

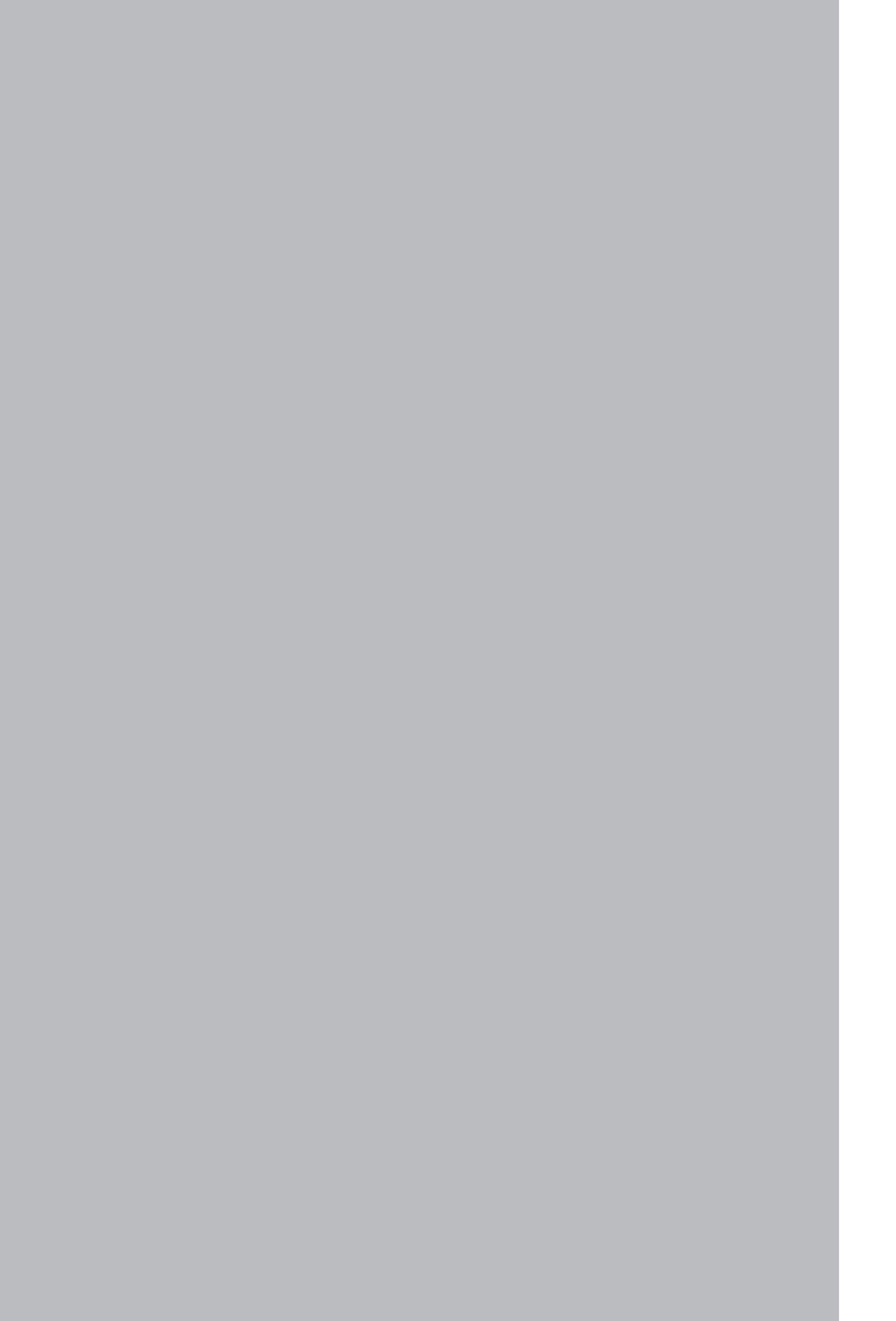
2011

Annual Report – Bertelsmann Stiftung



Inspiring People. Shaping the Future.





2011

Bertelsmann Stiftung Annual Report

Bertelsmann Stiftung

2011

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Inspiring People.
Shaping the Future.



Dear Friends,

Every day we strive for transparency in the information we provide about our work, our findings and our organization. To that end, we avail ourselves of a variety of channels – the Internet, press releases, publications, videos and social media. Our goal is to make our studies and conclusions available for a wider debate.

Once a year, our annual report presents a summary of our work, along with the facts and figures relating to it. In addition to highlighting issues of current importance, this year's report provides a brief overview of our more recent activities.

For a number of years we have been setting clear priorities by grouping our project activities within select topic areas. Last year we focused on various aspects of civic participation. We were able to present a differentiated picture of the opportunities and potential relating to this issue, and we worked directly with the public to test various participatory models.

This year we intend to focus more attention on another issue of critical importance for society's future: inter-generational justice, and how it can be assured over the long term. Our goal is to resolve the conflicting interests of young and old – a gap that appears to be diverging more and more – and see to it that resources

are distributed fairly between both groups. We see this as a key issue in an aging society.

To achieve that goal, we will be conducting an international search for successful approaches to this problem, and the solutions we find will be the focus of the 2013 Reinhard Mohn Prize.

As a foundation that designs and carries out its own projects, we want to do more than just accumulate knowledge; we want to spark discussion and change. We focus on the major social challenges facing Germany, Europe and the world. Our employees, moreover, are the key to our success: Their commitment, expertise, networking skills and openness to new ideas are essential for developing innovative ideas and strategies.

In addition to offering a look back at the past year, our annual report provides practical information about the Bertelsmann Stiftung and the work we do. For us, facts and figures are not an end in themselves. We hope that you will take a look at our activities and enter into dialogue with us. We would be delighted to provide you with more information and in-depth materials about our focus areas and projects. Above all, we appreciate your interest and any suggestions you might have.

Sincerely,



Prof. Gunter Thielen

Executive Board



*Dr. Jörg Dräger, Liz Mohn, Aart De Geus, Dr. Brigitte Mohn
and Prof. Gunter Thielen (chairman)*



We live and work in an open society

In keeping with the longstanding commitment of our founder, Reinhard Mohn, who died in 2009, the Bertelsmann Stiftung is dedicated to serving the common good. Our work is based on a belief in the values of freedom, goodwill and social solidarity and in the effectiveness of competition.

Our goal is to ensure that our work has the greatest long-term social impact. In carrying out our projects, we focus on people and their needs and measure ourselves by the opportunities we provide them. We believe that people

need and deserve the chance to participate in our globalized world; we therefore carry out worldwide searches for innovative ideas and effective approaches that increase those chances.

We concentrate our efforts on areas in which we have expertise: improving education, creating an economic system that is fair and efficient, promoting people-centered healthcare, empowering civil society, ensuring a viable cultural future and anchoring international understanding around the globe. Both independent and politically nonpartisan, the Bertelsmann Stiftung is a private operating foundation and therefore initiates and executes its own projects.

Our topics for the future: Sustainability and intergenerational justice

We began last year with a great deal of confidence and optimism. Germany's economy was on an upward trend, and global political changes offered grounds for hope. By the time 2011 drew to a close, however, much of that optimism had dissipated.

Following its introduction, the euro eventually became, after some initial public skepticism, a stable and reliable economic factor, not only for Europe, but for the entire global economy. Unfortunately, however, the excessive indebtedness of a number of countries, both within and outside the euro zone, led to the currency's destabilization. Yet the solution, in our view, lies not in abandoning the idea of a united Europe, but rather in strengthening the ties that have been established within Europe. The Bertelsmann Stiftung therefore intends to focus even more intently on the European dimension of our work - which involves not only Europe's currency and its political structures, but also the issues of social cohesion and social justice.

Last year's political changes were most visible - and most violent - in the Middle East and North Africa. The Arab Spring swept over nearly all of the region's countries, affecting many thousands of people. These events continue to take a toll, and it is virtually impossible to predict what will replace the authoritarian regimes that have been toppled. Still, these developments offer reason for hope. They show, for example, that change is indeed possible even in difficult circumstances, and that people are eager to play an active role and take charge of their own destinies.

In Germany, there have been clear calls for more involvement by the public in political and social processes, calls that are increasingly being heard. Accordingly, citizen participation became a focus of our efforts last year. In early 2011, we joined then German President Christian Wulff and the Heinz Nixdorf Foundation in creating a "Citizens' Forum" to discuss issues relating to social cohesion, in which 10,000 people in 25 cities

and towns participated. The forum produced an exciting "Citizens' Agenda," which includes a multitude of intriguing ideas and proposals.

The Reinhard Mohn Prize, awarded for the first time, also focused on citizen participation, and we looked all over the world to find candidates worthy of recognition. The Brazilian city of Recife was ultimately selected to receive the prize for its successful participatory budgeting system, which has been in place for many years. Recife's citizens are directly involved in community planning at the neighborhood level, and even schoolchildren learn how best to allocate limited resources among various projects. The award ceremony, held at the new Gütersloh Theater, received a great deal of attention from both the media and others active in the field. Speaking at the event, German Chancellor Angela Merkel underscored the need for proactive efforts that get people involved.

Our surveys and studies have allowed us to make the issue of civic participation a regular part of the public and social-policy debate, and we intend to continue this exciting discussion in the coming year. In the summer of 2012, we will be presenting relevant findings at a major symposium and making them available to interested parties and the public.

Again in 2011, the NEUE STIMMEN International Singing Competition was a major event for identifying the world's most promising young opera singers. Exceptional talents from all over the globe gathered in Gütersloh for the competition, with soprano Olga Bezsmertna from Ukraine, a truly outstanding performer, taking the top prize. Thanks to NEUE STIMMEN's excellent reputation, Liz Mohn, the event's initiator and organizer, was once



The Bertelsmann Stiftung Executive Board: (left to right) Dr. Jörg Dräger, Aart De Geus, Liz Mohn, Prof. Gunter Thielen (chairman) and Dr. Brigitte Mohn.

again able to assemble a first-rate international jury, which provided valuable feedback and guidance for the contestants' future careers.

All of Gütersloh was caught up in the competition, with posters and advertising visible throughout the city, and numerous businesses and public facilities taking an active role. NEUE STIMMEN will be celebrating its 25th anniversary in 2012, and preparations are underway for a gala concert to mark this milestone.

With the release of the Deutscher Lernatlas (German Learning Atlas), the Bertelsmann Stiftung provided the public with facts and figures on educational quality in Germany. A cover story in *Der Spiegel* along with numerous press reports and other feedback subsequently showed how important educational opportunities are for people and their communities. The information published in our studies supplies a solid basis for assessing Germany's overall educational landscape, with regional data and comparisons making it possible to address deficits in a targeted manner. Along these same lines, Dr. Jörg Dräger, member of the Bertelsmann Stiftung Executive Board, is an untiring advocate of offering youngsters more individualized support throughout Germany's educational system.

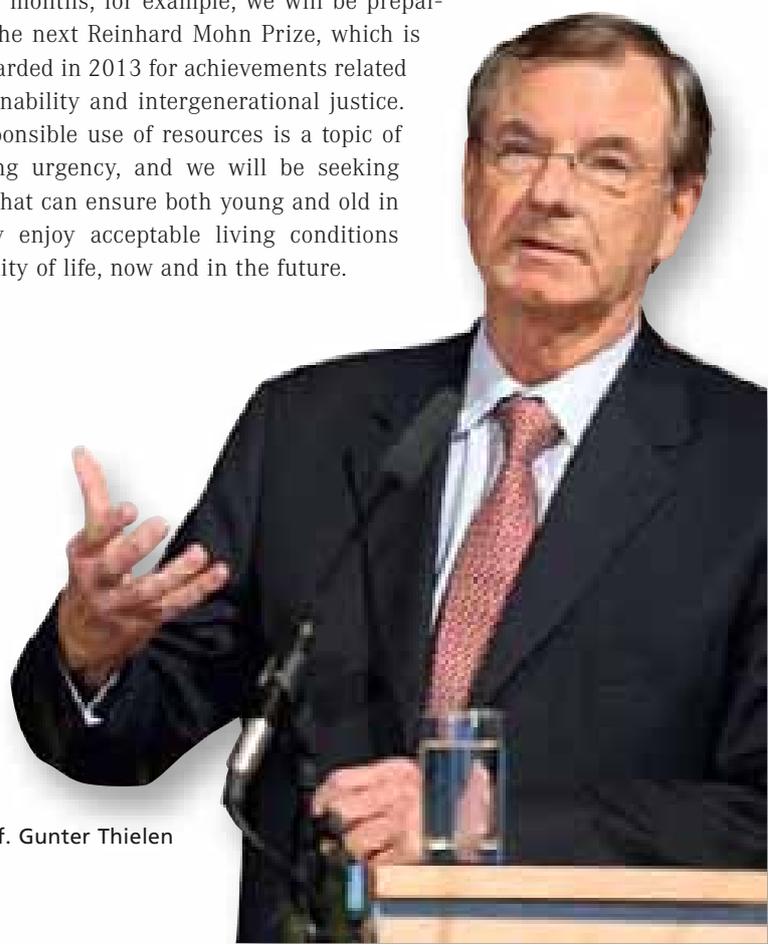
In the realm of healthcare, our national evaluation of physicians and our Faktencheck Gesundheit (Fact Check: Health) project made it possible for us to expand considerably last year the information we provide to patients and the public. This focus area, overseen by Dr. Brigitte Mohn, member of our Executive Board, is devoted to facilitating individual decision making regarding every aspect of medical and nursing care. The extensive use of our online database www.weisse-liste.de has received and the considerable media coverage given to regional differences in treatment are proof that people want and need reliable guidance in this area. Mindful of how society is aging, the Bertelsmann Stiftung plans to provide even more information about nursing care and treatment options in the future.

Whether in the areas of cultural affairs, civic participation or globalization, we focus on global challenges when carrying out our work. Our affiliate foundations and offices in Barcelona, Washington, DC and Brussels

serve as an important interface in this context. At the same time, we also follow developments in Asia and South America. Aart De Geus, who joined the Executive Board in September 2011, has been a crucial source of support for the foundation's international efforts. A former deputy secretary-general of the OECD, he is well acquainted with global political networks.

As mandated by the foundation's articles of incorporation, there was a change in the leadership of the Board of Trustees at the end of last year. Prof. Werner Bauer, who has longstanding ties to the foundation, has succeeded Prof. Dieter Vogel. Dr. Bauer will continue in his new position to help shape the direction and activities of the foundation in close collaboration with the Executive Board.

The anniversary celebration for NEUE STIMMEN, the further internationalization of our work, our focus on citizen participation - clearly, exciting challenges lie ahead for the Bertelsmann Stiftung in 2012. During the next few months, for example, we will be preparing for the next Reinhard Mohn Prize, which is to be awarded in 2013 for achievements related to sustainability and intergenerational justice. The responsible use of resources is a topic of increasing urgency, and we will be seeking models that can ensure both young and old in Germany enjoy acceptable living conditions and quality of life, now and in the future.



Prof. Gunter Thielen

2011 Reinhard Mohn Prize





With German Chancellor Angela Merkel (left) looking on, Recife's Mayor João da Costa Bezerra Filho and student Keila Pessoa de Oliveira (center) accepted the 2011 Reinhard Mohn Prize from Liz Mohn and Prof. Gunter Thielen (right).



Invited guests at the Gütersloh Theater wait expectantly for the presentation of the Reinhard Mohn Prize on June 16, 2011.

Bertelsmann Stiftung

2011 Reinhard Mohn Prize: Vitalizing democracy through participation

On June 16, 2011, Liz Mohn, vice-chair of the Bertelsmann Stiftung Executive Board, presented the Reinhard Mohn Prize to the Brazilian city of Recife, which was represented by a school student and the city's mayor. German Chancellor Angela Merkel praised the decision to award the €150,000 prize to Recife, a city noted for its exemplary approach to civic participation.

After spending the long flight thinking about what she would say when she arrived in Germany, seventh grader Keila Pessoa de Oliveira finds herself standing on the stage of the Gütersloh Theater before an audience of 500 invited guests. Her voice is clear and steady, revealing no hint of nervousness. "I think the most important thing is hope," she says. "Hope for a better future for the people of my country, for the children. We need to pay more attention to children and give them a voice in our country. When it comes to their needs, German children should be heard too." Applause. Keila is holding the 2011 Reinhard Mohn Prize. Together with João da Costa Bezerra Filho, mayor of Recife, she has just accepted the prize from Liz Mohn, vice-chair of the Bertelsmann

Stiftung Executive Board. The two visitors from Brazil are representing everyone involved in the participatory budgeting system in Recife, a city of 1.5 million.

Under the heading of "Vitalizing Democracy Through Participation," the Bertelsmann Stiftung has searched all over the world for government institutions that have successfully involved the public in policymaking decisions. A total of 123 institutions have been nominated for the prize; of the seven finalists, Recife received the most votes for its participatory budgeting system.

Over 100,000 people are involved in Recife's school and urban development activities. During the past 10 years,



Armin Laschet (CDU); Prof. Rita Süssmuth; Prof. Dieter H. Vogel, former chairman of the Bertelsmann Stiftung Board of Trustees; and former German Foreign Minister Klaus Kinkel (left to right).

some 5,000 projects have been initiated by the city's residents, and a total of €220 million has been invested based on their decisions.

The people are the most important actors

The audience has no doubt that the €150,000 in prize money is going to the right recipient. "I am proud and gratified that our idea has gained recognition in Germany," says Mayor da Costa. "We provide a real-life model. People who used to be shut out of the political process now have a say in the city's budget, and this has given them a new sense of self-confidence." Keila, a student delegate who participates in drawing up the children's budget, is clear evidence that the process begins in childhood. "The city has grown along with the participatory budgeting system, and so have I," she says. "Participatory budgeting is a bridge between government and the people. The people are the most important actors. Together we can do anything, as we make things better."

As Chancellor Merkel notes in her speech, "The first participatory budgeting system was put into effect in Brazil. So I am particularly gratified that the first recipient of the Reinhard Mohn Prize is a Brazilian community. The city of Recife has had great success in implementing this model, which includes every group in society. Looking beyond our own borders, learning from others, accepting input and inspiration - this was what Reinhard Mohn always sought to do." Chancellor Merkel recounts fond memories of the Bertelsmann Stiftung's founder. "His courage, vision and perseverance led him to take a small, family-run company and turn it into a global conglomerate, and he was among the first to recognize the importance of employee participation," she says. "Bertelsmann knows what it means to get people involved. And what is true for a company also holds true for a community. Reinhard Mohn's approach - putting his faith in responsible, self-reliant, socially conscious individuals - continues to serve as a model for others."

As Prof. Gunter Thielen, chairman and CEO of the Bertelsmann Stiftung, observes in his remarks, "Again and again, our results have shown that active citizens are enormously helpful to policymakers and public administrators - if their contributions are accepted. Working with citizens provides broad-based and sustainable support during decision-making processes."



Dr. Jörg Dräger, Liz Mohn, Recife's Mayor João da Costa Bezerra Filho, student Keila Pessoa de Oliveira, Dr. Brigitte Mohn and Prof. Gunter Thielen (left to right) before the award ceremony in the foyer of the Gütersloh Theater (top photo).

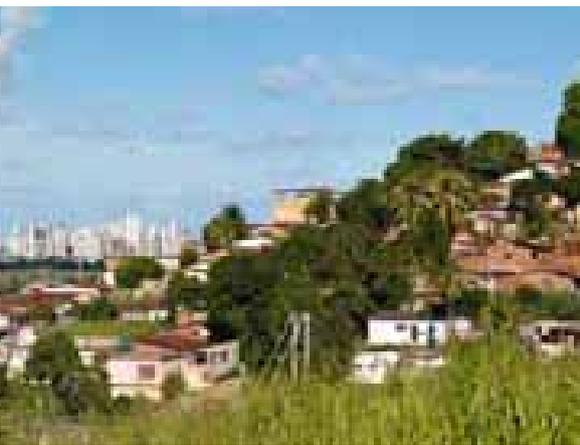
Dancing to the theme of "Vitalizing Democracy," with performers from the Mark Sieczkarak Company (center photo).



Leaders: Student Keila Pessoa and Recife's mayor traveled to Gütersloh to accept the 2011 Reinhard Mohn Prize.

Recife: Winner of the 2011 Reinhard Mohn Prize

A model of civic participation: Outcomes are more equitable when everyone has a say



The Reinhard Mohn Prize was awarded for the first time in 2011. The Bertelsmann Stiftung presented the prize to the Brazilian city of Recife – a model of civic participation – and its citizens, for whom participatory governance has opened up entirely new perspectives.

Recife, a port city of 1.5 million located in northeastern Brazil, has been including its citizens in its budget

at the edges of the local mangrove swamps; now they are fighting to stay in their homes. In 2001, developers discovered the area's prime real estate and launched a war against the poor, who, lacking ownership papers, began to receive eviction notices with increasing frequency.

Recife, a city of contrasts: Alongside modern high-rise buildings, the desperately poor live in shacks made of plywood and bricks.

planning since 2001 using a participatory process developed in Porto Alegre, a city in the country's south, in the late 1980s. The idea has won recognition from the United Nations and has been adopted by some 70 Brazilian communities, as well as cities in Europe, North America and New Zealand. Every year, more than 100,000 of Recife's residents help decide what is to happen in their neighborhoods – which streets will be repaired, where schools will be built and which sewers will be cleaned.

The principle is simple: If at least 10 people agree that a project is important, it is added to a list of projects presented at regularly held community meetings. The 10 ideas that receive the most votes are then implemented one after the other – provided that adequate funding is available. The mayor of Recife, João da Costa, sets aside 10 percent of his budget for these projects and has no qualms about ruffling a few feathers to ensure they are realized.

Recife is a city of enormous contrasts. Expensive upper- and middle-class residential areas complete with security guards co-exist alongside chaotic slums lacking sewage systems. The line between the two extremes is not always clear. In the exclusive Torre neighborhood, for example, a square meter of land now costs over €500. But in between the gleaming white skyscrapers, the Mangueira da Torre slum continues to grow, a hodge-podge of plywood-and-brick shacks that would collapse if they were not wedged so tightly together. Many are no bigger than 20 square meters, yet are home to large families. For 120 years people have lived

Criticism and input wanted

“Better and Guaranteed Living Space” was the name of the project carried out in Mangueira da Torre. “My mother fought for years, and now I’m reaping the benefits,” says a young nurse. “I thank God that I was able to move out of my house. The rain came in through the roof as if it were a sieve,” says 92-year-old Antonia. Each has moved into one of the project's new 40-square-meter apartments. The walls are unplastered and the floors are bare cement, but the rooms are lovingly decorated with doilies and pictures of saints. Best of all, everyone gets to stay in the neighborhood they know well. When residents of a slum are forced to move, they are usually relocated to the city's outskirts. But here, where locals were given a say, events took a different course. One sunny Sunday morning, Mayor da Costa dedicated a public housing complex, painted bright blue and pink and located right next to gleaming residential towers. “The neighbors would prefer that these people live much further away,” he says. “But they were here first, and we feel a sense of responsibility for the needy.”

Mayor da Costa has been involved with the concept of citizen participation in Recife since the very beginning. In 2001, he served under the then mayor as the first secretary responsible for getting the public involved – and now he is mayor. “When it comes to urban planning, much remains to be solved in Recife,” he says. “Yet the more the people are involved, the more legitimate the outcomes will be.”



A sewage trench that was also used as a dumping ground is covered with a layer of concrete to convert it into an underground canal (left and center).

Flanked by residents of the Mangueira da Torre slum, Mayor João da Costa dedicates a housing project for the poor. The mayor has been involved with participatory projects for many years (right).

“An entirely new political culture”

Popular participation works on three levels, with citizen-initiated projects implemented in the city's neighborhoods, the entire community participating in

urban-policy discussions and students in local schools getting involved as well. For the first few years there was not a lot of trust on either side. Policymakers were not accustomed to opening up their discussions to outside criticism and input. The people, for their part, saw politics as a dirty and corrupt business, and were not convinced that they would actually be given a say.

“We are experiencing the longest democratic era in Brazil's history - 22 years,” says Augusto Miranda, secretary of participatory budgeting in the city government. “We mustn't forget that the Brazilian people have had virtually no voice for the past 500 years. So our task is to build an entirely new political culture.”

Text from *change – the Bertelsmann Stiftung magazine* 2/2011



Participatory budgeting projects have rehabilitated schools and created new workspaces. Students act as “parliamentarians,” determining where the need is greatest and helping get projects started.

Prof. Gunter Thielen

Prof. Thielen, you can look back at many notable achievements in your work at the Bertelsmann Stiftung. What are you particularly proud of?

I take pride in the fact that over the years our work has consistently focused on topics that are truly relevant. These have been policy issues of significant scope, such as the future of the social market economy and the challenge of ensuring globalization is equitable. At the same time, here in Germany we have undertaken a number of projects to strengthen people's ability to make well-founded decisions and take effective action, efforts that have included increasing transparency in the educational and healthcare systems, as well as new approaches to civic engagement.

I am also pleased that our studies and initiatives have launched and enriched wide-scale public debate on a number of topics. In part because of our input, many issues are now being discussed in a more comprehensive, committed way. Ultimately, I firmly believe that matters such as the cost of inadequate education or the impact of demographic change should not be left to roundtable discussions that include only experts.

The topic of citizen participation has drawn considerable interest in Germany's political circles and elsewhere. In your work at the foundation, you have pushed for strengthening democracy by getting the public more involved.

In many cases in recent years, people have felt that their interests and ideas were no longer being considered. Often, their main concern was not that others disagreed with them, but that nobody was even listening. We have grown much more sensitive to the need for citizen participation. But the necessary tools are not always available, and few examples exist of how people can be effectively included early on in the decision-making process. The Bertelsmann Stiftung has searched the world for outstanding examples of civic engagement. In Germany, our 2011 Citizens' Forum boldly experimented with including 10,000 people in policy-related discussions.

Repeatedly in the years ahead, German society will have to tackle major issues – vital issues – and we can only do this if there are effective methods in place for getting the public involved. What matters most is that these methods become part of everyday life. People are willing to become active if they feel they are being taken seriously. We should do more to take advantage of this, especially at the neighborhood and community levels.

What major challenges do you anticipate for the Bertelsmann Stiftung and its work?

The events of recent months have once again made clear that key political challenges can no longer be resolved within national borders. This is evident in the euro crisis and in the calls for greater democracy in North Africa. Short-term strategies developed at the national level have become increasingly irrelevant. What we need are long-term approaches that rely on sustainable solutions and the broadest possible participation. In light of this, our international comparative studies provide transparency and highlight successful approaches, while our dialogue events bring together people of different cultures for a direct exchange of views that promotes collaboration. Experience has shown that we can no longer allow globalization's course to be determined by individual nations and economic interests alone. In particular, foundations, initiatives and individuals themselves must get involved to set the framework. Certainly, we need more effective instruments for determining what happens on an international level, but we also need an extended network of people to develop and implement methods that ensure globalization takes place in an equitable manner.

Prof. Gunter Thielen

Gunter Thielen was born on August 4, 1942, in Quierschied, in the state of Saarland. He studied mechanical engineering and economics at RWTH Aachen, earning a doctorate in engineering. After working for BASF, he served as technical director at the Wintershall energy company starting in 1976, before joining Bertelsmann AG in 1980. In 1985 he became a member of the company's Executive Board and head of its printing and manufacturing division, which became Bertelsmann Industrie in 1996 and Arvato AG in 1999. In 2001, he was also named chairman of the Bertelsmann Stiftung Executive Board and chairman of the Bertelsmann Verwaltungsgesellschaft Executive Board. A year later he became CEO of Bertelsmann AG; in 2003 he was also named chairman of the Supervisory Board of Gruner + Jahr. He has served as CEO and chairman of the Bertelsmann Stiftung since January 1, 2008.

On November 9, 2011, he was awarded an honorary professorship by the business and economics department of the University of Witten/Herdecke.





