



PRESIDENT'S REPORT • 2015

SALZBURG GLOBAL

CHRONICLE

THOUGHTFUL, COMMITTED CITIZENS

Nearly 70 years after Margaret Mead praised the first Salzburg Seminar in American Studies and its “committed citizens,” Salzburg Global has provided a safe space for current and future leaders to solve issues of global concern.



“Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has.”

Margaret Mead, 1947

FEATURE
STRENGTHENING CIVIL SOCIETY

PAGE 10: Civil society has a vital role to play in solving the world's issues. In 2014, Salzburg Global tackled diversity in the Middle East, democracy in Russia, and LGBT rights the world over.

MAIN FEATURE
STEWARDSHIP OF THE SCHLOSS

PAGE 20: Since 1947 Salzburg Global has had the good fortune to convene our programs at Schloss Leopoldskron – and we take our role as stewards very seriously.

PROFILES
ALL “RHODES” LEAD TO SALZBURG

PAGE 34: Salzburg Global was founded to bridge intellectual boundaries. The Rhodes Scholarship has the aim to render war impossible. Together we are encouraging the next generation of leaders.

SALZBURG GLOBAL CHRONICLE

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PAGES 20–29: A HISTORIC JEWEL – NOT PRESERVED IN AMBER

Built by a Prince-Archbishop in 1738, and once home to Austrian theater impresario Max Reinhardt, Schloss Leopoldskron today is owned by Salzburg Global Seminar. As stewards of this magnificent estate, Salzburg Global and its supporters have invested time, money, and loving care in maintaining the Schloss, its accompanying Meierhof, and the surrounding 17-acre sculpture garden and park as an inspirational place where free inquiry and expression abide.



PAGES 06 & 14: TAKING SALZBURG OUT INTO THE WORLD

For many Salzburg Global Fellows, their Salzburg connections last long after they leave Schloss Leopoldskron. Read about some of our Fellows' projects: from sharing the "Orange Economy" concept from Latin America to Greece, to expanding Holocaust education across Asia.

PAGES 07–09: CONFLICT TRANSFORMATION THROUGH CULTURE

Why do people continue to practice and engage in the arts during times of war and conflict? And conversely, why do people assume that they do not? Culture and the Arts have a powerful role to play in peace-building as Fellows explored at our April session.

PAGES 10–11: SUPPORTING THOUGHTFUL, COMMITTED CITIZENS

Nearly 70 years since Margaret Mead praised the first Salzburg Seminar in American Studies and its "thoughtful, committed citizens," Salzburg Global has provided a safe space for current and future leaders to tackle burning issues in their homelands.

PAGES 12–13: ECOSYSTEMS OF PHILANTHROPY

Ecosystems are complex. Removal or expansion of one part of can have deep impacts on others; small tweaks or introductions of new elements can have long-term, unexpected consequences. If we were to imagine the "ecosystem" of philanthropy for social change what would we see?



PAGES 15–17: ARCHITECTS OR SLEEPWALKERS?

One hundred years after the outbreak of the First World War and 200 years since the opening of the Congress of Vienna, high-level participants came to Schloss Leopoldskron to consider what lessons could be learned from the past to ensure a better vision for our future.

PAGES 18–19: INNOVATION AND THE COLLISION OF IDEAS

How can you discourage bribery in Moldova? Or tackle water shortages in Mexico? Or reduce carbon emissions and deforestation in Indonesia? For the United Nations Development Program, the answers might be found in Salzburg, from enterprising media students from all over the world.

PAGES 31–35: BRINGING THE WORLD TO SALZBURG

Salzburg Global's Scholarship Program allows us to bring more than the "usual suspects" to Salzburg, and identify innovative ideas that propel novel strategies. Scholarships enable young leaders to develop global networks, and share the ideas and creativity of a rising generation.

PAGES 36–37: NOT THE TYPICAL INDUSTRY GATHERING

The annual Salzburg Global Forum on Finance in a Changing World facilitates critical analysis of the changing regulatory environment, and involves senior bankers, regulators, and policymakers from the USA, Asia, and Europe. But that doesn't make it a typical industry gathering.

President & CEO: Stephen L. Salyer | **Director of Marketing & Communications:** Thomas Biebl | **Art Director:** Dominik Langegger | **Editor & Lead Writer:** Louise Hallman | **Contributors:** Jonathan Elbaz, Benjamin Glahn, Jan Heinecke, Alex Jackson, Marko Kljajic, Kevin Kolesnikoff, Maximilian M. Meduna, Stuart Milne, Beth Pertiller, Sudeshan Reddy, Katharina Schwarz, Nancy Smith, Tanya Yilmaz | **Sub Editors:** Bernadette Hallman, Cheryl Van Emburg | **Photographers:** Ela Grieshaber, Anne Bauchinger, Chai Lu Bohannon, Rob Fish, Caro Kadatz, Herman Seidl | **Illustrators:** Ella Britton, Wolfgang Irber, Karl Lagerfeld | **Salzburg, Austria:** Schloss Leopoldskron, Leopoldskronstrasse 56–58, 5020 Salzburg | +43 (662) 839830 | info@SalzburgGlobal.org | chronicle2015.SalzburgGlobal.org | **Washington, DC, USA:** 1250 H Street NW, Suite 1150 | Washington, DC 20005 | +1 (202) 637-7683

PRESIDENT'S REPORT 2015

LETTER FROM THE PRESIDENT

Can individuals drive events, or do forces much larger than ourselves determine our fate? As we face enormous planetary challenges, the question resonates powerfully today.

We know that three young men at Harvard University believed they could make a difference and launched a “Marshall Plan of the Mind” that became Salzburg Global Seminar. We know that Helene Thimig – the widow of Max Reinhardt, who lovingly restored the Austrian palace of Schloss Leopoldskron – offered its use without charge for an improbable seminar in 1947. We know that a member of that first seminar’s faculty, the anthropologist Margaret Mead, famously said: “Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it’s the only thing that ever has.” We know Salzburg Global’s Austrian co-founder, Clemens Heller, said on its 50th Anniversary: “Behind the idea of the Salzburg Seminar was a whole conception of human responsibility. And for me...the great experience above all was that suddenly you learned you had responsibility, you could do things.” We know Salzburg Global Seminar has evolved – from post-War dialogue to Cold War meeting ground, from a bridge between North and South to a truly global place – inspiring innovative thought and action.

Like their forerunners, today’s Salzburg Global Fellows are determined to act responsibly and change the world. They are making a difference in places where resistance and obstacles are great. We salute their courage and extend deepest thanks to those across the world who support our work and theirs.



1 STEPHEN L. SALYER
2 SALYER with Rhodes Scholar and Salzburg Global Fellow **SEBATSO MANOELI** at session *1814, 1914, 2014: Lessons from the Past, Visions for the Future*

STEPHEN L. SALYER,
 PRESIDENT & CHIEF EXECUTIVE OFFICER

CHRONICLE HIGHLIGHTS

PRESIDENTIAL PICKS

1814

YEAR COMMEMORATED

Our 2014 program opened with a lecture entitled *Europe's future: 1814, 1914 – or something completely different? Why 1814?* Most people could tell you the significance of 1914 – the outbreak of World War One – but fewer are aware of the significance of 1814: the opening of the Congress of Vienna. Europe’s leaders of 1914 have famously been described as sleepwalkers, stumbling into war. Their counterparts 100 years previous were considered to be architects, building a new international system after the Napoleonic Wars. How will history view today’s leaders in face of such diverse threats as ISIS and climate change? In August we convened politicians, diplomats, historians, and artists to consider not only the “Lessons from the Past” but also “Visions for the Future” in a joint program with the International Peace Institute. You can read more about *1814, 1914, 2014: Lessons from the Past, Visions for the Future* on PAGES 15–17.

200

SCHOLARSHIPS AWARDED

Building visions for the future means working not only with today’s leaders but also with those who will succeed them. Alongside convening current leaders from government, business, academe, civil society, and the arts, we bring to every session exceptional innovators and rising leaders still at an early stage in their careers. In 2014, of the 1041 Salzburg Global Fellows and faculty who came to Schloss Leopoldskron, 200 received scholarships, covering their fees, accommodation and travel. You can read more about the Salzburg Global Scholarship Program and some of our remarkable young leaders’ reflections on their experiences on PAGES 31–35. In addition, Salzburg Global offers Academies for those still in university. Alumni of our *Global Citizenship Program*, *Salzburg Academy on Media and Global Change*, and *Cutler Law Fellows Program* are encouraged to apply to become resident interns and, later, Salzburg Global Fellows.

55

BEDROOMS RENOVATED

Since 1947, we have had the good fortune to hold our programs at Schloss Leopoldskron, and we take our role as stewards of this historic jewel very seriously – preserving and renovating the palace, the accompanying Meierhof and surrounding park to conserve a rich heritage while equipping the facility to meet 21st century requirements. After restoring dozens of statues in the Schloss Park in 2012, and launching an ongoing art conservation project in 2013, 2014 started with the completion of our renovation of the Meierhof – all 55 bedrooms, hallways, reception area and café – preserving the 17th century building’s character while enhancing comfort and versatility. The year ended with Chanel choosing Schloss Leopoldskron for a star-studded fashion show. You can read more about our stewardship of the Schloss, the opening of Hotel Schloss Leopoldskron, and how we reconcile heritage with a profitable working facility on PAGES 20–29.

1,240,904

DOLLARS DONATED

Of course, none of our work today or in the future would be possible without the support of the foundations, corporations, governments, and individuals who donate to and invest in Salzburg Global. In 2014, we raised \$1,240,904 from 348 generous individuals who made gifts to Salzburg Global. These funds, together with revenue from Hotel Schloss Leopoldskron, support from more than 60 non-governmental organizations, government agencies, private foundations, corporations, and higher education institutions, tuition fees, and returns from endowed funds, allow us to create cutting edge programs, provide scholarships to exceptional young leaders, and maintain our historic campus. We are truly grateful for all the support we receive – in gifts and in-kind – and extend our heartfelt thanks to each and every donor. You can see a list of all our individual, and institutional donors and partners on PAGES 38–41.

BRIEFING

BRAVE NEW WORLD

Salzburg Global Seminar's 2014 program marked the centenary of the outbreak of World War One by looking firmly forward, while gleaning important lessons from our past. Under the theme *Brave New World*, it brought together distinctive multi-year projects and partnerships with the common goal of promoting vision, courage and leadership to tackle the most complex challenges of our globalized society.



1

1 JOHANNES HAHN

2 FELLOWS of Session 534
Mind the Gap! Innovating for Regional Cohesion and Smart Growth



2

SESSION 535

SALZBURG INITIATIVE HOLOCAUST EDUCATION AND GENOCIDE PREVENTION

In June, educators, museum directors, public officials, and researchers examined the challenges and successes in the teaching and remembrance of the Holocaust and other genocides, focusing particularly on countries that are not members of the International Holocaust Remembrance Alliance. The session was a unique opportunity to bring information about, and knowledge from, an expanded group of countries, both deepening and broadening the impact of the Initiative, and enabling Fellows to implement activities that spread awareness about the Holocaust, Holocaust education, and genocide prevention, and reach even more young people in ways appropriate to their cultures and countries.



CHARLES KENGE AND ZEINA BARAKAT

READ MORE ONLINE: www.SalzburgGlobal.org/go/535

READ MORE ONLINE: holocaust.SalzburgGlobal.org

SESSION 534

INNOVATION FOR REGIONAL COHESION AND SMART GROWTH

"Urban Policy is at the top of our agenda – and it will stay there," declared EU Commissioner Johannes Hahn at the May session *Mind the Gap! Innovating for Regional Cohesion and Smart Growth*, held in partnership with the European Commission Directorate-General for Regional and Urban Policy (DG REGIO). Hahn stressed the role of cities as catalysts, declaring: "All our European goals can only be successfully achieved if we address the problems that are challenging the cities." DG REGIO is not just concerned with large capital cities; much of its urban policy is directed towards smaller cities which can be anchors for their region's development.

READ MORE ONLINE: www.SalzburgGlobal.org/go/534

SESSION 536

HEALTH AND HEALTH CARE INNOVATION IN THE 21ST CENTURY

In December, 70 clinicians, policymakers, academics, patient advocates, service users and their family members came from across five continents with the purpose of improving mental health services and wellness in their home countries. *New Paradigms in Behavioral and Mental Health*, the seventh in the long-running healthcare series *Health and Health Care Innovation in the 21st Century*, proposed a range of initiatives: iMum – "improving Mums' Mental Health" – helping women

with post-natal depression in the UK; using mobile technology to promote mental health wellness in Rwanda; promoting positive mental health on college campuses in India; ensuring better use of primary care centers rather than psychiatric hospitals in treating depression and alcohol abuse in Colombia; and collaborating with traditional healers to enhance cultural sensitivities when treating Native American patients in the USA.

READ MORE ONLINE: www.SalzburgGlobal.org/go/536

SESSION 555

ADDRESSING THE CHALLENGES OF CLIMATE MIGRATION

In December, Salzburg Global Seminar hosted a strategy session *Addressing the Challenges of Climate Migration: Legal Protections, Resilience & Eco-Security*. Bringing together 20 top practitioners, researchers, and economic actors, the three-day program sought to crystallize what is already known about the likely patterns and timeframe of climate-induced migration and assess practical options for refugee policy; urban demographics, absorption capacity, disaster preparedness and resilience; innovations for food and water supply systems; international and national legal, financial, and practical tools and frameworks; the interlocking long-term nature of trans-boundary and global climate and ecological risks and costs; and regional and national security. Building on the strategy session, Salzburg Global is now exploring options to design a multi-year program in discussions with diverse partners around the world.

READ MORE ONLINE: www.SalzburgGlobal.org/go/555

SESSION 533

NEW DYNAMICS IN GLOBAL TRADE ARCHITECTURE

In April, top-level policymakers and practitioners from across the trade spectrum issued a joint statement opening:

“Our goal is shared and lasting prosperity for the world. We believe this can best be obtained through sustainable, inclusive and equitable growth in the context of macroeconomic stability, which will require lowering the barriers to trade and investment. We call for political impetus at all levels to make this happen.”

