13
- Multilateral Young Leaders Conference .............................................. Page 16
- Tripartite Young Leaders Conference ................................................ Page 17
- American-German Young Leaders Reunion and Other Gatherings .......... Page 18
- Fellowships ....................................................................................... Page 19

## PARTNERS IN PROMOTING TRANSATLANTIC COOPERATION
- John J. McCloy Awards Dinner ......................................................... Page 22
- Corporate Membership Program ....................................................... Page 24
- Co-Sponsors and Collaborating Organizations .................................. Page 25
- Roster of Individual Members ............................................................ Page 26
- Foundation and Individual Support .................................................. Page 28

- Officers, Directors, and Staff ......................................................... Page 29
The American Council on Germany (ACG) is an independent, non-partisan nonprofit organization which promotes dialogue among leaders from business, government, and the media in the United States and Europe. The ACG strengthens transatlantic understanding and coordinates policy initiatives on key issues in the post-September 11th world.

The ACG was incorporated in 1952 in New York to encourage reconciliation and understanding following the two disastrous wars in the first half of the 20th century. Among its early leaders were John J. and Ellen McCloy, General Lucius D. Clay, Christopher Emmet, Joseph Kaskell, George N. Shuster, and Eric M. Warburg. Because of their vision of transatlantic cooperation, the Council has served as a key bridge between Germany and the United States for 60 years. In the 21st century, transatlantic cooperation on a range of global economic, political, and social issues is more important than ever. As the European Union continues to evolve, the ACG provides Americans with a better understanding of Europe as a whole.

Through its range of programs and outreach activities, the American Council on Germany anticipates emerging challenges for the transatlantic relationship and encourages innovative approaches to problem solving. The ACG supports the open exchange of views and builds personal networks among leaders on both sides of the Atlantic by:

- convening regular policy discussions in New York City, Washington, D.C., and at its Eric M. Warburg Chapters throughout the United States to inform individuals about German and European affairs as well as global challenges that Europe and the United States are facing;
- identifying leaders from the successor generation on both sides of the Atlantic to engage in American-German Young Leaders Conferences and in Multilateral and Tripartite Young Leaders Conferences;
- organizing high-level policy conferences and Study Tours in Europe and the United States on important political and economic issues;
- awarding fellowships to American and German mid-career professionals from the fields of agriculture, environmental policy, journalism, and urban affairs, along with academia, to enable them to conduct research and collaborate with their professional counterparts; and
- publishing occasional papers on a range of issues affecting the transatlantic relationship and distributing them to more than 1,000 individuals and timely news content for corporate members.
Over the past year, the decline of the West has become a popular theme among pundits who point to the chronic eurozone crisis and dysfunctional politics in Washington as symptoms that suggest the Atlantic partnership’s era of historic centrality will soon be over. In the face of surging ambitions among emerging powers like China, India, and Brazil, many Americans and Europeans wonder whether the West’s best days as the most dynamic advocate of free market democracy have already passed. But a closer look at reality shows that talk about the demise of Atlanticism is highly inaccurate. Trade and investment flows between Europe and the United States still account for nearly half of the global economy. Germany has recovered within the past decade from being labeled as “the sick man of Europe” to regaining its stature as the world champion of high-value exports, while the United States is moving rapidly toward energy independence through new technologies that have made possible the shale gas revolution. While there are serious problems on both sides that must be rectified, the resilience of Western leadership should not be discounted in a world that abhors the prospect of a power vacuum.

As President Obama embarks on his second term in office, there are clear signs that the pivot toward Asia he announced with great fanfare last year may soon give way to a new emphasis on reinvigorating the Atlantic alliance. After prolonged hesitation, the United States has finally embraced Chancellor Angela Merkel’s call to launch negotiations on a Transatlantic Trade and Investment Partnership that would greatly diminish commercial and regulatory barriers to bring American and European consumers closer together into a single market. This bold initiative could fortify economic growth and create many new jobs on both sides of the Atlantic, while establishing global standards in many key economic sectors. With youth unemployment as high as 50 percent in Spain and Greece, Europe is desperate to find ways to reinvigorate its economy and help a lost generation of youths find sustainable livelihoods. For the United States, the prospect of opening up new export markets to reach some of the world’s most prosperous consumers offers a tantalizing boons to the sluggish American economy. While negotiations will be arduous and complicated, both Europe and the United States hope to reach their goal “on one tank of gas,” in Vice President Joseph Biden’s words, and conclude an agreement by the end of 2014.

The fate of international trade talks is not the only issue on the packed German-American agenda. Indeed, as we continually discover, the post-Cold War era has brought the United States and Germany into much closer contact on a wide range of domestic issues, such as energy, climate change, immigration policy, data privacy, intellectual property rights, and health care. On foreign policy, German-American coordination has transcended the Atlantic community and gone global. Germany and the United States consult on virtually a daily basis about the Middle East peace process; about Afghanistan, where 4,000 German soldiers serve along with their American and other NATO allies; and about what needs to be done to prevent Iran from acquiring nuclear weapons. Given Germany’s special relations with Turkey, the civil war in Syria and its impact on neighbors in the region has also become an urgent priority in talks between Berlin and Washington.

In our programs at the American Council on Germany, we have sought to provide members with a steady stream of informative briefings from top government officials, leading members of parliament, policymakers, academic experts, and journalists. During the course of 2012, we hosted a lecture on Germany’s strategy in dealing with the impact of the eurozone crisis by Vice-Chancellor and Economics Minister Philipp Rösler. We also heard different perspectives about the nature of European financial troubles from Bundestag Members, including Deputy Chairman of the CDU/CSU Parliamentary Group Michael Meister and his counterpart from the opposition Social Democrats, Joachim Poss, along with an alternative view provided by Die Linke leader Gregor Gysi. In advance of NATO leaders gathering in Chicago last May for an extraordinary summit meeting, we heard from former U.S. NATO Ambassador and Under Secretary of State for Political Affairs Nicholas Burns, coauthor of an influential report on the future of the Western military alliance, and later we met with Germany’s current NATO Ambassador, Martin Erdmann. As part of our Transatlantic Global Agenda Series, we received an insightful briefing from noted Pakistani author and journalist Ahmed Rashid. We also hosted a fascinating discussion with ACG member James Jeffrey, former U.S. Ambassador to Iraq, about clashing perceptions between America and Europe about the use of force in the Middle East.

Besides bringing German speakers to our shores, we also arrange for top American experts to travel to Germany to engage in an intensive exchange of views with their German counterparts on best practices in their fields. Thanks to a grant from the European Recovery Program, we have been able in recent years to bring delegations of specialists
from across our country to Berlin to discuss new developments in the areas of energy security, climate change, and immigration policies. On energy, Germany’s planned shutdown of all nuclear power plants by 2022 and America’s accelerated drive toward energy independence through new shale gas development spawned lively debate during a week of high-level consultations with senior German experts in the Chancellery, as well as the Foreign and Economics Ministries. Our American group was intrigued to learn that Germany has created nearly 400,000 new jobs in solar and wind technologies through policies such as the feed-in tariff, though these gains have come at the cost of higher electricity prices for the German consumer. On immigration, Germany’s evolution as a magnetic pole attracting foreign workers to counteract its dearth of births over the past generation has inspired new interest in what might be learned from America’s experience as host to repeated waves of immigrants from many parts of the world. Last year, despite its falling birthrate, Germany’s population increased by 300,000 as new migrants from across the European Union – from Spain, Greece, and Portugal rather than Turkey or North Africa – streamed into Munich, Berlin, Frankfurt, and other German cities by taking advantage of the EU open border and work permit policy.

Perhaps our most important mission is to cultivate a new generation of Germans and Americans who can sustain what has become the most vital and enduring partnership in the free world. Our American-German Young Leader program, now in its fourth decade, brings together each year a diverse group of professionals from ages 28 to 38 for a week of high-level consultations with senior German experts in the Chancellery, as well as the Foreign and Economics Ministries. Our American group was intrigued to learn that Germany has created nearly 400,000 new jobs in solar and wind technologies through policies such as the feed-in tariff, though these gains have come at the cost of higher electricity prices for the German consumer. On immigration, Germany’s evolution as a magnetic pole attracting foreign workers to counteract its dearth of births over the past generation has inspired new interest in what might be learned from America’s experience as host to repeated waves of immigrants from many parts of the world. Last year, despite its falling birthrate, Germany’s population increased by 300,000 as new migrants from across the European Union – from Spain, Greece, and Portugal rather than Turkey or North Africa – streamed into Munich, Berlin, Frankfurt, and other German cities by taking advantage of the EU open border and work permit policy.

We also engage in a trilateral Young Leader program with our partner the Dräger Foundation that attracts Germans, Americans, and other Europeans to annual meetings over a three-year period. The current project involves Poland, which has emerged as a dynamic new partner for Germany and the United States, and is being held in cooperation with the Warsaw Center for International Relations. This group of young people has met so far in Warsaw and Brussels for several days of policy discussions about the euro crisis and will gather again this year in Washington, D.C., to focus on transatlantic trade talks and other priorities of the second Obama administration. We also convened a group of Multilateral Young Leaders from Germany, Italy, Turkey, and North Africa, in cooperation with the Atlantik-Brücke and the Council for the United States and Italy, in Istanbul, Turkey, where delegates analyzed the Arab Spring, the civil war in Syria, and how to revive progress toward Middle East peace. In addition to these efforts to engage talented young professionals, in 2012 we offered almost 35 fellowships to German and American scholars to conduct research abroad and to mid-career professionals to exchange best practices with their transatlantic counterparts.