Kickoff event for the 2011 Citizens' Forum at Bellevue Palace on January 24, 2011. Ten thousand people from 25 German cities and towns were selected to propose solutions to key social issues during online discussions that began in mid-March. The 2011 Citizens' Forum was a joint initiative of the German president, the Heinz Nixdorf Foundation and the Bertelsmann Stiftung.



Citizen Participation

Democracy requires engagement – People want to be heard

During the 2011 Citizens' Forum, 10,000 people from 25 communities across Germany succeeded in finding common ground on a number of political issues. The outcome: a national "Citizens' Agenda."

"I was surprised at first, and even a little skeptical, when I got the call," says Monika Berrisch, remembering the invitation she received at the end of 2010. "But then I looked online at www.buergerforum2011.de while still on the phone, and what I read won me over right away." The 48-year-old from Bonn was one of those randomly selected to participate in a multi-phase nationwide project, the 2011 Citizens' Forum.

The large-scale online discussion was a joint initiative of the Bertelsmann Stiftung, the Heinz Nixdorf Foundation and Germany's then president, Christian Wulff. "We want to revitalize the dialogue between people and their representatives through new, transparent forms of participation," said President Wulff, explaining the organizers' goals at the kickoff event in January 2011. "The Citizens' Forum is a step in that direction because it takes advantage of possibilities for rapid and direct communication – above all, those available online." In the first stage, people with very different backgrounds and life experience were selected at random from all across Germany. They numbered 10,000 in all, with 400 drawn from each of 25 German cities and towns having more than 80,000 residents. Belonging to different generations, living in different environments and having different educational backgrounds, jobs and interests, they reflected the diversity of German society. At the same time, their interest

in politics and their involvement in the Citizens' Forum created a common bond.

During the kickoff event at Bellevue Palace in Berlin, President Wulff welcomed one person from each participating community, along with the community's mayor or district administrator. Attendees worked together to prepare for the forum discussions, which addressed six topics: education, demographics, integration, democracy and participation, solidarity and fairness, and family life.

A sample question posed by the Education Committee was "How can we ensure that everyone has equal access to education?" The overall question guiding the forum was "How can we strengthen social cohesion for the future?"

Discussions offline and online

All 10,000 participants were informed of the framework in advance and each had the opportunity to choose the specific topics they wanted to examine. The program was then launched nationally in March with events held simultaneously in all 25 communities. Working in small groups, forum members identified initial challenges in the six topic areas.

Participants also got to know each other personally – a crucial factor for effective online discussion. During the launch of the online meetings, President Wulff addressed the individual groups by video



The kickoff event for the 2011 Citizens' Forum took place at Bellevue Palace in Berlin (top).



The motif of the cord in Germany's national colors was used throughout the forum (bottom).





link from the town of Naila in Bavaria. From that moment forward, members of the 25 community forums engaged in discussion and sometimes vigorous debate, always seeking and eventually finding common ground. Twenty-five regional Citizens' Agendas were the result, proposing a policy approach for each of the six topics. Grouped into committees, participants then used the on-line platform to evaluate the 150 proposals, eventually winnowing them to six that were presented as a nationwide Citizens' Agenda. Specially trained online moderators – mostly veterans of previous citizens' forums – settled heated debates and kept the discussions moving forward. To ensure that all opinions were included in the final report, "citizen editors" monitored the daily discussions and summarized their outcomes.

Reflecting opinions across society

For Monika Berrisch, taking on more responsibility makes a project more enjoyable, so she decided to serve as the citizen editor for the Integration Committee. Learning of others' experiences, hearing participants argue for what they believed in – she witnessed democracy in action every day. "Now and then, I felt I should have stated my views a little more forcefully," she says. "But this wasn't a forum for attacking each other. And I think opinions in the Citizens' Forum should ultimately reflect society as a whole."

Susanne Bohn, 39, likewise found the experience fascinating. Married with two young children, she has a degree in public administration. She too was a citizen editor for the Integration Committee. "It's always good to be personally involved," she says. Every day, she sat at her computer for about 90 minutes, eagerly following the discussions. "To put it bluntly, they sometimes came across as encounters between 'hardliners' and 'do-gooders.' The truth always lay somewhere in between," she recalls. "However, every comment was important and moved the discussion forward. Plus, the tone was always objective, never hurtful. In the end, I can say I learned a lot."

Dr. Sven-Uwe Neumaier, 47, a citizen editor for the Demography Committee, took a similar view. "I don't know whether our results will lead to immediate policy changes," he says, "but that's really not the point. What is most important is the forum itself, not to mention

encouraging more people to engage with political issues and form their own opinions."

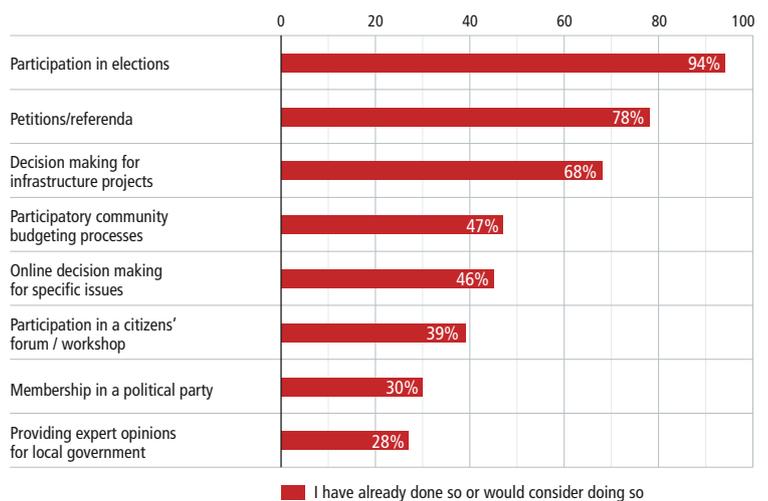
The city of Bonn is a case in point – one of the more than 160 communities that applied to participate, and one of the 25 selected at random after weighting for regional importance. "From the start, we were eager to be part of the Citizens' Forum, because Bonn also makes use of deliberative governance methods. For example, people can go online to have a say in the city's budget planning," said Sven Hense, one of Bonn's government administrators.

Networked communication produces Citizens' Agenda

As also happened in other cities, Germany's former capital hosted a Citizens' Forum Day on May 14 to present its findings once the local meetings drew to a close. The outcomes were then discussed with policymakers and civil society representatives. In Bonn, for example,

Which forms of political participation do citizens engage in and consider worthwhile?

Figures in percent



Source: TNS Emnid survey

According to a survey conducted by the Bertelsmann Stiftung, people in Germany want to have greater influence on politics through petitions and referenda.

The Citizens' Forum held kickoff events in 25 locations, among them Berlin, the Wartburg district and Bochum (left to right).

members of the Integration Committee agreed to recommend mandatory kindergarten attendance coupled with activities for promoting language skills among children at as early an age as possible. The Education Committee, moreover, called for reforming the country's educational system by implementing uniform structures nationwide.

The individual forums were networked with each other, and 6 of the 150 recommendations were selected for discussion with President Wulff. On May 28 at the former Bundestag building in Bonn, official findings from the 2011 Citizens' Forum were presented to the president. "Democracy requires engagement," he said during the ceremony. "It comes alive when people take responsibility and stand up for each other."

Text from *change – the Bertelsmann Stiftung magazine* 2/2011



Forum members held online discussions on six major topics, then pooled their results.



At the conclusion of the 2011 Citizens' Forum, six policy proposals were chosen and delivered to Germany's then president, Christian Wulff.

Liz Mohn

Mrs. Mohn, you have always been devoted to promoting understanding and dialogue between different cultures. Why do you think this kind of intercultural dialogue is important?

Globalization is bringing people from a multitude of countries and cultures into contact with one another. It is therefore becoming increasingly important for companies to build bridges among people – across the boundaries of language and country – in order to be socially responsible over the long term. Business leaders certainly know that their companies and their employees are part of a larger community and that business decisions have ramifications beyond the company. What employees do and say also conveys a message and casts the company in a certain light.

So it makes sense to link corporate responsibility to social responsibility. And to do this, we need to enter into dialogue with others. I am convinced that if we dialogue with and learn from people all over the world and if we are open to new ways of doing things, we will all benefit from the opportunities globalization has to offer – and succeed in meeting the global challenges we face. This is the only way for diverse cultures to come together.

The NEUE STIMMEN International Singing Competition is the flagship of the Bertelsmann Stiftung's cultural activities. Again this year, you have discovered outstanding singers from around the world who may well find their way onto the stages of the world's opera houses.

Our international competition promotes understanding between young people from many different countries and encourages global networking. We also work to ensure that classical music and opera continue to play an important role in people's lives – in Germany and all over the world. Many of our winners have gone on to successful careers. Nathalie Stutzmann, for example, who won our very first competition in 1987, is recognized today as one of the world's most distinguished singers. Her lovely alto voice has won her numerous international awards. Vesselina Kasarova, who won the 1989 competition, is now one of the most sought-after mezzo-sopranos in the world. A more recent example is soprano Christiane Karg, a winner in the 2007 NEUE STIMMEN competition. This year she is performing for the fourth time at the Salzburg Festival, she was named Young Performer of the Year by the magazine *Opernwelt* in 2009 and in 2010 she won the prestigious ECHO Klassik award.

The NEUE STIMMEN International Singing Competition is celebrating its 25th anniversary in 2012. Tell us about your plans for this occasion.

Ever since the competition began 24 years ago, I have always thoroughly enjoyed the week of events that takes place in Gütersloh. The name NEUE STIMMEN stands for quality, performance and competition – always in a spirit of fairness and partnership. These young musicians give their all during this brief period, and they also become part of a community. They make new friends, they learn from one another and they provide mutual support, no matter what culture they happen to come from. I firmly believe that music connects us all. It is a universal language, a language that is heard and understood all over the world. It promotes tolerance and harmony among people of different countries, cultures and religions. As a universal language, it builds bridges of understanding – across linguistic and national boundaries. It is in this spirit that we are preparing to celebrate this milestone in the competition's history. We expect great things of the NEUE STIMMEN artists, but also of ourselves.

Liz Mohn

Following the death of her husband, Reinhard Mohn, Liz Mohn represents the fifth generation of the Bertelsmann/Mohn family, owner of the Bertelsmann media conglomerate. She is vice-chair of the Bertelsmann Stiftung's Executive Board and its Board of Trustees and is a member of the Bertelsmann AG Supervisory Board. She serves as president of the German Stroke Foundation, an organization she founded, and chairs the board of the Liz Mohn Foundation for Culture and Music. She is also chair of the Board of Trustees of the Association of German Music Schools.

In 1999, she became the first female member of the Club of Rome. In 2000, she received Germany's Cross of Merit, First Class, and in 2008 the organization Atlantik-Brücke selected her as the first woman to receive the Vernon A. Walters Award. In 2010 she was also honored with the Global Economy Prize by the Kiel Institute for the World Economy.







Joining Olga Bezsmertna in celebrating her victory were Liz Mohn and the members of the jury: (left to right) Kammersänger Siegfried Jerusalem, Kammersänger Francisco Araiza, opera company directors Gustav Kuhn and Berndt Loebe, Kammersängerin Anja Silja, artistic consultant Evamaria Wieser, Vienna State Opera Director Dominique Meyer and author and music critic Jürgen Kesting.

Leading the Duisburg Philharmonic, Conductor Axel Kober (right), musical director of the Deutsche Oper am Rhein, had a close-up view of the nervous finalists.

NEUE STIMMEN, 2011

A winning new voice

For one week, 41 young artists from 18 countries competed in Gütersloh for the top prize in the final round of the NEUE STIMMEN International Singing Competition. It was an extraordinary competition, with equally extraordinary singers.

There is excitement in the air at the sold-out Gütersloh Community Center. On stage are Liz Mohn, president of the Bertelsmann Stiftung's NEUE STIMMEN International Singing Competition, and Dominique Meyer, chairman of the competition's jury. "Maybe we shouldn't wait too long," he says. "They're already a bundle of nerves." The six finalists are standing backstage, tingling with anticipation. They have made it this far after competing in the preliminary auditions held all around the world.

These six were among 41 contestants from 18 countries who qualified to come to Gütersloh. They sang their way into the finals in hopes of winning one of the prizes in the 2011 NEUE STIMMEN competition.

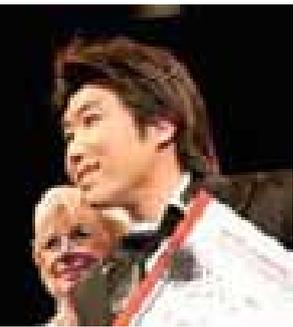
The jury chairman reads the names. Slovakian lyric soprano Maria Celeng, Russian mezzo-soprano Nadezhda Karyazina and Romanian soprano Cristina-Antoaneta Pasaroiu take fourth through sixth place, each of which comes with a cash award of €4,000.

Young talents from Asia

When Mr. Meyer announces that third place and its cash award of €8,000 are going to someone "who's practically still a child," it is clear that he is referring to 21-year-old Chinese tenor Xiahou Jinxu, who surprised the jury with six high Cs in a row during rehearsal. The last to perform in the finals, he also sang a lovely rendition of "Dein ist mein ganzes Herz" from Lehár's *Das Land des Lächelns*.

Second place and €10,000 go to an Asian competitor as well: South Korean bass Jongmin Park, who also won the People's Choice award and a gift certificate for sheet music worth €500. After Jongmin's name is announced, there is no doubt about the overall winner of the 2011 NEUE STIMMEN competition: Olga Bezsmertna.

The Ukrainian lyric soprano stands with tears of joy in her eyes. The chairman presents her with her prize – and whispers something in her ear. Later she reveals



Second through sixth place winners: (left to right) Jongmin Park, Xiahou Jinxu, Cristina-Antoaneta Pasaroiu, Nadezhda Karyazina and Maria Celeng.

what it was. “He wanted me to sing my winning aria again, ‘Depuis le jour’ from Charpentier’s *Louise*,” she says. And after receiving her award she does, despite being nearly overcome with emotion.

An international jury

There is considerable incentive to do well in the finals in Gütersloh. In 2011, the audience included numerous prominent guests from the music world – such as Christoph Meyer, general manager of Düsseldorf’s Deutsche Oper am Rhein, and Ivan van Kalmthout, director of Berlin’s Staatsoper im Schiller Theater – and the jury was made up entirely of experts. Its chairman, Dominique Meyer, is director of the Vienna State Opera. Francisco Araiza and Siegfried Jerusalem, both holders of the title of Kammersänger, are voice professors in Stuttgart and Nuremberg, respectively. The director of the preliminary rounds, Brian Dickie, is general director of the Chicago Opera Theater. Jürgen Kesting is a popular music critic. The competition’s artistic director, Gustav Kuhn, serves as director of the Tyrolean Festival Erl. And Bernd Loebe is the general manager of the Frankfurt Opera. The jury also included Nicholas Payne, director of Opera Europa; Kammersängerin Anja Silja; and Evamaria Wieser, artistic consultant for the Lyric Opera of Chicago and Teatro dell’Opera di Roma.

These are all influential figures, potential members of an important network. They provided support for contestants during the final week of the competition – at rehearsals, in one-on-one meetings and by giving valuable advice. During the last week, as dress rehearsals and semifinals were taking place, a number of other events were also happening in Gütersloh. The “Klassik-Herbst” (Classical Autumn) series, for example, featured concerts and other activities. For the first time, moreover, the finals were screened at the Gütersloh Theater for those unable to obtain tickets, followed by a party complete with NEUE STIMMEN cocktails. Another first was the live streaming of the entire final round on the Internet.

Those contestants who knew after the first three days that they had not reached the semifinals put together a program of their own: They went to a Gütersloh bistro, where they joined the other patrons for an evening of karaoke. After listening to the amazing voices of the NEUE STIMMEN contestants, the locals joined them at the microphone for uninhibited performances of everything

from Frank Sinatra’s “My Way” and tunes from musicals to Lady Gaga songs and the latest top-40 hits.

Prominent audience members

But the real action was onstage at the Gütersloh Community Center. It was here that the finalists were smiling for the cameras and giving their first post-competition interviews. After the finals, Liz Mohn invited the members of the jury, all 41 contestants and other prominent guests to a party at Gütersloh’s Parkhotel. Among those in attendance were business leaders, the executive boards of the Bertelsmann Stiftung and Bertelsmann AG, and several movie and television personalities. RTL moderator Birgit Schrowange, who loves opera music, was there. “Actually I really don’t know much about it,” she said. “But whenever I’m in a bad mood, I’ll put on a CD with arias from Italian operas.”

Author Katja Kessler expressed similar sentiments. She likes to listen to classical music while driving, but when it comes to opera she has a hard time keeping up with her husband, Kai Diekmann, editor-in-chief of *Bild*, the German daily newspaper. “My husband is a huge opera fan,” she said. “It’s embarrassing when I have to admit that there are gaps in my knowledge. And when I try to compete with him, it’s even more embarrassing. But I really love listening to classical music. It calms me down in a way that nothing else can.” Her four children, ages nine, seven, six and three, are learning to play instruments – as is the oldest son of German television personality Verona Pooth, who attended the party with her husband Franjo. “We love to come to this event and listen to these beautiful young voices,” she explained. Actress Alexandra Kamp believes that it is never too early to start learning about music. “I was a child when I first came in contact with opera music,” she said. “Many of the stories on the old Europa records were set to wonderful pieces from the opera.”

These comments echoed the sentiments often expressed by Liz Mohn, who is also vice-chair of the Bertelsmann Stiftung Executive Board in addition to her role as the competition’s president. After the finals, she celebrated with the young singers and gathered around the piano with them to sing. In addition to providing support for talented opera singers, the Liz Mohn Foundation for Culture and Music helps to fund choirs and music education for children.

Enjoying the music: (left to right) Prof. Dieter H. Vogel, former chairman of the Bertelsmann Stiftung Board of Trustees; Ulla Thielen-Hoell; Elektra Straub; and Prof. Gunter Thielen, chairman of the Bertelsmann Stiftung Executive Board (photo right)



A prominent quartet: (left to right) TV host Birgit Schrowange, TV personality Verona Pooth, journalist and author Katja Kessler and actress Alexandra Kamp (photo far left)



Christoph Mohn and his wife, Shobna (photo left)



Margit Tönnies with Horst and Jimmy A. Schmied (top photo)

Liz Mohn with Dr. Thomas Rabe, designated CEO of Bertelsmann AG (center photo)

“For many young children, singing is a way of opening up the soul,” she said. She watched with great interest as the contestants networked after the finals. After all, the NEUE STIMMEN competition is well known as a way to open doors.

The NEUE STIMMEN finalists reprised their favorite arias at the post-competition party. Xiahou Jinxu gave his first interviews - with the help of three Chinese singers, since the 21-year-old speaks neither German nor English. Olga stood slightly apart from the others, preferring not to indulge in a reprise. She was tired, she explained, and wanted to rest her voice. Nearby was her best friend, Lena Belkina, a soloist with the Leipzig Opera, who decided to come to Gütersloh on the spur of the moment, once she learned Olga had made the finals. “She did a wonderful job, with such passion and emotion,” said Lena. “I had a feeling she would win.”

Text from *change – the Bertelsmann Stiftung magazine* 4/2011

The six finalists with Liz Mohn and Dominique Meyer: (back row, left to right) Chinese tenor Xiahou Jinxu, Russian mezzo-soprano Nadezhda Karyazina, Ukrainian soprano and ultimate winner Olga Bezsmertna, South Korean bass Jongmin Park; (front row) Slovakian lyric soprano Maria Celeng and Romanian soprano Cristina-Antoaneta Pasaroiu.



Launching International Careers

Opera without borders

As part of the NEUE STIMMEN competition, the Bertelsmann Stiftung conducts a series of preliminary auditions around the globe to find talented young opera singers. The most impressive performers are invited to compete in the final round in Gütersloh. In 2011, this group included 41 young singers from 24 countries and five continents.

They came from Florence and Yokosuka, from Buenos Aires and Sydney, from Chicago and Tbilisi. The countries with the largest contingents, at five competitors each, were Russia and Korea. Every vocal range was represented: There were fourteen sopranos, seven mezzo-sopranos, seven tenors, six baritones, six basses and one countertenor. The youngest contestant was 21, the oldest 31. Out of a total of 1,140 applicants, they were the ones who made it into the finals.

Once around the world

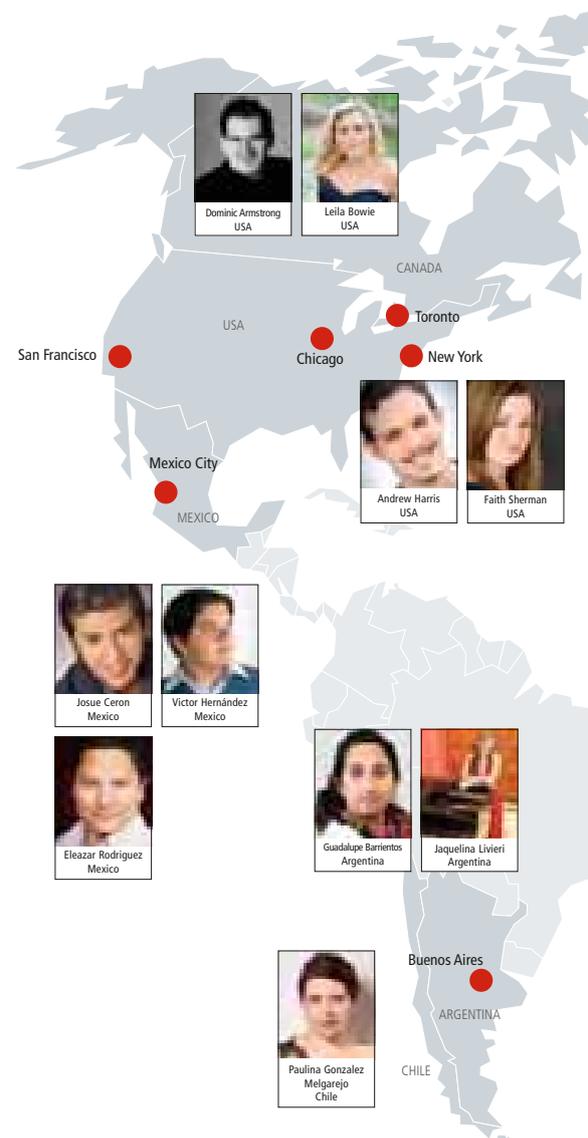
From January to March 2011, singers from all over the world were invited to enter the competition and select the city where they would take part in one of the preliminary auditions, held from April to August. Jury member Brian Dickie, general director of the Chicago Opera Theater, oversaw the auditions and, for him, the schedule meant travelling once around the entire globe, but discovering new talent is both a calling and a passion. He describes his role as a talent scout with a mixture of British understatement and a healthy dose of self-confidence: "Somebody has to do it. This is my forté, and I'm pretty good at it."

The chosen contestants were invited to come to Gütersloh from October 15 to 22, 2011. For one full week, the singers appeared before an internationally renowned jury and performed with orchestral accompaniment in the semifinals and finals before an audience that included many experts. In selecting the winners, the jury gave equal weight to technical skill, musical arrangement, vocal quality, artistic personality and artistic presence. Once all the votes were tallied, the final evening concluded with the discovery of which singers had been chosen as the "new voices" of 2011.

The map shows all 41 singers who qualified to compete in the 2011 NEUE STIMMEN finals.

Preliminary auditions in 2011

● Auditions were held in 23 cities worldwide



The NEUE STIMMEN community

The six winners were not the only ones to benefit from participating in the finals, however. Several opera company directors and agents attended the competition, so the singers were able to make contacts and discuss possible engagements in future seasons. The Bertelsmann Stiftung, too, is continuing to assist these young singers. “The experts on the jury devote a great deal of time to each singer, and they also advise participants who do not make it into the finals,” says Liz Mohn. She is eager to help these talented young people as they continue their careers. Some of the singers who made a

particularly strong impression on the jury will participate in special master classes in 2012.

The NEUE STIMMEN competition is also noted for bringing together young artists from a wide variety of countries. “At each competition, it is wonderful to see how well these young singers from all over the world get along with one another, and to watch friendships develop,” Mrs. Mohn says. On the NEUE STIMMEN Facebook page (www.facebook.com/NeueStimmenSC), contestants have created a network that benefits them all – both professionally and personally.

The map shows the following locations and associated singers:

- Denmark:** Sofie Ekjaer Jensen
- Lithuania:** Tadas Girininkas
- Russia:** Nadezhda Karyazina, Alexey Lavrov
- South Korea:** Hyojong Kim, Don Lee
- Germany:** Anna Gütter, Carolin Neukamm
- Belarus:** Ilya Silchukov
- Russia:** Grigory Shkarupa, Pavel Shmulevich
- Japan:** Satomi Tagawa, Junko Ueda
- Germany:** Daniel Raschinsky
- Poland:** Ewa Wasik
- Ukraine:** Alexandra Kadurina
- Romania:** Leonard Bernad
- South Korea:** Jongmin Park
- Slovakia:** Maria Celeng
- Ukraine:** Olga Bezsmertna
- Romania:** Gabriela Istoc
- Hungary:** Melinda Heiter
- Ukraine:** Natalia Usatyuk
- Romania:** Cristina-Antoaneta Pasaroiu
- China:** Chen Jingwei, Xu Chi
- China:** Xiahou Jinxu, Zhang Jie
- Australia:** Natalie Aroyan

Chicago: Brian Dickie, general director of the Chicago Opera Theater, literally circled the globe during the preliminary auditions.

Photos: privat



Program

Living Values >

In modern societies, individuals are largely on their own when it comes to determining their values. They are faced with an increasing volume of information, transmitted at ever greater speeds. In addition, the world of work is becoming more and more dynamic, while social institutions – family, church, political parties and businesses – are changing as well, often becoming less important than they once were. Many societies today are becoming more heterogeneous, as people live in close proximity to others with very different value systems. In light of the various interest groups, lifestyles and value systems present today, polarization is increasing and conflict is becoming unavoidable.

Against this background, what are the necessary conditions for ensuring the desired degree of social cohesion? A cohesive society is the precondition for satisfaction and fulfillment, on both the personal and collective levels. A free, open and heterogeneous society must be founded on certain basic values that allow for diversity, permit individuals to develop to their full potential and, ultimately, ensure society holds together. In a heterogeneous society, consensus on such values can only be achieved through open communication. Mindful of these issues, we are examining how a number of countries are faring in terms of their social cohesion and looking at the role religion and other institutions are playing in the development of key values. In particular, we are interested in learning more about how young people develop their values and how role models affect them as they do so.

The role that values play when people of different backgrounds and beliefs enter into dialogue is also a fundamental consideration in our efforts to promote German-Israeli relations. Our goal – in this area and others – is that people of different views will understand each other better and, in turn, be better able to address the challenges they have in common.

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Projects:

Radar for Social Cohesion

This project uses data analysis to assess the current state of social cohesion in Germany and selected Western industrialized countries, including those experiencing high immigration flows. Systematic impact analyses will be conducted to identify what kinds of value systems reinforce social cohesion and where there is potential for disruption and conflict. Finally, the project will highlight what happens when social cohesion is lacking.

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Religion Monitor

The Religion Monitor investigates what religiosity means for social cohesion, based on representative surveys conducted in nine Western industrialized countries with large immigrant populations, as well as Turkey. It shows the values that religion instills, the extent to which religiosity can offer individuals guidance and stability, and which other institutions play a major role in conveying values.

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Imparting Values Through Role Models

Psychological research has shown the importance of role models for imparting values to children and young people and for promoting social cohesion. Numerous projects are already focusing – implicitly or explicitly – on role models as a means of developing values. In this project, we will be working with other organizations and institutions to develop standards in this area. We will identify examples of best practices, nationally and internationally, and formulate principles and recommendations for projects aimed at providing young people with role models.

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German-Israeli Young Leaders Exchange

Young Germans and Israelis find it particularly difficult to relate to one another, owing to their history and the differences in their life circumstances. Designed to promote interaction and dialogue, this project seeks to build a network of young people that can help ensure a solid, long-term relationship between the two countries.

