

Annual Report 2007



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Diversity is enriching. Those who overcome prejudice and make friends of strangers have just passed through the doorway to a promising new world.



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Welcome to an increasingly interdependent world. Our goal: to promote peaceful coexistence among the globe's diverse cultures.



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98 In order to carry out their work, nonprofit organizations rely on society’s appreciation and trust. Transparency is therefore one of our core commitments.



Strong together: In times of globalization, when many fear being cut off from their roots, it’s important to ask how we can increase social cohesion. Our projects are designed to improve the life we share.

Setting great things in motion

The Bertelsmann Stiftung: 30 years of civic engagement



Dr. Gunter Thielen and Reinhard Mohn (right) agree: With good ideas, a compelling message, deep personal integrity and the requisite financial resources, social entrepreneurs can change the world.

Dear Reader,

In February of 1977, Reinhard Mohn signed his name to the articles of incorporation that called the Bertelsmann Stiftung into being. The first sentence of that document gave his reason for doing so: his conviction that divergent economic and political systems were competing on a global scale and that Germany was paying too little attention to the consequences.

Today we well know that globalization is accelerating and that the trend toward interdependence is irreversible. Many are worried about ending up on the losing side, unable to share in the positive outcomes that change brings. If we are to address these concerns, bridges must be built to other cultures in order to generate a greater sense of confidence and certainty.

At the same time, we must remember that people in other global regions have very different expectations than we do: What they seek is not to maintain the status quo, but to begin enjoying the fruits of prosperity – to a greater degree than in the past.

We need allies

Globalization transcends all borders, leaving hardly any area of life untouched. We certainly cannot prevent such developments – but we can help shape them. To ensure that we all journey into the future together, we need a vision of how we want to live 10, 20 and 50 years from now – in Germany, Europe and the global community. For this reason, the Bertelsmann Stiftung is expanding its focus and becoming more active internationally. To do so, we need likeminded partners. We are therefore forming networks with think tanks worldwide, since only by joining forces will we be able to learn from the experiences of others and contribute constructively to the life we share.

Pioneers such as Al Gore, Bill and Melinda Gates, Prof. Muhammad Yunus, Kofi Annan, Archbishop Desmond Tutu and our own Reinhard Mohn stand as proof: With good ideas, a compelling message, deep personal integrity and, not least, the requisite financial resources, social entrepreneurs can change the world.



The Bertelsmann Stiftung focuses on people – and only to the extent that it offers people greater opportunities will globalization be viewed as just. “Our goal is to pave the way for greater participation in the globalized world,” says Dr. Gunter Thielen.

Participating in globalization

The Bertelsmann Stiftung focuses on people – and only to the extent that it offers people greater opportunities will globalization be viewed as just. Our wish is to open doors and pave the way for greater participation in the globalized world. That is the goal that will guide all of our future work.

The 2008 Carl Bertelsmann Prize is dedicated to “Integration through education,” and the choice of subject signals our desire to increase awareness, above all, of the barriers to equal education that children of immigrants face. In selecting a winner for the prize, we will be conducting a global search for exemplary solutions to this problem.

Don’t wait, act!

Inspiring people, shaping the future: The Bertelsmann Stiftung is unique. Under its roof, our specialists can engage in independent, nonpartisan thought about life in the future before initiating the relevant reforms. Our goal: to strengthen society, help individuals realize their full potential and spur development of the globe’s political and economic systems.

Our founder has tasked us with planning ahead for the society of tomorrow by creating projects that produce exemplary solutions today. As he wrote in celebrating the foundation’s 30 years of reform efforts: “We have to learn that as citizens, we must get involved to support society. Don’t wait, act!” We cordially invite you to join us in setting great things in motion.

Sincerely,

A handwritten signature in black ink, appearing to read 'Gunter Thielen', written in a cursive style.

Dr. Gunter Thielen

Children: Our most

A responsibility shared by families and society

“The most treasured gifts are not acquired – they’re born.” Parents who adorn their child’s birth announcement with a message such as this understand the happiness a child represents. A new life has entered the world, and the future automatically takes on a new dimension.



precious resource



Children: Our most precious resource

A responsibility shared by families and society



Children are more than sleepless nights, crayon marks on the walls, sticky fingers and-mud-stained soccer shirts. They bring laughter, tenderness, love and responsibility for the rest of a parent’s life. They mean seeing the world in a new way, looking at the future with new eyes.

Children are a precious resource, not only for their parents and families, but also for society – a resource that is growing all the more precious as fewer babies are born. Demographic change is transforming society, and we are just beginning to grasp the myriad ways in which these shifts are affecting our everyday lives. To deal with these challenges, we need to identify problem areas as early as possible, pose the right questions and decide together which responses will create the world we want to live in. Only then will we be able to make informed choices about where to invest our resources most effectively.

High-quality, healthy schools

“Health and education go hand in hand,” says Dr. Brigitte Mohn, member of the Bertelsmann Stiftung Executive Board. “We need to create the best possible environment for our children to develop in a healthy, happy manner. If we do, all of society will benefit.” The Bertelsmann Stiftung’s initiative *Anschub.de* (Alliance for Healthy Schools and Education in Germany) promotes high-quality, healthy schools. More than 50 partners are supporting this project, including preschool and daycare facilities.

Learning civic engagement

For a democratic society to function, each individual must contribute. Studies in the United States have shown that children who are not involved in community life or

in local organizations are 75 percent more likely to experiment with alcohol and drugs. While civic engagement is no panacea, it helps children discover that they are in fact needed.

With each succeeding generation, civil society must develop its cohesive structures anew. Children and young people have a particularly clear, untarnished perspective and pay close attention to whether those around them actually do as they say. Credible role models who embody fundamental values are therefore more effective than any number of lectures on moral behavior. The work carried out by the London-based Citizenship Foundation, winner of the 2007 Carl Bertelsmann Prize, demonstrates that schools can serve as a venue for teaching children how to become socially responsible individuals. In schools throughout the UK, children as young as five are learning that their involvement in the community requires assuming personal responsibility and showing respect for others.

Democracy means getting involved

Although many adults in Germany tend to take a rather skeptical view of the younger generation, children and young people want to contribute to the common good and help shape the world around them. In keeping with the slogan “Pimp your town,” the Bertelsmann Stiftung is working with the Children’s Charity of Germany and the United Nations Children’s Fund (UNICEF) to carry out *mitWirkung!* (effectAction!), a project designed to identify real-life contexts where young people can learn about democracy and civic engagement. Recognizing that they can indeed have an impact motivates young people to address issues affecting their immediate community and society as a whole, thus revitalizing democracy and its core values. ■

Educating role models

Society only thrives when its citizens contribute – by supporting each other through community organizations and social networks, for example. Young people have a key role to play in such efforts, and those who become involved at an early age tend to remain active later in life. For this to happen, young people need role models to guide them. In 2007, Carl Bertelsmann Prize thus addressed the topic “Civic engagement as an educational goal.” In selecting the winner, the Bertelsmann Stiftung identified some 200 international programs that have inspired community involvement among the young.



Exemplary: Thanks to the Citizenship Foundation, civic engagement is now part of the school curriculum throughout the UK.

Students as social entrepreneurs

2007 Carl Bertelsmann Prize: Civic engagement as an educational goal



Taking home the €150,000 prize: Michael Maclay, chairman of the London-based Citizenship Foundation, accepts the 2007 Carl Bertelsmann Prize from Liz Mohn.

Latyah is giving her all: She goes from house to house, knocking on the door of one potential sponsor after another. She enlists the help of a local radio station to boost ticket sales and then finds a concert venue. Latyah is 13 and doing her best to make a success of the concert she and other young entrepreneurs are planning in a troubled part of London.

Latyah lends a face to the work of Giving Nation (G-Nation), one of the projects the Citizenship Foundation has developed to motivate adolescents to give of their time, money and opinions. Its programs have been highly successful in promoting civic education in schools – the reason why it was chosen to receive the 2007 Carl Bertelsmann Prize.

In her speech at the award ceremony, German Chancellor Angela Merkel underscored the contribution the Bertelsmann Stiftung has made to society, particularly through its initiative *Vorbilder bilden* (Educating Role Models). “We know that children and young people are likely to respond with enthusiasm when they are allowed to take charge and act independently,” observed Merkel.



Speaking at the award ceremony, German Chancellor Angela Merkel noted that “phrases like ‘who cares’ are rarely heard when young people are allowed to take the initiative.”

“Educational goals such as personal responsibility and mutual respect can also be achieved with three-year-olds in kindergarten.”

Citizenship Foundation, London

Educating role models: The website of the youth campaign for the 2007 Carl Bertelsmann Prize provided information on projects all across Germany. www.vorbilder-bilden.de



Acquiring skills for civic engagement

When it entered into partnership with the Citizenship Foundation, the British government set the course for the future. Thanks to the collaboration, the country’s schools are now ensuring that today’s students will turn into tomorrow’s committed citizens.

Civic engagement needs to be learned – throughout a student’s entire school career. In keeping with this idea, the Citizenship Foundation is committed to making socially responsible action an explicit learning objective for every age group and every type of educational institution. The organization works together with the British government, which has sought since 1997 to promote a strong civil society and to encourage civic engagement among young people starting at an early age. As a result of this collaboration, British schools have become a critical factor in the country’s efforts to produce involved, responsible citizens. The following modules are the tools the Citizenship Foundation has developed to achieve these goals:



Individuals can get things moving when they get moving – something a group of youngsters from Gütersloh made clear with their breakdancing and theatrical presentation during the award ceremony for the 2007 Carl Bertelsmann Prize.

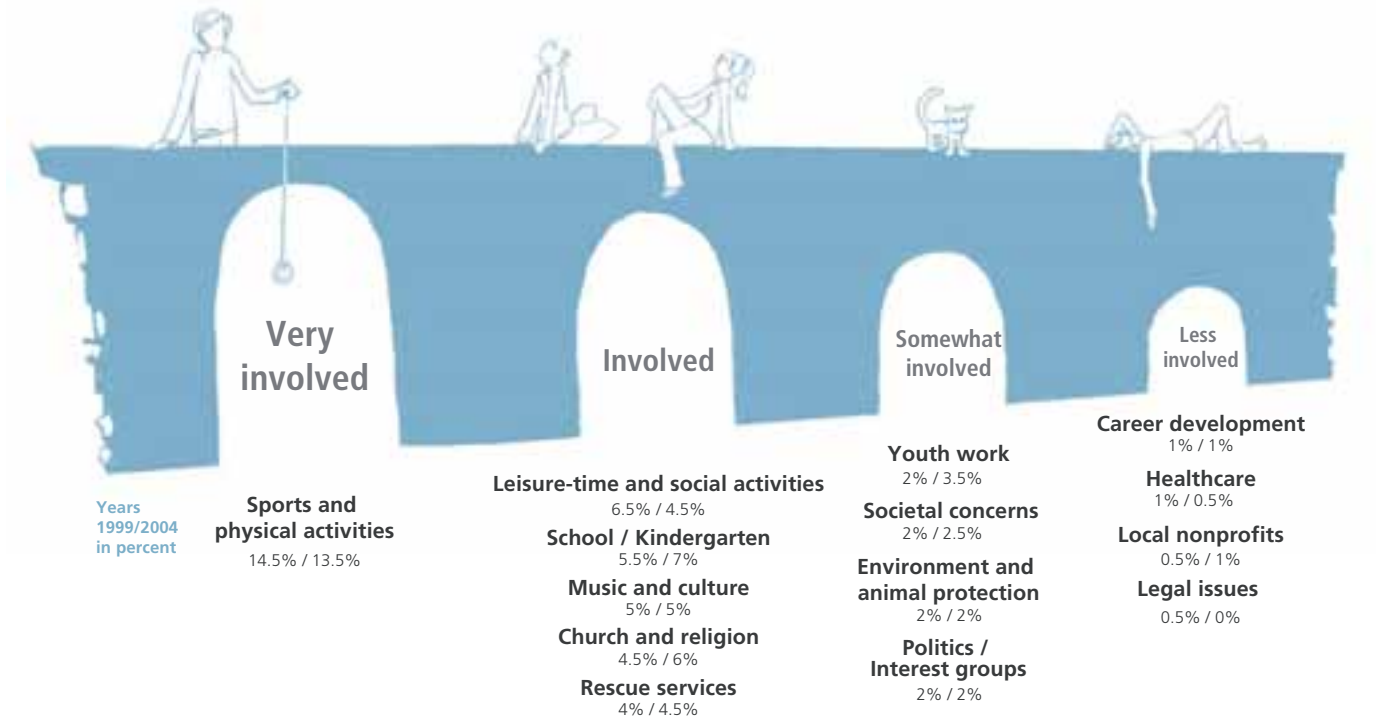
- Go-Givers, which is designed for elementary school students between the ages of 5 and 11 and which promotes personal responsibility and mutual respect. The program can also be used with three-year-olds in preschool facilities.
- Giving Nation (G-Nation), which brings 11- to 16-year-olds together with charitable organizations to develop their own initiatives. G-Nation elements include the G-Nation Award, used to recognize outstanding activi-

- ties, and the G-Nation Challenge, in which students found their own charitable organizations or take on the role of “entrepreneur” to conduct their own projects.
- Youth Act, which works locally to pair young people between the ages of 11 and 18 with community leaders and provides methodological support as they put their projects into practice. The goal is to effect social and political change at the local level.

A classroom experience

Citizenship education has been part of the curriculum in British schools for quite some time. In 2000 it was introduced as a compulsory interdisciplinary subject in all elementary schools, and two years later it became a required subject in secondary schools – thanks in large measure to the efforts of the Citizenship Foundation. ■

Where young people get involved





Active from the start

Published in conjunction with the 2007 Carl Bertelsmann Prize, “Civic Engagement as an Educational Goal” shows how both individuals and society benefit when children learn about civic engagement at an early age. The anthology describes the current situation in childcare facilities, schools and local organizations. A look at other countries and their relevant policies as well as practical examples from Germany and abroad show how communities can begin to increase social participation among the young.

www.bertelsmann-stiftung.de/verlag

Resources

International best practices

Each year since 1987, the Bertelsmann Stiftung has honored exemplary programs at home and abroad. The Carl Bertelsmann Prize focuses on ideas that make life more rewarding and humane. A worldwide search is carried out to identify the programs that are most worthy of recognition. The theme for 2007 was “Educating role models – Civic engagement as an educational goal.”

www.carl-bertelsmann-preis.de

“TOP SE”: Teaching community service

As a program in the state of Baden-Württemberg shows, the German school system is also capable of promoting civic engagement among the young. Since the beginning of the 2004/2005 academic year, civic engagement has been an official learning objective in all of the state’s “Realschulen”, those schools that offer students a choice between a vocational or academic career.

The initiative “TOP SE – Themenorientiertes Projekt Soziales Engagement” (Topic-Oriented Project for Social Engagement) is now a regular part of the seventh and eighth grade curriculum in such schools. Students perform 60 to 65 hours of community service within or outside their schools, as conflict mediators, for example, break monitors or helpers at nursing or retirement homes. The “TOP SE” program received a special award of €50,000 from the 2007 Carl Bertelsmann Prize for the impact it has had on all of Baden-Württemberg’s 480 “Realschulen”.

www.topse-bw.de

Hands-on training

The “Sozial macht Schule” (Practical Social Training) program in Hamburg allows students in grades 5 to 13 to intern in the social service or health system. It is one of many initiatives highlighted as part of the 2007 Carl Bertelsmann Prize and its campaign for encouraging social participation among the young. The “Vorbilder bilden” (Educating role models) website not only provides young users with information on existing projects and permits them to make contact with project organizers, it also allows them to present their own initiatives for improving society. The singer Ben has also lent his voice to the effort with the song “Einmalig,” which promotes civic engagement.

www.vorbilder-bilden.de

Kimberly helps out in the city library – some 2,500 young people participate in civic projects in Gütersloh and have collected more than €40,000 in donations.

Awarding the 2007 Carl Bertelsmann Prize (from left): Reinhard Mohn, Dr. Brigitte Mohn, Chancellor Angela Merkel, Liz Mohn and Dr. Gunter Thielen.



Students in action

Gütersloh is getting involved! In August 2007, some 2,500 students participated in a week-long community initiative: Instead of sitting in a classroom, they spent one day working at a job that they had found themselves. Half of the money they earned – a total of more than €40,000 – went to their respective schools. The other half was donated to Gütersloh’s soup kitchen and to a program that lends out games and sports equipment. The initiative was supported by the Bertelsmann Stiftung, the Renate Gehring Foundation, the City Foundation of Gütersloh and the Volksbank Foundation and was coordinated by Gütersloh’s Falcons organization.

www.guetersloh-engagiert.de





Social participation among the young

The anthology "Kinder- und Jugendbeteiligung in Deutschland" (Participation Among Children and Young People in Germany) summarizes the results of the Bertelsmann Stiftung's study of civic engagement among Germany's younger generation while offering a detailed overview of related issues. The authors describe the approaches childcare facilities, schools and community organizations can use to encourage young people to become involved in supporting democracy and shaping the world around them.

www.bertelsmann-stiftung.de/verlag

Get involved!

What keeps young people from becoming active in political life? How can we mobilize their enthusiasm for volunteering their time and talents? With the help of its "mitWirkung!" initiative, the Bertelsmann Stiftung is seeking to develop effective approaches for increasing participation among the young. For more information, visit www.mitwirkung.net.

Other cities and communities can learn from the projects carried out under the mitWirkung umbrella. For more information on program suggestions, assessment tools and awareness-raising activities, please visit:

www.toolbox-bildung.de
www.mitwirkung.net

Tom is contributing in Essen

Communities, democracy and the young

As a national survey revealed in early 2007, adults in Germany tend to take a skeptical view of the younger generation. Many are less than enthusiastic about getting young people more involved in social decision-making processes. Projects carried out through the *mitWirkung!* (effectAction!) initiative counter such attitudes by allowing youngsters to play a role in community development and planning. The young participants thus discover that it is indeed possible to help shape democracy – a discovery that benefits to Germany's adults as well.

Tom, 22, lives in the city of Essen. He had a rough start in life: His mother was unemployed and his brother died from drugs. Having dropped out of school, he begins engaging in criminal activity and ends up in jail. Afterwards, with much effort, he completes his schooling. Then, at Coffee Corner, a church-run youth center, he turns his life around. This is where he does his community service – and where, for the first time, he is taken seriously.

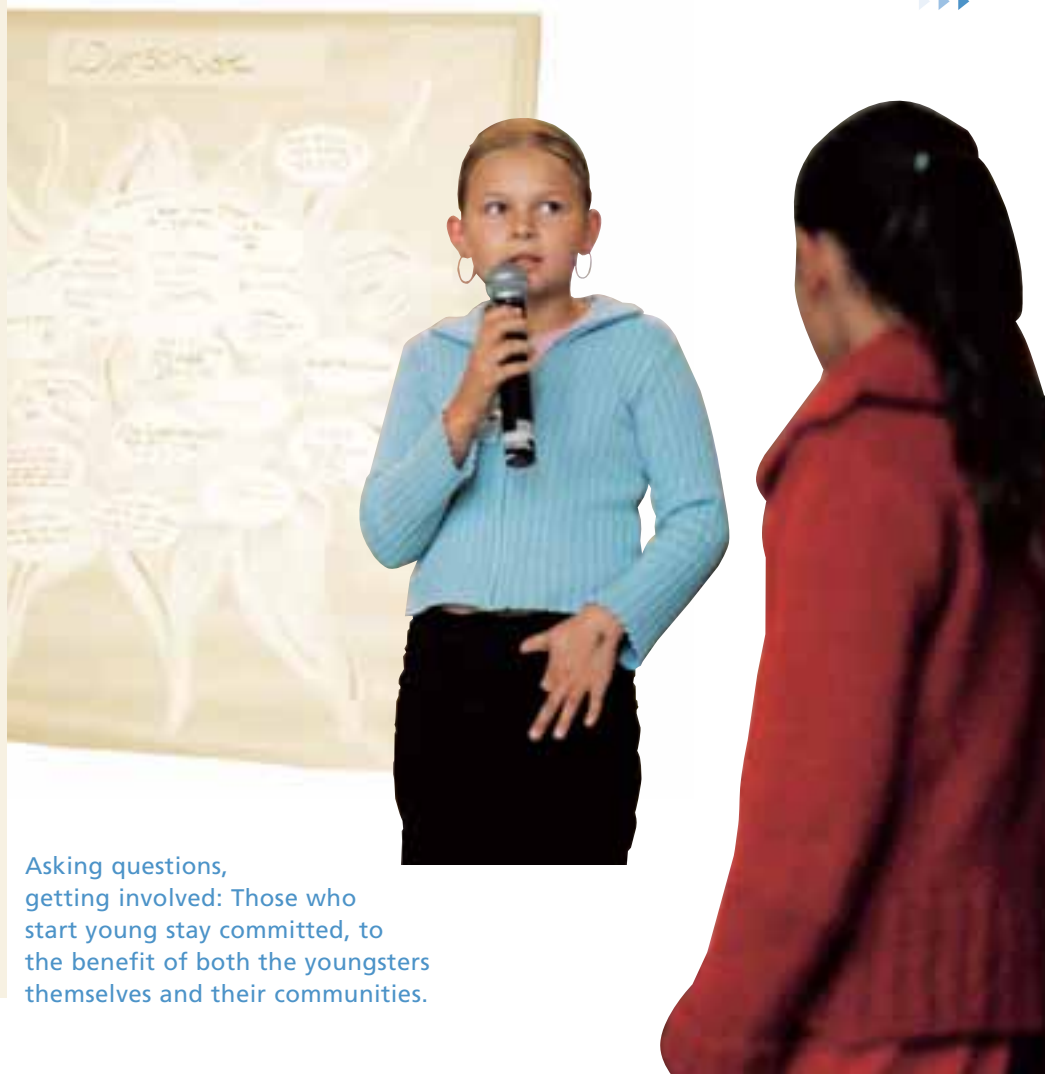
The youth center is located in Essen's Borbeck neighborhood. With 90,000 inhabitants, it's the size of a small town and it becomes Tom's new home. He gets involved in community youth projects and is elected to the local youth commit-

tee. He even returns to school to pass his university qualification exams.

Tom has been active in *mitWirkung!* since 2006, joining the pilot project "Pimp my town." Together, the project's young participants decide how they can improve their community. As of 2008, Tom will be helping recruit new members for the project. In his spare time, he's even training to become an administrative assistant at Thyssen Krupp.

Skeptical about young people

Adults in Germany tend to look somewhat askance at the younger generation. As a result, they are less than enthusiastic about giving young people a greater say in societal decision-making processes.



Asking questions, getting involved: Those who start young stay committed, to the benefit of both the youngsters themselves and their communities.



“Pimp my town”:
Young people discuss
their ideas and goals
with community repre-
sentatives.

Those are the findings from a representa-
tive survey of 1,000 German adults over
the age of 34 conducted by the
Bertelsmann Stiftung. The most impor-
tant attitudes: A substantial majority of
adults (92.2 percent) report that they like
young people, with an almost equal num-
ber (91.5 percent) saying they take young
people’s opinions seriously. Yet most
adults do not approve of the younger gen-
eration’s lifestyle: 70.5 percent believe
that young people drink too much alco-
hol, and 61.1 percent think they lack re-
spect for the property of others. More
than 70 percent oppose lowering the vot-
ing age to 16, while many believe that
young people are not sufficiently en-
gaged in society. Moreover, nearly 40
percent feel that young people will be
unable to meet the challenges society
will face in the future.

Participating in the community

Accordingly, the opinions of children and
young people are rarely taken into
account in community development and
planning processes. While nearly 75 per-
cent of young people report that they
have a substantial voice within their fam-
ilies, this figure drops to below 14 per-
cent when it comes to community deci-
sions. This is confirmed by a wide-scale
empirical study conducted by the
mitWirkung! initiative, in which more
than 17,000 students between the ages of
12 and 18 were interviewed in 51 com-
munities.

The Bertelsmann Stiftung and its part-
ners – UNICEF, the Children’s Charity of
Germany, the A State for Children project
in Schleswig-Holstein and the Associ-
ation of German Cities and Communities
– established the *mitWirkung!* initiative
in order to encourage young people to
play a more active role in their commu-
nities. The aim is to demonstrate to young-
sters like Tom that they can be involved
in shaping democracy and that participa-
tion, in addition to helping them acquire
new skills and make new friends, can
even be fun.

From playgrounds to websites

“Pimp my town” – using this humorous
slogan as their point of departure, young
people in a number of German cities are
taking an active part in shaping the
world around them. By interacting with
community leaders, they are using their
age-related expertise to develop and
implement new ideas for improving their
lives. Their activities range from organiz-
ing youth forums and setting up Internet
platforms to conducting surveys among
their peers to find out what other young
people like to do in their spare time.

The *mitWirkung!* initiative is helping the
pilot cities of Essen in the state of North
Rhine-Westphalia and Saalfeld in
Thuringia to develop a holistic and struc-
turally sound approach to encouraging
civic participation. The cities of Elms-
horn, Flensburg and Kropp are pursuing
similar goals in a transfer project in
Schleswig-Holstein. ■

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School – and then what?

“Yes, boys and girls, academic achievement is the only route to decent employment in an economy at the top of the technological food chain. Drop out of education without qualifications, and you’ll be lucky to get a job alongside the Mexicans picking fruit or stacking shelves.” Niall Ferguson, professor of History at Harvard University, chose these provocative words a few years ago to underscore the seriousness of the situation for young people today. Through its project work, the Bertelsmann

Stiftung is committed helping young people make the transition from school to work.



On hold: Having successfully finished school, some 40 percent of “Hauptschule” students need help entering the world of work.

Deciding early what they want to do helps youngsters improve their career prospects.



No more merely marking time

Improving the transition from school to work

Only once young people finish school do they discover whether their educational efforts have paid off and employment beckons. These days, many are finding that the traditional pathways to employment – via school and training programs – have become less rewarding. Of every 100 students who graduate from one of Germany's *Hauptschulen* – schools that generally focus on vocational training – more than 40 percent end up marking time in a temporary position or a government-supported assistance program. Management of this transitional period must become more effective if prospects for Germany's young are to improve.

A look at the statistics: Fewer than 40 percent of all youngsters in Germany who attend a *Hauptschule* or *Realschule* – schools that generally do not prepare students for university studies – enter a traditional vocational training program once they complete their schooling. Thirty-five percent of *Hauptschule* graduates end up in programs that do not qualify them for any specific vocation at all. In total, about half a million young people found themselves marking time in a variety of ways after finishing their schooling in 2007. And although more training positions were available in 2007 than at any time since German reunification, more than half of the country's *Hauptschule* graduates ended up in this transitional no-man's-land.

The problem is not new. In 2005, in order to bring new ideas into the public discussion of vocational education and training policy, the Bertelsmann Stiftung awarded the Carl Bertelsmann Prize to Hamburg's *Hauptschul-*

modell, an initiative designed to help the city's *Hauptschule* graduates enter the labor market. Sixty companies and all of Hamburg's 109 *Hauptschulen* and *Gesamtschulen* (which bring together students of all academic abilities) have formed a network, with the various program components coordinated centrally. The Hamburg model has shown that it is indeed possible to rescue young people from the road that leads to poverty.

Transition management at the local level

How can we help young people make a smoother transition from school to work? How can all stakeholders work together more efficiently and systematically? How can we promote the integration of young people without placing an undue burden on public budgets? These are some of the many questions discussed by the Bertelsmann Stiftung at its conference "Local-level approaches for managing the transition from school to work," held in the city of Essen in October 2007.

