

AICGS

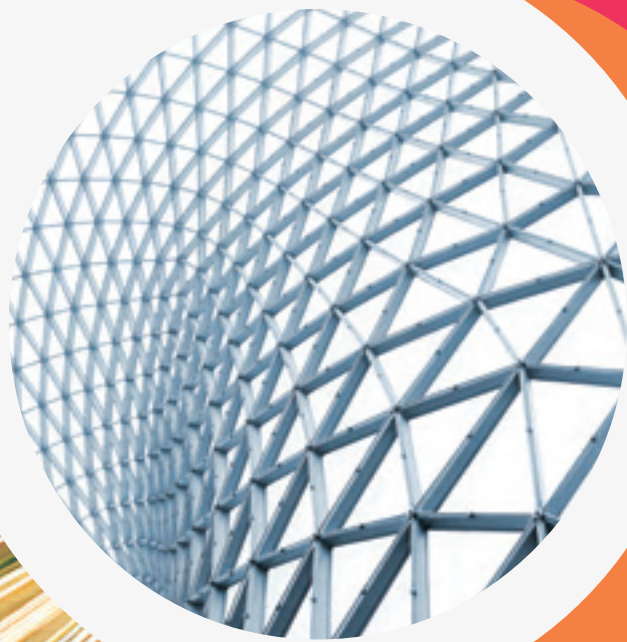
NOV 12, 2013

SYMPOSIUM

DEUTSCHE BANK
NYC

A SYMPOSIUM ON THE
**2012 U.S. ELECTIONS AND
2013 GERMAN ELECTIONS**

**How the Results Impact
Transatlantic Relations**



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SYMPOSIUM REPORT

SHAPING TRANSATLANTIC SOLUTIONS
Challenges of the 2012 and 2013 Elections

A circular graphic with a red and white background, containing the text "BACK POCKET" in white capital letters.

**BACK
POCKET**

AGENDA

9:00
AM

INTRODUCTION

Jacques Brand

CEO of North America, Member of the Group Executive Committee, Deutsche Bank
AICGS Chairman

9:05
AM

OPENING REMARKS

Dr. Jackson Janes

President, AICGS

9:15
AM

KEYNOTE SPEECH

John W. Snow

President, JWS Associates, LLC;
Former U.S. Secretary of the Treasury

9:30
AM

PANEL 1

The Economic Policies of the New Governments and Their Effects on Europe and the World

European partners and the U.S. government will look at the outcome of the September 22 elections in Germany with great interest. This date is seen by many as a potentially defining moment in the history of managing and overcoming the European debt crisis.

The central question is whether the new/old German government will change course or stick to the current step-by-step approach: Once the political campaign stops and the “electoral” dust settles, will France and Germany finally overcome mutual suspicions and once again become a powerful engine for further European integration? What will the indirect impact of the German vote be on monetary policies?

PANELISTS:

Prof. Dr. h.c. Roland Berger

Founder and Honorary Chairman,
Roland Berger Strategy Consultants

Barbara Böttcher

Head of Economic & European Policy, Deutsche Bank

Dr. Robin Brooks

Managing Director, Foreign Exchange Strategy,
Goldman, Sachs & Co.

Dr. Michael Heise

Chief Economist, Allianz

Zanny Minton-Beddoes

Economics Editor, The Economist

MODERATOR:

Alexander Privitera

Senior Editor, AICGS Advisor
Director, Business & Economics Program, AICGS

10:45
AM

COFFEE BREAK

11:00
AM

PANEL 2

A New Political Generation and Its Political Priorities

The “Millennial Generation,” those born between approximately the mid-1970s and the mid-90s, is coming of age in terms of voting, alternative means of political action, and political leadership. Characterizations of this generation widely diverge from extreme narcissism on the one side to extensive civic-mindedness on the other. The panel will focus on what is different about this generation, and the political consequences of that uniqueness, along four dimensions:

Make-up of the Millennial Generation

- » socio-economic
- » racial
- » ethnic
- » gender
- » political ideology

New domestic policy priorities

- » employment
- » education for a new economic and technological age
- » environment
- » less traditional “hard” foreign policy interest and more emphasis on “softer” issues such as energy security and human rights

New arenas for engaging in politics

- » growing disaffection with national politics
- » increased emphasis on state, local and virtual communities

New methods of political engagement

- » extensive use of social media
- » new technologies and the internet, as seen, for example, in the activities of the Pirate Party in Germany and Mobilize.org in the U.S.

PANELISTS:

Jessica Grounds

Executive Director, Running Start

Dr. Andreas Nick

CDU, German Bundestag

Mayor Boris Palmer

Mayor of Tübingen

Dr. Jeremy Rosner

Executive Vice President / Principal, Greenberg Quinlan Rosner Research

MODERATOR:

Dr. Lily Gardner Feldman

Harry and Helen Gray Senior Fellow
Director, Society, Culture & Politics Program, AICGS

12:15
PM

LUNCHEON

12:45
PM

DAAD PRIZE PRESENTATION

2013 DAAD Prize for Distinguished Scholarship in German and European Studies: Humanities

INTRODUCTION:

Dr. Lily Gardner Feldman

Harry and Helen Gray Senior Fellow
Director, Society, Culture & Politics Program, AICGS

AWARD PRESENTED BY:

Dr. Nina Lemmens

Director, German Academic Exchange Service
North America

HONOREE:

Dr. Andrew I. Port

Associate Professor, Wayne State University

1:00
PM

PANEL 3

Cyber Attacks Against Companies: Protection Roles by the Private Sector vs. the Government

Serious cyber attacks against organizations are a weekly occurrence. The exponential growth of devices and volumes of data make it difficult to control intrusions. IBM has developed advanced data analytics software to analyze these massive amounts of data, developing insights about the kinds of attacks being launched, who is launching them, and how their techniques are evolving. These analytics have helped show the industries being targeted, the types of incidents most prevalent, the threat posed, and the factors that allow exposure to cyber attacks.

Since cyber-espionage siphons off such a significant amount of wealth in terms of intellectual property and proprietary

information, the government is called upon to intervene. Questions on the role of government remain: should companies share the data they have with the government? What oversight mechanisms should be in place to prevent abuse by the government?