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Leaders of civil society organizations from Germany and Israel came together for the “X-Change for Competence” leadership development seminar.

2011 Program Report

The program’s efforts in 2011 were devoted primarily to formulating a new strategy. Our goal is to present the current state of society in a way that is transparent for decision makers and the interested public, and to provide accurate information that facilitates public discussion of issues relating to social cohesion, religion and values. To that end, the program conducts studies, implements field projects to increase social cohesion, and promotes an open and productive discussion of values through events and publications.

Project: Radar for Social Cohesion

In preparation for our new project Radar gesellschaftlicher Zusammenhalt (Radar for Social Cohesion), a meta-study was conducted to present a comprehensive picture of the current state of social cohesion using relevant indicators.

Project: Religion Monitor

The Bertelsmann Stiftung’s Religion Monitor has been redesigned as a survey instrument and now concentrates on the role of religion and religiosity in promoting social cohesion, and on the origin of value systems. The survey continues to focus on measuring religiosity, but now also assesses the values people use for personal guidance and the degree to which they feel at home in society, as well as how they deal with diversity and social conflict.

Project: Imparting Values Through Role Models

In preparation for the new project Wertebildung durch Vorbilder (Imparting Values Through Role Models), the program examined the concept of the role model in terms of its social significance, function and impact, from the perspective of social and developmental psychology. Expert opinions looked at role models from the perspective of social psychology and the acquisition of values and attitudes from the perspective of developmental psychology. Building on initial research on projects and initiatives in Germany that are examining role models, the next step will be to investigate and analyze other exemplary projects on the national and international levels. These efforts will focus on:

- Collecting examples of best practices
- Identifying factors determining quality
- Identifying areas in which action is needed
- Formulating recommendations on using role models for value building

Certificates were presented to the German and Israeli participants after completion of four weeklong “X-Change for Competence” training modules.



Project: German-Israeli Young Leaders Exchange

Together with the German-Israeli Future Forum Foundation, the Young Leaders Exchange is using a training course called “X-Change for Competence” to develop the leadership skills of those active in the two countries’ civil society organizations. The curriculum is based on preliminary work carried out in the Leadership Development program. The focus in 2011 was on education, which was the topic of four one-week training modules completed by the program’s 20 participants. The University of Kassel will evaluate the results of the current project phase, which runs until 2013.

The project’s annual alumni reunion was held in Israel in December 2011. In attendance were approximately 130 former participants, for the most part journalists or leaders in the areas of policy-making, business and civil society. The Israeli-Palestinian conflict was a major focus. Through excursions and discussions, the participants gained direct insight into conditions in the Palestinian areas and the Jewish settlements in the West Bank. The program also included roundtable talks with young Palestinian leaders and a discussion with the head of the Palestinian central bank.

Program

Corporate Social Responsibility >

When companies assume social responsibility, they are investing in their own success. Climate change, demographic trends, education, integration and social cohesion – many of the major challenges of our time can be overcome only if all actors in society work together. It is increasingly important to find innovative ways to involve companies in social and political processes. The Corporate Social Responsibility program is designed to explore possible approaches and tools and to develop practical strategies for achieving that goal.

Companies can contribute to social development in a wide variety of ways. In particular, they need to show responsibility in structuring their core business activities. A few examples of how companies can demonstrate social and environmental responsibility include ensuring appropriate working conditions (in their supplier companies as well), conserving natural resources, preventing environmental damage and observing fair business practices. They can also play an active role as “good citizens” by helping to shape their social environment and promoting social cohesion. In its three main focus areas, this program seeks to raise awareness of corporate social responsibility in the social, political and economic context, and to highlight its potential for promoting sustainable development.

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Projects:

Setting the CSR Framework

Corporate social responsibility is also becoming increasingly important politically. Policymakers can offer targeted incentives to encourage voluntary action on the part of companies, which benefits the companies themselves as well as society. This project is exploring effective approaches and tools, and offers recommendations for structuring an effective regulatory framework.
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Regional Corporate Responsibility

Small and mid-sized enterprises often have very deep roots in their communities. For these companies, achieving economic success and taking responsibility for their social environment are two sides of the same coin. In most cases they collaborate with partners from the public sector, as well as with local nonprofit organizations. This project is creating successful regional networks and providing a national platform for networking and shared learning in this area.
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Benchmarking Sustainable Management Practices

Companies measure their economic performance in terms of sales and profits. But how is corporate social responsibility measured? Reliable instruments are needed that can show companies how they can best contribute to sustainable social development given their specific business activities. The project's iooi method offers guidelines and practical recommendations for an impact-based assessment of social engagement.
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A conference on “The Social Responsibility of Small and Midsized Businesses” discussed the topic of CSR from a holistic perspective.



2011 Program Report

Setting the CSR Framework

Published in May 2011, the study *Partners in Development – How Donors Can Better Engage the Private Sector for Development in LDCs* examines how policymakers can encourage companies to play a role in improving development cooperation. A joint effort by the Bertelsmann Stiftung, the United Nations Global Compact (UNGC) and the United Nations Development Program (UNDP), the study served as the basis for discussions at the Fourth United Nations Conference on the Least Developed Countries (LDC-IV), which brought together representatives of donor countries and international organizations as well as officials from LDCs.

In cooperation with the Institute for Business Ethics at the University of St. Gallen, the project developed an approach for comparing sector-specific CSR policies in European countries, one that is unique in the field of CSR research. The goal is to determine how policymakers can effectively promote companies’ efforts in the area of corporate social responsibility. An empirically based international comparison is being conducted in cooperation with experts from selected European countries and is scheduled for publication in mid-2012.



Regional Corporate Responsibility

In a joint effort with involved entrepreneurs, this project began the process of transforming the Companies in the Community initiative into an independent business-driven network. The network will work closely with trade associations to develop and promote practical tools for implementing corporate social responsibility.

At the annual Companies in the Community conference held on November 21 and 22, 2011, in Berlin, the initiative recognized three companies as “Good Examples in 2011” for their regional engagement. Many of the more than 130 companies that were considered for the distinction focus on education and social cohesion. Nearly half of the candidates are working to provide better vocational opportunities to disadvantaged youth, in light of demographic shifts and the increasing demand for skilled workers. One of the winners was the Telgte Model developed by Bernd Münstermann GmbH & Co. KG, a company located in Telgte near the city of Münster. The model includes a regional network of companies and schools established in 2008 to provide early support for school students in choosing and preparing for a suitable career. The winners also included the Lernen 360° (Learning 360°) initiative launched by Trumpf GmbH & Co. KG, headquartered in Ditzingen near Stuttgart. Since 2008, it has been helping young people find training opportunities and improve their chances in the job market. Finally, the Bielefeld company Michael Grübel Trocknungsfachbetrieb KG was also honored for its employees’ exceptional commitment to social cohesion.

The award ceremony was preceded by a conference on the social responsibility of small and mid-sized businesses, which looked at the topic from a holistic perspective. Based on examples of best practices, the participants discussed a variety of topics including employee relations, climate protection, the efficient use of resources, regional responsibility and companies’ positions within the supply chain.

Benchmarking Sustainable Management Practices

This project has drawn up a guide called *Corporate Citizenship planen und messen mit der iooi-Methode* (Using the iooi Method to Plan and Benchmark Corporate Citizenship), which makes it possible for the first time to systematically measure and assess the costs and outcomes of CSR-related activities. The guide was developed “by practitioners for practitioners” in cooperation with prominent companies.

The Companies in the Community project recognized three businesses as “Good Examples in 2011” for their regional engagement.



A guide published by the Bertelsmann Stiftung details methods for evaluating the costs and outcomes of CSR-related activities.

Even the very youngest are fascinated by music. Making music helps individuals develop to the fullest and promotes social harmony.



Program

Discovering Music >

Music touches us, moves us and connects us. Regardless of age, gender or background, music speaks directly to our emotions. It fascinates even the very youngest. Exploring the world of sound, experimenting with different tones and noises, singing songs together, playing games that combine music and physical activity – all of these things help children develop their sense of perception and express themselves through language and movement, thereby promoting personal development and a sense of belonging.

Because we consider music fundamental to holistic education, we work to ensure children have a range of musical experiences that also enable them to pursue their own musical interests. Our projects therefore expand the role of music in schools and childcare facilities in order to make music an ongoing part of children's everyday lives and a source of new ways of learning.

Singing is a primal form of human communication, something cultural policies need to take into account. Based on the principle of tolerance for individual and cultural differences, the NEUE STIMMEN program promotes international understanding. Its international singing competition, master classes and concerts foster the development of up-and-coming opera singers from all over the world, helping to cultivate and advance this venerable musical tradition.

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Projects:

MIKA – Music in Childcare Every Day

Now underway in the Eastern Westphalia/Lippe region, this pilot project has the goal of giving preschool children access to music based on their age and specific situation, thereby promoting a holistic approach to education and development. The project focuses on best practices and continuing education for early childhood educators.

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Musical Primary School

In this school development project, primary schools make musical activities an essential part of school life. Approximately 160 schools in Hesse, Berlin, Bavaria, and Thuringia are thus helping more teachers include more music in more subjects. Conducted in cooperation with local educational authorities, the project aims to create the necessary conditions for making Musical Primary Schools a permanent part of the German educational system.

www.bertelsmann-stiftung.de/musikalischegrundschule
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NEUE STIMMEN International Singing Competition

NEUE STIMMEN, the international singing competition founded by Liz Mohn in 1987, is widely recognized as one of the premier international forums for opera singers. This competition seeks out talented young singers, offers support and helps them launch national and international careers. Held in Gütersloh every two years, its international jury awards a total of six prizes, with the first-place winner receiving €15,000. In the semi-finals and finals, competitors perform with orchestral accompaniment before an audience of opera company directors, agents and other representatives of the music world and media.

www.neue-stimmen.de
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NEUE STIMMEN International Master Class

Launched in 1997, the NEUE STIMMEN Master Class is held every two years, alternating with the singing competition. Its goal is to promote the careers and personal development of talented opera singers even after the competition ends.

www.neue-stimmen.de/meisterkurse
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2011 Program Report



The project MIKA – Music in Childcare Every Day offers a professional development program for childcare workers and instructors at teachers' colleges.



International preliminary rounds for the NEUE STIMMEN competition began in the spring of 2011.



Project: MIKA – Music in Childcare Every Day

In an effort to emphasize music as part of early childhood education, a training program was launched in autumn 2011 for experienced childcare workers and instructors at teachers' colleges. Consisting of five modules, the program focuses on both musical theory and practice. Talks are also underway with a number of colleges to increase the attention given to musical activities during the training that childcare workers receive.

Project: Musical Primary School

Interest in the Musikalische Grundschule (Musical Primary School) project continues to grow. At the start of 2011, the project in Hesse began operating without Bertelsmann Stiftung support; in Berlin, a first set of schools has been certified and a second set will begin introducing the concept in the summer of 2012. In Bavaria and Thuringia, the project started last autumn at approximately 60 schools. Another 100 schools in Lower Saxony will also begin participating in the summer of 2012. The project has also laid the foundation for cooperation among Musical Primary Schools throughout the country, and structures to ensure sustainability are being developed.

Project: NEUE STIMMEN International Singing Competition

In early 2011, applications to participate in the 14th NEUE STIMMEN International Singing Competition arrived from 1,422 singers in 68 countries – the highest number since the project began. Between April and August, more than 1,000 young singers took the opportunity to demonstrate their talent in one of 23 preliminary auditions held worldwide. Of these, 41 qualified for the weeklong final round in Gütersloh. Chaired by Dominique Meyer, director of the Vienna State Opera, the jury selected six prize winners. First prize went to Olga Bezsmertna, a lyric soprano from Kiev. Shortly thereafter, she made her professional debut in a sold-out concert at the Alte Oper concert hall in Frankfurt.

For the first time, the final concert in the Gütersloh Community Center was broadcast in the theater next door and streamed live on the Internet. The WDR television network also broadcast the final concert on January 8, 2012. Key project partners received CD and DVD recordings of the competition as Christmas gifts.

Project: NEUE STIMMEN Master Class and Lied Master Class

Fourteen young singers from the 2011 competition have been nominated for the 2012 NEUE STIMMEN Master Class, which has welcomed well-known soprano Edda Moser as an instructor and expanded to include additional training modules. In addition to preparations for the upcoming Master Class, which traditionally follows the competition, new projects have also been developed. In a multi-year partnership with the Konzerthaus Berlin, for example, master classes in 2012, 2013 and 2014 will include a Lied Master Class culminating in a lieder recital in Gütersloh and another in Berlin. This will allow four young NEUE STIMMEN participants to receive support and training under the direction of internationally recognized musicians. Finally, Holger Noltze, a professor of music and media who also covers music as a journalist, will carry out a study, whose working title is *Musikland Deutschland – eine Verteidigung?* (Germany, Land of Music – A Defense?). The study will investigate the current importance of music and music education for German society.

Social Media

In April 2011, the NEUE STIMMEN International Singing Competition created a Facebook page. Its posts were viewed 135,000 times during the week of the finals and it had more than 2,500 active users. The number of visitors to the NEUE STIMMEN website has risen by 130 percent since the end of 2009.

At the end of 2011, the music education projects also began social media activities on Facebook.



Program

Corporate Culture in a Globalized World >

To compete in the global marketplace, companies must optimize their ability to innovate and create value, something that requires motivated, creative employees. In addition, both businesses and their environment are directly impacted by globalization, technological advances and demographic developments. These factors also influence corporate culture, which is shaped by employment relationships, work options and overall attitudes toward life and work.

Today, lifestyles vary greatly, businesses must respond to competition and corporate social responsibility is a growing concern. This means the relationship between corporate culture and society must be redefined, as must the way managers and employees interact. To achieve this, the following questions must be addressed:

- How can people do their work efficiently and independently and derive meaning from it, while also participating actively in society?
- How can companies ensure working conditions are in place that motivate employees and help them identify with what they do, given corporate compensation structures?
- What should business leaders do to promote the employability and personal development of their employees, and which skills do they need to do so?

To deal with the growing complexity and heterogeneity in today's business world, businesses need decentralized structures that delegate responsibility, give employees a voice in the workplace and promote dialogue between stakeholders. Ultimately, companies must create a corporate culture that is truly collaborative if they are to thrive over the long term.

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Projects:

Agenda for a Modern HR Policy

This project develops new approaches to human resources policy by collaborating with a network of companies and organizing issue-specific conferences. In doing so, it focuses on how corporate management views the subject of human relations, and on methods for integrating professional development activities into a values-based corporate culture. Its findings are then made available to a wider public.

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Work-Life Balance

Working together with the German Ministry for Family Affairs, Senior Citizens, Women and Youth, the project Balance von Familie und Arbeitswelt (Work-Life Balance) organizes the Work-Life Competence training program for executives, human resources managers, training staff and others. Working at the regional level, it develops family-friendly human resources policies and helps integrate them into corporate culture. Pilot regions are being used to test family-friendly work conditions, while an expert commission is identifying which policies can best serve families today.

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Modern Occupational Health Policy

Working within a European network of companies, this project is drawing up recommendations that both organizations and individuals can use to enhance employee performance and health. The project focuses in particular on achieving work-life balance and combating work-related stress, as well as on the role of managers.

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Bertelsmann Stiftung Leadership Series

Corporate culture is the management tool of the future and an important factor in any company's success. This project is working to identify basic principles of leadership and contemporary approaches to management, especially in light of new technologies. Its findings are disseminated to managers in workshops, master classes and virtual classrooms.

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Business Summer School

The Business Summer School is a professional training forum that allows executives to reflect on various approaches to corporate culture and their own leadership styles. The Business Women School is a leadership academy for female executives; its goal is to build a network that supports participants in their ongoing careers

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Award-winning approach: On behalf of the “Germany – Land of Ideas” competition, NRW Premier Hannelore Kraft (right) recognizes the Work-Life Competence training program, represented by project manager Dr. Alexandra Schmied.

2011 Program Report

Project: Agenda for a Modern HR Policy

The project network held a conference on the topics of talent management and diversity within companies, and the participants decided to continue the exchange on an ongoing basis after the event. In addition, project results were published in cooperation with the human resources magazine *Personalmagazin*, and the print newsletter “sidestep” presented promising trends in the areas of corporate culture and HR. A joint conference with Volkswagen focused on key indicators in HR management and occupational health management.

Project: Work-Life Balance

Having been recognized by the “Germany – Land of Ideas” competition, the Work-Life Competence training program continued with pilot testing and prepared for rollout, with coaches specially trained to work with company executives and HR staff disseminating the concept. In addition, since the summer of 2011 the Bertelsmann Stiftung has been the sole sponsor of the “Family-Friendly Employer” quality seal. As part of a development plan in the Nuremberg metropolitan region, family-friendly work policies were successfully tested and implemented region-wide; the results were then documented and made available to the public. Finally, the project’s expert commission compiled its conclusions about family policies for the 21st century and, in a conference with experts from various fields, discussed the situation of single parents in Germany today.

Project: Modern Occupational Health Policy

The Enterprise for Health business network held business meetings focusing on the topics “Successful Strategies for a Healthy Working Life” and “Developing a Healthy Leadership Culture.” In addition, a new audio book on the topic of burnout presents information for companies and affected individuals, which the Techniker Krankenkasse health insurance fund now uses as part of its occupational health activities. The new book *Die erschöpfte Arbeitswelt* (The Exhausted Workplace) met with strong demand, and a second edition has now been published.

Bertelsmann Stiftung Leadership Series

Motivation, Power and Psyche and *Leadership Today* have been published as Part 4 and Part 5 in the five-part leadership study. The complete series, released as *Leadership – Approaches, Developments, Trends* and presented at international conferences, is available in German and English in both hardcover and as an e-book. Internationally recognized authors such as Don Tapscott, Peter Kruse, Klaus Doppler and Thomas Sattelberger have documented the effects of social media on leadership and organizational structures in a reader, *Leadership and Web 2.0*, and in the online *WE Magazine – Leadership*.

Project: Business Summer School

Two events in the Business Women School and two in the Business Summer School series were held in 2011, drawing some 100 participants in all. Distinguished speakers included Prof. Reinhard Pöhlath, chairman of the Beiersdorf AG Supervisory Board; Steffi Jones, president of the FIFA Women’s World Cup Organizing Committee; Ingrid Hofmann, CEO of Hofmann GmbH; Wulf Bernotat, former E.ON chief executive officer; Klaus-Peter Siegloch, president of BDL, the association of the German aircraft industry; and Gabriela Grillo, chairwoman of the Grillo-Werke AG Supervisory Board. With social media a current topic, the audio report *Enterprise 2.0 – Wie das soziale Web Unternehmen und Märkte revolutioniert* (Enterprise 2.0: How the Social Web Has Revolutionized Businesses and Markets) was published and presented at the Frankfurt Book Fair by TV moderator Kristina zur Mühlen, Prof. Dieter Kempf, president of IT industry association BITKOM, and Frank Roebbers, CEO of Synaxon AG.



The Work-Life Competence training program educates company executives and human resources managers about family-friendly policies.



Published in German and English, the report *Leadership – Approaches, Developments, Trends* examines studies relating to leadership in practice.

Dr. Brigitte Mohn

Dr. Mohn, in your opinion, where does Germany's healthcare system need reform?

Germany's healthcare system is in good shape relative to other European countries. Experts agree, however, that certain problems need to be addressed: Many patients receive excessive treatment, while others are not given the care they need. Still others are treated incorrectly. In the coming years, the continuing challenge to policymakers will be to ensure that the care offered conforms to medical guidelines and meets the actual needs of patients – without exceeding our financial limits. It is also becoming increasingly apparent that structural reform of our health insurance system is inevitable. It is no longer appropriate for it to be divided into a public and a private component. In a publicly financed health insurance system, competitive conditions should be the same for everyone, public and private alike. Finally, transparency is still an issue. People need reliable information about healthcare options, quality and costs if we are to achieve the kind of people-centered system we hear so much about.

What initiatives did the foundation launch last year in the realm of healthcare?

Particularly noteworthy is the Initiative for High-Quality Healthcare, launched in early 2011, which looks at the issue of over-, under- and misuse of care. Together with our partners, we are working to ensure that limited resources are spent in the right places and on the right things. Services must be available where they are needed, and they must be demonstrably beneficial. At the heart of the initiative is our Healthcare Fact Check, which shows that healthcare still depends considerably on where a person lives. In Schweinfurt, for example, children are nearly six times as likely as their peers in Rosenheim to have their tonsils removed. This obviously raises questions. The website www.faktencheck-gesundheit.de provides information about medical care in specific regions. We plan to look more closely at the causes of regional differences so that we can suggest improvements. We also plan to provide a wider range of information for patients. One particular goal is to give patients the tools they need to communicate with their physicians on an equal footing.

What's in store for 2012? Will you continue to focus on information for patients?

Yes. Over the next few years we will be expanding our Healthcare Fact Check and the Weisse Liste tool for comparing healthcare providers. Weisse Liste, which went online in 2008, is developing into a comprehensive guide to the healthcare system. It helps patients find the right physician, hospital or nursing home for their needs. In 2012 we plan to expand our online physician search tool. Beginning in February, members of the AOK, BARMER GEK and Techniker Krankenkasse health insurance companies can take part in our survey and tell us about their experiences with physicians. That means over half of all individuals insured under Germany's statutory system, or about 37 million people, are being invited to participate. And it's a tool that's being used: Every day, some 40,000 people visit the Weisse Liste website. In 2011, more than 60,000 patients went online to search for the right hospital for an upcoming knee or hip operation; approximately 25,000 people wanted to know where they would receive the best cancer treatment. In an online evaluation, three-quarters of respondents report that the Weisse Liste site has been helpful; over 10 percent ended up changing from one hospital to another based on the information they found there. All of this confirms that we are on the right path.

Dr. Brigitte Mohn

Daughter of Bertelsmann Stiftung founders Liz Mohn and the late Reinhard Mohn, Brigitte Mohn was born in 1964. She studied political science, art history and German philology at the universities of Bamberg, Münster and Augsburg, earning a Master of Arts degree in 1991 and subsequently a doctorate. In 2001 she received an MBA from the Otto Beisheim School of Management in Koblenz and the Kellogg Institute in the United States. Dr. Mohn's career has included positions with the Kiel Institute for the World Economy; Bantam, Doubleday and Dell Publishing in New York; McKinsey in Hamburg; and Pixelpark in Switzerland.

Since 2001 she has served as chair of the German Stroke Foundation's Executive Board. She was named director of the Bertelsmann Stiftung's Health program in 2002 and a member of its Executive Board in January 2005.



Residents and their families expect nursing homes to provide compassionate, professional care. The Weisse Liste search tool helps them find the facility that's right for them.





Transparency in the Healthcare System

Our online search engines, Healthcare Fact Check and Healthcare Monitor keep patients informed

Since 2008, the online portal Weisse Liste (White List) has helped patients search for the right hospital in Germany to meet their needs. It now offers tools to search for a nursing home or physician as well, making it a comprehensive guide to the country's healthcare system. Our new Faktencheck Gesundheit (Healthcare Fact Check) portal features an interactive map showing regional differences in medical care, while our Healthcare Monitor queries patients about their experiences with the healthcare system.

Finding the right nursing home

The mere thought feels like betrayal. Putting a parent into a nursing home - it seems out of the question. How ungrateful, after they have devoted their entire lives to you. Often, however, people fail to recognize that compassionate, professional care in a pleasant environment can be the best solution for all concerned - especially since many nursing homes today are no longer the depressing facilities with multi-bed rooms, bleak corridors and lonely residents that many people recall from the past.

The www.weisse-liste.de/pflege-heim portal, a joint initiative of the Bertelsmann Stiftung and patient organizations, was established in 2011. Family members can use it to access information about 12,000 nursing homes and other care options in Germany, and even compare what is on offer. "This includes a large percentage of all nursing homes in the country," says Manuela Anacker of Sozialverband VdK, one of the Weisse Liste project partners. On the website, users enter their location or that of a loved one to launch a search of the surrounding area. The search yields a list of all nearby facilities - including information about how many beds are available and the cost of various levels of care, as well as the facility's website, address and contact details.

Most important, the site offers a complete overview of each facility. It describes inpatient and short-term care options, the types of rooms that are available and whether residents are allowed to keep their own furniture. While the portal does not offer ratings, it does provide valuable guidance about aspects prospective residents might not have considered: Is there a newsstand? Does the home have its own beautician or barber? Are pets allowed? Is a specific person assigned to each resident's care?

This kind of information is particularly important when people are feeling overwhelmed and are facing very difficult decisions. "It is a momentous step in anyone's life," Ms. Anacker explains. "With this website, users can narrow down their options even before leaving home, based on their individual needs. Naturally, however, it's no substitute for a personal visit."

The initial information relieves anxiety, not least because it allows people to estimate the costs they may incur. The next step is to visit the facilities under consideration. Here, too, the portal provides a checklist: How easy would it be for my family to visit me here, and how far is it to restaurants and cultural events? Does the facility seem friendly? How is the food? What about leisure activities, services and privacy? It also

reminds users to ask other important questions during their initial visit, such as how well trained the staff is and whether special facilities are available in the case of dementia. As Ms. Anacker points out, however, it is not enough to meet with the facility's director. "It is equally important, perhaps more so, to talk with the staff, and if possible with residents as well," she says. After all, they are the ones who will make a real difference, day in and day out.

Identifying the right nursing home is much easier following an online search and a well-prepared visit. Once the facility has been found, helping a loved one move in is not a betrayal – far from it, as Hamburg journalist Britta Nagel discovered. After years of caring for her mother, she was faced with the difficult step of placing her in a seniors' residence. Nothing like the Weisse Liste was available back then. "It would have saved me so much time if I could have simply typed in a postal code," she says. "To find all of the nursing homes in the area, I instead had to go through the time-consuming process of gathering information from care providers and churches, before finally settling on four top contenders." She encourages anyone in a similar situation to take the step, despite their reservations. Ultimately, both sides benefit from a quality nursing home: the adult child, who is relieved of a tremendous burden, and the parent, who receives compassionate, professional care.

A new physician search tool

In 2011, Weisse Liste introduced a tool that also allows people to search for the right physician in their area. To gather information on patients' experiences, a survey on the website asks a variety of questions: Does the physician take time to thoroughly explain your diagnosis, treatment and medications? Are referrals made to a specialist if necessary? Are staff members friendly? Is the practice clean? Do visitors feel welcome? Are publicly and privately insured patients treated the same? Have attempts been made to talk you into services not covered by your insurance? In general, do you feel you are in good hands?

People in Germany must often ask themselves these questions, because they have moved, perhaps, or because they need to see a new specialist. The website's survey and the resulting enhanced search capability provide better support for patients by offering the following:

■ Meaningful results

Search results are based on sound data. Physician ratings are published only after at least 10 responses have been submitted. The physician search tool is

not a commercial endeavor; it is free of charge and there is no advertising.

■ Protection against manipulation

The survey is limited to individuals insured by participating insurance companies. A registration procedure ensures that respondents can rate a doctor only once, which rules out manipulation through multiple responses.

■ Fair treatment of physicians

The physician search is committed to treating doctors fairly. To avoid defamatory responses, comments are not permitted. In addition, the doctors themselves are allowed to respond to ratings.

■ Individualized searches

Designed to be easy to use, the physician search tool allows those looking for a doctor to select the search criteria they find most important. The purpose is not to compile a list of the "best" practitioners.

A total of 37 million members of the participating insurance companies can now rate their physicians online. They can answer questions about medical practices and staff, as well as about how any relevant information was communicated and the treatment provided. Their responses are then added to the website's database, thereby helping others from all over Germany find the medical practice that is right for them.