The Salzburg Statement on *New Dynamics in Global Trade Architecture: The WTO, G20 and Regional Trade Agreements* has since been shared with trade policy experts across the world.
READ FULL STATEMENT: www.SalzburgGlobal.org/go/533

SSASA 12

SALZBURG SEMINAR AMERICAN STUDIES ASSOCIATION

At the September session *Defining America: New Writing, New Voices, New Directions*, novelists, professors and Ph.D. students sought to find the “new” in American literature, from new diverse voices to new publishing platforms.

Writer Karen Tei Yamashita warned of the growing “Asian cyborg” stereotype in Western writing; Professor Mary Pat Brady presented poetry written by victims of the US border crisis; publisher Julia Kostova heralded an era of digital and print coexistence; while academic Christopher Bigsby posited that there’s nothing new in American literature – the truly new writing is in screenwriting.

WATCH INTERVIEWS: www.SalzburgGlobal.org/go/ssasa12
READ MORE ONLINE: ssasa.SalzburgGlobal.org



BAILEY MORRIS-ECK, STEPHEN L. SALYER, HEATHER STURT HAAGA, ERIC E. SCHMIDT, JEFFREY ROSEN, AND THOMAS MANSBACH

CUTLER LECTURE

LLOYD N. CUTLER LECTURE ON THE RULE OF LAW

Hosted by Associate Justice of the US Supreme Court and Salzburg Global Fellow, Ruth Bader Ginsburg, the fifth annual Lloyd N. Cutler Lecture on the Rule of Law was delivered in November at the US Supreme Court by Google Executive Chairman, Eric E. Schmidt. The following morning, Salzburg Global presented a special program at the National Public Radio (NPR) Headquarters on the “right to be forgotten,” which examined why Europeans and Americans have different views of privacy and whether internet regulation can be reconciled across borders. One well-placed member of the audience said it was “the most illuminating treatment of this subject I have heard or read.”

LISTEN ONLINE: www.SalzburgGlobal.org/go/cutler5

SESSION 538

YOUNG CULTURAL INNOVATORS FORUM

After two years of planning and consultation, the inaugural *Salzburg Global Forum for Young Cultural Innovators* in October saw more than 50 leading artists and social entrepreneurs come to Schloss Leopoldskron from 21 countries to develop the vision, entrepreneurial skills, and global networks needed to advance their organizations, causes and communities. The Forum is a 10-year project for Salzburg Global, based around city and regional “hubs,” seven of which are already well advanced: Athens, Greece; Baltimore, MD, USA; Buenos Aires, Argentina; Phnomh Penh, Cambodia; Rotterdam, The Netherlands; Salzburg, Austria; and Tokyo, Japan.



LEAL VAN HERWAADEN AND MAHASIN TANYAU

READ MORE ONLINE: www.SalzburgGlobal.org/go/538

READ MORE ONLINE: yci.SalzburgGlobal.org



FELLOWS of Session 537 *Students at the Margins and the Institutions that Serve Them: A Global Perspective*

SESSION 537

STUDENTS AT THE MARGINS

Building on the three-year series *Optimizing Talent – Closing Education and Social Mobility Gaps Worldwide*, the November session, *Students at the Margins and the Institutions that Serve Them: A Global Perspective*, brought together 50 educators, researchers, and students to share experiences of helping students underrepresented at and underserved by higher education institutions. Two country-spanning teams of Fellows were awarded Margin Buster Awards: \$2,500 micro grants to support projects focusing on the marginalization of students and promoting their inclusion in and access to higher education.

READ MORE ONLINE: www.SalzburgGlobal.org/go/537



GCP 60–65

GLOBAL CITIZENSHIP PROGRAM

Now in its 11th year, the Global Citizenship Program expanded to two sessions for college and university faculty and administrators – *Education for Global Citizenship: What, Why, and How?* – in addition to the four annual student-focused sessions. The year also saw the launch of the Global Citizenship Institute at St Mark’s School in Massachusetts, USA. The school, a partner since 2011 and the first high school to send teachers to the college-focused GCP, held a week-long program for high school students, drawing heavily on the Salzburg Global model and with support from GCP staff and faculty.

RODRIGO BONILLA, DARIUS SANDERS, AND BIANCA ARELLANO

READ MORE ONLINE: gcp.SalzburgGlobal.org

READ MORE ONLINE: m-gcp.SalzburgGlobal.org



1

1 ELENA MAVROMICHALI

2 THE ORANGE ECONOMY: AN INFINITE OPPORTUNITY Felipe Buitrago's book has been translated from English into Greek and Spanish



2

CREATIVE ECONOMY IN GREECE

FELIPE BUITRAGO, ELENA MAVROMICHALI

Co-organized by one Fellow and inspired by a publication by another, the day-long conference *The Creative Economy: An Infinite Opportunity for Growth*, held at the Acropolis Museum in Athens in October, brought together artists, policymakers, journalists, and entrepreneurs – including seven Salzburg Global Fellows.

In helping to organize the conference, Salzburg Global Fellow and art historian **Elena Mavromichali** sought to spark international dialogue centered on a common focus: Greece, still greatly suffering following the 2008 global financial crisis, needs alternative solutions – such as in the “orange economy” – to repair its economic woes.

The term “orange economy” was coined by Salzburg Global Fellow **Felipe Buitrago** in his book *The Orange Economy: An Infinite Opportunity* to describe the sector of an economy driven by creative talent and creative industries. Buitrago’s book focuses on the creative economy in Latin America, but the core concepts can be extended to other regions in the world, such as Greece. Mavromichali believes that bolstering creativity is a huge step in the right direction towards easing Greece’s economic plight, and points to the success of the Greek translation of Buitrago’s book as proof that people are supportive of his ideas.

“Creative people in Greece see how this publication really addresses them,” says Mavromichali. “Young people and entrepreneurs need this information and this process of thinking in order to support their creativity and build for future projects... We have great support from professionals and artists who need the change, who need to discover the power of the creative economy.”

Many of the ideas presented at the conference germinated over discussions during sessions in Salzburg. Buitrago and Mavromichali credit Salzburg Global with helping spark global collaboration around growing creative economies.

“The networking you can create is amazing,” Mavromichali said. “But also I think it’s the environment. What makes it really unique is that you’re leaving your everyday routine, and coming into this wonderful place like a friend meeting another friend. Simple interactions create the most brilliant things.”

READ MORE: www.SalzburgGlobal.org/go/fellows/orange-economy

SALZBURG GLOBAL FELLOWSHIP

TAKING SALZBURG OUT INTO THE WORLD

For many Salzburg Global Fellows, their Salzburg connections last long after they leave Schloss Leopoldskron.

For more interviews with our Salzburg Global Fellows READ ONLINE: www.SalzburgGlobal.org/go/fellows

HOLOCAUST EDUCATION IN ASIA

FUMIKO ISHIOKA, GLENN TIMMERMANS

The *Salzburg Initiative on Holocaust Education and Genocide Prevention* seeks to bring greater awareness of Holocaust education and remembrance programs in countries outside of Europe, North America, and Israel, such as those led by Asia-based Fellows **Fumiko Ishioka** and **Glenn Timmermans**.

As the executive director of the Tokyo Holocaust Education Resource Center, Ishioka’s dedication to Holocaust studies led to her story being adapted for an award-winning children’s book and the documentary film, *Hana’s Suitcase*. Since participating in the 2014 session *Holocaust and Genocide Education: Sharing Experience Across Borders*, Ishioka has organized the very first official International Holocaust Remembrance Day in Tokyo and will be publishing a book on memorialization of the Holocaust in the world in 2015. “Much of what I will write is inspired by my experience at [Salzburg],” says Ishioka.

Two-time Fellow Timmermans is an associate professor at the University of Macau in China, where he was responsible for introducing the course “The Holocaust, Genocide and Human Rights” into the General Education Program. In addition to his involvement in the newly-established Holocaust and Tolerance Centre in Hong Kong, the Hong Kong Jewish Film Festival in Macao, and events marking International Holocaust Remembrance Day in Hong Kong, Timmermans is involved in a Genocide Awareness Event in Hong Kong, to which he has invited Cambodian Fellow Khamboly Dy as a panel guest. Building on these connections made in Salzburg, Timmermans is now helping establish the Pan-Asian Holocaust and Genocide Education Network, which he says was “inspired and made possible by the time spent in Salzburg.” With funds from the International Holocaust Remembrance Alliance, the Pan-Asian Network aims to impact many countries, including China, Japan, Korea, Cambodia, Taiwan, Philippines, New Zealand, Australia, Singapore, and India.

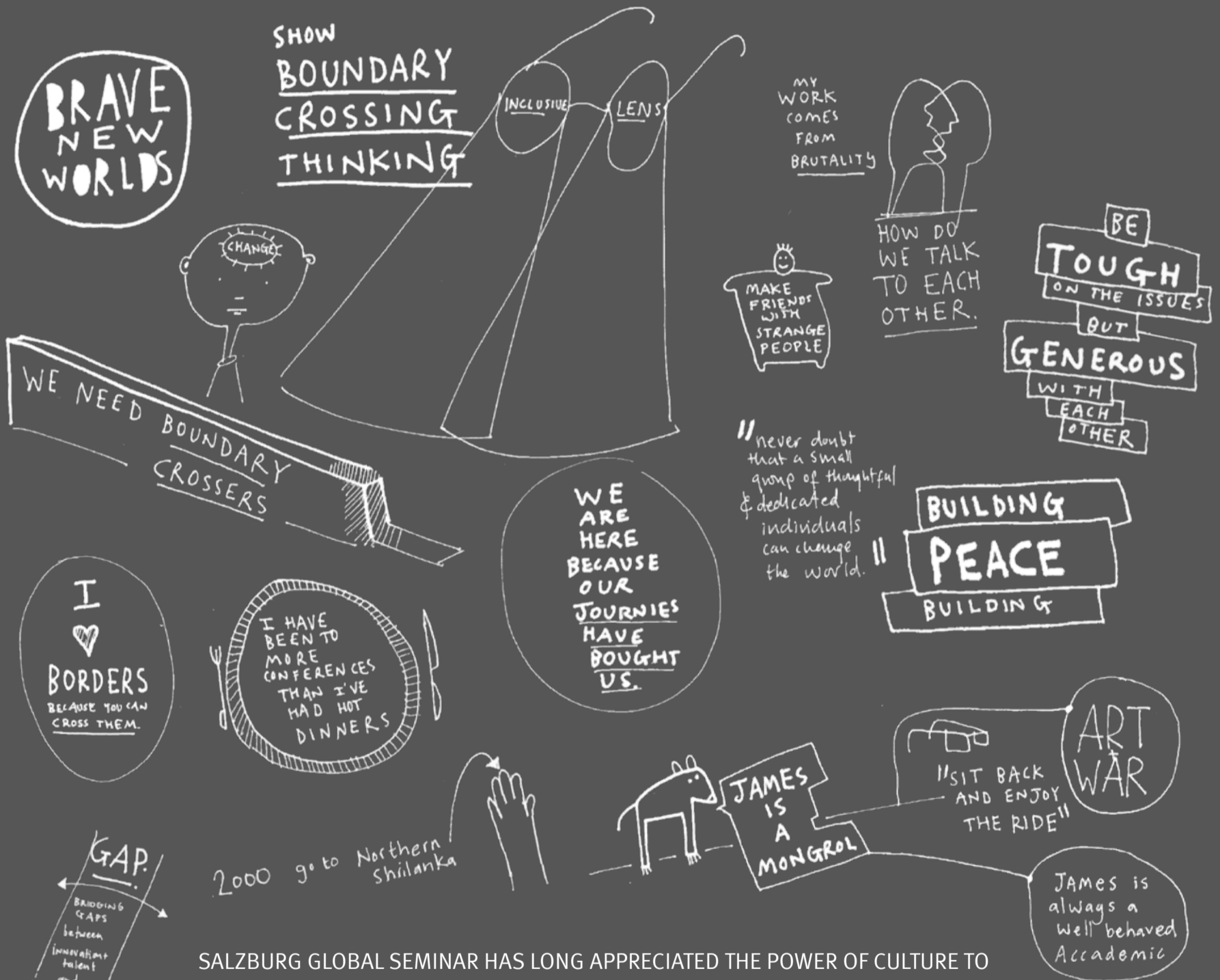
READ MORE: www.SalzburgGlobal.org/go/fellows/fumiko-ishioka



FUMIKO ISHIOKA AND GLENN TIMMERMANS

PEACE-BUILDING AND THE ARTS

CONFLICT TRANSFORMATION THROUGH CULTURE



SALZBURG GLOBAL SEMINAR HAS LONG APPRECIATED THE POWER OF CULTURE TO TRANSFORM CONFLICT. WHEN THE FIRST FELLOWS MET IN 1947, FORMER ENEMIES CAME TOGETHER TO DISCUSS AMERICAN POLITICS, ECONOMICS — AND CULTURE. WITH 2014 MARKING THE 100TH ANNIVERSARY OF THE OUTBREAK OF WORLD WAR ONE, SALZBURG GLOBAL CHOSE THIS COMMEMORATIVE YEAR TO FOCUS ITS TRANSFORMATIVE POWER OF THE ARTS SERIES ON PEACE-BUILDING, PEACEMAKING, AND CONFLICT PREVENTION THROUGH THE ARTS.



THE CLOSER TO THE SPACE AND TIME OF A CONFLICT PEOPLE ARE, THE LESS LIKELY THE ART PRODUCED IS TO CENTER AROUND THE CONFLICT. PEOPLE THERE ARE NOT CREATING ART BECAUSE OF THE CONFLICT, BUT IN SPIRE OF IT.

Why do people continue to practice and engage in the arts during times of war and conflict? And conversely, why do people assume that they do not?

As the 63 artists, directors, activists, policymakers, educators, and cultural actors from 27 countries across six continents who participated in *Conflict Transformation through Culture: Peace-Building and the Arts* could attest: art certainly does still take place during times of conflict – but to what end?

The role the arts can play in transforming conflict varies depending on where, when, with, and for whom the art is being created.

The closer to the space and time of a conflict people are, the less likely the art produced is to center around the conflict. In fact, the vast majority of the art created there – be that theater, music, dance, or any other medium – is focused on anything but the conflict, with the purpose of forgetting about the war. People there are not creating art because of the conflict, but in spite of it.