PANELISTS:

Scott Crawford
Security Strategist, IBM

Louis R. Hughes
Independent Director, Alcatel Lucent

Stuart Levi
Partner, Skadden, Arps, Slate,
Meagher & Flom LLP

Udi Mokady
Founder and CEO, Cyber-Ark

Rolf Riemenschneider
Chief Information Security Officer,
Deutsche Bank

Shreyas Vijaykumar
Commercial Business Lead, Palantir

MODERATOR:

Stephen Pettigrew
Managing Director, Software Investment
Banking, Deutsche Bank

2:15
PM

PANEL 4

Post-Election Realities: The Domestic and International Consequences

Whatever Germany's choices for leadership in the September elections are, the challenges ahead and into 2014 remain the same. The domestic issues will be shaped primarily by the economic environment within Germany as well as within the European area, but also by the global arena. The ability of Berlin to continue to steer successfully through economic volatility will depend on political trust and confidence in the government. The debate over Germany's role and responsibility in the EU will remain intense as will the demands on Germany in dealing with the global challenges in the Middle East, Africa, and Asia. Burden sharing within Europe as well as within the transatlantic community will continue to be a work in progress without consensus. In the U.S., the debate over how to find a balance between domestic priorities and foreign policy demands will continue to drive the discourse between the White House and Congress, particularly as the U.S. moves into a critical Congressional election year in 2014.

PANELISTS:

Friedrich Merz
Partner, Mayer Brown LLP;
Chairman, Atlantik-Brücke

Ambassador Philip Murphy
Founder, Murphy Endeavors

Dietmar Nietan
SPD, German Bundestag

Mayor Boris Palmer
Mayor of Tübingen

Andreas Schockenhoff
CDU, German Bundestag

MODERATOR:

Dr. Jackson Janes
President, AICGS

3:30
PM

COFFEE BREAK

3:45
PM

PANEL 5

The German Apprenticeship Model: Helping U.S. Workers Gain a Competitive Edge

The United States is desperately trying to reduce its unemployment rate. The domestic energy boom and low natural gas prices, together with competitive wage rates, could lead to a resurgence in manufacturing that could provide a great opportunity to increase middle-class wages, reduce income inequality, and expand social mobility. The bad news is, firms interested in investing in the United States are finding too few workers with the skills needed to achieve the productivity and quality required in today's globally competitive industries.

While unemployment remains at 7.6 percent, about 600,000 jobs go unfilled because of a lack of skilled labor. Meanwhile, German companies' top complaint about expanding operations in the United States is an inadequate number of skilled workers for intermediate-level technical occupations. The problems lie not with college-educated engineers or graduates with general bachelor's degrees but in the shortage of skilled machinists, welders, robotics programmers, and those who maintain equipment.

The central answer to the mismatch between jobs and employment is a twenty-first century apprenticeship program. In Austria, Germany, and Switzerland—countries with long histories of guilds and craftwork—55 to 70 percent of all young people enter apprenticeships. The United States' academic-only strategy is ill-suited for a diverse population and for the multiple needs of the twenty-first century labor market. A robust apprenticeship system would ensure that the impending manufacturing expansion succeeds.

Most importantly, expanded apprenticeship programs could meet the needs of a competitive global economy at a time of budget austerity.

PANELISTS:

Peter Fischer
Head of Economic Affairs, Embassy of the
Federal Republic of Germany to the U.S.

James Foti
Deputy Administrator, Office of Apprenticeship
(ETA), U.S. Department of Labor

Sebastian Patta
Vice President of Human Resources,
Volkswagen Group of America
Chattanooga Operations

Dr. Merryl Tisch
Chancellor, New York State Board of Regents

MODERATOR:

Stanley S. Litow
Vice President of Corporate Citizenship &
Corporate Affairs, IBM
President, IBM Foundation

5:00
PM

EVENT CONCLUDES



SPEAKERS



ROLAND BERGER

Roland Berger Strategy Consultants

Prof. Dr. Roland Berger is Founder of Roland Berger Strategy Consultants, Munich, and has been the company's Honorary Chairman since 2010. He is a member of several supervisory boards and advisory councils of national and international companies, foundations, and organizations, including Fresenius SE & Co. KGaA (Chairman of the Audit Committee), Bad Homburg; Prime Office REIT-AG, Munich (Chairman of the Supervisory Board); and RCS Mediagroup S.p.A. (Vice President), Milan, Italy. He also serves on several international advisory boards, including those of Deutsche Bank AG in Frankfurt, MillerBuckfire in New York, and The Blackstone Group in New York. Moreover, he has been appointed to various expert commissions by several German state governments and the German federal government. Prof. Dr. Roland Berger is also Chairman of the Board of Trustees of the Roland Berger Foundation, which is dedicated to the global protection of human dignity and human rights. The Foundation also helps gifted children and young people from underprivileged families across Germany to gain access to the best possible primary and secondary education. Prof. Dr. Roland Berger studied business administration in Hamburg and Munich and serves as the Vice-Chair for Europe on the AICGS Board of Trustees.



BARBARA BÖTTCHER

Deutsche Bank

Barbara Böttcher is head of the Economic & European Policy Unit at Deutsche Bank Research. Based in Frankfurt, Ms. Böttcher's area of responsibility includes economic policy in Germany and all aspects of European integration as well as policy issues regarding small and medium-sized businesses. She represents Deutsche Bank in the respective bodies in the political arena in Berlin and Brussels, and is a member of various DB internal steering committees. Ms. Böttcher joined Deutsche Bank as senior economist in 1987. Between 1995 and 1999, she was based in Porto, Portugal. Prior to that she worked at the Federation of German Industries, Cologne, and the European Commission, Brussels. She studied economics in Frankfurt, the U.S. (Pennsylvania State University), and France (Université d'Aix-en-Provence) and received her degree in economics from the University of Cologne.



JACQUES BRAND

Deutsche Bank North America

Jacques Brand is CEO of North America and a member of the Group Executive Committee at Deutsche Bank. In addition, he is Chairman of the Board of Directors and President and CEO of Deutsche Bank Trust Company Americas and Deutsche Bank Trust Corporation. Prior to this current position, Mr. Brand was Global Head of Investment Banking Coverage & Advisory and was a member of the Corporate Banking & Securities (CB&S) Executive Committee. Mr. Brand started his investment banking career at Lehman Brothers. He has held various leadership positions at Deutsche Bank since joining in 1999 from BT Alex Brown. Over the span of his 25-year Wall Street career, Mr. Brand has advised numerous clients on strategic and capital raising transactions across all global sectors. Some of his select clients include AIG, MetLife, Blackstone, Cargill, and Hilton. Mr. Brand is both a member of the Supervisory Board of The Clearing House and the Financial Services Forum. He is Chairman of the Board of the American Institute for Contemporary German Studies (AICGS) affiliated with Johns Hopkins University and Chairman of the Hospitality Industry Roundtable. He is Chairman of the Deutsche Bank Americas Foundation and an active board member of The Jewish Museum in New York. Mr. Brand also serves on the boards of the YMCA of Greater New York and the Partnership for New York City. Mr. Brand received his MBA from Harvard Business School.



ROBIN BROOKS

Goldman, Sachs & Co.