Another annual ACG ritual popular among our supporters is the John J. McCloy Awards Dinner, which each year honors the business executives of a German and an American company for their contributions to transatlantic dialogue and understanding. For our 60th-anniversary year, we were delighted to bestow the McCloy Awards on General Electric’s Chairman of the Board and CEO, Jeffrey Immelt, and the Chairman of the Board of Management of the German automotive giant BMW, Dr. Norbert Reithoffer. We also were pleased to honor our longstanding Honorary Vice Chairman, Paul Volcker, the former head of the Federal Reserve whose policies successfully vanquished the inflation curse that threatened America in the 1970s and set the stage for an unprecedented era of prosperity. As a highlight of this festive evening, we were privileged to have magnificent dancers from the renowned Allemey II troupe perform for us.

And speaking of culture, we were pleased that Michael Naumann, Germany’s former Culture Minister under Chancellor Gerhard Schröder, managed to travel to New York despite Superstorm Sandy to deliver the annual Garrick Utley Lecture on Global Media Issues. This event, which we have expanded into a Transatlantic Digital Media Conference for the enlightenment of German and American journalists, was initiated in 2011 to honor Garrick for his 13 years as ACG Chairman, thanks to the support of one of our founding fathers, ACG Vice Chairman Richard M. Hunt.

What sets the ACG apart from other organizations active in U.S.-European relations is our unique network of almost 20 regional Chapters across the United States. These Chapters, named after Eric Warburg, who along with John J. McCloy founded our organization in 1952, attract prominent Germans from government, universities, journalism, and business to deliver talks about current topics and to engage in instructive debate with audiences around the country. In 2012, we added two new Chapters, in San Diego and Seattle, where technology and entrepreneurial prowess are renowned. While these West Coast cities lie on the cusp of the Pacific Rim and look toward Asia, we are impressed by the degree of public interest there in Germany just as we recognize that Germans want to connect with these cities because of their innovative success in fields like biotechnology, software, social media, and more. We conducted almost 70 events at our Warburg Chapters in 2012, and we anticipate that we will be able to build on this enthusiasm for Germany and Europe to expand our programs much more in the future.

As we seek to amplify the reach of the ACG by drawing on the skills and interests of our devoted Chapter Directors across the country, we are confident that we will be able to attract the support of our friends and partners in Germany in helping to disseminate the message that the transatlantic partnership remains an indispensable foundation for the security, stability, and success of our free and democratic nations. We believe Germany recognizes the enormous reservoir of goodwill across America created by four decades of American military protection during the Cold War. And we hope our German friends will help us reach out across America in ways that emphasize the crucial importance of transatlantic friendship not just in the Cold War era but also in the 21st century.

February 2013
January 31: Discussion and luncheon, held in cooperation with American Friends of Bucerius and hosted by Alston + Bird LLP, with David Phillips, Director of the Program on Peace-Building and Rights at Columbia University’s Institute for the Study of Human Rights and a Fellow at Harvard University’s Future of Diplomacy Project, on “Iraq, the Arab Spring, and Reform in the Muslim World”

February 28: Discussion and breakfast, co-sponsored with Noerr LLP, with Christian Pleister, Head of the Corporate Refinancing, Restructuring, and Rescue Group at Noerr LLP’s Berlin Office, and Robert Loef (2011 Young Leader), Head of the Restructuring Practice at Noerr LLP’s New York Office, on “New Investment Opportunities in Distressed Assets in Germany”

March 15-17: 60th Anniversary of the American Council on Germany and Reunion of the American-German Young Leaders in Washington, D.C., on “Shaping the Future: How the Values of the Transatlantic Relationship Can Save the World … Again”

March 21: Discussion and luncheon, held in cooperation with the Konrad Adenauer Foundation, with Hans-Gert Poettering (1973 YL), Chairman of the Konrad-Adenauer-Stiftung and former President and current Member of European Parliament, on “Euro 2020: How Much Political Integration Is Necessary for the Euro to Survive?”

March 22: Discussion and breakfast, hosted by Deutsche Bank, with Martin Klingst, Washington, D.C., Bureau Chief of DIE ZEIT, on “Transatlantic Relations and the Euro Crisis: Why Is It So Difficult to Understand Germany and the EU?”

March 27: Discussion and luncheon, held in cooperation with American Friends of Bucerius and the Friedrich-Ebert-Stiftung, with Karsten D. Voigt, former Member of the German Bundestag and Coordinator for German-American Cooperation in the German Federal Foreign Office, on “Shifting German Foreign Policy,” hosted by Alston + Bird LLP

April 3: Discussion and breakfast, held in cooperation with Deutsch Haus at NYU, with Özcan Mutlu, Spokesperson for Education and European Policies for Alliance 90/The Greens, on “Immigration to Germany: Where Does Germany Stand on Right-Wing Extremism?”

April 4: Discussion and breakfast, hosted by Alston + Bird LLP, with Peter Fischer, Economics Minister at the German Embassy in Washington, D.C., on “German Policy on the Euro”

April 4: Discussion and reception, held in cooperation with the Leo Baeck Institute, with Andrew Nagorski, Vice President and Director of Public Policy at the EastWest Institute, on his new book, Hitlerland: American Eyewitnesses to the Nazi Rise to Power

April 10: Annual Meeting of the Members, with a discussion and reception with Ambassador Peter Ammon, Ambassador of Germany to the United States

April 12: Discussion and luncheon, held in cooperation with American Friends of Bucerius and hosted by Alston + Bird LLP, with Paulo
Sotero, Director of the Brazil Institute at the Woodrow Wilson International Center for Scholars, and Helga Flores Trejo, Fellow at the Brookings Institution, on “Why Brazil Matters: The Country’s Ongoing Transformation and Its Regional and Global Role”

**April 15-20:** Study Tour on immigration issues in Berlin

**April 25:** Discussion and luncheon with R. Nicholas Burns, Professor of the Practice of Diplomacy and International Politics at the Harvard Kennedy School and former Under Secretary for Political Affairs at the U.S. Department of State, on “The NATO Summit and the Future of the Atlantic Alliance”

**May 1:** Discussion and luncheon, hosted by Crowell & Moring LLP, with Michael Meister, Deputy Chairman of the CDU/CSU Parliamentary Group in the German Bundestag, on “Never Waste a Crisis – Building the Most Stable Currency in the World”

**May 7:** Discussion and luncheon, held in cooperation with American Friends of Bucerius and hosted by Alston + Bird LLP, with R. Andreas Kraemer, Director and CEO of Ecologic Institute in Berlin, on “Germany’s Energy Future: Greening an Exporting Nation”

**May 12-13:** Multilateral Young Leaders Conference in Istanbul, in cooperation with the Atlantik-Brücke and the Council for the United States and Italy, on “Mediterranean Bridges”

**May 15:** Discussion and breakfast, hosted by Alston + Bird LLP, with Nicolette Kressl, Member of the German Bundestag and Financial Policy Spokeswoman in the SPD Parliamentary Group in the Bundestag, and Joachim Poss, Member of the Bundestag and Deputy Chairman of the SPD Parliamentary Group in the Bundestag, on “The European Debt Crisis – Whose Debt? Whose Crisis?”

**May 18:** Discussion and luncheon, held in cooperation with American Friends of Bucerius and hosted by Alston + Bird LLP, with Ahmed Rashid, journalist and best-selling author, on “Pakistan on the Brink: The Future of America, Pakistan, and Afghanistan”

**May 21:** Discussion and luncheon, held in cooperation with the German Center for Research and Innovation, with Miranda Schreuers, Director of the Environmental Policy Research Centre and Professor of Comparative Politics at the Freie Universität Berlin, on “Germany’s Energy Transition: One Year Later”

**May 24:** Discussion and luncheon, hosted by Crowell & Moring LLP, with Ulrike Guérot, Visiting Professor at New York University and Senior Research Fellow & Head of the Berlin Office of the European Council on Foreign Relations, on “France, Germany, and the New Dynamics of Europe”

**June 6:** Discussion and breakfast, held in cooperation with Deutsches Haus at NYU, with Bruce Leimsidor, Professor of Asylum Law at Ca’ Foscari University in Venice, Italy, on “Beyond the Euro Crisis: Immigration, Schengen, and Yet Another Problem in European Integration”

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Joann Halpern, Director of the German Center for Research and Innovation; speaker Miranda Schreuers, Director of the Environmental Policy Research Centre and Professor of Comparative Politics at the Freie Universität Berlin; Oliver Schnakenberg, Deputy Consul General of Germany in New York; and Helena Kane Finn, ACG Vice President and Director of Programs

Speaker Michael Meister, Deputy Chairman of the CDU/CSU Parliamentary Group of the German Bundestag, and David R. Malpass, President of Encima Global LLC (left to right)

Speaker Philipp Rösler, Vice-Chancellor and Federal Minister of Economics and Technology, and Birgit Kurtz, Attorney at Crowell & Moring LLP
June 12: Twentieth annual John J. McCloy Awards Dinner, honoring Jeffrey R. Immelt, Chairman of the Board and CEO of GE, and Dr. Norbert Reithofer, Chairman of the Board of Management of BMW AG, and with Special Guest Paul A. Volcker, ACG Honorary Vice Chairman and former Chairman of the Federal Reserve, recipient of the McCloy Lifetime Achievement Award

June 19: Discussion and luncheon with Philipp Rösler, Vice-Chancellor and Federal Minister of Economics and Technology, with an introduction by Paul A. Volcker, ACG Honorary Vice Chairman and former Chairman of the Federal Reserve

July 13-19: XXXIV American-German Young Leaders Conference in Munich and Berlin on “Shaping the Future: Is the Transatlantic Relationship Relevant to Meeting Today’s Challenges?”