Also in this space, one finds a lot of art for children, enabling them to distance themselves from the conflict that engulfs their daily lives. Art participation for children, especially musical, is also valuable in post-conflict situations. As

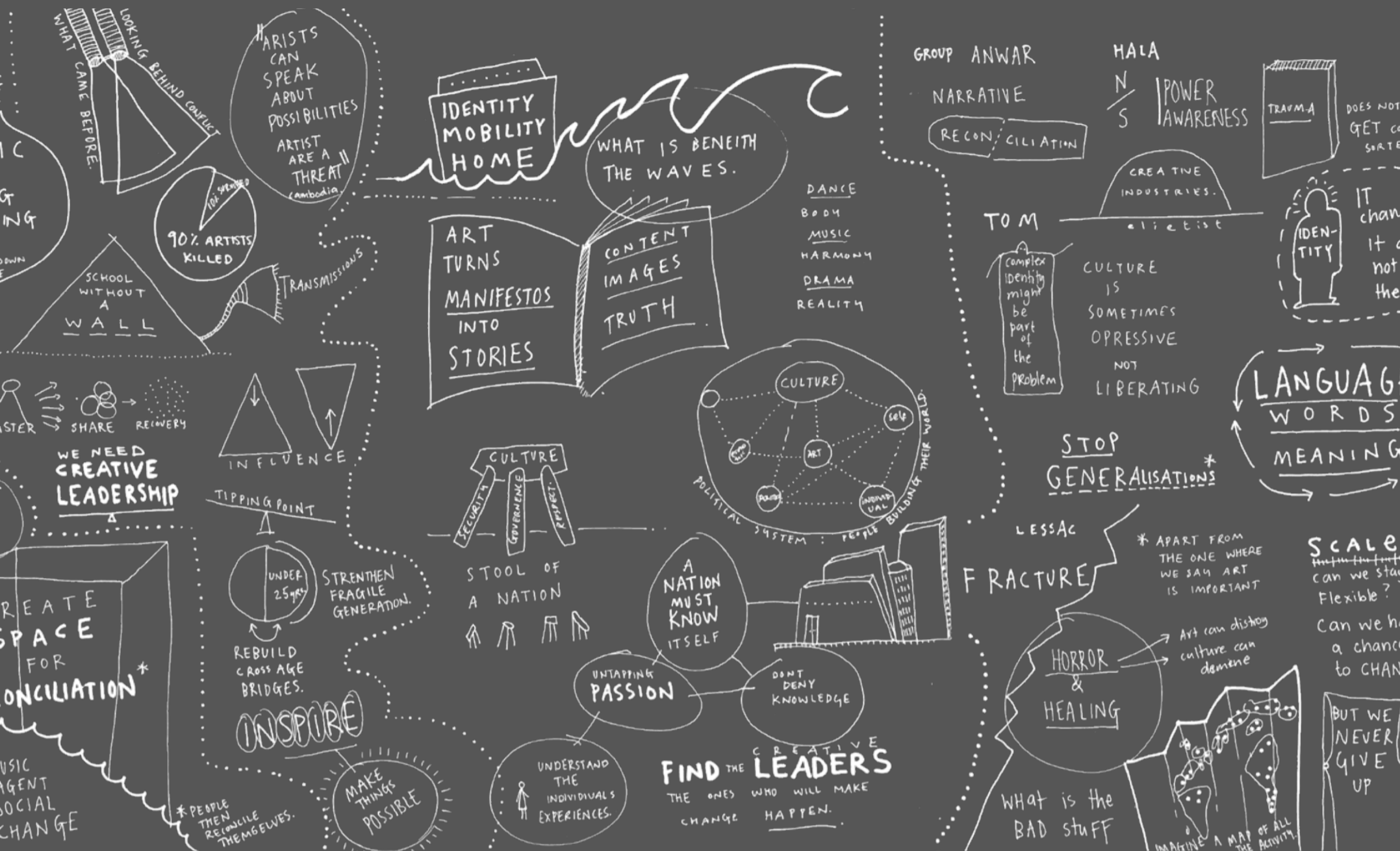
Edinburgh University music professor emeritus and composer Nigel Osbourne shared during the session: “One of the first things that music can do is get children back into being happy and back into playing together and trusting others.” Music therapy can also help children who have suffered “acoustic shock,” helping children reprocess “sounds in a way that is pleasurable and much more stimulating rather than frightening.”

It is not just those who lived through the conflict who can benefit from arts-based peace-building. In Cambodia, Salzburg Global Fellow Phloeu Prim, executive director of Cambodia Living

Arts (CLA), works to revive traditional artisanal crafts nearly lost in the Khmer Rouge-led genocide, and encourage young artists in Cambodia to explore their traditional roots. “Within a generation, Cambodian identity and culture could have been lost forever,” explained Prim. “Since we started, there’s a whole new generation of emerging artists that have come out of our program... The country can now be seen to be moving forward.”

In Northern Ireland, theater is being used to help confront the aggression and resentment that remains despite the peace agreements of the 1990s. “How do you deal with the levels of aggression that inevitably come from a long lineage

“Within a generation, Cambodian identity and culture could have been lost forever. The country can now be seen to be moving forward.”



Illustrations by: ELLA BRITTON

of war?” asks theater director Paula McFetridge. Her answer has been to enact theater in non-theater spaces – taxi cabs, synagogues, the infamous Falls Road – to help take people out of their comfort zones, challenge community-specific narratives of “The Troubles,” and help individuals and communities rethink the public spaces they have long considered out of bounds.

It is thanks to all these valuable contributions that arts and culture can offer in transforming conflict, aired at the Salzburg Global session, that the European Commission recommended culture should be “mainstreamed” into peace-building activities. This was the leading recommendation made after a one-day seminar entitled *Culture and Conflicts: The Case of Ukraine*, which was organized in November 2014, at the behest of Salzburg Global Fellow Alain Ruche, as a follow-on event from the April session in Salzburg. Held by the European External Action Service

Thanks to the valuable contributions that arts and culture can offer in transforming conflict, the European Commission has recommended culture should be “mainstreamed” into peace-building activities.

(BEAS) in collaboration with Salzburg Global Seminar and NGO More Europe – external cultural relations, the program was supported by the European Union and its Instrument contributing to Stability and Peace (IcSP) with a view to providing a better understanding of the culture-conflict nexus through the lens of the conflict in Ukraine.

As in Salzburg, the follow-on seminar saw intensive discussions among participants, centered around culture as a soft, peaceful tool to address hard, serious challenges and transform seemingly stale, “dead-end” conflict situations; culture as a tool to mobilize

and engage the wider population; culture as a means of stimulating dialogue, communication, and eventually understanding; the risks connected to the use and abuse of culture and cultural identities; and the need to integrate culture into general EU policies to make better use of its positive potential. To this end, the IcSP is expected to open a call for grant applications in summer 2015.

“As an institution founded to promote peace and dialogue between former enemies in the wake of the Second World War, and given our programmatic focus on the transformative power of the arts, we are heartened by the EU’s adoption

of our recommendations,” said Salzburg Global Program Director for Culture and the Arts, Susanna Seidl-Fox.

Since the session, Fellows have embarked on a number of collaborative projects, including a cultural heritage project in Turkey and Armenia, a project to develop an online platform for filmmakers in conflict areas, and a project for reinventing public spaces in divided communities. A further follow-on session – *Living Arts in Post-Conflict Contexts: Practices, Partnerships & Possibilities* – is planned for Cambodia in early 2016, led by Fellow Prim and CLA. Fellows are also leading calls for the UN to recognize the role culture and the arts can play in peace-building in the Sustainable Development Goals, the successors to the Millennium Development Goals.

“We look forward to following and supporting these projects as they come to fruition,” enthused Seidl-Fox.

READ MORE ONLINE: www.SalzburgGlobal.org/go/532
READ MORE ONLINE: culture.SalzburgGlobal.org

STRENGTHENING CIVIL SOCIETY

SUPPORTING THOUGHTFUL, COMMITTED CITIZENS

Nearly 70 years after Margaret Mead praised the first Salzburg Seminar in American Studies and its “committed citizens,” Salzburg Global continues to provide a safe space for current and future leaders to tackle burning issues in their homelands. This distance can enable them to listen to and learn from each other, and find solutions across geographic and ideological boundaries.

“Civil society is the society of citizens—but citizens are not just those who have a passport but who actively work to make a country better... The more active citizens we have, the stronger and better the country will be,” said one veteran Russian civil society activist during the Salzburg Global program *Russian Civil Society: Building Bridges to the Future*. His sentiments echoed Margaret Mead, faculty of the first-ever Salzburg Seminar in American Studies who famously stated: “Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has.”

Ever since that first session, Salzburg Global Seminar has sought to support civil society and strengthen democratic processes and engagement.

While civil society is represented at almost every Salzburg Global program – in addition to building the next generation of “thoughtful, committed citizens” with the year-round *Global Citizenship Program* – three 2014 programs in particular sought to support Fellows in their struggles toward democracy, stability, and inclusivity in the “post-revolution” Middle East and North Africa, against the increasing restrictions in Putin’s Russia, and for LGBT rights the world over.

Civil society has an important role to play in tackling all these issues. Countries in transition, such as Egypt, Libya, Tunisia, and Yemen (the four focus countries of Salzburg Global’s ongoing *Reform and Transformation in the Middle East and North Africa* series), face deep-rooted problems, which politicians or “official” representatives alone will not solve; all stakeholders need to be engaged and included. “Ignore who is in charge and address the issues,” advised one Libyan Fellow to her Egyptian counterparts at the March program *Strengthening Diversity and Inclusion in Egypt, Libya, Tunisia, and Yemen*.

The fluidity and complexity of the situation in the countries facing extreme transitions or increasing restrictions can sometimes thwart the plans made by well-

intentioned civil society activists, academics, donors, and policymakers.

Indeed, between the November 2013 program *Getting Transition Right: A Rights-based Approach to Diversity and Inclusion* and the follow-on program in March 2014, participants spoke of a sense of inertia at best and deterioration at worst.

Following the participation of its founder Belabbès Benkredda in the November session, the Munathara Initiative, a Tunisia-based multimedia public debating platform, was inspired to expand to the four focus countries, launching a series of debates on human rights, inclusion, and diversity. But outside of Tunisia where there had been some progress, Fellows were much less positive. One Egyptian Fellow, who had been outspoken at Salzburg Global programs in 2012 and 2013, asked to have his name withheld from the 2014 program report for fear of reprisals. Two Libyan Fellows had to flee and seek asylum in Europe following attempts on their lives in retaliation for their work. Although progress had been made by March, the outbreak of war in Yemen had led many of those Fellows who could, to leave.



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- 1 **ISRRA NURI ABU-SHAALA** leads a discussion during the session *Getting Transition Right*
- 2 **TAMARA ADRIAN AND KLAUS MUELLER** Fellows of the Salzburg Global LGBT Forum with **SILVIA HEER** of the German Federal Foreign Office
- 3 **SARAH LINDEMANN-KOMAROVA**
- 4 **SHERINE EL TARABOULSI**
- 5 **OLEG KOZLOVSKY**
- 6 **DENNIS WAMALA** with desk officers from the German Federal Foreign Office and the Ministry of Economic Cooperation and Development
- 7 **BERLIN** was the venue of the second Salzburg Global LGBT Forum
- 8 **GEORGE ZARUBIN AND GENNADY BURBULIS** at the *Russian Civil Society Symposium*
- 9 **KLAUS MUELLER, CHRISTOPH STRAESSER AND BENJAMIN GLAHN**



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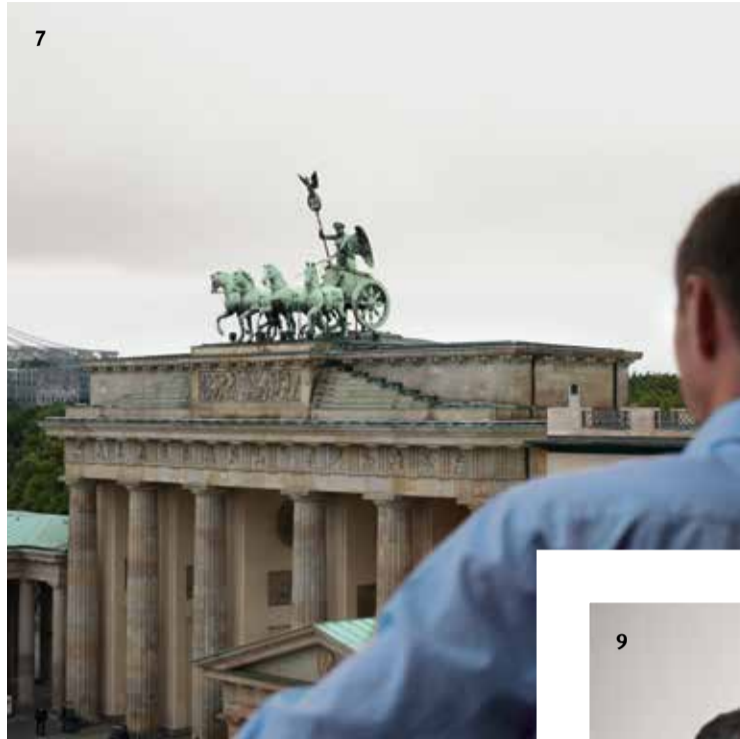
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For the Russian Fellows who attended the *Russian Civil Society Symposium*, the situation could also be bleak and dangerous. Oleg Kozlovsky, a seasoned political activist, was detained at the airport on his return from Salzburg; he was released after officers took his photo and fingerprints.

and civic activist groups who blame them for provoking the government crackdowns that affect the whole sector. They are also frequently characterized as foreign-backed, disrupting the development of civil society, and the lives of ordinary Russians.

It thus became clear in Salzburg that

“Salzburg allowed us to ask questions at a distance. We are aware of the problems, we are too close to analyze. Salzburg brought distance while providing a space to freely discuss.”

So if the situation is changing too quickly to formulate long-term plans and Fellows can even face detention for their participation, why come to Salzburg?

“The [November program] was quite significant in two major ways,” explains Egyptian Fellow Sherine El Taraboulsi. “One, it allowed us to ask questions at a distance. While we are aware of the different dimensions of the problems that face the region, we are too close to it to be able to analyze it. Salzburg brought that distance while providing a platform for us to freely discuss our ideas.

“Two, it managed to bring together academics and practitioners, and that is very unique, because we rarely speak to one another.”

This bringing together of disparate views is a hallmark of Salzburg Global. Even within civil society, there is not necessarily a homogeneity of opinion or approach. Within Russia, a great level of distrust exists among various sectors of civil society. The political activists (who want to change or even overhaul the entire system) accuse the direct aid groups (who provide disaster relief or services not offered by the state) of being short-sighted and state collaborators, especially those receiving state funding. But the political activists’ clashes with the state earn them the distrust and ire of direct aid

bridges need to be built not only between civil society and the state, but also within civil society itself.