Dr. Robin Brooks is the FX strategist for Goldman Sachs in New York. Mr. Brooks joined Goldman Sachs in 2010 and was named managing director in 2011. Prior to his current role, Mr. Brooks was the FX strategist at Brevan Howard and worked as a senior economist at the IMF, where he worked in the Asian and Research Departments. While at the IMF, he published research on financial markets and FX in academic journals. Mr. Brooks received a PhD in Economics from Yale University and a B.Sc. in Monetary Economics from the London School of Economics.



SCOTT CRAWFORD

IBM

Scott Crawford, CISSP, is Security Strategist with IBM Security Services, where he guides offering strategy and development. Prior to joining IBM, Mr. Crawford was widely known as an industry analyst with Enterprise Management Associates (EMA), where he established the firm's practice covering the IT security vendor landscape and authored numerous articles for industry press. Mr. Crawford is the former CISO of the Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO) International Data Center in Vienna, Austria, where he pioneered the implementation of security policy and architecture for a non-governmental organization (NGO) serving more than 150 nations. His experience includes systems and security management for leading organizations in both the private and public sectors, from Emerson to the University Corporation for Atmospheric Research in Boulder, Colorado.



PETER FISCHER

Embassy of the Federal Republic of Germany in Washington, DC

Peter Fischer is Head of Economic Affairs (Minister) at the Embassy of the Federal Republic of Germany in Washington, DC. He joined the Foreign Office in 1986. His professional path has focused on economic and global issues. Prior to taking up his present position in July 2011, he was Head of the Department for Economic and Financial Policy at the Foreign Office in Berlin. Before that he was Deputy Ambassador to Israel. His other assignments were Deputy Head and later Head of Department for Environmental and Biopolitical Issues at the Foreign Office, Economic Counselor at the Embassy in London, Deputy Consul General in Shanghai, foreign policy advisor in the Office of the Federal President (Richard von Weizsäcker) in Bonn, and his first posting was at the Embassy in Singapore. In 1987, Mr. Fischer spent three months on secondment to the French Foreign Ministry, where he served in the Office of the Minister for European Affairs. In 1997, he spent a year on secondment to the British Foreign Office, working on the round of European enlargement that was started at that time. Mr. Fischer earned an M.A. in history and political science from the Free University of Berlin. He also holds an M.A. in government from Georgetown University, which he attended on a Fulbright scholarship. In addition, Peter studied international relations at "Sciences Po" in Paris on a scholarship awarded by the German Academic Exchange Service.



JAMES FOTI

U.S. Department of Labor

Jim Foti was appointed the new Deputy Administrator of the Office of Apprenticeship at the U.S. Department of Labor in 2013, where he brings twenty years of management experience in workforce development, education, and technology. His leadership skills, strategic planning, and organizational development expertise have produced substantial business growth in the private and nonprofit sectors. Mr. Foti was previously Executive Director of the American Institute for Innovative Apprenticeship and, prior to that, he was Director of the National Healthcareer Association, leading business development activities for the nation's largest allied healthcare certification agency, serving 1,500 colleges and educational institutions. Earlier, Mr. Foti was CEO of the National Council of Non-Governmental Organizations of Kenya, an association of 4,000 non-profit organizations. He served as Director of Workforce Programs for Instructional Systems Inc. and as Legislative Assistant for former U.S. Senator Bill Bradley. He holds an MPA from Columbia University's School of International and Public Affairs and a B.A. in Management from Rutgers University.



LILY GARDNER FELDMAN

AICGS

Dr. Lily Gardner Feldman is currently the Harry & Helen Gray Senior Fellow and Director of the Society, Culture & Politics Program at AICGS. She has recently published a book entitled *From Enmity to Amity: Germany's Reconciliation with France, Israel, the Czech Republic, and Poland*. From 1978 to 1991, Dr. Gardner Feldman was a professor of political science (tenured) at Tufts University in Boston. She was also a Research Associate at Harvard University's Center for European Studies, where she chaired the German Study Group and edited *German Politics and Society*; and a Research Fellow at Harvard University's Center for International Affairs, where she chaired the Seminar on the European Community and undertook research in the University Consortium for Research on North America. From 1990 until 1995, Dr. Gardner Feldman was the first Research Director of AICGS and its Co-director in 1995. From 1995 until 1999, she was a Senior Scholar in Residence at the BMW Center for German and European Studies at Georgetown University. She returned to Johns Hopkins University in 1999. She has a PhD in political science from MIT. Dr. Gardner Feldman has published widely in the U.S. and Europe on German foreign policy, German-Jewish relations, international reconciliation, non-state entities as foreign policy players, and the EU as an international actor.



JESSICA N. GROUNDS

Running Start

Jessica N. Grounds has devoted her life to empowering women to become political leaders. She is the Executive Director of Running Start, a non-profit that she co-founded which inspires girls and young women to run for elected office. Jessica is also the founder and principal strategist for Solid Grounds Strategy, a firm she created to consult women candidates who have never run for office before. In 2010, she started Women's Campaign Consortium, a collaboration of female campaign consultants dedicated to serving women candidates. Ms. Grounds serves as the Chair of the Board of Directors for the Women Under Forty Political Action Committee (WUF'PAC); she served as the organization's president from 2007-2010. In her various capacities, Ms. Grounds has worked on behalf of hundreds of women seeking elected office. During the 2008 presidential primary, Jessica worked for Hillary Clinton's presidential campaign as the Training Lead in the Iowa caucuses. She has published research on gender differences in leadership style within Congress and has completed research on new trends in campaign messaging for women candidates. Ms. Grounds, and her work, have been profiled in numerous publications including: *Daily Muse*, *ELLE*, *Georgetown Business Magazine*, *Glamour*, *The Hill*, *Roll Call*, *Spike the Watercooler*, *Washington Post*, and on *Forbes.com*. Jessica holds a B.A. from Pepperdine University in Political Science, a graduate certificate in Women, Policy & Political Leadership from the Women & Politics Institute at American University, and recently completed an Executive Master's in Leadership at Georgetown University's McDonough School of Business.



MICHAEL HEISE

Allianz SE

Dr. Michael Heise is Chief Economist of Allianz SE. He advises the board of Allianz SE on economic and strategic issues. He is responsible for analysis and forecasts of the German and the international economy and the financial markets and risk analysis. He is honorary professor at the Johann Wolfgang Goethe University. Before joining Allianz Group, Dr. Heise was Secretary General of the German Council of Economic Experts, Chief Economist of the DG Bank, and Chief Economist and Head of Research at DZ Bank. Dr. Heise studied and graduated at Cologne University and lectured at the European Business School in Oestrich-Winkel and at the Johann Wolfgang Goethe University in Frankfurt-am-Main.