August 31: Discussion and breakfast, held in cooperation with Crowell & Moring LLP with Harald Leibrecht, Member of the German Bundestag and Coordinator of Transatlantic Cooperation in the Federal Foreign Office, on “A New Transatlantic Growth Agenda?”

September 17: Discussion and luncheon, held in cooperation with the Friedrich Ebert Foundation, with Erik Bettermann, CEO and Managing Director of Deutsche Welle, on “The Transatlantic Partnership in a Global Context”

September 25: Discussion and breakfast, hosted by Crowell & Moring LLP with Ambassador Rolf Nikel, Commissioner of the Federal Government for Arms Control and Disarmament, on “Iran, Nuclear Non-Proliferation, and the Future of Arms Control”

September 27: Discussion and luncheon, held in cooperation with American Friends of Bucerius and hosted by Alston + Bird LLP, with Ruy Teixeira, Senior Fellow at the Center for American Progress, on “Demographics vs. Economics in the 2012 Election”

October 7-10: Tripartite Young Leaders Conference in Brussels, held in cooperation with the Dräger Foundation and the Warsaw Center for International Relations, on “The European Union in Crisis: The Future of the Euro and the Eurozone”

October 12: Discussion and luncheon, hosted by Alston + Bird LLP, with Constanze Stelzenmüller, Senior Transatlantic Fellow and Director of the Transatlantic Trends Survey at the German Marshall Fund of the United States, on “The 2012 Transatlantic Trends Survey”

October 22: Discussion and luncheon, held in cooperation with bayme vbm – The Bavarian Employers’ Associations for the Metalworking and Electrical Industries and vbw – The Bavarian Industry Association, with Martin Zeil, Bavarian State Minister of Economic Affairs, Infrastructure, Transport, and Technology and Deputy Minister-President of Bavaria, on “The European Debt Crisis – A Challenge to Politics, Business, and Society,” with remarks also by Randolph Rodenstock, President of bayme vbm and President of vbw
October 24: Discussion and luncheon, held in cooperation with the German Research Foundation (DFG), with Friedrich Wilhelm Graf, Professor of Theology at Ludwig-Maximilians-Universität, on “Science and Religion: Compatible or Conflicting?” with Father Leo O’Donovan, SJ, President Emeritus of Georgetown University, presiding.

October 29-31: Second annual Transatlantic Digital Media Conference in New York City, held in cooperation with the Atlantik-Brücke, on “Digital Media Entrepreneurs in New York and Berlin: Opportunities and Challenges”

October 31: Garrick Utley Lecture on Global Media Issues with Michael Naumann, Founding Director of the Barenboim-Said Academy and former Minister of Culture and Media in the German Government, on “Digitalism and the Future of German Media”

November 14: Discussion and luncheon, hosted by Crowell & Moring LLP, with Gregor Gysi, Chairman of Die Linke Parliamentary Group in the German Bundestag, on “The Financial Crisis – Another Point of View”

December 2-7: Study Tour on climate and energy issues in Berlin

December 14: Discussion and luncheon, held in cooperation with American Friends of Bucerius and hosted by Alston + Bird LLP, with Ambassador James F. Jeffrey, Visiting Fellow at the Washington Institute for Near East Policy and former U.S. Ambassador to Iraq, on “American Foreign Policy and the Use of Force: Focus on the Middle East”

Transatlantic Global Agenda Series

The American Council on Germany and American Friends of Bucerius held their second successful year of the Transatlantic Global Agenda Series in 2012. This forum offers members of the transatlantic community in New York an opportunity to hear respected experts address major global political and economic issues in the context of the transatlantic partnership, and to engage in a discussion with these experts.

The dialogue between Germany and Europe on one side of the Atlantic and the United States on the other can no longer be focused on bilateral issues alone. Rather, that dialogue must include analysis and discussion of global issues that have an impact on Europe and North America. Alston + Bird LLP has graciously hosted these programs.

The speakers in the 2012 series were Ambassador James F. Jeffrey, Visiting Fellow at the Washington Institute for Near East Policy and former U.S. Ambassador to Iraq; R. Andreas Kraemer, Director and CEO of Ecologic Institute in Berlin; David Phillips, Director of the Program on Peace-Building and Rights at Columbia University’s Institute for the Study of Human Rights and a Fellow at Harvard University’s Future of Diplomacy Project; journalist and best-selling author Ahmed Rashid; Paulo Sotero, Director of the Brazil Institute at the Woodrow Wilson International Center for Scholars, together with Helga Flores Trejo, Fellow at the Brookings Institution; Ruy Teixeira, Senior Fellow at the Center for American Progress; and Karsten D. Voigt, former Member of the German Bundestag and Coordinator for German-American Cooperation in the German Federal Foreign Office.

Policy Conference in the Spotlight: Transatlantic Digital Media Conference

The second annual Transatlantic Digital Media Conference – “Digital Media Entrepreneurs in New York and Berlin: Opportunities and Challenges” – took place from October 29 to 31, 2012, despite the significant effects of Superstorm Sandy. The conference was held in cooperation with the Atlantik-Brücke.

While the storm disrupted the original format of this conference, the meeting was reshaped into a morning and an afternoon workshop to analyze opportunities for the transatlantic expansion of digital businesses. The conference was opened by ACG Board Member Garrick Utley, Senior Fellow at The Levin Institute and former ACG Chairman, with remarks on the rapidly evolving media scene. The following day, the ACG proceeded as planned with the second annual Garrick Utley Lecture on Global Media Issues. Michael Naumann, Founding Director of the Barenboim-Said Academy and former German Federal Minister of Culture and Media, delivered the Utley Lecture, with a focus on “Digitalism and the Future of German Media.”

Despite the harrowing weather and the dramatic changes in the contours of the conference, participants left with a better understanding of the media scene in New York and Berlin.

This conference was generously funded by the German Marshall Fund of the United States, Telefónica Germany GmbH, CMS Hasche Sigle, and hub:raum. The Council is also grateful for the invaluable assistance of Marc Lemcke and Dietrich von Klaeden (both 2002 Young Leaders) in planning the conference.
The American Council on Germany established Eric M. Warburg Chapters in 1992 in cities around the United States to bring together professionals from various backgrounds to discuss transatlantic political, economic, and social issues. These outposts broaden and deepen the discussion of German-American relations outside the financial community of New York City and the policy community of Washington, D.C., while also providing visiting speakers with the opportunity to exchange ideas with a wide range of Americans, from the East Coast to the West Coast.

In 2012, the Warburg Chapters organized almost 70 events. The programs took a close look at the most pressing issues on the transatlantic agenda, including the eurozone crisis, Germany’s planned phase-out of nuclear energy, immigration and multiculturalism in Europe, the future of German-American relations, and foreign policy in general.

The ACG was also pleased to open Warburg Chapters in San Diego and Seattle in 2012. ACG President William M. Drozdiak spoke at the inaugural events. Mr. Drozdiak spent two weeks visiting many other Chapters as well to underline Europe’s ongoing importance in U.S. foreign policy.

The Council welcomed a wide range of officials past and present and experts to the Warburg Chapters in 2012. Ambassador Peter Ammon, Ambassador of Germany to the United States, discussed global challenges with members of the San Francisco Warburg Chapter, while Busso von Alvensleben, Consul General of Germany in New York, met with the Pittsburgh Warburg Chapter. Other speakers included Philip Andrews-Speed, a Fellow at the Transatlantic Academy and an Associate Fellow at Chatham House; Karl-Theodor zu Guttenberg (2003 Young Leader), Distinguished Statesman at the Center for Strategic and International Studies and former German Federal Minister of Defense; Reiner Haseloff, Minister-President of Saxony-Anhalt; Hans-Helmut Kotz, former Board Member of the Deutsche Bundesbank; and Ambassador Friedrich Löhr, German Consul General in Boston and former German Ambassador to North Korea, each of whom shared their unique insights on global politics.

Immigration was widely discussed at Chapters in 2012. Bruce Leimsidor, Professor of Asylum Law at Ca’ Foscari University in Venice, Italy, gave an overview of immigration to Europe, while Özcan Mutlu, Spokesperson for Education and European Policies for Alliance 90/The Greens, discussed immigration issues in Germany, and author Kamran Safarian, a journalist with ZDF German Television, discussed Islam in Germany.

Turning to energy issues, R. Andreas Kraemer, Director and CEO of Ecologic Institute in Berlin, visited various Chapters to discuss the future of energy in Germany. Harald Leibrecht, Coordinator of Transatlantic Cooperation of the German Government, and Oliver Schnakenberg, Deputy Consul General of Germany in New York, each addressed a Chapter on German energy policy.

Warburg Chapters watched the ups and downs of the euro crisis and benefited from the perspectives of Peter Fischer, Minister and Head of Economic Affairs at the German Embassy in Washington, D.C.; Christoph Matschie, Deputy Minister-President of Thuringia and Minister of Education, Science, and Culture in Thuringia; Almut Möller, Director of the Alfred von Oppenhein Center for European Policy Studies at the German Council on Foreign Relations (DGAP); Wilfried Prewo, Chief Executive of the Chamber of Industry and Commerce in Hannover; and Christian Wernicke, U.S. Correspondent for the Süddeutsche Zeitung.

The Warburg Chapters continue to expand, bringing discussions on timely transatlantic topics to audiences around the country.