"We will lose approximately one-third of our labor force over the next one to two generations," Dr. Johannes Meier, member of the Bertelsmann Stiftung Executive Board, observed at the event. This trend is particularly striking considering that a similar development appears unlikely in other countries, such as the United States. The situation is exacerbated by the fact that, on average, young people in Germany are 19 years old by the time they begin their vocational training. Meier described it as a scandal, both in economic and human terms, that half of the country's *Hauptschule* graduates begin their vocational training by entering a temporary program and that, in 2006, 50 percent of those applying for train-

ing positions were repeat applicants. “For Germany over the long term, this is an untenable situation,” Meier said.

Four factors for success

According to a UNICEF study, 30 percent of all 15-year-olds in Germany do not expect to find skilled work after completing their schooling. This alarming figure places Germany sixth from the bottom among the 25 industrialized countries surveyed, according to the Bertelsmann Stiftung publication *Leitfaden lokales Übergangsmanagement* (Guidelines for Transition Management at the Local Level).

However, practical solutions do exist for addressing this problem. Prof. Thomas Rauschenbach, head of the German Youth Institute, which was commissioned by the Bertelsmann Stiftung to draw up the above guidelines, identified four factors for success:

- **First**, it is critical to have a reliable database containing background information on the young people affected so that support organizations have a sense of what needs to be done.
- **Second**, young people need to think about their vocational plans at an early age and to consider both the realities of the labor market and the opportunities it has to offer them.
- **Third**, youngsters need to have a personal contact or advisor who can provide support as they make the transition from school to work.

- **Fourth**, all of the involved parties need to be networked with the others and must coordinate their efforts.

Regardless of how things are structured at the local level – which actor, for example, takes the initiative in managing the transition process, how consensus is reached among policymakers, what role the business community plays or how parents are brought into the process – it is crucial that a cooperative network be established that can be managed in a flexible manner to meet each young person’s individual needs. Hamburg’s *Hauptschulmodell* has shown what is possible: By facilitating cooperation among all actors, it has nearly tripled the number of *Hauptschule* students who have been able to find a regular, nonsubsidized training position. ■

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ErstK:

School, parents,
business, politics:
When local actors
work together,
the school-to-work
transition can be
managed effectively.



**“Berufswahl-SIEGEL”:
The career-promoting network**

From Flensburg to Lake Constance, from Baden-Württemberg to Thuringia, the “Berufswahl-SIEGEL” (Career Advising Seal of Approval) program has been extremely well received by educators throughout Germany. This initiative, which encourages schools to focus more resources on helping students choose a career, began as a regional project in eastern Westphalia in 2002. Since 2007 it has been undergoing testing in Chile in cooperation with GTZ, the German development agency. Working together with families, businesses and regional employment agencies, schools must support students as they make the transition to a vocational training program or an institution of higher education. Schools that show outstanding results in this area are recognized with the “Berufswahl-SIEGEL”.

www.netzwerk-berufswahl-siegel.de



In Chile, schools are also promoting career development and being recognized with the “Berufswahl-SIEGEL” seal, as this ceremony in Valparaiso shows.



A successful school-to-work transition

From diagnosing the problem to identifying practical solutions: The publication “Leitfaden lokales Übergangsmanagement” (Guidelines for Transition Management at the Local Level) analyzes national and international best practices on helping students make the transition from school to the world of work. It details the components that are essential for ensuring successful transition management, offers key advice for implementing new concepts regionally or nationally and provides actors with the necessary tools for doing so.

www.bertelsmann-stiftung.de/verlag

Resources



Youth and work

The series “Jugend und Arbeit – Positionen” (Youth and Work – Perspectives) focuses on the integration of young people into the job market and the future of vocational training in Germany. Four times a year the Bertelsmann Stiftung makes selected articles by academic specialists and practitioners available for download. The articles are designed to go beyond current policy perspectives and bring new momentum to the educational debate by providing concise expert opinions.



Teachers under pressure

“Lehrer unter Druck” (Teachers Under Pressure) contains reports from teachers and school administrators about their experiences inside and outside the classroom. In the book, experts on education in Germany and abroad offer differentiated and practical approaches to solving the problems schools now face. In addition, students, parents and teacher union representatives provide their perspectives on the educational sector as a whole – in which teaching methods and teacher training programs have long proved inadequate for meeting today’s rapidly changing needs.

2007/2008 university rankings

Those who plan to pursue higher education in Germany face a confusing array of choices – despite the limits imposed by admission restrictions and tuition fees. The university rankings published by the Center for Higher Education Development (CHE) provide help for secondary school students and others interested in attending a university as they seek to find the right institution to meet their needs. Since 2005, the weekly newspaper “Die Zeit” has participated in the CHE rankings by publishing the guide at regular intervals along with related brochures. The website www.das-ranking.de also allows users to view rankings by subject area. In the field of psychology, for example, the highest ranking institutions in 2007 were the universities of Jena and Constance. Moreover, the Free University of Berlin and the University of Bielefeld have an excellent reputation for educational research, while the universities of Freiburg and Tübingen are noted for their outstanding performance in the area of the humanities.

www.das-ranking.de

www.bertelsmann-stiftung.de/verlag

How communities are supporting immigrant children

From tutoring to school-based social work

Approximately one-third of Germany's elementary school children come from an immigrant background. In certain large cities, such as Stuttgart, Nuremberg and Frankfurt, the figure for children under the age of five is over 60 percent. Why do children from immigrant families end up with lower levels of schooling than their peers?

According to Prof. Roland Roth, political scientist at the University of Magdeburg-Stendal, the reasons are obvious: Many parents are not involved in their children's education, children learn German far too late and only inadequately, a lack of everyday contact exists between immigrant youngsters and native German speakers, and Germany has a selective school system "that is better suited to an agrarian than a post-industrial society." The German educational system puts children and young people from an immigrant background at a disadvantage, a fact that has also been pointed out by the Children's Charity of Germany. In the state of North Rhine-Westphalia, for example, 14 percent of immigrant students never finish their schooling, twice the rate found in the overall population.

SEIS: Improving the quality of all schools

Moreover, international comparative studies such as PISA, TIMSS and IGLU do not give Germany's educational system particularly high marks. The country's schools must improve, for the sake of the young people whose futures are at stake. Fortunately, a paradigm shift is taking place throughout Germany: Schools in every state are taking on a more independent role and benchmarking their performance. With its project on Self-Evaluation in Schools (SEIS), the Bertelsmann Stiftung is supporting the states' efforts to improve the quality of their educational systems by promoting a new culture of teaching and learning and introducing improved school management techniques.

This assessment tool is currently in use at 2,300 schools throughout Germany. In 2008, together with the states' educational authorities, the Bertelsmann Stiftung will be developing a plan that will allow the project to continue in 2009 independently of the foundation.

Best practices from 107 communities

While school policy is the responsibility of the states, many communities are no longer willing to accept the dismal educational situation of children from immigrant families. Some local-level authorities are assuming responsibility for integrating these children and testing innovative educational and youth policies. In a study entitled *Bildungs- und jugendpolitische Handlungsansätze in Kommunen* (Approaches to Educational and Youth Policy at the Community Level) conducted on behalf of the Bertelsmann Stiftung, Roth identified approaches that have been successful in practice and used them to derive recommendations for taking action. In carrying out his analysis, he looked at 107 communities in Germany that had entered the competition "Erfolgreiche Integration ist kein Zufall – Strategien Kommunalen



Germany's educational system puts children of immigrants at a disadvantage – the reason why many communities are developing new approaches.

Integrationspolitik" (Successful integration is no coincidence – Strategies for local-level integration policy).

The examples show that in addition to school-based and extracurricular support programs – such as tutoring, literacy promotion and in-school social work – educational institutions can take on a more active role, both in their immediate environments and further afield. Yet for this to happen, schools must become more open, both within their walls and in their dealings with the world around them. For example, all-day schools, which have yet to become the norm in Germany, are well suited to working with external partners such as music schools, community organizations, parent initiatives and business groups.

In order to promote cooperation between Germany's schools and all other actors, the Bertelsmann Stiftung recommends that systematic efforts be made at the local level to manage educational offerings and integration-related activities. Such efforts are critical, given that a cross-cutting educational landscape is a must when it comes to improving each individual child's learning outcomes. ■

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Entrepreneurs wanted

Encouraging self-initiative

Where do young people in Germany learn to think and act like entrepreneurs? Certainly not in school. The German educational system does not impart such skills – even if they would greatly help the country’s young as they confront a changing work environment.

Entrepreneurial initiative leads to new ideas, innovative businesses and better jobs. Other countries have long since recognized this and structured their educational systems accordingly.

A look abroad

With its Youth Entrepreneurship Barometer, the Bertelsmann Stiftung hopes to give a substantial boost to promoting entrepreneurial thinking in Germany. As part of these efforts, we will be looking beyond Germany’s borders to answer the following questions: What attitudes do young people abroad have – in Europe and beyond? How do they learn about entrepreneurship and self-initiative? What approaches to teaching and learning do instructors in other countries

take? What can Germany learn from them?

The Youth Entrepreneurship Barometer has already shown that young people in Germany have quite a positive view of business leaders. In a representative study conducted by the foundation, 75 percent of respondents between the ages of 15 and 20 reported that they had a “somewhat positive” opinion of entrepreneurs – a more favorable response than that of their teachers. Personal contact with business leaders (5 percent) and individual work experience (47 percent) were the main factors accounting for these positive results.

¡communicate! encourages new businesses

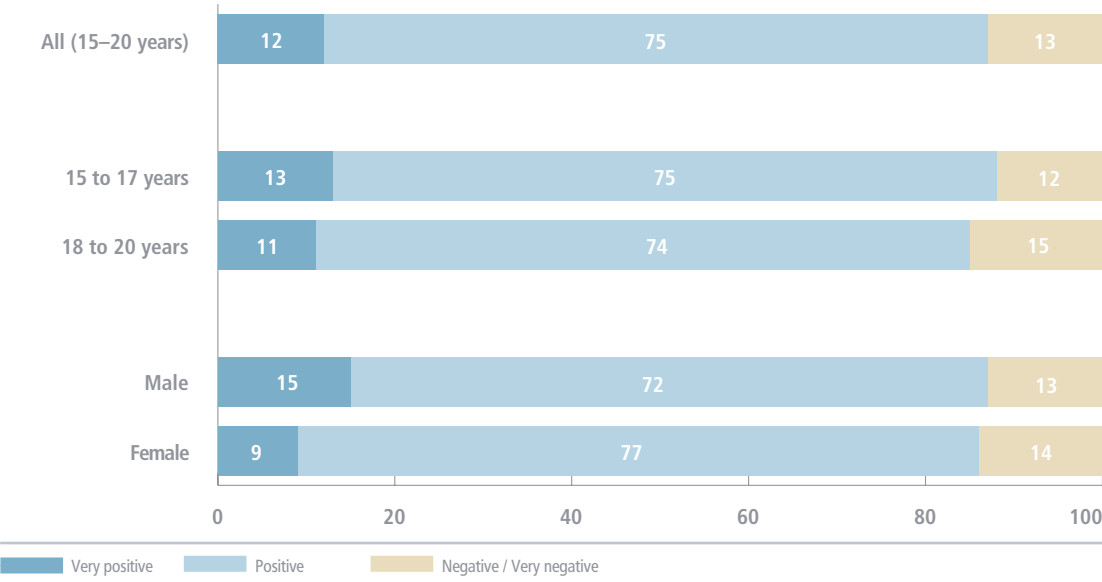
The ¡communicate! qualification program is helping to promote a culture of entrepreneurship within Germany. In 2007, the program joined *Financial Times Deutschland* to support innovative start-up businesses. Selected from more than 600 submissions to the “enable2start” competition, five outstanding business

ideas were chosen and their originators invited to participate in an executive training workshop sponsored by the ¡communicate! program. During the workshop, the young entrepreneurs will have the opportunity to meet with international experts from both the academic community and the business world to discuss issues pertaining to corporate communications and strategic management.

The Bertelsmann Stiftung, the Heinz Nixdorf Foundation and the DaimlerChrysler Fund launched the ¡communicate! initiative in 2003, and have since supported it with a range of consulting and expertise, as well as financial resources totaling €1.7 million. Beginning in 2008, the project will begin operating independently of its original sponsors. Its curriculum will continue to be offered by the Department of Economics at Munich’s Technical University. ■

How young people in Germany view entrepreneurs

“Do you tend to view business leaders in a more positive or more negative light?”



Respondents included young people between the ages of 15 and 20 / Figures in percent

Source: Bertelsmann Stiftung, 2007

BertelsmannStiftung

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Helping children grow strong

Compared with other countries, Germany is at best middle-of-the-pack when it comes to educational opportunities and childcare. Socially disadvantaged children in particular are losing out. In its *Kinder früher fördern* (Early Childhood Education) program area, the Bertelsmann Stiftung seeks to promote better developmental and educational opportunities for all children under the age of eight. Its initiatives and pilot projects are aimed at helping children get a good start in life.



Parents are the first echelon of experts for their children. And from birth onward, education and health go hand in hand.

A jump start for every child

Education and good health from day one



On the playground, in daycare or during class breaks: Children who remain physically active stay fit.

“Children are our future. By making it possible for them to grow up in good health, we are making a critical investment in society’s future,” says Dr. Brigitte Mohn, member of the Bertelsmann Stiftung Executive Board. Among the fundamental rights of all children is the right to education and health, as affirmed by the United Nations Convention on the Rights of the Child. Reality, however, often fails to live up to these ideals.

It has been a long time since infectious diseases represented the greatest threat to children in Germany. The new dangers are alcohol and nicotine abuse during pregnancy; behavioral, sleep and eating disorders; early attachment and relationship dysfunctions; and a lack of self-confidence or childrearing skills on the part of parents. A child’s innate disposition is just as significant as a parent’s unhealthy behavior, lack of information, incompetence or lack of resources. The risk is especially high for children growing up in poverty and in environments offering little educational access, as well as for children living in congested urban areas.

Parents: Equal partners

Parents are the first echelon of experts for their children. It is important that public institutions and family members work well together to promote a child’s educational development and health. A partnership is required, one that is characterized by parental participation and institutional openness – both in the educational sphere and in the healthcare system.

Traditionally, support systems like family education, early childhood education and care (ECEC) facilities and counseling services structure their resources separately for different stages of life. They provide a variety of independent and iso-

lated services. Society needs to shed this silo mentality and create facilities geared not only to children, but also to families: “parent-child centers” that encourage a new kind of interaction between educational staff and families. Only when institutions and parents come together as responsible, equal partners in both child-rearing and education will each side benefit from the other’s input.

The Adebar family-support project in Hamburg has met these challenges and was thus honored with the 2006 German Prevention Prize for its exemplary activities designed to “enhance parental competence during pregnancy and early childhood.” Adebar provides a range of services tailored to meet the needs of parents living Hamburg’s St. Pauli South neighborhood. A particularly noteworthy feature of this project is that it brings together a cafe, midwifery services and crisis support, all designed especially for families.

“Kitas bewegen”: Setting childcare in motion

Children are curious from the moment they are born, and they immediately begin to explore, discover and learn – on their own and with other children, as



“Investing in early childhood education makes sense, since it eliminates the need for costly social assistance programs later on.”

Dr. Johannes Meier, Bertelsmann Stiftung



Only when parents and institutions regard each other as educational partners – as equals, in other words – can each side begin to complement the other.

well as with their parents and teachers. They are constantly in motion, seeking to make sense of the rich and varied world around them. They need people at their side to support them and provide encouragement as they set out to explore. Most of all, they need a stimulating and healthy environment that allows them to develop to their full potential.

As the first educational institution a child encounters, the ECEC center has a critical role to play. It has a unique opportunity to promote the healthy development of society's youngest members. Fortu-

nately, such centers cast a wide net. Serving children from all social and cultural backgrounds, they thus have first-hand knowledge of the areas in which these children live.

Despite these advantages, ECEC centers only occasionally address the topic of health. Here, too, a new approach is needed: Education and health must go hand in hand. Promoting health must be seen as a cross-cutting educational responsibility and thus integrated into each ECEC facility's developmental model. Yet putting these ideas into practice is difficult in light of the heterogeneity of the institutions and providers that run ECEC centers and the differences in their funding and staff qualifications.

Facilities that have expressly committed themselves to becoming high-quality, healthy ECEC centers receive support for two years through the project *Kitas bewegen! Die gute gesunde Kita* (Childcare Centers in Motion! The High-Quality, Healthy ECEC Facility).

In conjunction with the *Anschub.de* project, structures for cooperation and partnership are currently being developed in the pilot regions of Münster and Berlin-Mitte to gear them to individual facilities'

needs. A further goal is to facilitate the transition to elementary school while building healthy environments for children that extend beyond the walls of the educational institution.

Every child participates

"It makes sense to invest in early childhood education, since this eliminates the need for costly social assistance later on. Thus, educational policy is always social policy," said Dr. Johannes Meier, member of the Bertelsmann Stiftung Executive Board, presenting the Bertelsmann Stiftung's *Dreikäsehoch* (Little Nippers) childcare prize to the Schwabenstrasse ECEC facility in Emden. The theme of the €4,000 prize was "Every child participates – Educational opportunities for children from disadvantaged families."

Winning out over some 200 competitors from throughout Germany, the Schwabenstrasse center was recognized for its approach to improving the educational opportunities and overall prospects of socially disadvantaged children. Its program is an excellent example of how every child can be given access to education if experts from a range of disciplines work together with members of the relevant social groups. As the Emden facility



shows, the result is a more effective focus on the needs of children and their families.

Community-based networks for children

Providing individualized support for each child and shaping an overall environment that serves children’s educational and health needs – those are the goals of *Kind & Ko* (Child & Co.), a community-based project initiated by the Bertelsmann Stiftung and the Heinz Nixdorf Foundation. In the pilot cities of Chemnitz and Paderborn, the project is bringing together all of the parties relevant to children’s well-being and facilitating an ongoing dialogue with local-level policy-makers. Primary school teachers, psychologists, pediatricians and parent representatives are all working together to find ways of improving the educational and health situations of families with children aged eight or younger.

The first “children’s report” for Paderborn was issued in October 2007, providing a comprehensive, small-scale picture of the living environments and educational situations of youngsters up to the age of eight. The collected data are being used to draw up recommendations for community action. The report is the first in what will be an ongoing series.

Every child’s right to an education and good health can only be realized if all concerned work together – not just educators, but also experts in early-childhood health such as pediatricians, midwives, speech and language therapists, occupational therapists and psychotherapists. The *Kind & Ko* (Child and Co.) project wants to take advantage of existing structures and resources to establish such cross-cutting social networks capable of delivering the desired educational and childcare outcomes.

Music for the very young

Music gives pleasure, improves thinking skills, enhances creativity and promotes motor coordination. As studies have shown, making music with others increases a child’s motivation for learning and achievement while bringing children of different nationalities and socioeconomic backgrounds together. Given its wide-ranging benefits, it is important for children to be introduced to music at the earliest possible age. As with language skills, however, there is only a limited window of opportunity for developing musical self-expression.

With its projects *Kita macht Musik* (Making Music in Childcare) and *Musikalische Grundschule* (Musical Primary School), the Bertelsmann Stiftung seeks to make music a part of every child’s life – as early as possible and in every conceivable context. In November 2007, 44 elementary schools in Hesse received the designation of *Musikalische Grundschule* in recognition of their having incorporated music into the overall learning experience on a regular basis – an extended school development process. A method for transferring this experience was developed in 2007 and will ensure that all participating schools can network with each other once the project ends in 2010 to continue their efforts. “Music promotes tolerance, social cohesion and a sense of belonging,” observed Liz Mohn, vice-chair of the Bertelsmann Stiftung Executive Board, as she presented the certificates. “That’s why every child should be introduced to music as early in life as possible.”

Together with music schools and regional adult education organizations in the state of Lower Saxony, the Bertelsmann Stiftung launched *Kita macht Musik* in early 2005. Music schools and adult education centers in 30 of the state’s communities have formed partnerships to offer musical training for early childhood educators. The concept: Over the course of 120 classroom hours the educators participate in modules such as “Music and Movement,” “Singing Voices,” and “Basic Instruments” to develop their musical expertise.

The courses are organized by the adult education centers and taught by instructors from local music schools who specialize in elementary music education. The first courses began in Hamburg in November 2006, followed by North Rhine-Westphalia and Brandenburg in the fall of 2007. ■



Not only is music enjoyable, it promotes creativity as well as cognitive and motor skills.

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In February 2007, Dr. Johannes Meier (right) presented the “Dreikäsehoch” childcare prize to the Schwabenstrasse center in Emden for its exemplary program.

The report “Jedes Kind mitnehmen – Bildungschancen für Kinder aus sozial benachteiligten Familien” (Every child participates – Educational Opportunities for Children from Disadvantaged Families) provides comprehensive information on the “Dreikäsehoch” childcare prize. The German-language version can be downloaded at:

www.kinder-frueher-foerdern.de

Resources



Better transitions

The transition from ECEC center to elementary school is a special time for both children and parents. What does a successful partnership between an ECEC center and elementary school look like? What should the partnership be based on? The brochure “Von der Kita in die Schule” (Transitioning From Childcare Center School) offers recommendations geared to policymakers, early childhood institutions and childcare providers. A DVD and checklist provide useful suggestions for reaching the targeted goals.



Media packet for everyday use

The Bertelsmann Stiftung has adapted the curriculum “Birth to three matters” from the UK’s Sure Start program. The media packet “Wach, neugierig, klug – Kinder unter 3” (Alert, Curious and Clever – Children Under Three) is a program for use in the day-to-day activities of preschool teachers and day-care providers. It contains readily understandable information about the basics of child development as well as suggestions that parents and other adults can use in their interactions with children.



Equality in education?

The publication “Chancen ermöglichen – Bildung stärken” (Providing Opportunities – Strengthening Education) contains information about the living situations of socially disadvantaged children in Germany. Written from a variety of perspectives, it sheds light on the topic of equality in education by considering recent scientific findings and the experience of practitioners – such as those who competed for the 2006 Dreikäsehoch childcare prize. It also provides recommendations for community leaders, educational authorities and ECEC facilities.

www.bertelsmann-stiftung.de/verlag

Helping those who want to help

Anyone wanting to contribute in Germany by making a donation or launching a foundation faces a number of complex hurdles. Moreover, the sheer number of possibilities for getting involved makes considerable research necessary. The Bertelsmann Stiftung is therefore developing a series of publications – in the areas of education and health, for example – to assist social investors in making their choices. Entitled “Orientierung für soziale Investoren” (A Guide for Social Investors), the series provides background information on nonprofit organizations along with information on potential philanthropic activities. The first report in the series addresses the topic “Music for young people.”

“Kitas bewegen!”

The project “Kitas bewegen!” (Childcare Centers in Motion) seeks to make a long-term difference in children’s health and educational opportunities. By creating high-quality, healthy ECEC centers and schools, the project focuses on including health-related goals in the overall educational context. The “Kitas bewegen!” approach thus seeks to enhance educational quality by promoting the health of all stakeholders.

www.gute-gesunde-kita.de

Paderborn Children’s Report

The city of Paderborn has assembled a report on how its children aged eight and younger are currently faring. The 138-page publication can be downloaded from the Bertelsmann Stiftung website.

www.bertelsmann-stiftung.de



Milk or mineral water: Drinking – even in the classroom – increases concentration.



What looks like playtime at a holiday camp is actually a daily event at Mecklenburg’s State School for the Physically Disabled in Neubrandenburg.

When parents learn from their children

Focus on high-quality, healthy schools

“She’s really cool!” That’s how one fifth grader at the Jack Steinberger secondary school in Bad Kissingen succinctly put it, referring to Olympic gold medal winner Heike Drechsler. The German long-jump champion had arrived to help promote *Die fitteste Klasse* (The Healthiest Class), an initiative aimed at promoting health awareness among students, parents and staff. Recognized as a high-quality, healthy institution by the *Anschub.de* program, the Bad Kissingen school launched a year-long, multi-disciplinary competition in October 2007 that is focusing not only on endurance and strength, but also on creativity, knowledge and social commitment.

Alliance for high-quality, healthy schools

The “Anschub.de” alliance is dedicated to improving the quality of education in Germany’s schools by promoting good health. Its website, www.anschub.de, presents a range of modules designed for real-world application, such as “Bewegungsfreudige Schule” (Joy in Movement at School), “Prima Klima – ein Modul zur Elternbeteiligung in der guten gesunden Schule” (Good Atmosphere – A Module for Parental Participation in High-Quality, Healthy Schools) and “Lust auf Schule – Lehrerergesundheit” (School Is Cool – Teacher Health) as well as the recently published book “Schwere Zeiten – neue Wege” (Difficult Times – New Pathways), which addresses the issue of preventing obesity. Schools interested in joining the program can find contact details and information on the initiative’s over 50 partner organizations by visiting the website.

www.anschub.de

Overweight: A serious problem

Nearly 2 million children in Germany between the ages of 3 and 17 are overweight or clinically obese. Studies show that preventable chronic illnesses are also on the rise among this group. Changing the lifestyle of young people requires a concerted effort by society as a whole. Individuals and organizations are needed to address health-related issues and raise awareness. In addition, prevention and treatment must be combined more effectively.

In 2007 the Felix Burda Foundation and the Bertelsmann Stiftung signed an agreement in which they agreed to work together to disseminate information on these issues. A prevention program is currently being developed for use in three pilot elementary schools in Berlin.



United for healthy, high-quality schools: Dr. Christa Maar (left), member of the Felix Burda Foundation Executive Board, and Dr. Brigitte Mohn, member of the Bertelsmann Stiftung Executive Board, signing the cooperative agreement.

Resources



Frauke Köhler, teacher and “Anschub.de” facilitator in Neubrandenburg, introduced joint breakfast breaks for teachers and students.



“We’ve learned to be more attentive of each other,” says school director Christiane Lück-Vicent of efforts by parents and teachers to improve communication.

Anschub.de – the name, German for “push,” says it all. It also stands for “Alliance for Healthy Schools and Education in Germany,” an alliance that is introducing students, parents and teachers to a groundbreaking, holistic educational approach.

In Germany, children and young people in troubled neighborhoods are in worse health than elsewhere. They also do not have the same access to educational opportunities, a fact documented by the PISA studies among other sources. The problem is certainly not unknown, nor is there a lack of promising ideas. Yet the approaches that have been tried so far have reached only isolated schools, and a variety of difficulties have emerged while

implementing them. Of the roughly 50,000 schools in Germany, only some 4,000 to 5,000 have seriously dealt with the issue of health, and only a fraction of those have included the subject as a core component in the school’s mission.

“Prima Klima”

In the *Anschub.de* program, promoting good health becomes part of the school’s development plan. The effectiveness of the approach can be seen at Mecklenburg’s State School for the Physically Disabled, located in the city of Neubrandenburg. Green bottles of water are a familiar sight in the classrooms, and “active recess” is now an everyday event for the school’s 160



“Active recess” in the great outdoors: For many children, it’s the high point of their school day. “Kids Rule” is the name of the song that reverberates across the playground.

students. A snack break also takes place after first period and is used once a month for the whole school to gather together for breakfast.

Instead of chocolate bars, sweet drinks and white bread, students now find apples, carrots and whole-grain baked goods in their snack boxes, thanks to regular *Anschub.de* information evenings, where teachers meet with parents, nutritionists and psychologists to discuss what’s next for the school.