LOUIS R. HUGHES

Alcatel Lucent

Louis R. Hughes is the Independent Director of Alcatel Lucent, Chairman of InZero Systems, and Independent Director of Akzo Nobel (Netherlands) and ABB (Switzerland). He has thirty-eight years of experience in the industry sector and six years in the computer security sector. Mr. Hughes graduated from Harvard Business School (MBA, 1973) and from Kettering University (formerly General Motors Institute), B.S. (Mechanical Engineering, 1971). He was CEO of GBS from 2005-2010. Mr. Hughes is an Executive Advisor Partner of Wind Point Partners. Moreover, Mr. Hughes has been a member of the Boards of Directors of ABB (Switzerland, since 2003) and Akzo Nobel (The Netherlands, since 2007). He served as President and Chief Operating Officer of Lockheed Martin Corp. His prior experiences also include positions of Chief of Staff Afghanistan Reconstruction Group, U.S. Department of State, from 2004 to 2005; Executive Vice President of General Motors Corporation from 1992 to 2000; President of General Motors International Operations from 1994 to 1999; President of General Motors Europe from 1992 to 1994; and Managing Director of Adam Opel AG from 1989 to 1992. He was non-executive Chairman of Maxager (renamed Outperformance in 2008) from 2000 to 2008. He has also served on several Boards, including: Sulzer (Switzerland) from 2001 to 2009, British Telecom (United Kingdom) from 2000 to 2006, Electrolux AB (Sweden) from 1996 to 2008, MTU Aero Engines GmbH (Germany) from 2006 to 2008, Deutsche Bank from 1993 to 2000, Saab Automobile AB from 1992 to 2000, and Adam Opel AG from 1989 to 1992. He was also a member of the BT Americas Advisory Board from 2006 to 2009. Mr. Hughes currently serves on the AICGS Board of Trustees.



JACKSON JANES

AICGS

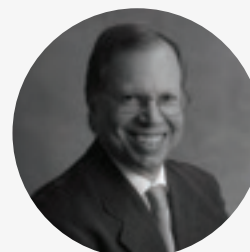
Dr. Jackson Janes is the President of the American Institute for Contemporary German Studies at the Johns Hopkins University in Washington, DC. He has been engaged in German-American and European affairs for more than three decades. Dr. Janes is a member of the Council on Foreign Relations and also a member of the International Institute for Strategic Studies. He serves on the Board of Trustees of the American Bundestag Intern Network (ABIN) in Washington, DC, and on the Advisory Board of the Allied Museum in Berlin. He was also Chair of the German Speaking Areas in Europe Program at the Foreign Service Institute in Washington, DC, from 1999-2000. In 2005, Dr. Janes was awarded the Officer's Cross of the Order of Merit of the Federal Republic of Germany, Germany's highest civilian award. Dr. Janes earned his PhD in International Relations from Claremont Graduate School, his M.A. from the Divinity School at the University of Chicago, and his B.A. in Sociology from Colgate University.



STUART D. LEVI

Skadden, Arps, Slate, Meagher & Flom LLP and affiliates

Stuart D. Levi is co-head of Skadden's Intellectual Property and Technology Group. He has a broad and diverse practice that includes outsourcing transactions, technology and intellectual property licensing, branding and distribution agreements, cloud computing agreements, technology transfers, strategic alliances, and joint ventures. Mr. Levi also counsels clients on a variety of issues, including website and technology policies, intellectual property matters, privacy issues, and legislative compliance. His background in computer science and the information technology industry allows Mr. Levi to understand the technology and business drivers underlying agreements and transactions in this area. Prior to joining Skadden, Mr. Levi was director of intellectual property for Reuters America Inc. and a vice president of Reuters NewMedia Inc. Mr. Levi is involved in Internet policy setting in his capacity as general counsel to the Internet Society, the umbrella organization for many of the Internet standard-setting bodies. Mr. Levi has written and spoken on numerous Internet and e-commerce issues, and each year he co-chairs the Practising Law Institute's Open Source Institute and speaks at the PLI Outsourcing Seminar. He was selected as a member of Law360's 2012 Privacy/Consumer Protection Editorial Advisory Board. Mr. Levi has been named by Chambers USA as one of "America's Leading Lawyers for Business" since 2004 and by Chambers Global as one of the "World's Leading Lawyers" in technology transactions each year since 2002. In 1999, he was selected by *Crain's New York Business* for its list of "Forty Under Forty — New York's Rising Stars," where he was cited for his work in Internet law.



STANLEY S. LITOW

IBM

Stanley S. Litow is IBM's Vice President of Corporate Citizenship & Corporate Affairs and President of IBM's Foundation. Under his leadership, IBM has been widely regarded as the global leader in Corporate Citizenship, and praised for societal and environmental leadership, labor practices, and civic leadership. Under Mr. Litow, IBM developed innovative voice recognition technology to help children and adults learn to read; a humanitarian virtual supercomputer to speed research on cancer and AIDS; and new digital imaging technology to improve water quality. Mr. Litow helped devise P-TECH, a grade 9 through 14 schools initiative to engage companies, colleges, communities, and schools to help strengthen America's economic competitiveness by connecting education to jobs; IBM's Corporate Service Corps, a corporate version of the Peace Corps, to train and deploy thousands of IBM's future leaders; and IBM's Smarter Cities Challenge, which is helping more than 100 cities worldwide become more effective.



FRIEDRICH MERZ

Mayer Brown

Friedrich Merz is a partner in the Düsseldorf office of Mayer Brown and heads the corporate practice in Germany. He focuses on corporate matters, including mergers and acquisitions, banking and finance, and compliance. Mr. Merz also has gained significant political experience during his professional activities as a member of the European Parliament (MEP) (1989–1994), as a member of the German Bundestag (MP) (1994–2009), as Deputy Chairman of the CDU/CSU Parliamentary Group (1998–2000, and between 2002 and 2004), as well as in his function as Chairman of the CDU/CSU-Parliamentary Group and Minority Leader in the House (2000–2002). Prior to joining Mayer Brown, Mr. Merz was a partner with two national law firms in Cologne (1989–2004) and worked for the German Association of Chemical Industry in Frankfurt/Bonn (1986–1989); Furthermore, he served as judge at the Local Court in Saarbrücken (1985–1986). In addition to his native German, he speaks English and French. He received his First and Second State Law Examination in Düsseldorf and Saarbrücken, respectively, and studied at the universities of Bonn and Marburg.