2012 Warburg Chapter Events

January 9: Boston Warburg Chapter event with Ambassador Friedrich Löhr, German Consul General in Boston and former German Ambassador to North Korea, on “North Korea – The Father, the Son, and the Sacred System: A Reclusive Country in Transition,” co-sponsored with the Boston Committee on Foreign Relations

January 17: Denver Warburg Chapter event with Eric Schmitt and Thom Shantker, correspondents for the New York Times, on “America’s Secret Campaign Against Al-Qaeda,” co-sponsored with the Denver Council on Foreign Relations

January 20: Dallas Warburg Chapter event with Col. Eberhard Freiherr von Wintzingeler-Knorr, Commander of the 80th Operations Group at Sheppard Air Force Base in Texas, on “Combat Capability: The World’s Only Internationally Manned and Managed Combat Pilot Training Program,” co-sponsored with the Dallas Committee on Foreign Relations

February 13: San Francisco Warburg Chapter event with R. Andreas Kraemer, Director and CEO of Ecologic Institute in Berlin, on “Germany’s Energy Future: Greening an Exporting Nation,” co-sponsored with the German American Business Association of Northern California and hosted by Pillsbury Winthrop Shaw Pittman LLP

February 14: Boston Warburg Chapter event on “The Future of the Euro,” featuring Richard Cooper, Mauritis C. Boas Professor of International Economics at Harvard University; Martin Feldstein, George F. Baker Professor of Economics at Harvard University; Karl Kaiser, Director of the Program on Transatlantic Relations at the Weatherhead Center for International Affairs at Harvard University and Adjunct Professor of Public Policy at the Harvard Kennedy School; Jacques Mistral, Pierre Keller Visiting Professor at the Harvard Kennedy School and Weatherhead Center and Head of Economic Studies at the French Institute of International Relations (Ifri) in Paris; and Lorenzo Bini Smaghi, Visiting Scholar at the Program on Transatlantic Relations and former Member of the Executive Board of the European Central Bank, co-sponsored with the Weatherhead Center and the Minda de Gunzburg Center for European Studies at Harvard University

February 14: Dallas Warburg Chapter event with R. Andreas Kraemer on “The German Nuclear Phase-Out: Experiment or Endgame,” hosted by Locke Lord LLP

February 15: Phoenix Warburg Chapter event with R. Andreas Kraemer on “The German Nuclear Phase-Out: Experiment or Endgame”

February 15: Richmond Warburg Chapter event with Wilfried Prewo, Chief Executive of the Chamber of Industry and Commerce in Hannover, on “Will the Euro Survive?” hosted by the University of Richmond

February 16: Dallas Warburg Chapter event with Harald Leibrecht, Coordinator of Transatlantic Cooperation of the German Gov-
mernment, on “Germany’s Energy Policy: An Industrialized Country’s Transition to Renewable Energy,” co-sponsored with the Dallas Committee on Foreign Relations

**February 16**: Denver Warburg Chapter event with R. Andreas Kraemer on “The German Nuclear Phase-Out: Experiment or Endgame”

**February 17-18**: Boston Warburg Chapter support of the German Conference at Harvard University on “Decidedly Indecisive? The German Angst of Leadership”

**February 27**: Charlotte Warburg Chapter event with Stacey D. VanDeveer on “Transatlantic Policy Options for Governing Overconsumption of Resources,” co-sponsored with the German American Chamber of Commerce of the Southern US, Inc. – North Carolina Chapter

**February 28**: Charlotte Warburg Chapter event with Stacey D. VanDeveer on “Transatlantic Policy Options for Governing Overconsumption of Resources”

**February 28**: Richmond Warburg Chapter event with Stacey D. VanDeveer on “Transatlantic Policy Options for Governing Overconsumption of Resources,” co-sponsored with the University of Richmond

**March 1**: San Francisco Warburg Chapter event with Ambassador Peter Ammon, Ambassador of Germany to the United States, on “Global Challenges for Foreign Policy in 2012,” co-sponsored by Consul General of Germany Peter Rothen

**March 14**: Dallas Warburg Chapter event with Philip Andrews-Speed, Fellow at the Transatlantic Academy and Associate Fellow at Chatham House, on “China, Oil, and Global Politics,” co-sponsored with the Rotary Club of Dallas

**March 15**: Phoenix Warburg Chapter event with Philip Andrews-Speed on “China, Oil, and Global Politics”

**March 20**: Denver Warburg Chapter event with Wilfried Prewo, Chief Executive of the Chamber of Industry and Commerce in Hannover, on “Can the Euro Survive?” co-sponsored with the Denver Council on Foreign Relations

**March 22**: Boca Raton Warburg Chapter event with Wilfried Prewo on “Can the Euro Survive?” hosted by Florida Atlantic University

**March 26**: Boston Warburg Chapter event with Ambassador Martin Erdmann, German Ambassador to NATO, on “Is NATO Still Part of Our Political DNA? A German View of Transatlantic Relations,” co-sponsored with the Boston Committee on Foreign Relations

**March 29**: Philadelphia Warburg Chapter event with Oliver Schnakenberg, Deputy Consul General of Germany in New York, on “Challenges and Opportunities of German Energy Policy,” co-sponsored with the Consulate General of Germany in New York

**March 30-31**: St. Louis Warburg Chapter support of the Washington University in St. Louis’ Department of Germanic Languages and Literatures’ 21st St. Louis Symposium, “Distant Readings/Descriptive Turns: Topologies of German Culture in the Long 19th Century”

**April 4**: Chicago Warburg Chapter event with Özcan Mutlu, Spokesperson for Education and European Policies for Alliance 90/The Greens, on “Immigration to Germany: Where Do We Stand Today?” hosted by Greenberg Traurig LLP

**April 17**: Dallas Warburg Chapter event with James F. Hollifield, Professor of Political Science, Ora Nixon Arnold Fellow of International Political Economy, and Director of the Tower Center for Political Studies at Southern Methodist University, on “Understanding the Euro Crisis: Its Implications for Germany and Europe,” hosted by Locke Lord LLP

**May 2**: Philadelphia Warburg Chapter event with Wilfried Prewo, Chief Executive of the Chamber of Industry and Commerce in Hannover, on “Will the Euro Survive?” co-sponsored with the German American Chamber of Commerce, Inc., and hosted by Montgomery McCracken Walker & Rhoads LLP

**May 3**: Pittsburgh Warburg Chapter event with Busslo von Alvensleben, Consul General of Germany in New York

**May 9**: Indianapolis Warburg Chapter event with R. Andreas Kraemer, Director and CEO of Ecologic Institute in Berlin, on “The German Nuclear Phase-Out: Experiment or Endgame”

**May 10**: Madison Warburg Chapter event with R. Andreas Kraemer on “The German Nuclear Phase-Out,” co-sponsored with the Center for Sustainability and the Global Environment and the Center for German Studies at the University of Wisconsin-Madison

**May 18**: San Francisco Warburg Chapter event with Reiner Haseloff, Minister-President of Saxony-Anhalt, on “Saxony-Anhalt – A Success Story of Transition from Socialism to Innovation Hub in the Heart of Europe”

**May 21**: Nashville Warburg Chapter event with Christian Wernicke, U.S. Correspondent for the Süddeutsche Zeitung, on “Lost in Europe? The German Response to the Euro Crisis”

**May 22**: Dallas Warburg Chapter event with Christian Wernicke on “Lost in Europe? The German Response to the Euro Crisis,” hosted by Locke Lord LLP

**May 23**: Denver Warburg Chapter event with Christian Wernicke on “Lost in Europe? The German Response to the Euro Crisis”

**May 24**: Chicago Warburg Chapter event with Almut Möller, Director of the Alfred von Oppenheim Center for European Policy Studies at the German Council on Foreign Relations (DGAP), on “Europe Reloaded: How the Euro Crisis Brought About a New European Union,” hosted by Baker & McKenzie LLP

**May 29**: San Francisco Warburg Chapter event with Almut Möller on “Europe Reloaded: How the Euro Crisis Brought About a New European Union”

**May 30**: St. Louis Warburg Chapter event with Almut Möller on “Europe Reloaded: How the Euro Crisis Brought About a New European Union,” hosted by St. Louis Warburg Chapter Directors Ulrike K. and Thomas F. Schlaflay

**June 5**: Indianapolis Warburg Chapter event with Bruce Leimsidor, Professor of Asylum Law at Ca’ Foscari University in Venice, Italy, on “Irregular Immigration to Europe: An Economic, Social, or Politically Constructed Crisis?”

**June 11**: San Francisco Warburg Chapter event with Bruce Leimsidor on “Irregular Immigration to Europe: An Economic, Social, or Politically Constructed Crisis?” hosted by Pillsbury Winthrop Shaw Pittman LLP
June 13: Dallas Warburg Chapter event with Bruce Leimsidor on “Beyond the Euro Crisis: Immigration, Schengen, and Yet Another Problem in European Integration,” co-sponsored with the Rotary Club of Dallas

June 14: Minneapolis/St. Paul Warburg Chapter event with David C. Cuthell, Associate Adjunct Professor at Columbia University, on “How Immigration in the 19th Century Transformed Both the United States and Turkey,” hosted by the Germanic-American Institute

June 20: Dallas Warburg Chapter event with Sabine Seidler, Minister Counselor and Head of the Economic and Commercial Section at the German Embassy in Washington, D.C., on “Transatlantic Relations and the Euro Crisis: Why Is It So Difficult to Understand Germany and the EU?” co-sponsored with the Rotary Club of Dallas

June 29: Boston Warburg Chapter event with Vice Adm. Axel Schimpf, Chief-of-Staff of the German Navy, on “Naval Power in a Turbulent World,” co-sponsored with the Boston Committee on Foreign Relations

September 6: Charlotte Warburg Chapter event with Franziska Brantner, Member of the European Parliament and Policy Spokesperson of the Green Party in the European Parliament, and Rasmus Andesen, Member of the Schleswig-Holstein State Parliament, on “The Ongoing Euro Crisis and Germany’s Energy Transition”

September 6: Chicago Warburg Chapter event with Peter Fischer, Minister and Head of Economic Affairs at the German Embassy in Washington, D.C., on “The European Economic Situation from a German Perspective”

September 14: Dallas Warburg Chapter event with Karl-Theodor zu Guttenberg (2003 Young Leader), Distinguished Statesman at the Center for Strategic and International Studies and former German Minister of Defense, on “Global Crises, Global Risks, and Global Failures – How Can Transatlantic Relations Still Be a Relevant Factor for Change?”