After the session, Sarah Lindemann-Komarova, founder of the Siberian Civic Initiatives Support Center, said: “A summary of [the program outcomes] is simple: no easy answers, more questions. But that does not mean it was a failure. It is no small accomplishment to capture an accurate description of the status of civil society in Russia today...”

“The identification of questions that need answers and the clarification of internal fault lines provide an essential foundation for a step forward in this 25-year-old work-in-progress. It is not clear if that step will be taken; it is only certain that, if it is *not*, there is no hope of improved status, increased bargaining power, and self-determination for civil society actors.”

Outside Schloss Leopoldskron, positive bridges were built in Berlin, where members of the *Salzburg Global LGBT Forum* met in May 2014 to examine how LGBT issues are addressed by ministries of foreign affairs and their embassies, and how LGBT rights organizations, embassies, and other actors can build closer networks and more effective relationships.

During the two days of discussions between the Fellows and representatives

“THERE ARE NO ‘SHORT-CUTS.’ WHAT DOES MAKE A DIFFERENCE IS ONGOING NETWORKING, ENGAGEMENT, AND DIALOGUE. FOR A NETWORK TO TRULY THRIVE, THERE IS NO SUBSTITUTE FOR FACE-TO-FACE INTERACTION.”

from agencies including the German and Dutch Foreign Ministries and the European External Action Service, German Federal Government Commissioner for Human Rights and Humanitarian Aid, Christoph Straesser said: “The question before us, as societies, organizations, and persons wishing to protect and promote human rights, is how to halt negative developments and further advance positive developments. There is no simple answer to this question.

“To help us identify answers, we work with the *Salzburg Global LGBT Forum* in order to establish a global space to reflect upon and advance LGBT and human rights discussions around the world.”

As Klaus Mueller, founder and chair of the *Salzburg Global LGBT Forum*, wrote in the session report for *Creating Long-Term Global Networks to Sustain LGBT Human Rights Organizations*: “There are no easy answers and no ‘short-cuts’ to supporting, enhancing

and sustaining LGBT rights. What does make a difference is ongoing networking, engagement, and dialogue between German diplomatic missions and LGBT human rights organizations...”

“For a network to truly live and thrive, there is no substitute for face-to-face interaction. The momentum of Salzburg was sustained in Berlin through the processes of discovery, empathy, and learning. It must now continue.”

Continuing the spirit of Margaret Mead, Salzburg Global’s programs on strengthening democracy and civil society will support and expand the networks of thoughtful and committed citizens for generations to come.

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READ MORE: lgbt.SalzburgGlobal.org

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VALUE(S) FOR MONEY

ECOSYSTEMS OF PHILANTHROPY

Ecosystems are complex. They incorporate living organisms like plants, nonliving components such as water, and the complex interactions between these different elements which have varying impacts upon each other. Removal or expansion of one part of an ecosystem can have deep impacts on others; small tweaks or introductions of new elements can have long-term, unexpected (and possibly unwanted) consequences. If we were to imagine the “ecosystem” of philanthropy for social change – also arguably a complex system – what would we see? A simple flow chart? A forest? An octopus?! (Yes, an octopus – read on...)

In March 2014, Salzburg Global Seminar and Hivos convened 45 experts from philanthropy, finance, international policy, research, and social activism to examine urgent questions related to channeling more money toward social transformation, and to do so in ways that maximize the positive impact of those monies.

The Salzburg Global Fellows were asked to expand their (eco)systems thinking beyond philanthropic funding and identify core elements of a healthier and more balanced ecosystem that could enable and support social transformation. Just as the participants came from many different backgrounds from across the philanthropic spectrum, so too were the ecosystem models distinct and varied.

One could see the system of philanthropy for social change in the form of a flow chart, with funds flowing into different

mechanisms that align and work together to the same goal. But given the complexity of ecosystems – and that of philanthropy for social change – some considered this overly simplistic.

Some of the participants were inspired

impact investing, government aid, etc.

Currently, each “tentacle” of funding acts relatively independently of the others; they may be unaware of what the others are doing or even fighting each other, pulling in different directions. An

animal (representative of the progress of social change) will remain confused and ineffectual. But, if the values of deep social transformation can be absorbed into its central intelligence system, there is a chance that the octopus can “tame” its tentacles, apply its considerable skills for good, and advance social change. Only when the octopus’ tentacles work together in concert can the beautiful beast move forward and, in turn, positively impact its surroundings.

Admittedly, the octopus in itself is not an ecosystem; it remains a small creature in the vast ocean of global finance, but it is able to have more effect on its surroundings than its size would otherwise suggest – an analogy many in Salzburg felt apt for philanthropy for social change.

One could build a more expansive vision of the ecosystem of philanthropy by imagining one of the most complex natural ecosystems: a forest. Forests have a diversity of vegetation: towering trees – long-term programs that run for decades and are not cut down or expected to offer a “return on investment” before reaching maturation; mid-canopy trees that do not have as long life spans but are still given time to grow before being harvested, providing returns on investment; and young seedlings that have only just been planted or sprung from the fruits of other efforts.

The diversity of trees (programs) is vital for social change, and so these programs of varying growth periods are also of varying “species”: single-issues programs that grow quite independently of the surrounding plants; wide-ranging programs with branches that help prop up other organizations, providing fruit that sprout other trees and offering leafy nourishment (advice and experience) to saplings (but there is a risk they grow too large and absorb the



Some of the participants were inspired to envision philanthropy for social change as an octopus with the potential to be both beautiful and beastly.

to envision philanthropy for social change as an octopus with the potential to be both beautiful and beastly, with the tentacles representing the multiple forms of funding available to propel social change forward: foundations, market-based philanthropy,

octopus has the ability to both adapt to and obscure its surroundings. Highly intelligent and well-meaning at first sight, it can move unexpectedly and act ruthlessly. If the octopus’ tentacles continue to pull in different directions, the whole

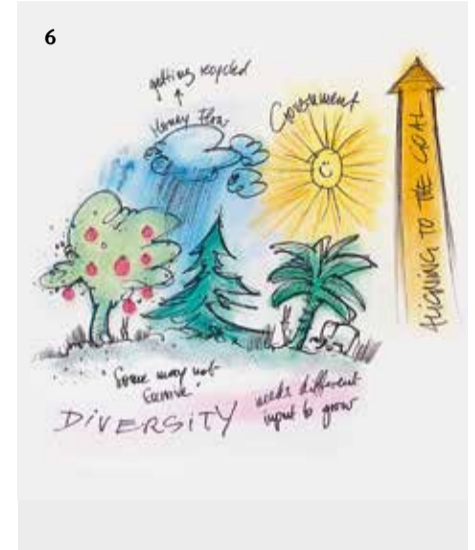


- 1 HEATHER LORD AND RAMKO BERKHOUT during a group exercise at the session *Value(s) for Money? Philanthropy as a Catalyst for Social and Financial Transformation*
- 2 GAIL HURLEY
- 3 RAMKO BERKHOUT
- 4 PHILANTHROPY OCTOPUS
- 5 DIASMER BLOE AND



WOLFGANG IRBER examine the finished illustration of the *Ecosystems of Philanthropy*

- 6 PHILANTHROPY FOREST
- 7 MICHAEL EDWARDS
- 8 EMMETT CARSON (center) leads a working group discussion



“healthy” programs, the forest is also home to deadwood – programs that have been part-funded but abandoned or unsuccessful – and quick growing trees that are expected to produce a speedy return before they’ve had chance to properly leaf.

After all, this forest of programs has been planted by different people, at different times, and for different purposes. Some programs will be planted by small NGOs and watered by teams of crowdfunding; some will be planted by large foundations that regularly “rain money” but leave the arboriculture to the NGOs; some are planted with the expectation of producing fruit that will sprout other programs. Some programs will prove to be “invasive species” (often planted by well-meaning but misdirected or mistrusted donors), planted in areas that do not want or need these programs, possibly displacing community-appropriate programs or other natural inhabitants.

Despite these analogies, questions still abound. For the octopus, how should the values of social transformation be fed into it and by whom? If the multiple tentacles cannot be “tamed,” can we afford to cut one off and allow something else to grow in its place? In the philanthropy forest, if money is rain, where did the water come from in the first place? How do we introduce more money into the system in a healthy, sustainable manner? And how can we be sure that the programs we plant and nourish are contributing to social transformation

and not just superficial, short-term change? How do we measure the value we have as philanthropists?

The Salzburg Global-Hivos program was intended to extend current thinking and catalyze new thinking about the role of philanthropy in supporting transformation, and the role of money in particular. Michael Edwards, in his think piece *Beauty and the Beast: Can Money Ever Foster Social Transformation?* (provided the starting point for discussions at the session) contends that the current funding “system” for social transformation is out of balance: too much emphasis is placed on, and too many resources channeled to, a few select approaches while others – arguably those that are more “democratic” in nature, and in which “success” is less tied to financial/market outcomes – are increasingly eschewed.

Identifying the core elements of a healthy system may help us to increase the ability of philanthropy, and money in particular, to support social transformation, and help the diverse – and sometimes divisive – actors and approaches to understand how they can work together more effectively towards shared goals.

A longer version of this article was first published in the September 2014 edition of *Alliance* magazine: www.alliancemagazine.org

Salzburg Global Fellows are eligible for a 20% discount on subscriptions to *Alliance*. EMAIL press@SalzburgGlobal.org for details.

READ MORE ONLINE: www.SalzburgGlobal.org/go/530

funds or obscure the work of their smaller counterparts); and vines that cling to larger programs. There are the “evergreen” programs that run continually, and those that lie dormant before springing back into action at the appropriate time.

All these trees need nourishment – and here water is money. Without the rain (money), programs can shrivel and die; but an unexpected deluge can have a negative

impact, with programs unable to respond quickly enough to make best use of the funds and at risk of being drowned out. Some plants need more water than others, some conserve and store water better than others, and some trees transpire moisture (money) back into the atmosphere to be recycled and rained down again elsewhere (i.e. impact investing). As in a real forest, not all of these trees will survive. In addition to well-funded

All these trees need nourishment, and water is money. Without the rain (money), programs can shrivel and die; but an unexpected deluge can have a negative impact.

SALZBURG GLOBAL FELLOWSHIP

TAKING SALZBURG OUT INTO THE WORLD

For many Salzburg Global Fellows, their Salzburg connections last long after they leave Schloss Leopoldskron.

For more interviews with our Salzburg Global Fellows
 READ ONLINE: www.SalzburgGlobal.org/go/fellows



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1 **BLAZENKA DIVJAK**

2 **ANDREW HARVEY AND STELLA FLORES**

3 **ANWAR AKHTAR**

4 **DRIVING LIFE** a candid view of life in Karachi, by some of its bravest public servants: its ambulance drivers.



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ACTIVISM IN THE UK AND PAKISTAN

ANWAR AKHTAR

News on Pakistan frequently covers the Taliban, yet fundamental issues like economic marginalization, the treatment of women, child labor, and poor education are frequently overlooked. It is these issues that **Anwar Akhtar** has committed himself to highlighting through Pakistan Calling, an online project that shares films about pressing social issues and facilitates cooperation between people and organizations in Pakistan and the UK.

Pakistan Calling compiles films with a social message. Some films tell the stories of individuals like ambulance drivers and impoverished street children, while others explore larger ideas of multiculturalism, identity politics, and sustainable development. Most films are produced externally by NGOs or university students, and Pakistan Calling gathers their work in one location.

“What the films have shown is that there’s a large element of Pakistani society desperate to...improve their living environment, educate their kids, have a career, and a secure society and country,” says Akhtar, “By focusing on that, rather than the Taliban or religious violence, you might actually address the latter issues. The films in Pakistan Calling are all manifestos for peace.”

Akhtar credits Salzburg Global with widening his global connections: “As a British-based organization working on a [small] budget, we would not have had the budget to go to Washington and find [other documentary makers]. And yet we found them, on a 90-minute flight from London to Salzburg.”



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READ MORE: www.SalzburgGlobal.org/go/fellows/anwar-akhtar

EDUCATION IN EUROPE, USA, AND AUSTRALIA

MARGIN BUSTER AWARD WINNERS

At the October program *Students at the Margins and the Institutions that Serve Them: A Global Perspective*, the Center for Minority Serving Institutions at the University of Pennsylvania and Educational Testing Service sponsored \$2500 micro grants for winners of the “Salzburg Margin Buster Awards.” The grants were awarded to projects proposed by Fellows to collaborate across international boundaries on projects focused on the marginalization of students from a variety of sectors of society and ways to promote their inclusion in and access to higher education. The winners were:

INTERNATIONAL STUDENT EQUITY ADMISSIONS FRAMEWORK

In their project, **Stella Flores** at New York University in the USA and **Andrew Harvey** from La Trobe University in Australia aim to develop an international student equity admissions framework that will stimulate fresh thinking on how colleges and universities can most effectively provide educational opportunities to disadvantaged or marginalized people. They also aim to develop a taxonomy for institutions serving marginalized populations worldwide which will serve as a common reference point for more efficiently and effectively facilitating the generation and sharing of knowledge, research, and practices among these institutions.

BENCHMARKING TOOLS FOR HIGHER EDUCATION INSTITUTIONS SERVING UNDERREPRESENTED GROUPS

Led by Salzburg Global Fellows **Blazenka Divjak** at University of Zagreb in Croatia and **Fran Ferrier** of the European Access Network, an international team spanning three countries, aims to develop a taxonomy for institutions serving underprivileged students in the form of rubrics with criteria, levels and explanations, based on literature and personal experience. The project leaders’ aim is to relate the type of institution, mission, strategy, funding, locally-defined minorities with access, retention issues, and the impact on society.