ZANNY MINTON BEDDOES

The Economist

Zanny Minton Beddoes is *The Economist's* Economics Editor, based in Washington, DC. She oversees the magazine's global economics coverage, managing a team of writers around the world. Before moving to Washington in April 1996, Ms. Minton Beddoes was *The Economist's* Emerging-Markets Correspondent based in London. She travelled extensively in Latin America and Eastern Europe, writing editorials and country analyses. Her surveys/analyses have covered topics such as the World Economy, Latin American finance, global finance, and Central Asia. Prior to joining *The Economist* in 1994, Ms. Minton Beddoes spent two years as an economist at the International Monetary Fund (IMF), where she worked on macroeconomic adjustment programs in Africa and the transition economies of Eastern Europe. Before joining the IMF, she worked as an adviser to the Minister of Finance in Poland and as part of a small group headed by Professor Jeffrey Sachs of Harvard University. In addition to her work with the IMF and *The Economist*, Ms. Minton Beddoes has written extensively about the future of the IMF and European enlargement and contributed chapters to several conference volumes. Such works have been published in *Foreign Affairs* and *Foreign Policy*, in addition to her editing of "Emerging Asia" in 1997 and a testimony before Congress on the introduction of the euro in 1998. She is also a regular television and radio commentator on NPR's *Morning Edition*, PBS' *Newshour*, *Fareed Zakaria GPS*, the *Bill Maher Show*, the *Charlie Rose Show*, *Newsnight*, and the *Today Show*. Awards have included the 2012 Journalist of the Year by the Harold Wincott Foundation and the 2012 Gerald Loeb Award for Distinguished Business and Financial Journalism. Ms. Minton Beddoes holds an undergraduate degree from Oxford University and a Master's degree from Harvard University.



UDI MOKADY

CyberArk Software

Udi Mokady is the President and CEO of CyberArk Software, and a pioneer in establishing the Privileged Account Security software market. Since co-founding the company in 1999, Mr. Mokady has entrenched CyberArk as the market leader in privileged account security and compliance. During his tenure at CyberArk, Mr. Mokady has also served as CyberArk's chief strategist and visionary, overseeing global expansion, management, execution, and corporate development. Since assuming the position of CEO in 2005, Mr. Mokady's leadership and direction has been instrumental in guiding CyberArk to achieve record growth. Prior to his role as CEO, Mr. Mokady served as CyberArk's COO between 1999 and 2005. Prior to CyberArk, Mr. Mokady specialized in legal management and business development for international high-tech companies. He previously served as the general counsel at Tadiran Spectralink, a highly specialized producer of secure wireless communications systems. A veteran of a Military Intelligence unit, Mr. Mokady holds a law degree (L.L.B.) from Hebrew University in Jerusalem and a Master of Science in Management degree (MSM) from Boston University.



PHILIP D. MURPHY

Murphy Endeavors

Ambassador Philip D. Murphy served as U.S. Ambassador to the Federal Republic of Germany from 2009 to 2013. Engaging Germany's youth, none of whom were born during the Cold War, was a major focus during his tenure as ambassador, whether through town hall meetings, exchange programs, or in his regular communication through a variety of social media. In his words: "The legacy of our time together in Germany will be measured by how well we 'set the table' for tomorrow, by how deeply today's youth understand the ongoing relevance of the transatlantic bridge. They are tomorrow's leaders and our investment in their future is our highest priority." Amb. Murphy spent 23 years at Goldman Sachs and held a variety of senior positions, including in Frankfurt, New York, and Hong Kong, before becoming a Senior Director of the firm in 2003, a position he held until his retirement in 2006. After leaving Goldman Sachs, he served from 2006-2009 as the National Finance Chair of the Democratic National Committee. Over the years, Amb. Murphy has devoted substantial time to civic, community, and philanthropic affairs. He has focused his efforts on areas including civil rights, education, progressive and pragmatic public policy, urban development, and a variety of issues related to his adopted home state of New Jersey. Amb. Murphy graduated from Harvard University with an A.B. in Economics and received an MBA from The Wharton School of the University of Pennsylvania.



ANDREAS NICK

Member of the German Bundestag (CDU)

Dr. Andreas Nick is a CDU/CSU Member of the German Bundestag, Professor of Corporate Finance at the Frankfurt School of Finance & Management, and Member of the Supervisory Board of Boker & Paul AG. From 1994-2005 he worked in corporate finance at Barclays / BZW, Credit Suisse First Boston, and UBS in Frankfurt and London, and from 2006-2011 was the Head of the Mergers & Acquisitions Advisory at Sal Oppenheim Jr. Dr. Nick received his Masters of International Public Policy (MIPP) from Johns Hopkins SAIS in 2006 and completed the Global Economy Program at Harvard Business School in 2011.



DIETMAR NIETAN

Member of the German Bundestag (SPD)

Dietmar Nietan was reelected to the German Bundestag in 2009. Mr. Nietan is a member of the Committee on European Affairs, where he is the deputy spokesperson for the SPD Parliamentary Group, and deputy member of the Committee on Foreign Affairs. He is chairman of the expert group on Southeastern Europe of the SPD parliamentary group. Furthermore, Mr. Nietan is a member of the NATO Parliamentary Assembly and sits on the board of trustees of the Foundation "Remembrance, Responsibility and Future." Mr. Nietan is also chairman of the SPD's Steering Committee on Turkey. Prior to his reelection, Mr. Nietan served two terms in the Bundestag, from 1998 to 2005. Subsequently, Mr. Nietan was the EU Foreign Policy Coordinator for the SPD parliamentary groups in the European Parliament in Brussels and the German Bundestag in Berlin. He worked as Senior Foreign Policy Advisor to Martin Schulz, Member of the European Parliament and Chairman of the Group of the Progressive Alliance of Socialists and Democrats in the European Parliament.



BORIS PALMER

Lord Mayor of Tübingen

Boris Palmer was elected Lord Mayor of Tübingen in October 2006. From 2001 until May 2007, he was Member of Parliament in the Landtag (State Parliament) of Baden-Württemberg, finally as deputy chairman of the fraction. Having studied mathematics and history at university, environmental issues have always been the driving force in his political work. Consequently, he made climate protection the center of his policy. His ambitious aim: to reduce the per capita emissions in Tübingen to an environmentally reasonable level by 2020. In spring 2009, his first book was published: *Eine Stadt macht blau – das Tübinger Klimaschutzmodell* (A City Made Blue: The Tübingen Climate Protection Model).



SEBASTIAN PATTA

Volkswagen Group of America Chattanooga Operations

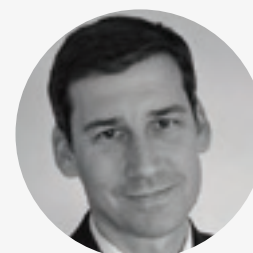
Sebastian Patta joined the Volkswagen Group of America manufacturing plant in Chattanooga as Vice President of Human Resources the beginning of 2013. Mr. Patta began his career at the Volkswagen plant in Wolfsburg in 1984 as an industrial sales representative after participation in a dual education system at the company. He then transferred to a health insurance company where he held a wide array of responsibilities in marketing, communication, HR, and administration for sixteen years, moving into various leadership positions along the way. In 2006, Mr. Patta returned to the Volkswagen plant in Braunschweig where he was the Assistant Manager of HR. After three years he moved back to the plant in Wolfsburg. From 2011 to 2013, he was the Head of the Volkswagen Personnel Department in Braunschweig before moving to the U.S.