October 9: Chicago Warburg Chapter event with Stefan Fröhlich, Board Member of the Harris German Distinguished Visiting Professorship at Dartmouth, on “What Future for the Transatlantic Relationship?”

October 18: Boston Warburg Chapter event with Stefan Fröhlich on “What Future for the Transatlantic Relationship?” co-sponsored with the Weatherhead Center for International Affairs at Harvard University

October 18: Madison Warburg Chapter event with Helena Kane Finn, Vice President and Director of Programs at the American Council on Germany, on “Turkey and Europe: Turquoise, Tulips, and Trouble”

October 19: Madison Warburg Chapter event with Helena Kane Finn on “Public Diplomacy: Not All Cocktails and Laughter”

October 22: Nashville Warburg Chapter event with author Kamran Safiarian, a journalist with ZDF German Television, on “Islam in Germany”

October 24: Boca Raton Warburg Chapter event with Kamran Safiarian on “Islam in Germany”

October 25: Boca Raton Warburg Chapter event with Kamran Safiarian on “Islam in Germany,” in cooperation with Florida Atlantic University

October 30: Charlotte Warburg Chapter event with Kamran Safiarian on “Islam in Germany”

October 30: Dallas Warburg Chapter event with Peter Fischer, Minister and Head of Economic Affairs at the German Embassy, on “Moving Forward on Transatlantic Economic and Financial Issues”

October 31: Denver Warburg Chapter event with author Kamran Safiarian on “Mecca Germany”

November 1: Boston Warburg Chapter event with Philipp Missfelder, Foreign Policy Spokesman for the CDU/CSU Parliamentary Group in Berlin, on “The Future of the European Union and Its Relations with the United States: A German Perspective,” co-sponsored with the Weatherhead Center for International Affairs at Harvard University

November 1: Chicago Warburg Chapter event with Christoph Matschke, Thuringia Deputy Minister-President and Minister of Education, Science, and Culture, on “Causes for Discontent: The Crisis in the European Idea”

November 1: Madison Warburg Chapter event with Kamran Safiarian on “Islam in Germany”

November 7: Philadelphia Warburg Chapter event with William M. Drozdiak, President of the American Council on Germany, on “Why Europe Still Matters to the Fate of the United States”

November 12: Atlanta Warburg Chapter event with William M. Drozdiak on “Why Europe Still Matters to the Fate of the United States,” co-sponsored by the German American Chamber of Commerce of the Southern US

November 13: Charlotte Warburg Chapter event with William M. Drozdiak on “The Euro Crisis: Latest Developments and What the Future Holds”

November 15: San Francisco Warburg Chapter event with William M. Drozdiak, hosted by German Consul General Peter Rothen

November 19: Inaugural San Diego Warburg Chapter event with William M. Drozdiak on “Why Europe Still Matters to the Fate of the United States”

November 20: Inaugural Seattle Warburg Chapter event with William M. Drozdiak on “Inside the European Debt Crisis: Germany and the Political Issues at Hand,” co-sponsored with Gen Next

November 27: Dallas Warburg Chapter event with Michael Goebel, Fellow at the Minda de Gunzburg Center for European Studies at Harvard University, on “Asian and African Anti-Imperialism in Interwar Europe”

November 28: Denver Warburg Chapter event with Floyd Ciruli, Pollster and Political Analyst at Ciruli Associates, on “Polling, Insights, and Analysis from the Recent Election”

December 3: Boston Warburg Chapter event with Michael Goebel on “European Migration to Latin America and National Identity: 1850-1950,” co-sponsored with the Minda de Gunzburg Center for European Studies

December 3: Boston Warburg Chapter event with Hans-Helmut Kotz, former Board Member of the Deutsche Bundesbank, on “Ach Europa! What to Expect from Germany,” co-sponsored with the Boston Committee on Foreign Relations
Occasional Papers

#1: “Bismarck’s Social Reforms: How He Did It and Why It Still Matters”
An address by Jonathan Steinberg, Walter H. Annenberg Professor of Modern European History at the University of Pennsylvania
Before the American Council on Germany
December 21, 2011
New York City

#2: “Germany’s Energy Concept – An Industrial Country’s Transition Towards Renewable Energies”
An address by Harald Leibrecht, Coordinator of Transatlantic Cooperation at the Federal Foreign Office and Member of the German Bundestag
Before the American Council on Germany’s Dallas Warburg Chapter and the Dallas Committee on Foreign Relations
February 16, 2012
Dallas, Texas

An address by Joachim Poss, Member of the German Bundestag and Deputy Chairman of the SPD Parliamentary Group in the Bundestag
May 15, 2012
New York City

#4: “Transatlantic Relations in Turbulent Times”
An address by H.E. Philipp Rösler, Vice-Chancellor and Federal Minister of Economics and Technology
June 19, 2012
New York City

#5: “A New Transatlantic Growth Agenda?”
An address by Harald Leibrecht, Coordinator of Transatlantic Cooperation at the Federal Foreign Office
August 31, 2012
New York City

#6: “Digitalism and the Future of German Media”
The Second Annual Garrick Utley Lecture on Global Media Issues
Delivered by Michael Naumann, Founding Director of the Barenboim-Said Academy and former German Federal Minister of Culture and Media
October 31, 2012
New York City

#7: “Shaping the Future: Is the Transatlantic Relationship Relevant to Meeting Today’s Challenges?”
The XXXIV American-German Young Leaders Conference
July 13-19, 2012
Munich and Berlin
Report prepared by Eve Fairbanks, Freelance Writer, and Joseph F. Wysocki, Assistant Professor of Government and Political Philosophy at Belmont Abbey College (2012 Young Leaders), with contributions from other delegates
The ACG organized two Study Tours to Berlin in 2012 to convene American and German experts and establish detailed dialogue on immigration and energy issues, respectively. Each Study Tour is designed as a two-way exchange of ideas to examine best practices and insights on the political landscape in Germany and the United States. These programs are generously funded by the German Federal Ministry of Economics and Technology’s European Recovery Program to support transatlantic dialogue.

Each weeklong tour brought together 15 professionals from around the United States with an expertise in the given topic. The American delegation is chosen to reflect geographic, ethnic, and professional diversity. Participants came from the media, academia, business, government, foundations, research organizations, and other nongovernmental organizations.

Each Study Tour began with an opening dinner, followed by four intensive days of meetings and briefings with German government officials, political leaders, businesspeople, academics, journalists, and experts from think tanks and other nongovernmental organizations to discuss and share on each topic. Each evening, an official dinner gave participants the opportunity to hear from distinguished German politicians and others on a broad range of German policy issues beyond the boundaries of the Study Tour topic.

**Immigration**

The Study Tour on immigration took place from April 15 to 20. The delegation came away with a deeper understanding of policies and other efforts in Germany, particularly in relation to European Union policies on immigration and asylum. The Study Tour also afforded participants the opportunity to share new ideas and concepts with the experts in Berlin based on their experiences in the United States.

The Study Tour’s opening dinner gave Karsten D. Voigt, a former German Bundestag Member and Coordinator for German-American Cooperation at the German Federal Foreign Office, an opportunity to explain the foundations and current status of both German-American relations and the German political scene. The group met with Ali Aslan (2010 Young Leader), TV Host at Deutsche Welle; Berend Diekmann, Head of the U.S. and Foreign Trade Division at the Federal Ministry of Economics and Technology; former ACG Board Member Ambassador John Kornblum, former U.S. Ambassador to Germany; Markus Löning, Federal German Government Human Rights Commissioner; and Eberhard Sandschneider and Almut Möller of the German Council on Foreign Relations (DGAP) to explore the topic of immigration in Germany further. The delegates also had meetings at the German Bundestag, the Federal Chancellery, the Federal Foreign Office, the Federal Ministry of the Interior, the German Marshall Fund of the United States, the Heinrich Böll Foundation, the Immigration Department of the Berlin Police for Kreuzberg, the Mercator Foundation, the Federal Presidency, and the U.S. Embassy.

**Climate Change and Energy**

The Study Tour on climate change and energy issues took place from December 2 to 7. This Study Tour gave participants a behind-the-scenes look at European perspectives and policies surrounding this topic and also outlined the ways in which German society is adapting to new policies and practices. Germany has made an enormous investment in research and development of renewable-energy technologies and is a world leader in this field, particularly as it prepares to phase out the use of nuclear energy.