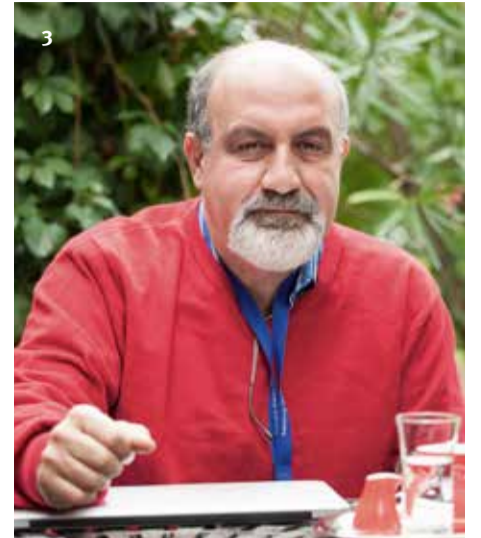
READ MORE: www.SalzburgGlobal.org/go/537/margin-busters

1814, 1914, 2014

ARCHITECTS OR SLEEPWALKERS?

ONE HUNDRED YEARS AFTER THE OUTBREAK OF WORLD WAR ONE AND 200 YEARS SINCE THE OPENING OF THE CONGRESS OF VIENNA, POLITICIANS, DIPLOMATS, HISTORIANS, JOURNALISTS, AND ARTISTS CAME TO SCHLOSS LEOPOLDSKRON TO CONSIDER WHAT LESSONS COULD BE LEARNED FROM THE PAST TO ENSURE A BETTER VISION FOR OUR FUTURE.





As almost any high school student could tell you, 2014 marked the centenary of the outbreak of World War One. What is less widely recognized is that the year also marked the opening of the Congress of Vienna, two hundred years ago in 1814.

Two centuries ago, the powers of Europe were architects of a new international system, rebuilding Europe after 25 years of war; the leaders of 1914, however, have famously been described as sleepwalkers, stumbling into war after 100 years of peace. Does the world today thus need another catastrophe – or at least the threat of one – to prompt leaders to behave as architects instead of sleepwalkers?

Today’s leaders face complex and rapidly changing challenges. As recently as two years ago, the Russian annexation of Crimea and war in Ukraine were almost unthinkable; similarly, Bush, Blair, *et al*, did not anticipate in 2003 that large swathes of Iraq (and neighboring Syria) would be in the grip of ISIS just over ten years later. Until ISIS’s advance, the situation in the Middle East had seemed more like 1848 when the “Spring of Nations” revolutions had long-lasting impacts on the nations concerned but did not spread to all European countries, nor cause inter-regional conflicts or draw in external powers. But as the US and UK have resumed military operations in Iraq, and conflicts rumble on in Syria, Libya, and Yemen, the situation might start to more resemble 1914 when initially localized conflict drew the “Great Powers” into war. Parallels can be drawn in the South China Sea as well, where actions by Japan or China could oblige the US to enter and further inflame a regional conflict.

Aside from the potential for miscalculation and alliances escalating military conflict, there remains another epic catastrophe that we seem to be sleepwalking toward:

climate change. Here, we desperately need architects who can articulate threats and persuade their fellow citizens that it is in their self-interest to demand much greater and more creative actions to avoid 200 million “climate refugees” by 2050 as estimated by the UN, not to mention a rash of health, food, and water crises across the world.

With instability rising as this century unfolds, how can a greater awareness of history help us deal with emerging threats and reduce the risk of future conflicts? What lessons from the past can help us restore public trust in the international system and in the ability of leaders to deliver solutions?

In August 2014, Salzburg Global Seminar and the International Peace Institute (IPI) brought together world leaders from politics, diplomacy, the media, and business alongside historians, political scientists, artists, and writers for the program *1814, 1914, 2014: Lessons from the Past, Visions for the Future*.

Included among visions to emerge from the joint program

Two centuries ago, the powers of Europe were architects of a new international system, rebuilding Europe after 25 years of war; the leaders of 1914, however, have famously been described as sleepwalkers, stumbling into war after 100 years of peace.

- 1 **MARGARET MACMILLAN** Warden of St. Antony’s College and Professor of International History at Oxford University
- 2 **TERJE RØD-LARSEN** President of the International Peace Institute
- 3 **NASSIM NICHOLAS TALEB** Distinguished Professor of Risk, New York University
- 4 **STEPHEN L. SALYER** President and Chief Executive Officer of Salzburg Global Seminar
- 5 **JOHN BAIRD** former Canadian Minister of Foreign Affairs



A version of this article was originally published in German in a special supplement of the *Wiener Zeitung*: www.SalzburgGlobal.org/go/543/wz
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 WATCH THE VIDEOS: www.SalzburgGlobal.org/go/543/videos

Whatever the future holds, we hope that historians in another 100 or 200 years' time will conclude that today's leaders were behaving as architects, not sleepwalking into a nightmare.

was the call for the establishment of a “Congress of the Middle East.” The region is currently undergoing a major period of change, and, in anticipation of the end of these transformative times, there is a need to contemplate a new regional governance system. “We need a new plan worthy of the 21st century and a response to the needs and aspirations of the people,” said former Egyptian Foreign Minister Amre Moussa at a press conference held during the August event. There needs to be an inclusive discussion on whether a “renovated” Arab League is sufficient, said Moussa, or if an entirely new initiative will be necessary.

In Europe, leaders must address the ongoing conflict in Ukraine. The Organization for Security and Co-operation in Europe (OSCE) was highlighted as one multilateral organization that has the tools and mechanisms available to mitigate and resolve the crisis. In the end, however, it depends on the political will of the participating states to make use of these instruments.

Indeed, the world's leaders are not without multiple fora in which they can address and potentially resolve conflicts; however, an overhaul is needed. The UN, for

example, was formed seven decades ago. Since then, there has been a dramatic evolution in the nature of threats to international peace and security – as well as a proliferation of new challenges. Thus, there is now an urgent need to independently review the current multilateral system and to make it fit for purpose. At the end of the Salzburg Global-IPI program, IPI announced the establishment of the International Commission on Multilateralism (ICM). Chaired by former Australian Prime Minister Kevin Rudd, and with eminent advisors that include Salzburg Global's Senior Program Advisor Edward Mortimer, the ICM is a two-year process designed to analyze the changing nature of contemporary challenges and make recommendations to strengthen the multilateral system. To this end, IPI will return to Schloss Leopoldskron in September 2015 to continue its in-depth work on the ICM ahead of delivering its recommendations in 2016.

Whatever the future holds, we hope that historians in another 100 or 200 years' time will conclude that today's leaders were behaving as architects, not sleepwalking into a nightmare.

6 VAIRA VIĶE-FREIBERGA former President of Latvia and President of the Club de Madrid

7 KEVIN RUDD former Prime Minister of Australia and Chair of the Independent Commission on Multilateralism

8 HARDEEP SINGH PURI former Permanent Representative of India to the United Nations

9 AMRE MOUSSA former Egyptian Minister of Foreign Affairs

10 ANDREI ILLARIONOV Senior Fellow at The Cato Institute

11 PRINCE TURKI AL SAUD Chairman of the King Faisal Center for Research and Islamic Studies

SALZBURG ACADEMY ON MEDIA AND GLOBAL CHANGE

INNOVATION AND THE COLLISION OF IDEAS

How can you discourage bribery in Moldova? Or tackle water shortages in Mexico? Or reduce carbon emissions and deforestation in Indonesia? For the United Nations Development Program, the answers might be found in Salzburg, from enterprising media students from all over the world.

Since it launched in 2007, the students and faculty of the *Salzburg Academy on Media and Global Change* have contributed to research on a multitude of topics, from young people’s attachment and possible addiction to social media and their mobile phones, to the use of images during the Beijing and London Olympics. In 2014, their research had real world impact as the 71 students teamed up with the United Nations Development Program to help the UN agency address real-life challenges in advancing the Millennium Development Goals and the post-2015 development agenda, the Sustainable Development Goals (SDGs).

Led by Jennifer Colville, a policy advisor in the UNDP’s Knowledge, Innovation and Capacity Group (KICG), the students at the 2014 program, *Civic Voices – Justice, Rights and Social Change*, made proposals on how media can be used to address the challenges around youth unemployment and livelihoods, climate change, human rights, and corruption.

The emerging field of “gamification” – the use of games to raise awareness and engage citizens on a pressing development issue, build empathy among those who might have differing opinions, and ultimately change people’s behavior with regard to the issue – is one particular area in which UNDP’s KICG is developing a growing interest.

“UNDP is trying to be more innovative,” explains Colville. “One of the things we’re looking at is gamification. We’re also looking at a whole host of other things like behavioral science, foresighting, social innovation camps, labs, hubs, challenges... A key piece of the innovation agenda is the communications aspect of it. We’re trying to ‘work out loud’ or communicate more frequently throughout the entire process of development for a variety of reasons: so that more actors are aware of and become involved in the process, so that feedback can be heard as early on in the process as possible, and so that information and knowledge are shared more broadly across



“Gamification” uses games to raise awareness and engage citizens, build empathy, and ultimately change people’s behavior.

projects. Better communications can help us design and deliver more effective projects with our partners.”

As part of their more innovative approach, the UNDP hosts regular research and development (R&D) events, and it was through such an event that Colville and the UNDP became involved in the Salzburg Academy, thanks to the Emerson Engagement Lab, led by Salzburg Academy faculty member Eric Gordon at Emerson College, Boston, USA.

“Last year our regional [R&D] event in Europe and the Commonwealth of Independent States (ECIS) was on behavioral science and gamification, and Eric, with the Emerson Engagement Lab, was invited to that. Then we had him come and speak to colleagues in New York and he started to work with a number of our country offices as

well. And he said ‘We’ve got this [Academy] going – it would be great for you to come and give the development perspective!’” Colville explained.

The 2014 Academy’s group work builds on Gordon’s Ithiel de Sola Pool Endowed Lecture on the Impact of Communications Technology on Society and Politics at the 2013 Academy, in which Gordon laid out how, by playing-learning games such as 1990s school hit, *Oregon Trail*, and direct impact games like *Darfur is Dying* (where one must keep their refugee camp functioning in the face of possible attacks by Janjaweed militias), opportunities for learning and empathy can be realized in a much more accessible manner than by simply reading books or listening to lectures.

It is this sort of innovative thinking that Colville was looking to harness from the



1 FELLOWS AND FACULTY of the Salzburg Academy on Media and Global Change 2014

2 JENNIFER COLVILLE AND ERIC GORDON

3 ADAM BENNETT

4 SANDRA NYANCHOKA

5 EVELYN ZHANG

6 STUDENTS work on their proposals for the UNDP

READ THEIR PROPOSALS: www.SalzburgGlobal.org/go/sac08
 READ MORE: media-academy.SalzburgGlobal.org



“THE UNDP IS TRYING TO REACH OUT TO A VARIETY OF VOICES THAT WE HAVEN’T TRADITIONALLY HEARD FROM. IT IS ABOUT HEARING ALL THESE DIFFERENT VOICES – THAT’S WHERE THIS COLLISION OF IDEAS HAPPENS AND WHERE THE GREAT IDEAS CAN EMERGE.”

2014 cohort of Salzburg Academy students.

“There is a tendency to go towards the new kinds of media but one of the groups I was speaking to basically felt that even that was old hat. ‘An app is so 2013!’” laughed Colville. “And so that’s great because they want to push [innovation] even further, and that’s what we at UNDP hope to get from our interaction with young people. As we develop programs for young people, it’s really important for us to work with them to push boundaries.

“I think what it would be great to have from them is that out-of-the-box thinking. There is the new and the ‘out there’ thinking that I’m looking for – the different perspective they bring is invaluable,” she added.

Over three weeks, under guidance in-person from Colville and Gordon and via Skype from UNDP country offices around the world, students from 23 different countries developed Media Action Plans (MAPs) of a campaign, reporting tool or game to tackle real-world issues.

The students’ solutions included: “DROFIT” – a website using GPS mapping to catalog water scarcity in Mexico; an Instagram campaign – #WETHiopia – to raise awareness about poor water access in Ethiopia; “i-Toil” (India To Overcome Immoral Labor) – an online petition calling for the implementation of legislation to protect domestic workers in India; “Youth Bridge” – a whistleblowing and teacher review app in Armenia to counter corruption in education; and “Raise The Roof” – an app offering advice on urban agriculture in Indonesia.

The team behind the Moldovan proposal – the game “Bribe?” which offers Moldovan citizens a better understanding of the motivations behind corrupt teachers, students, and parents – was featured on the *Voices from Eurasia* blog by the United Nations Development Program in Europe and Central Asia. The game is now being further developed and designed by the Engagement Lab at Emerson College, led by Gordon.

Following the success of the 2014 partnership, the UNDP, together with the Red Cross, will be returning to work with the *Salzburg Academy on Media and Global Change* in the summer of 2015.

Colville congratulated the 2014 students on their “inspiring and encouraging” work, adding, “I know [my colleagues] are very excited about looking at what some of these opportunities might be for their country offices.”

Colville and her colleagues might be turning to Millennials to help find solutions to the world’s development challenges, but that’s not to say that they are no longer listening to the older generation.

“The demographic shift is calling for a response and an engagement with youth – we cannot ignore it and we don’t want to ignore it,” says Colville. “But we’re not only engaging the youth; it’s part of a broader effort that the UNDP is trying to undertake with our international partners to reach out to a variety of voices that we haven’t traditionally heard from. It is about hearing all these different voices – that’s where this collision of ideas happens and where the great ideas can emerge.”

“The demographic shift is calling for a response and an engagement with youth – we cannot ignore it and we don’t want to ignore it.”

FACULTY PUBLICATIONS

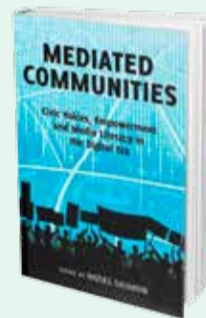
As well as leading the annual three-week summer program at Schloss Leopoldskron, the faculty of the *Salzburg Academy on Media and Global Change* also form a network of active researchers and teachers, producing scholarship that pushes the boundaries of thinking into global spaces. Below are some of their most recently published and forthcoming books.

MEDIA LITERACY AND THE EMERGING CITIZEN: YOUTH, ENGAGEMENT AND PARTICIPATION IN DIGITAL CULTURE AUTHOR: PAUL MIHAILIDIS



Mihailidis’ third book on media literacy – a key feature of the curriculum of the *Salzburg Academy on Media and Global Change* – is about enhancing engagement in a digital media culture, and the models that educators, parents, and policymakers can utilize to place a media savvy citizenry into positions of purpose, responsibility, and power. The publication is a “manifesto for media literacy education” that is at the center of how young people understand the influence social media have on their personal and public lives and use digital media for more inclusive lifestyles.