The new online physician search was developed by the AOK and BARMER GEK health insurance companies in cooperation with Weisse Liste, which is a joint project of the Bertelsmann Stiftung and the umbrella associations of the major patients' and consumers' organizations. The portal is still in the development phase and its findings focus primarily on the pilot regions of Berlin, Hamburg and Thuringia. The tool includes all physicians and dentists in private practice. The survey is limited to practitioners who have regular contact with patients, which excludes pharmacologists and pathologists.

Dentists were added in early 2012, and psychotherapists will be added in the next phase. Other insurance companies can join the project in 2012, after which their members will be able to participate in the survey as well.

Healthcare Fact Check

The medical care people receive in Germany depends at least in part on where they live, something made clear by the new online portal www.faktencheck-gesundheit.de. Interested parties can use the site's interactive map to learn about the differences between one city or town



How do I find the right physician near me? The new search feature on the www.weisse-liste.de portal can help.



How does healthcare vary throughout Germany? The website www.faktencheck-gesundheit.de offers information for the interested public.



What experiences have others had with Germany's healthcare system? The surveys conducted by the Healthcare Monitor provide meaningful data for improving care.

and another. "With Healthcare Fact Check, people can find out about specific aspects of healthcare in their own regions," says Dr. Brigitte Mohn, member of the Bertelsmann Stiftung Executive Board.

Healthcare Fact Check covers common operations such as Caesarean sections, tonsillectomies and appendectomies, as well as non-surgical interventions, such as inpatient treatment of diabetes and depression. Its findings show that there are significant differences from one area to another. Women in the Eifel region, for example, undergo twice as many Caesarean sections as women in Chemnitz. Men in the Eifel region are six times less likely than men living near Lake Constance to have their prostates removed. The differences are even greater when it comes to tonsillectomies among children, a procedure that is eight times as common in Schweinfurt as in Rosenheim.

The Bertelsmann Stiftung will be presenting a more detailed picture of these regional differences by publishing reports that explain the reasons behind them. The first to appear was *Antibiotika-Verordnungen bei Kindern* (Prescribing Antibiotics to Children); others will follow in 2012.

Healthcare Monitor 2011

For 10 years, the Gesundheitsmonitor (Healthcare Monitor) has been asking patients about their experiences with medical care in Germany. The goal is to compile a meaningful database for implementing reforms that enjoy widespread support among the public.

"Sorry, no more appointments are available for this quarter..." Many in Germany have heard this more than once. Do doctors actually offer fewer appointments toward the end of the quarter, or does it only seem so? If so, why? And what effect does this have on patients and insurers?

How medical appointments are scheduled is just one of the topics discussed in the 2011 Healthcare Monitor. Others include how medication is prescribed; attitudes toward vaccination, specifically flu vaccines; chronic illnesses; and organ donation. The basis for the project's findings are the representative surveys carried out in Germany. In addition, the BARMER GEK insurance company makes billing data for its more than 8.5 million members available for analysis. Together this provides policymakers, researchers and the public with valuable insight that can help improve how people experience healthcare in Germany.

Transparent information about services, quality and costs is essential for ensuring people receive the healthcare they want and need.





Program

Communities for Better Living >

Communities are where the answers can be found to a number of crucial questions: How can individuals play an active role in society? Can diverse groups live together in harmony, and if so, how? What are the possibilities for accommodating varying interests within a single, productive whole? To that end, communities serve as the foundation of democracy.

It is in communities as well that we discover whether basic democratic concepts – freedom, responsibility, participation, goodwill, solidarity – are put into practice on a daily basis. This, too, is where each individual can help ensure these concepts remain vibrant. At the community level, it thus becomes apparent that social justice is not just an abstract idea, but rather the standard by which each individual's actions should be measured.

The Communities for Better Living program promotes social participation in Germany's cities and towns. Yet social, economic and cultural change in their various guises are making it more difficult for society to remain cohesive. There has also been a noticeable worsening of the conditions required for communal action, and not only with respect to financial resources. It is less likely than ever before that individuals in positions of responsibility will be able to solve the problems communities face. That means everyone – citizens, policymakers, administrators, business leaders, local associations and other groups – must come together to share responsibility. After all, "communal" means getting everyone involved!

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Projects:

Community Guide

The website www.wegweiser-kommune.de provides indicators of socioeconomic trends and population forecasts up to the year 2030 for every community in Germany with 5,000 inhabitants or more. The categories covered are demographic change, finances, integration, education and social conditions.

www.wegweiser-kommune.de
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Reforming Local Government Finances

We offer suggestions for reforming local financial systems; our publication *Kommunaler Finanz- und Schuldenreport* (Report on Community Finances and Debt) contains data on the financial situation of communities in Germany.

www.doppikvergleich.de
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Local Network for Education

This network is a joint initiative of the German Ministry of Education and Research and approximately 100 German foundations. The Bertelsmann Stiftung has become a sponsor together with the city of Freiburg and the Aachen metropolitan area.

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Childcare Centers in Motion! The High-Quality, Healthy ECEC Facility

We are committed to offering children better opportunities in the areas of education and health. We help childcare facilities in their efforts to improve educational and health quality.

www.gute-gesunde-kita.de
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Leave No Child Behind! – Community Prevention in NRW

In a number of policy areas, it is now widely recognized that an ounce of prevention is worth a pound of cure. Communities can play a crucial role here through their child and youth services. This joint project with the state of North Rhine–Westphalia brings together individuals, community groups and social organizations to make preventive measures more effective.

www.kein-kind-zuruecklassen.de
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Workshops for Communities

To meet coming challenges and equip communities for the future, the Bertelsmann Stiftung offers workshops on demographic change, social integration and senior affairs. Workshops on education are also being planned.

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Participants at the 2011 Local Government Congress exchanged views and experiences regarding educational and social policy.

2011 Program Report



The website www.wegweiser-kommune.de offers information on demographic change, policy recommendations and examples of good practices to German communities with a population of 5,000 or more.

Project: Community Guide

The rapid increase in the number of the advanced elderly poses major challenges for Germany's communities. A new population forecast on the Community Guide website shows that the number of people over the age of 80 will increase by nearly 60 percent nationwide by 2030. The site provides facts and figures on the effects of demographic change, as well as policy recommendations and examples of good practices, for all communities with a population of 5,000 or more. In addition, "migration profiles" have been developed to facilitate community planning, along with a financial report giving the most important indicators of each city's financial situation.

Project: Reforming Local Government Finances

Local-level public finance is in a state of crisis. Meeting this challenge requires transparency and well-founded analyses. In response to this need, two additional reports on local-level public finance and debt have been compiled for the states of Mecklenburg-Western Pomerania and Bavaria. In a new Wegweiser Kommune (Community Guide) feature, users can generate a financial report for any community with 5,000 inhabitants or more. These reports shed light on the community's financial situation and development, and facilitate comparisons with other communities. Along with information on potential policy approaches and examples of good practices, this makes it possible for actors at the local level to develop financial management strategies. Two comprehensive expert opinions have also been commissioned to examine upcoming changes in the federal fiscal framework from the perspective of public finance and constitutional law.

Project: Local Network for Education

The project continued its work building local educational networks through activities carried out in the communities it sponsors. In addition, results of the first project phase were presented at educational conferences with a focus on the topics of managing and monitoring education, as well as ways of encouraging a holistic view of lifelong learning. The main conclusion of the initial phase is that education involves far more than just what happens in schools.

Project: Childcare Centers in Motion! The High-Quality, Healthy ECEC Facility

So that many more children, caregivers and parents can benefit from this successful project, a state-level Kitas bewegen (Childcare Centers in Motion!) program was established in Berlin, in cooperation with the city's Department of Education and 11 influential partners in the healthcare community. An open-ended program, it will provide support for up to 200 additional childcare centers beginning in 2012. Moreover, a cooperative arrangement between the Bertelsmann Stiftung and North Rhine-Westphalia's program for improving educational and health quality will be helping to disseminate the concept of high-quality, healthy ECEC facilities in that state.



The Childcare Centers in Motion project publishes brochures to help create high-quality, healthy ECEC facilities.

Project: Leave No Child Behind! Community Prevention in NRW

This pilot project, implemented in cooperation with the state of North Rhine-Westphalia, seeks to establish local-level "prevention networks" aimed at helping children and young people grow up to realize their full potential. Its findings are being evaluated and will be released to a wider public. Of particular interest is the extent to which preventive strategies reduce long-term social costs. More than 700 representatives of communities in the state took part in the kickoff event, held in Essen on November 9, 2011. At the event, a cooperation agreement was signed by Dr. Brigitte Mohn of the Bertelsmann Stiftung and Hannelore Kraft, the state's premier. A total of 52 cities and towns applied to participate in the project, 18 of which were selected. The project will run for three years.

Project: Workshops for Communities

For the first time, an evaluation was conducted that confirmed the long-term effectiveness of these Bertelsmann Stiftung workshops in promoting future-oriented policies for senior citizens. Nearly all of the respondents described their outcomes as "excellent" and said that they would recommend the workshops to other communities.

Program

Improving Healthcare – Informing Patients >

Germany's healthcare system is considered one of the best in the world, but it is under great pressure because of rising costs. Reforms are needed to ensure that high-quality, affordable healthcare will continue to be available over the long term. At the same time, the system must focus on its key constituency: the people who use it. Those requiring care also need reliable, readily understandable information if they are to act as responsible, empowered consumers.

The Bertelsmann Stiftung is committed to ensuring Germany has an effective, inclusive healthcare system that guarantees everyone, regardless of their social status, access to appropriate care. Our aim is to provide patients with understandable, objective information and see to it that their perspective is taken into account during the policymaking process.

Contact:



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In 2011, the Weisse Liste online portal introduced a nationwide search engine for nursing care.

Projects:

Weisse Liste – Comparing Healthcare Providers

The Weisse Liste website helps patients find the right hospital, physician or nursing home. The portal is a joint project of the Bertelsmann Stiftung and the umbrella associations of the major patients' and consumers' organizations.

www.weisse-liste.de
timo.thranberend@bertelsmann-stiftung.de

Initiative for High-Quality Healthcare

Through this initiative, the foundation brings together experts from Germany's healthcare system to facilitate collaboration. In addition, its Faktencheck Gesundheit (Healthcare Fact Check) sheds light on regional differences in healthcare provision. The overall goal is to identify possible solutions to structural deficits in healthcare.

www.faktencheck-gesundheit.de
kerstin.blum@bertelsmann-stiftung.de

Healthcare Monitor

The Gesundheitmonitor (Healthcare Monitor) regularly interviews people about their experiences with Germany's healthcare system. The project highlights the patient's perspective to provide policymakers with information that would otherwise be lacking.

www.gesundheitsmonitor.de
jan.boecken@bertelsmann-stiftung.de

Stiftung Praxissiegel e. V.

Medical practices and medical care units that have successfully completed the European Practice Assessment (EPA) and fulfill certain quality standards receive certifications from Stiftung Praxissiegel e. V., an organization that promotes quality and transparency in the healthcare system.

www.praxissiegel.de
info@praxissiegel.de

International Network Health Policy and Reform

How does healthcare policy work in other countries, and why? The International Network Health Policy and Reform provides information about trends in health policy in 20 industrialized countries. In 2011, responsibility for the network was transferred to the European Observatory on Health Systems and Policies.

www.hpm.org
marion.grotewestrick@bertelsmann-stiftung.de

The Bertelsmann Stiftung is committed to creating a people-centered healthcare system.



2011 Program Report

In its Healthcare Fact Check, the Initiative for High-Quality Healthcare highlights regional differences in care.



Project: Weisse Liste – Comparing Healthcare Providers

In May 2011, the Weisse Liste project, together with the AOK and BARMER GEK health insurance companies, launched an online search engine that allows users to find the physician that best suits their needs. Results are based on patients' experiences, gathered using a scientific survey, which includes safeguards against manipulation and which allows physicians to respond. The search tool compiles the survey's findings and presents them separately for each medical practice.

In 2011 the project also introduced a search tool that allows people needing nursing care and their families to learn more about 12,000 nursing homes throughout Germany. The site provides information on availability, services and costs. In addition, an individualized checklist helps people prepare for visits to prospective nursing homes. The portal is being expanded to include an overview of out-patient services for planning in-home care as well.

Project: Initiative for High-Quality Healthcare

The initiative published its first "Fact Check" in 2011 on *Regionale Unterschiede in der Gesundheitsversorgung* (Regional Differences in Healthcare), showing how healthcare varies throughout Germany. The results were presented at an event held in Berlin in September to an audience of some 200

representatives of government agencies and organizations active in the healthcare system. The project website www.faktencheck-gesundheit.de was launched at the same time, offering an interactive map and a wide range of texts, images and videos. Forthcoming reports will explore topics in more detail, examine problems and possible solutions, and offer patients concrete advice.

Project: Healthcare Monitor

What do people know about evidence-based medicine? How do they feel about donating organs? What criteria are relevant for selecting a nursing home? And how do people deal with chronic illness? As in the past, the 2011 Gesundheitsmonitor (Healthcare Monitor) shed light on these and other questions in order to provide policymakers, researchers and the public with meaningful data for improving healthcare. Thanks to the partnership that began in 2011 between the Bertelsmann Stiftung and health insurer BARMER GEK, billing data for more than 8.5 million people are now available for Healthcare Monitor analyses, along with information from representative surveys of people living in Germany.

Project: Stiftung Praxissiegel e. V.

In 2011, Stiftung Praxissiegel e. V. certified 202 practices of family doctors, specialists and dentists, as well as medical care units.

Project: International Network Health Policy and Reform

After eight successful years under the sponsorship of the Bertelsmann Stiftung, the International Network Health Policy and Reform will continue with a new sponsor beginning in 2012. The European Observatory on Health Systems and Policies, one of the network's long-standing partners, is a leader in the assessment of healthcare systems. The transfer of the project also marks the launch of the Health Systems and Policy Monitor, which will provide decision makers in the field of healthcare policy with a single source of information on and analyses of healthcare systems and reforms.



The Healthcare Monitor regularly surveys a representative cross-section of the German population on its experiences with healthcare.



Program

Civil Society >

People must get involved if society is to thrive, and civil society is what allows them to do so. Whether in the area of culture, sports, healthcare or the environment, to give just a few examples, many services in Germany exist only because of those active in civil society – because of their volunteer efforts, expertise and financial contributions. For individuals, this involvement allows them to be part of a community while also contributing to society’s diversity and cohesion; not least, it helps them find the meaning that is so important in every person’s life. One of the strengths of civil society is its ability to respond quickly and flexibly when individual responses are needed. In addition, it acts as an advocate for social change and helps shape the way in which people live and work in our communities. Along with the government and the market, civil society is a key factor determining our future.

Together with our partners, we are working to improve conditions that allow civil society to take action – by encouraging transparency, evaluating the socioeconomic effects of charitable activities and providing additional opportunities for networking, cooperation and coproduction.

Last but not least, we publicize good examples of the work done in Germany by civil society organizations, whose efforts until now have focused largely on children and young people. If a society is to thrive, it must help its youngsters, motivating them and showing them that they, too, have an important role to play. Our Civil Society program is designed to do just that.

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Projects:

“jungbewegt” – Your Contribution Counts.

The “jungbewegt” project promotes civic engagement among young people. Working together with states, communities and nonprofit organizations, it supports daycare facilities, schools and extracurricular youth programs as they help get youngsters involved. It encourages networking and the transfer of good practices.
[sigrid.meinhold-henschel@bertelsmann-stiftung.de](mailto:sigid.meinhold-henschel@bertelsmann-stiftung.de)

Effektⁿ – Growth and Impact in Civil Society

A large number of projects and organizations have found successful ways to address social problems. We are working with the Association of German Foundations to systematize what we know about dissemination strategies and share that information with individuals and institutions in the fields of education and training.
gerald.labitze@bertelsmann-stiftung.de

PHINEO gAG – For Effective Engagement

PHINEO gAG offers guidance to donors, business leaders and organizations in structuring their efforts to promote the common good. The Bertelsmann Stiftung has been supporting PHINEO gAG in its analytical and consulting activities since its establishment.

www.phineo.org
andreas.rickert@phineo.org

Social Impact Analysts Association

How can social organizations assess and demonstrate the impact of their work? And how can investors target their resources most effectively? SIAA brings social analysts together to help build a knowledge base and encourage international exchange.

www.siaassociation.com
jake.benford@bertelsmann-stiftung.de

Placing Civil Society on the Economic Map

Despite the importance of civil society for Germany’s development in terms of both economics and social policy, few current, reliable statistical data exist for this sector. This project is compiling a comprehensive database on the role civil society plays.

www.ziviz.info
alina.mahnken@bertelsmann-stiftung.de

Children.Giving.Future.

People and organizations throughout Germany are involved in helping young people and families. Supporting their efforts and promoting networking is the goal of the Children.Giving.Future. conferences, which are available as “ready-to-launch” events for communities and regions.

www.kinder-stiften-zukunft.de
susanne.bendicks@bertelsmann-stiftung.de

Students at Windmühlen School in Mainz are involved in the “jungbewegt” project – volunteering at the city’s Natural History Museum, for example.

2011 Program report



Schools in Berlin and Magdeburg are participating in the “jungbewegt” competition.

Project: “jungbewegt” – Your Contribution Counts.

Kickoff events at pilot sites – Berlin, Mainz and Magdeburg – were followed by more training sessions for teachers and youth workers aimed at putting into practice strategies for promoting civic engagement. This has resulted in a variety of programs and other offerings for children and young people. In the “jungbewegt” competition, for example, more than 100 young people from Berlin and Magdeburg designed their own projects. The website www.jungbewegt.de and publications such as *Mitentscheiden und Mithandeln in der Kita* (Playing an Active Role in the Daycare Center), as well as an “engagement calendar” for schools and “engagement notebooks” for elementary and secondary schools help to disseminate strategies and methods developed in the project beyond the pilot sites. In Saxony-Anhalt, the communities of Burg and Halberstadt have agreed to join the program. Regional and national events are also being held to promote networking and encourage experts to exchange information and views. Finally, planning is underway for a youth forum in Rhineland-Palatinate, to be held under the sponsorship of the state’s premier, Kurt Beck.

Effektⁿ – Growth and Impact in Civil Society

The second phase of the Effektⁿ project began in 2011 in cooperation with the Association of German Foundations. The project wants to learn more about successful growth strategies for nonprofit organizations, test these strategies in practice and develop national and international networks. In dialogue with practitioners and experts, it is analyzing successful organizations and initiatives and providing support for nonprofits as they seek to enhance their effectiveness.

PHINEO gAG – For Effective Engagement

In 2011, PHINEO analyzed 267 nonprofit organizations concerned with issues such as civic engagement among seniors, dementia, vocational preparation and integration through education. In addition, it has published a compact guide to donating effectively in response to natural disasters.

SIAA – Social Impact Analysts Association



SIAA was founded in 2011 as a nonprofit organization headquartered in London.

SIAA was founded in 2011 as a nonprofit organization headquartered in London. At its initial conference, more than 100 analysts, donors, investors, advisors and researchers from 10 countries came together to discuss current challenges in analyzing social effects. SIAA members now have the opportunity to engage in regular exchanges on this new field of action.

Placing Civil Society on the Economic Map

The publication *Daten zur Zivilgesellschaft* (Data on Civil Society) was the first to systematically collect data on the business activities of organizations active in the nonprofit sector. It also included profiles of particularly helpful data sources. An additional project module is taking a concrete look at how civil society organizations affect young people as they grow up.

Children.Giving.Future.

The next Children.Giving.Future conferences will be held in the cities of Erlangen, Berlin and Stuttgart and in the Märkisch-Oderland district. The Bertelsmann Stiftung is providing support to the events’ organizers and partners.

Aart De Geus

Mr. De Geus, as an internationally recognized expert on labor market and social policy, you were involved with the Dutch trade union movement at one point in your professional career. How did that change your perspective on politics and economics?

The way most people view their work or life in general is not the same as the “macro perspective” adopted by policymakers and academics. Both sides have different priorities and interests. There’s a difference between being in a position to shape the conditions that affect your life and simply being dependent upon existing conditions. The time I spent in the political sphere dealing with labor market and social policy issues gave me a good sense of what governments really need, what issues are relevant and where action is required. For example, a government needs to be aware of several possible courses of action, and those options need to be thoroughly reviewed before a decision is made. Yet strategies and proposals alone are not enough; guidance is needed on how policy goals can be operationalized. In addition to formulating goals, decision makers need to show how they will be achieved.

The Bertelsmann Stiftung searches all over the world for the best solutions to current challenges. In your former position as deputy secretary-general of the OECD, you were well acquainted with all of the industrialized countries and in a position to draw comparisons. Is there such a thing as “best practices” in this context? If so, how can you identify them?

Over the past few years, many OECD countries have been very successful in their efforts at reform, while others have been less so. One of the most important projects I was involved in at the OECD was the *Making Reform Happen* study, which looked at 30 OECD countries and their experiences implementing reforms in multiple policy areas. We were able to identify the pitfalls that occur when implementing political reform, as well as successful strategies that can be used again elsewhere. It was clear that for some problems there is no single solution; instead, a set of tools is needed. In my view, the only way to gain new insight and learn from experience is to continue taking a fresh look at the challenges we face, rather than always relying on old, supposedly proven strategies. In this context I agree with Nassim Taleb, the Lebanese-American essayist and statistician, who observed that if you want to reaffirm what you already know about apples, look for apples. But if you want to learn something new, look for pears.

How will the foundation’s international work be changing under your leadership?

Because of recent developments in Germany, people elsewhere have come to see and appreciate the country’s achievements in a new light. Particularly when it comes to social policy and business, Germany has found better ways of dealing with current challenges than was the case just a few years ago. In particular, I would mention the areas of budget consolidation, unemployment, vocational training and programs for keeping people from losing their jobs by having them work fewer hours. This also applies to issues relating to the basic social order. The rest of the world is showing new interest in Germany’s approaches to solving its problems, as well as in how the Bertelsmann Stiftung views what is happening. We need to use this opportunity to contribute our insights to the international discussion, for the benefit of all. Indeed, it is our duty to do so.

Aart De Geus

Born in 1955, Aart Jan De Geus studied law at Erasmus University in Rotterdam, earning a Master of Laws degree before pursuing post-graduate studies in labor law at the University of Nimwegen. In 1980 he accepted a position with the Christelijk Nationaal Vakverbond (CNV), a trade union confederation in the Netherlands, and became a partner in the Amsterdam management consulting firm Boer & Croon in 1998. From 2002 to 2007 he served under Prime Minister Jan Peter Balkenende as minister of social affairs and employment. In 2007 he was named deputy secretary-general of the Organisation for Economic Cooperation and Development (OECD), with responsibility for employment, entrepreneurship, social affairs, health, education and public governance.

He joined the Bertelsmann Stiftung Executive Board on September 1, 2011. He is responsible for projects relating to Europe, employment and globalization.



Global Economic Symposium

Three ways to save the world...

At the fourth Global Economic Symposium, held in Kiel from October 4 to 6, 2011, business leaders, policymakers and others gathered to discuss solutions to a wide variety of global problems.

Poverty, climate change, the euro crisis - these were among the many problems discussed by approximately 400 policymakers, business leaders, academics and representatives of civil society at the fourth Global Economic Symposium (GES) in Kiel. "We speak different languages. A Brazilian professor sees the world from a different perspective than someone like me, who is concerned with everyday business activities," explains Karl Ulrich Garnadt, chairman and CEO of Lufthansa Cargo AG. According to Aart De Geus, member of the Bertelsmann Stiftung Executive Board, that is both the challenge and the opportunity. "We need to share all the information we have and discuss possible solutions to problems," he says. The symposium was successful in that regard, believes Prof. Dennis Snower, president of the Kiel Institute for the World Economy. "For example, one insight was that waste water generated by large cities is a valuable resource that can be used in the form of biogas or fertilizer," he says. "Such ideas can have a profound effect on life in developing countries."

Here we present three of the ten most important ideas from the GES:

Idea 1: Debt-free countries

Participants at the GES expressed great concern about the debt burden of such very different countries as the United States and Greece. The excessive expenditures of economically sound countries have led them into a debt trap from which they will have difficulty extricating themselves without outside help. The GES regards solid funding of national budgets as crucial for a sustainable global economy and believes that the international community lacks the necessary regulatory structures to prevent countries from behaving inappropriately. The solution: an independent international commission that ensures compliance with savings targets.



Aart De Geus, member of the Bertelsmann Stiftung Executive Board, joined other experts in discussions at the Global Economic Symposium.

Idea 2: Take advantage of waste materials

Millions of tons of waste are produced in the world's metropolitan areas and never recycled. In addition, private homes and businesses generate waste water that seeps into the ground unused. Ultimately, only a tiny percentage of the world's waste products is recycled. This gives rise to considerable potential for recycling, potential that could be realized by employing modern environmental technologies and changing how consumers purchase and use products. Achieving this goal will

require internationally binding regulations for both manufacturers and consumers. The latter have a crucial role to play, since their everyday purchasing decisions determine how sustainable the production, use and recycling of goods will be.

Idea 3: Immigrants are important

More and more immigrants from poor countries are moving to industrialized nations, leading to cultural conflicts. GES experts warn that distrust of immigrants is increasing, and call for greater tolerance. This will require a change in attitude among countries accepting immigrants, who will not be truly welcome until people understand the benefits newcomers bring for the country as a whole and for their own lives in particular. Just as importantly, most immigrants are young. Over their many productive years in the workforce, they will be paying into the country's healthcare and social welfare systems. A tool introduced at the GES calculates in financial terms exactly how much immigrants contribute to society.

Text from *change – the Bertelsmann Stiftung magazine* 4/2011



The Global Economic Symposium looked at the increasing debt burden of otherwise economically sound countries and proposed forming an independent international commission to ensure compliance with savings targets.



Over 400 experts from all over the world came together for the Global Economic Symposium (GES) in Kiel to discuss solutions to the world's many problems.



Program

Europe's Future >

Europeans can look back with pride on half a century of peaceful integration. That success, however, is no guarantee Europe will further be able to meet the challenges it faces in a rapidly changing world. Moreover, a Europe dominated by expert elites is a thing of the past, since its citizens are now clamoring for a more active role.

The European Union needs to further develop its concept of “unity in diversity,” and must do so during the worst economic crisis since 1945. Whether the issue is energy or the euro, climate protection or emerging conflicts, Europe must rest on a strong foundation at home if it is to defend its interests abroad. The EU must therefore pay particular attention to how it shapes its social programs, since they will play a key role in ensuring wide-scale support for its further growth. Only by promoting solidarity will Europe be able to uphold its values and defend its interests while competing with powers old and new. For much of the world, the EU is already a model of how diverse cultures can live together freely and in peace.

The Bertelsmann Stiftung actively supports the process of European integration by drafting recommendations for forward-looking European policies in the areas of both internal and external affairs.

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Projects:

United States of Europe

The financial crisis and the financial markets are putting pressure on the European Union to become even more united politically. Rather than simply allowing this to happen on its own, Europe needs to take an active role. The Vereinigte Staaten von Europa (United States of Europe) project is devising possible solutions for dealing with this challenge. The project focuses on strengthening Europe's democratic base, promoting social cohesion and developing EU-level economic structures. The very name of this project reflects an ambitious goal, one that needs to be explained and refined as the process unfolds.

www.bertelsmann-stiftung.de/europa
joachim.vannahme@bertelsmann-stiftung.de

Summer Academy on Europe

Each year the Bertelsmann Stiftung and the Heinz Nixdorf Foundation invite next-generation leaders to join this one-week discussion forum. It gives up-and-coming decision makers the opportunity to participate in in-depth discussions of the political, economic and social developments impacting Europe.

www.sommerakademie-europa.de
gabriele.schoeler@bertelsmann-stiftung.de

Europe and the Middle East

Europe is committed to international understanding with its neighbors in the Mediterranean region and the Middle East. The Bertelsmann Stiftung's Kronberg Middle East Talks are a platform enabling Europeans to exchange views with the many key actors from this region. The talks have been organized in cooperation with partners from the region – first in Saudi Arabia, then in Morocco and, in 2012, in Turkey.

www.bertelsmann-stiftung.de/europa
christian.hanelt@bertelsmann-stiftung.de

2011 Citizens' Forum

The 2011 Citizens' Forum was a joint initiative of the German president, the Bertelsmann Stiftung and the Heinz Nixdorf Foundation. It brought together 10,000 randomly selected people to discuss Germany's future. This new form of civic engagement is an innovative way for people to participate in politics.

www.buergerforum2011.de
dominik.hierlemann@bertelsmann-stiftung.de

The 2011 Kronberg Talks were held in Rabat at the invitation of Taib Fassi-Fihri, Morocco's minister of foreign affairs. They focused on Europe's relationship with a changing Arab world. Liz Mohn, Prof. Gunter Thielen and Taib Fassi-Fihri (left to right) at one of the discussions.