Speakers during the Study Tour on climate change and energy issues included Bundestag Member Hans-Ulrich Klose (SPD), Chairman of the German-American Parliamentary Group; Hinrich Tholken, Head of the Division for Climate and Environmental Foreign Policy, and Sustainable Economy, at the Ministry of Foreign Affairs; and, at the Federal Chancellery, Winfried Horstmann, Advisor to the Chancellor on Industrial and Energy Policies, and Peter Kößgen, Advisor to the Chancellor on Sustainable Development. The group also met with a range of other experts. Meeting partners included Ralf Fuecks, President of the Heinrich Böll Foundation; former ACG Board Member Ambassador Kornblum; R. Andreas Kraemer, Director and CEO of Ecologic Institute; Friedbert Pflüger (1982 Young Leader), Director of the European Centre for Energy and Resource Security at King’s College London; and Ambassador Hans-Georg Wieck, former President of the German Federal Intelligence Service (BND) and former German Ambassador to Iran, the Soviet Union, and India. The delegation also was treated to a private briefing with Ambassador Philip D. Murphy, U.S. Ambassador to Germany, at the U.S. Embassy.
The main themes of the conference were:

- “Eye of the Hurricane: The End of Europe and America as We Know It?”
- “Picking Up the Pieces: A Growth and Development Agenda Post-Global Recession”
- “Shared Values vs. Shared Interests: Setting a Transatlantic Foreign Policy Agenda”
- “Cyber-Pain: Free Speech, Business, and Regulation in an Internet-Driven Society”
- “Pitchfork Politics: Can Sound Public Policy Succeed in a Hyper-Political Era?”
- “Shaping the Agenda: Common Interests vs. Common Values.”

Among the highlights were a keynote speech by Wolfgang Schäuble, German Federal Minister of Finance, and a discussion with General Volker Wieker, Chairman of the German Joint Chiefs of Staff (Generallinspekteur der Bundeswehr). Other speakers included Stephane Beemelmans, State Secretary in the Ministry of Defense; Guenther Heiss, Director of National Intelligence and Advisor to the Chancellor on Transatlantic Intelligence Cooperation; Christoph Heusgen, Chancellor Angela Merkel’s National Security Advisor; Hans-Ulrich Klose, Chairman of the German-American Parliamentary Group in the German Bundestag; Harald Leibrecht, Coordinator of Transatlantic Cooperation at the Federal Foreign Office; Ambassador Philip D. Murphy, U.S. Ambassador to Germany; State Secretary Steffen Seibert, Chancellor Merkel’s lead spokesman; and Michael Stürmer, Chief Correspondent for Die Welt and a former Senior Policy Advisor to Chancellor Helmut Kohl.

As in years past, the program cemented bonds among the American and German participants and laid the groundwork for longtime relationships.
American-German Young Leaders Conference (Continued)

2012 American Delegates

**Lt. Col. Joseph A. Barry**  
East Africa Regional Director, Office of the Secretary of Defense  
U.S. Department of Defense

**Maj. Jordan M. Becker**  
Instructor of International Relations, U.S. Military Academy  
U.S. Army

**Gwendolyn L. Bluemich**  
Manager, Public Policy and Communications  
Daimler

**Bradley J. Bondi**  
Partner  
Cadwalader, Wickersham & Taft LLP

**Brian J.M. Chan**  
Founder  
CIV GLOBAL

**Jennifer C. Cutler**  
Partner  
DCI Group

**Frances A. Devlin**  
Senior Manager, International Public Affairs  
Pfizer Inc

**Miguel Estien**  
Director, Global Marketing  
GE Capital

**Eve Fairbanks**  
Freelance Magazine Journalist and 2011-2012 Fulbright Grantee in Creative Writing for South Africa

**Miles Fisher**  
Founder  
Milestone Media

**Jennifer L. Fowler**  
Senior Advisor to the Under Secretary of the Office of Terrorism and Financial Intelligence  
U.S. Department of the Treasury

**Lt. Col. George R. Granholm**  
Director of Operations, 17th Airlift Squadron, Joint Base Charleston  
U.S. Air Force

**Brian J. Haley**  
Founder and President  
Pericles Strategies, LLC

**Lena Hansen**  
Principal – Electricity Practice  
Rocky Mountain Initiative

**Yusef M. Kassim**  
Senior Member, Investor Relations Group  
Eton Park Capital Management

**Tamara Klaín**  
Professional Staff Member  
U.S. Senate Foreign Relations Committee

**Eric C. Liu**  
Principal  
Warburg Pincus

**Stephen J. Obermeier**  
Assistant United States Attorney  
United States Attorney’s Office, Eastern District of Virginia

**Jarrett W. Russell**  
Market Development Manager  
BASF Corporation

**Jerrod R. Vaughan**  
Senior Economic Analyst and Special Assistant to the President  
Federal Reserve Bank of Dallas

**Ryan D. Winkler**  
State Representative  
Minnesota House of Representatives

**Joseph F. Wysocki**  
Assistant Professor of Government and Political Philosophy  
Belmont Abbey College

2012 German Delegates

**Peter Aukamp**  
Vice President, Office of the Vice Chairman  
Deutsche Bank Group

**Maximilian von Below**  
Director  
AM alpha GmbH

**Jörn Bieg**  
Head, Site Controlling Supply Center Leverkusen  
Bayer Pharma AG

**Marc-Michael Blum**  
Director’s Fellow  
Los Alamos National Laboratory

**Sven Böll**  
Economics Correspondent  
*Der Spiegel*

**Viktoria Brüller**  
Project Manager, Corporate Marketing & Sponsorship  
Daimler AG

**Alexandra Engel**  
Executive Assistant to Dr. Stephan Leithner, Member of the Management Board and Head of Human Resources, Legal and Compliance, and CEO for Europe  
Deutsche Bank AG

**Benjamin Baron von Engelhardt**  
Attaché  
Permanent Representation of Germany to the European Union

**Silke Fricke**  
Personal Advisor to the Minister and Deputy Head of Division  
Federal Ministry of Economics and Technology

**Alexander Geiser**  
Managing Partner  
Hering Schuppener Consulting

**Daniela Geretshuber**  
Partner  
PricewaterhouseCoopers

**Tim Gürtler**  
Director of Programs and Operations  
Munich Security Conference
In Gratitude

Sponsors
The ACG is grateful to the following sponsors of the XXXIV American-German Young Leaders Conference:

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Steering Committee
The American Council on Germany would also like to express its many thanks to the Young Leaders Steering Committee, whose tireless efforts ensure a dynamic conference:

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Young Leaders Eric C. Liu, Principal at Warburg Pincus, and Miguel Estien, Director of Global Marketing at GE Capital; Young Leaders Steering Committee member Sarmad Hussain, Referent in the German Bundestag; and Young Leaders Miles Fisher, Founder of Milestone Media, and Ryan D. Winkler, State Representative in the Minnesota House of Representatives (left to right)

Young Leaders Frances A. Devlin, Senior Manager for International Public Affairs at Pfizer Inc; Jennifer L. Fowler, Senior Advisor to the Under Secretary of the Office of Terrorism and Financial Intelligence at the U.S. Department of the Treasury; and Gwendolyn L. Bluemich, Manager for Public Policy and Communications at Daimler, at Schloss Bellevue (left to right)

Björn Hofmann
Associate Humanitarian Affairs Officer
United Nations Office for the Coordination of Humanitarian Affairs, Inter-Agency Standing Committee Secretariat

Holle Jakob
Senior Advisor, Human Resources Division
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Head, Office of the Minister for Federal, European, and International Affairs
Permanent Representation of the State of Baden-Wuerttemberg to the Federal Government

Florian Seubert
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Claudia E. Stutz
Personal Assistant to the Head of the Chancellery
Federal Chancellery

Young Leaders Frances A. Devlin, Senior Manager for International Public Affairs at Pfizer Inc; Jennifer L. Fowler, Senior Advisor to the Under Secretary of the Office of Terrorism and Financial Intelligence at the U.S. Department of the Treasury; and Gwendolyn L. Bluemich, Manager for Public Policy and Communications at Daimler, at Schloss Bellevue (left to right)
The Multilateral Young Leaders Conference – titled “Mediterranean Bridges” – took place on May 12 and 13, 2012, at the Istanbul Policy Center at Sabancı University in Turkey. The meeting was held in conjunction with the Atlantik-Brücke and the Council for the United States and Italy. This conference sought to develop a network and dialogue among future leaders from the Mediterranean as well as across the Atlantic. Delegates from Germany, Italy, North Africa, Turkey, and the United States took part in the conference, including academics, bankers, environmentalists, journalists, and leaders from the public and private sectors. Lively discussions were rooted in the unique background and interests of the participants. The conference agenda addressed topics relevant not only for the Mediterranean region but also for wider international relations.

The opening dinner at the famous Pera Palace Hotel in the heart of Istanbul was generously funded by the Atlantik-Brücke. At the opening dinner, Theo Sommer, the Editor-at-Large for DIE ZEIT, discussed the current financial situation in the eurozone and the United States. The following day, keynote speaker Soner Çağaptay, Senior Fellow and Director of the Turkish Research Program for the Washington Institute for Near East Policy, discussed the important – and growing – role Turkey plays in both European and Middle Eastern relations.

The first session, “Roots of Crisis: Political and Economic Effects of Turmoil in the Middle East,” dealt with the effects of the Arab Spring, the roles of Europe and the United States in Syria, and immigration changes in Europe. The second session, moderated by William M. Drozdiak, President of the American Council on Germany, looked at the future role of nuclear energy and oil dependency. The third session included panelists such as Ali Aslan (2010 American-German Young Leader) of “Quadriga” on Deutsche Welle TV and Juliane Schäuble of Der Tagesspiegel, who discussed the influence of new media on international politics, such as the role of Twitter during the Arab Spring. In a plenary session titled “Looking Into the Future: Demography, Democracy, and Prosperity,” panelists analyzed new immigration trends in Europe and the future of the euro.

The conference continued with a reception and dinner hosted by Koç University, with speeches by Aart de Gues, Executive Board Member of the Bertelsmann Stiftung, and Andrew Finkel, International Correspondent for the International Herald Tribune, who underlined the importance of continuing to build on transatlantic and transmediterranean relations.