By focusing on parents and their influence, *Prima Klima* (Great Atmosphere) seeks to counteract the coarse tone that often pervades classrooms, the declining dedication among students and their growing lack of respect for teachers. Organized with support from Bertelsmann Stiftung experts as part of the *Anschub.de* initiative, the project’s workshops offer practical advice on how to teach values and improve the overall atmosphere at school.

Teachers and parent representatives have found that the greatest obstacle to reform comes not from children, but

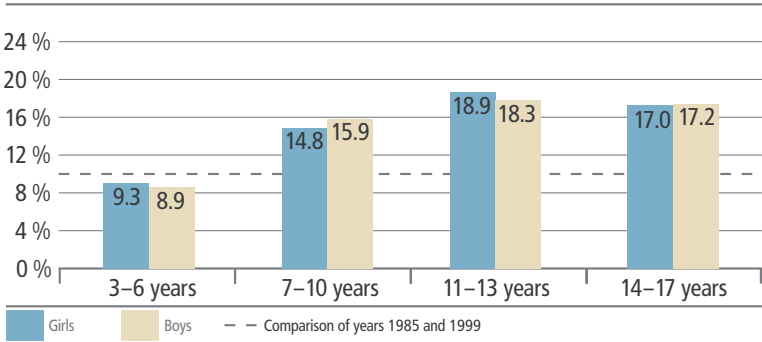
from adults. The wide-ranging success of the *Anschub.de* program can therefore be ascribed primarily to the participating students, who, when it comes to new ideas, are even more inquisitive the younger they are. In fact, it is often the children who end up teaching their parents.

Health as a development driver

The *Anschub.de* model has become widely implemented within a period of only four years. Approximately 200 schools in 7 communities in Bavaria, Berlin, Mecklenburg-Western Pomerania and North Rhine-Westphalia are now participating, each of them supported by state-level partners. These schools have recognized that health is a major factor in ensuring their ongoing development and are thus doing their best to get parents involved. One of the program’s objectives is to convince as many schools as possible to participate by 2010. As part of this effort, an *Anschub.de* association is being set up to bundle existing know-how and resources and to coordinate the long-term support being provided by the program’s 50 partners. ■

Overweight: Children are increasingly at risk

(By age and gender)



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Winning families

Not very long ago, family issues were a political afterthought. Today, however, more and more attention is being paid to the challenges affecting parents and their children. Whether in the press or on television, in parliamentary debates or among local-level policymakers, family issues have become a topic of major political importance. Actors from all parts of society have come to recognize that they must work together if Germany is to become a country that truly values children and family life.



• • Fathers have an important role to
• • play in ensuring a healthy work/life
• • balance.

The family-friendly workplace

Creating pro-family alliances

“To start with the good news: Families have a future.” Ursula von der Leyen, Germany’s minister for family affairs, likes to point out that three out of every four young people in Germany continue to regard founding a family and having children as a key to being happy. As a result, she is promoting a new policy direction in which family issues are used to boost growth and in which the family-friendly workplace is critical to economic success.

Although most young Germans report that founding a family is among their main goals in life, Germany has one of the lowest birthrates in the European Union. One reason for this striking discrepancy is the difficulty many people have reconciling the realities of working life with the responsibilities of having children. In addition to financial assistance and high-quality healthcare, parents need a work environment that encourages them to reach their full potential while taking into account the needs of their families.

“Familie gewinnt!”

Established by the Ministry for Family Affairs and the Bertelsmann Stiftung, the *Allianz für die Familie* (Alliance for Family) initiative has brought together high-profile partners from the business community and trade unions to help workplaces become more family-friendly. The recently published book *Familie gewinnt!* (Winning Families), edited by von der Leyen and Liz Mohn, vice-chair of the Bertelsmann Stiftung’s Executive Board, documents the alliance’s success in making it easier to have both a family and career.

Joining her co-editor in presenting the publication in May 2007, von der Leyen described a new policy direction for Germany, one that focuses on family policy as a way of promoting economic growth. The key element: making work environments more family-friendly. “Sustainable family policy is based on forming strategic partnerships – an approach that has clearly proved successful,” she said.

Dual-career couples

How do couples with children balance their personal lives and work obligations when both spouses want to pursue a career? An online survey conducted in Germany between September and November 2007 examined the personal situation of dual-career couples. Findings from the study, which was commissioned by the Ministry for Family Affairs, the Bertelsmann Stiftung and the European Academy for Women in Politics and Business (EAF), will be published in May 2008.

Expert commission

Given widespread complaints about noisy children, inadequate daycare and the negative impact family obligations can have on a career, many regard Germany as a less-than-optimal location for being a parent. It is no wonder, then, that the country’s young are losing interest in having children. Led by Liz Mohn, vice-chair of the Bertelsmann Stiftung Executive Board, the Expert Commission on the Family wants to promote an open dialogue on the family as well as family-related values and their place in society. “We can’t address 21st-century challenges if we still have outdated notions of family life,” Mohn said at the commission’s third meeting in Berlin in September 2007. As members of the commission, political, business and cultural leaders are developing solutions for promoting family life and for achieving a better work/life balance. “Everyone has a family,” noted Lutheran Bishop Margot Kässmann at the Berlin event. Citing the African proverb, she said, “It takes a village to raise a child. As a society, that’s something we must learn anew.”

Local alliances

Launched by the Ministry for Family Affairs, the initiative *Lokale Bündnisse für Familien* (Local Alliances for Families) wants to change such attitudes and, since its launch in 2004, has proven successful at making Germany more family-friendly. A better balance between family life and work, residential environments that welcome children, techniques for efficient time management, quality education, childcare – the project’s local alliances provide a variety of suggestions for addressing such complex issues. Through these partnerships,

more than 4,000 participants have initiated some 2,000 projects to date, all aimed at turning Germany into a place that makes life easier for working parents.

In Gütersloh, for example, 27 organizations entered the competition “Winning families,” a project organized by the Bertelsmann Stiftung and local public authorities. The €10,000 prize was shared by three winners: Knöbel, a local butcher shop; the eyeglass manufacturer deSIGN Markus T; and public administrators in the city of Harsewinkel. “A city or community cannot be truly attractive for residents and business unless it is family-friendly,” said Sven-Georg Adenauer, a Gütersloh district administrator, at the award ceremony. ■

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“Sustainable family policy is based on strategic partnerships – an approach that continues to prove successful.”

*German Family Minister
Ursula von der Leyen*



North Rhine-Westphalia in the lead: 11 companies are training mentors to help make their workplaces more family-friendly. Consultant Elke Hömske served as facilitator for the 18-month process.

North Rhine-Westphalia: Ready for the future

Using mentors to create family-friendly workplaces

How can women and men take advantage of flexible work environments to pursue their professional interests while still finding time to care for children or elderly relatives? Any future-ready family policy must inevitably address this key question. With its flagship project *Balance von Familie und Arbeitswelt* (Work/Life Balance), the Bertelsmann Stiftung wants to raise awareness among the business community and society at large of solutions that make it possible to have a career while raising a family.

“Many companies have recognized that a family-friendly human resources policy pays off,” says Armin Laschet, minister for family affairs in the state of North Rhine-Westphalia. “Only by responding to parents’ needs will companies succeed in retaining them as employees over

the long term.” Together with the Bertelsmann Stiftung, Laschet is supporting *Mentorenausbildung für familienfreundliche Arbeitsplätze in Unternehmen* (Using Mentors to Create Family-Friendly Workplaces) as the project is implemented throughout the state.

Twenty-one corporate mentors

Focusing on issues ranging from mission statements and HR development to working hours, telecommuting and continuing education, 11 businesses in North-Rhine Westphalia are training a total of 21 mentors, who will then help their businesses become more family-friendly by developing and implementing innovative ideas. Among the participating companies are Rewe, eltromat, Dr. Oetker, the Seidensticker Group and TNT. “I am the managing director of our family-owned business and

have three small children of my own, so I know what it's like trying to juggle family needs and career responsibilities," says Dr. Gunter Tautorus of eltromat, who meets with his fellow mentors for a two-day training session once every two months.

Everyone benefits

In September 2007, the mentors met for the first time to discuss the topic "Ready for the future – Family-friendly companies in North Rhine-Westphalia." They concluded that a company-specific approach makes it easier for

businesses – small and mid-sized enterprises, in particular – to pursue more family-friendly policies, since it allows them to take their specific circumstances and economic situation into account. Not only do individual employees benefit from the innovative ideas, the entire company does as well, since it becomes more attractive to prospective employees and is better able to retain high-quality workers. In addition, businesses save money when employees choose to return to work after taking parental leave, since less turnover means less expense for hiring replacements. ■



Business leaders like Dr. Gunter Tautorus of eltromat have recognized that family-friendly companies make attractive employers.



Winning families

“Familie gewinnt” (Winning Families) was edited by Liz Mohn and German Minister for Family Affairs Ursula von der Leyen. The authors detail a number of ways for achieving an effective work/life balance and provide examples of best practices.

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Resources

The Expert Commission on the Family met for the third time at the end of 2007 in Berlin with Liz Mohn, vice-chair of the Bertelsmann Stiftung Executive Board, and former German Health Minister Renate Schmidt.



Family and work: An international comparison

What changes must be made so that women can balance the demands of a professional career and childrearing? The authors of the book “Vereinbarkeit von Familie und Beruf im internationalen Vergleich” (Compatibility of Family and Work: An International Comparison) take a look at family-policy tools along with social-policy and labor-market regulations. They also examine the childcare services offered by daycare centers, preschools and schools and provide examples from other countries that might be relevant for Germany.

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The “Mittelstand und Familie” portal

Businesses are finding it increasingly important to help employees establish a work/life balance. There are a number of simple ways in which small and medium-sized businesses, in particular, can provide such assistance. The portal “Mittelstand und Familie” (Helping Midsized Businesses Become Family-Friendly) contains background information, practical suggestions and expert advice for employers, employees and other interested parties. Those wanting to learn more about work/life balance or how to make their own company more family-friendly can contact the expert hotline at +49 180 3 444 333. In addition, the portal database contains more than 18,000 contact addresses.

www.mittelstand-und-familie.de



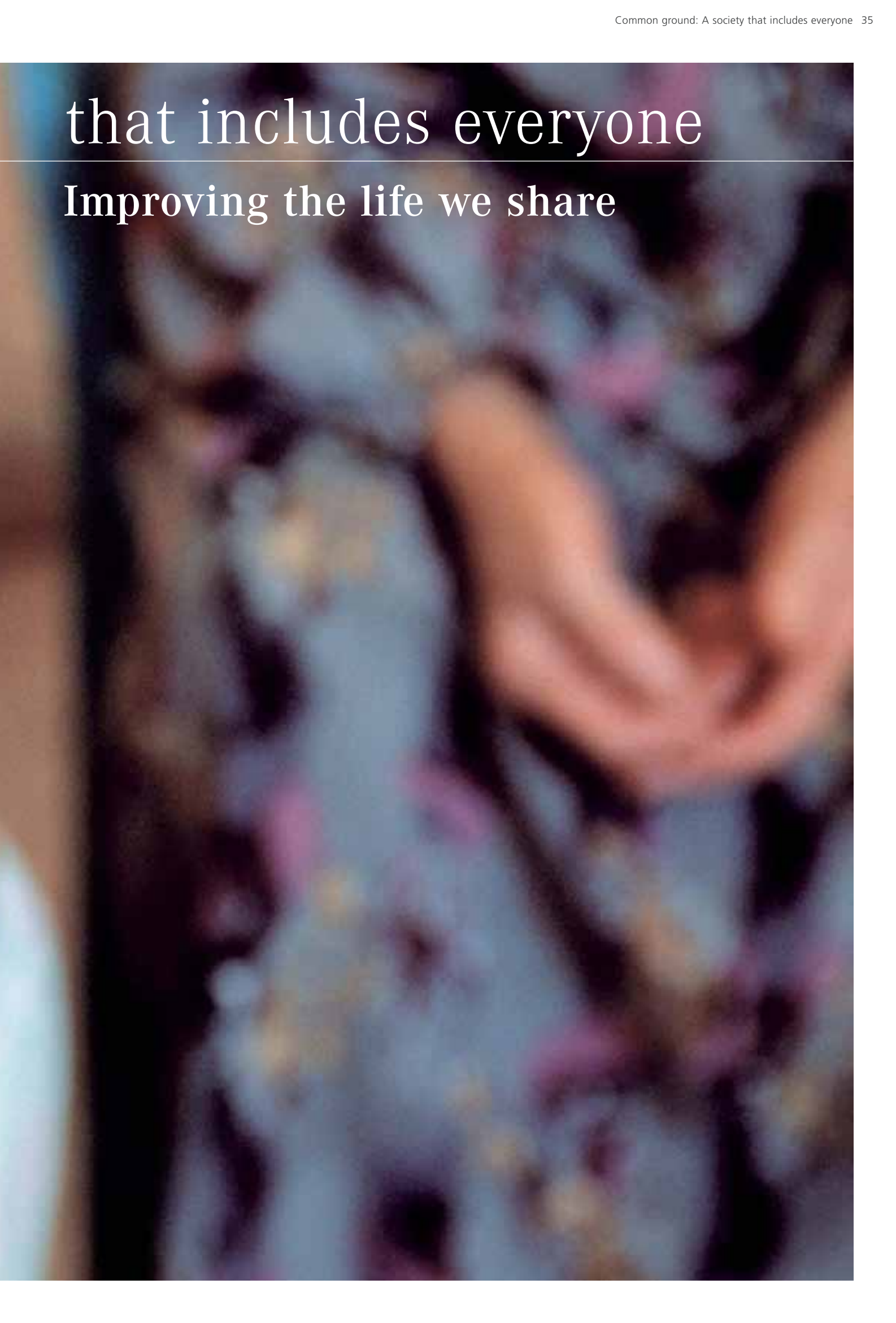
Common ground: A society

Civil courage, social solidarity, communal responsibilities: A democracy can only thrive if its citizens get involved. In times of globalization, when many fear being cut off from their roots, it's important to ask how we can increase social cohesion.



that includes everyone

Improving the life we share



Common ground: A society that includes everyone

Improving the life we share



Civic engagement, social integration and community participation are closely intertwined: People who are more fully integrated into society and who identify with democratic values tend to be more politically engaged.

Especially at a time when many fear globalization is alienating us from our traditional past, it is critical that we remind ourselves of who we really are and ask which aspects of our lives and our culture are particularly worthwhile. Where can we serve as role models – in matters both large and small? How can we improve the life we share?

Giving priority to a healthy environment

High unemployment, excessive bureaucracy, ineffective social assistance programs and a lack of competitiveness are signs of an ossified economic and social order. To change this, we need to adopt a new mindset while eliminating the obstacles preventing us from taking action. We must all work for change and address its consequences. A vibrant, well-functioning community that includes everyone can have a positive impact in many ways – even on our health. This holds true for all members of society, not just those who are actively involved. Putting a priority on a healthy environment has far-reaching consequences.

Finland leads the way

On April 9, 2007, a television documentary called “A secret weapon: How the elderly are saving the country” was aired by the Hesse state broadcasting company. It introduced projects from a variety of countries competing for the 2006 Carl Bertelsmann Prize, which focused on “Active aging in economy and society.” The film presented Finland’s “Aging Workers” reform program and other exemplary projects from Australia, the Netherlands and the UK, demonstrating how the employment situation of older workers can be improved. The

film provides evidence for all stakeholders – policymakers, the business community and the public – that even in times of globalization, older workers need not be excluded from the world of work.

Educational reform – A key element

The educational challenges arising from demographic change were the focus of “Lively education – Education for life,” the third annual Forum on Demographic Change conference, organized in November 2007 by Germany’s president in cooperation with the Bertelsmann Stiftung. Given its declining birthrate and shrinking population, Germany must make the most of the talents and skills of every member of society. Moreover, as the country’s population ages, professional training and lifelong learning will grow increasingly important. Its growing social and cultural heterogeneity, the result of immigration, is also making it critical that everyone have equal access to educational opportunities. Unfortunately, the most recent PISA study has shown once again that Germany is not achieving these goals. In sum, the country is facing major challenges as a result of demographic change – and reform is essential.

Two sides to the coin

To be meaningful today, career biographies must serve a number of interests – those of the family, the community and the individual – and must include gainful employment as a “values-driven” pursuit. Ideally, such activities should continue throughout one’s entire life, taking place parallel to each other with varying degrees of involvement. Gainful employment and civic engagement are thus two sides of the same coin: pursuits that benefit society and which last a lifetime. ■

Young and old, together

An older, smaller, more diverse population: Demographic change is transforming our lives. By the year 2020, as the birthrate declines, older people will be increasingly visible throughout Germany and more young people with an immigrant background will have claimed a place in society. The reform process must therefore begin today if we are to ensure that future burdens are distributed equitably – and to avoiding pitting one generation against another.



How will demographic change impact Germany's communities? The website www.wegweiser-kommune.de provides answers to that question and others.

Ensuring resources for the future

Demographic change at the community level



What’s happening in the areas of economic prosperity, social stability, immigration and family policy? The Demography Monitor compares Germany’s 16 states based on 59 indicators.

“There is no finer investment for any community than putting milk into babies.” Germany’s Finance Minister Peer Steinbrück chose this quotation from Winston Churchill to open his speech at the Community Congress, an event organized by the Bertelsmann Stiftung in February 2007. “In a few years, communities will be desperate to attract families and will be trying hard to convince young people to have children,” he added. “How they’ll try, I can’t say – but that’s the way it will be.”

Internet portal for communities

The Bertelsmann Stiftung’s *Wegweiser Kommune* (Community Guide) internet portal provides an early warning system for every community that is interested in taking a proactive approach to addressing current and coming challenges. Intended for communities in Germany with a population of over 5,000, it contains useful data, forecasts and practical ideas for taking action at the local level. The information included in the related *Wegweiser Demographischer Wandel* (Guidebook for Demographic Change) offers 2,959 cities and towns, home to 85 percent of Germany’s population, and 323 regional districts an overview of the demographic, social and economic trends they are currently subject to. Additional information on integration and financial affairs has now been included in the portal for the state of North Rhine-Westphalia, with data for the rest of the country to follow. With some 250,000 page views per month, the online offerings have proven quite popular.

Monitoring Germany’s states

The Bertelsmann Stiftung’s *Demographie-monitor* (Demographic Monitor) outlines the strengths and weaknesses of Germany’s 16 states in the context of demographic change. A study was conducted from 1991 to 2004 using 59 indicators to assess state-level factors such as economic prosperity, social welfare systems, social stability, marital rates and immigration. It concluded that even economically strong states like Bavaria and Baden-Württemberg need to do more. It also discovered that even the less prosperous of Germany’s states – generally those in the east – have their strengths, too, such higher birthrates and more university graduates. All of Germany’s

states do have one thing in common: the need for substantially more investment in education.

Similarly, the *Schuldenmonitor* (Public Debt Monitor) jointly published by the Bertelsmann Stiftung and the Mannheim-based Center for European Economic Research in late 2006 reached a key conclusion: If the states are to have sufficient resources at their disposal over the long term, they need to continue consolidating their fiscal policies and structures. The report also found that despite some progress and an increase in the value-added tax in early 2007, all of the states with the exception of Bavaria need to reduce their public deficits if they are to stabilize their per-GDP debt ratios in the medium term.

The example of North Rhine-Westphalia

The Bertelsmann Stiftung asked financial specialist Prof. Helmut Seitz of Dresden's Technical University to analyze the budget situation in North Rhine-Westphalia, Germany's most populous state. His conclusion: The economic upturn and additional revenues from the recently increased value-added tax are generating higher tax revenues. Given its structure, however, the state budget continues to produce deficits that have amounted to about 10 percent of expenditures, on average, over the past 30 years. Fiscal consolidation will thus remain a critical task for the next decade at least.

Action is imperative since, if left unaddressed, past obligations will continue to limit future investments. The state's interest payments alone, for example, are more than twice what it spends on higher education. And because state and community budgets are so closely linked, it is

"In a few years, communities will be desperate to attract families and will be trying hard to convince young people to have children. How they'll try, I can't say – but that's the way it will be."

German Finance Minister Peer Steinbrück

unlikely that a strategy for fiscal consolidation can succeed if it focuses solely on the state budget. For that reason alone, local- and state-level leaders need to work together to develop a solution.

On behalf of the Bertelsmann Stiftung, Prof. Martin Junkernheinrich of the University of Münster has also shown that communities in North Rhine-Westphalia do not include more than 40 percent of their overall financial obligations in their main budgets, having "outsourced" them to affiliate organizations instead.

Surfing into the future

Germans have been heedlessly living at the expense of coming generations for years, not only at the federal and state level, but also locally. If cities and towns could declare bankruptcy, many would have found themselves shut down a long time ago. Instead, they continue to take on debt to pay off their current liabilities.

Students from Berlin's Neukölln neighborhood – representing a generation that will inherit our current debts – were invited to participate in the 2007 Community Congress. They staged a "future rap" performance, calling on pol-

icymakers to develop sustainable policies and using the image of a six-foot-high surfer moving into the future as the symbol of the direction they want to take. "You need to paddle in front of the wave to avoid being capsized by it," noted Dr. Johannes Meier, member of the Bertelsmann Stiftung Executive Board, at the event. He pointed out that demographic change is a long and predictable process, and it is possible to adjust to it before it is too late. "Gambling away the options of future policymakers is a moral issue," Meier said. Any local-level leaders, he added, who are not considering life in the year 2020 as they make their decisions today can hardly be headed in the right direction. ■

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"Rethinking fiscal policy – Justice across generations": German Finance Minister Peer Steinbrück and Dr. Johannes Meier, member of the Bertelsmann Stiftung Executive Board, at the Community Congress in February 2007.

Dr. Andreas Hollstein, mayor of Altena, sees civic engagement as the wave of the future and is working with community members to improve life for the elderly.



Aging in the city: A new approach

Pilot communities test the future

Bruchsal, Germany, in the year 2020: Frail seniors laboriously make their way alone through the littered streets of this once-flourishing city. An alternative scenario: A group of retirees strolls cheerfully past well-tended Baroque facades, while others gather at a seniors’ activity center or babysit in a multi-generational community residence. These two very different possibilities highlight the choices Germany’s cities face today in creating the realities of tomorrow.

Bruchsal has big plans: It wants its citizens to enjoy life as they grow older. This is one of six communities – along with Altena, Eschwege, Glauchau, Hamm and Stuhr – chosen by the Bertelsmann Stiftung to participate in the project *Neues Altern in der Stadt* (Modern Aging in the City). As part of the project, a steering committee made up of both paid and volunteer members came up with innovative ideas on how to help Bruchsal’s senior citizens, some 8,000 in number, stay in good shape for as long as possible. The ideas focus on preventative healthcare and measures for promoting overall health, with “neighborhood managers” responsible for attending to the very old.

In contrast, Altena’s age-accommodated policies focus on civic engagement; in Eschwege they look at the “silver economy” and in Glauchau at intergenerational approaches. Hamm is concentrating on complementary and social services and Stuhr on residential options to

meet individuals’ needs. The project concluded in 2007 and the Cologne-based Institute for Social Research and Policy is currently evaluating the results.

A place for both young and old

An unsettling fact: More than two-thirds of Germans between the ages of 15 and 20 rarely or never come in contact with people over the age of 60. The Bertelsmann Stiftung’s Expert Commission on Senior-Citizen Policy has thus concluded that interaction between the generations must be encouraged – for example, by introducing new residential models. The initiative *Soziales neu gestalten* (Reshaping Social Issues), or SONG, brings together members of the social economy who are promoting these new kinds of housing arrangements. Along with the Bertelsmann Stiftung, they include the Bremen Home Foundation, Cologne-based Bank for the Social Economy and the Liebenau Foundation, located in Meckenbeuren-Liebenau.

In this project – the only one of its kind in Germany – over 13,000 staff members from participating organizations work to build local community networks in which young and old live together and provide each other with support. Multigenerational residences that stand in the heart of the city, instead of “homes for the aged” in isolated rural areas – the project is redefining the concept of the extended family. Such housing complexes accommodating both young and old are now being built in several communities in southern Germany. Each of contains

up to 80 units and has a “community worker” whose responsibilities include interviewing potential tenants and ensuring a balance is maintained between elderly and young residents.

The tenants in the 20 rental units in the town of Dusslingen range from 3 to 97 years old. “We are all close,” says Maria Belicevska, a single mother of two sons. Older people lend a hand to young mothers by serving as babysitters and surrogate grandparents; younger residents are there when their elderly neighbors need help. In case of disputes – which do occur – the community worker acts as a mediator.

“We are not in favor of sequestering the elderly in old-age homes located on the fringes of the city or out in the country, since such a situation is unnatural,” says Alexander Künzel, head of the Bremen Home Foundation, a partner in the SONG initiative. “Our foundation’s communities are an effort to rediscover normality – the kinds of interactions between young and old that used to be an unremarkable feature of life in every village. Our residential complexes are created according to the slogan: no home for the elderly without a preschool and an adult education center.”

Renate Martin, 92, is firmly convinced that multigenerational residences are the wave of the future. A former physician, she has lived in one of the Liebenau

Foundation’s buildings in Meckenbeuren for 12 years, and she attributes her physical health and mental acuity to the contact she has with the children and young people there.

Demographic training

Demographic change offers society a rare opportunity for innovation on a broad front. To make the most of it, we must identify the many ways that demographic change enables us to shape the future. With its training program for community leaders, the Bertelsmann Stiftung is providing local-level policy makers with proven tools for proactively addressing the challenges resulting from demographic shifts.

“It was the mixture of information and practical examples that particularly impressed our policymakers and public administrators,” says Walter Waske, district administrator from Holzminden.

In cooperation with North Rhine-Westphalia’s Ministry for Generations, Families, Women and Integration and the state’s community government association, 80 training courses have already been held for local-level councilors and administrators. Participants in the initial phase included the cities of Bielefeld, Euskirchen, Laer, Mülheim an der Ruhr, Ostbevern, Schloss Holte-Stukenbrock, Schwerte, Siegen, Versmold and Wiehl. ■



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Young and old, together:
Intergenerational exchange is an important factor for promoting social cohesion.

As society ages

Lively education – Education for life



The average age in Germany is on the rise, thereby increasing the importance of professional training and lifelong learning. Immigration, moreover, is boosting the country's social and cultural heterogeneity. As a result, Germany must ensure that equal opportunity in education is given the highest priority. "We are squandering our human capital – an inexcusable injustice," says German President Horst Köhler, discussing the deficits in the country's educational system.

Convened in November 2007 by President Köhler and the Bertelsmann Stiftung as part of the third Forum on Demographic Change, the conference "Lively education – Education for life" focused on how demographic shifts are impacting the learning experience. The participating experts agreed: Germany's educational system is falling short.

Three major challenges

Demographic change is making existing problems worse. Given globalization and its consequences, Germany's educational system faces three major challenges:

- A decline in the birth rate means more must be invested in each individual. School structures need to change and access to education must be ensured throughout the country.
- Older workers in particular need increased access to continuing education and training. Given how quickly knowledge now grows obsolete, lifelong learning is essential for remaining competitive globally.
- Equal opportunity must be ensured for children of immigrant backgrounds. If society does not succeed in providing them with targeted support in preschools and schools, among other efforts, the percentage of children leaving school with dismal economic and social prospects will rise dramatically in coming years.