STEPHEN PETTIGREW

Deutsche Bank

Stephen Pettigrew is a Managing Director in Deutsche Bank's technology investment banking group. He leads Deutsche Bank's software practice on the west coast and is responsible for security coverage globally. Mr. Pettigrew joined Deutsche Bank in 1997 in Canada and has been a member of the software team in San Francisco since 2000.



ALEXANDER PRIVITERA

AICGS

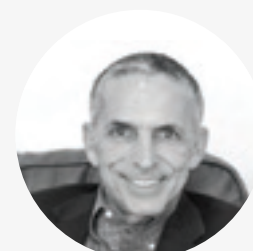
Alexander Privitera is a Senior Fellow and Director of the Business & Economics Program at AICGS where he focuses primarily on Germany's European policies and their impact on relations between the United States and Europe. Previously, Mr. Privitera was a Washington-based correspondent for the leading German news channel, N24, and a Brussels-based European correspondent for NTV. Over the past two decades he has been posted as a journalist to Berlin, Bonn, Brussels, and Rome. Mr. Privitera was born in Rome, Italy, and holds a degree in Political Science (International Relations and Economics) from La Sapienza University in Rome.



ROLF RIEMENSCHNITTER

Deutsche Bank

Rolf Riemenschneider is the Chief Information Security Officer of Deutsche Bank. In this role, he is responsible for developing and maintaining the enterprise vision, strategy, and program to ensure information assets are adequately protected. Before taking on this newly established role in September 2013, Mr. Riemenschneider was the Head of Application Services within the Global Technology division of Deutsche Bank, with accountability for the building and delivery of Deutsche Bank's applications. From September 2011 to September 2012, he was the CTO within Group Technology in Deutsche Bank and responsible for Strategy, Enterprise Architecture, Engineering, Program Management, COO, as well as IT Security. Mr. Riemenschneider was the Global Head of Information Enterprise Services for three years from August 2008 to August 2011 with responsibility for the Bank's global IT infrastructure. From October 2003 to February 2006, Mr. Riemenschneider was based in New York as CTO for Architecture / Engineering & End-User Services. Prior to this he held several positions in the IT organization of Deutsche Bank since joining the Bank in 1997. Mr. Riemenschneider holds a degree in Computer Science from the University of Koblenz, Germany.



JEREMY ROSNER

Greenberg Quinlan Rosner Research

Dr. Jeremy Rosner is Executive Vice President at Greenberg Quinlan Rosner in Washington, DC, one of the world's leading consultancies for opinion research, communications strategy, and political campaigns in the U.S. and globally. Dr. Rosner has advised leaders across Europe, Latin America, and Asia, including PM Tony Blair and the UK Labour Party, Irish PM Enda Kenny and Fine Gael, Georgian President Mikheil Saakashvili, Australian Prime Minister Julia Gillard, and Bolivian President Gonzalo Sanchez de Lozada. Rosner served as Special Adviser to President Clinton and Secretary Albright on the enlargement of NATO in 1997-98, and as senior NSC staff in 1993-94. He has also held senior posts at the Carnegie Endowment for International Peace, the Progressive Policy Institute, and for Senators Bob Kerrey (NE) and Gary Hart (CO). Dr. Rosner is a member of the Council on Foreign Relations, and holds a PhD in Policy Studies from the University of Maryland, a Masters in Public Policy from Harvard's Kennedy School of Government, and a BA in Politics from Brandeis University.



ANDREAS SCHOCKENHOFF

Member of the German Bundestag (CDU)

Dr. Andreas Schockenhoff is a Member of the German Bundestag; Deputy Chairman of the CDU/CSU Parliamentary Group in the Bundestag for Foreign Affairs, Affairs of the European Union, and Defense Policy; and Coordinator of German-Russian Inter-societal Cooperation. He has been the Chairman of the German-French Parliamentary Friendship Group in the German Bundestag since 1994. From 2000-2011, Dr. Schockenhoff was the Chairman of the Württemberg-Hohenzollern district branch of the CDU and a Member of the Executive Committee of the Baden-Württemberg CDU. He received his PhD from the University of Tübingen.



JOHN SNOW

JWS Associates

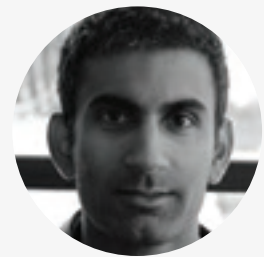
John W. Snow served as Secretary of the Treasury of the United States of America from 2003-2006. Prior to becoming Secretary of the Treasury, he was Chairman and Chief Executive Officer of CSX Corporation. He also held several high-ranking positions in the Department of Transportation during the Ford administration. Mr. Snow is President of JWS Associates, LLC, a Richmond, Virginia consulting firm. He currently serves on the Boards of Cerberus Capital Management LP, where he is Non-Executive Chairman, Marathon Petroleum Corporation, Lender Processing Services, Inc., International Airlines Group, and Armada Hoffer Properties, Inc. Mr. Snow is recognized as a leading champion of improved corporate governance practices. Before joining the Bush administration, Mr. Snow served on various nonprofit Boards, including the American Enterprise Institute and Johns Hopkins University. He previously served as a member of USX Corporation's Board of Directors from March 1995 through December 2001, when USX Corporation changed its name to Marathon Oil Corporation. Prior to his appointment as Secretary of the Treasury, he sat on the boards of CSX Corp., Johnson & Johnson, Verizon Communications, US Steel, and Sapient. Mr. Snow graduated from the University of Toledo in 1962 with a Bachelor of Arts degree. He also holds a Master's Degree from Johns Hopkins University and a Doctorate in Economics from the University of Virginia. Mr. Snow graduated with a law degree from George Washington University in 1967.



MERRYL H. TISCH

New York State Board of Regents

Chancellor Merryl H. Tisch was appointed to the New York State Board of Regents on April 1, 1996 and reelected to five year terms on April 1, 2001 and April 1, 2006. She was elected Vice Chancellor by her colleagues effective April 1, 2007 and was elected Chancellor by her colleagues effective April 1, 2009. Chancellor Tisch brings to her appointment many years of experience in the fields of education, community service, and philanthropy. Chancellor Tisch is chairperson of the Metropolitan Council on Jewish Poverty. With an annual budget of \$100 million, Met Council has gained national recognition for its work in the areas of youth and family services, housing, poverty programs, and neighborhood preservation. Previously, she served as chairperson of the Mt. Sinai Children's Center Foundation. Chancellor Tisch serves on the executive committees of The Washington Institute for Near East Policy and the Citizens Budget Commission. Additionally, she serves on the board of The Trust for Cultural Resources of the City of New York, the Graduate School of Education's Board of Overseers at the University of Pennsylvania, Learning Leaders, and the Sesame Workshop. From 1977 to 1984, Chancellor Tisch taught first-graders at New York City's Ramaz School and the B'nai Jeshurun School. She received a B.A. from Barnard College, an M.A. in Education from New York University, and an Ed.D. from Teacher's College, Columbia University.