2011 Program Report



The first 2011 issue of *Europe in Dialogue* was also published in Arabic.

Project: United States of Europe

The year 2011 was marked by the euro crisis and growing uncertainty over the EU's future economic and political cohesion. European policymakers also focused on restructuring processes and developing new institutions, as required by the Lisbon Treaty. In workshops, roundtable discussions and commentary by program experts, the Verinigte Staaten von Europa (United States of Europe) project analyzed the current debates, with findings appearing in the monthly policy brief *spotlight europe* and in the publication *Europe in Dialogue*. The online video "Wer rettet wen und warum?" (Who is Saving Whom, and Why?) provides an accessible explanation of the financial and euro crisis, and a number of websites now include links to it. In addition, the europ@school initiative, implemented in cooperation with the Heinz Nixdorf Foundation under the sponsorship of the government of North Rhine-Westphalia, provides suggestions for teachers at schools run by the EU. Together with the Communities for Better Living program and the government of North Rhine-Westphalia, the project is also developing a certificate that documents a community's "fitness for Europe." Finally, a new kind of German-French dialogue, which will continue into 2013, is focusing on the future of growth in Europe, particularly in Germany and France.

Through other publications and events, the project is also looking at the EU's relationship with countries in Eastern Europe and the Black Sea region, the role of national parliaments within the EU's new treaty framework and what European economic governance might look like. At a conference in Dubrovnik, Croatia, Bertelsmann Stiftung experts and their European partners discussed prospects for a new reconciliation process in Southeastern Europe and possibilities for Western Balkan nations to join the EU in the near future. The regular consultations with policy planners from the foreign ministries of EU member states also took place in 2011 in Brussels and Warsaw.

Project: Summer Academy on Europe

The 2011 Summer Academy on Europe and the regular meeting of its alumni network focused on a discussion of the euro crisis and on criticism of Europe, examining potential responses. Recently relaunched, the Summer Academy is placing greater emphasis on interaction among participants and creating closer ties to the Bertelsmann Stiftung's European activities.

Project: Europe and the Middle East

In 2011 this project focused on the EU's neighboring states in North Africa, where people are calling for more rights and democracy and seeking to end longstanding autocracies. The Bertelsmann Stiftung held expert workshops and public hearings on this topic in Berlin, Warsaw and Brussels, to which young North African activists were invited. The topic was also the focus of an issue of *Europe in Dialogue*, which, for the first time, was also published in Arabic.

Project: 2011 Citizens' Forum

The 2011 Citizens' Forum was a joint initiative of the German president, the Bertelsmann Stiftung and the Heinz Nixdorf Foundation. Addressing the topic "The Future Demands Unity. Diversity Means Opportunity," 10,000 people from 25 selected cities and towns all across Germany participated in one of the country's largest civic engagement projects. The forum was launched on March 12 with events in 25 locations. At local gatherings and through an online platform, participants then drafted "Citizens' Agendas" containing recommendations in six categories, with members of previous forums moderating the online discussions. In May, participants presented their findings to Germany's president and made their recommendations available to the general public.



The Summer Academy Europe alumni network meeting held in 2011 looked at responses to the question "What Good Is Europe to Me?"



Program

Evidence-Based Policies >

Global megatrends, social change and excessive indebtedness, not to mention economic and financial crises, are heavily impacting economic and social systems everywhere. Coupled with the economic and political interdependence that continues to grow as globalization proceeds, these factors are placing new demands on national, European and transnational governance structures.

Germany's social market economy and Europe's system of checks and balances among its socially responsible market economies can serve as a model for creating a sustainable global economic and social order. The hallmarks of such an order would be economic productivity, the long-term elimination of economic imbalances, social justice and social cohesion, environmental sustainability, and political stability. We want to contribute to the world's social and economic future by promoting such an order through our project work and international dialogue.

In a globalized world, social progress requires political learning, social innovation and, above all, changes in the way people think. It also calls for greater transparency on how economic institutions are performing and on the quality of democracy and political leadership. To achieve these goals, we carry out international comparisons and analyze policy issues at regular intervals, while working with national and international partners to develop forward-looking strategies.

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Projects:

Sustainable Governance Indicators

Our Sustainable Governance Indicators (SGI) allow us to compare the long-term viability of the OECD's political and economic systems. They provide the empirical data, in-depth analysis and international benchmarks that policymakers need to strategically advance reforms.

www.sgi-network.org

daniel.schraad-tischler@bertelsmann-stiftung.de

Strategies for Transformation and Development

The Bertelsmann Stiftung's Transformation Index (BTI) assesses the quality of political systems, economic development and governance in 128 developing and transition countries. The objective is to identify successful strategies for strengthening democracy and good governance.

www.bertelsmann-transformation-index.de

sabine.donner@bertelsmann-stiftung.de

hauke.hartmann@bertelsmann-stiftung.de

Economic Dynamics and Employment

This project is devoted to developing employment-related innovations, re-integrating the long-term unemployed into the labor market and reducing the number of part-time and temporary positions. The goal is to help people in Germany move back into permanent, secure, full-time jobs.

www.beschaefigungsdynamik.de

eric.thode@bertelsmann-stiftung.de

Global Economic Symposium

The Bertelsmann Stiftung and the Kiel Institute for the World Economy have been jointly organizing the annual Global Economic Symposium (GES) since 2011. The GES is a forum for interdisciplinary dialogue among academics, business leaders, policymakers and representatives of civil society, allowing them to discuss global challenges and develop concrete responses.

www.global-economic-symposium.org

stefan.empter@bertelsmann-stiftung.de

cortnie.shupe@bertelsmann-stiftung.de

At the 2011 Global Economic Symposium in Kiel: (left to right) Torsten Albig, mayor of Kiel; Peter-Harry Carstensen, premier of the state of Schleswig-Holstein; Dennis J. Snower, president of the Kiel Institute for the World Economy; Jost de Jager, Schleswig-Holstein's minister of economic affairs; and Aart De Geus, member of the Bertelsmann Stiftung Executive Board.

2011 Program Report



The publication *Sustainable Governance Indicators 2011* explores the long-term viability of policymaking in 15 different areas, based on approximately 150 indicators.

Project: Sustainable Governance Indicators (SGI)

The 2011 SGI were published in the spring and received a great deal of international attention. Two special studies, *Sustainable Governance in the OECD – How Well Prepared Is Germany for the Future?* and *Social Justice in the OECD*, contributed to the current national and international discussions of social participation and equal opportunity. In addition, the third Sustainable Governance Dialogue was held in July 2011, focusing on “Political Communication and Strategic Governance.” Its goal was to present project findings on sustainable governance to selected policymakers and other government officials.

Project: Strategies for Transformation and Development

The data collected in 2011 for the Bertelsmann Stiftung's 2012 Transformation Index (BTI) provide a differentiated view of political and economic reforms aimed at achieving greater democracy and a market economy. They show, for example, that while most developing and transition countries recovered quickly from the effects of the global financial and economic crisis, a majority of them are hindered from developing in a sustainable and fair manner due to poverty and inequality.

The 2011 Transformation Thinkers alumni conference focused on the potential offered by a transfer of transformation experiences, as well as its limits. Launched in cooperation with the German development agency GIZ, this interregional network and discussion forum brings together 120 young leaders from over 70 countries to promote democratization and good governance.

Project: Global Monitoring – Sustainable Social Market Economies

As part of the *Global Monitoring – Sustainable Social Market Economies* pilot study, the Bertelsmann Stiftung collaborated with the Center for Applied Economic Research at the University of Münster to develop a strategy for evaluating and comparing social market economies. It will be tested using data from selected countries in 2012.

Project: Economic Dynamics and Employment

Released in March 2011, the study *Erwerbstätigkeit im Lebenszyklus* (Employment During the Life Cycle) analyzes the strengths and weaknesses of the German labor market relative to other countries, looking at various stages in people's working lives. In addition to its studies, the project is also developing reform strategies to reduce the number of people in “atypical” employment situations – those with part-time and temporary jobs, for example. A major focus of the project work is increasing the chances that temporary workers will be offered permanent positions and making it easier for people to transition into jobs offering full social benefits. The project is also developing innovative strategies for helping the long-term unemployed re-enter the workforce.

A conference was also held in Berlin in November 2011, at which representatives of government agencies, political parties, unions, employers' associations and the academic community discussed the project's findings and possible solutions.

Project: Global Economic Symposium (GES)

From October 4 to 6, 2011, the Kiel Institute for the World Economy and the Bertelsmann Stiftung hosted the 2011 Global Economic Symposium in Kiel, which drew some 400 business leaders, policymakers and academic specialists from around the world. This annual conference promotes international and interdisciplinary dialogue on global challenges and possible responses to them. It also focuses on interdisciplinary efforts to develop effective real-world solutions. The next symposium will be held in Rio de Janeiro on October 16 and 17, 2012.



A Bertelsmann Stiftung study released in March 2011 analyzes the strengths and weaknesses of the German labor market.

Program

Shaping the Global Future >

From emerging countries' uninterrupted growth to the European debt crisis to the nuclear disaster in Fukushima – again in 2011, global events made very clear how interdependent we have become. Crises are no longer contained by national borders, the global balance of power continues to shift and coordinated, international action is needed to find solutions to today's challenges. With our Shaping the Global Future program, we are seeking a better understanding of globalization and the political, economic and social challenges it brings in order to develop effective responses and raise awareness of them.

We want to help close the gap between global politics and people's everyday lives. To that end, we are taking advantage of new Internet-age communication channels to promote collaborative thinking and participation.

Events today have an almost immediate impact all over the world, making themselves felt through global systems that are increasingly complex and interdependent. Political decisions, moreover, have economic, environmental and social consequences. We want to help people better comprehend our changing world; in addition, we want to help them share their experiences with others and adapt their strategies and actions to reflect future needs. To do this, we use traditional tools such as studies, policy papers and conferences, while also taking advantage of new methods of public input using social media and the Internet.

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Projects:

Future Social Market Economy

- Global Economic Risks and Opportunities
- Future Social Security
- Future Model: Social Market Economy

Within the scope of our interdisciplinary Future Social Market Economy project (see the Evidence-Based Policies program), we will be examining the challenges to Germany's post-war economic model resulting from globalization by carrying out in-depth interviews with international experts. In addition, we will be developing new approaches to social security and ideas for creating a 21st-century social market economy.

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Shaping a Globalized World

This project is formulating political responses to globalization and introducing them into the international discussion. The project combines the Bertelsmann Stiftung's expertise with the resources of other institutions, think tanks and foundations. For example, we organize international gatherings that bring together experts to seek solutions to challenges relating to global governance as well as methods for their implementation.

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Future Challenges

How do global megatrends interact? And how do they impact people's lives? The online platform futurechallenges.org is helping us answer these questions by bringing together an international network of bloggers to discuss the relevant issues from the perspective of each contributor's specific region. Supported by leading individuals and institutions around the globe, the project also carries out empirical studies and organizes conferences.

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At the conference on "The Social Market Economy: A Model for the Future" held in Berlin in cooperation with the German Ministry of Labor and Social Affairs: (left to right) Dr. Brigitte Mohn, Prof. Dieter H. Vogel, Liz Mohn, German Labor and Social Affairs Minister Ursula von der Leyen and Prof. Gunter Thielen.



2011 Program Report

Project: Global Economic Risks and Opportunities

In cooperation with Z_punkt The Foresight Company, this project conducted an online survey of 70 international policymakers, business leaders and academic experts regarding global risks to the world economy. Detailed information was gathered regarding 11 risk areas and the results were published in March 2012 in the first issue of *Global Choices*, a new series of publications. The project is also focusing on the topic of foreign direct investment. A discussion paper examining developments in the United States, China and Europe was prepared for the 2011 Global Economic Symposium. In addition, the comprehensive study *FDI Revisited*, with articles by a number of well-known researchers, will be published as the second issue of *Global Choices* in April 2012.

Project: Future Social Security

In cooperation with Prof. Martin Werding (Ruhr-Universität Bochum), this project developed a model to simulate the effects of demographic change on public finances in Germany up to the year 2060. The findings make it possible to quickly evaluate proposals for social reform. In addition, the German Institute for Economic Research (DIW Berlin) and the University of Bremen have begun work on a study of the middle class in Germany that will examine a number of issues, including economic and social trends among the middle class and the anxiety people in Germany have about losing ground.

Project: Future Model: Social Market Economy

In cooperation with German Labor and Social Affairs Minister Ursula von der Leyen, the project held a conference on “The Social Market Economy: A Model for the Future.” In addition to reviewing the results of a survey about the social market economy’s challenges and prospects in the 21st century, participants discussed prerequisites for creating a sustainable economic and social model.

Project: Shaping a Globalized World

This project focuses on the topic of global governance. In addition to publishing reports such as *A New Role for UNFCCC*, which examined the role of civil society in global governance and how global governance can help shape environmental policy, it collaborated with the Pacific Forum of the Center for Strategic and International Studies (CSIS) to create a network devoted to this issue.

Project: Future Challenges

The number of users of the Internet platform futurechallenges.org more than tripled during the second half of 2011. The increase was due to expanded content, a larger blogger network (which now includes 100 bloggers from 48 countries), extensive project activities involving social media (particularly Facebook and Twitter), participation in the Global Economic Symposium and, not least, a comprehensive relaunch of the site. Thanks to the relaunch, the platform is now more user-friendly and presents more engaging topics in a more appealing way. As in 2010, the Bertelsmann Stiftung participated in selected events related to Web 2.0 and once again hosted the Government 2.0 conference.



Civil society organizations and networks can help overcome global challenges and democratize international institutions, a finding documented in the report *Sharing Global Governance*.



The Internet platform www.futurechallenges.org promotes interactive discussion of major global trends through events such as the BarCamp held in Berlin in November 2011, which focused on the topic “How the Internet Changes Our Reality.”

Dr. Jörg Dräger

Dr. Dräger, how do you view the current situation in Germany's educational system? Is the country on the right path?

Yes and no. In a way, Germany's educational system is divided. The good news is that more and more students are qualifying to study at university, and more and more go on to complete a university degree. Also, our twin-track vocational system has long been the envy of other countries. On the other hand, our educational system still leaves too many behind. Nearly 20 percent of 15-year-olds in Germany have only elementary-level skills in reading, writing and arithmetic. Every year, almost 60,000 young people drop out before completing secondary school. More than 300,000 are "on hold" in interim programs because they cannot find a vocational training position or are not yet ready for training.

The consequences are disastrous – for each student left behind, and for society at large. The Bertelsmann Stiftung has shown how inadequate education impacts economic growth and crime rates. We must therefore summon the courage to carry out swift and pragmatic educational reforms.

Your projects take a variety of approaches to reforming Germany's educational system. What do you see as the most promising tools for change?

The least promising are the endless debates about school structure and federal responsibilities. Instead, I see three points as pivotal. First, we should greatly expand opportunities for early childhood education and care, especially for children under three. This would help parents balance work and family life, but that's not the only reason. The main incentive is that attending an ECEC center has such positive effects on a child's performance all the way through school. Germany's eastern states have already expanded their ECEC systems. There, the urgent need is to invest in quality, meaning smaller groups and more training for childcare workers. With its state-level assessments of early childhood education, the Bertelsmann Stiftung gives policymakers and administrators an important basis for planning.

Second, we need a different way of teaching. In today's schools, a heterogeneous classroom is the norm – and this is not just because of the students' increasingly diverse backgrounds. The pedagogical concept of individualized support implies a learning plan that is appropriate for each student. That's an enormous challenge for Germany's teachers. And they can rise to the challenge, as the Bertelsmann Stiftung demonstrates in a pilot project conducted with the state of North

Rhine-Westphalia. At schools there, the entire faculty is trained to use the project's new approach.

Third is the right to vocational training. Young people who do not obtain a regular training slot in our twin-track work-study system deserve better opportunities. The interim measures currently in use for those who do not find a slot are complicated, unwieldy and largely ineffective. I believe secondary school graduates should have a legal right to a training position. The Bertelsmann Stiftung is working with nine German states to create better entry-level job opportunities for young people who cannot find a training slot.

Where will you focus your efforts in the future?

In the year ahead, we will concentrate on two areas: inclusive classrooms and full-day schools. The reasons are obvious. Of Germany's 500,000 students with special needs, 78 percent now attend special-education schools. As we gradually integrate these students into regular classrooms, as policymakers have agreed to do, we will need well-equipped schools and attitudes toward learning that treat students as individuals. Otherwise, this attempt at inclusion is destined to fail.

Our second area of focus is increasing the number of full-day schools, still a rarity in Germany. This does not mean that we can simply present this option as half-day school extended into the afternoon. If full-day schools are to gain wide acceptance, we must think through the educational approach very carefully. I view this as the crucial requirement for more equal opportunity and better education, especially in troubled neighborhoods.

Dr. Jörg Dräger

Jörg Dräger received a PhD in theoretical physics from Cornell University in Ithaca, New York. After beginning his career with the management consulting firm Roland Berger, he became executive director of the Northern Institute of Technology in Hamburg.

At the age of 33, he took office as Hamburg's minister of science and research, and later also as its minister of health and consumer protection. In 2008, he joined the Bertelsmann Stiftung as a member of its Executive Board and director of the CHE Centre for Higher Education.



2011/2012 Jakob Muth Prize

Overcoming doubts and barriers

The Jakob Muth Prize for inclusive schools once again recognized exemplary institutions in 2011/2012. We visited schools urban and rural to see what makes them special.

Line by line, small fingers slide across the pattern of raised dots on a page as Timo* reads a story out loud. The other children stay quiet as mice. They still find it magical that Timo can decipher the Braille letters with his fingertips, reading from the schoolbook as well as they do. And there's more to the magic. Nearby sits 10-year-old Lin. She was three when doctors diagnosed her with congenital hearing loss. Hearing aids did not help. Only after a cochlear implant, through which a small electronic device was surgically inserted into her ear and attached to an external microphone, did Lin slowly begin to hear and interpret sounds. Six months later, she responded to her mother's voice for the very first time.

"Is Lin sitting next to me?" asks Timo, gently feeling behind her ear for the microphone. When he touches it, he smiles, nods and continues reading. The fact that Timo and Lin attend the Waldschule, an elementary school in Bad Bevensen near Hamburg, and learn in an inclusive classroom is not a matter of course. But it should be, according to Hubert Kallien (63), the principal of Dohrmann School, located right across the street. He looks a bit lonely, and no wonder. His school is part of the special education system, and its hallways and classrooms no longer bustle with activity. But he doesn't mind leading a school with shrinking enrollment - far from it. "When I arrived in 2001, this school had 125 students," he explains. "Every one of them had been sent here after being diagnosed with special educational needs."

Integrative Pilot Project

Mr. Kallien found it unacceptable that these children had simply been transferred into the special education system, all but ending their chances of completing secondary school. Since the 1990s children in Germany with special needs (whether mental, physical or emotional) can attend inclusive neighborhood elementary

schools. The principal saw his opportunity. "When I started here, I set out to organize special education differently," he says. "The first step was an agreement between the three elementary schools in the Bad Bevensen school district and my school."

The pilot project was approved in 2002, and a special education center for Bad Bevensen and the surrounding region was established. Since then, children with special needs have attended inclusive elementary schools. Teachers from Dohrmann School go there to support them as they learn. The system brings in the specialists and teacher assistants that many children with special needs require.

At the Waldschule, principal Friederike Hein (55) has instituted several multi-grade classrooms and inspired the 23 faculty members to integrate children like Timo and Lin into classroom activities. The two elementary schools in neighboring towns also have inclusive classrooms. In Bienenbüttel, for example, the elementary school offers its 270 children full-day instruction, not yet the norm in Germany, along with a healthy midday meal and an extensive curriculum that includes sports and play. It's also the ideal setting for a 10-year-old student who has just arrived in Germany and is learning how to speak the language. She can spend the whole day with her best friend at school - and learn German while they play.

Room 4a is an inclusive classroom where quite a diverse group of youngsters can be found. "The children don't even notice any more," says school principal Gudrun Boldhaus (57). At first, the challenge was to win over the faculty and parents, but that turned out well. "To get them all on board, we showed them as much as we could about how we work," Ms. Boldhaus explains. "Now, when we have an inclusive class coming up, we ask parents before their child starts school whether they're interested in participating. And we always end up with enough supportive parents."



Learning despite disabilities: Timo*, who is blind, and Lin, who is hearing impaired, read a story together.

Assisting each other: In multi-grade classrooms it quickly becomes clear that everyone has strengths and weaknesses. A child who explains something to a classmate helps a friend and gains self-confidence as well.



The same is true in the elementary school in Himbergen, where principal Heidi Gatz relies on multi-grade learning. Melvin (7), who started there at age five, has three classmates with special needs. They are working on projects in mixed groups. One child from each group comes forward and presents the group's results. A teacher assistant positions Kira next to Melvin in her wheelchair. Sitting cross-legged on the floor, he listens attentively.



Learning through play: Accompanied by a teacher assistant, a girl with cerebral palsy works with other children on a group project.

If the Bad Bevensen region were not offering this inclusive program, youngsters like Kira would have to travel long distances every day to attend a segregated school for children with physical disabilities. Bad Bevensen is in a rural area, and the nearest special needs school is more than an hour away. Getting there would be no fun, especially since it would leave little time to play with friends at home. And despite all the therapeutic measures such a school might offer, it can still leave students under-challenged.

*The names of some students from Bad Bevensen have been changed.



Benedikt, who has cerebral palsy, did not feel sufficiently challenged in a special-education school. At the cooperative comprehensive school in Bad Bevensen, he has an opportunity to complete his secondary education.



Principal with vision: Hubert Kallien's dream of a special-education school with no students has almost come true.



Lea, who has Down syndrome, and her friend Emma take care of the school's guinea pig during a break.

Benedikt (16) had that experience. He was born with cerebral palsy. For years, he attended a special-education school in Hamburg. "It was a long commute," he says. On the other hand, even the hallways were outfitted with physical therapy equipment. The whole setup was ideal. "It was just that I felt totally unchallenged," he recalls. Luckily for Benedikt, another institution has since joined the inclusive pilot project: Fritz Reuter School. It is a cooperative comprehensive school that, unlike most in Germany, admits children of diverse academic achievements under one roof. Students learn music, art, textile design, creative crafts and athletics in mixed academic achievement groups. This is where Benedikt embarked last year on a new educational experience, accompanied by Annette Hartmann (30), his special needs teaching assistant. "At first I was awfully nervous, because the others were faster than I was," he says. "But then I realized that it kept getting better. Here, I have an opportunity to get a solid education. Someday I'd like to be an office administrator."

Benedikt is not the only special needs student in attendance. With a total enrollment of 1,850, the school is equipped with microphones for the hearing impaired, reading devices, accessible restrooms and wheelchair ramps. "This stuff is outrageously expensive, because the market isn't there yet. But we're growing into it," says school principal Christel Auer (56), a woman who knows exactly what she wants. "These kids have rights! This is especially true when it comes to the social services providers. I now make a list and say that this isn't even up for discussion. This student needs a laptop or microphone - period! We've even had a classroom with a bed in it." Despite the challenges, the push for creating inclusive schools continues to grow. After all, learning defies barriers of all kinds. Regardless of whether children come from a socially disadvantaged family, have an immigrant background or emotional needs, or are simply going through a difficult developmental phase, they deserve a chance at a good education. So far, the Fritz Reuter School principal has not observed severe social inequalities in her rural area. She thinks the situation is much more serious in major metropolitan areas such as Hamburg.

'So nice and different'

And there, about 100 kilometers away, we find Langbargheide School in the city's Lurup neighborhood. Integration, inclusion, socioeconomic problems - this primary school manages to deal with all of them at once. Students come from socially disadvantaged areas, four out of five have an immigrant background, and more than one-third live in families that depend on social assistance benefits to survive. The school is located across the street from a housing area that is full of high-rise apartments, discount stores and gray concrete. But as in Lurup itself, says principal Annette Berg (57), the school is full of "different kinds of people: big and small, fast and slow, poor and better off, native born and not, children from 'stable' homes but also from families dealing with unemployment, separation and addiction, and of course children with special needs. The faculty has learned to bring the whole orchestra into play, not just the first violins."

The students, about 380 in all, learn in multi-grade and inclusive groups. For example, Denis (6), who has Down syndrome and is accompanied by a teacher assistant, has just asked Cheyenne (also 6), a preschooler, and Alex (8) to explain a letter of the alphabet. "The children like helping Denis. Sometimes we almost have to hold them back, because if you're doing everything for him you're not necessarily helping," says Gabriela Heide (48), a childcare worker. She's sitting in the midst of 15 children, three of whom have learning disabilities or are mentally handicapped.

With her is the teacher, Pegah Parsaeian (27), whose family originally came from Iran. In a mixed-grade inclusive classroom with children from Afghanistan, India, Ghana, Albania and Russia, this young teacher considers her background a huge advantage. "I can bridge a gap between two worlds, because my firsthand experience of immigration gives me a different perspective on the situation of these children and their parents," she says.

The school provides full-day instruction to support children from struggling households and to promote skills

useful at home such as talking, listening and reading together. It also offers projects such as Fly, a family literacy program in which mothers and fathers regularly take part in lessons. This new approach to learning is evident during a visit to the “Eagles” classroom. Anyone entering might think the students had all flown away, but they are just in the middle of “quiet time,” which focuses them before the learning begins. Such rituals provide stability. In the middle of each classroom is a red carpet surrounded by wooden benches. Now the children gather there for the Morning Circle, where they talk, sing and listen to stories. First, they clip colored clothespins to a traffic light to signal – red, yellow, green – how they are feeling and whether they have something to tell their classmates. Then the lessons begin, with clear goals that have been worked out by teachers, students and parents during regular meetings. For example, the goal on six-year-old Tatjana’s desk reads: “I listen well. I keep my things in order. I chat less with my classmates during lessons.” Today, Tatjana is reading a story with her mother, Natalja Shahinyan, who thinks this is good practice for both of them, since the family speaks Russian and Armenian at home.

Thanks to its partnership with the adjacent Moorwisch Childcare Facility (sponsored by the Alsterdorf Evangelical Foundation), the school also has preschoolers in its mixed-age classrooms. Moreover, its teaching teams bring together professionals from different fields – from elementary school teachers to remedial therapists. “We’re preparing the children for secondary school, so it’s important for them to develop self-confidence. Then they enjoy learning, try really hard and want to succeed,” explains teacher Susanne Matzen-Krüger (48). An especially important part of the process, she adds, is that children with disabilities are integrated into the classroom. “People often think that this is advantageous only for the special needs children. But the others

benefit just as much, because they see that everyone is welcome here,” she explains. And that’s not all. “Children who explain something to a struggling classmate often reinforce their own learning in the process,” says instructor Annette Berg.

Absences are rare, Ms. Berg says. Looking around the tree-studded schoolyard, it’s easy to think of Langbargheide School as a peaceful oasis among the gray high-rises. This is most likely the case for some of its charges: a little girl who hasn’t said a word since her first day of preschool; a boy who arrives worried and upset because his parents were arguing that morning; a youngster who suddenly breaks into a screaming fit; and another little girl whose coat is far too big because hand-me-downs are all her parents can afford. Many of these children have known hard times from an early age. Sometimes, it can be comforting to cuddle with a small furry creature like the guinea pigs kept in Bienenbüttel. Langbargheide School also has two unusual staff members: Ida and Mimo, the school’s “therapy dogs.” Complete with special halters and training certificates attesting to their good nature, they spend their days with the “Chestnuts” class. They are a calming presence when a child is upset. And they teach the children what it means to take on responsibility.