A realistic assessment

"We need a realistic, differentiated view of life after the age of 65 – both its strengths and opportunities as well as its weaknesses and risks," says Dr. Johannes Meier, member of the Bertelsmann Stiftung Executive Board. "Society's image of the elderly not only reflects how older people are perceived by others, but also how they feel about themselves. In view of the demographic changes now occurring, we need older people more than ever. We cannot do without their experience and knowledge." ■

German President Horst Köhler called for equal opportunity in education at the 2007 Forum on Demographic Change.

Resources



Rethinking later life

The publication “Alter neu denken” (Rethinking Later life), published by the Bertelsmann Stiftung, provides an overview of national and international policies on aging. It examines the relationship between demographic trends and the aging of society as well as the links between aging and social change. In particular, it focuses on the social, psychological, health and material resources offered by the elderly and on how an age-friendly environment can impact the conservation and development of social resources.

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Demographic monitor

The first volume of the “Demographiemonitor” (Demographic Monitor) describes demographic trends in every German state from 1991 to 2004. The second volume presents methods for dealing with the consequences of demographic change.

Perspectives for 2050

From current press reports to project descriptions, publications and online tools: Every aspect of the Bertelsmann Stiftung’s efforts for addressing demographic change can be found online at:

www.aktion2050.de

Community guide

The “Wegweiser Kommune” (Community Guide) portal provides an online information system for cities and communities, with more than 50 indicators on social conditions, living situations, the workplace, demographic trends and other key factors. It includes detailed population forecasts and demographic reports, broken out into 15 categories, for every community in Germany with over 5,000 inhabitants.

www.wegweiser-kommune.de

One-stop community portal

News, current studies, strategy recommendations, best practices, downloads and web links: The portal “kommunen-schaffen-zukunft.de” brings together all of the community resources offered by the Bertelsmann Stiftung. The focus is on governance, finances, demographic change and integration.

www.kommunen-schaffen-zukunft.de

Policy goals and the elderly

What image do most people have of later life? What opportunities does demographic change afford society? These are among the questions examined by the Bertelsmann Stiftung’s Expert Commission on Senior-Citizen Policy as it held its final event. Chaired by Prof. Rita Süßmuth, former president of the Bundestag, the commission has been working since 2001 to draw up recommendations for a policy on aging and senior citizens and to prompt a reexamination of life after the age of 65.

“I think the image of aging in the United States is more positive than in Germany,” said Prof. Ursula Lehr, a gerontologist and former minister for family affairs. “Thanks to the Age Discrimination Act among other efforts, the US has no mandatory retirement age. If, at 80, you want to apply for a job, you’re not required to reveal your age.”

The commission has concluded that to address coming challenges effectively, Germany needs new, differentiated images of later life – images that go beyond current legal definitions or conventional, one-sided perceptions of aging. Its findings have been documented in the brochure “Alter neu denken” (Rethinking Later Life), available from the Bertelsmann Stiftung.

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A family and a career – both are possible. Family-friendly workplaces help women with children strike a healthy work/life balance.



Diversity means opportunity

Social responsibility and the business community

“Quality work must become the hallmark of business in Europe.” That was the succinct assessment given by EU Commissioner Vladimir Spidla, speaking to participants at a conference held in May 2007 and organized by the German Ministry of Labor and Social Affairs, the Bertelsmann Stiftung, the Hans Böckler Foundation and the European Foundation for the Improvement of Living and Working Conditions. Participants at the event agreed: What sets Europe apart is the quality of the work that takes place there, which is made possible by a combination of employee-focused corporate culture and good management.

“Economics and social concerns are inextricably linked. Good work is not only humane, it is also a business imperative,” said then German Minister of Labor and Social Affairs Franz Müntefering, speaking at the event. “Good work means more jobs, fair wages, industrial safety, worker rights and codetermination, family-friendly workplaces and, not least, professional training. Others can work more cheaply, but Europe needs to use its quality advantage in order to maintain a competitive edge.”

“Diversity means opportunity,” noted Liz Mohn, vice-chair of the Bertelsmann Stiftung Executive Board. “This is particularly true of cultural diversity and its enormous creative potential. Promoting this potential by ensuring opportunities for participation and engaging in entrepreneurial activities is the cornerstone of a stakeholder-based corporate culture,

and creating such a culture will be the primary task facing business leaders in the future.”

Finland’s Minister of Labor Tarja Cronberg introduced the Finnish government’s new program for improving working conditions and work quality. The program’s annual budget of €2 million is currently financing 550 projects involving 120,000 employees at Finnish companies. Cronberg pointed out that one of the country’s priorities is supporting women in leadership positions.

Success factor: Family-friendly HR policies

Only 11 percent of leadership positions in Germany are occupied by women; in the case of the very top positions, the figure drops to less than 4 percent. The labor market participation rate among German women is 63 percent, which is more than 10 percentage points below the corresponding figures for Scandinavian countries. Of female university graduates under the age of 40, 44 percent do not have children. The increase in the number of people remaining single and the rising divorce rate are also changing the nature of domestic life in Germany.

Policymakers still seem to be mostly unaware of the economic and political consequences of these trends. Demographic change, which is reversing the age pyramid, is having a major impact and thus requires a dramatic shift in thinking. The decline in Germany’s labor force, for example, cannot be remedied

by immigration alone. In the future, more than ever before, society will also need the skills women have to offer. In order to raise awareness in this area, the Ministry for Family Affairs, Senior Citizens, Women and Youth and the Bertelsmann Stiftung joined together in 2003 to launch the *Balance von Familie und Arbeitswelt* (Work/Life Balance) project. Both partners also established an Internet portal to serve as a virtual human resources department for helping small and mid-sized businesses become more family-friendly. The portal – which is geared toward employers, employees and community leaders – offers practical examples, innovative suggestions and a free hotline.

In a project carried out together with the state of North Rhine-Westphalia’s Ministry for Generations, Family, Women and Integration, the Bertelsmann Stiftung is promoting the use of mentors for making workplaces more family-friendly. Fathers and mothers in positions of leadership are trained to develop and implement approaches that make it easier for other employees to maintain a healthy work/life balance. The methods used are tailored to reflect each individual company’s specific situation.

Last November, E.ON Energy in Munich launched “Family and career: Today and tomorrow,” a series of forums that brings together executives and human resources staff from DAX 30 companies. The series offers business leaders an opportunity to discuss the importance of a family-friendly work environment for

maintaining a competitive edge and to develop new approaches for creating such environments. “A family-friendly human resources policy can help a company address the growing shortage of skilled workers, making it more attractive to potential employees and increasing employee loyalty,” Liz Mohn said, speaking at the conference. “At the same time, if employees are to remain motivated and creative, we also need to provide them with attractive childcare and work-schedule options.”

Business Summer School

Globalization is putting increased pressure on executive managers. The issues of corporate culture and business ethics are receiving greater attention as a result. One of the primary tasks managers will face in the future is how to balance corporate culture and organizational strategy, on the one hand, and corporate structure and communications, on the other. To address this trend, the Bertelsmann Stiftung is promoting dialogue among the up-and-coming executives who will be shaping tomorrow’s corporate cultures. Our Business Summer School offers a creative and coactive learning atmosphere to help participants expand their networks and generate new ideas for their work. The meetings also give them the opportunity to leave their day-to-day responsibilities

behind and go beyond what they already know.

The goal is to help participants recognize that corporate culture – one that includes partnership-enhancing values – can play a key role in a company’s success. “Working together is crucial,” said Markus Baur, captain of Germany’s handball team, the current world champions, speaking at the 2007 Business Summer School. “We didn’t have the best individual players – it was our team spirit that made the difference.”

Corporate social responsibility

The role businesses have to play within society is a subject of intense debate. On the one hand, companies – especially globally active ones – cannot ignore the fact that markets have grown more competitive. On the other hand, the German social welfare state has reached its limits. Political, business and social actors need to come together to discuss how social responsibilities will be addressed in the future. Businesses can reach their highest potential in this area if they work together with policymakers, public agencies and nonprofit organizations. To be effective over the long term, such partnerships need to make use of both existing and emerging forms of collaboration.

Given the continuing need for implementing reform in Germany, it is clear that the issue of social responsibility must be revisited. This applies in particular to the role companies can and must play, both nationally and internationally, since there has been a major shift in what the public expects of them. To this end, the Bertelsmann Stiftung hosted a meeting in November 2007 of up-and-coming political, business and social leaders, giving them the opportunity to discuss the topic “Taking responsibility for a fair future.” ■

A corporate culture that focuses on employees and strong leadership – that is the hallmark of the European workplace.



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A winning contribution: Participation is the key

New approaches to immigration and integration



When is integration successful? Together with North Rhine-Westphalia's Ministry of Integration, the Bertelsmann Stiftung has developed a set of indicators making it possible to "measure" social integration.

Even if some wish it were otherwise, Germany is competing on a global level. As a result, it must open itself to the rest of the world and learn to deal with diversity, while increasing support within German society for democracy and its values. The key word here is participation. Every effort must be made to promote social integration and ensure that each member of society is in a position to contribute. The Bertelsmann Stiftung is addressing these challenges through its Center of Excellence for Democracy and Integration.

For years now, the foundation has been engaged in a variety of projects to revitalize German democracy and enhance social cohesion. Major milestones have been the awarding of the Carl Bertelsmann Prize to Sweden for its exemplary policies on immigration and integration (1992), the drafting of a European law on immigration (1994) and the creation of programs for promoting awareness of democratic values and increasing civic engagement (since the mid-1990s). In addition, two nationwide competitions focusing on integration have been held, one organized in cooperation with Germany's president and targeting civil society (2002), the other carried out in cooperation with the Federal Ministry of the Interior and addressing local integration policies (2005).

Only recently have German politicians been willing to describe Germany as a destination country for immigrants. After newcomers had been left to fend for themselves for decades, the German government issued its first National Integration Plan in June 2007, in which it committed itself to several measures. Although the plan's impact is still being evaluated, one thing is clear: There is much need for reform. OECD studies such as PISA and *Jobs for Immigrants* show that significant shortcomings exist, especially in the area of immigrants' educational opportunities and their inclusion in the job market.

Transatlantic task force

In the state of North Rhine-Westphalia, for instance, foreign children are more likely than their German counterparts to fall into poverty, a fact documented in the Bertelsmann Stiftung's *Wegweiser Demographischer Wandel* (Guidebook for Demographic Change). On the website www.wegweiserdemographie.de, the foundation provides statistics on the integration of immigrants for every community in North Rhine-Westphalia. In the state's urban districts, 23 percent of children under the age of 15 received social welfare benefits in 2006; the average for foreign children was 38 percent. The guidebook also contains information on the labor market and on the extent to which foreigners are integrated into education and training programs.

In 2006, in order to bring new momentum to the integration agenda in Germany and Europe, the Bertelsmann Stiftung joined together with the Migration Policy Institute in Washington, DC, one of the world's leading think tanks in this area, to establish a transatlantic task force on integration and immigration. The task force has evolved into a transatlantic council and is currently developing strategic recommendations for creating innovative immigration and integration policies.

Promoting new skills

Other initiatives of the Center of Excellence for Democracy and Integration include specific approaches to promoting the acquisition of new skills. For example, Prof. Rita Süßmuth, former president of the German Bundestag, is now serving as sponsor of its program for young leaders from immigrant organizations in Germany. "We need courageous individuals who recognize the opportunities inherent in cultural diversity and who are willing to get involved for the good of all," she says. "Young people who shoulder such bridge-building responsibilities are also promoting integration." The leadership program makes use of a key finding from the national integration competition held in cooperation with Germany's president: Immigrants integrate by helping shape the society they live in.

As part of the program, launched in late 2007, 30 participants are attending workshops designed to help them develop new skills. Over the next year, they will address a number of subjects, including democratic values, leadership, project management, integration-related skills, communications and public relations. A second program is set to begin for another round of participants in 2008.

The center of excellence also offers integration workshops for local politicians, administrators and migrants. The workshops make use of the insights gained through the national competition on local-level approaches to integration that was sponsored by the Bertelsmann Stiftung and the Interior Ministry.

Innovative communities are showing the way

Germany's local-level actors know better than anyone else that successful integration is no accident. Stuttgart, for example, has set up a special administrative unit for dealing with integration and related issues; Nuremberg has identified integrating newcomers as a top-level priority; the mayor of Deggendorf extends a personal welcome to every immigrant upon arrival in the community; and Wuppertal has set up an Internet platform to answer integration-related questions. Integration takes place in the local setting, and German communities have thus long reflected the diversity of their residents. The challenge is to approach integration as a cross-cutting responsibility shared by all local-level stakeholders and to develop integrated policies for managing it as such.

A number of challenges – demographic change, lack of trained personnel, failed language and cultural integration – are making the need for effective responses even more urgent.

Social problems are most evident at the local level. It is therefore not surprising that some communities are years ahead of national policymakers. Those who must address such issues would do well to consider the experiences of the 100 communities that participated in the national competition carried out jointly by the Bertelsmann Stiftung and the Interior Ministry, since they provide valuable insight into how effective regional integration policies can be developed. As the communities' solutions show, it is important to take advantage of the potential that both native Germans and immigrants have to offer – while recognizing that interactions among society's diverse groups are not always free of conflict.

Assessment indicators

When can we conclude that integration has succeeded? Working together with the state of North Rhine-Westphalia's Ministry for Immigration, the Bertelsmann Stiftung has devised a system of indicators that measures how successful local-level approaches have been in dealing with immigration. As identified by Prof. Friedrich Heckmann, an expert on migration at the University of Bamberg's European Forum for Migration Studies, the four dimensions of integration are: socioeconomic integration (participation in education, work and social assistance programs), cultural integration (language skills and intercultural relationships), political integration (participation in political life) and social integration (intercultural access to public agencies, housing and other social institutions).

Fulfilling these requirements is necessary – although not automatically sufficient – if integration efforts are to be successful. More must also be known about whether newcomers feel a sense of identification and belonging and how willing they are to become involved in their community. Only by combining objective and subjective data is it possible to gain a realistic picture of the progress being made in this area.

How much does integration cost?

Language courses, special services in schools, social assistance programs – is it possible to determine what it costs to promote integration? Or the cost of doing nothing? The Swiss consulting agency BASS examined these issues on behalf of the Bertelsmann Stiftung. Its findings were published in early 2008, receiving considerable attention from both policymakers and the general public: Insufficient integration of immigrants costs the German state some €16 billion each year. ■

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Citizens’ Forum on the Social Market Economy

Are economic conditions in Germany equitable? In late 2006, the Bertelsmann Stiftung – in cooperation with the Heinz Nixdorf Foundation and the Ludwig Erhard Foundation – posed this question to all members of the Bundestag, Germany’s national parliament, as well as the state parliaments and German members of the European Parliament. The same question was posed to the German public in mid-2007. The surveys revealed a significant gap in perceptions: Most of the parliamentary representatives thought that assets and income in Germany were equitably distributed, while a majority of the public disagreed. The most striking difference was between the responses given by politicians and those given by young people.

In light of those results, the three foundations launched a dialogue between members of the public and policymakers aimed at shaping Germany’s future economic and social structures. “BürgerForum Soziale Marktwirtschaft” (Citizens’ Forum on the Social Market Economy) brings together 350 people, chosen to reflect German society at large, to confer online with policymakers and specialists. The goal: to develop a “citizens’ program” for achieving sustainable social market structures. The Internet community will come together in April 2008 at the former national parliament in Bonn for a final conference, where it will discuss and approve a “BürgerProgramm Soziale Marktwirtschaft” (Citizens’ Program on the Social Market Economy). The program will then be presented to policymakers and the public on June 20, 2008, the 60th anniversary of the creation of Germany’s social market economy.

info@buergerforum2008.de



Socially just?

The brochures “Soziale Gerechtigkeit – Ergebnisse einer repräsentativen Parlamentarier – Umfrage” (Social Justice – Results of a Representative Survey of Parliamentarians) and “Soziale Gerechtigkeit – Ergebnisse einer repräsentativen Bürgerumfrage” (Social Justice – Results of a Representative Survey of the Public) are available for download on the Bertelsmann Stiftung website.



Strategic recommendations – Ten keys to successful integration

In March 2007, working together with the commissioner for integration of the city of Stuttgart, one of the winners of the 2005 competition “Successful integration is no coincidence,” the Bertelsmann Stiftung submitted a proposal as a member of the working group tasked with developing a national integration plan. It contained 10 factors for ensuring that community-level integration policies are successful – factors that Tayfun Keltek, state chairman of LAGA, an organization that represents North Rhine-Westphalia’s migrant population, called “something like the Ten Commandments.” The document’s key recommendation: Integration requires a cross-cutting approach that allows all local-level stakeholders to work together.

The strategic recommendations are included in the summary report “Successful integration is no coincidence – Strategies for community policy” available for download at:

www.bertelsmann-stiftung.de/verlag

Best practices

Communities are seeking to promote the integration of immigrants in a number of ways. Information on 35 exemplary programs, 25 from Germany and 10 from other countries, can be viewed at:

www.demographiekonkret.de

Resources



A driving force: Civil society actors

Working for the common good

Germany needs cooperative approaches that bring together the business community, the public sector and non-profit organizations – in addition to interactions of a purely charitable or economic nature. Such partnerships can generate solutions to pressing social problems while building social capital. Yet cooperation among these three groups is still too sporadic. In order to increase contact among them, the Bertelsmann Stiftung assists mediator organizations in serving as “bridge builders” that initiate and support projects of common interest.

Putting companies on the map

Businesses and their partners are coming up with creative ideas: Students in Nuremberg, both boys and girls, are offered ballet lessons to help them get in shape before entering a vocational training program. In Munich, boxing is used to integrate youngsters at risk of engaging in violent behavior. A horticultural company promotes environmental awareness by setting up a nature trail. A residential group in Cologne helps Russian-speaking seniors become part of the community.

Launched in March 2007 by Liz Mohn and representatives of Germany’s small and mid-sized enterprises (SMEs), the Bertelsmann Stiftung initiative *Unternehmen für die Region* (Companies for the Region) is using an interactive map to highlight the ways that SMEs are choosing to get involved. Since such business-



es do not usually advertise their efforts, valuable opportunities for cooperation are often lost. “The goal of our campaign is to demonstrate the rich and varied nature of corporate engagement in our country and to encourage others to emulate successful programs,” Mohn said, introducing the initiative in Berlin.

More than 700 SMEs and owner-run companies have expressed interest in participating, and the map at www.unternehmen-fuer-die-region.de now lists

some 600 socially oriented projects carried out to date. A number of the initiative’s outstanding projects have been documented in *Mit Verantwortung handeln* (Merchants of Responsibility), published by Gabler Verlag.

Companies still have the opportunity to register for inclusion on the map. Prior to their being included, projects are reviewed for a number of criteria such as a regional focus, a partnership-based approach and sustainability.

Liz Mohn joins corporate representatives participating in the national campaign “Companies for the Region.”





Outstanding commitment to the common good:
In “Europe’s Mini-Chefs,” a project organized by the Bartholomä sports and learning center in Baden-Württemberg, children between the ages of 10 and 12 playfully learn the fundamentals of nutrition.

service provider donates computers it no longer needs to an ambulance company free of charge. Or a public relations agency helps a patients’ organization relaunch its outreach magazine. All it takes is a little creativity!

As the motto “good business” suggests, the approach is designed to benefit all concerned. It allows companies to form partnerships with social initiatives while providing nonprofits with increased resources for achieving their goals. It also provides the hosting community with an overview of the current civic activities taking place there.

A detailed flyer gives an overview of the Marketplace Method. Interested parties can download the flyer, view an introductory video podcast or order a how-to guide and DVD from the Bertelsmann Stiftung. ■

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A market for “good business”

Business enterprises and nonprofit organizations can do “good business” together with the help of the *Marktplatzmethode* (Marketplace Method), an approach developed in the Netherlands. Representatives from both sectors meet for a few hours in a marketplace setting to find partners for carrying out joint projects. For example, a medical squad is looking for a venue for its training courses; a local business agrees to provide the necessary space, and its employees participate in the training for free. An IT

The program has much to show for its efforts in Germany so far. Since 2006, more than 1,200 joint projects have been launched at over 25 marketplace meetings. Events were organized in the summer of 2007 in the cities of Rottenburg, Heidelberg and Jena, and information on the results can be found on the individual cities’ websites. Together with the Center for Corporate Citizenship Austria, the Bertelsmann Stiftung has promoted “good business” in Vienna as well. The result: 54 agreements between private and nonprofit organizations that provided resources worth more than €93,000.

“The goal of our campaign is to demonstrate the rich and varied nature of corporate engagement in our country and to encourage others to participate.”

Liz Mohn, Bertelsmann Stiftung

Resources



In the pilot projects “BüroAktiv Frankfurt, FreiwilligenZentrum Kassel and Bürgerstiftung ZwischenRAUM“, the cities of Frankfurt/Main, Kassel and Jena are testing the Marketplace Method.



Managing marketplaces – A practical guide

The Bertelsmann Stiftung wants to use the Marketplace Method to promote socially conscious partnerships between businesses and nonprofit organizations. As in a conventional marketplace, participants negotiate cooperative projects that benefit all concerned. A 60-page guide, including a CD, provides practical information on effective ways of bringing companies and nonprofits together using humor and creativity, but without losing sight of the serious issues at hand. The brochure can be ordered or downloaded directly at:

www.gute-geschaefte.org



Making charitable activities transparent – Assistance for social investors

As the Roman philosopher Seneca observed: Handing out money is not as easy as one might think. Even today, there are few tools to help sponsors, donors and social investors decide where to direct their resources – as a recent study by the Bertelsmann Stiftung has shown. Conducted in cooperation with New Philanthropy Capital, Scorpio Partnership and WISE Partnership, consulting firms based in London and Geneva, the study surveyed wealthy philanthropists and family offices in the United Kingdom, Switzerland and Germany. The results showed that donors are particularly interested in obtaining consulting services and recommendations that make the philanthropic sector more transparent. At the same time they would like practical methods for monitoring individual recipient organizations and projects, informative feedback from organizations receiving support and topic-based networks that focus on social needs.

Since their asset management increasingly focuses on socially conscious initiatives, the donors would, above all, like more and better information on society’s key challenges.

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Good health for everyone

The foundation for each individual’s mental and physical wellbeing is laid at home, in preschool and in school. Education and health thus go hand in hand. As a result, the importance of a healthy living environment is gaining widespread attention – in the business world, in the public sector and among all age groups. The World Health Organization has even taken up “good health for all” as a challenge for the 21st century. The Bertelsmann Stiftung is also doing its part by initiating reform. Its goal: a healthy body and mind for everyone, right from the start.



Prevention is the best cure: Being aware of how to stay healthy is important for both young and old.

“Better prevention in communities and regions”: Local and regional initiatives aimed at promoting healthy lifestyles were invited to compete for the 2007 German Prevention Prize.



A healthy life: The wave of the future

2007 German Prevention Prize

Accidents are still the number-one danger to a child’s health. In Dortmund, for example, an estimated 4,000 children suffer accidents each year. This fact led the city to establish a roundtable in 1998 aimed at preventing such mishaps. A number of institutions and associations now help parents, caregivers and teachers recognize the potential hazards lurking at home, on the street and in leisure-time activities. The roundtable’s participants were awarded the 2007 German Prevention Prize in recognition of their groundbreaking efforts.

“Better prevention in communities and regions” was the theme chosen for the 2007 German Prevention Prize by the Ministry of Health, the Center for Health Education and the Bertelsmann Stiftung. The competition was open to official sponsors of health and prevention programs at the community or regional level. One stipulation was that programs be carried out jointly with a social assistance agency and/or the private sector.

Three winners and many detectives

Of the nearly 200 projects that entered the competition, 12 were selected for further consideration. The €45,000 prize was ultimately shared by three projects: *Runder Tisch zur Prävention von Kinderunfällen in Dortmund* (Roundtable on the Prevention of Childhood Accidents in Dortmund), the initiative *FLUG – Flucht und Gesundheit* (FLUG – Escape and Health) in Freiburg and the initiative *Kinder fit machen* (Getting Children Fit) in Hoyerswerda. The Berlin program *Kiezdetektive* (Neighborhood Detectives) received an honorable mention and a prize of €5,000.

The success of these projects speaks for itself: The activities of the Dortmund roundtable, which is sponsored by Germany’s Child Protection Association, resulted in a 41-percent reduction in the number of children injured in traffic accidents over a period of 10 years. The FLUG initiative focuses on providing support for refugees and immigrants, a group with particularly severe physical and psychological issues. Organized by the Red Cross in the southwestern region of Baden, this project offers help in a number of areas, particularly those relating to HIV and AIDS. In the *Kinder fit machen* initiative, the sports association of the city of Hoyerswerda works with children between the ages of three and ten to help them learn to enjoy physical activity, which also enhances their self-esteem. Last but not least, *Kiezdetektive*, a project run by local authorities in Berlin’s Friedrichshain-Kreuzberg neighborhood, offers children from socially disadvantaged families the opportunity to help shape their environment by “investigating” their neighborhood and identifying problems.

An important tool

“The German Prevention Prize is an important tool for making prevention and health promotion an integral part of our society,” observed Rolf Schwanitz, parliamentary state secretary at the Ministry of Health, speaking at the award ceremony. As of 2008, this Bertelsmann Stiftung initiative will continue for an additional three years under the auspices of the Center for Health Education, the Ministry of Health and the Manfred Lautenschläger Foundation, a new partner in the project. ■

Healthy work environments – Healthy people

Networks and pilot regions

Most Germans go to work even when they are sick. Those were the findings of a representative survey conducted by the Bertelsmann Stiftung's *Gesundheitsmonitor* (Healthcare Monitor) and published in July 2007. During the preceding 12 months, the study found, 71 percent of Germans had gone to work while ill at least once. A full 46 percent reported having done so more than once – often against the advice of a doctor. Were they acting out of fear? Or a sense of obligation? In times of globalization and demographic change, people find themselves torn.

Ideally, work should mean finding personal fulfillment while making a living. It also means responsibilities and opportunities for self-development, as well as feelings of dependence, time pressure and stress. What is a healthy work environment? This question has given rise to considerable discussion, research and debate.

Regional networks for businesses

As German society ages, its businesses will only remain competitive if their workers stay productive as they grow older. "Right now we're in excellent shape," says Michael

Kay, owner of the Kay Druck und Medien printing company in Kreuztal. "But we're all getting older. To ensure we have a healthy workforce 10 years from now, we need to take action today."

Through their joint initiative *Gesunde Arbeitswelten im demographischen Wandel* (Healthy Working Conditions in Demographic Change), the Bertelsmann Stiftung, the Hans Böckler Foundation and the INQA initiative are helping small and mid-sized business maintain the health of their workforces as their employees age. To achieve this goal, the initiative is developing regional networks to improve access to health management resources and to provide companies with a set of "building blocks" for healthy aging.

Through the initiative, companies form working groups to discuss their experiences and how best to deal with the impacts of demographic change such as an aging workforce. The working groups also include input from experts, thus providing members with a range of opportunities to learn more about practical, proven solutions.

Health as a corporate strategy

The initiative's networks are currently being tested in cooperation with the Institute for Social Research and Social Economy in the pilot regions of Siegen-Wittgenstein and Brandenburg. An initial conclusion: Physical complaints are often the result of psychological pressures and work-related stress. In most cases workers feel overwhelmed by their responsibilities – a problem that can often be addressed by additional training. The Siegen-based GSS health service, for example, holds regular skills-enhancement courses for employees. "We prefer to think about how we can do better while things are still going well, rather than wait until we're having problems," says Willi Ax, director of the St. Elisabeth Retirement and Nursing Home, which is part of the GSS group. One of the group's helpful innovations: having separate computer classes for people over the age of 49, a setting that boosts the participants' willingness to ask questions.