SHREYAS VIJAYKUMAR

Palantir

Shreyas Vijaykumar is Palantir's Commercial Business Lead. In this role he oversees Palantir deployments across a variety of industries including financial services, accounting, healthcare, media, and energy. He has particular experience helping large enterprises use quantitative methods to derive value from internal data repositories. Mr. Vijaykumar also leads Palantir's New York office, located in the Meatpacking District of Manhattan. Mr. Vijaykumar holds a B.S. in computer science from Stanford University.

DAAD PRIZE RECIPIENT

ANDREW I. PORT

Dr. Andrew I. Port is an associate professor of history at Wayne State University in Detroit. He previously taught as a Lecturer at Harvard University and at Yale University, and also worked as a Project Coordinator at the Office of Human Rights in Nuremberg, Germany. He received a Ph.D. in modern European history from Harvard, a B.A. in history from Yale, and a degree in political science from the Institut d'Etudes Politiques in Paris. He is currently the Review Editor of the *German Studies Review*, and will begin serving in 2014 as the Editor of the journal *Central European History*. His research focuses on modern Germany and Europe, communism and state socialism, social protest, popular resistance under autocratic regimes, and comparative genocide. His first book, *Conflict and Stability in the German Democratic Republic*, appeared in German translation as *Die Rätselhafte Stabilität der DDR* and received a great deal of media attention in Germany. His current project is entitled "What Germans Talk About When They Talk About Genocide," which looks at German reactions to genocide in other parts of the world since 1945, with a special focus on Cambodia, Rwanda, and the Balkans. Dr. Port grew up in Brooklyn, New York, and now lives in Ann Arbor with his wife and two daughters.

The German Academic Exchange Service (DAAD) is the German national agency for the support of international academic cooperation. It offers programs and funding for students, faculty, researchers, and others in higher education, providing financial support to over 50,000 individuals per year. It also represents the German higher education system abroad, promotes Germany as an academic and research destination, and helps build ties between institutions around the world.

The DAAD Prize for Distinguished Scholarship in German and European Studies recognizes recipients for outstanding academic work in the field. The DAAD Prize is awarded each year in one of AICGS' major fields of research – Business & Economics; Foreign & Domestic Policy; and Society, Culture & Politics. This is the nineteenth DAAD Prize to be awarded since the series was introduced in 1994.



ABOUT AICGS

30 YEARS OF CHALLENGES, CHOICES, CONSEQUENCES, AND CONCLUSIONS

THIS YEAR MARKS the 30th anniversary of AICGS' founding. AICGS has always been special in that it has a laser focus on Germany within the larger context of Europe. That

focus includes a broad perspective on other regions of the world and topics of global significance. We fill a very important niche.

Germany's key position in setting Europe's agenda has been especially highlighted over the past several years—particularly by Angela Merkel's steady leadership. High-level visits between the countries take place frequently, and the U.S. and Germany cooperate actively in international forums. AICGS is a frequent host of those meetings.

AICGS identifies challenges that are critical to the German-American dialogue, especially those for which a consensus between Germany and the U.S. might be more elusive. And while there are sometimes differences between Berlin and Washington over policy priorities, the

transatlantic relationship has no equal. There is an enormous web of economic and strategic interdependence that envelops both countries.

However, that does not always translate into agreement on specific policy choices. There are a number of areas of potential tension in future U.S.-German relations: Transatlantic Trade and Investment Partnership (TTIP) negotiations; fallout from the revelations about the U.S. National Security Agency's (NSA's) extensive surveillance program of both American allies and foes; and the role of the use of force in countries such as Libya and Syria.

This year there was an important election in Germany. Regardless of how the ruling coalition is put together, German officials will be faced with a transatlantic agenda that looks very familiar. While the players in Berlin may be shuffled, and some may be new to the arena of government, the U.S.-German dialogue will carry on, and the



parameters of challenges and choices will not change a great deal. What's more, the primary political players on the German stage do not differ significantly in their approaches to transatlantic issues, and the central importance of relations with the United States is a given for the mainstream parties.

Consider the status of the euro and the economic outlook in Europe. Germany's role in these issues is decisive, and the United States has an enormous stake in

Going forward, German and American leaders will have to forge common conclusions and responses to serious challenges

the stability of the euro and in continued growth in the euro area in terms of its own economic outlook. Merkel has spent the last four years of her tenure steering through the economic storms in Europe, and she will continue to make that her top priority.

There is a trend toward inward-looking political concerns on both sides of the Atlantic. The United States is going through a phase of increasing domestic preoccupation with isolationist tendencies, and that has implications for U.S. foreign policy capacities and perceptions. For their part, Germans are primarily concerned with their own future and with the stability of their European environment. These twin trends can raise serious questions about mutual expectations when it comes to setting policy priorities.

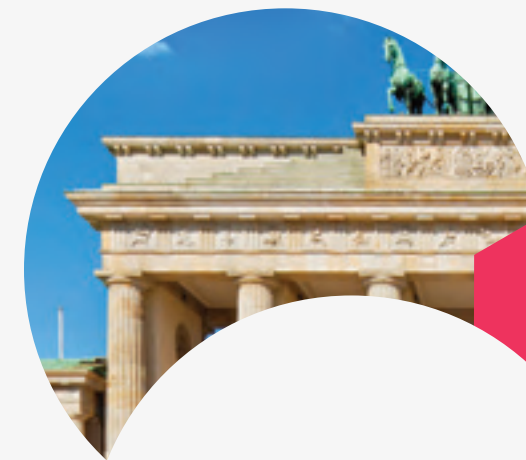
U.S. expectations of German leadership in this arena will be high, but in the past few years, the United States and Germany have clashed. Tensions have surfaced over Berlin's regulatory policies and its policy

priorities in responding to the crises in Europe. Those tensions have also affected Germany's relations with its European neighbors. The U.S.-German dialogue in this area will at times be difficult, especially in light of divergent perspectives on the role of monetary and fiscal policies and because Germany operates within the complex EU arena, which impacts its choices and their consequences.

Going forward, German and American leaders will have to forge common conclusions and responses to serious challenges, some well beyond the transatlantic arena, while maintaining public support at home. A glance at the Middle East, Africa, or other areas of concern reminds Berlin and Washington that they share global responsibilities and the need to respond to them. This is a message that leaders on both sides of the ocean need to convey to their respective voters and to each other.