MEDIATED COMMUNITIES: CIVIC VOICES, EMPOWERMENT AND MEDIA LITERACY IN THE DIGITAL ERA EDITOR: MOSES SHUMOW



According to Shumow, the explosive growth of digital forms of communication in the past 20 years has fundamentally altered the way we interact with one another: how politicians engage with their constituents, teachers with their students, parents with their children. Digital communications have shifted the ways in which we are informed, educated and entertained, and the ways in which we advocate, agitate, organize, fall in love, bully, and just connect. *Mediated Communities* – a cross-continental collaboration between ten members of the faculty of the *Salzburg Academy on Media and Global Change* – explores how the ways that people now communicate have changed this idea of community.

Contributors: Cornelia Bogen, May Farah, Megan Fromm, Roman Gerodimos, Manuel Guerrero, Stephen Jukes, Monica Lenguas, Paul Mihailidis, Rosemary Nyaole-Kowuor, and Christian Schwartz

CIVIC MEDIA: TECHNOLOGY, DESIGN & PRACTICE EDITORS: ERIC GORDON AND PAUL MIHAILIDIS



This forthcoming book will serve as the print companion to the Civic Media Project (CMP). The CMP, led by Gordon and Mihailidis at the Engagement Lab at Emerson College, Boston, USA, is a collection of short case studies from scholars and practitioners from all over the world. What binds them together is not a particular technology or domain, but rather the intentionality of achieving a common good. The book identifies the emerging field of Civic Media by bringing together leading scholars and practitioners from a diversity of disciplines to shape theory, identify problems, and articulate opportunities.

THE STEWARDSHIP OF SCHLOSS LEOPOLDSKRON

A HISTORIC JEWEL— NOT PRESERVED IN AMBER

BUILT BY A PRINCE-ARCHBISHOP IN 1738, AND ONCE HOME TO AUSTRIAN THEATER IMPRESARIO MAX REINHARDT, SCHLOSS LEOPOLDSKRON TODAY IS OWNED BY SALZBURG GLOBAL SEMINAR. AS STEWARDS OF THIS MAGNIFICENT ESTATE, SALZBURG GLOBAL AND ITS SUPPORTERS HAVE INVESTED TIME, MONEY, AND LOVING CARE IN MAINTAINING THE SCHLOSS, ITS ACCOMPANYING MEIERHOF, AND THE SURROUNDING 17-ACRE SCULPTURE GARDEN AND PARK AS AN INSPIRATIONAL PLACE WHERE FREE INQUIRY AND EXPRESSION ABIDE.





The newly renovated bedrooms of the Meierhof incorporate features such as Schloss window shutters previously stored in the attic and recycled as attractive headboards.



Karl Lagerfeld signs and illustrates the guest book of Hotel Schloss Leopoldskron: "We spent a wonderful time here at Schloss Leopoldskron. Regards Karl & Choupette"

As Karl Lagerfeld strutted through the Venetian Room of Schloss Leopoldskron in December 2014 to unveil his Austrian-inspired Chanel collection for gathered fashionistas and press, it was a crowning moment on what had been a momentous year for Schloss Leopoldskron and its owner, Salzburg Global Seminar.

Since purchasing the 18th century palace over half a century ago, Salzburg Global Seminar has sought to renew and maintain the rococo splendor of this historic site, provide a unique environment for its international programs for transformative change, and generate revenue to support its mission: challenging current and future leaders to solve issues of global concern.

That a non-profit organization owns an opulent palace might at first seem

incongruous. Indeed, upon its founding in 1947, there was no certainty there would be a second session, much less a permanent location. A serendipitous reunion on the New York subway between one of Salzburg Global's three co-founders, Clemens Heller and Helene Thimig, widow of Austrian theater impresario Max Reinhardt, the Schloss' pre-war owner, led to an offer of the palace's use. Heller, like Reinhardt, had fled Austria with his family following the Nazi Anschluss of Austria in 1938. Inspired by the USA's European Recovery Program named for Secretary of State George Marshall, Heller conceived a "Marshall Plan for the Mind." Thimig, widowed while she and Reinhardt were living in exile, had no desire to take up residency again in Salzburg. Inspired by Heller's passion, she loaned the Schloss

Today, the Schloss, the neighboring Meierhof, and the surrounding gardens reflect much of their former glory.

for the first Salzburg Seminar in American Studies.

The organizers of that 1947 summer session arrived to find a Schloss in abandonment following its Nazi occupation during the Second World War. Neither indoor plumbing nor electric lights were working. Windows had been shattered, chandeliers destroyed, exterior stucco and interior walls riddled with holes when a bomb had landed in the Schloss Park.

To ready the Schloss for the arrival of 102 Fellows from 18 countries, window panes were sourced from Czechoslovakia, plumbing supplies from Italy, and scores of mattresses, iron cots, and tables from the Red Cross and from the occupying American army, together with food parcels from CARE in Switzerland. The majority of the Fellows

slept together in one large dormitory in what is now the Robison Gallery on the top floor of the Schloss, with others taking up beds in what are now the Seminar Rooms named for the three visionary founders, Austrian Clemens Heller, and Americans, Scott Elledge and Richard "Dick" Campbell.

For the next 67 years there was steady improvement, room by room, brick by brick, as funds could be raised. Today, the Schloss, the neighboring Meierhof, and the surrounding gardens reflect much of their former glory.

The latest chapter in this ongoing story involves the Meierhof, which predates the Schloss and was once home of the surrounding farm, and then to the estate's stables and servants' quarters. After its purchase in 1973, the Meierhof underwent

The next 67 years saw steady improvement, room by room, brick by brick, as funds could be raised.



Schloss Leopoldskron Conservation Assessment Program student Emily Schuetz inspects the historic features of the Max Reinhardt Library.

extensive renovation in 1988 which saw the creation of 55 individual guest rooms, a lecture hall, library and café, and later offices to house the staff.

By 2014, the hotel guest rooms were in need of a facelift to make them competitive with other conference facilities and to attract external guests and events when Salzburg Global programs were in adjournment. With financing supplied by an international consortium of 25 individual supporters, including members of Salzburg Global's international board of directors and long-serving Salzburg Global Fellows, an extensive two-month renovation commenced in January 2014. Hallways were widened, new bathrooms added, bedrooms completely refurbished and wireless internet installed throughout, bringing the 17th century building firmly into the 21st century.

In a nod to history, the Meierhof's modern bedrooms feature Schloss window shutters retrieved from the attic and recycled as attractive headboards, as well as exposed wooden beams, previously concealed by drop

“The commitment of those who love this place and believe in this organization’s work allows this historic jewel to maintain its luster, not preserved in amber but as a living, working space.” – Stephen L. Salyer

ceilings. Reflecting the building's Hollywood connections as filming location for the Oscar-winning movie, the renovated Meierhof also includes three *The Sound of Music* themed rooms. The remodeled hallways are decorated with photos from Reinhardt's theater and film productions. The refurbished café features photos from Salzburg Global's seven-decade history – as well as locally produced beers, wines and spirits, and cakes freshly baked every day in the Schloss.

Since its official reopening in June 2014, the newly named “Hotel Schloss Leopoldskron,” which combines the 55 bedrooms of the Meierhof and the 12 suites of the Schloss, has won rave reviews

and international awards, including “Best Historic Hotel of Europe Ambassador 2015.”

Daniel Szelényi joined Salzburg Global Seminar as Hotel Schloss Leopoldskron's General Manager in June 2013 and has been a driving force behind its transformation. “From the moment I first walked through the wrought iron gates, I was mesmerized by the fascinating aura of Schloss Leopoldskron,” said Szelényi, “And leading the property through its transformation to become ‘Hotel Schloss Leopoldskron’ has been a wonderful and rewarding challenge.”

Speaking at the reopening celebration, Salzburg Global Seminar President Stephen L. Salyer said: “The commitment of

those who love this place and believe in this organization's work allows this historic jewel to maintain its luster, not preserved in amber but as a living, working space.”

The challenge of maintaining Schloss Leopoldskron's historic heritage while operating as a “living, working space” has inspired another partnership crucial to the organization's stewardship effort.

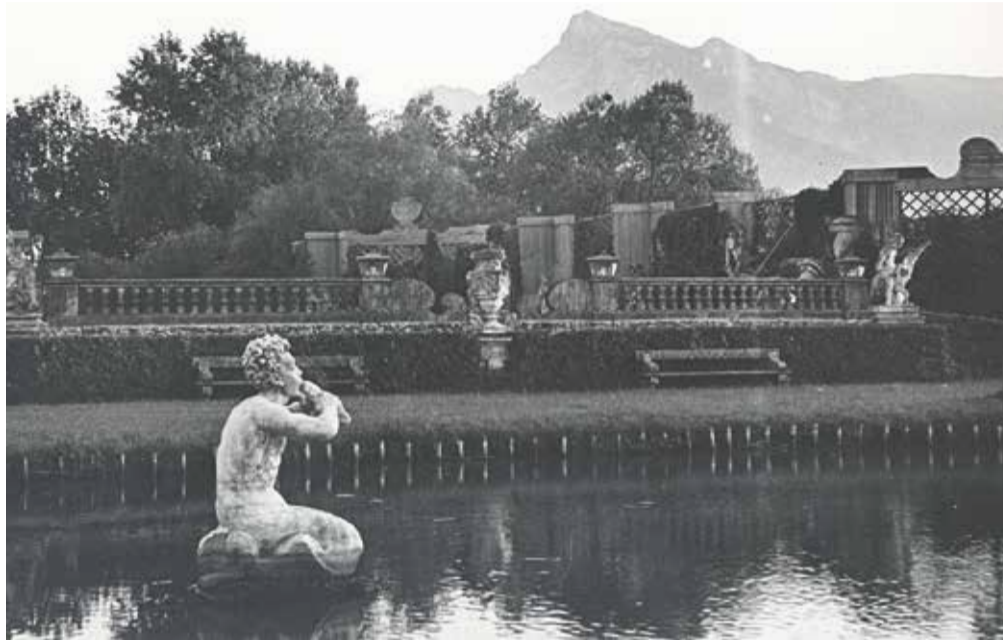
Funded by the Samuel H. Kress Foundation, which focuses exclusively on the education and training of those who conserve 18th century European art, and thanks to the initiative of Salzburg Global Fellow Debbie Hess Norris of the University of Delaware, the Schloss Leopoldskron Conservation Assessment Program was launched in 2013. Assembling an outstanding team of graduate students from New York University and the Winterthur/University of Delaware Program in Art Conservation, Dr. Hannelore Roemich has led summer programs at Schloss Leopoldskron in 2013 and 2014. Her team has cataloged on-site art, furniture and architectural features,



The conservation team outlined several concerns including excessive light levels that could cause severe damage to the valuable artworks in the Print Room.



"Fairies" of the Salzburger Landestheater re-enact scenes from Shakespeare as part of the summer-long production *Lovers and Fools* performed in the park of Schloss Leopoldskron.



Max Reinhardt's elaborate garden plan included an outdoor stage with orchestra pit, gallery and auditorium seating as well as a mirrored lake and dozens of statues, many of which Salzburg Global has now restored.

and advised on ways to conserve the Schloss' heritage even as it operates as a hotel and world-leading strategic convener. As a result of the studies and related recommendations, Salzburg Global has established a collections management team which includes staff members from both the hotel and program sides of the organization.

After their first visit in 2013, Roemich and her team outlined several concerns, including excessive light levels that could produce severe damage to valuable prints and progressive damage from use of candles to the mirrored walls and ceiling of the Venetian Room – a Reinhardt creation and the inspiration for the ballroom set design in *The Sound of Music*.

Upon her return last summer, Roemich remarked on the progress made: "We are very proud that some of the easy, low-cost recommendations have been implemented such as restricting the policy for candles. Management is taking our work very seriously and this is a very positive aspect and is very encouraging for what we are doing."

"Creativity underpins our heritage and the collaborations we inspire." – Clare Shine

The Kress Foundation has renewed its partnership with Salzburg Global for 2015, with a third team of students arriving in July to complete remaining assessments, and to prepare restoration proposals to be shared with possible funding agencies and private donors.

In recent years, Salzburg Global has received support from the Austrian Federal Government for the restoration of the Schloss Park, including statuary installed by Max Reinhardt in the 1920s. In the intervening years, the park had become overgrown, hiding the manicured lawns and dozens of Baroque statues that defined its former glory. The presence of the statues raised the interest of the Austrian Federal Office for the Protection of Monuments. Since 2001, the agency has contributed a

total of EUR 200,000 for the restoration of over half of the 50 statues uncovered in the 900m² garden. Additional investment has come from friends of Salzburg Global Seminar. Most recently, a crowdfunding project was launched to restore "Leo & Mo," the stone seahorses dating from Reinhardt's time and made famous by the boat scene in *The Sound of Music*.

"Monuments tell stories," said Ronald Gobiet, head of the Federal Office for the Protection of Monuments in Salzburg and long-time supporter of the project, at the 2012 unveiling of the statues on Austria's national "Tag des Denkmals" – Monuments Day. Now, thanks to the ongoing efforts of Salzburg Global's house and garden team, these sculptures, vases, fountains, and monuments will continue to share their stories.

Reinhardt's elaborate garden plan also included an outdoor stage with orchestra pit, gallery and auditorium seating. More than 80 years after Reinhardt's own opening night of Shakespeare's *A Midsummer Night's Dream* was called off due to heavy rain, the Schloss Park was again home to theater in 2014 with a summer-long staging of *Lovers and Fools*, scenes from Shakespearean plays, performed by actors from the Salzburger Landestheater (Salzburg State Theater). A sell-out success, unhindered by the changeable Salzburg weather, the production will return to the Schloss in the summer of 2015.

"Creativity underpins our heritage and the collaborations we inspire," said Clare Shine, Salzburg Global Vice President and Chief Program Officer and former theater critic for the *Financial Times*. "This joyous *Shakespeare in the Park* production revealed the 'power of place' that so enchants our Fellows and guests. 'Fairies' took the audience on a magical promenade from comedy to tragedy, from a dripping Romeo charging out of the lake to an acrobatic lovers' chase in the



Max Reinhardt (far left) directs rehearsals in the Marble Hall.

treetops. The ethereal beauty of madrigals sung by young Salzburg singers comes back to me every time I sit on the terrace.”