Financial incentives can also play a health-promoting role by recognizing a worker's dedication. For example, through Seneca, the retirement accounts system implemented by the construction technology firm Ejot Holding located in Bad Berleburg, employees may accumulate up to five hours of additional work time beyond their regular 35-hour week, depending on work levels at the company. The time is then credited to a "flex account." Once a year, the value of the extra hours is calculated and the financial equivalent deposited in a retirement fund. "If an employee accumulates the maximum amount for 30 years, it adds up to roughly an addi-



Continuing education helps companies keep their aging employees fit for the future.



2007 German Prevention Prize:
Dr. Brigitte Mohn (right) of the
Bertelsmann Stiftung presents an
“honorable mention” to Berlin’s
Neighborhood Detectives.

Resources

Growing up healthy

Every year since 2004, the German Prevention Prize has focused on a specific aspect of health-related prevention. The topic for 2008 is “Growing up healthy – A holistic approach to promoting the physical, psychological and social development of preschool children.” Prizes totaling €50,000 will be awarded to the most deserving programs achieving this goal. German Minister of Health Ulla Schmidt is serving as the competition’s sponsor. The 2007 competition recognized initiatives in Dortmund, Freiburg and Hoyerswerda.

www.deutscher-praeventionspreis.de

Pilot region Siegen: In good shape for demographic change

What challenges does demographic change pose for the business community? Roughly one in three workers in Germany will be over the age of 50 in the year 2020. Studies show that as long as they remain healthy, older people are at least as productive as their younger colleagues. Taking the pilot region of Siegen-Wittgenstein as an example, the project brochure *Gesunde Arbeitswelten im demographischen Wandel* (Healthy Working Conditions in Demographic Change) shows what companies can do today to help their aging workers remain productive.



tional €900 per month after retirement,” explains Winfried Schwarz, managing director at Ejot.

Best practice in East Westphalia

“Do we have to worry about that, too?” That is often the cry at smaller enterprises, where the issue of employee health tends to get lost in the shuffle, since many such businesses lack the necessary resources and their owner-operators have very little time to spare. To fill this gap, the Bertelsmann Stiftung has launched *Fit im Handwerk OWL* (Keeping the Trades Fit in East Westphalia-Lippe), an initiative designed to improve the health of workers in the skilled crafts industry. The project initiative was launched in November 2007 at a regional conference on demographic change titled “The aging workforce: A competitive advantage.”

In raising awareness of employee health, the initiative starts at the top by asking: Is the boss in good shape? Next the company’s overall situation is assessed, and a plan to promote enterprise-wide health is drawn up with input from the employees themselves.

Organizations serving as partners for this project include the Chamber of Crafts and Trade of East Westphalia-Lippe, the Center for Innovation in the Health Economy, the United Trade Guild Health Insurance Funds and the Saluto company. ■

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Physicians as partners

Praxissiegel Foundation

Wolfgang Blank is a physician – a man with boundless energy, the father of three daughters and a university lecturer. “When an innovative idea appears, I check to see if it’s something I can use,” he says. When the concept of quality management came up a few years ago, the 42-year-old general practitioner viewed it not as a pesky burden, but as an opportunity for improving his rural practice in the Bavarian Forest.

Blank first learned of the European Practice Assessment (EPA) in his capacity as a lecturer in General Medicine at Munich’s Technical University. At Göttingen’s AQUA institute, he then obtained more detailed information about the quality management system, which works with medical practices in deploying a catalogue of indicators and quality-enhancing tools such as personal visits, patient interviews, team discussions and anonymous surveys. “I found it to be very exciting,” he says. “EPA is designed for doctors to implement themselves. It’s not imposed from on high.”

Quick improvements

A Bertelsmann Stiftung study published in July 2007 shows that the European Practice Assessment raises awareness of quality-related issues and improves cooperation within a medical practice. Of the physicians surveyed, 87 percent report that the EPA motivated them to focus more on improving quality. For example, the EPA has triggered many improvements in the group practice of Blank and his colleagues, Thomas Oldenburg and Jörg Schüren, which is located in the town of Kirchberg im Wald. They range from increased hygiene awareness and shorter waiting times to regular continuing education events and team meetings.

The physician as the patient’s partner

“It was fascinating to have someone come in and give us an outsider’s view of our practice,” Blank says, recalling the visit from the EPA evaluator three years ago. The first time the EPA was conducted, in 2004, the

2007 Healthcare Monitor

What experiences have Germans had with their health system? What are their attitudes toward reform? Every six months the Bertelsmann Stiftung surveys a representative cross section of the population. It also surveys physicians in private practice once a year. Since 2004, the “Gesundheitsmonitor” (Healthcare Monitor) has been providing the public with clear, comprehensible information on the state of outpatient medical care in Germany. In 2007, the monitor focused on the quality and transparency of healthcare, as perceived by patients. It examined the healthcare problems encountered by people with chronic conditions and compared the experiences of those covered by private insurance to those covered by the country’s compulsory health insurance system. It also provided an impact assessment of recently imposed treatment fees. The “Gesundheitsmonitor” is published by the Verlag Bertelsmann Stiftung.



www.bertelsmann-stiftung.de/verlag

Healthcare in the year 2020

What will healthcare look like in Germany in the year 2020? What health issues will people be concerned with? In the third issue of its magazine “TwentyTwenty”, the Bertelsmann Stiftung looks at emerging health trends. Focusing on one family, it presents a snapshot of daily life in the year 2020.

group’s practice met only 69 percent of over 200 standards; the Praxissiegel Foundation seal of approval is given for a score of at least 50 percent. “We lacked job descriptions for our staff, plans for continuing education, a complaint registration system and an emergency number on the door,” remembers Blank. The team was inspired to improve. “It turns out to be fun,” he says, “especially since our progress is visible every day.”

The positive attitude toward quality management is in keeping with how Blank seeks to treat his patients, since he considers himself a service provider. “I am a partner to my patients,” he says. He wants to involve them in making decisions, rather than dealing with them from a position of superiority. This requires transparency in the practice’s organization, procedures and requirements. Accordingly, the practice website contains not only the group’s philosophy, but also information on the range of treatment provided by its physicians – from preventative measures such as electrocardiograms and post-tumor checkups to education for patients with diabetes. By making use of regular continuing education programs, internal and external feedback discussions and state-of-the-art quality management techniques, the team “ensures that its work is carried out at the highest possible level,” as the website puts it.

The practice has just been recertified by the Praxissiegel Foundation – the first in Germany to achieve that goal. “We hauled out our documents from the first round,” says Blank, “and took another look at the items we hadn’t yet addressed.” The team was able to remedy many of the problems quickly, and this time the practice fulfilled 95 percent of the requirements. Particularly surprising was the job satisfaction reported by all three physicians: 100 percent. ■

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Praxissiegel Foundation

A joint initiative of the Bertelsmann Stiftung and the healthcare assessment organization Topas Germany, the Praxissiegel Foundation is a neutral institution that promotes quality and transparency in the healthcare system. The nonprofit organization works independently and is not beholden to the special interests of trade associations, healthcare sponsors or the business community. It awards the Praxissiegel Foundation seal of approval to medical practices that demonstrate a commitment to highest-quality care by applying recognized quality management techniques. Some 850 medical practices in Germany have been awarded its seal of approval to date.

www.praxissiegel.de



The doctor as the patient’s partner: The Praxissiegel Foundation has developed more than 200 indicators to assess the quality of care in medical practices.

Modern government

The rate of social change is rising dramatically – requiring government to respond more quickly as well. The extent to which these responses are successful depends on a variety of factors. Whether it is a matter of revamping federalist structures, dismantling bureaucracy, or setting budgets, studies have shown that modern governance methods can expand the possibilities for reform.





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Efficient regulation:
Administrative costs have
begun impacting Europe's
attractiveness as a business
location.

Bureaucratic costs: Next steps for Europe

Agenda: Modern Regulation

Efforts to reduce the costs stemming from bureaucracy on a European scale began in earnest throughout Europe in early 2008. Together with its fellow EU Council presidents, Portugal and Slovenia, Germany is continuing to advance the initiative “Better regulation in Europe.” Reducing administrative costs is the first step toward creating an efficient, modern system of government regulation.

International studies conducted by the OECD, the World Bank and the EU have repeatedly shown that Germany has a higher-than-average administrative burden. Although reducing excess bureaucracy has long been on the political agenda, so far only isolated steps have been taken and have hardly made a dent in compliance-related costs. The problem is the lack of reliable data on the exact costs and where they arise, as well as the lack of an overarching, robust procedure for dealing with them.

In its project *Agenda Moderne Regulierung* (Agenda: Modern Regulation), the Bertelsmann Stiftung is analyzing and testing methods and tools that might be helpful in this context. Bureaucratic costs are measured using the Standard Cost Model developed in the Netherlands. The goals are to make the costs stemming from regulatory measures transparent, develop a finely calibrated set of tools, structure procedures for objectively measuring costs and create a vision of state-of-the-art regulation.

Regulatory Control Council as watchdog

Based on its counterpart in the Netherlands, Germany’s National Regulatory Control Council began its work in 2007 as the most important tool in the fight to reduce bureaucracy and its costs. It is intended to serve as a watchdog, ensuring, for example, that the compliance costs of legislation are considered before draft versions are examined at the ministerial level. “We are a monitoring body that works closely with all involved parties,” said Wolf-Michael Catenhusen, vice-president of the council.

Building regulations

Bureaucratic costs are a factor determining how attractive a particular location is for doing business. So far, 13 of 16 German states have undertaken initial assessments of their bureaucratic costs, and 6 have closely studied the compliance obligations contained in their building regulations. As Dr. Johannes Meier, member of the Bertelsmann Stiftung Executive Board, has pointed out, although the process often reveals potential savings, that in itself does not lead to a reduction in bureaucracy. “The exciting part comes when the red tape starts to fall away,” he says. “Our ultimate goal, however, is to change the mindset of policymakers and public administrators.” ■

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Advancing the federal-state learning process

Federalism in the European and global context



Empty public coffers? Underfunded pensions? Consolidating budgets and reducing debt can improve prospects for coming generations.

Redistributing responsibilities and financial resources between Germany's federal government and its states is a regular focus of reform efforts, since there is an ongoing need to reconcile their conflicting interests. Stage II of the country's federalism reform program seeks to modernize the financial relationship between both levels. Although federal-state structures need to be considered as a whole when it comes to public finance, the Bertelsmann Stiftung's *Schuldenmonitor* (Public Debt Monitor) has shown that consolidation can also be carried out separately at the federal and state levels.

Through its project work, the Bertelsmann Stiftung wants to contribute to the current debate on how to reform financial relations between the federal government and the states. Together with the Konrad Adenauer Foundation and the Tübingen-based European Center for Research on Federalism, it organized a conference in September 2007 on “Federalism Reform Stage II – Reorganizing financial relations in the German federalist system.” Held in the Italian town of Cadenabbia on Lake Como, the event was part of the foundation’s *Aktion Demographischer Wandel* (Demographic Change Campaign) and brought together politicians from the federal, state and local levels as well as academic specialists to analyze the current situation and consider possible approaches to reform. Their conclusions:

Resources

Forum on employment contract legislation

"We need an understandable and workable labor code. This is an ambitious but worthy goal," said Ronald Pofalla, secretary-general of Germany's Christian Democratic Party, at a panel discussion held by the Christian-Democratic Workers of Germany and the Bertelsmann Stiftung in September 2007 in Berlin.

The Bertelsmann Stiftung asked Prof. Martin Henssler and Prof. Ulrich Preis of the University of Cologne to draft a new labor code governing employment contracts in Germany as a way of streamlining the country's labor laws. They proposed eliminating seven laws with a total of 183 sections, and they also codified substantial portions of case law for the first time. The German Association of Legislation recognized their innovative efforts, awarding them first prize in the category Outstanding Legislation.

Through the website www.arbvg.de/forum, the Bertelsmann Stiftung has established a platform for discussing the new employment contract legislation. It is open to all interested parties, including business leaders, employees, legal professionals and policymakers.

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www.arbvg.de/forum

Germany’s federalist system must begin producing consolidated budgets while responding to global challenges – and must do so before Solidarity Pact II expires, the agreement that provides financial support to Germany’s eastern states.

Consequences of demographic change

In coming years, the topic of sustainable budget consolidation will remain on the agenda at all three levels of the federal system. Any comprehensive approach to reform must thus anticipate the budgetary consequences of demographic change as well as the extraordinary impact demographic shifts will have on Germany’s eastern states as of the year 2020. In addition, the trend toward international benchmarking will undoubtedly place various unique aspects of Germany’s tri-level system in question. One key issue that remains to be resolved is whether it is constitutional to prohibit new debt at all three levels.

Federal financial report

While per-capita debt is increasing, tax revenues are declining, since there are fewer taxpayers as well as fewer workers contributing to social insurance programs. This is particularly true in the eastern states of Mecklenburg-Western Pomerania, Brandenburg, Saxony-Anhalt, Thuringia and Saxony, as well as in Berlin. Since Germany’s system for distributing financial resources is

based on population, these states – already constrained financially – will also receive less money as their populations shrink.

By presenting a report on Germany’s financial and budget structures, the Bertelsmann Stiftung wants to show who the winners and losers will be within the country’s federalist system as demographic shifts continue. In addition, an Internet-based platform is being developed to facilitate an exchange of best practices among states, thereby advancing learning processes between the federal government and the states.

Nearly every European country will have to find new ways to deal with the effects of demographic change. Financial and budget policies are particularly problematic, since a shrinking population means that public debt rests on ever fewer shoulders. ■

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“Wegweiser Demographischer Wandel”
Demographic change affects every community in Germany. Its impact is first felt at the local level in a number of ways: an aging population, a decline in the number of inhabitants, an increase in immigration. Through its statistics, forecasts and detailed demographic analysis of every community in Germany with a population of 5,000 or more, the “Wegweiser Demographischer Wandel” (Guidebook for Demographic Change) is an important decision-making tool for community leaders.



www.wegweiserdemographie.de
Assistance for more than just communities: The Bertelsmann Stiftung’s “Guidebook for Demographic Change” is available in electronic and print versions.

Germany’s economic policies under scrutiny

Reforms as an engine for growth



The global economy is becoming increasingly inter-connected. Europe is uniting politically. To stay competitive in this environment, Germany will have to adapt its social and economic policies, and then reassess its position at regular intervals to counter any new challenges that arise. In other words, reform is on the agenda. The public, however, will only go along if it is clear why reforms are needed.

How competitive is Germany relative to other countries? Whose programs are most effective in combating unemployment? Which factors promote growth? These are some of the questions examined by the Bertelsmann Stiftung in its *Internationales Standort-Ranking* (International Employment and Growth Ranking), which compares economic conditions in 21 industrialized countries. The ranking is published once every two years, with updates released twice a year.

The long-run benefits of wage restraint

The spring 2007 ranking produced a positive overall assessment of economic developments in Germany. While the fact that investment is at its highest level since 1992 does not constitute an economic turnaround in itself, it gives reason to hope that Germany will be able to overcome its extended period of weak economic growth. In the ranking, the Bertelsmann Stiftung concluded that the restraint exhibited in wage negotiations over the past few years has contributed to the upswing in Germany’s labor market, and it thus recommends continuing this moderate approach. A look abroad shows that countries such as Spain and the UK, where the rewards of higher productivity have not been passed on in their entirety to workers in the form of higher wages, have managed to achieve more substantial increases in employment.

In light of the current favorable economic climate, however, it is vital that additional long-term reforms be carried out now. These might include further reducing public debt, ensuring the country’s insurance program for long-term care is on a solid financial footing, and reorganizing the structures for distributing funds between the federal and state levels.

Cross-border workers do not reduce job prospects for others, as can be seen in countries such as the UK, Ireland and Sweden.

Benefits of immigration for growth and employment

According to the autumn 2007 ranking, the fact that workers can more easily enter the country from the new EU member states in Central and Eastern Europe will alleviate the lack of skilled workers over the short term. At present, Germany’s interim agreements grant workers from these countries only limited entry – a restriction imposed by only five other members of the former 15-member EU. A more open policy is likely to have a number of positive impacts, including an increase in gross domestic product and employment, since the jobs taken by immigrants create additional jobs, for example, in the service sector.

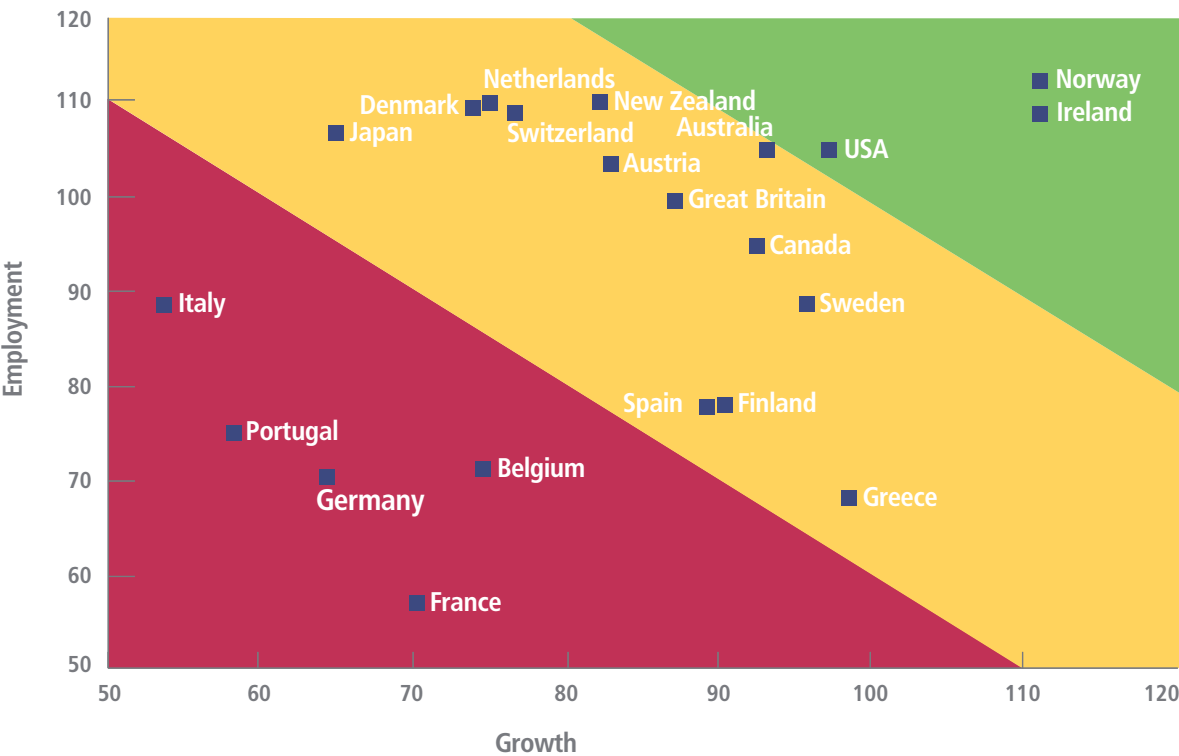
The fears of labor market dislocations have not been borne out by the experiences of other countries. In the UK, for instance, immigration from the new EU members has not led to increased unemployment or declining wages, despite many immigrants having low-level skills. In Sweden and Ireland – where skill levels among immigrants tend to be higher – there has also been no sign of displacement effects. ■

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International Employment and Growth Ranking:
Which countries are leading the pack?

Points awarded for successful policy implementation



Competence, communication and calculation

Optimizing political reform processes



Life in a media democracy requires speedier answers and faster decisions – and often results in politically motivated, ad-hoc responses. With its project *Optimierung Politischer Reformprozesse* (Optimizing Political Reform Processes), the Bertelsmann Stiftung wants to help Germany’s policymakers plan and implement reform processes in a more strategic manner. It focuses less on finding solutions to current problems, but on enhancing problem-solving skills.

Empirical studies carried out by the Bertelsmann Stiftung have shown that neither the need for change nor the specific characteristics of any given political system determine the extent to which a reform effort is successful. What is decisive is the “art of government” – the strategic skills that political actors have at their disposal. Such skills, the studies show, are crucial in determining whether the path to change is blocked by prevailing forces and conflicting notions of reform.

At their fingertips: The “art of governance” as practiced by policymakers determines whether reforms are successful – not how pressing current issues are.

Resources



Benchmarking Germany’s states

Working together with a group of experts under the leadership of Würzburg economist Prof. Norbert Berthold, the Bertelsmann Stiftung has developed an extensive set of analytical tools designed to compare the economic and social policies of Germany’s individual states. Findings are published every two years, with the most recent study released in 2007. The 2007 study focused on the states’ activities and achievements, examining the areas of security, income and employment.

The comparison shows that Saarland has been particularly successful in implementing change and is now in the green range for all of the dimensions studied. Despite high levels of public debt, this once-struggling state has shown that it is possible to deal with structural change by promoting innovation and taking advantage of the opportunities the global economy has to offer.

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If their reforms are to succeed, policymakers need to keep three dimensions in mind, namely the three Cs of strategic policy formation: competence, communication and calculation. Methods adapted from the business and scientific communities can be helpful as well – for example, the development of future scenarios, the systematic analysis of interest groups and possible resistance to reform, and the use of modern management and communications structures.

Communicating reform

In German politics it is assumed that reformers will not be reelected. Yet examples from other countries – such as Denmark’s successful restructuring of its labor market, the innovative employment and social policies implemented in the UK and Finland, and Sweden’s fundamental reform of its pension system – show that trust-building communications campaigns can mobilize voters to support reform.

Successful communications strategies include a number of factors: a positive overall message, the credible, appropriate and inspiring use of language, and realistic management of expectations. In addition, policymakers must describe clearly the stages of reform and the legislative measures to be taken, placing them in the con-

text of the overall goal. Such guidance is crucial if a reform initiative is to succeed.

Not a one-way street

To achieve its goals, political communication requires more than just a massive increase in the number of PR specialists employed by government ministries. Political communication is, after all, not a one-way street. Dialogue – both externally with the public and internally within policymaking structures – can contribute significantly to its success. Unless a reform policy takes strategies for internal and external communications into account from the start, it puts the process of social change at risk – by undermining confidence in government institutions. ■

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2007 International Ranking
How competitive is Germany relative to other countries? The “Internationales Standort-Ranking” (International Employment and Growth Ranking) has been comparing growth and employment in 21 industrialized countries since 2004. The data are updated twice a year using a broad range of benchmarks.



Communicating reform – A challenge for policymakers
If political parties and policymakers want to remain viable strategic players and secure majorities for their programs, they need to make communication one of their core concerns. The publication “Reformen kommunizieren” (Communicating Reform) offers a series of articles written by experts in the field, providing an overview of the problems currently hindering political communications in Germany.


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Reform programs, federal chancellery included
“Zukunft Regieren” (Governing for the Future) is the title of the series published by the Bertelsmann Stiftung documenting its project work focusing on optimizing political reform. Published in the summer of 2007, the third issue focuses on reforms aimed at institutionalizing strategic governance. Articles include “Ressortübergreifende Steuerung politischer Reformprogramme” (Inter-Ministry Control of Political Reform Programs) by André Kaiser of the University of Cologne, and “Das Bundeskanzleramt als strategische Machtzentrale” (The Federal Chancellery as a Center of Strategic Power) by Roland Sturm and Heinrich Pehle of the University of Erlangen-Nuremberg.

Our neighbors and ourselves

Intercultural exchange transcends borders



We live in an era of global diversity, one marked by cross-border trade, finance, media and migration. Foreign cultures are right next door – in the community, at school and at work. To understand other cultures, it is important to listen, observe and assess. Intercultural competence requires taking different points of view and becoming aware of other cultural or religious beliefs. When we overcome borders we can open to what is new and different.

– Learning from each other



Our neighbors and ourselves – Learning from each other

Intercultural exchange transcends borders



For centuries, people have felt comfortable in their cultural communities; they have found security in familiar and

accepted rules of behavior and in the transcendental promises they derive from their religions. As Reinhard Mohn pointed out in his book *Geistige Orientierung als Grundlage der Gemeinschaftsfähigkeit* (A Spiritual Orientation as the Foundation for Community), human beings have an anthropologically rooted yearning for a well-functioning and humane social order. In his view, this is where society needs to begin as it seeks a new, sustainable spiritual orientation.

If the citizens of the world community are to live together in harmony, they must agree on certain fundamental values. Even in an era of globalization, however, it is proving difficult to find common ground, despite an ever expanding network of international ties. How much does religion influence our thinking and behavior? Can it still contribute to social cohesion? These are the questions the Bertelsmann Stiftung seeks to answer in its new project *Die Rolle der Religion in der modernen Gesellschaft* (The Role of Religion in Modern Society).

Building bridges

Since the challenges of global change know no borders, an understanding of other cultures is critical if international activities in the business, political or social sphere are to prove successful. It is Liz Mohn’s hope that the Bertelsmann Stiftung’s International Cultural Forums will help bring more insight and a global perspective to these areas. “We want to build bridges,” she says. Asia is already changing the world, and its influence continues to expand. Most Germans recognize this development and believe that their country is not well prepared to deal with the resulting changes.



One of the most difficult challenges of our time is facilitating peaceful transitions to more democracy and socially oriented market economies. The Bertelsmann Transformation Index, which releases country reports and rankings for 119 nations around the globe, offers information on promising strategies for achieving this all-important goal.

Europe’s role in the world

Europe is not an island, but part of an increasingly inter-connected global community. It competes politically and economically with established and emerging nations. The European Union has no other choice: It must learn to speak with one voice if it is to take on a greater role in the world. A majority of both Americans and Europeans are convinced that closer cooperation with the United States can be helpful in this context and would like to see increased transatlantic cooperation, as a survey conducted by the Bertelsmann Stiftung in the spring of 2007 revealed.

The globe’s best reforms

Learning from the best in the world: For 20 years now, the Bertelsmann Stiftung has looked beyond Germany’s borders to identify worthy competitors for the Carl Bertelsmann Prize, carrying out an international search for successful approaches to social problems. It also brings people from all over the world together to learn from each others’ experiences – whether at the Brussels Forum, at meetings of the Global Policy Council, at the International Regulatory Reform Conference or at gatherings of the Transformation Thinkers program. In the future, the Bertelsmann Reform Index will also give Germany more insight into its neighbors by analyzing developments in the 30 OECD member countries and providing information on the status of their reform efforts. Globalization knows no boundaries. Welcome to one world! ■

Dialogue without borders

All too often – and not only in Germany – the unfamiliar is considered suspect. Anxiety about immigration, Islamic fundamentalism and China’s growing economic power are symptomatic of our time. Such fears are rooted in the realities of terrorist attacks, shady global financial dealings and competition from low-wage countries. Fear of the unknown is debilitating – it shakes our faith in an open and pluralistic society while blinding us to the opportunities offered by the diversity that derives from these very differences. After all, the unfamiliar and new are the driving forces behind innovation, change and growth.



Welcoming visitors on the “Day of the Open Mosque”: Young people are naturally curious when it comes to different religions and cultures.



Reason – God’s scale on earth

Religion and intercultural diversity in the 21st century

Globalization and its impacts have triggered widespread anxiety. People clearly need guidance. More and more, they are finding that only a clear system of values can give them the grounding they need in life. Reinhard Mohn, founder of the Bertelsmann Stiftung, has often pointed out how important a spiritual orientation is for social cohesion, noting that values are not the exclusive domain of religion, but also play a key role in all social institutions. Ultimately, values are what hold society together.