However difficult it is to work together on tackling specific agenda items, there is an overlapping consensus that the sum of German-American relations has been more than its parts. For nearly seven decades, the United States and Germany have succeeded in managing their relations fairly well.

AICGS will continue to examine the need for priorities and policies to cope with these dramatic challenges and work on reaching mutually-beneficial conclusions.



BECOME A MEMBER

BECOME A MEMBER TO HELP AICGS PROVIDE KNOWLEDGE, INSIGHTS, AND NETWORKS FOR THE FUTURE.

By becoming an AICGS Member, you will partner with us in strengthening the German-American relationship, which is vital not only to the future well-being of both countries, but to the world as it strives to foster peace and prosperity. U.S. policy toward Germany should stress a close and vital relationship with Germany, not only as friends and trading partners, but also as allies sharing common institutions.

○	Access to regularly produced electronic newsletters, Issue Briefs, Policy Reports, and essays
○	Invitations to regular workshops, lectures, and conferences in the U.S. and Germany
○	Invitation to AICGS annual symposium in New York
○	Company-wide access to membership website and events
○	Consideration for submission of articles for publication on the AICGS website

WHY BECOME A MEMBER?

The United States and the European Union will face important challenges in the coming years in the form of increased economic competition, social and demographic changes, new political leadership, and lingering concerns about energy security and environmental sustainability.

Europe and America must work together in order to deal successfully with these issues, and their capacity to do so depends to a large degree on the strength of the German-American partnership.

For thirty years, AICGS has been a trusted source of knowledge, insights, and networks that contribute to a strong German-American relationship. The Institute examines important emerging issues that affect both countries and shape the relationship between them, and we share our in-depth analyses of the issues with German and American business, political, and academic leaders through our publications and seminar programs. To do this, we rely on the generous financial support of individuals, foundations, and corporations who understand and embrace our mission.

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or call Lynn Van Norstrand, Director of Finance and Development, at (202) 567-6129.

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AICGS PROGRAMS

STRENGTHENING THE GERMAN-AMERICAN RELATIONSHIP IN AN EVOLVING EUROPE AND A CHANGING WORLD

AICGS produces objective and original analyses of developments and trends in Germany, Europe, and the United States; creates new transatlantic networks among changing generations; and intensifies dialogue among the business, political, and academic communities to manage differences and define and promote common interests.

Affiliated with Johns Hopkins University, AICGS provides a comprehensive program of policy-relevant public conferences, research reports, networking events, and fellowships designed to advance the political, corporate, and scholarly constituencies it serves.

TRANSLATOR OF IDEAS

AICGS Experts are routinely asked to provide commentary in German and American media outlets, most recently *The Washington Post*, *The New York Times*, *The Wall Street Journal*, *Die Zeit*, *Stern Magazin*, and *Deutsche Welle*.

AICGS Notizen is a blog that tracks current events and seeks to provide quick-hitting commentaries and analysis from a wide array of policy experts.

CREATOR OF SOLUTIONS

AICGS produces its own original analyses of issues and challenges on the transatlantic agenda that have been featured in several U.S.-Bundestag Congressional Exchanges and other roundtable discussions.

AICGS is proud of its multi-faceted and interdisciplinary approach to the challenges the transatlantic community is facing today. Our research agenda is focused on vital issues pertaining to the German-American relationship.



EXPERTS

Drawing on experts on both sides of the Atlantic, AICGS produces original, independent analyses of the economic, political, historical, and cultural developments and trends that impact transatlantic relations.

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Professor of Political Science,
United States Naval Academy

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Non-Resident Fellows

AICGS Non-Resident Fellows are drawn from a group of former fellows, AICGS authors, DAAD Prize recipients, and colleagues. These experts provide AICGS with an even greater level of insight and analysis into various aspects of the German-American relationship. Their expertise adds a global perspective and understanding to our programs and publications.

Resident Fellows

AICGS resident fellowship programs are designed to offer scholars and researchers an opportunity to work in cutting-edge areas of economic, public, and foreign policy, or cultural research. Fellows have access to the Institute's broad network of policymakers, business leaders, and academics. Their research is presented in public seminars and analyses. Since its founding in 1983, over 300 fellows have come to the Institute, and many continue to contribute to the publications and activities of AICGS.

AICGS Resident Fellowship Programs 2013/2014

Harry & Helen Gray/AICGS Reconciliation Fellowship Program, funded by the Harry & Helen Gray Culture and Politics Program and directed by Dr. Lily Gardner Feldman, brings two scholars or practitioners working on reconciliation themes concerning Germany and Japan to AICGS.

DAAD/AICGS Research Fellowship Program, funded by a grant from the German Academic Exchange Service (DAAD), supports scholars and specialists working on Germany, Europe, and/or transatlantic relations and provides a research stay at AICGS.

AICGS Visiting Fellows Program provides scholars and specialists working on issues pertinent to the German-American relationship with a base while conducting their research in Washington, DC.

NRW-School of Governance Fellowship Program offers research assistants and students working on topics of special relevance to the state of North Rhine-Westphalia the opportunity to research at AICGS.

RECAP 15 Project/AICGS Fellowship Program, supported by the German Federal Ministry of Education and Research, offers two fellowships at AICGS for students at the Europa-Universität Viadrina focusing on re-thinking the efficacy of international climate agreements post Copenhagen Climate Conference (COP15).

EVENTS & PUBLICATIONS

AICGS features high-level events with policymakers and business leaders as well as intimate, off-the-record roundtable discussions, which allow for a frank and open exchange across the Atlantic.

AICGS provides its constituency with a wide variety of networking opportunities and analyses ranging from in-depth policy reports on a single issue of importance to Germany and the United States to salient essays on current events and relevant topics. Our events take place in the U.S. and Germany throughout the year. AICGS Members are invited to take advantage of the following:

EVENTS:

- » Annual Symposium
- » Annual Global Leadership Award Dinner
- » Conferences
- » Workshops
- » Seminars and Roundtable Discussions
- » Policy Task Force Meetings
- » F.H. Langhammer Luncheons
- » Media Briefing Panels
- » Invitations to events held by partner organizations

PUBLICATIONS:

- » Policy Reports
- » German-American Issues
- » Issue Briefs
- » Transatlantic Perspectives

AICGS Advisor

Our twice-weekly newsletter provides subscribers with featured analysis and interviews with leading experts and decision-makers. Reaching a wide audience, these emails also include selected blog posts, upcoming events, and news about AICGS fellowships.

AICGS Notizen

Focusing on quick-hitting commentaries and up to date tracking on current events in the transatlantic community, the Institute's blog provides analysis by authors in the AICGS network and an aggregate of the latest news through the *Notizen Daily* series.



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