Problems at the primary school are viewed as challenges to be overcome. Diversity and differences mean opportunity and enrichment. Annette Berg learned the beauty of this on one child’s birthday. “On birthdays we always have a Compliment Circle where everyone says something they like about the birthday child,” she explains. “So one classmate said, ‘You’re so nice and different!’ And the birthday child responded, ‘You are too!’”

Text from change – The Bertelsmann Stiftung Magazine 1/2012



Award ceremony: The 2011/2012 Jakob Muth Prize went to the Regine-Hildebrandt Comprehensive School (Brandenburg), the Eitorf Community Elementary School (NRW), the Langbargheide Elementary School (Hamburg) and the Regional Integration Pilot Project for Altenmedingen, Bad Bevensen, Bienenbüttel and Himbergen (Niedersachsen).

Jakob Muth Prize 2011/12

Awarded for the third time, the Jakob Muth Prize for Inclusive Schools recognized three German schools and one school network in 2011/2012.

Recipients included the Special Education Center for the Altenmedingen, Bad Bevensen, Bienenbüttel and Himbergen Region in the municipality of Bad Bevensen (Lower Saxony); the Langbargheide Elementary School

in Hamburg’s Lurup neighborhood; the Regine-Hildebrandt Comprehensive School in Berkenwerder (Brandenburg); and the Eitorf Community Elementary School (North Rhine-Westphalia). At the awards ceremony in Berlin, the four prize winners received monetary awards ranging from €3,000 to €5,000 for their exemplary inclusive education of children with and without disabilities.

Program

Integration and Education >

Germany's population is becoming increasingly diverse. Immigration and integration are critical for the country's future. All people, whatever their background, must have equal access to opportunities, and a good education is essential to this. Germany needs a new sense of solidarity and shared identity. This develops in communities and in schools when people join forces to meet communal challenges. What matters is not where an individual comes from, but where all of society is headed together.

We are committed to establishing a welcoming mindset in Germany, an attitude that treats diversity as an opportunity and that promotes immigration. Based on successful international practices, we are creating initiatives to support immigrants as they integrate into German society. We also want to ensure that young people can develop to their full potential, succeed in school and take on social responsibility. We are therefore working to improve Germany's school system, from pre-school to higher education, so that all children and young people receive the individual attention that best meets their needs. As a result, we support educators and students as they work to improve learning and increase inclusion.

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Projects:

Integration in Communities / Leadership Program for Immigrant Organizations

We support communities as they develop programs to promote integration, and then we help them monitor their progress. We also help build leadership skills in young people who are involved in immigrant organizations.

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Transatlantic Council on Migration (TCM) / Future of Integration Initiative

Together with our international partners and in light of ongoing globalization, we seek out successful approaches to immigration and integration worldwide. Working with political and social leaders and with young immigrants, we explore ways to improve integration in Germany.

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Expert Council of German Foundations on Integration and Migration

We are a member of the Association of German Foundations, which established the Expert Council, an independent group of academic specialists. The council monitors and analyzes issues relating to integration and immigration. It then issues policy recommendations.

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Diversity and Education

Together with our partners from the political, economic and social spheres, we are helping create a fair and effective educational system in Germany. Working with educational representatives from the state level, we are developing approaches that focus on students' individual needs.

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Jakob Muth Prize for Inclusive Schools

We promote inclusiveness and quality education by recognizing schools for their achievements, calling attention to excellent practices and motivating others to join the effort.

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At the youth forum Generation Future, young people of all backgrounds joined the Bertelsmann Stiftung and the Federal Ministry of the Interior to develop ideas that will help shape Germany's future.

2011 Program Report

The youth forum Generation Future online event allowed young people to discuss their ideas and develop recommendations for policymakers.



Projects: Integration in Communities / Leadership Program for Immigrant Organizations

At a conference co-hosted by the city of Essen in early 2011, we worked with community representatives from all across Germany to develop recommendations that would help government authorities better welcome immigrants into the local community. Together with the Federal Office for Migration and Refugees, we also co-hosted a conference in Nuremberg in November 2011 that looked at increasing government cooperation with immigrant organizations. In addition, at the National Immigrant Integration Conference in Seattle, our international Cities of Migration (COM) network presented proven community-level integration practices. The COM newsletter is now published in some 20 countries.

Projects: Transatlantic Council on Migration (TCM) / Future of Integration Initiative

The Transatlantic Council published its findings and recommendations in the book *Improving the Governance of International Migration*, and experts met in December 2011 to discuss ways to improve immigration management in Germany. Our public opinion poll in autumn 2011 found, moreover, that young people are more likely than older people to regard integration as successful. Furthermore, the Federal Ministry of the Interior and the Bertelsmann Stiftung invited 125 socially committed 20- to 30-year-olds, some of whom have an immigrant background, to discuss their common future in Germany at the youth forum Generation Future. After a summer of online discussion, forum participants met in Berlin in the fall, developed recommendations and presented them to Parliamentary State Secretary Ole Schröder from the Federal Ministry of the Interior.

Project: Expert Council of German Foundations on Integration and Migration

The council presented its annual report, calling for “bold concepts” to make Germany’s immigration policy “better equipped for the future.” The first edition of the “Migration Barometer” revealed that the population is open-minded about skilled immigration.

Project: Diversity and Education

In April 2011, the results of the largest-ever online survey in Germany on education were published in cooperation with the German daily *Bild* and the Turkish daily *Hürriyet* and subsequently discussed with Dr. Annette Schavan, Germany’s minister of education and research. The results showed that people are dissatisfied with the educational system and want reforms. In July 2011, a partnership was established with North Rhine-Westphalia’s education authorities to promote continuing education for teachers, with a focus on individualized learning in the classroom. Through this partnership, the Bertelsmann Stiftung is supporting the state government’s continuing-education program, originally devised by the NRW education conference. The pilot project is being developed in collaboration with the University of Münster.

Fostering a new learning culture in schools was the goal of the School Forum and EduCamp held at the end of November 2011 in Bielefeld, Germany. Presented in an innovative format, this event supported networking and an exchange of ideas among teachers, allowing them to learn about good practices in individualized teaching.

Project: Jakob Muth Prize for Inclusive Schools

Focusing on the topic of “Learning Together - With and Without Disabilities,” the Jakob Muth Prize, awarded in 2011/2012 for the third time, recognized schools that have made exemplary progress toward inclusiveness. In cooperation with the German government’s commissioner for the disabled and the German UNESCO Commission, the Bertelsmann Stiftung presented the 2011/2012 prize to the Eitorf Community Elementary School (Eitorf), the Regine-Hildebrandt Comprehensive School (Birkenwerder) and the Langbargheide Elementary School (Hamburg), as well as a network of schools in Bad Bevensen. This was the first time a multi-member organization has been recognized through the prize. The project also has a new partner, the Sinn Foundation, which will offer additional support to the winning schools after they receive their awards.



Nominations for the Jakob Muth Prize were first accepted on June 15, 2011, and the prize winners were announced on January 19, 2012.

Program

Future of Employment / Good Governance >

Though acceptance of democracy as a form of government remains as high as ever, representative democracy is under pressure. Citizens are increasingly dissatisfied with its core institutions: political parties, legislative bodies and governments. According to the European Social Survey, more than 80 percent of Germans place little or no trust in the country's political parties and parliaments. Germany needs new forms of political participation as a result. Democracy grows stronger when people participate in timely, continuous and constructive ways, above all by expressing their opinions and helping make decisions. This requires an open discussion of preferences, goals, costs, consequences and side effects. For best results, moreover, the dialogue should include people who until now have not had a voice. Such steps serve to strengthen the classic democratic principles of participation, public discourse, transparency and accountability.

Through our projects, we search internationally for robust approaches that increase political participation, and we then facilitate their transfer to Germany. Such approaches can often be used to identify better responses to social problems and to improve public acceptance of policymaking decisions. People want to be informed and to have their opinions heard, both of which must happen if society is to effectively address social and economic challenges.

Beyond the political sphere, people must also be able to participate at school and work, something that is essential for ensuring economic prosperity and social cohesion. Society must therefore help young people transition from school to work and must create a culture of lifelong learning. Each youngster must also be assured of early access to career advising opportunities and be guaranteed a career training position, goals we actively pursue. Finally, we help make learning conditions in the workplace transparent in order to foster the ongoing development of knowledge and skills in each individual.

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Projects:

2011 Reinhard Mohn Prize

In honor of the Bertelsmann Stiftung's founder, who died in 2009, the Reinhard Mohn Prize recognizes innovative projects from all over the world. To award the 2011 prize on "Vitalizing Democracy Through Participation," an international search was carried out to identify public-sector institutions that successfully integrate citizens into the political process. The winner was the Brazilian city of Recife.

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Engaging Citizens in Governance

In this project, we work with politicians and administrators at the federal, state and community level. The goal is to help them effectively involve citizens in political processes in ways that benefit government institutions and the public. This project draws on the international approaches and ideas identified for the 2011 Reinhard Mohn Prize.

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Modern Regulation

For most people, "the state" and "the political system" are abstract concepts. Every single day, however, we enjoy the fruits of their activities, which we call laws and regulations. Just how these regulations are written, implemented and reviewed is a crucial factor determining whether citizens trust their government and are willing to get involved. We therefore work to develop a regulatory system that meets the public's need for transparency, access and effectiveness.

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Modern Employability (German Learning Atlas)

Lifelong learning is the key to personal advancement, social justice and economic prosperity. The Deutscher Lernatlas (German Learning Atlas), a new online tool, allows users to compare lifelong learning opportunities in cities and towns throughout Germany.

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Systematic School-to-Work Transitions

More than 300,000 young people are stuck in interim programs because they cannot find a vocational training position or are not yet ready for training. To improve their opportunities, the Bertelsmann Stiftung established this initiative in 2009 in cooperation with the Federal Employment Agency and 16 ministries in nine states.

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Initiative for Employment!

Co-sponsored by the Bertelsmann Stiftung, the Initiative für Beschäftigung! (Initiative for Employment!) brings together business leaders and public-sector representatives to develop new approaches to improving the labor market situation.

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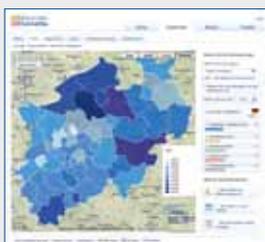


The German Learning Atlas sheds light on how people learn in professional, social and personal contexts, as well as in schools.

2011 Program Report



Based on findings from the 2011 Reinhard Mohn Prize, the Bertelsmann Stiftung publication *Vitalizing Democracy Through Participation* presents new perspectives for civic participation in Germany.



The German Learning Atlas (www.deutscherlernatlas.de) now makes it possible to compare data on lifelong learning throughout Germany.

Project: 2011 Reinhard Mohn Prize

After a worldwide search, the winner of the first Reinhard Mohn Prize was announced in April 2011. Almost 12,000 German citizens voted to select the winner, the Brazilian city of Recife, from the seven finalists. Recife was chosen for its participatory budgeting system, in which a broad segment of the public helps determine, implement and monitor spending on municipal activities. All of the finalists presented their projects at a symposium and were then honored at an awards ceremony. In her keynote address, German Chancellor Angela Merkel praised the finalists and declared her support for more effective approaches to citizen participation in Germany.

Project: Engaging Citizens in Governance

This project's goal is to raise awareness among policymakers and administrators about the need for getting the public more involved in governance. In particular, administrative staff at the federal and state level need support as they approach this new undertaking. The project team has therefore worked with public-sector partners to design innovative approaches at both levels.

Project: Modern Regulation

To establish sustainability impact assessments that are effective and efficient, we conducted pilot projects in 2011 designed to reform the regulations governing "mini-jobs" in Germany and to revise the Equal Opportunity Act in Thuringia. Guidelines developed from these projects can now be applied in all regulatory contexts at the federal and state level. Yet no matter how well regulations are developed, problems in implementation can often interfere with the intended outcomes. A new study therefore shows how performance comparisons among agencies can systematically improve the way in which laws are applied.

Project: Modern Employability (German Learning Atlas)

Which lifelong learning opportunities currently exist in Germany's cities and towns? Where is the best learning environment to be found? The Deutscher Lernatlas (German Learning Atlas) is the first resource to provide answers to those questions by comparing lifelong learning throughout the country. To make clear the many ways learning takes place, the atlas shows how people learn in professional, social and personal contexts, as well as in schools. Both the rankings and underlying data are available on the website www.deutscherlernatlas.de.

Project: Systematic School-to-Work Transitions

In April 2011, the project published a jointly developed framework for reorganizing Germany's interim training programs to ensure all young people have access to a vocational training position. The new framework calls for improving career counseling in schools, adding additional workplace programs to existing training options and minimizing use of interim programs. In some states - such as Hamburg and North Rhine-Westphalia - comprehensive reforms have already been initiated. In addition, recommendations from the project have been included in numerous policymaking resolutions and reports.

Project: Initiative for Employment!

In 2011, the Initiative für Beschäftigung! (Initiative for Employment!) published an analysis entitled *Gute Beispiele für mehr Flexibilität und Beschäftigungsfähigkeit am Arbeitsmarkt* (Good Examples of Greater Flexibility and Employability in the Labor Market), which documented best-practices identified through the initiative's work. In addition, the Bertelsmann Stiftung joined with the initiative to host a workshop in which participants developed creative strategies for recruiting trainees.



Program

Effective Investments in Education >

The goal of our projects is to create fair educational opportunities right from the start. From the moment they are born, children are learning every minute of the day, wherever they are. The family – the most important learning environment – has an enormous impact on a child's development. Yet society as a whole also bears responsibility for how successful children are in school and in life. People at all levels of government and civil society therefore face the challenge of providing the best possible support for each child and guaranteeing fair educational opportunities for all. The social environments of children and their families – especially early education programs in childcare facilities and family centers – play a crucial role in this regard, since they can broaden opportunities and minimize risks.

Our programs address the question of how to invest in education effectively. Achieving equal educational opportunity requires an unequal allocation of resources. Until now, however, there has been a lack of knowledge and transparency about which resources are needed for ensuring high-quality educational opportunities that are also fair – and where they must be deployed. In our projects, we therefore provide a foundation for strategic management and quality-development activities, especially in early education, that are evidence-based. We also advocate for effective dovetailing of family and educational policies. We make challenges transparent and develop management tools that make it possible to invest effectively. Not least, we raise awareness that, when it comes to education, cost-saving measures can prove expensive in the long run.

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Projects:

Social Costs of Inadequate Education

When youngsters do not complete their schooling or vocational education the personal consequences can be severe. Inadequate education has tremendous social costs as well. Working with academic partners, we carry out studies to identify these costs. Early and effective investment in equal educational opportunities for all children is essential for avoiding additional expenditures later on.

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State by State: Monitoring Early Childhood Education

Early participation in high-quality educational programs gives children an opportunity to make the most of their strengths and has a profound effect on their development. Germany's public system of early childhood education and childcare lays the foundation for this, but it functions differently in each of the country's 16 states. Our annual report and Internet portal provide important facts and figures about early childhood resources, making direct state-by-state comparisons possible.

www.laendermonitor.de

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KECK: Community Development – Opportunities for Children

Communities that want to offer effective learning opportunities for all children and allocate resources accordingly need to know more about the living conditions in each of their neighborhoods. This project develops methods and tools that make use of community-level data for monitoring the factors affecting children's lives. The KECK Atlas, for example, documents the social development of children in early childhood education and care facilities and provides information on their social settings, education and health. Communities can use this free tool to compare and analyze conditions in various residential areas.

www.keck-atlas.de

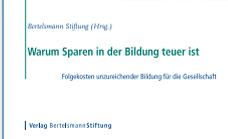
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Financing Elementary Education

Equal educational opportunities are the foundation of an equitable educational system, yet each child is different and needs individualized learning experiences. The project Finanzierung der Elementarbildung (Financing Elementary Education) tests innovative allocation methods that enable early childhood education and care facilities to offer individualized learning support.

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Children learn from the moment they are born – every minute of the day, wherever they are.



One of our publications documents the price society pays for inadequate education and discusses ways to ensure fair educational opportunities for all children.



State-level comparisons at www.laendermonitor.de indicate trends in early childhood education and make clear where reforms are needed.



The online tool at www.keck-atlas.de illustrates the opportunities and risks children encounter in their communities.

2011 Program Report

Project: Social Costs of Inadequate Education

At the 2011 Local Government Congress, we presented the study *Unzureichende Bildung: Folgekosten für die öffentlichen Haushalte* (Inadequate Education: Consequences for Public Budgets), carried out by the Social Science Research Center Berlin. Describing the financial consequences for Germany at the federal and state levels when young adults do not complete their vocational education, the study was much discussed by local representatives and the media. Data on the number of students who do not complete their schooling and on inclusive education in Germany likewise confirmed that better responses are urgently needed, especially for helping youngsters in special education schools and those with weaker academic skills.

Project: State by State: Monitoring Early Childhood Education

In June 2011, the online portal www.laendermonitor.de updated its data on early childhood education and care in Germany's states. The site's reports provide current information on trends in social participation, funding, educational quality and – a new element – parental participation. One finding was of particular interest: Full-day care for children over three still lags considerably in the country's western states. While three-fourths of children in the eastern region take advantage of this option, only one-third do so in the west. Similarly, the 2011 report, which looked at full-day care of elementary school children, also showed there are enormous differences between east and west. The project's reports and online monitor have become standard references for policymakers and professionals in the field.

Project: KECK: Community Development – Opportunities for Children

The project development phase in the pilot communities of Jena and Heilbronn is now complete. Two management tools, developed and field-tested by experts, can now be used at no cost by communities all across Germany to develop policies that reflect children's social settings and increase the quality of early childhood education and care (ECEC) centers. The KECK Atlas (www.keck-atlas.de) also provides useful information for policymakers, administrators and community networks concerned with children. In addition, teachers in ECEC facilities can use KOMPIK, an observation tool that documents the skills and interests of children from age 3½ to 6, to individually track and support the education and development of the children in their care. Since 2011, it has been available in print and electronic versions at no cost (www.kompik.de). In the project's follow-up phase, Baden-Württemberg and Thuringia are joining the Bertelsmann Stiftung in promoting wider use of these tools through community training sessions. Starting in 2012, a KECK-based tool for managing resources in a way that reflects educational goals and needs will also be tested in three pilot communities.

Project: Financing Primary Education

Achieving equal educational opportunity requires an unequal allocation of resources at early childhood education and care (ECEC) centers. We have therefore developed an innovative funding approach that considers specific goals and needs in determining the resources allocated at each center. This approach takes into account the widely varying situations of children and educational institutions. The method was tested using simulations and based on the operating costs of several hundred ECEC facilities. The allocation method, simulation model and a tool for calculating operating costs were made available at the end of 2011. They permit a fact-based calculation of the total costs of a "good" early childhood education. Policymakers and administrators at the state level and in communities have expressed strong interest in using this new model to optimize their ECEC resources. As a result, we will be implementing the approach together with a number of partners in the next project phase beginning in 2012.



Program

CHE Centre for Higher Education >

Dramatic changes are taking place at Germany's universities, which are being given greater autonomy to develop new courses of study and innovative administrative tools. In addition, they are pioneering research in new international contexts and addressing topics of growing importance, such as social responsibility, demographic change, increasing university-level enrollment and equal educational opportunity.

In 1994, the Bertelsmann Stiftung and the German Rectors' Conference founded the nonprofit Centre for Higher Education as a means of encouraging such change.

CHE seeks to improve the quality, performance and diversity of higher education institutions in Germany and Europe by collaborating with forward-looking partners to develop new ideas. In addition, it works to enhance transparency in research and teaching, having introduced Europe's most highly regarded university ranking, among other innovations. CHE also identifies examples of good practice, taking a critical look at how current reforms are carried out as well as the risks, opportunities and outcomes of change processes. At the same time, it highlights the special contributions that universities make, with a focus on how they fulfill their social responsibility. Finally, as Europe creates a uniform university system, CHE continues to expand its network of international contacts and partnerships.

CHE is headed by co-directors Prof. Frank Ziegele and Dr. Jörg Dräger.

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Projects:

CHE University Ranking

The annual CHE University Ranking is published each spring in cooperation with the German weekly *Die Zeit*. Intended primarily for current and incoming students, it is the most comprehensive assessment available of universities in Germany, Austria, Switzerland and the Netherlands. An Internet tool also allows users to select their own indicators and identify the university that is most appropriate for their needs.

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Social Responsibility at Higher Education Institutions

Coordinating family, work and studies at higher education institutions (HEIs) is often still a challenge, and a number of HEIs in Germany have committed themselves to organizational change in this regard. For more than two years they have been working together in the Family in Higher Education Institutions best practice club (www.familie-inder-hochschule.de) to help people coordinate family activities with their university or professional responsibilities. At the same time, making HEIs more family-friendly strengthens their competitive edge and makes the community and region they are located in a better place for families to live. This initiative was launched by the Robert Bosch Foundation, the federal government's commissioner for the new German states, and CHE. In addition, a research project sponsored by the German Ministry of Education and Research and the European Social Fund is looking at why the number of female professors remains low. As part of this effort, CHE is identifying structural and cultural factors that can increase the representation of women and will develop recommendations for HEIs and educational authorities.

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International Projects

On behalf of the EU Commission and in collaboration with its international partners, in 2011 CHE developed and tested a multidimensional global ranking system called U-Multirank, which is based on the CHE methodology.

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Leadership Training and Staff Development Workshops

In Germany, CHE offers a nationwide, inter-institutional training program for administrators at universities and academic institutes. The curriculum includes courses for departmental and quality-assurance managers as well as annual programs on specific topics.

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CHE's annual University Ranking helps students identify the higher education institution that meets their needs.

2011 Program Report



Among CHE's best-known projects is the annual University Ranking, published in cooperation with the weekly newspaper *Die Zeit*.

CHE University Ranking

In May 2011, CHE released its University Ranking on the Internet and in the student guide published by the German weekly newspaper *Die Zeit*. The ranking updated existing ratings for the disciplines of law, economics, political science, sociology, social work and media sciences. It also included information on departments at non-German universities. A survey conducted in December of master's students and professors teaching business studies examined a number of issues, including the transition between the bachelor's and master's programs.

In October, CHE published a new study in *Die Zeit: Dimensions of Excellence 2011: Research, Applicability, Internationality and Student Orientation in the CHE University Ranking*. Along with excellence in research, the ranking shows the best departments in terms of student orientation, internationalization and how applicable various courses of study are.

For the 2012 CHE University Ranking, the fields of natural science, computer science, medicine, nursing science and sports science are being examined once again. The ranking is based on comprehensive background data as well as surveys of students, professors and, in some fields, graduates. Publication is scheduled for May 2012.

International Projects

CHE was asked by the EU Commission to develop a multidimensional global ranking using the CHE methodology and to test it in two pilot disciplines. Along with its partners in the international Consortium for Higher Education and Research Performance Assessment (CHERPA), CHE completed the feasibility study for this project in 2011 and presented its findings to the EU Commission. CHE is also a co-founder of IREG, the International Ranking Expert Group, which has started an auditing procedure for national, regional and global university rankings. By awarding a seal of approval, it hopes to make the rankings' methodologies more transparent. Within the framework of several EU projects, CHE is also developing, organizing and moderating international peer-learning workshops for university administrators and educational authorities, among others.

Monitoring Reform

The goal of many CHE activities and studies is to evaluate the effects of higher education reforms and to develop recommendations for furthering these reforms. The findings show that the quality of teaching and learning in the new two-tiered system of bachelor's and master's degrees is better than what is commonly reported in the media. For example, on behalf of the German Ministry of Education and Research, CHE published *The Bologna Process From the Viewpoint of Higher Education - Analyses and Impulses*, which summarizes current national and international research and field-based policy recommendations. In addition, each autumn CHE and *Financial Times Deutschland* recognize outstanding performance by selecting a University Administrator of the Year. In 2011, the honoree was Prof. Gunter Schweiger, president of the University of Applied Sciences in Ingolstadt.



Appearing twice a year, the "CHECKup" newsletter provides reports, interviews and other background information on a range of CHE activities.

Bertelsmann Stiftung International >



Fundación Bertelsmann in Barcelona >
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Bertelsmann Stiftung International

Fundación Bertelsmann in Barcelona >

Since community involvement is the crucial pillar on which civil society rests, the Fundación Bertelsmann project portfolio focuses on the issue of social responsibility. We are committed to developing the institutions of government and civil society in ways that help people get involved. Our programs focus on citizen participation, cultural diversity and integration in communities, schools and businesses. In addition, through discussions at our annual Dialogue and Action conference we examine issues requiring reform.

We want to strengthen civil society by promoting new opportunities for social participation and by creating better living and learning environments, so that people can acquire new integrative, civic skills and then put them to use. By identifying and disseminating examples of best practice and by building networks, we want to create new resources and synergies.

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Projects:

In Spain, **community foundations** are still a new form of civic engagement. They allow citizens to engage in philanthropy with even relatively small sums of money, thereby helping to improve the quality of life in their communities. To support this sector, we conduct case studies, provide advice on how to establish a foundation, help foundations professionalize their work, build networks and offer training.

Our project **Managing Cultural Diversity** promotes respect for people from other cultures, thereby creating the foundation for integrating them successfully into the workplace and society. We identify and publicize good examples from communities, businesses and schools.

Through its **Cities of Migration** activities, the Fundación Bertelsmann promotes innovation in the area of community integration policy. We identify examples of good practice at the municipal level in partnership with the Maytree Foundation in Canada and other foundations around the world. We highlight positive approaches to integrating immigrants and showcase them at conferences, in our newsletter, on our multilingual website and in print publications.

Eres joven, ¡triunfarás! (All Kids Are VIPs) is a nationwide competition held in cooperation with Spain's Ministry of Education and other partners. Its objective is to encourage young people between the ages of 12 and 18, along with their parents and teachers, to participate in projects promoting the integration of students from migrant backgrounds in schools.

At our annual **Dialogue and Action** conference, we meet with representatives of all sectors of society to discuss issues of reform policy.

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Recognition for clear communications: A study by the foundation Compromiso Empresarial examined transparency at Spanish foundations and identified the Fundación Bertelsmann as one of the top ten in this regard. One particular strength was the comprehensive information the Fundación Bertelsmann provides about its objectives and project activities.

Bertelsmann Stiftung International

Bertelsmann Stiftung in Brussels >

As a bridgehead to the EU that supports the foundation's project work, the Bertelsmann Stiftung's Brussels office acts as a kind of early on seismograph by identifying relevant trends and good practices throughout Europe and communicating them back to Germany. The office's network of European partners in the political, business and nonprofit sectors helps the foundation fulfill its mission of facilitating debate and contributing new ideas to the discussion of Europe's future in a globalized world. The Brussels office also communicates the foundation's findings to EU institutions and member states.

The work carried out by the Brussels office focuses on developing solutions to the financial and euro crisis and to exploring approaches to European economic governance that reflect the EU's achievements in the social realm. Other key issues include global governance, transatlantic relations, sustainable growth, education and integration.

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The annual Brussels Think Tank Forum was held for the second time in January. The forum's objective is to bring together leading think tanks to discuss the European Union's politico-strategic agenda and develop joint policy recommendations.

The activities of the Brussels office in 2011 were very much defined by the escalating debt crisis. At the **Brussels Think Tank Forum**, for example, some 300 attendees from throughout Europe met with Herman Van Rompuy, president of the European Council, and José Manuel Barroso, president of the European Commission, to discuss the current state of the EU and the challenges ahead. The forum was held for the second time in partnership with nine leading European think tanks. In May, the office also brought leading policy and business experts together at a conference in Brussels on **"Mitigating Socio-Economic Diversity in the EU."** Participants at the conference considered ways of promoting a competitive social market economy in Europe.