This connection to theater encouraged Karl Lagerfeld to select Schloss Leopoldskron for the Salzburg leg of his highly successful “Paris-Salzburg-New York 2014/15 Metiers d’Art collection” show. “I know Schloss Leopoldskron very well,” Lagerfeld said. “We took great photos here 26 years ago... For me, the Schloss belongs to the history of the German-language theater and culture between 1920 and 1938, together with Max Reinhardt. These things are very dear to my heart.” (Indeed, so dear is Schloss Leopoldskron to him that Lagerfeld had several elements of the palace recreated in New York for his later show.)

For the main show, held in Salzburg, the entire second floor of the palace was transformed into an unorthodox catwalk with models parading down the stairs to the Venetian Room and White Room, through the Marble Hall, to the Chinese Room and the Max Reinhardt Library. Chanel repaired

and polished floors, repainted rooms, refitted soft furnishings and refixed details, hiding away 21st century additions such as power cables, radiators and WiFi hubs. (Their requests to repair the holes in the murals of the Chinese Room, long kept as a memory of the scars of war and the times of the origin of Salzburg Global Seminar, were however politely declined.)

Hotel General Manager Daniel Szelényi, who worked intimately with Chanel in the weeks leading to the show, said: “We were

delighted that Chanel chose Hotel Schloss Leopoldskron as the location for its pre-Fall show.

“Working with Chanel was a tremendous pleasure and we are especially grateful for the detailed improvements they were able to deliver, which are lasting contributions to the transformation and stewardship of this beautiful building.”

Vice President Clare Shine, who was invited to the show along with Szelényi, added: “Reinhardt famously said that he

had ‘lived every room, every table, every chair, every light, and every picture’ here at Schloss Leopoldskron. That Karl Lagerfeld has taken the same approach with his show is a great honor to Reinhardt.”

“This was an excellent year for Salzburg Global Seminar and Hotel Schloss Leopoldskron,” remarked President Stephen L. Salyer. “Our program each year inspires fresh thinking around urgent global issues, and provides a home away from home for more than 1000 Fellows from six continents, from college students to secretaries of state. With the renovation of our facilities, Hotel Schloss Leopoldskron offers a unique environment for this work, and also helps subsidize our non-profit programs.

“We take pride in our role as stewards of this historic place. As Salzburg Global Seminar approaches its 70th anniversary in 2017, we salute the staff, volunteers, and benefactors who make our preservation work possible. We look forward to sustaining Schloss Leopoldskron and to inspiring rising world leaders for generations to come.”

*“I have lived in Leopoldskron for eighteen years,
truly lived, and I have brought it to life.
I have lived every room, every table,
every chair, every light, and every picture.
I have built, designed, decorated, planted and
I have dreamt of it when I was not there.
Those were my most beautiful, prolific and mature years...
it was the harvest of my life’s work.” – Max Reinhardt*



Salzburg Global prides itself on making full use of every room in the Schloss, including the Max Reinhardt Library, treating the palace as a "living, breathing space."



1 LORD WEI OF SHOREDITCH
2 ALEXA WESNER
3 ERION VELIAJ
4 PIETER VANHUYSSSE
5 ROSANNA WONG



BOARD OF DIRECTORS WEEKEND

MINI PROGRAM – MAJOR AMBITIONS

Every June, the Salzburg Global Board of Directors Weekend brings together board members and staff with major donors, long-serving Fellows and prospective partners. The program offers an opportunity to learn more about Salzburg Global’s work – and provides a launch pad for multi-year programs.

Convening board members as well as major donors, long-serving Fellows and prospective partners, the annual June Board Meeting Weekend program at Schloss Leopoldskron serves not only as a reflection of the year’s work, but also as “Salzburg Global Seminar in Miniature,” with each year’s two-day program covering cutting edge topics that serve as a taster of larger Salzburg Global programs to come.

The 2014 program *Bridging The Rift: How Can We Reconnect Youth To Their Future?* went

one step further and kick-started a new multi-program intervention: *Designing a Social Compact for the 21st Century*.

Youth unemployment rates are sky high across the world. Pension deficits loom large. Economic inequality is widening. Too often, young people’s life chances are tied to social determinants that provide gloomy predictors of educational, health and professional outcomes. As the costs of higher education, medical care, pensions, and planetary degradation spiral upwards,

intergenerational justice will pose complex challenges in the decades to come.

What innovations do we need to build the skills needed and renew social mobility? How can we ensure adequate care for all generations when facing changing demographics? How can we better connect voices, votes and talents across social strata?

Applying the unique Salzburg Global “triple lens” of Imagination, Sustainability, and Justice, the panelists together with an audience spanning high-level executives, young professionals, college students, and retirees, examined the challenges facing education systems, the future jobs market, and intergenerational justice.

Panelists included Erion Veliaj, Albanian Minister of Youth and Social Welfare; Lord Wei of Shoreditch, founder of several British education initiatives including Teach First; Alexa Wesner, US Ambassador to Austria and venture capitalist; Rosanna Wong, Executive Director of the Hong Kong Federation of Youth Groups; and Pieter Vanhuyssse, a leading aging researcher, at the European Centre for Social Welfare Policy and Research.

Building on from insights gleaned from

these expert panelists, Salzburg Global will convene a number of programs in 2015 tackling the diverse but interlinked topics of early childhood development and education; innovation and equity in aging societies; youth, economics, and violence; and education and skills building needed for the jobs of the future.

Participants in these sessions will include not only educators from early years through to university, but also policymakers, economists, researchers, civil society actors, and service users – of all ages.

There are of course no easy solutions to these issues – if there were, politicians would have implemented them already – and complex solutions will not be found in one sector alone. A concerted effort will need to be made across governments, education and welfare systems, the private sector, and civil society.

Salzburg Global, with its commitment to bringing together diverse voices, is well-placed to help solve these issues of global concern.

READ MORE ONLINE: www.SalzburgGlobal.org/go/june2014

READ MORE ONLINE: socialcompact.SalzburgGlobal.org

BOARD EVENTS

MARCH AND NOVEMBER 2014

As well as the June program, Salzburg Global uses other board meetings as occasions to hold topical events.

In March, a panel discussion was held in Pasadena, CA, USA, entitled: *Designing for Deep Change: The Transformative Power of the Arts and Philanthropy*. Building on the on-going Salzburg Global Forum for Young Cultural Innovators (YCI) and the session *Value(s) for Money*, panelists including Eric Nee, managing editor of the Stanford Social Innovation Review, and YCI alum Patricia Garza addressed the question: how can we better harness human and financial capital and creativity to generate workable and equitable solutions that last?

In November, Eric E. Schmidt, Executive Chairman of Google, delivered the annual *Lloyd N. Cutler Lecture on the Rule of Law* at the US Supreme Court, followed by a live panel discussion at National Public Radio (NPR)’s headquarters (see PAGE 5).

THERE ARE OF COURSE NO EASY SOLUTIONS TO THESE ISSUES – IF THERE WERE, POLITICIANS WOULD HAVE IMPLEMENTED THEM ALREADY.

SALZBURG GLOBAL SCHOLARSHIP PROGRAM

BRINGING THE WORLD TO SALZBURG

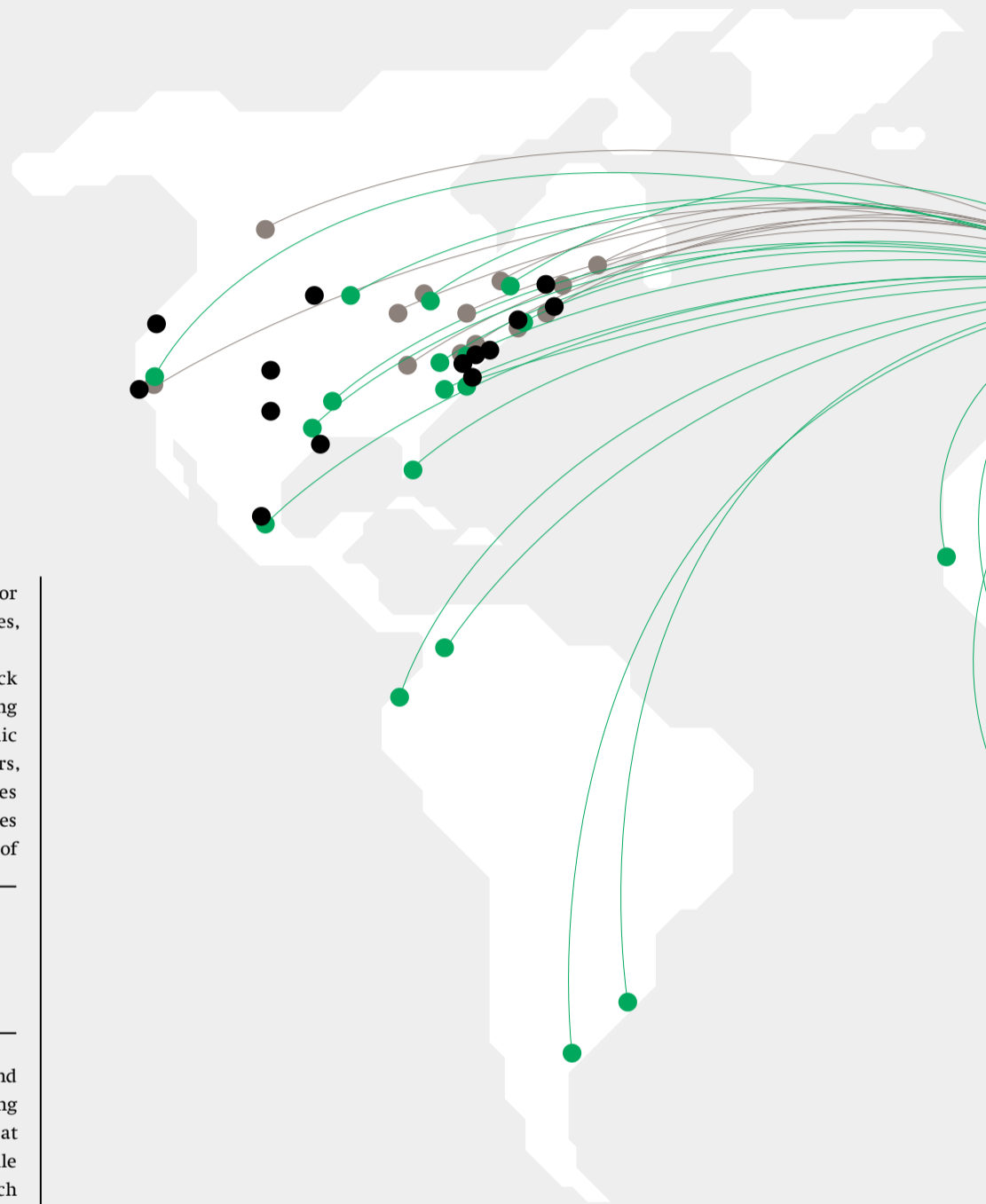
SALZBURG GLOBAL SEMINAR CONVENES HIGHLY DIVERSE GROUPS OF PEOPLE TO ACHIEVE ITS MISSION OF CHALLENGING CURRENT AND FUTURE LEADERS TO SOLVE PROBLEMS OF GLOBAL CONCERN. THAT DIVERSITY IS REFLECTED IN THE RANGE OF AGES, EXPERIENCE AND GEOGRAPHIES OF SALZBURG GLOBAL FELLOWS. OUR SCHOLARSHIP PROGRAM ALLOWS US TO ACHIEVE THAT DIVERSITY, MOVING BEYOND “USUAL SUSPECTS” TO IDENTIFY INNOVATIVE IDEAS – AND PROVIDE YOUNG LEADERS WITH THE CHANCE TO EXPAND THEIR GLOBAL NETWORKS.



Sebatso Manoeli poses a question from the floor in Parker Hall during the session
1814, 1914, 2014: Lessons from the Past, Visions for the Future

SALZBURG GLOBAL'S SCHOLARSHIP PROGRAM HAS SUPPORTED MORE THAN 5000 YOUNG LEADERS FROM 95 COUNTRIES – ARMENIA TO ZIMBABWE, BANGLADESH TO VENEZUELA – TO ATTEND ITS SESSIONS AT SCHLOSS LEOPOLDSKRON.

**SALZBURG GLOBAL SCHOLARSHIP PROGRAM
LOCATION OF FELLOWS AND DONORS**



Founded in 1947 by an Austrian and two Americans, Salzburg Global Seminar bridges boundaries – intellectual as well as geographic – in everything it does. At a disrupted, unstable moment in history, its youthful founders believed their generation could overcome the ravages of war, rebuild Europe, and forge a new global compact. They believed that ideas were essential to drive change, and that small groups of

able to participate thanks to either full or partial scholarships, covering their fees, accommodation and travel.

Salzburg Global has a remarkable track record for identifying and connecting rising political, business, civil society, public interest, cultural, and thought leaders, and the Scholarship Program ensures internationally diverse, non-standard voices are able to communicate on a wide array of

The Scholarship Program ensures internationally diverse, non-standard voices are able to communicate on a wide array of issues.

individuals – or as Margaret Mead called them: “thoughtful, committed citizens” – could bring those ideas to bear.

During the Cold War, Salzburg offered a rare gathering place for participants from East and West, bridging a dangerous ideological divide. With support from the W.K. Kellogg Foundation and others, Salzburg Global also began to attract to its programs rising leaders from Latin America, Africa, and the Middle East.

As the Asia region became ever more prominent, Salzburg Global increasingly tackled problems of global interest and recruited participants from every continent. In 1988, The Nippon Foundation established Salzburg Global’s first endowed scholarship fund, enabling emerging leaders from developing countries to attend Salzburg Global programs.

From its inception until the present day, Salzburg Global’s Scholarship Program has supported more than 5000 young leaders from 95 countries, from Armenia to Zimbabwe, Bangladesh to Venezuela, to attend its programs. In 2014, of the 1041 Salzburg Global Fellows and faculty who came to Schloss Leopoldskron, 200* were

issues. South African, Eastern European, and Arab Fellows shared perspectives on working through profound transition periods at programs on the post-“Arab Spring” Middle East; Korean experts shared their research directly with Ghanaian business leaders during a session on expanding African rural enterprise; and Cambodians shared their country’s efforts to overcome its genocidal history with Rwandans and Bosnians during the multi-year *Holocaust Education and Genocide Prevention Initiative*.