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**Multilateral Young Leaders**

- **Kairi Abaza**
  Senior Fellow
  Foundation for Defense of Democracies

- **Dorukhan Acar**
  Principal and Country Manager
  Roland Berger Strategy Consultants

- **Loubna Amhair**
  Member of Parliament
  Moroccan Parliament

- **Marco Arcelli**
  Executive Vice President, Upstream Gas
  Enel

- **Anis Bouchamaoui**
  Executive Director
  Corex Ltd

- **Laura Brambilla**
  Chief Financial Officer – Central Mediterranean
  Countries
  Alcatel-Lucent

- **Autumn Brewington**
  Op-Ed Editor
  The Washington Post

- **Suna Çağaptay**
  Professor of Muslim-Christian History
  Bahçeşehir University

- **Robin Cammarota**
  Fellowship and Conference Coordinator
  American Council on Germany

- **Stefano Casertano**
  Adjunct Professor of International Relations and Energy Policy
  University of Potsdam

- **Amr El-Abd**
  Founder and Managing Director
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- **Tim Gürtler**
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  Munich Security Conference

- **Volker Hillmann**
  Head of Corporate Development
  E.ON AG

- **Jan-Friedrich Kallmorgen**
  Partner
  Bohnen Kallmorgen and Partner
The Tripartite Young Leaders program brings together about 30 young bankers, lawyers, and leaders from the private and public sectors, as well as academics, journalists, and researchers, from Germany, Poland, and the United States to engage in conversations on the implications of the fiscal crisis in Europe and its greater global impact. The second conference in the Tripartite Young Leaders series met from October 7 to 10, 2012, in Brussels to analyze “The European Union in Crisis: The Future of the Euro and the Eurozone.”

The goal of the conference series is to create an enduring network of future global leaders among the three countries. The meetings are held in cooperation with the Dräger Foundation and the Warsaw Center for International Relations.

The Tripartite Young Leaders discussed various policy options for ways out of the fiscal crisis, how the fiscal situation in Europe is viewed in the United States, and the wider economic implications of the crisis. Two main topics revisited throughout the conference were the idea of what institutional changes might be considered in the EU to alleviate the crisis and where the EU will be in 2020. Panelists said there is a consensus among EU elites about what needs to be accomplished vis-à-vis the eurozone crisis, but not about how best to approach it.

Prominent speakers during the conference in Brussels included Steve Erlanger, Paris Bureau Chief of the New York Times; Daniel Gros, Director of the Center for European Policy Studies; Ulrike Guérot, Senior Policy Fellow at the European Council on Foreign Relations; and Tim King, Editor of the European Voice.

The Tripartite Young Leaders Conference series first convened in Warsaw in the fall of 2011. The third and final part of the series will take place in Washington, D.C., in October 2013.
The American Council on Germany strives to help Young Leaders not only connect with one another during the conference but also reconnect long after they have returned home. The American-German Young Leader experience goes far beyond the exchange of ideas in the course of one week; rather, it opens up new lines of communication across the Atlantic, creating friendships and partnerships that endure.

The Council convened a number of events for Young Leader alumni in 2012. The centerpiece of these events was the American-German Young Leaders Reunion from March 15 to 17 in Washington, D.C., commemorating the 60th anniversary of the American Council on Germany. In keeping with the Council’s six decades of fostering German-American ties, the conference agenda focused on the past, present, and future of the transatlantic agenda, with the overarching theme of “Shaping the Future: How the Values of the Transatlantic Relationship Can Save the World … Again.”

The topics covered were as diverse as the varied backgrounds of the 175 alumni and friends who were in attendance. Nearly every year of the Young Leaders Conference was represented, including the inaugural conference in 1973. Speakers and panelists strategized about how best to put the economic crisis behind us, how to interpret the changing political landscape amid the Arab Spring, and how to harness technology to improve communication.

Among the speakers were Ambassador Peter Ammon, Ambassador of Germany to the United States; former ACG Board Members Robert D. Hormats (1978 Young Leader), Under Secretary for Economic Growth, Energy, and the Environment at the U.S. Department of State, David M. Rubenstein, Managing Director and Founder of The Carlyle Group, and Ambassador Robert Zoellick, President of the World Bank Group; along with panelists including Jeffrey Feltman (1986 YL), Assistant Secretary in the Bureau of Near Eastern Affairs at the Department of State, who has since been named Under Secretary General for Political Affairs at the United Nations, and Daniel Martin Gallagher (2008 YL), a newly minted Commissioner at the U.S. Securities and Exchange Commission. Each speaker and panelist brought his or her own expertise to the table and inspired spirited discussions among the delegates.

Those gathered considered the following topics in panels populated by esteemed alumni:

- “Reading the Tea Leaves: Strategies to Continue Encouraging Global Economic Growth”;
- “Setting the Foreign Policy Agenda: The Framework for a Transatlantic Partnership”;
- “Growing Pains in the Digital Age: Business, Regulation, and Civil Society in an Internet-Driven World”;
- “Pitchfork Politics and the Angry Electorate: Perspectives from Both Sides of the Atlantic”; and
- “After the Fall: Assessing the Successes of the Arab Spring.”

The cherry blossoms emerged ahead of schedule around the National Mall that week, and participants paid tribute not only to the Council’s 60th anniversary but also to the strong bonds that have been forged across the Atlantic by the Young Leaders Conferences over the years.

Young Leader alumni did not rest on their laurels after the reunion but continued to gather throughout the year at venues on either side of the Atlantic. About 25 American-German Young Leader alumni gathered on November 27 at the Allianz Forum at Pariser Platz in Berlin to meet with Ambassador Richard W. Fisher (1978 YL), President and CEO of the Federal Reserve Bank of Dallas and an ACG Board Member. Ambassador Wolfgang Ischinger (1978 YL), Global Head of Government Relations at Allianz SE, hosted the group. About a dozen Young Leader alumni gathered on October 19 in San Francisco for a dinner and reunion, and alumni gathered in Munich as well for Glühwein and Bratwurst on December 13. Still others reunited at less-formal gatherings at venues around the world – all with a mind toward renewing transatlantic bonds.

Reunion Steering Committee

The Council would like to extend its thanks to the Steering Committee of the reunion for coordinating a top-notch program:

Edward S. McFadden (2002 YL) (Chairman)
Vice President, External Communications
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McCloy Fellowships

The American Council on Germany gives mid-career professionals the opportunity to travel across the Atlantic to research timely topics of their own design or exchange best practices through the McCloy Fellowship program. In the program’s 36-year history, more than 900 American and German McCloy Fellows in Agriculture, Environmental Policy, Journalism, and Urban Affairs have taken part in this core program promoting transatlantic dialogue and understanding. The McCloy Fellowships were named after John J. McCloy, the founding Chairman of the ACG.

Agriculture

Each fall, four American McCloy Fellows in Agriculture travel to Germany as a group to meet with professionals within the agriculture industry, including policymakers, farmers, and vintners. While abroad, fellows are hosted by alumni who traveled the previous year. The 2012 fellows came from Arizona, Idaho, Louisiana, and Utah, from various positions within the agriculture industry. They had the opportunity to visit farms, markets, vineyards, and experts at the Deutscher Bauernverband (German Farmers’ Association).

Likewise, four German McCloy Fellows in Agriculture came to the United States in late October to meet with various officials, including members of Congress and representatives from the USDA. The fellows – from Berlin, Bonn, Hannover, and Munich – spent three weeks visiting farms and production plants. The fellows traveled to Washington, D.C., Connecticut, Montana, North Carolina, and Oklahoma, before finishing their fellowship in New York City with the ACG.

The Council extends its thanks to the American Farm Bureau Federation and the Deutscher Bauernverband for their assistance in identifying qualified candidates for the agriculture fellowships and for ensuring that fellows’ itineraries are tailored to their professional interests.

Environmental Policy

The McCloy Fellowships in Environmental Policy allow talented professionals to conduct research of their own design on pressing issues, including climate change, energy efficiency, and policy reform. In 2012, six fellowships were awarded to individuals in this field. Lincoln Davies, an Associate Professor of Law at the University of Utah, is comparing renewable-energy policy in Germany and the United States. Julius Johrens, Research Associate at the Institute for Energy and Environmental Research in Heidelberg, is conducting research on zero-emission vehicles in the United States. Patricia Terry, a Professor at the University of Wisconsin-Green Bay, is conducting research on Germany’s use of wind energy as a model for other countries.

Journalism

The McCloy Fellowships in Journalism provide promising young journalists with the opportunity to travel abroad to research timely topics that have an impact on the transatlantic relationship. The ACG awarded six McCloy Fellowships in Journalism in 2012: three to Americans and three to Germans. Theresa Bradley, a freelance journalist based in New York City, is conducting research on the Pirate Party. Helge Fuhst, a producer at ARD German TV, is analyzing the Obama Presidency thus far. Charlotte Jaz, a reporter for Badische Zeitung in Freiburg, is researching illegal immigration in the southwestern United States.

The American McCloy Fellows in Journalism are selected by a panel of distinguished journalists. The members of the selection jury for the 2012 American fellows were ACG President William M. Drozdiak; ACG Board Member Lee Cullum, host of “CEO,” a series of television interviews with business leaders; Josh Friedman, Director of Maria Moors Cabot Prizes at Columbia University’s Graduate School of Journalism; and Michael Parks, a Professor at the University of Southern California’s Annenberg School for Communication and Journalism.

Urban Affairs

McCloy Fellows in Urban Affairs travel as a group, meeting with local government leaders across the United States, including fellowship alumni. The four German fellows in 2012 – from Hannover, Madgeburg, Mannheim, and Wismar – spent three weeks discussing topics such as city planning, immigration, and energy reform with various officials. The fellows traveled to New York City, Washington, D.C., North Dakota, Texas, Ohio, and Indiana. (See “Fellows in the Spotlight” on page 21.)