Salzburg Trilogue

Christian claims to exclusive truths, coercive proselytizing and Islamic fundamentalism bear no witness to interfaith understanding. Although different religions are in agreement in affirming the need for justice, charity, love and peace, efforts to bring about an interfaith dialogue frequently fall on less than fertile ground. These were thoughts that inspired Liz Mohn, Dr. Ursula Plassnik, Austria’s minister for European and International Affairs, and Dr. Wolfgang Schüssel, former Austrian chancellor, to chose “Paths and pitfalls of interreligious understanding” as the theme of the 2007 Salzburg Trilogue.



*“Morality proves itself through deeds,
not belief.”*

Rabbi Eveline Goodman-Thau



Liz Mohn, Dr. Wolfgang Schüssel (center) and conductor Daniel Barenboim discussed the “Paths and pitfalls of interreligious understanding” at the 2007 Salzburg Trilogue.

At the event, renowned conductor Daniel Barenboim spoke about his West-Eastern Divan orchestra, evoking a “vision of reconciliation.” For the past eight years, he has been bringing together young musicians from the Middle East and Israel to play in a single ensemble. “This requires not only striking a balance between reason and emotion, but also listening and playing at the same time,” said Barenboim. Music allows numerous talents to meld into a single whole, he said, and it teaches young people how to make constructive use of their differences while working toward a common end.

Morality through deeds, not belief

“Reason is God’s scale on earth.” This quotation from the Muslim theologian Muhammad al-Ghazali was chosen as the guiding thought for discussions at the Salzburg Trilogue. The participants, representing the world’s major faiths, underscored the special responsibility the monotheistic religions bear for life in the Middle East. Rabbi Eveline Goodman-Thau of Jerusalem stressed that these religions must take a stand for peace and against war. “Morality proves itself through deeds,” she said, “not through belief.” Mustafa Ceric, grand mufti of Bosnia and Herzegovina, pointed out how important the Middle East in general and Jerusalem in particular are for the three major monotheistic faiths. Every believer must recognize that there are different religions and dif-



Umar Farouk Mohammed, staff member at the Interfaith Mediation Center in Kaduna, Nigeria, contributed to the cross-cultural debate at the 2007 Salzburg Trilogue.

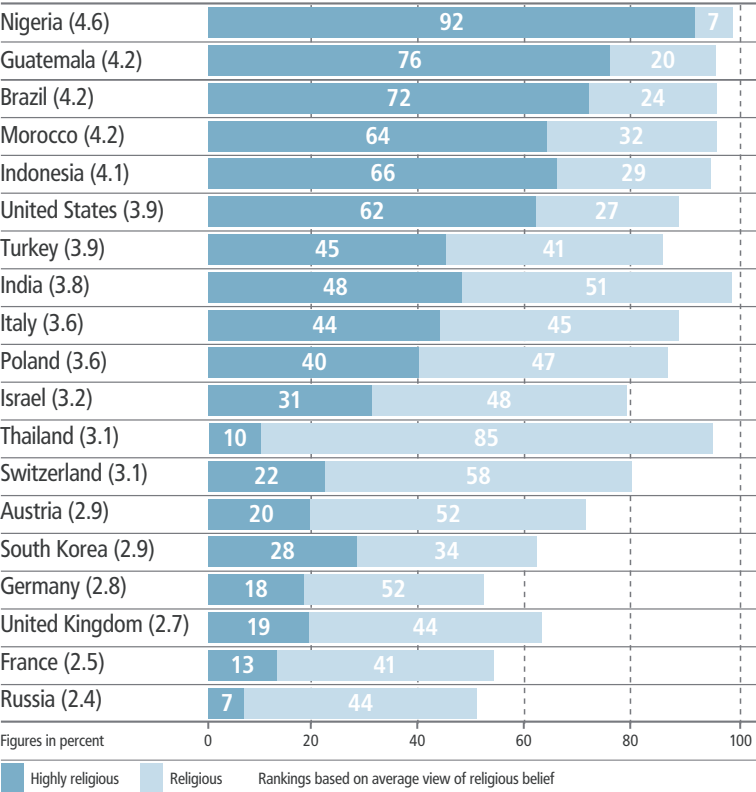
ferent conceptions of reason, he said, and that only unity in religious diversity can bring peace. Speaking to the participants, Cardinal Walter Kasper noted that it is imperative for religions to defend their claim to absolute truth, but that they should also take advantage of their ability to promote reconciliation by encouraging an appreciation of other faiths.

The example of Nigeria

The Interfaith Mediation Center in Kaduna, Nigeria, which has proved successful at dealing with multiethnic and multireligious conflicts, was singled out at the event as being a model of interreligious understanding. It was founded by Imam Muhammad Ashafa and Pastor James Wuye, two spiritual leaders who started out as enemies, in an effort to build a bridge between Christians and Muslims. As both leaders have pointed out, civil rights organizations do more to prevent terrorist activities in Nigeria than do security forces.

“Religions are an important resource for dealing with the great challenges of our time. Their task is to seek solutions and find a balance between reason and faith,” Schüssel noted in his closing address. “Political life in Europe has left a spiritual vacuum, and it is therefore no wonder that society is experiencing a resurgence of religious faith.”

Religion Monitor: “To what degree do you consider yourself religious?”



In parentheses: Country averages on a scale of 1 to 5 | BertelsmannStiftung



European-Asian dialogue: Values such as respect, partnership and team spirit can only be realized by working together.



Dimensions of belief

It is evident that, once again, religion is gaining importance – for individuals in their own personal development and as a basis for promoting social cohesion. Speaking at a panel discussion in November 2007 on the topic “Does education need religion? Does religion need education?” Prof. Theresa Wobbe, who holds the chair for Sociology of Gender at the University of Erfurt, observed, “People today see religion as a source of identity, and they want holistic learning opportunities that go beyond utility-based thinking.” Prof. Maria Widl of the University of Erfurt’s Department of Pastoral Theology and Religious Education maintained that “culture is simply inconceivable without religion; conversely, the monotheistic religions, at least, belong in the public sphere, since they share responsibility for shaping culture and society.” As Widl pointed out, this also raises the fundamental question of what religion and religious communities can do to prevent the breakdown of social relationships.

International Religion Monitor

Do such developments constitute a renaissance of religious faith? How important is religion for ensuring a stable society? These are topics addressed by the Bertelsmann Stiftung project *Die Rolle der Religion in der modernen Gesellschaft* (The Role of Religion in Modern Society). As part of the project, the foundation’s first Religion Monitor surveyed more than 21,000 people from 21 countries, representing all of the major faiths. This ambitious empirical research effort posed 100 questions, collecting information on six core aspects of religious faith around the globe: interest in religious matters, belief in God or a divine power, public and private religious practices, religious experiences and the relevance of religion for everyday life.

For Germans, God matters

As the Religion Monitor also ascertained, one in five German citizens is highly religious. Indeed, religious belief and piety are far more widespread than is generally assumed. According to the survey, some 70 percent of Germans can be described as religious; only 28 percent report that religion plays no role at all in their lives. Nor is there evidence that secularization is gaining ground in the population at large. Moreover, Germany is home to a wide range of religious attitudes and identities that differ widely depending on gender, age group and region.

What insights can be derived from these data? According to project manager Dr. Martin Rieger, “It’s clear that we cannot conclude that religion is dying out in Germany, as many would have it. On the other hand, we are also unable to confirm that a religious renaissance is taking place, for example among young people. We will not know more until the next Religion Monitor survey is carried out.”

Many people are highly religious

German attitudes are in keeping with trends in Western Europe. Relatively speaking, there are far more religious people in Switzerland, Italy and Poland than in Germany, and fewer in France and the United Kingdom. There is a fundamental difference between Europeans and Americans, however. According to the survey, 89 percent of respondents in the United States can be classified as religious, and 62 percent of those are highly religious. Among the most religious countries in the world are Nigeria, Brazil, India and Morocco. As the Religion Monitor showed, more than 96 percent of people in those countries are believers.

Strong attachment to religion also appears to be of substantial benefit to civil society. When asked whether they were involved in unpaid volunteer work, 19 percent of nonreligious people in Germany and 26 percent of those who were moderately religious said yes. Of highly religious respondents, nearly one in two – 43 percent – reported that they engaged in volunteer work. Further waves of the Religion Monitor survey are to follow with the goal of providing a differentiated picture of global trends – thereby promoting new perspectives for inter-faith dialogue and the skills it requires.

Living values

As an appreciation of cultural diversity becomes more common in everyday life, intercultural competence increases in importance. An appropriate, effective dialogue with other cultures requires an openness to and curiosity about what is unfamiliar, as well as an appreciation of diversity. The Bertelsmann Stiftung’s 2007 Business Summer School, geared to both experienced and rising German executives, provided new ideas for achieving a values-based corporate culture that also focuses on partnership. As Rasmus Bleckmann, head of business development at Commerzbank, concluded at the event, “It is only when people work together that values like respect, partnership and team spirit take on real



meaning.” To ensure that they are part of everyday experience, he plans to make discussions of such values – as they impact attitudes, conflicts and learning processes – a regular part of his company’s agenda.

Managing globalization

The management conference “Leading into the future,” held in November 2007, focused on how businesses and policymakers can manage globalization-related trends. Participants discussed a number of issues, including the direct consequences globalization has had so far and the risks posed by resurgent nationalism, demographic developments, international terrorism and climate change. A consensus was quickly reached that it is indeed possible to shape globalization in a positive way and that making others aware of this possibility is, in itself, a beginning. The attendees also agreed that companies need to maintain high international standards – in their products, processes and ethics, as well as in the

way their employees work together – and that promoting an open corporate culture is one way to do so. “Companies need innovative and productive workers in order to meet the challenges of global competition,” Liz Mohn said at the event, “and they need a new awareness of their social responsibility.” ■

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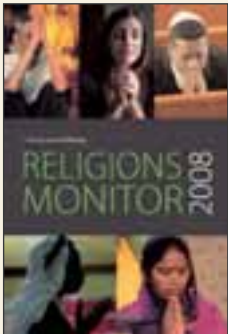
Values and social cohesion

The book “Werte. Was die Gesellschaft zusammenhält” (Values: What Holds Society Together) was published in 2006 in honor of the 85th birthday of Reinhard Mohn, founder of the Bertelsmann Stiftung. It contains articles by 16 authors on values as a means of support and guidance, particularly in a time of ever-accelerating globalization.

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Values-based management

Most university professors teaching in the field of business management are interested in imparting values to their students, not just technical information – although this attitude is shared by relatively few in Germany. This is one of the findings of a study conducted by Hannover’s Leibniz University and commissioned by the Bertelsmann Stiftung that surveyed over 1,700 professors in 18 countries. The study was published by Logos Verlag, Berlin.



Assessing belief

How religious are you? The Bertelsmann Stiftung’s Religion Monitor asked this question of more than 21,000 people in 21 countries. Background information on the survey, country-by-country results, survey reports and plans for expanding the monitor are all available at:

www.religionsmonitor.de

Those interested in comparing their own level of religious belief may participate in the online survey at:

www.religionsmonitor.com

The 2008 Religion Monitor (in German) is now available from publisher Gütersloher Verlagshaus.

Resources



One world, many dreams

International understanding in the Middle East and Asia

Multifaceted, confusing, contradictory: This is how *Focus* magazine correspondent Till Behrend describes his picture of Israel. He was one of the participants in the 2007 German-Israeli Young Leaders Exchange. The Bertelsmann Stiftung has been promoting German-Jewish exchange and drawing attention to problems in the Middle East since 1992. In 1995 it launched its Kronberg Talks, which examine developments in the Mediterranean region, and expanded its focus to Asia in 2001. After holding the first International Cultural Forum in Cairo, it has gone on to organize other events – in Tokyo in 2001, in Beijing in 2004 and in New Delhi in 2005 – to gain further insight into life in this key global region.

Subdued hopes in the Middle East

German-Israeli encounters: In October 2007 a group of 13 Israelis, 12 Germans and 3 American Jews spent 9 days traveling through Israel, talking about the importance of religion in the country, economic challenges, development opportunities, Israeli civil society and the situation of the Arab minority. “Our impressions of the young nation of Israel are multifaceted, confusing and contradictory,” Behrend wrote during his time on the road. “Disillusioned kibbutzniks tell us about the failure

of their socialist utopia. On the annexed Golan Heights, we find ourselves impressed by the pioneer spirit at the Israeli frontier. We meet students and Arab Israelis. In Jerusalem, President Shimon Peres sets aside an hour of his time to meet with us and answer questions at his residence. The Palestinian Prime Minister Salam Fayad takes a moderate tone at the American Colony Hotel. A beacon of hope? But how much power does Fayad actually have?”

These young politicians, executives, human rights activists and journalists first got to know each other when they spent time traveling together in Germany in June 2007. In Bavaria and Berlin they participated in a series of workshops, focusing particularly on communication and teamwork skills and engaging in intense discussions of German-Jewish relations. Following their second exchange in Israel, they all had a sense of having gained something – “mutual understanding, trust, friendship,” wrote Behrend. “And a sense that we share responsibility for our future. As we say goodbye, there is a feeling of excitement about the future. We’re establishing networks, outlining ideas for joint projects – thus, our work begins.”

Understanding, trust, friendship: Joint projects are a key part of the German-Israeli Young Leaders Exchange.

In another dialogue-promoting project, the foundation's Middle East experts met for the 11th time at the Kronberg Talks in January 2008. The Middle East needs a comprehensive, holistic strategy for moving beyond its current stalemate. In light of this, European policymakers have a vested interest in safeguarding the existence of the state of Israel and achieving a stable solution to the Israeli-Arab conflict. Transnational dialogue and personal encounters such as those in Kronberg play a key role in such forward-looking efforts.

Asia: Changing the world

“Tong chuang yi meng” – as the Chinese proverb puts it, two people may share the same bed, but they always have different dreams. Europeans and Asians live in one world, but they have very different conceptions of the future – although neither Europe nor Asia is a homogeneous entity. With its focus on Asia, the Bertelsmann Stiftung has been working to promote cultural dialogue within and outside Europe since the 1990s. “Cultural dialogue means refuting the idea of a clash of civilizations,” says Liz Mohn, describing the foundation's commitment. “For us, culture means the overall context of human behavior, including religious norms, values and ways of life.” The foundation's strategy of intercultural dialogue is a response to the fears and conflicts that globalization has triggered all over the world. Since the rise of a new region to the status of world power has never happened without conflict, ensuring the peaceful rise of China is one of the coming century's key challenges. Through its projects, the Bertelsmann Stiftung wants to contribute to a peaceful transition.

Survey shows Germany is unprepared

Asia's international importance is going to increase over time. Almost 9 out of 10 Germans (88 percent) share this opinion, according to a survey conducted in mid-2007 by the polling firm TNS Emnid on behalf of the Bertelsmann Stiftung. Moreover, large segments of the German population do not believe that the country is prepared for these changes. According to 38 percent of respondents, Germany has failed to recognize the challenges resulting from Asia's rise, and 47 percent say that the country does not have appropriate strategies in place for responding to these challenges. The respondents believe that action is needed particularly in the fields of science and research (76 percent) and in climate and environmental protection (75 percent). One in two also expects that the areas of military and security policy and the need to deal with Asian languages, cultures and religions will pose major challenges for German society.

In addition, the survey shows that, for the most part, Germans' perceptions of Asia are not based on direct contact. Most respondents indicate that their ideas about Asia are influenced by media reports (73 percent) and by Asian foods (64 percent) and products (55 percent), while relatively few report that their impressions are the result of travel or contact with Asians. A mere 6 percent say that they have been strongly influenced by personal encounters, with 17 percent saying personal interactions have influenced them to a moderate degree.

Asia's role

The rise of Asia is having a profound effect on the world economy and on the major political issues of our time, while Asian culture and religion are influencing our everyday lives. Asia is bringing billions of new manufacturers, consumers and jobs into the global economy. The nations of the Far East are also making it increasingly clear that they want to be involved in shaping the course of globalization and that they expect to have a say in world politics. “Asia: Changing the world” was thus the focus of a panel discussion held by the Bertelsmann Stiftung in Berlin in September 2007 to kick off the Asia-Pacific Weeks. “We need to develop a better understanding of Asia,” Liz Mohn declared in her opening remarks, “not only of its diverse cultures, but also of its economic opportunities. This will allow Europeans to take advantage of additional areas for cooperation, which will benefit both sides.”

A source of tension: China, Japan and India

China was the focus of the Bertelsmann Stiftung's second Global Policy Council, an international policy conference held in October 2007. China's explosive economic



Calling for more contact with Asia: Liz Mohn (right), vice-chair of the Bertelsmann Stiftung Executive Board, welcomes (from left) Prof. Jean-Pierre Lehmann, Prof. Sompo Zhou, Dr. Wolfgang Schüssel, Dr. Vishakha N. Desai and Prof. Jürgen F. Strube to the Asia-Pacific Weeks in Berlin.

growth is being felt around the globe in both positive and negative ways, and experts at the event emphasized that the country needs to take a more active role in dealing with international issues. Because of high oil and grain prices, participants agreed, the international community will find it even more difficult in the future to combat poverty in the underdeveloped regions of Africa and Asia. China’s unchecked energy consumption is therefore not only disastrous for China itself – by accelerating climate change it lessens the chances of the world’s poorest regions to develop effectively. Above all, the experts noted, China’s rise represents a serious threat to the already precarious balance of power in the Asian region.

It seems inevitable that further tension will develop with Japan and India, the region’s two other ambitious powers. Initial signs of an arms race are already on the horizon. The participants therefore responded favorably when Egon Bahr, one of the architects of West Germany’s Ostpolitik, pointed out the importance of pursuing a process of gradual rapprochement and confidence-building in Asia, along the lines of what Europe achieved through the former Conference on Security and Cooperation in Europe, known today as the OSCE.

A Nobel laureate and his innovative ideas

Maximizing profits is good – but people have much greater visions than that. That was the assessment made by Nobel laureate Muhammad Yunus during his visit to the Bertelsmann Stiftung in mid-2007. Yunus is turning the financial world upside down with his Bangladesh-based Grameen Bank. “The less a person has, the more interested we are in him or her,” he says. Through the bank, the poorest of the poor receive small loans –

microcredit – so that they can go into business for themselves. According to Yunus, foundations can make an important contribution by working with businesses and social enterprises. “They can bring all the important parties together for discussions,” he says. “They can conduct studies and establish a ‘social stock exchange’ to list companies that are doing good. This is how they can help solve the world’s problems.” ■

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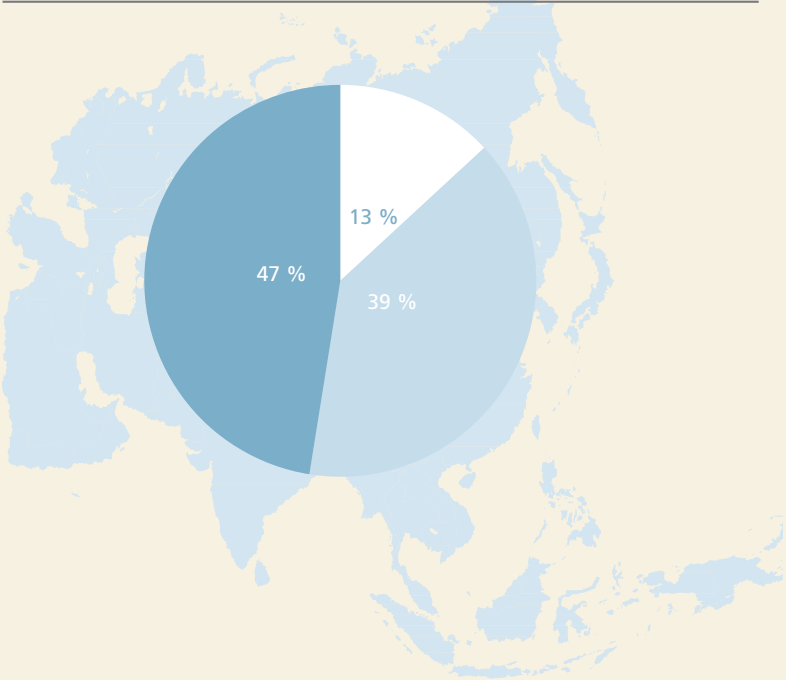
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Resources

Question posed to Germans in mid-2007:
Is Asia a threat or opportunity for Germany?



More of a threat More of an opportunity Don't know, no response Survey period: August 28–29, 2007



“Asia: Changing the World”
Asia’s rise is having a profound effect on both the world economy and today’s major political events. The anthology Asia: “Changing the World” provides a clear, comprehensive look at the most important developments taking place on the world’s largest continent and their consequences for Europe. At the same time, it offers responses to the challenges Asia poses. A number of well-known authors have contributed their views: José Manuel Barroso, Delfin Colomé, Aurel Croissant, John Elkington, Paul Kennedy, Pascal Lamy, Kazuo Ogoura and Amartya Sen, among others.

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A new generation of opera talent

Latvian soprano wins 2007 "Neue Stimmen" competition

More than 1,100 young opera singers from 66 countries participated in the 12th *Neue Stimmen* International Singing Competition, which hosted preliminary rounds in 23 cities around the globe. In the end, 47 contestants qualified for the finals held in Gütersloh in October 2007 – an event that, for some, will mark the beginning of an international career. First prize was awarded to Latvian soprano Marina Rebeka, whose victory was a considerable achievement, given that the level of talent has never been as high as it was in the 2007 competition.

For the past 20 years, the Bertelsmann Stiftung's *Neue Stimmen* International Singing Competition has been providing talented young opera singers with a venue for launching a national or international career. "Many of the gifted singers who have participated in our competition are now well-known names in opera houses around the globe," Liz Mohn said, speaking at the ceremony marking the competition's 20th anniversary. Among other benefits, the competition allows the up-and-coming performers to make contact with high-profile representatives from the world of opera. It also brings together people from different countries, cultures and religions. Mohn launched *Neue Stimmen* in 1987, and what was once just a European event has become one of the globe's most important venues for identifying new talent.

Winners from Europe, South America, Asia and Australia

The judges were in agreement: The level of talent among the singers at the 2007 competition was exceptionally high – higher than ever before. Soprano Marina Rebeka of Latvia, 27, won over the jury with the arias "Qual fiamma" from the opera *I Pagliacci* by Ruggero Leoncavallo and "È strano, è strano" from Giuseppe Verdi's *La Traviata*. She was awarded the first prize of €15,000.

Second prize and €10,000 went to the 21-year-old Argentinean bass Fernando Javier Radó; third-place winner tenor Diego Torre, 27, of Mexico received €8,000. Fourth through sixth place went to Australian lyric soprano Anita Watson, 27; soprano Yali Wang of China, 26; and German soprano Christiane Karg, 27. Each received €4,000. Taking seventh place was 22-year-old soprano Krenare Gashi, an ethnic Albanian from Kosovo, who was asked to perform at the

Frankfurt Opera and the Chicago Opera Theater. Eighth-place winner, lyric baritone Sung-Kon Kim of Korea, 32, was also invited to perform at the Frankfurt Opera. Chosen during the semifinals, the Audience Award went to Russian coloratura soprano Julia Novikova, 24, who received a gift certificate

worth €500 for music from the Bärenreiter publishing house. The 20th Anniversary Prize went to Australian soprano Emma Pearson.

A jury of professors, singers and artistic directors

Serving as interim chairman of the jury this year was singer Francisco Araiza, professor at the College of Music and Performing Arts in Stuttgart, who took over at short notice for Gérard Mortier, director of the Opéra National de Paris, who found himself unable to attend. Brian Dickie, general director of the Chicago Opera Theater, and Gustav Kuhn, director of the Tyrolean Festival Erl, selected the singers to compete in the final round. The remaining members of the jury were singer Siegfried Jerusalem, president of the Nuremberg-Augsburg College of Music; Jürgen Kesting, music critic and author; Bernd Loebe, general director of the Frankfurt Opera; singer Edith Mathis, professor at the Vienna College of Music and the Performing Arts; Nicholas Payne, director of Opera Europa, the European association of opera houses and opera festivals; and singer Edith Wiens, professor at the Nuremberg-Augsburg College of Music and the Munich College of Music and Theater. ■

NEUE
STIMMEN
2007



"È strano, è strano!" A moving rendition of Verdi's aria took soprano Marina Rebeka to the top of the 2007 "Neue Stimmen" competition.

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Tomorrow's Europe

Europe is not a world power. That is the conclusion reached by an international survey published by the Bertelsmann Stiftung in December 2007. Nevertheless, Germans in particular are pinning their hopes on the EU (86 percent) to meet global challenges and, to a lesser degree, on the UN (80 percent). Even fewer are looking to the United States (66 percent) or Russia (62 percent) for solutions. The Bertelsmann Stiftung's projects *Das größere Europa* (An Enlarged Europe) and *Europas weltpolitische Mitverantwortung* (Europe's Global Responsibility) focus on the European Union and its future development, with a particular emphasis on both integration and foreign and security policy.



The European Union turned 50 in 2007 – a fitting time to reconsider where Europe is headed.

What does the EU have to offer?
Attractive opportunities for its
neighbors to the east.



Europe’s next task: Taking on a global role

Setting a new course for the EU

The accession of 10 Central and Eastern European countries to the European Union was hardly complete before new candidates came knocking on the door. The eagerness of Turkey and Ukraine to join is of enormous consequence for the EU’s development, both internally and externally. Moreover, the process of ratifying the European constitution in individual member states has shown how difficult it is for both policymakers and the public at large to discuss Europe’s future. The EU turned 50 in 2007 – and it’s time to set a new course.

“The outcome of the European Council is a success, a success for Europe, and also for the European Parliament,” declared German Chancellor Angela Merkel on June 27, 2007, in her speech to the European Parliament taking stock of the German EU presidency. “We avoided a rift,” she said. “Let’s not fool ourselves. There was always a danger, namely the danger that the paralysis and the risk of division would persist.”

That danger has been averted for now, since every head of government in the European Union signed the Treaty of Lisbon the following December. In its English version, the treaty contains 286 pages, not including the 26 pages of the Final Act. “The treaty may be a linguistic monster, but in political terms it’s not bad at all,” says Joachim Fritz-Vannahme, head of the Bertelsmann Stiftung’s European projects.

Indeed, the EU is gaining influence every day. “And not because federalists or supranationalists have either a naive or a treacherous desire to see that happen, but because that is the direction in which the world is moving,” Fritz-Vannahme says. “The geographically small European countries in particular have no choice but to combine their dwindling clout, whether in the context of trade, environmental issues or the fight against criminal networks.” As far as the Bertelsmann Stiftung specialist is concerned, it is not at all unlikely that “a poorly written text will be followed by a positive outcome.”

Summer academy focuses on EU summit

The 2007 Summer Academy on Europe was held at Krick Beck Castle near Düsseldorf, taking place a few days after the EU constitution summit and during the last week of Germany’s EU presidency. This was the ninth such event organized by the Bertelsmann Stiftung and the Heinz Nixdorf Foundation and designed to bring together rising leaders for a discussion of Europe’s future. Among the 40 speakers were Dr. Wolfgang Schässel, former chancellor of Austria; Martin Schulz, chairman of the Social Democratic group in the European Parliament; and philosopher Peter Sloterdijk.