Findings from both events informed the **Entretiens Économiques Européens** conference in Paris, which was organized jointly by the Brussels office, the Bertelsmann Stiftung's Europe's Future program, its French partner Confrontations Europe and Italy's Astrid Foundation. The conference identified the requirements for creating a Europe that is both competitive and socially responsible, and its findings were published in a joint manifesto.

"Added Value of the EU Budget," a related project module conducted by the Brussels office, was launched as part of the foundation's Europe's Future program. Against the backdrop of the EU discussion on the next Multiannual Financial Framework from 2014 to 2020, the module seeks to identify the most efficient ways of using EU funds in an era of dwindling public resources and drastic national austerity policies.

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"Back to Work" conference in Washington: Gene Sperling, director of the US National Economic Council (left), is welcomed by Annette Heuser, head of the Bertelsmann Stiftung's Washington office, Liz Mohn and Prof. Gunter Thielen (left to right).



Bertelsmann Stiftung International

Bertelsmann Foundation North America >

The projects carried out by the Bertelsmann Foundation North America assess the impact of the financial crisis on Europe and the United States while also examining potential international safeguard measures for preventing future crises. The foundation's work also focuses on analyzing global trends, particularly in the areas of demographic change and migration.

The Bertelsmann Foundation North America is an independent affiliate of the Bertelsmann Stiftung. It offers an international platform for its parent foundation's projects and for expanding its networks with US-based partners from various sectors of society.

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For the third time, the Bertelsmann Foundation and its media partner, the *Financial Times*, joined forces to hold their annual financial conference, this time entitled **"Back to Work: Innovation, Investment & International Open Markets."** The event opened with a conversation with US Secretary of the Treasury Timothy Geithner, who responded to participants' questions about President Obama's proposed budget. This was the first time Secretary Geithner took questions publicly following release of the president's deficit-cutting strategy. Other speakers included Christine Lagarde, France's then finance minister, and Tharman Shanmugaratnam, Singapore's finance minister. The conference drew some 200 policymakers, business leaders, academics and representatives of think tanks. More than 80 journalists attended, and the event was broadcast live on the American public affairs channel C-SPAN.

With support from the European Commission, the Bertelsmann Foundation hosted the second class of **Congressional European Parliament Initiative** fellows. This project brings together staff members from the US Congress and the European Parliament to share their perspectives on legislative initiatives in such areas as energy, immigration and integration.

The foundation also organized the 2011 alumni meeting of **Round Table USA**, which drew some 100 young leaders from Germany and the United States. Discussions centered on new forms of political participation.

In New York, the foundation presented its report on the UN Framework Convention on Climate Change (UNFCCC), which was drawn up under the leadership of Ricardo Lagos, former president of Chile. In conjunction with the IMF fall meeting, discussions were also held with Ali Babacan, deputy prime minister of Turkey, concerning prospects for growth in his country.

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BACK TO WORK
Innovation, Investment & International Open Markets



"Back to Work" conference speakers included then French Finance Minister Christine Lagarde (right) and US Secretary of the Treasury Timothy Geithner, who underscored the United States' determination to stop living beyond its means.

Wolfgang Anzengruber, CEO of Verbund AG, and Liz Mohn discussed global challenges at the 2011 Salzburg Trilogue.



Bertelsmann Stiftung International

Salzburg Trilogue >

Even if globalization has long been a reality in both economic and technological terms, policies for shaping it are only beginning to emerge. The 2011 Salzburg Trilogue therefore focused on current challenges in the realm of global governance. Representatives of 16 countries took part in the discussions.

Of the many suggestions discussed at the event, the idea of a charter for sustainable economic activity was enthusiastically received, since a new set of normative principles is crucial if the world is to experience sustainable development. Participants agreed that such principles cannot be dictated by policymakers, but must reflect people's expectations and attitudes in general.

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Project:

Salzburg Trilogue

The Bertelsmann Stiftung has been holding the Salzburg Trilogue in cooperation with the Austrian Federal Ministry for European and International Affairs since 2007. At the event, decision makers and opinion leaders from the political, business and cultural spheres discuss global issues impacting the world's future. The gathering promotes an interdisciplinary and intercultural exchange of views regarding global trends and the challenges resulting from those trends.

www.bertelsmann-stiftung.de/salzburgertrilog



At the 2011 Salzburg Trilogue: (left to right) Nicolas Berggruen, founder, owner and chairman of Berggruen Holdings; Dr. Michael Spindelegger, vice-chancellor and foreign minister of Austria; Liz Mohn, vice-chair of the Bertelsmann Stiftung Executive Board; and Dr. Wolfgang Schüssel, former chancellor of Austria.



Sung-Joo Kim (top photo), founder of the Sunjoo Group, Seoul, and chair of MCM Products AG, Zurich; and Jan Eliasson, former foreign minister of Sweden and current deputy secretary-general of the United Nations.

2011 Events



[The Year in Review >](#)



The Year 2011 in Review

January >



Rolf Schmidt-Holtz

January 1, 2011 > New to Board of Trustees: Rolf Schmidt-Holtz

Rolf Schmidt-Holtz, 62, CEO of Sony Music, was named to the Bertelsmann Stiftung Board of Trustees for a three-year term. He succeeded Prof. Klaus-Dieter Lehmann, president of the Goethe Institute.

January 5, 2011 > White List publishes checklist for selecting nursing homes

The nonprofit online portal www.weisse-liste.de has long helped people in Germany choose a hospital. In January 2011 it began offering information and a search engine for individuals who need nursing care and for their family members.



The White List, a proven tool for selecting the right hospital, now also offers important information for choosing a nursing home.

January 12, 2011 > German Family Minister Kristina Schröder visits the Bertelsmann Stiftung

Dr. Kristina Schröder, Germany's minister for family affairs, senior citizens, women and youth, brought her campaign for family-friendly policies to the Bertelsmann Stiftung. Speaking with employees and members of the Executive Board, she emphasized that time is precious both for working parents and for family members taking care of a loved one. "Good pay alone is not enough. Family-friendly policies are increasingly important to a company's success," she said, calling for a paradigm shift.

January 24, 2011 > Kickoff event for 2011 Citizens' Forum

The 2011 Citizens' Forum was launched when then German President Christian Wulff addressed participants gathered at Bellevue Palace in Berlin. A total of 10,000 people from all over Germany - 400 residents from each of 25 cities and towns - then met online to examine a variety of political issues in discussions moderated by experts. Because participants had been selected at random to reflect the general population, the forum brought together people of different ages, backgrounds, professions and income levels.

January 25, 2011 > Brussels Think Tank Dialogue

Together with other leading Brussels-based think tanks, the Bertelsmann Stiftung hosted the conference "State of the Union - Brussels Think Tank Dialogue 2011." Experts from all across Europe discussed future priorities for European politics. "The market is demanding that

Europe exercise economic leadership, and is telling us to work together," said José Manuel Barroso, president of the European Commission, speaking at the event.



Shared commitment to family-friendly policies: (left to right) Liz Mohn, Dr. Kristina Schröder and Dr. Jörg Dräger.

February >

February 14, 2011 > Competition honors family-friendly HR policies

Five companies from the Nuremberg metropolitan area were recognized for their family-friendly human resources policies in a ceremony at the city's historic town hall. The "2010 MEHRWERT familie" (Added Value for the Family) competition, a region-wide program, highlighted good examples of family-friendly human resources policies so that other companies could more easily adopt them. The prizes were awarded by Liz Mohn, the program's sponsor, and Christine Haderthauer, Bavarian minister for family affairs.



Liz Mohn and Christine Haderthauer during the panel discussion at the awards ceremony for the "2010 MEHRWERT familie" competition.

February 14, 2011 > Culcha Candela visits school

In the national integration competition "Alle Kids sind VIPs" (All Kids Are VIPs), schools with winning projects enjoy visits from celebrity ambassadors who support the cause. Musicians from the band Culcha Candela visited the Fritz Karsen School in Berlin. In motivational workshops, they talked with students about effective strategies for taking charge of their own future.

February 21, 2011 > Susan Sideropoulos assists theater project

Another "Alle Kids sind VIPs" ambassador, Susan Sideropoulos, spent a day at the H2O Vocational School in Hamburg. The popular television actress offered tips for a student theater project. The students, most of whose families come from Iran, Kosovo, Afghanistan, and South Africa, won a prize in the competition promoting social integration for their piece on the conflict in Gaza.

Musicians from the band Culcha Candela present a motivational workshop for students at the Fritz Karsen School in Berlin (left photo).



Actress Susan Sideropoulos visits a theater course at a secondary school in Hamburg (right photo).



March >



In dialogue: Polish Finance Minister Jacek Rostowski and German Finance Minister Wolfgang Schäuble.

March 12, 2011 > 2011 Citizens' Forum begins

Former German President Christian Wulff addressed participants by video link from the town of Naila in Bavaria, officially launching forums in 25 cities and towns throughout the country. A total of 10,000 people examined important social issues during discussions held online and at live events. The discussions were broken down into six topics: education, demographics, integration, democracy and participation, solidarity and fairness, and family life. Each of the 25 groups produced its own "Citizens' Agenda," all of which were presented in Bonn on May 28.

March 23, 2011 > Dialogue on stabilizing the euro

At an event in Berlin hosted by the Bertelsmann Stiftung and the Polish think tank demosEUROPA, Polish Finance Minister Jacek Rostowski emphasized the importance of a stable euro for his country. "Turbulence for our common currency would be disastrous for the European Union and therefore for Poland," he explained. German Finance Minister Wolfgang Schäuble reaffirmed that as the world becomes more interconnected, Europe needs to intensify its cooperation. "Europe's ongoing integration is as important as ever. We need to build a more efficient Europe," he said.

March 29, 2011 > Kitchens for Germany's Schools

German Minister of Food, Agriculture and Consumer Protection Ilse Aigner joined star chef Tim Mälzer in recognizing the winners of the nationwide "Küchen für Deutschlands Schulen" (Kitchens for Germany's Schools) competition. "Regular meals eaten together have unfortunately become a rare event in many families. Many do not even cook anymore. That is why we have developed programs, together with the schools, for introducing children to the basics of a healthy diet," the federal minister explained. In all, 65 schools in Germany competed for the chance to win a brand-new training kitchen, with 10 schools selected based on the ideas they submitted for using their kitchens. "Poor nutrition has serious consequences. We want to counter the trend by making cooking a fun part of everyday school life," said Dr. Brigitte Mohn, member of the Bertelsmann Stiftung Executive Board.



Tim Mälzer, German Food Minister Ilse Aigner, Dr. Brigitte Mohn and Hans Hermann Hagelmann of Nolte Kitchens (left to right) want to get children excited about good nutrition.

April >

April 7, 2011 > Survey: Good prospects for social market economy

More than 70 percent of German citizens say that Germany has a viable social market economy. Economic developments were viewed positively, although many were concerned about the country's social cohesion and social welfare systems.

April 7, 2011 > Conference: "Future Model: Social Market Economy"

Academics and practitioners met in Berlin to discuss future forms of Germany's social market economy. Prof. Gunter Thielen, chairman of the Bertelsmann Stiftung Executive Board, asserted, "We need a social market economy for the next generation - a Version 3.0, so to speak - that focuses on equal educational opportunity, integration, demographic change, the labor market, environmental concerns and citizen participation." German Minister for Labor and Social Affairs Ursula von der Leyen took the opportunity to explain her proposals for reforming employment and social policies. "If we are reluctant to consider women with children as candidates, we rule out 50 percent of potential executives. Excluding immigrants deprives us of 30 percent of possible employees. And if we refuse to hire older workers, this will soon eliminate one in three candidates," she said.



Dr. Ursula von der Leyen, Prof. Gunter Thielen and Liz Mohn (left to right) discussed the future of the social market economy.

April 8, 2011 > Data on child poverty

The Bertelsmann Stiftung has compiled data on child poverty for all German cities and towns with 5,000 or more residents. The findings: Although child poverty overall is declining, there are vast differences among Germany's communities. In addition, children under three are at greatest risk of growing up in poverty.

April 11, 2011 > 2011 Local Government Congress

The 2011 Local Government Congress focused on what local governments can do to improve the outlook for children and youth. Some 600 decision makers from German communities met in Berlin to discuss their experiences and share proposed solutions.

April 14, 2011 > Major survey on education

In the largest-ever survey on education in Germany, respondents expressed a desire for profound changes in the German educational system, viewing primary and secondary schools as most in need of reform. Three-fourths of respondents were willing to pay higher taxes to achieve these changes. Nearly half a million people responded to the online survey, which was sponsored by the Bertelsmann Stiftung in cooperation with Roland Berger Strategy Consultants, the German daily *Bild* and the Turkish daily *Hürriyet*.



Dr. Brigitte Mohn, member of the Bertelsmann Stiftung Executive Board, spoke at the Local Government Congress in Berlin.



A survey on the German educational system was sponsored by the Bertelsmann Stiftung in cooperation with Roland Berger Strategy Consultants, the German daily *Bild* and the Turkish daily *Hürriyet*.

May >

May 3, 2011 > Weisse Liste helps people find and rate physicians

The Weisse Liste (White List) Internet portal launched its new search tool for finding the right physician. The site now allows 30 million health plan members in Germany to fill out a questionnaire rating their doctors, with the results entered into the site's online database for others to use. The portal is a joint project of the Bertelsmann Stiftung and the umbrella associations of the major patients' and consumers' organizations.

May 9, 2011 > Alle Kids Are VIPs – Tayfun Baydar visits school

German television actor Tayfun Baydar visited the Margaretha Rothe School in Hamburg. Students there had entered the "Alle Kids sind VIPs" (All Kids Are VIPs) competition and won an acting workshop as their prize. The popular performer, who is of Turkish origin, spent a whole day showing how acting techniques can boost intercultural skills and promote tolerance.

May 17, 2011 > Kronberg Middle East Talks

The Bertelsmann Stiftung's Kronberg Middle East Talks, held this year in Morocco, focused on the changes taking place in the Arab world. German Foreign Minister Guido Westerwelle called on Germany and the EU to support the region through projects that offer it clear prospects for social and economic change. Speaking at the event, Prof. Gunter Thielen, chairman of the Bertelsmann Stiftung Executive Board, pointed out that the new solar energy projects being discussed for Africa's deserts are a prime example of such cooperation. "This type of partnership between Europe and North Africa would not be based on a short-term exploitation of limited resources, but on long-term economic cooperation between the North and South," he said.



At the Kronberg Middle East Talks in Morocco, German Foreign Minister Guido Westerwelle called on Germany and the EU to support the Arab world in achieving social and economic change.

May 20, 2011 > Phase-out model: Fathers as sole breadwinners

For 60 percent of Germans, the image of the father as a family's sole breadwinner is on its way out. This was among the findings from a survey conducted by market research firm TNS Emnid for the Bertelsmann Stiftung's Expert Commission on the Family. In a growing number of households, both partners must work to make ends meet. For single parents, the financial situation is even more worrisome.



Turkish-German comedian Bülent Ceylan visited the Friedensburg School in Berlin. He gave the students practical suggestions and tips for using humor to deal with cultural differences.

May 23, 2011 > All Kids Are VIPs – Comedian visits school

As winners in the “Alle Kids sind VIPs” (All Kids Are VIPs) competition for promoting social integration, students at the Friedensburg School in Berlin won a tutoring session with Turkish-German comedian Bülent Ceylan. The popular performer discussed issues relating to immigration and showed students how humor can help overcome prejudice.

May 26, 2011 > Symposium for 2011 Reinhard Mohn Prize

In conjunction with this year’s prize, the Bertelsmann Stiftung hosted a symposium in Berlin on the topic “Vitalizing Democracy Through Participation.” Moderated by German journalist Klaus-Peter Siegloch, the event brought together policymakers, business leaders and academics for discussions with representatives from Recife (Brazil), Hampton (Virginia, USA) and British Columbia (Canada), the sites of three projects recognized by the prize.



2011 Reinhard Mohn Prize Symposium: Renate Künast, head of the Green Party (center) is welcomed by Klaus-Peter Siegloch, Liz Mohn, Dr. Jörg Dräger and Prof. Gunter Thielen (left to right).



The 2011 Citizens’ Forum produced 25 regional Citizens’ Agendas with specific recommendations for political and social reform.

May 28, 2011 > Agendas from the 2011 Citizens’ Forum

As part of the 2011 Citizens’ Forum, 600 people from throughout Germany participated in a multi-week process that generated 25 regional “Citizens’ Agendas” containing ideas for political and social reform. The ideas included creating a uniform nationwide educational system, promoting social integration through mandatory kindergarten attendance starting at age three, giving children the right to vote in national elections, and increasing public participation in political decision-making processes. Representatives of the regional forums presented their agendas to then German President Christian Wulff at a final gathering in Bonn.



June >

June 6, 2011 > Quality seal for family-friendly businesses

The work-life balancing act has never been easy, especially for families with children. A growing number of companies are finding ways to actively support their employees in this regard. The Bertelsmann Stiftung recognized 47 midsized businesses from four communities in the Münsterland region for their family-friendly policies. Liz Mohn and Guntram Schneider, North Rhine–Westphalia’s minister of labor, integration and social affairs, presented them with the seal of quality for family-friendly midsized businesses.

Awarded the quality seal for family-friendly employers: Representatives of each company with Liz Mohn and Guntram Schneider, North Rhine–Westphalia’s minister of labor, integration and social affairs.

So geht

www.buergerbeteiligung.de

June 13, 2011 > Survey: Germans want more direct democracy

According to a recent survey, 78 percent of Germans favor greater use of processes such as referendums and public petitions. Some 68 percent also would like a greater voice in decisions about infrastructure projects. Those surveyed also expressed an interest in “citizens’ budgets,” which allow residents to vote directly on how part of their community’s funds are spent. Nearly half (47 percent) said they had taken part in such decision-making processes in the past, or would like to do so.

June 16, 2011 > Reinhard Mohn Prize for civic participation

The 2011 Reinhard Mohn Prize was awarded on the topic of “Vitalizing Democracy Through Participation,” and the Bertelsmann Stiftung conducted a worldwide search for government institutions that effectively include citizens in policy decisions. A total of 123 institutions were nominated.

The participatory budgeting system in the Brazilian city of Recife was selected as the winner from among seven finalists. In Recife, more than 100,000 people participate in urban and school development projects. Over the past 10 years, some 5,000 measures have been directly initiated by citizens, and €220 million has been spent based on preferences they have expressed.



Reinhard Mohn
Preis 2011

June 17, 2011 > Leadership Program

The Leadership Program is directed at young leaders in immigrant organizations. Its summer meeting examined the prospects of immigrants in Germany's political parties. For example, people with an immigrant background are seriously underrepresented in the country's legislative bodies, accounting for only 30 of the 660 members of the national parliament and just 50 of the 1,800 representatives in state parliaments. Being integrated, however, implies participation in political processes. Workshop attendees discussed these issues with Sabine am Orde, a journalist for the German daily *taz*, and Sergey Lagodinsky, a former SPD member who now belongs to Alliance 90/The Greens.



Participants in the Leadership Program for young leaders from immigrant organizations.

June 27 – July 1 > Summer Academy Europe

The Summer Academy Europe is a forum that brings together young leaders and renowned experts to discuss the future of Europe. This year, the euro crisis occupied much of the discussion. Dr. Jens Bastian, senior research fellow at the Greek think tank ELIAMEP and a visiting fellow at Oxford, analyzed the ongoing debate. "From what happened in Greece, we drew lessons for Ireland and Portugal. Action was taken more swiftly there than in Greece," he explained. "No rescue mechanism was in place in Greece, and the rescue package was not accompanied by economic stimulus and investment programs." In addition, the Greek government did not take immediate steps to bring the opposition and unions on board, he said.

July >

July 6, 2011 > Major differences in childcare availability

In Germany's eastern states, almost three-fourths of children over three years of age attend full-day preschool, while in the western states only slightly more than one in four do, according to the Bertelsmann Stiftung's state-level comparisons of early childhood education. And the demand for longer hours is rising, because more and more families now have both parents working full time. "Germany needs to establish a binding legal right to full-day childcare for every child - regardless of the parents' employment situation or educational background," says Dr. Jörg Dräger, the Executive Board member who leads the foundation's Education program area.



State by State: Monitoring Early Childhood Education compares the childcare options available in Germany's states.

July 18, 2011 > Continuing education program for teachers

In partnership with North Rhine-Westphalia's Department of Education, the Bertelsmann Stiftung launched a campaign to promote continuing education for teachers. The goal is to help teachers provide children with individualized support so that youngsters of all ages can realize their full potential.

August >

August 16, 2011 > Checklist for hospital stays

A new checklist on the Internet portal www.weisse-liste.de helps patients and family members prepare for a hospital stay. Its target audience includes all hospitalized patients, regardless of the reason for their stay. Among other information, the checklist includes specific tips for meeting with doctors or for follow-up treatment following discharge. The portal is a joint project of the Bertelsmann Stiftung and the umbrella associations of the major patients' and consumers' organizations.

August 17, 2011 > Survey: Sustainable global economy

A survey carried out on behalf of the Bertelsmann Stiftung showed that 9 out of 10 Germans support their country's taking unilateral action to promote renewable energies and regulate financial markets. In addition, a large majority would like Germany to play a greater role in banking oversight and environmental protection activities.



Former Austrian Chancellor Wolfgang Schüssel, Liz Mohn and Austrian Foreign Minister Michael Spindelegger, the organizers of the Salzburg Trilogue (front row, right to left), with participants from 16 countries.

August 18–20, 2011 > Salzburg Trilogue

Global challenges demand global responses. At the 10th Salzburg Trilogue, politicians, business leaders and academic specialists from 16 countries discussed global governance, examining topics such as environmental protection, regulation of financial markets, and security. The event's overarching theme was the need for individual states to accede to mechanisms of global governance. According to the Austrian Foreign Minister and Vice-Chancellor Michael Spindelegger, the world missed the opportunity to achieve change in light of the most recent catastrophes, and now needs people willing to take the lead, along with an alliance between civil society and NGOs.

August 29, 2011 > Jörg Dräger publishes book about crisis in education

Germany's educational system is failing. One-fifth of the country's 15-year-olds do not have the necessary reading, writing and arithmetic skills. In no other industrialized nation is a child's success in school so dependent on its parents' ethnic background and educational level. In his new book, Dr. Jörg Dräger, Hamburg's former minister of science and research and now a Bertelsmann Stiftung Executive Board member, outlines the problems and consequences of inadequate education – and sets forth concrete solutions. In the book, Dr. Klaus von Dohnanyi, former mayor of Hamburg, also addresses the proposals' sociopolitical implications.

August 30, 2011 > Survey: Immigrants call for better educational opportunities

A survey carried out by the Bertelsmann Stiftung showed that people in Germany with an immigrant background regard a fair educational system as the key to better social integration. To broaden its findings, the survey also queried people of Turkish and Russian heritage. Surprisingly, respondents with an immigrant background clearly called for mandatory preschool, introduction of full-day schools throughout Germany, and better infrastructure and equipment for schools in problem neighborhoods.



September >

September 1, 2011 > Aart De Geus joins Executive Board



Aart De Geus

The Bertelsmann Stiftung Board of Trustees appointed Aart Jan De Geus, 55, to the Executive Board, effective September 1. Before joining the foundation, he served as deputy secretary-general of the OECD and, before that, as the Netherlands' minister of social affairs and employment under Prime Minister Jan Peter Balkenende. Originally from the Netherlands, he is responsible for the Bertelsmann Stiftung projects relating to Europe, employment and globalization.

September 1, 2011 > Study: Inclusive education is the exception in many German states

According to a Bertelsmann Stiftung study, only 20 percent of all children and adolescents in Germany with special needs attend classes in an inclusive setting. Bremen leads the list for inclusive elementary education, while Schleswig-Holstein is the front-runner among secondary schools.

September 12, 2011 > Liz Mohn describes "key moments"

Liz Mohn, vice-chair of the Bertelsmann Stiftung Executive Board, published her second book. Under the title "Schlüsselmomente" (Key Moments), she provides a look at a life dedicated to social causes. "My intent was not to write a biography, but to describe what I have learned, what has motivated me in my work - key moments that have shaped my life and beliefs," she says.



September 28, 2011 > New Internet portal: www.faktencheck-gesundheit.de

Medical care in Germany varies depending on location, among other factors, something made clear by the new Internet portal www.faktencheck-gesundheit.de. An interactive map shows the differences in care between various German cities and towns for 16 common forms of treatment.

October >

October 4–6, 2011 > Global Economic Symposium

More than 400 policymakers, business leaders, academics and representatives of civil society met in Kiel at the fourth Global Economic Symposium (GES) to propose solutions to a range of global problems.

October 6–7, 2011 > Study: Many developed countries lack social justice

Findings from a comparative study showed that social justice and economic performance are by no means mutually exclusive, something made clear by the northern European countries of Iceland, Norway, Denmark, Sweden and Finland, which do best at providing equal opportunity. Other developed nations lag considerably, above all the United States, Greece, Chile, Mexico and Turkey.

October 16–22, 2011 > NEUE STIMMEN International Singing Competition

Olga Bezsmertna won the 2011 NEUE STIMMEN International Singing Competition and a prize of €15,000. The 28-year-old soprano from Ukraine completed her studies at the Kiev Conservatory in 2010.

October 17–23, 2011 > “Klassik-Herbst” program in Gütersloh

The community of Gütersloh was invited to take part in the NEUE STIMMEN experience. Music was everywhere as the singing competition entered its final week at the Gütersloh Community Center. As part of the “Klassik-Herbst” (Classic Autumn) program, the city’s cultural institutions, retail shops and individual citizens organized a range of classical concerts and related activities.

October 26, 2011 > 2011 Citizens’ Forum: Discussion with political parties

During the 2011 Citizens’ Forum held in 25 German cities and towns, more than 10,000 people developed their own ideas for strengthening social cohesion. In Berlin, 25 participants presented the regional agendas at the head offices of Germany’s main political parties.

October 26, 2011 > Community Guide: New population forecasts up to the year 2030

According to the updated Community Guide, Germany’s population will decline and the number of very old people will rise sharply – by nearly 60 percent nationwide. Available at www.wegweiser-kommune.de, the Bertelsmann Stiftung guide contains population forecasts through the year 2030 for every city and town in Germany with 5,000 inhabitants or more. Many communities are using the information to prepare for and manage demographic change. In addition to population trends, users can access age-related graphics and data on migration patterns. Socioeconomic findings and strategic recommendations round out the website’s downloadable offerings.



Gütersloh in a sea of flags:

For an entire week, the city was filled with music as the NEUE STIMMEN competition and a host of other events took place in the city’s cultural centers and community institutions.



The website www.wegweiser-kommune.de provides population forecasts through the year 2030 for German communities with 5,000 inhabitants or more.



Dr. Hannelore Kraft, state premier of North Rhine–Westphalia, and Dr. Brigitte Mohn, member of the Bertelsmann Stiftung Executive Board, sign a cooperation agreement for the Leave No Child Behind pilot project.

November >

November 9, 2011 > Pilot project focuses on children to reduce social costs

Hannelore Kraft, premier of the state of North Rhine–Westphalia, and Dr. Brigitte Mohn, member of the Bertelsmann Stiftung Executive Board, launched *Kein Kind zurücklassen!* (Leave No Child Behind!), a joint pilot project, in Essen. The goal is to develop the best possible strategies to support young people and reduce social costs. “I am delighted to welcome the Bertelsmann Stiftung as a strong and experienced partner for this model project. We must move away from a system that burdens cities and towns with endlessly spiraling social costs,” the state premier said. Up to 15 communities will be participating in the project.