In the late fall, four American McCloy Fellows in Urban Affairs traveled to Germany for three weeks of meetings. The fellows – from Iowa, Maryland, Minnesota, and Washington State – were hosted by the German alumni who traveled earlier in the year. They met with their counterparts to discuss best practices and policymaking in general.

The ACG would also like to thank the National League of Cities and the Deutscher Städtetag (German Association of Cities) for their assistance in selecting candidates and for helping with the coordination of the fellows’ itineraries.
“I will always keep in mind the beauty of the landscape and the endless resources for farming. Traveling in the United States of America was like reading a good book: new impressions, different ways of life, and always the feeling to be free in a country with lots of possibilities.”

Jörn Johan Dwehus
2012 McCloy Fellow in Agriculture
Fellows in the Spotlight

While attending a National League of Cities conference in Washington, D.C., the 2012 German McCloy Fellows in Urban Affairs met 2001 McCloy Fellow in Urban Affairs Ted Ellis (middle), Mayor of the City of Bluffton, Indiana, and President of the National League of Cities. The fellows are (from left to right) Paul Burkhard Schneider, Head of the International Unit in the Lord Mayor’s Office for the City of Hannover; Matthias Steffan, Assistant to the First Mayor for the City of Mannheim; Anja Danigel, Administrator of the Office for Press, Tourism, and Civil Service of the Hanseatic City of Wismar; and Jörg Böttcher, Head of the Relocation Assistance Office for the City of Magdeburg.

In the early spring of 2012, four McCloy Fellows in Urban Affairs came to the United States for three weeks of meetings with city officials, policymakers, and local leaders to discuss best practices. The fellows began their program in New York City by meeting with officials from the largest U.S. city.

Over the course of three days, the fellows met with individuals from the New York City Economic Development Corporation, the Department of City Planning, and the Department of Sustainability. In addition, the fellows had private tours of government buildings and visited the 9/11 Memorial site.

The overarching themes of the meetings were efforts to improve New York City by investing in green technology. At the Department of Sustainability, an office created by Mayor Michael Bloomberg, the fellows discussed the Mayor’s PlaNYC, where the focus is on sustaining New York City for the future by improving the quality of life. With an aging infrastructure, climate change, and growing population in mind, the program was developed during the Mayor’s third term in office as part of a larger city redevelopment plan. The four fellows were able to share ideas from their own cities, as officials deal with similar issues on both sides of the Atlantic.

Other Fellowships

Fellowships for Academics

Goldman Fellowship

The Dr. Guido Goldman Fellowship for the Study of German and European Economic and International Affairs is awarded each year to an American scholar whose research concentrates on German economic and international policy within a wider European context. The fellowship was established in 2003 to honor political scientist and ACG Board Member Guido Goldman, Director of German Studies at the Minda de Gunzburg Center for European Studies at Harvard University. The Goldman Fellows travel for up to four weeks conducting research in Europe.

The 2012 Goldman Fellow is John Urang, Assistant Professor at Worcester Polytechnic Institute in Worcester, Massachusetts, who is researching “Provisional Domesticy in the East and West German New Waves.” This research will be part of a larger book project titled Playing House: Visions of Domesticy in the East and West Germany New Waves, 1965-1975.

Hunt Fellowships

The Dr. Richard M. Hunt Fellowship for the Study of German Politics, Culture, and Society is awarded to promising young American academics whose work explores key themes of contemporary German society or the political, cultural, and social history of Germany. These fellows have the opportunity to travel for four weeks and conduct archival research in Germany. The fellowship was created in 2003 to honor former President and current Vice Chairman of the ACG Richard M. Hunt.

In 2012, two Hunt Fellowships were awarded. Michael O’Sullivan, an Associate Professor at Marist College in Poughkeepsie, New York, is conducting research on “Lived Catholicism in Germany: Gender, Miracles, and Secularization, 1918-1965.” The fellowship will build on his research on stigmatist Therese Neumann and German Catholicism. Ammon Shepherd, Associate Director of Technology at the Roy Rosenzweig Center for History and New Media at George Mason University in Fairfax, Virginia, is researching “Nazi Tunnels: Underground Factory Dispersal Projects of World War II.”

Fellowships for Berlin-Based Journalists

Kellen Fellowships

The Anna-Maria and Stephen M. Kellen Fellowship program provides an opportunity for exceptional Berlin-based German journalists to travel to the United States to conduct interviews with policymakers and cultural leaders. The fellowship was established in 1997 thanks to the generous support of the Anna-Maria and Stephen Kellen Foundation. The foundation was established by Anna-Maria Kellen and the late Stephen M. Kellen, a Berlin native who was an ACG Board Member and Co-Chairman of the New York investment firm Arnhold and S. Bleichroeder Holdings, Inc.

In 2012, three journalists were awarded the Kellen Fellowship. Stefanie Dobmeier, Managing Editor of Die Tageszeitung, is researching the handling of natural catastrophes in the United States. Dorthe Ferber, Political Correspondent at ZDF-Hauptstadtstudio, is examining bioethical challenges of prenatal screening. Martina Merten, a health-care journalist at Deutsches Ärzteblatt, is investigating the controversy associated with universal health care in the United States.

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Each year, the American Council on Germany presents John J. McCloy Awards to the leader of an American firm and the leader of a German firm for their and their companies’ work to enhance the transatlantic economic relationship. On June 12, 2012, the ACG presented McCloy Awards to Jeffrey R. Immelt, Chairman of the Board and CEO of GE, and for Dr. Norbert Reithofer, Chairman of the Board of Management of BMW AG, at the Grand Hyatt at Grand Central in New York City. In addition, former Federal Reserve Chairman and ACG Honorary Vice Chairman Paul A. Volcker received the McCloy Lifetime Achievement Award for his longtime commitment to promoting a closer transatlantic partnership. ACG Chairman Ambassador Robert M. Kimmitt, Senior International Counsel at Wilmer Cutler Pickering Hale and Dorr LLP, served as the host of the evening.

The dinner also marked the Council’s 60th anniversary. Hundreds of businesspeople, dignitaries, and other luminaries were in attendance. Guests at the McCloy Awards Dinner were treated to two dynamic performances by dancers from Ailey II.

In accepting his award, Mr. Volcker discussed both his decades-long involvement in the Council and also the ongoing importance of the transatlantic partnership.

“I think recent events demonstrate again the importance of these two great democracies on different sides of the Atlantic to be leaders of the world economic community and, of course, of political relationships as well,” Mr. Volcker said. “So I am gratified I have been a small part of the journey of the Council over now, from my own standpoint, approaching half a century.”

Ambassador Peter Ammon, Ambassador of Germany to the United States, shared a message of congratulations from Chancellor Angela Merkel, and Friedrich Merz, Chairman of the Atlantik-Brücke, also delivered remarks. Others in attendance included Peter Wittig, Permanent Representative of Germany to the United Nations; Busso von Alvensleben, Consul General of Germany in New York; W. Michael Blumenthal, former U.S. Secretary of the Treasury; and ACG Board Member John J. McCloy II, Chairman of the Board of Gravitas Technology, Inc. The award for Dr. Reithofer was accepted by Ludwig Willisch, Chairman and CEO of BMW of North America, on his behalf.

First presented in 1993, the awards are named in honor of John J. McCloy, the founding Chairman of the American Council on Germany and the first civilian U.S. High Commissioner for Germany after World War II, who also served as an advisor to every U.S. President from Franklin Roosevelt to Ronald Reagan. The awards pay tribute to Mr. McCloy’s tireless efforts to promote closer transatlantic ties.
Jeffrey R. Immelt, Chairman of the Board and CEO of GE, receives the McCloy Award from Ambassador Robert M. Kimmitt, Chairman of the American Council on Germany and Senior International Counsel at Wilmer Cutler Pickering Hale and Dorr LLP (left to right).

Ludwig Willisch, Chairman and CEO of BMW of North America, receives the McCloy Award on behalf of Dr. Norbert Reithofer, Chairman of the Board of Management of BMW AG, from Ambassador Robert M. Kimmitt, Chairman of the American Council on Germany and Senior International Counsel at Wilmer Cutler Pickering Hale and Dorr LLP (left to right).

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The American Council on Germany’s corporate membership program is designed to give leaders in the German-American business community insider perspectives on economic and political developments through special policy discussions, publications, and more. Corporate members have the opportunity to meet directly with various German officials, journalists, academics, and other experts to discuss the top issues on the transatlantic agenda, and to network with others who are actively engaged in the German-American relationship. Top contributors are automatically members of the Business Advisory Committee (BAC).

The Council’s discussions in 2012 analyzed key items on the transatlantic agenda, including the eurozone crisis, foreign policy, and domestic politics in both countries. Meeting partners included Ambassador Peter Ammon, Ambassador of Germany to the United States; Peter Fischer, Economics Minister at the German Embassy in Washington, D.C.; Hans-Gert Poettering (1973 Young Leader), Chairman of the Konrad-Adenauer-Stiftung and former President and current Member of European Parliament; and Philipp Rösler, Vice-Chancellor and Federal Minister of Economics and Technology, who was introduced by Paul A. Volcker, ACG Honorary Vice Chairman and former Chairman of the Federal Reserve.

The ACG would like to express its thanks to the Co-Chairmen of the Business Advisory Committee: ACG Board Member Dale L. Ponikvar, Partner at Milbank, Tweed, Hadley & McCloy LLP, who also serves as the ACG’s Counsel, and Christian Jagenberg, Executive Vice President and General Manager of NORD/LB.

The Council is very grateful for the support of all corporate members, particularly during these volatile economic times.

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