They addressed a number of subjects including the German EU presidency and its outcome; strategies for continuing

European integration following the constitution summit; opportunities for developing European industry to compete with China and India; a European social and economic model; future relations with the United States and Russia; and Europe’s future role in the world.

Schüssel stressed the need to take a more clearheaded view of European unity. “Crises are an inevitable part of the process,” he said. “But the EU will continue to be necessary, even if the emotions of the past century no longer play the role they once did.”

Neighbors to the east

The attraction of the European integration process for nearby countries continues undiminished, as evidenced by the efforts of the Balkan states and Ukraine to gain membership. The prospect of joining the EU is having a positive effect on those countries’ political and economic situations, since membership guarantees political stability and peaceful progress toward greater economic prosperity. It is in the interest of the EU to avoid weakening these democratization processes, whether by dashing these countries’ hopes of accession or by prematurely promising them membership.

Given these competing demands, the European Union has two major tasks: First, it needs to redefine its relations with its immediate neighbors to the east, including Belarus, Ukraine and the Republic of Moldova. Many of the Central

Kebabs from Saxony:
Is migration changing
Europe's identity?



European member states have brought close – and in some cases historically fraught – relationships with their eastern neighbors and with Russia into the EU. Europe needs a “New Ostpolitik” that takes into account the specific circumstances of these Eastern European countries as well as the special interests of the EU in the region. At the same time, it must hold open the possibility that these countries might gain membership, at least over the long term. A new approach to relations with Russia is also important in this context.

Who rules the world?

Europe is neither an island nor a fortress. Rather, the European continent is part of a world that is becoming increasingly interconnected. The European Union finds itself in competition, politically and economically, with both established and emerging countries. Not only will the next few years be marked by a potentially contentious struggle for access to raw materials and foreign markets, the rise of India and, in particular, China may well lead to a fundamental power shift in Asia's favor.

Who rules the world? A survey conducted by the Bertelsmann Stiftung in nine selected countries revealed who people in Europe, Asia and the Americas think the world's major powers will be in the 21st century. “What people expect has a significant influence on the current political climate,” said Josef Janning, head of the Bertelsmann Stiftung's International Relations program, at the Global Policy Council held in Berlin in October 2007. His conclusion, based on findings from

the study: “People everywhere are anticipating a decline in the United States' current predominant position and an increase in China's.”

The respondents are not expecting the future world order to be one of harmonious balance, with the United Nations in the role of a world government, for example. Almost everywhere, people are instead putting their faith in their own ability to contribute globally, saying they would like their own nation to play a more prominent role in securing peace and stability. “If these views come to determine national policies around the world,” Janning said, “then we face the danger of today's and tomorrow's world powers entering into competition – which would be a disaster akin to what we witnessed in Europe in the 20th century.” Conversely, the threat posed by climate change seems to be having a unifying effect on the international order.

A “grand strategy” for Europe

How can Europe fulfill its responsibility and ensure its own security while promoting peaceful development in the world of the 21st century? The Bertelsmann Stiftung's Venusberg Group brings together experts from leading European research institutes to discuss these and other foreign and security policy issues. The group's third report, *Beyond 2010: European Grand Strategy in a Global Age*, lays out Europe's strategic shortcomings in order to stimulate new thinking in this area, particularly among decision makers. The report is also designed to increase the willingness to collaborate on issues of shared interest

while raising awareness of security issues. In September 2007, Janning met in Washington with experts from US-based think tanks to present the report and explain its implications for the European-American security partnership.

“Council of the Wise”

Europe has no choice when it comes to global competition. The EU needs to learn to speak with one voice and to engage in global affairs. Might a “Council of the Wise” be helpful in this context? According to a Bertelsmann Stiftung survey, a majority of German, French and British citizens are in favor of this proposal, made by French President Nicolas Sarkozy.

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Europe’s search for identity

What do we mean when we talk about Europe’s identity? How is that identity affected by migration and EU enlargement? These questions were the focus of “Europe’s search for identity: Consequences and challenges for Spain,” a conference organized by the Fundación Bertelsmann in Madrid in November 2007. The conference was part of the foundation’s “Dialogue and Action” series, which brings together representatives of the political, business, social and cultural spheres from Spain and other European countries.

Participants at the event agreed that Europe’s identity is rooted in its diversity and that the EU can only survive by preserving its heterogeneity. As a result, Europeans must focus on a “polycentric Europe” and strengthen its various systems.

Manuel Marín, president of the Spanish Congress of Deputies, gave his view of how Europe should proceed following ratification of the new constitutional treaty. Since the Commission’s current decision-making mechanisms will remain unchanged until 2012, Marín proposed the formation of alliances that would make it possible to conclude agreements among at least nine member states, “always including France and Germany.” Such alliances, he said, would make it possible to promote initiatives in areas that are critical to the EU’s future such as

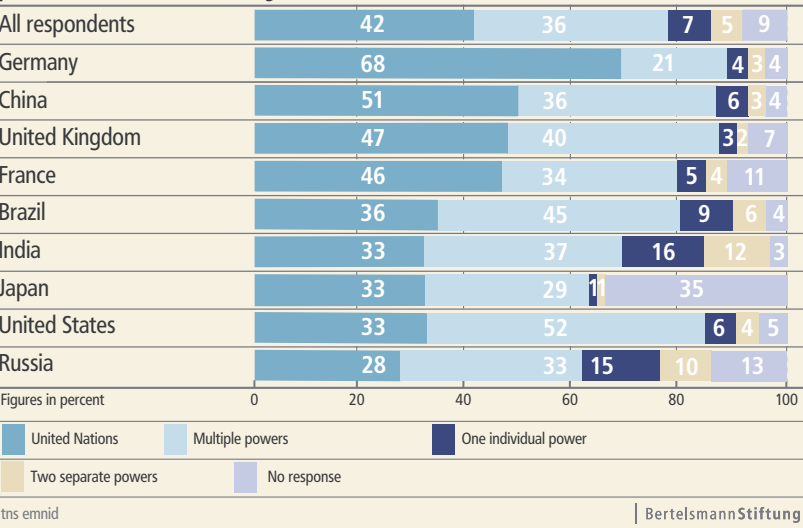
security, migration, energy and foreign policy.

A survey conducted by the Bertelsmann Stiftung and the Fundación Bertelsmann in the fall of 2007 confirmed that Spain is putting its faith in the future of the European Union. Fifty-one percent of Spaniards believe that their country needs a new orientation following its transition to democracy and years of economic prosperity, saying this can be achieved through closer ties to Europe.

Liz Mohn, president of the Fundación Bertelsmann, pointed out that the EU offered a valuable opportunity “to shape a global consciousness, one marked by a sense of responsibility that reaches beyond the borders of this continent.” Credibility and justice, openness and honesty, tolerance and respect are essential for creating the necessary groundwork of trust among people both within and outside Europe, she said. ■

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“Which global power can best lead the world to peace and stability?”



Resources

Who rules the world?

Which world powers do Europeans, Asians and Americans think will play a leading role in the coming century? The Bertelsmann Stiftung survey “Weltmächte im 21. Jahrhundert” (World Powers in the 21st Century) provides an overview of what people in these regions expect.





The Brussels Forum addressed trade and economics in addition to the political issues affecting transatlantic relations.

Polycymaking in real time

The Brussels Forum – A stage for international diplomacy

Held in April 2007, shortly before the US-EU summit in Washington, the second meeting of the Brussels Forum offered an ideal venue for exploring how Americans and Europeans might work together to shape the world in a more positive way. With transatlantic issues such as Afghanistan, Iran, climate change and global trade on the agenda, the second convening of the forum – launched in 2006 by the Bertelsmann Stiftung and the German Marshall Fund – made headlines around the world. More than 300 politicians, business leaders, academics and media representatives from the United States and Europe participated in the forward-looking discussions. It was polycymaking in real time.

Javier Solana, EU High Representative for the Common Foreign and Security Policy, took the opportunity to put forward a noteworthy political proposal: He issued

a public appeal to the United States to enter into direct negotiations with Iran over its nuclear capabilities, an idea Washington had categorically rejected. “We need to find out how willing the US is to engage in this area,” said Solana.

Lively debate

EU Commissioner for Enlargement Olli Rehn cautioned the Turkish military not to intervene in the country’s presidential elections; US Assistant Secretary of State Dan Fried warned Russian President Vladimir Putin of the consequences of a veto in the Kosovo issue; Canadian Minister of Foreign Affairs Peter MacKay called on Germany’s military to take on a greater role in Afghanistan; and Belgium’s Prime Minister Guy Verhofstadt expressed support for a European-American initiative for Africa.

A number of lively debates erupted between prominent Russian and Western participants, triggered by the Russian president’s recent remarks on armaments in Europe and by tensions between Russia and former members of the Soviet bloc. Former US Deputy Secretary of State Robert Zoellick responded by calling for a less emotional tone.

Economic and trade issues were also on the Forum’s transatlantic agenda. Christopher Cox, chairman of the US Securities and Exchange Commission,

Meeting in Brussels: EU High Representative Javier Solana called for the US to enter into direct negotiations with Iran over its nuclear program.



Christopher Cox of the US Securities and Exchange Commission expects European accounting standards to be introduced in the US by 2009.

announced reciprocal recognition of financial accounting procedures for publicly listed companies. “The problem will be solved by no later than the beginning of 2009, possibly earlier,” Cox said. “At that point European standards will also be valid in the United States.”

Survey: A desire for more transatlantic cooperation

A large majority of people on both sides of the Atlantic are in favor of closer cooperation, something made clear by a survey of 12,000 Americans and Europeans conducted by the Bertelsmann Stiftung in early 2007. Of the Europeans surveyed, the Germans appear to have been most successful at moving beyond the transatlantic tensions triggered by the Iraq war and were especially open to the idea of closer cooperation with the United States. About 90 percent of those queried in Germany favored cooperation on climate change, with closer coordination of international efforts to promote democracy and to secure energy supplies favored by 84 percent and 80 percent, respectively. Joint efforts to prevent the proliferation of nuclear weapons in countries such as Iran and to bring peace to the Middle East also received widespread support.

Europeans, however, differed in the extent to which they were willing to work with the United States. In addition to those queried in Germany, respondents in Finland and Spain expressed a clear interest in cooperating with the United States. Other US allies in Western Europe were less enthusiastic, including Austria, Italy and, in particular, France. For their part, Eastern European countries such as Poland, Hungary and Bulgaria showed considerably less interest in cooperating with the United States. Yet American respondents indicated that they were very willing to engage in dialogue with Europe. Some 80 percent of those queried in the United States favored more policy coordination as a way of promoting climate protection, securing energy supplies and monitoring potential nuclear countries such as Iran.

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Redefining the integration agenda

Transatlantic Task Force on Immigration and Integration

Although resistance to the idea persists, most European Union member states will need a further influx of immigrants, particularly skilled workers, if they are to respond to demographic shifts and compete successfully in the global market in coming years. At the same time, helping newcomers find a place in society will be a challenge throughout Europe. As such realities make clear: Immigration and integration policy are inextricably linked.

In Europe, there is plenty of room for improvement when it comes to integrating immigrants, as a brief look at day-to-day life shows. Serious problems exist, and not only in Germany. Many immigrants and their children, for example, are at a disadvantage in the educational system and the labor market. And throughout Europe, heated debate has ensued about cultural integration, particularly when it comes to immigrants from Muslim countries. Integration can only succeed when immigration is properly managed. Conversely, Europeans will only agree to additional immigrants if past newcomers have been successfully integrated.

From task force to council

The Transatlantic Task Force on Immigration and Integration, established in 2006 by the Bertelsmann Stiftung in cooperation with the Migration Policy Institute, offers new ideas for successful immigration and integration policy from a transatlantic perspective. The task force conducts studies and provides consulting services, above all for the EU. Thanks to the momentum generated by Germany’s EU presidency, cooperation on immigration policy is now taking place across Europe.



As daily life in Europe shows: There is room for improvement when it comes to integrating immigrants.





By convening a joint task force with the Washington-based Migration Policy Institute, the Bertelsmann Stiftung wants to bring new momentum to Europe's integration policies.

The Transatlantic Task Force includes the following members:

- **Lamar Alexander**, Republican member of the US Senate from Tennessee and former US secretary of education
- **Xavier Becerra**, Democratic member of the US House of Representatives from California
- **Mel Cappe**, president of the Institute of Research on Public Policy and former Canadian ambassador
- **Bill Emmott**, former editor of *The Economist*
- **Dr. Michael Häupl**, mayor of the city of Vienna
- **Dr. Halleh Ghorashi**, professor at VU University Amsterdam
- **Aleksandr Kwasniewski**, former president of Poland
- **Ana Palacio**, vice-president of the World Bank and former Spanish foreign minister
- **George Papandreou**, head of the Greek opposition party (PASOK) and former Greek foreign minister
- **Dr. Solomon Passy**, member of the Bulgarian parliament, former Bulgarian foreign minister and chairman-in-office of OSCE
- **Trevor Phillips**, chairman of the UK's Equality and Human Rights Commission
- **Andrés Rozental**, former deputy state secretary in Mexico's Foreign Ministry
- **Louis Schweitzer**, chairman and CEO of Renault
- **Prof. Dr. Rita Süßmuth**, former president of the German Bundestag
- **Antonio Vitorino**, former EU commissioner for justice and home affairs

In 2008 the task force is set to become the Transatlantic Council on Immigration, a think tank designed to bring new momentum to the migration and integration debate in Germany and Europe. ■

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**“TwentyTwenty”:
The future-ready magazine**

Politically and socially, Europe finds itself in a process of change. But where is that change leading? To greater unity and a cultural rebirth? Or is it merely producing a lethargic behemoth lacking in self-esteem? There are good reasons for painting a hopeful picture of Europe and the European Union in the year 2020. The Bertelsmann Stiftung’s magazine “TwentyTwenty” looks at trends emerging today and provides a snapshot of what life may be like in 2020. Users can visit the “TwentyTwenty” website to download the magazine and access links to related Bertelsmann Stiftung projects.

www.bertelsmann-stiftung.de



A “grand strategy” for Europe

“We are facing major challenges which do not stop at national borders. The European Union is our response to these challenges.... We will fight terrorism, organized crime and illegal immigration together. We stand up for liberties and civil rights, also in the struggle against those who oppose them.” The Bertelsmann Stiftung’s third Venusberg Report begins with this quotation from the Berlin Declaration, issued on the 50th anniversary of the signing of the Treaties of Rome. The report is available for download on the Bertelsmann Stiftung website, under the title “Beyond 2010: European Grand Strategy in a Global Age”.

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Resources

The agora: Europe’s future

In the cities of ancient Greece, free citizens would come together at the agora, the central marketplace, for military, legal or social events – an important step on the road to democracy, perhaps comparable to today’s town meetings in the United States. The European Parliament borrowed this idea, issuing an invitation to a “Citizen’s Agora” in early November 2007. More than 400 Europeans representing nongovernmental organizations attended, including Josef Janning of the Bertelsmann Stiftung, who contributed some of the Bertelsmann Stiftung’s ideas to the discussion.



Reforms for a better world

Evolution, modernization, progress. Nothing is more enduring than change, as the German poet Heinrich Heine observed some 200 years ago. The Bertelsmann Stiftung promotes change by working with partners from every realm of society to identify emerging problems and develop innovative responses to them. Its goal: to serve as an engine for reform. Whether addressing business, political or healthcare issues, when implementing reform Germany can better assess its own position by looking abroad and learning from the experiences of its peers.



Shaping transformation processes: The Bertelsmann Stiftung brings together young leaders from transition countries to learn from their peers.

Kenya votes on its new constitution – yet elections alone are insufficient for improving the quality of democracy.



Which countries are making progress?

International comparison of political governance

Which strategies are helpful for encouraging the transition to democracy and a market economy? The question is a complex one, since every country and every transformation process is unique. Still, the best way to avoid making mistakes today is to look at why such processes have succeeded or failed in the past. The Transformation Index (BTI) of the Bertelsmann Stiftung has been designed to analyze such pathfinding information. In addition, the Bertelsmann Stiftung brings together young leaders from all over the world so that they can benefit from the progress achieved elsewhere.

Transformation Index

In February 2008, the Bertelsmann Stiftung published the BTI for the third time. The recently updated data provide policymakers and the international public with a current evaluation of governance and development processes in 125 countries around the globe. The BTI evaluates the extent to which each country promotes democracy and the rule of law, on the one hand, and a socially responsible market economy, on the other. It also looks at how effective policymakers in these countries have been at implementing reform. Analysts at the Bertelsmann Stiftung introduced the BTI in 2006 and 2007 at public hearings in the Bundestag, Germany's parliament, and the German government now uses the BTI in evaluating the reform policies of its partner countries.

Transformation Thinkers – From Chile to Uzbekistan

At the invitation of the Bertelsmann Stiftung and GTZ, the German development agency, political leaders from 18 countries came together in November 2007 to discuss the initial results of the 2008 BTI. Architects of change often lack the opportunity to meet with their global peers for a systematic discussion of the failures and suc-

cesses they have experienced in their transformation efforts. The five-day Transformation Thinkers program provides such an opportunity.

The program's participants come from developing and transformation countries, and in 2007 the roster of nations included Chile, El Salvador, Nigeria, Sudan, Uzbekistan and India. Despite their substantial differences, all of these countries have one thing in common: They are faced with enormous political and economic challenges and are striving to implement reforms that promote democracy a market economy.

Pushing for political change

Participants in the Transformation Thinkers program include journalists, scientists, members of parliament and other government officials. Some are leaders of non-governmental organizations and passionately involved in the public debate over good governance, some live in closed societies and are seeking more moderate ways of pushing for political change. In some cases they are working for reconciliation after a civil war, or they are successful young entrepreneurs dedicating themselves to educational projects that will provide better opportunities for coming generations.

Their work requires a great deal of patience and sometimes puts them at considerable risk. The opportunity to meet with and learn from like-minded individuals from all over the world, away from the pressures of daily life, serves as affirmation of their ongoing work. "It became clear to me this week just what a difference a single person can make bringing about social change. It's not only about institutions. I think this experience will give me a new approach to dealing with the problems in my country," said Kepta Ombati, chief executive officer of the Youth Agenda, a nongovernmental organization in Kenya, following the 2006 meeting.



“It became clear to me what a difference a single person can make bringing about social change – and that it’s not only about institutions.”

Kepta Ombati, The Youth Agenda, Kenya



Transformation Thinker: Kepta Ombati, CEO of the nonprofit Youth Agenda, is committed to political reform in Kenya.

CSR Navigator for 13 countries

In a unique project called “The CSR Navigator – Public Policies in Africa, the Americas, Asia and Europe,” the Bertelsmann Stiftung and GTZ look at how governments help companies meet their social responsibilities and how they can include them in creating solutions to complex problems. For GTZ, corporate social responsibility is already an established part of the values-based advisory services it provides in developing countries.

By comparing 13 countries from around the world, the CSR Navigator shows that many of today’s major social problems, such as those caused by climate change, poverty and HIV/AIDS, cannot be solved in the political sphere alone and that the active involvement of the business community and civil society is needed as well.

Active players: Vietnam and South Africa

The study classifies CSR policy in these countries as “outspoken,” “solid,” “energetic,” “slow” and “reserved.” The United Kingdom is on the cutting edge in its vigorous efforts to promote cooperation between the business community and society at large. It has included CSR in nearly every area of national politics. It may come as a surprise that CSR policies in Vietnam and South Africa have been identified as “energetic.” Although these countries have not been focusing on the topic for very long, their governments have already succeeded in identifying clear economic and political goals for their CSR policies. The South African government, for example, has focused not only on mandatory and semi-mandatory measures, but also on voluntary codes of conduct and programs for recognizing companies that reintegrate black workers into the labor market.

Coming soon: A reform index for OECD members

The new Reform Index of the Bertelsmann Stiftung documents the progress the 30 OECD member countries have made in implementing reform. Making use of a network of 100 country evaluators and numerous official

statistics, the index measures the need for political, economic and social reform. At the same time, it examines the ability of national leaders to develop effective solutions to pressing problems. Consolidated in a single database, the 10,000 discrete assessments can be compared electronically to produce the most objective analysis possible. Tables for each indicator provide a quick overview of the relative position of each OECD country – making the index an indispensable cross-cutting research tool. The methodology had already proved useful in creating the Transformation Index of the Bertelsmann Stiftung, which served as a model for the Reform Index. As of February 2008, the project’s academic board was evaluating the results. This new index is scheduled to be published in 2008, along with the evaluators’ reports and detailed findings. ■

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Putting reform on the political agenda

International innovators exchange experience

Less bureaucracy – that is something many people would like, and not only in Germany. How can administrative costs be measured? How can they be reduced? At the Bertelsmann Stiftung’s first International Regulatory Reform Conference, held in December 2007, 16 workshops focused on proven and emerging approaches to reforming administrative procedures, with more than 450 participants from 56 countries sharing their experiences. The European Public Sector Award (EPSA) also facilitates an exchange of views by helping Europe’s public administrators share best practices.

Better regulation is also a major concern for Poland, as Waldemar Pawlak, Poland’s deputy prime minister and economics minister, pointed out at the conference. Held in Berlin, the conference focused on a cross-border exchange of best practices for measuring bureaucrat-

ic costs and reducing unnecessary administrative procedures. In addition, participants discussed current and future approaches to managing reform. The event was also intended to synchronize national debates on regulatory reform, establish networks among policy-



Creating an elegant legal framework for administrative structures – making them innovative and flexible – was the Bertelsmann Stiftung’s policy recommendation at the International Regulatory Reform Conference in Berlin.

According to Dr. Johannes Meier, “Governments must trust their citizens.”



makers, administrators and academics, and facilitate a transfer of innovative tools.

“We need a legal structure that is intuitive, empowering, flexible and goal-oriented – in other words, an elegant structure. The more confidence a government has in its citizens, the more confidence they have in their government,” emphasized Dr. Johannes Meier, member of the Bertelsmann Stiftung Executive Board. According to Peter Altmaier, parliamentary state secretary at the Federal Ministry of the Interior, the German government has identified regulatory reform as a high-priority policy goal – inspired by the success of countries such as the Netherlands and the United Kingdom. German policy is focused not only on closing the gap between Germany and other countries, Altmaier said, but also on ensuring that Germany is able to contribute to the discussion of regulatory reform at the European level.

European Public Sector Award

Some 300 administrative bodies from 25 countries competed for the EPSA, initiated in March 2007 by the Bertelsmann Stiftung, the German University of Administrative Sciences Speyer and the European Group of Public Administration. The award is designed to help public administrators throughout Europe learn from the best practices of their peers as a first step toward modernizing their administrative structures and methods.

Six prizes and 59 certificates

Six contestants from Belgium, Germany, the United Kingdom, Romania and Sweden were recognized with the EPSA for their exemplary work in updating their administrative procedures. The German city of Osnabrück was honored for its projects designed to address demographic change and its impacts, while Umeå, Sweden, was recognized for its approach to improving access to cultural services for children and young people. The Romanian capital of Bucha-



rest was singled out for providing its Roma community with better access to administrative services. Belgium’s Crossroads Bank for Social Security also received an award for its reorganization efforts, which now allow it to offer highly efficient service with a minimum of bureaucratic formalities and expense.

Two awards went to the UK. The Lancashire Constabulary was honored for developing a procedure allowing for a drastic reduction in the amount of time police officers spend at the station, making them more available for assignment in the community. The Greater Manchester Fire and Rescue Service was also recognized for its innovative system of personnel management, which substantially reduced costs and improved service quality. Another 59 candidates from all over Europe received certificates in recognition of their successful modernization efforts. ■

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Resources

Transformation index and atlas

Created by the Bertelsmann Stiftung, the Transformation Index (BTI) is a comparative assessment tool that provides policymakers and the international public with a current picture of governance and development processes in 125 countries around the globe. The interactive Transformation Atlas is a unique interface for depicting all data contained in the BTI, allowing independent, user-defined research. An updated version of the BTI was published by the Bertelsmann Stiftung in 2008.

www.bertelsmann-transformation-index.de



Community foundations are changing the world of philanthropy

Community foundations have proven successful both in Germany and in other countries around the globe. In coming years, moreover, they will fundamentally change the way that foundations operate. Those are the conclusions reached by the study “The Future of Community Foundations,” which assesses the situation these institutions face in 10 European countries, Canada and Mexico. It also examines the global trends – demographic shifts, climate change, technological advances and increasing migration, among others – that will shape how community foundations tackle their responsibilities in the future.

The study was developed within the Transatlantic Community Foundation Network (TCFN), an alliance of more than 50 community foundations in 14 countries organized by the Bertelsmann Stiftung with the support of the Charles Stewart Mott Foundation. It is available for download at:

www.tcfn.efc.be

Learning forum for Europe’s administrators

Through its awareness-raising competition, the new European Public Sector Award (EPSA) is designed to bring together as many European public administration bodies as possible to learn from each other’s best practices. More information on the EPSA, recent winners and national contacts is available at:

www.eps-award.eu

Reform blog

School reform, railway reform, OECD reform, income reform, wine market reform – blogger Oliver Heilwagen scouts out reform in all its guises on the Bertelsmann Stiftung’s reform blog. Welcome to the wonderful world of reform! By the way, entering the search term “reform” produces as many as 76 million Google hits.

<http://reformblog.bertelsmann-stiftung.de>



The CSR Navigator

The CSR Navigator was compiled with the support of the Institute for Development and Peace at the University of Duisburg-Essen and in cooperation with experts from the countries examined. It finds that by focusing on collaborative partnerships, governments can help shape globalization-related processes in an equitable manner. The study examines current developments in the following industrialized and developing countries: Brazil, China, Egypt, France, Germany, India, Mozambique, Poland, South Africa, Sweden, the United Kingdom, the United States and Vietnam. The study is available for download at:

www.bertelsmann-stiftung.de

International Health Policy Monitor: Bringing new momentum to healthcare reform

Recognized network of experts from 20 industrialized countries

How does health policy work in other countries – and why? For five years, the International Network Health Policy & Reform has been inviting experts from 20 industrialized countries to report on current developments in health policy. The network's website (www.hpm.org) provides a platform for an exchange of ideas on innovative approaches and detailed discussion of how such approaches work. By supporting the network, the Bertelsmann Stiftung wants to bring new momentum to the search for affordable, lasting and socially acceptable ways of reforming the German healthcare system. The initial results are in, and smaller countries, especially those whose governments support healthcare initiatives, have proven particularly successful in implementing practical solutions. Here are a few best practices.

Singapore: Hospitals for the elderly

Post-care clinics specializing in treating the elderly are being built near Singapore's general hospitals. The first is St. Andrew's Community Hospital, run by a Christian charitable organization, which opened in the fall of 2006. When its patients, whose average age is 75, have been discharged from acute care, St. Andrew's prepares them to return home. Catering to most if not all of its patients' needs, the 200-bed institution is located next to a full-care facility – Changi General Hospital. If necessary, patients can continue to be seen by specialists there. The two hospitals also share a radiology department, laboratory and service department. The country's elderly-care hospitals – referred to as "community hospitals" – receive 45 percent of

their funding from the government. Such facilities will grow in importance, given that Singapore is home to one of Asia's most rapidly aging populations.

Israel: Health plans take over pediatric services

In Israel, private health plans and their partner providers are assuming responsibility for children's healthcare, which is currently largely government-run. The goal is to avoid duplication within the healthcare system and reduce budget deficits. In the past, 64 percent of the country's children have been treated by state-run family healthcare centers, 20 percent by centers run by private health plans and 16 percent by community facilities. The private centers are financed by insurance fees and receive government funding only for vaccinations. In a pilot program in 9 cities and 30 rural communities, the health plans have already begun providing pediatric and primary prevention services. Their work is

financed through government subsidies that are calculated based on how successful they are at reaching certain benchmarks, including vaccination rates, hearing and vision tests, house calls, counseling for mothers and screening of schoolchildren.