November 10, 2011 > Dr. Gunter Thielen honored

The business and economics department of the University of Witten/Herdecke awarded Dr. Gunter Thielen, Bertelsmann Stiftung CEO, an honorary professorship. The award recognizes his achievements bringing together corporate leadership on a practical level with the training of next-generation managers. Dr. Thielen had taught in the department for a number of years, offering seminars on topics ranging from “Corporate Leadership in a Globalized World” and “Global Megatrends” to “Management in Times of Crisis.”

November 15, 2011 > New chair for Board of Trustees

Prof. Werner J. Bauer, 60, executive vice-president of Nestlé AG, was appointed the new chair of the Bertelsmann Stiftung Board of Trustees. Prof. Bauer has been a member of the Board of Trustees since 2003.

November 21, 2011 > German Learning Atlas explores learning conditions

The Deutscher Lernatlas (German Learning Atlas) compiled data on conditions for lifelong learning in all 412 of Germany’s cities and administrative districts. The findings show that Bavaria and Baden–Württemberg offer the best learning conditions, followed by Saxony, Rhineland–Palatinate and Hesse, all of which are at roughly the same level. Mecklenburg–Western Pomerania brings up the rear for the country’s territorial states. Of its three city-states, Hamburg ranks ahead of Berlin and Bremen.

November 22, 2011 > Recognition for socially engaged companies

Companies exercise their social commitment primarily in the areas of education and social cohesion. The Bertelsmann Stiftung competition “Mein gutes Beispiel” (My Good Example) drew 130 small and mid-sized companies from all across Germany. Prizes were awarded to three firms from Stuttgart, Bielefeld and Telgte.

The Internet portal www.deutscher-lernatlas.de makes it possible to compare data on lifelong learning in all of Germany’s cities and administrative districts.



Prof. Werner J. Bauer was appointed chair of the Bertelsmann Stiftung Board of Trustees on November 15, 2011.



The Bertelsmann Stiftung's Work-Life Competence project was selected as a 2011 Landmark in the national "Germany: Land of Ideas" competition. Present at the award ceremony in Berlin were (left to right) Monika Burkard, "Germany: Land of Ideas" competition; Dr. Alexandra Schmied, Bertelsmann Stiftung; German Family Minister Kristina Schröder; Liz Mohn, Bertelsmann Stiftung; Dr. Anke Sahlén, Deutsche Bank.

December >

December 8, 2011 > Prize for Work-Life Competence project

The Bertelsmann Stiftung's Work-Life Competence project was among the 2011 prizewinners in the "Germany: Land of Ideas" competition. Working together with the German Ministry for Family Affairs, Senior Citizens, Women, and Youth, the Work-Life Competence training program helps executives, human resources managers, trade association representatives and training staff develop family-friendly human resources policies. The goal is to make businesses more attractive places to work and thereby help employees identify more strongly with the company they work for. Liz Mohn and German Family Minister Kristina Schröder accepted the 2011 Landmark award in Berlin.

December 8, 2011 > 2011 Healthcare Monitor survey on organ donation

The Healthcare Monitor regularly surveys Germans regarding their experiences with the country's healthcare system. A representative survey conducted by health insurance company BARMER GEK and the Bertelsmann Stiftung found wide-scale support for the planned revision of regulations governing organ donations, with 69 percent of respondents saying the proposal would make people more willing to donate.

December 9, 2011 > New model for credit rating agencies

Working with international experts, the Bertelsmann Stiftung developed a blueprint for a nonprofit credit rating agency. Because of the lack of transparency in their operating procedures and analytical methods when examining sovereign debt, rating agencies have been subject to massive criticism around the world. The model developed by the Bertelsmann Stiftung and its international partners therefore envisions an independent, nonprofit agency that makes use of transparent criteria and focuses exclusively on sovereign debt ratings.

December 19, 2011 > Report reveals major differences in German childcare

In most of Europe, children are in elementary school for the entire day or go to a childcare facility after school - something that is not true in many areas of Germany. At the start of 2010, for example, three-fourths (75.4 percent) of elementary-age children in the country's eastern states attended a full-day school or an after-school facility, but in western states this was the case for just over one in five children (21.4 percent). Those were the findings released in the Bertelsmann Stiftung's *State by State: Early Childhood Education Systems* report.



According to a Healthcare Monitor survey, 69 percent of Germans support the new guidelines for organ donations.

Facts and Figures

2011 [Financial Information >](#)
[Employees >](#)
[Communications >](#)
[Governance >](#)

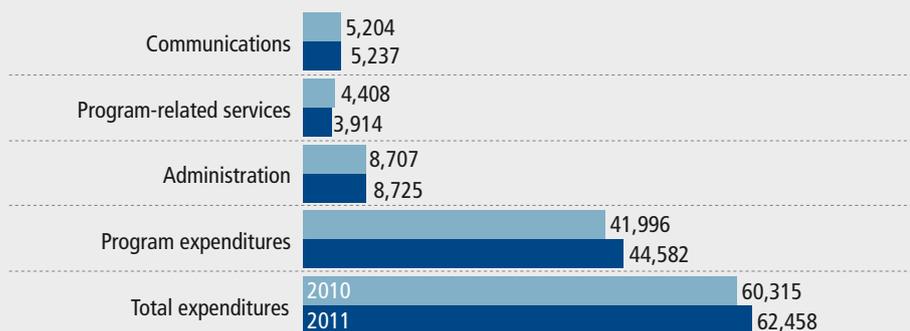


Facts and Figures 2011

Financial Information >

Total expenditures* (€, thousands)

Programs	
Bertelsmann Stiftung International	3,961
CHE Centre for Higher Education	1,457
Europe's Future	3,948
Evidence-Based Policies	3,037
Cultural Orientations / Cultural Dialogue	689
Corporate Social Responsibility	1,220
Integration and Education	2,912
Living Values	902
Communities for Better Living	4,265
Discovering Music	1,792
Corporate Culture in a Globalized World	2,663
Improving Healthcare – Informing Patients	4,688
Effective Investments in Education	1,868
Future of Employment/Good Governance	5,030
Civil Society	2,898
Shaping the Global Future	3,252



*Financial data for 2010 audited/Financial data for 2011 not yet audited

Total expenditures

Expenditures for the 2011 fiscal year totaled €62.5 million. Since its inception, the Bertelsmann Stiftung has invested roughly €990 million in nonprofit work.

Funding

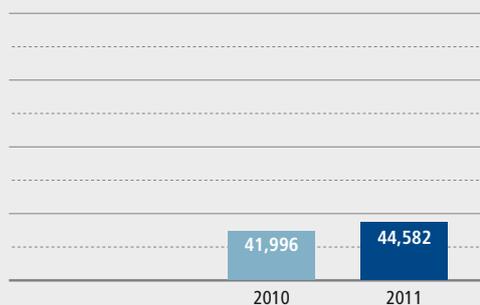
The Bertelsmann Stiftung finances its project work primarily through income from its holdings in Bertelsmann AG, which generated income of €101.3 million in fiscal year 2011. Additional funds are available to the Bertelsmann Stiftung from its cooperative partnerships, such as those with other nonprofit organizations, and from the management of its financial reserves. In the 2011 fiscal year, the foundation's financial resources totaled approximately €108.9 million.



Wolfgang Koeckstadt,
director of Finance and
Shared Services

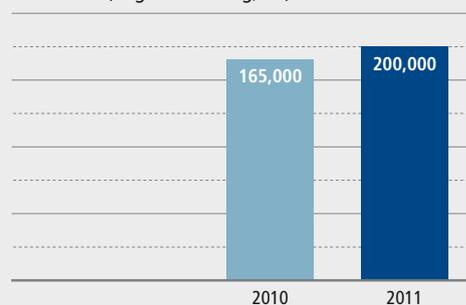
Program expenditures* (€, thousands)

by fiscal year

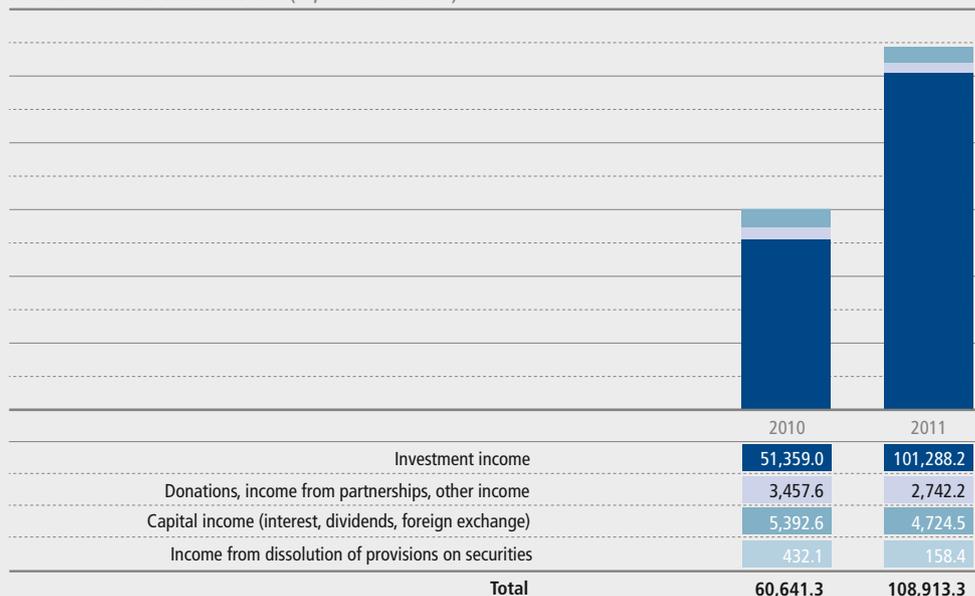


Reserves* (€, thousands)

in accordance with Section 58 Article 7a of the German Fiscal Code (Abgabenordnung, AO)



Sources of income* (€, thousands)



*Financial data for 2010 audited/Financial data for 2011 not yet audited

Program expenditures

The Bertelsmann Stiftung invested approximately €45 million directly in program activities in fiscal year 2011, an increase of some €2.6 million over the previous year.

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 may also transfer additional amounts into this fund at its discretion. The minimum reserve amount had already been reached in previous years. An additional €35 million was transferred in fiscal year 2011, so that the reserve fund held €200 million as of December 31, 2011.

Asset management for unrestricted reserves

The main priorities of our investment strategy are to maintain the reserve fund's long-term value and to earn ongoing revenue for the purpose of achieving the foundation's goals. Accordingly, we diversify our investments in a broad range of asset categories, while cautiously undertaking investments carrying more risk. Our investments are focused on Europe. Most of our assets are invested in fixed-interest securities, particularly government securities and bonds.

In addition, we now hold a greater percentage of corporate bonds issued by reliable sources, along with liquid assets. Our stock holdings increased slightly, to 15 percent, by the end of the fiscal year; a small percentage of our assets is invested in commodities.

An advisory board has been appointed by the Executive Board to administer and oversee the foundation's asset management. It decides on forms of investment and

determines the composition of the asset portfolio. Another of its core duties is to regularly evaluate the assets, especially by reviewing risk diversification and performance. An information and reporting system for asset management activities keeps the foundation's Executive Board informed of current developments.

The foundation's unrestricted reserves are invested in mixed funds that are administered by several external asset managers. Again in fiscal year 2011, this structure balanced positive and negative effects in the individual asset categories, thereby achieving a performance level of 0.2 percent.

Statement of the Bertelsmann Stiftung's assets and liabilities* as of December 31, 2011

Assets (€ thousands)	Dec. 31, 2010	Dec. 31, 2011
Fixed assets		
Intangible assets and tangible assets	31,877.1	31,247.1
Financial assets:		
Shares in affiliated companies	592,153.9	592,178.9
Investments in securities	161,363.0	179,282.3
Total fixed assets	785,394.0	802,708.3
Current assets		
Available funds	69.5	59.8
Receivables and other assets	18,325.2	25,230.8
Liquid assets	62,430.0	81,366.3
Total current assets	80,824.7	106,656.9
Active prepaid expenses	172.9	36.7
Total balance-sheet assets	866,391.6	909,401.9
Assets held in trust	4,559.3	4,666.6
Liabilities (€ thousands)	Dec. 31, 2010	Dec. 31, 2011
Endowment capital	618,997.6	618,997.6
Reserves		
Reserves in accordance with Sec. 58 Art. 71a AO	165,000.0	200,000.0
Funds carried forward	63,780.5	71,703.8
Accrued liabilities		
Provisions for pensions	9,535.5	10,209.3
Other liabilities	3,632.2	3,885.8
Total accrued liabilities	13,167.7	14,095.1
Accounts payable		
Accounts payable for goods and services	4,666.8	3,847.2
Other accounts payable	772.4	747.6
Total accounts payable	5,439.2	4,594.8
Deferred income	6.6	10.6
Total balance-sheet liabilities	866,391.6	909,401.9
Trust accounts payable	4,559.3	4,666.6

*Financial data for 2010 audited/Financial data for 2011 not yet audited



Wilhelm-Friedrich Uhr, director of HR and Organizational Affairs at the Bertelsmann Stiftung

Facts and Figures 2011

Employees >



Teamwork is an important link between program and support staff.

Our projects are successful because of our employees. As a prerequisite for this success the Bertelsmann Stiftung offers employees flat hierarchies and a corporate culture built on collaboration, along with the freedom to delegate responsibilities.

Human resources policy

Inspiring people. Shaping the future – Participating in a globalized world. Those are the objectives that guide the Bertelsmann Stiftung's human resources management. Our human resources policies therefore focus on an internationalization strategy that supports employee development. Through the Bertelsmann Foundation in Washington, DC, the Fundación Bertelsmann in Barcelona and our office in Brussels, the Bertelsmann Stiftung not only promotes an international exchange of ideas, it also provides opportunities for employees based in Gütersloh to gain experience at other locations and thereby expand their international perspective.

Our strategic human resources management is designed to further build our employees' project management skills. Opportunities such as project reviews and real-world practical training are being developed and implemented as part of our project management excellence initiative.

In keeping with the Bertelsmann Stiftung corporate culture, we also offer personal development opportunities, flexible compensation plans and work schedules, family care options, comprehensive social services and the possibility of taking a sabbatical.

Employee structure

Our projects are initiated by the Bertelsmann Stiftung itself and our employees are deeply involved in their development and implementation. In carrying out their responsibilities, employees benefit from an organizational structure and processes that are aligned with the foundation's work and subject to ongoing improvement. Overall, 76.7 percent of our 314 employees are directly associated with project activities; 23.3 percent provide additional support services.

Recruitment and training

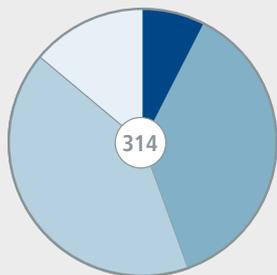
One of our key goals is recruiting, supporting and retaining the brightest and best. To that end, employee recruiting and development go hand-in-hand: Within the first few days of their joining the foundation, new employees go through a comprehensive orientation program in which they are introduced to our work and provided with networking opportunities. We speak with them early on about their individual development prospects and potential career steps.

In 2011, 3,462 applicants expressed interest in working for the Bertelsmann Stiftung. A total of 36 new employees were hired. In addition, 55 students and recent university graduates had an opportunity to intern at the foundation and learn more about its projects.

www.karriere.bertelsmann-stiftung.de

Young Professionals

The Bertelsmann Stiftung's Young Professional program provides targeted support for up-and-coming employees. Lasting 18 months, the program trains project managers to have an international and interdisciplinary focus. In addition, they participate in a mentoring program and in our ongoing project work. The most recent Young Professionals joined the Bertelsmann Stiftung in 2010. Having recently completed the program, the four are now working successfully as project managers in different areas. The program will welcome new participants in 2012.

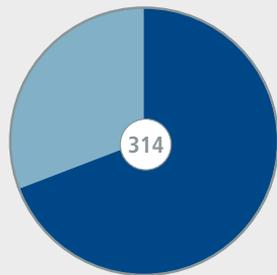


Employees

by age

24	< 30	years
116	30 – 39	years
131	40 – 49	years
43	≥ 50	years

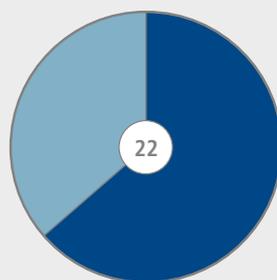
average age:
42.0 years



Employees

by gender

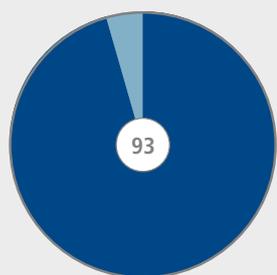
218	female
96	male



Executives

by gender

14	male	excl. Executive Board
8	female	



Part-time

by gender

89	female
4	male

Of all Bertelsmann Stiftung employees,
29.6% work part-time



Fit to Work was the name of the program that ran from May to July, motivating 51 foundation employees to travel to work without using their cars, either on a regular basis or on specific days. The foundation's Executive Board turned the final tally of 14,444 kilometers into a cash donation of €2,500 that was awarded to the City Foundation of Gütersloh for its new project, Gütersloher gesunde Genießer (Healthy Citizens Enjoying Gütersloh).

Partnership-based corporate culture

Core components of the Bertelsmann Stiftung's corporate culture include intensive use of leadership tools, open discussions and honest feedback. A crucial aspect of our approach involves annual meetings where employees and their supervisors have the possibility of exchanging feedback. Such leadership tools ensure the continuing advancement of the Bertelsmann Stiftung's partnership-based corporate culture.

Healthcare

Preventative healthcare plays an important role at the Bertelsmann Stiftung, and our workplace is therefore designed to meet current ergonomic standards.

Demographic changes in Germany are making it increasingly important for employees to remain healthy and productive for as long as possible. The Bertelsmann Stiftung helps achieve this goal by offering a free, comprehensive check-up to all employees over the age of 45. In-company social services provide mental health support for all employees. In addition, an extensive exercise and health program promotes physical fitness and overall wellbeing.

Work-life balance

Work-life balance is increasingly important to our employees. With this in mind, the foundation's human resources policy allows for flexible planning, and we provide a range of services that help employees combine having a family and a career.

When the situation allows, the Bertelsmann Stiftung offers flexible work hours, as well as the possibility of working from home in addition to on-site in Gütersloh. Working parents often choose to work part-time. In 2011, 29.6 percent of our employees took advantage of this option, working at an average capacity of 61 percent of a full-time position.

An external family-service agency offers information and support in finding childcare providers and home-care options for family members needing assistance. We support daycare facilities in Gütersloh that provide care for employees' children between the ages of four months and six years. If the need arises, care is also available for up to five days at a time, when an employee is traveling on business, for example, or attending a training course. A special program provides care for school-age children during school vacations.



The Bertelsmann Stiftung has been repeatedly recognized for its family-friendly human resources policy.

We support daycare facilities in Gütersloh that provide care for employees' children between the ages of four months and six years.

Facts and Figures 2011

Communications >

Maintaining transparency and ensuring openness are central principles underlying the Bertelsmann Stiftung's work. It therefore provides in-depth information to anyone interested in learning more about its activities.

Media relations

Through its extensive media relations work, the Bertelsmann Stiftung informs the public about its activities and findings. In addition to issuing press releases, the press office arranges for behind-the-scenes interviews with members of the Executive Board and the experts involved in the foundation's programs. We regularly invite journalists to participate in our discussions with representatives from all areas of society.

We are pleased to provide television and radio journalists with broadcast-ready video and audio materials on our events and activities.

www.bertelsmann-stiftung.de/presse

Director of Press Relations:

Andreas Henke

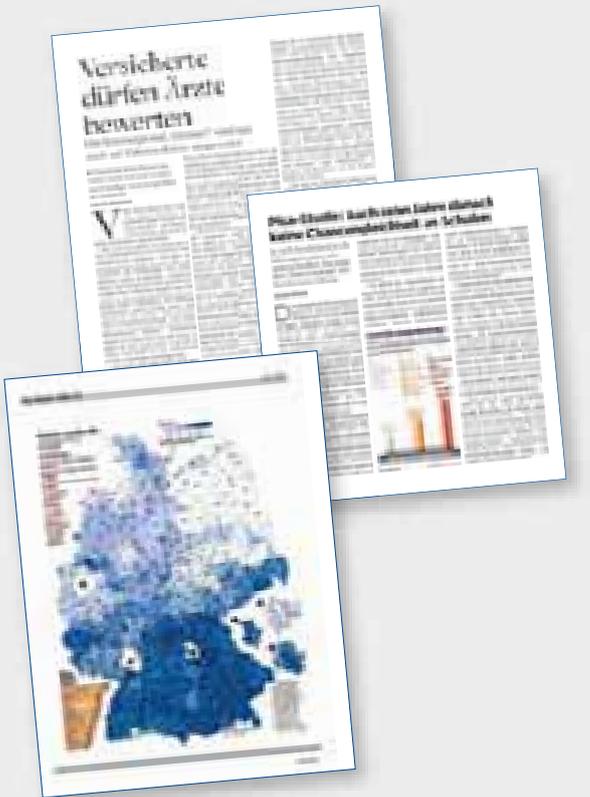
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Activities that met with great media interest in 2011 included the Weisse Liste online portal for comparing healthcare services, our educational studies and our conference on local government, held in Berlin.





Regina Körner, director
of Communications at
the Bertelsmann Stiftung

Internet

www.bertelsmann-stiftung.de

All of the news about our work and publications that is released by Verlag Bertelsmann Stiftung can be accessed through our website, and orders may be placed online. Our experts, the relevant contacts at the foundation and a variety of other services can be reached through the website as well. Interested parties can go online to subscribe to newsletters and *change*, our magazine, and to download images and informational materials. Over 5,000 downloads are available free of charge. We also offer podcasts and video documentation relating to some of our areas of interest.

RSS feeds provide information on the latest press releases and on new publications, downloads, YouTube videos and flickr photographs. In addition, the Bertelsmann Stiftung newsletter provides an overview of our current programs.

www.bertelsmann-stiftung.de/newsletter

We also publish a number of newsletters on specific topics: Effective Investments in Education: Children.Giving.Future, Corporate Culture, Religion Monitor, Corporate Social Responsibility, Future Social Market Economy, KomMaileon, Future of Employment, Verlag Bertelsmann Stiftung, "jungbewegt" and Good Governance.

Web 2.0

More and more people are making contact and communicating through online social networking sites such as facebook, studiVZ, twitter and XING, which now reach millions of users. Increasingly, smartphones are being used to search for information, for chatting and for e-mail communications. The Bertelsmann Stiftung has adapted to this trend. Through these platforms, a number of our projects are now a presence on Web 2.0. They include the "Alle Kids sind VIPs" (All Kids Are VIPs) competition to promote inclusive schools and the NEUE STIMMEN International Singing Competition, as well as projects focused on social integration, demographic change and educational issues.

www.bertelsmann-stiftung.de/Web2.0

In 2011, the Bertelsmann Stiftung introduced apps for the iPhone and iPad that can be downloaded free of charge from Apple's iTunes store and elsewhere.

www.bertelsmann-stiftung.de/apps

Director of Corporate Communications:
Christian Rickerts
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change – the Bertelsmann Stiftung magazine

Proposals for reform need to be explained so that they can be understood by a broader public. The name of our corporate magazine, *change*, is therefore highly fitting, since the Bertelsmann Stiftung stands for social change. Our aim is to address topics that are important to, and center on, people. As the largest foundation in Europe to carry out its own project work, we seek to make our ideas and activities more visible. *change* helps us inform more people about critical social policy issues.

The magazine, which has a circulation of over 100,000, is published quarterly, and each issue focuses on a specific topic. Since 2011, specific topics from each issue can be examined in more depth through our “*change* | reader” e-books, which provide additional information drawn from our project work.

www.change-magazin.de

Annual report

A look back, a look ahead, contact information, facts and figures – our annual report offers an account of our activities as a nonprofit foundation, describing our work and its outcomes. It gives our organization a human face and makes our programs more transparent. In addition, it allows the members of the Executive Board to discuss their roles and describe their projects; together with the program directors, they also provide an accounting of the foundation’s activities during the past fiscal year. The annual report is available in German and English.

Bertelsmann Stiftung – At a Glance

This brief summary provides an overview of our programs and projects. It’s just one of our diverse informational offerings that are currently available online. Feel free to have a look and then contact us directly.

Information stands

The Bertelsmann Stiftung seeks dialogue with all political parties. In 2011, it presented findings from its work at the national conferences of several of Germany’s political parties: the gatherings of the FDP in Rostock, the CDU in Leipzig and the SPD in Berlin. It was also represented with an information booth at the CDU’s state conference in North Rhine-Westphalia, where the Bertelsmann Stiftung is located.

Director of Corporate Communications:

Christian Rickerts

christian.rickerts@bertelsmann-stiftung.de



Verlag Bertelsmann Stiftung

Public awareness is critical for reform. Every year, the Bertelsmann Stiftung releases numerous publications describing its projects. In addition, it participates in current policy discussions and conducts international studies to find out what Germany can learn from other countries. These publications focus on education, politics, society, business, health and culture.

A new series of audio books is also available containing findings from our ongoing project work.

www.bertelsmann-stiftung.de/verlag

Information about all publications

Our annual catalogue of publications contains comprehensive information about new releases, selected excerpts and an overview of books published by Verlag Bertelsmann Stiftung, including our new e-books.

An overview of our German and English books is also published in both languages.

E-Books

In the future, all publications will also be offered in e-book form. In 2011, 120 e-books were available. An overview of our many online platforms and ordering information can be found at:

www.bertelsmann-stiftung.de/ebook

Newsletter

Information about new releases from Verlag Bertelsmann Stiftung also appears in our newsletter “Neues aus dem Verlag” (News From the Publishing House), which is available free of charge.

www.bertelsmann-stiftung/newsletter

Book fairs

The Verlag Bertelsmann Stiftung is represented at the Frankfurt Book Fair every year with its own booth, where it organizes a range of events on topics of current interest.

Director of Publishing:

Sabine Reimann

sabine.reimann@bertelsmann-stiftung.de

Industry professionals visiting our booth at the Frankfurt Book Fair



Governance >



Prof. Dr. Gunter Thielen



Liz Mohn



Aart De Geus



Dr. Jörg Dräger



Dr. Brigitte Mohn

Executive Board

In addition to its chair, Prof. Gunter Thielen, the Bertelsmann Stiftung Executive Board includes its vice-chair, Liz Mohn, as well as Dr. Jörg Dräger, Dr. Brigitte Mohn, and – since September 1, 2011 – Aart De Geus.



Prof. Dr. Werner
J. Bauer



Liz Mohn



Wolf Bauer



Dr. Wulf
H. Bernotat



Christoph
Mohn



Eduardo
Montes



Prof. Dr.
Elisabeth Pott



Prof. Dr.
Thomas
Rauschenbach



Rolf Schmidt-
Holtz



Dr. Wolfgang
Schüssel



Klaus-Peter
Siegloch

Board of Trustees

The Board of Trustees serves as an advisory and controlling body, comparable to a supervisory board. It is made up of individuals who have demonstrated a practical interest in the work of the foundation, as well as leadership experience and insight into social progress.

As the founder of the Bertelsmann Stiftung, Reinhard Mohn was a member of the Board of Trustees until his death on October 3, 2009.

Prof. Werner J. Bauer (60) replaced Prof. Dieter H. Vogel as chair of the Board of Trustees on November 15, 2011, when Prof. Vogel (70) reached the mandatory retirement age. He had served on the Board of Trustees since March 2003. Reinhard Mohn appointed him chair on August 1, 2007.

- Prof. Dr. Werner J. Bauer (chair since November 15, 2011), executive vice-president of Nestlé AG
- Liz Mohn (vice-chair), chair of the shareholder's meeting and of Bertelsmann Verwaltungsgesellschaft mbH
- Wolf Bauer, chief executive officer of UFA Film & TV Produktion GmbH
- Dr. Wulf H. Bernotat, former chair of the Board of Management of E.ON AG
- Christoph Mohn, CEO of Christoph Mohn Internet Holding GmbH and chair of the Executive Board of the Reinhard Mohn Stiftung
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