Austria: Regional integrated care

Since 2006, Austria's state governments and regional health insurance companies have been working together in state-wide forums to identify those areas where healthcare services should be expanded or reduced. In addition, they are determining which kinds of care should be shifted from the outpatient to the inpatient sector, or vice versa. Two years after creation of the forums, the state of Styria has emerged as the pioneer in developing new care approaches. It is setting up integrated care projects for patients with type 2 diabetes, coronary heart diseases and other chronic conditions. It is





How fit is health policy? Through its international network, the Bertelsmann Stiftung is benchmarking 20 countries.

expanding hospice and palliative care services in order to relieve the burden on the acute care sector.

England and Wales: From hospitals to outpatient care

Over the next 10 years, the British government intends to cut 5 percent of hospital funding and to shift that money into primary care. In particular, those with chronic conditions are expected to benefit from this shift, given the new outpatient healthcare centers that will result. Of the 125 centers currently planned, 50 will be located in remodeled community hospitals. These are just some of the ambitious reforms outlined in the white paper *Your Health, Your Care, Your Say*, which also calls for general practitioners to expand their office hours and for local social service and health departments to draw up joint care plans for individual patients, in cooperation with the National Health Service.

Denmark: Health centers without physicians

The focus in Denmark is on community health centers. As of January 2007, the centers are responsible for primary prevention, rehabilitation and addiction-related support services. The specific services they will provide and for which target groups are questions still to be resolved. To find answers, the government has set aside a total of €22 million to fund 28 pilot projects until the end of 2008. Communities wishing to maintain their centers beyond that time will need to provide their own financing. The model has the support of the national nurses’ union and of patient advocacy groups, which are hoping that the new centers will provide better prevention and health promotion services.

Canada: Networks in Ontario

To improve coordination of its healthcare system, the Canadian province of Ontario has established 14 Local Health Inte-

gration Networks. Their purpose is to ensure that all patients have equal access to healthcare while maintaining their freedom of choice. In addition, the networks provide financing for local facilities and distribute healthcare-related responsibilities among providers, government agencies and the public. The new networks replace seven regional offices that failed to eliminate the divisions between stakeholders – such as outpatient, inpatient and long-term providers – that make it difficult to provide integrated care. Patients can now use any facility in Ontario, regardless of their network’s geographical boundaries. In addition, participating organizations such as clinics and hospitals remain independent and are still responsible for their own management.

Finland: Rent-a-doctor

In Finland, communities “rent” physicians from private leasing companies. While these companies were initially used only on weekends and at night, they have recently begun providing personnel for regular office hours. They offer physicians better pay and more flexible work hours than the communities themselves are able to provide. In Finland, primary healthcare is the responsibility of the communities, which maintain 249 healthcare centers throughout the country. However, a shortage of physicians since the 1990s has made recruiting difficult – in Finland’s northern Kainuu region, for example, one in four healthcare centers is now without a medical professional, and some services are provided by pre-graduate medical students. The leasing companies now account for roughly 6 to 8 percent of community healthcare costs, and the model has been so successful that some cities are beginning to outsource healthcare centers completely.

New Zealand: Beating diabetes

“Let’s beat diabetes” is the name of a program launched by the province of Manukau in New Zealand to combat type 2 diabetes, a growing health threat. The province, located in the north of the country and home to a large aboriginal population, has identified 10 goals it wants to achieve over the next 5 years. They include raising awareness and changing behavior, reaching agreements with the food industry, better coordination of healthcare, reducing overweight and obesity among children, helping schools emphasize sports and healthy

nutrition, and providing better opportunities for at-risk families. In addition to local governments, the program's partners also include organizations in the transportation and food industries; churches; Maori, Pacific Islander and Asian ethnic associations; schools; sports associations; and numerous public and private health organizations. A total of 10 million New Zealand dollars (€5.24 million) has been allocated for the program. ■

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Health policy in industrialized countries

The two-volume “Health Policy Developments 7/8”, edited by Reinhard Busse and Sophia Schlette, focuses on the major issues impacting health policy in 20 industrialized countries. Among the topics it addresses are prevention and health among the elderly, need-based healthcare and access, patient orientation, and the development of new health professions to cope with new needs. The ninth edition will appear in 2008 focusing on mental health, optimal healthcare financing and the new role hospitals are playing.

www.bertelsmann-stiftung.de/verlag

Health Policy Monitor

For those wanting to keep up with the international health policy discussion, the websites www.healthpolicymonitor.org and www.hpm.org provide visitors with the latest survey findings from the International Network Health Policy & Reform. Based on 10 surveys conducted between September 2002 and October 2007, the online database currently contains almost 700 detailed reports describing and assessing healthcare-related developments and reform efforts. The search engine allows for targeted searches according to country, topic, process stage, and key actors, as well as reform characteristics.

www.healthpolicymonitor.org

www.hpm.org

Resources

Enterprise for Health

The Enterprise for Health network is growing. It currently comprises 21 companies from a variety of industries, representing 11 European countries. Twice each year, they exchange views on current trends in corporate health management. In 2007, BASF, Swedish vehicle manufacturer Scania, Banco di Portugal and French petroleum group Total joined the network. Members met in October 2007 to discuss “Leadership and health.”

www.enterprise-for-health.org

Facts and figures





Facts and figures



Committed, highly qualified employees are the key element ensuring the success of the Bertelsmann Stiftung's projects. For this reason, our human resources management starts with targeted recruiting and continues with individual plans for career development. Comprehensive training opportunities ensure that our employees can achieve excellence while building their competence and skills.

Work/life balance ranks high on our list of priorities: With flexible working hours and a wide range of family services, we support our employees in aligning their professional and private lives.

We offer our managers and executives individual training and coaching options that help them meet current and future challenges. In the spirit of the foundation's partnership-based corporate culture, the human resources department works closely with project leaders to maximize performance at all levels.

As of December 31, 2007, the Bertelsmann Stiftung had 330 employees – a workforce dedicated to developing exemplary responses to pressing social challenges.

An attractive employer

A total of 1,255 individuals from outside the foundation applied for Bertelsmann Stiftung positions in 2007. Forward-looking projects and excellent working conditions make us an attractive employer for experienced specialists as well as first-time job seekers.

Employees



A range of career development opportunities

Professional development entails building strategic competence and skills for the foundation as well as improving long-term career options for employees. We create individual career development plans and offer comprehensive training opportunities – both within and outside the foundation – to achieve these objectives. Foundation employees can also advance their careers through job rotation, either by taking on new in-house responsibilities or by working for external organizations.

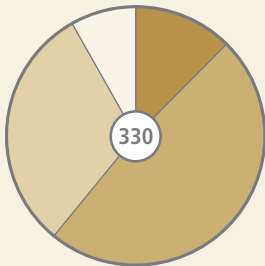
Training and internships play a key role

The Bertelsmann Stiftung does much to support entry-level professionals. In 2007, the foundation provided 18 positions for administrative trainees. By offering internships lasting three to six months, the Bertelsmann Stiftung also gives university students and graduates an

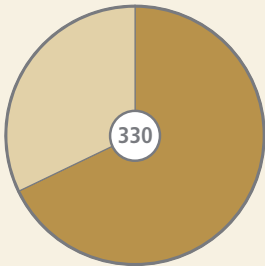
opportunity to gain initial employment experience and expand their professional skills. In 2007, 76 interns joined the foundation, thereby contributing to its ongoing project work.

We emphasize professional development for all our staff. Employees can make arrangements for individual career opportunities during their annual interviews as well as on an ad hoc basis. With in-house training courses tailored to members of specific project teams and a special program for managers, we make sure that our employees develop the skills they need to reach their full potential.

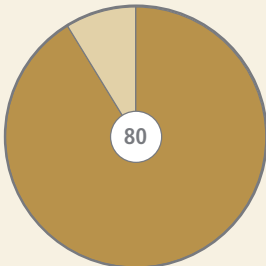
Facts and figures | Employees



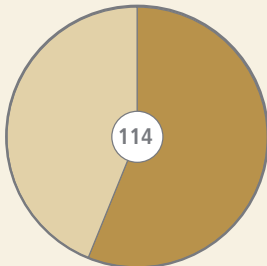
Employees		by age
41	under 30	average age 38.5 years
160	30 – 39	
102	40 – 49	
27	over 50	



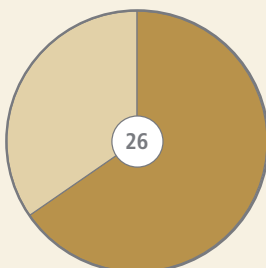
Employees		by gender
224	female	
106	male	



Part-time		by gender
73	female	
7	male	



Project managers		by gender
64	male	
50	female	



Executives		by gender
17	male	excl. Executive Board
9	female	

Integration of experts

In 2007, we again welcomed a number of Bertelsmann Stiftung Fellows, outside experts who contribute their expertise by participating in our work at the foundation. Last year's fellows included Prof. Shlomo Shoham, former Knesset Commissioner for Future Generations; Prof. Surendra Munshi, active for more than 30 years at the Indian Institute of Management in Calcutta; and Franz Borkenhagen, former security expert at the German Defense Ministry.

Excellent work/life balance

Numerous studies have shown that a family-friendly corporate culture pays off – for employees, businesses and the entire economy. With its Balance von Familie und Arbeitswelt (Work/Life Balance) project, the Bertelsmann Stiftung is working to publicize and promote family-friendly corporate policies. The foundation provides a number of flexible options within its own organizational structures to promote work/life balance among employees.

Employees and human resources staff jointly develop ways to accomplish project objectives while meeting private needs. In most cases, flexible working hours and individualized part-time schedules make it possible to achieve this goal. In 2007, for instance, 24 percent of the foundation's employees worked part time. An electronic system that monitors overtime hours allows employees and supervisors to spot potentially problematic workloads early on and find individual solutions.

All foundation employees have access to a family-service agency, which can provide them with information on childcare providers and homecare options for other family members. When needed, the agency creates individ-



Melodious voices: Some 20 employees participate in the foundation's choir.



ual plans for meeting daycare and homecare needs. Its summer program for school-age children provides care when schools are not in session. The Villa Kunterbunt daycare facility located near the foundation's headquarters serves children from the age of four months to six years.

Breakfast meeting: Board members and employees come together a number of times each year for an informal exchange.



In 2007, the Bertelsmann Stiftung's family-friendly policies and programs again successfully met the standards set out by the *berufundfamilie* (Work and Family) audit.

Healthy employees, today and tomorrow

Since 2005, the Bertelsmann Stiftung has offered a free, comprehensive check-up for all employees over age 45. Coming demographic shifts will make it more important for workers to stay healthy and productive as long as possible. The check-up is meant to promote such long-term quality of life.

The Bertelsmann Sport and Health Program also offers a wide range of free exercise and relaxation classes to help foundation employees improve their health.

Partnership-based corporate culture

The Bertelsmann Stiftung places great value on ensuring a corporate culture that promotes both effective leadership and dialogue. Daily intranet news releases – more than 1,000 in 2007 – update employees about the status of current projects. Our employee magazine *einblick*, published 10 times a year, keeps them informed about their colleagues' activities as well as noteworthy aspects of the foundation's day-to-day work. Other internal communication activities include regular in-house events such as breakfast meetings with the Executive Board, lunchtime presentations – 30 in 2007 – by foundation specialists or outside experts, and forums with prominent guests. In 2007, our traditional *Tag der Stiftung* (Foundation Day) was dedicated to celebrating the Bertelsmann Stiftung's 30-year anniversary. Our library and archive likewise support the dissemination of knowledge across all areas of the foundation.

Cooperation between management and employee representatives also relies on the longstanding principles of our partnership-based corporate culture. The foundation's works council participates in all phases of key decision-making and development processes.



Foundation Day 2007: Looking back at 30 years of project work.

Facts and figures |

Financial report

Total expenditures

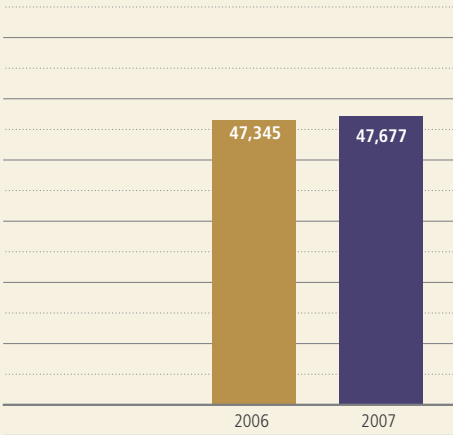
Total expenditures for the 2007 fiscal year amounted to €62 million. Since its inception, the Bertelsmann Stiftung has provided roughly €728 million for nonprofit work.

Expenditures (€, thousands)

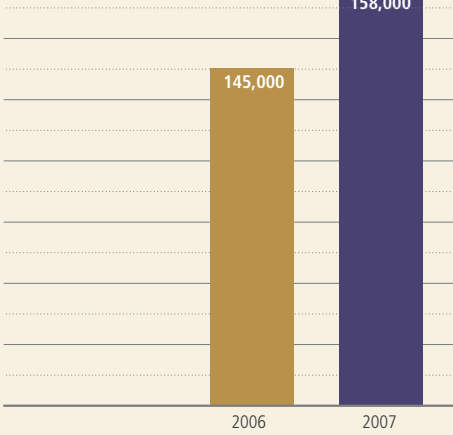
	2006		2007	
Education *	11,475		5,914	
International Relations	7,155		7,105	
Health *	7,337		5,882	
Economic and Social Affairs	6,344		6,647	
Culture *	1,376		3,540	
Corporate Culture and Management Philosophy *	3,055		3,995	
Communities and Regions	2,237		2,919	
Philanthropy and Foundation Development Projects	1,893		1,569	
Interdisciplinary Activities *	6,473		10,106	
Total project expenditures	47,345	78%	47,677	77%
Project-related services	1,543	2%	1,154	2%
Communication	4,148	7%	4,303	7%
Administration	7,839	13%	8,663	14%
Total expenditures	60,875	100%	61,797	100%

* Reassignment of staff resulted in a reallocation of funds among programs but did not affect total expenditures.

Project expenditures (€, thousands)
by fiscal year



Reserves (€, thousands)
per Sec. 58 Art. 7a AO



Project expenditures

In 2007, the Bertelsmann Stiftung dedicated €48 million to its direct project work, a slight increase relative to the previous year.

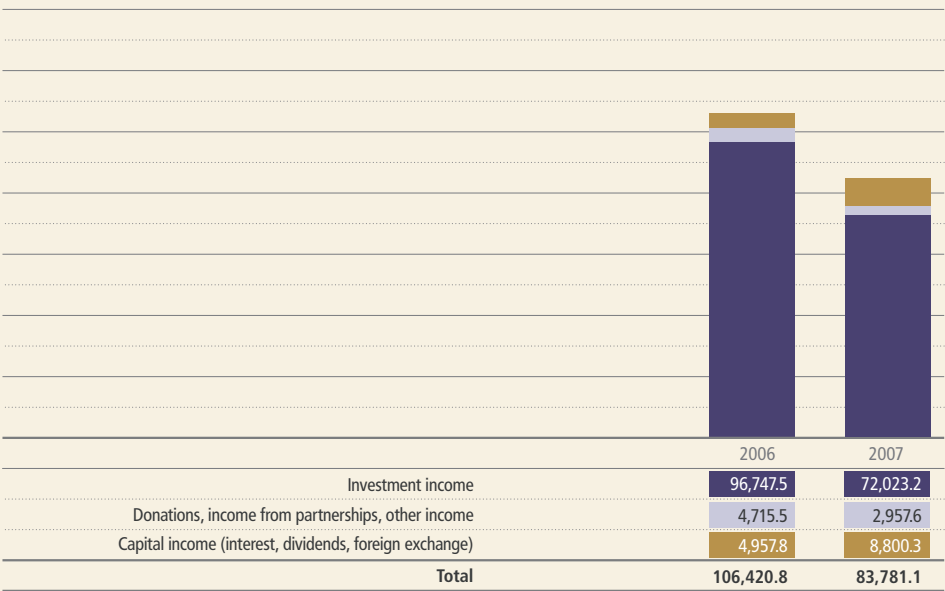
Accumulation of Reserves

Under its articles of incorporation, the Bertelsmann Stiftung is required to transfer funds into an unrestricted reserve fund in accordance with Section 58 Article 7a of the German Fiscal Code [Abgabenordnung (AO)], until the total is twice the annual budget planned for the following fiscal year. The foundation is also entitled to transfer additional monies. As of December 31, 2007, it transferred €13 million, yielding an unrestricted reserve fund of €158 million.

Funding

The Bertelsmann Stiftung finances its project work primarily through income from its holdings in Bertelsmann AG, which generated income of €72 million in 2007. Additional funds are available to the Bertelsmann Stiftung from its cooperative partnerships, such as those with other nonprofit organizations, and from the financial management of its assets. In the 2007 fiscal year, the Bertelsmann Stiftung’s financial resources thus amounted to €84 million.

Sources of income (€, thousands)



Asset management for unrestricted reserves

The main priorities of our investment strategy are to maintain the reserve fund's long-term value by diversifying risk and to earn ongoing interest revenue as a way of safeguarding and achieving the foundation's goals. An advisory board is responsible for administering and overseeing the foundation's asset management. It

decides on forms of investment and how asset management will be structured. Another of its core duties is to regularly evaluate investments and investment opportunities, especially through performance and benchmarking reviews. An information and reporting system for asset management activities keeps the foundation's governing bodies informed of current developments.

Statement of assets and liabilities* Bertelsmann Stiftung December 31, 2007 (€, thousands)

Assets	Dec. 31, 2006	Dec. 31, 2007
Fixed assets		
Intangible assets and tangible assets	3,037.7	3,404.9
Financial assets:		
Shares in affiliated companies	622,870.1	622,870.1
Investments in securities	80,391.2	119,687.4
	706,299.0	745,962.5
Current Assets		
Available funds	55.2	55.2
Receivables and other assets	2,343.6	2,991.6
Liquid assets	122,074.9	105,157.5
	124,473.7	108,204.3
Prepaid expenses	69.3	317.5
Assets held in trust	4,139.6	4,239.6
	834,981.6	858,723.8

Liabilities	Dec. 31, 2006	Dec. 31, 2007
Endowment capital	618,997.6	618,997.6
Reserves		
Reserves in accordance with Sec. 58 Art. 7a AO	145,000.0	158,000.0
	145,000.0	158,000.0
Funds carried forward	55,482.2	64,154.8
Accrued liabilities		
Provisions for pensions	4,888.9	5,272.2
Other liabilities	3,407.6	3,130.2
	8,296.5	8,402.4
Accounts payable		
Accounts payable for goods and services	1,699.1	4,015.0
Other accounts payable	1,358.7	914.4
	3,057.8	4,929.4
Available assets	7.9	0.0
Trust accounts payable	4,139.6	4,239.6
	834,981.6	858,723.8

* 2007 financial figures not yet audited

**Bertelsmann Wissenschaftsstiftung
(Bertelsmann Science Foundation)**

Bertelsmann AG established the Bertelsmann Wissenschaftsstiftung in June 1995. It is an independent foundation under civil law, with an endowment capital of €0.5 million. It is involved in various projects for promoting activities in the realm of political science and other

social sciences. It develops solutions to current problems of social importance, tests them in practice and makes the results available to the public. During the 2007 fiscal year the Bertelsmann Wissenschaftsstiftung disbursed approximately €1.1 million for this work.

Statement of assets and liabilities*

Bertelsmann Wissenschaftsstiftung December 31, 2007 (€, thousands)

Assets	Dec. 31, 2006	Dec. 31, 2007
Fixed assets		
Wertpapiere des Anlagevermögens	512.3	512.3
	512.3	512.3
Current Assets		
Available funds	1.8	1.8
Receivables and other assets	17.0	1.8
Liquid assets	430.7	417.9
	411.9	421.5
	943.0	933.8
Liabilities		
	Dec. 31, 2006	Dec. 31, 2007
Endowment capital	513.9	513.9
Funds carried forward	413.6	406.2
Accrued liabilities	5.5	5.5
Accounts payable	10.0	8.2
	943.0	933.8

Expenditures* Bertelsmann Wissenschaftsstiftung (€, thousands)

	2006	2007
Promotion of political science, particularly for improving cooperation and integration efforts pertaining to Europe and its role in the world	1,176	1,096
Administration	6	1
Total expenditures	1,182	1,097

* 2007 financial figures not yet audited

Facts and figures |

Additional information

Affiliated partners

In order to increase the long-term impact of its work in specific project areas, the Bertelsmann Stiftung has founded a number of partner institutions, primarily in the form of charitable, nonprofit organizations.

Partner foundations

Foundations are playing an increasingly important role in society today. Their independence enables them to address a broad range of topics and invest in issues that impact the future. The Bertelsmann Stiftung works to increase the professionalism of philanthropic organizations both at home and abroad, and partners with other foundations to generate synergies that benefit the greater good. In Germany, these include the Heinz

Nixdorf Foundation, Volkswagen Foundation, Körber Foundation, Hertie Foundation, Ludwig Erhard Foundation and the Robert Bosch Foundation.

International partners include Italy’s Compagnia di San Paolo, Belgium’s King Baudouin Foundation and the US-based Charles Stewart Mott Foundation. The Bertelsmann Stiftung also collaborates with the Association of German Foundations and the European Foundation Centre. It launched the *Initiative Bürgerstiftungen* (Community Foundations Initiative) and has maintained close ties to many individual community foundations ever since Reinhard Mohn established Germany’s first such institution – the *Stadt Stiftung Gütersloh* (City Foundation of Gütersloh) – in 1996.

Affiliated institutions

Institution	Founded / Headquarters	Legal form
Akademie zur Förderung der Manuellen Medizin (Academy for the Promotion of Manual Medicine)	1992 / Münster	gGmbH
Centrum für Krankenhausmanagement CKM (Center for Hospital Management CKM)	1994 / Münster	gGmbH
Bertelsmann Foundation “CHE Centrum für Hochschulentwicklung” (CHE Center for Higher Education Development)	1994 / New York	foundation
Fundación Bertelsmann	1994 / Gütersloh	gGmbH
Fundación Bertelsmann	1995 / Barcelona	foundation
Medienakademie Köln (Media Academy Cologne)	1998 / Cologne	gGmbH
Akademie des Deutschen Buchhandels (Academy of the German Book Trade)	1999 / Munich	gGmbH



Verlag Bertelsmann Stiftung

In 2007, the Verlag Bertelsmann Stiftung made some 200 existing works available, along with 44 newly published titles and reprints. The publications are based on and document the project work carried out by the Bertelsmann Stiftung. Among the year’s bestsellers were the media package *Wach, neugierig, klug – Kinder unter 3* (Alert, Curious and Clever – Children Under Three), *Von der Kita in die Schule* (Transitioning from Preschool to School) and *Guck mal!* (Watch Me!). *Asia: Changing the World* was published in German and English in the publisher’s premium series.



The Verlag Bertelsmann Stiftung catalogue lists all available titles, including new releases.



Three bestsellers from the year 2007, plus “Asia: Changing the World”, from the publisher’s premium series.

Facts and figures | Governance

As of January 1, 2008



Dr. Gunter Thielen



Liz Mohn



Dr. Johannes Meier



Dr. Brigitte Mohn

Executive Board

On January 1, 2008, Dr. Gunter Thielen, former chairman and CEO of Bertelsmann AG, took over the chairmanship of the Bertelsmann Stiftung Executive Board, a position he had previously held from October 2001 to July 2002. From October 2001 to December 31, 2007, he was also a member of the Bertelsmann Stiftung Board of Trustees. “My overriding goal is to ensure the foundation’s credibility and to continue to increase its visibility through an increased concentration on substantive project work. In addition, we want to expand our international focus and do more than in the past to address the impacts stemming from globalization,” Thielen noted as he assumed his new role.

Prof. Werner Weidenfeld stepped down from his position as a member of the Bertelsmann Stiftung Executive Board as of November 30, 2007. In his tenure of more than 20 years, he made a significant contribution to the foundation’s ongoing success.

In addition to its chairman, Dr. Gunter Thielen, the Bertelsmann Stiftung Executive Board includes Vice-Chair Liz Mohn, Dr. Johannes Meier and Dr. Brigitte Mohn.



Prof. Dr.
Dieter H.
Vogel



Liz Mohn



Reinhard
Mohn



Prof. Dr.
Werner J.
Bauer



Wolf Bauer



Dr. Wulf
H. Bernotat



Prof. Dr. Dr. Dr.
h. c. Uwe Bicker



Dr. Karl-
Gerhard Eick



Prof. Dr. h. c.
Klaus-Dieter
Lehmann



Eduardo
Montes



Prof. Dr.
Elisabeth Pott



Prof. Dr.
Thomas
Rauschenbach



Dr. Wolfgang
Schüssel



Klaus-Peter
Siegloch

Board of Trustees

The Bertelsmann Stiftung’s Board of Trustees, its supervisory body, also saw personnel changes in the past year. Reinhard Mohn, founder of the Bertelsmann Stiftung, appointed Prof. Dieter H. Vogel to be its new chairman as of August 1, 2007, when his predecessor, Prof. Ernst Buschor, retired from the board for health reasons. He had been a member of the Board of Trustees since October 2000 and was named chairman in 2005.

Vogel has had close ties to Bertelsmann for many years. He served as chairman of the Supervisory Board of Bertelsmann AG until the end of 2007 and has been a member of the Bertelsmann Stiftung Board of Trustees since January 2004. Formerly head of Thyssen AG, he is currently managing partner of LGB & Vogel GmbH, Düsseldorf.

Mohn also appointed five new members to the Board of Trustees: Wolf Bauer, executive director of UFA Film & TV Production; Prof. Uwe Bicker, trustee of the Aventis Foundation and chairman of the Supervisory Board of Dade Behring Holdings; Dr. Karl-Gerhard Eick, vice-chairman of the Executive Board of Deutsche Telekom; Eduardo Montes, executive advisor to the CEO of Siemens AG; and Prof. Thomas Rauschenbach, director and chairman of the German Youth Institute.

Other members of the Board of Trustees include Liz Mohn, vice-chair; founder Reinhard Mohn; Prof. Werner J. Bauer, executive vice-president of Nestlé SA and chairman of the Supervisory Board of Nestlé Deutschland; Dr. Wulf H. Bernotat, chairman of the Board of Management and CEO of E.ON; Prof. Dr. h. c. Klaus-Dieter Lehmann, currently president of the Prussian Cultural Heritage Foundation and, as of April 1, 2008, president of the Goethe Institute, Prof. Elisabeth Pott, director of the German Federal Center for Health Education; Dr. Wolfgang Schüssel, former chancellor of Austria; and Klaus-Peter Siegloch, head of the ZDF broadcasting company’s Washington bureau.

The following members have left the Bertelsmann Stiftung Board of Trustees at the end of their planned tenure: Dr. Hubertus Erlen, vice-chairman of the Supervisory Board of Bayer Schering Pharma; Caio K. Koch-Weser, vice-chairman of Deutsche Bank and former undersecretary at the German Finance Ministry; and Rolf Schmidt-Holtz, CEO of Sony BMG.

Photography credits

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