Salzburg Global scholarships – such as those supported by the HDH Wills 1965

attract the most outstanding rising talent from across the world. For many of these scholarship recipients, participation in Salzburg Global programs offers a seminal

Global Seminar seeks to support 25 percent of its participants through its Scholarship Program, with scholarships tailored to meet the needs of diverse regions of the world.

Through our ongoing commitment to bring young, diverse, non-standard voices to Schloss Leopoldskron, Salzburg Global hopes to continue to expand this network of “thoughtful, committed citizens” for years to come.

* This number does not include university undergraduate and graduate students who receive scholarships to participate in Salzburg Global Academies such as the *Global Citizenship Program*, the *Salzburg Academy on Media and Global Change*, and the *Cutler Fellows Program*.

FOR MORE INFORMATION EMAIL: scholarships@SalzburgGlobal.org

By 2020, Salzburg Global Seminar seeks to support 25 percent of participants through its Scholarship Program.

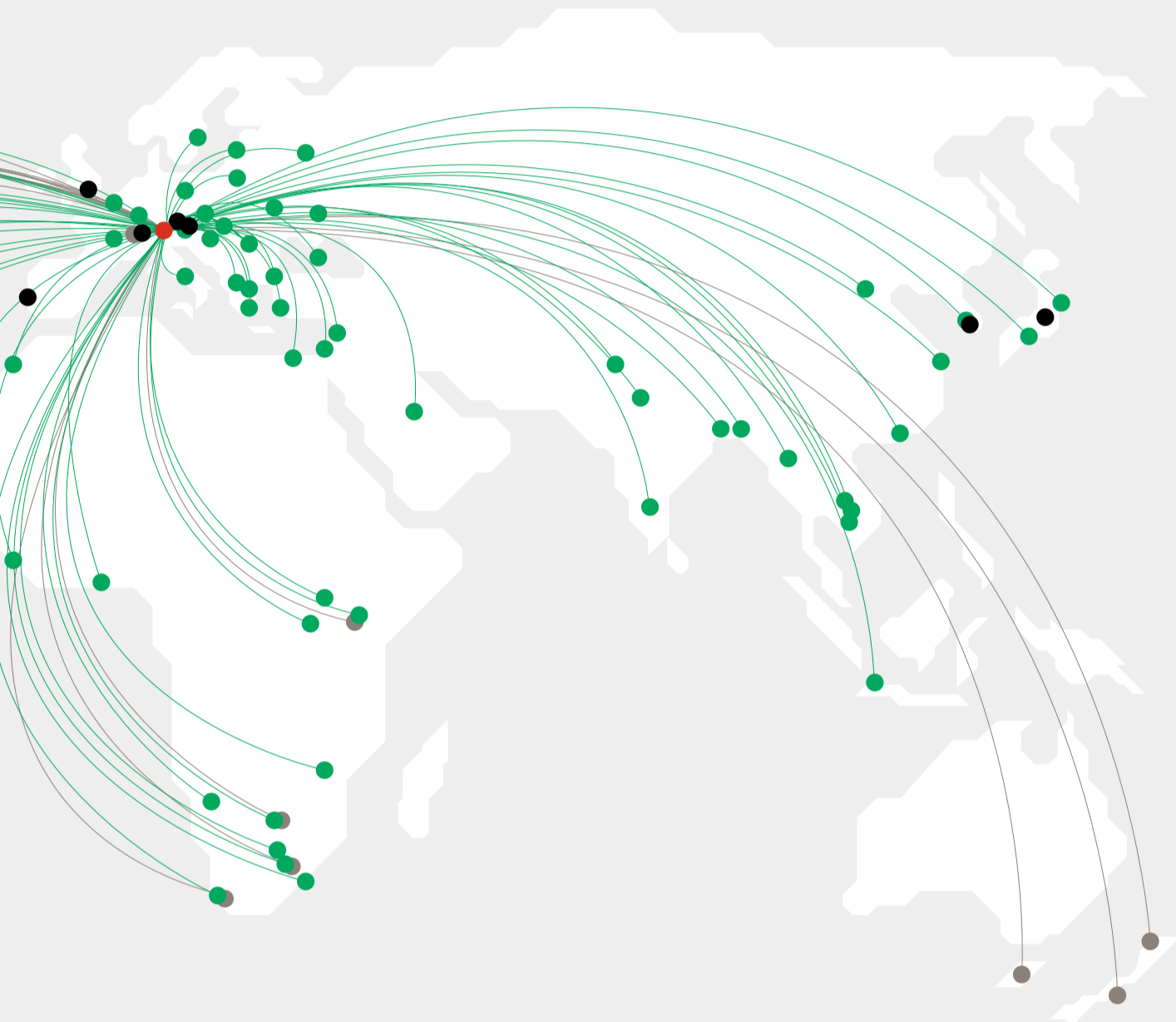
Charitable Trust to bring Rhodes Scholars to Salzburg (see PAGES 34–35) – have further expanded opportunities for young leaders to engage in global problem solving. Salzburg Global works with groups with demonstrated success in identifying future leaders – such as the Rhodes Trust – to ensure its programs

moment to develop new professional networks and opportunities.

Salzburg Global currently works with 30 scholarship providers in nine countries – including foundations, national governments, private corporations, and universities, as well as individual supporters. By 2020, Salzburg

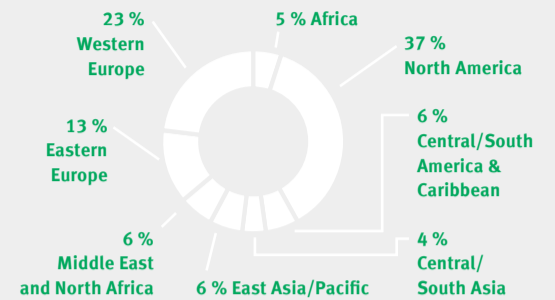
- Recipients of Salzburg Global Scholarships 2014
- Current Donors to the Salzburg Global Scholarship Program
- Recipients of the HDH Wills 1965 Charitable Trust Scholarship 2013–15 (see PAGES 34–35)

Please note points on the map may represent more than one Fellow or Donor



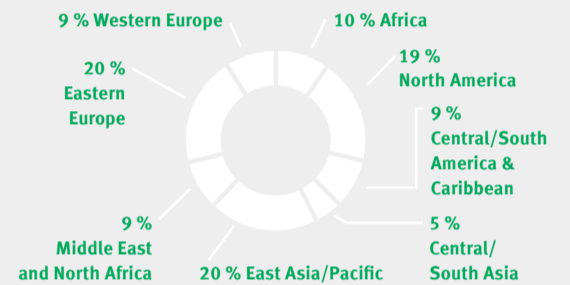
GEOGRAPHIC PROFILE 2014

ALL FELLOWS



GEOGRAPHIC PROFILE 2014

SCHOLARSHIP RECIPIENTS



THANK YOU

SCHOLARSHIP SUPPORTERS

Ann M. Hoefle Memorial Fellowship, Austrian Federal Ministry of Science, Research and Economy (BMWF), Austrian National Bank, Ernest A. Bates African Fellowship, Calouste Gulbenkian Foundation, Capital Group Companies, Davidson College, Elizabeth MacMillan Fellowship, Fondation Adelman pour L'Education, Haverford College, HDH Wills 1965 Charitable Trust, Huffington Family Fellowship, Japan Foundation, Korea Foundation, Llewellyn Thompson Memorial Fellowship, McKnight Foundation Fellowship, The Mexican Business Council, Middlebury College, The Nippon Foundation, Onodera Fellowship, Salzburg University, Stanford University, Texas Tech University, The Andrew W. Mellon Foundation, The US Embassy in the Slovak Republic, University of Delaware, University of Pennsylvania, University of Pennsylvania Law School, US Air Force Academy, Winthrop Family Fellowship



Tracey Peterson,
Education Director,
Cape Town Holocaust
Memorial Museum,
Cape Town,
South Africa

“Salzburg Global’s value does not end when the week is over. The discussions do not end when everyone has caught their flights home: in fact the discussions continue back in my office with my colleagues, enriching our understanding of the work with which we are engaged on a daily basis, and informing the development of programs and materials as we go forward.”



Kelly Diapouli,
Director, BUSART,
France/Greece

“The Young Cultural Innovators Forum created in effect a kind of global synergy that empowers us to keep up working and fighting for things in a national context, knowing that we are not alone and that are people all around the world we can lean on for help, advice, and support.”



Tony Ojwang,
Student, Daystar
University, Kenya

“I think Salzburg Global Seminar has given a voice to the voiceless. We are the voiceless, truth be told. What we say used to remain within our lecture rooms, back home. Anything you say here goes to 72 different people, 23 different countries.”



Felipe Buitrago,
Consultant,
Inter-American
Development Bank,
USA

“My experience at Salzburg Global not only allowed me to learn and share experiences with some of the most interesting people I’ve ever met – some of them are now good friends and excellent connections for my network – it also reminded me why I believe in the power of arts and culture for the development of society and economy and why I want to make our world a more creative one.”



**Dan Zhou, Lawyer
and LGBT Human
Rights Activist,
China**

“The symposium is one of the most significant and effective LGBT-related conferences I have ever attended... a vibrant and unparalleled space where I learn from participants from different backgrounds, regions and cultures about their passions, inputs, improvements, and setbacks related to sexual orientation and gender identity.”

SCHOLARSHIP PROGRAM

ALL “RHODES” LEAD TO SALZBURG

The Rhodes Scholarship was established in 1902 to enable international students with “moral force of character and instincts to lead” to study at Oxford University, with the ultimate aim of “rendering war impossible” by promoting understanding between these future leaders. In 2013, recognizing the similarities in the missions of the Rhodes Scholarship and Salzburg Global Seminar, the HDH Wills 1965 Charitable Trust generously supported the establishment of a scholarship program to enable these exceptional young leaders to attend sessions at Schloss Leopoldskron.



1 HAMISH TOMLINSON, YAN YU, ALICE WANG, KATE NIEHAUS, KIT DOBYNS, BENJAMINE LIU AND MICHAEL MACKLEY Fellows of Session 548 *The Promise of Data: Will this Bring a Revolution in Health Care?*
2 JOSH CHAUVIN



JOSH CHAUVIN

“The Salzburg Global experience has allowed me to see the phenomenal variety of experiences that there is”

Josh Chauvin has a great passion for reducing the stigma attached to mental health problems, and has worked to combat prejudice during his master’s and doctoral studies in psychology at Oxford and in his native Canada. At the Salzburg Global program *New Paradigms for Behavioral and Mental Health Care* in December 2014, he shared his experiences of how his organization, Mind Your Head, is using video testimonies to help mental health patients share their stories and realize they are not alone. “It lets them know that they are not alone in their suffering,” he explains. “[The videos] make a statement of a community that wants to embrace them. To be a part of that, and to see that, is empowering.”

Mind Your Head drew inspiration from the It Gets Better campaign, which sought to help teenagers facing homophobic bullying. It Gets Brighter has a similar aim, tackling the stigma of mental health issues. So far contributors have included comedian Ruby Wax and the Archbishop of Canterbury Justin Welby.

“The effect is the cathartic feeling one gets from telling their story to someone else, and getting a response from another sharing mutual feelings. My best friend suffered from this as well, my mother, brother, sister, father suffered from this too, all builds a sense of community and goes to some miles in terms of transcending those barriers and those stigmas associated with mental health issues.”

Of his time in Salzburg, Chauvin says: “The Salzburg Global experience has allowed me to see the phenomenal variety of experiences that there is. The mental health issue in Canada is very different from the mental health issue Ghana, Uganda, or the UK. There are a variety of social factors that influence not only the way we see and interpret mental health issues, but also how we respond. I have become alive to the world of perceptions that is out there.”

READ MORE: www.SalzburgGlobal.org/go/fellows/josh-chauvin



KATLEGO BAGWASI

“Salzburg has been a truly life-changing experience for me”

As a Rhodes Scholar, **Katlego Bagwasi** studied for a M.Sc. in criminology and criminal Justice at Oxford, and was selected to attend *Holocaust and Genocide Education: Sharing Experience Across Borders* and *1814, 1914, 2014: Lessons from the Past, Visions for the Future* in 2014 while she was based at the Appeals Chamber of the Special Tribunal for Lebanon at The Hague, The Netherlands, working closely with judges and assisting them in the research of fair judgments and the writings of their decisions. Now back in her home country of Botswana teaching Public International Law at the University of Botswana in Gaborone, Bagwasi feels inspired by her time at Schloss Leopoldskron.

“Being in Salzburg has truly been a life-changing experience for me,” says Bagwasi, “Although, at my age – 28 – everything seems to be a life changing experience, the ‘magic’ of spending a week with 40 inspired, motivated people who are passionate about their work, and who genuinely strive to make the world better was, to say the least, humbling. I came back from the Schloss wanting to be a better person; wanting to give more of myself to the people around me; to my country, Botswana; driven to make my contribution and mark in the world.”

READ MORE: www.SalzburgGlobal.org/go/fellows/katlego-bagwasi

1 KATLEGO BAGWASI

2 SEBABATSO MANOELI, BETHANY BELL, KATLEGO BAGWASI, CLARE SHINE





PHIL YAO

“Fighting the world’s fight”

“The Rhodes Scholarship cares a lot about what it calls fighting the world’s fight,” says business and education graduate student, **Phil Yao**. “Essentially, it means addressing some of the thorniest but most important issues that face the world. What they look for in a Rhodes Scholar is someone who has a passion for furiously attacking those problems. I think there’s a very natural harmony...between the Rhodes Scholarship and Salzburg Global Seminar.”

With a background in physics, and experience with India-based education NGO Pratham and in the office of former New York mayor Michael Bloomberg, the problem Yao is striving to tackle is the lack of creativity and innovation in K-12 education in the USA. Speaking during the February 2015 program *The Neuroscience of Art: What are the Sources of Creativity and Innovation?* Yao said: “The best mathematicians and physicists we have are very creative minds as well, but I think that’s being lost in the educational system.”

Yao, who attended the session with fellow Rhodes Scholar **Clayton Aldern**, believes that creativity can be partly rediscovered through the phenomenon of teacher training through massive open online courses (MOOCs), the subject of his recent dissertation. “[Today’s] teachers are learning while they’re still teaching in the classroom. It’s a simultaneous process, and there’s a lot of feedback there too,” explains Yao. “It’s part of a more creative future of learning to teach, and that’s going to change how skilled the body of teachers out there in the world will be.”



1 PHIL YAO

2 CLAYTON ALDERN

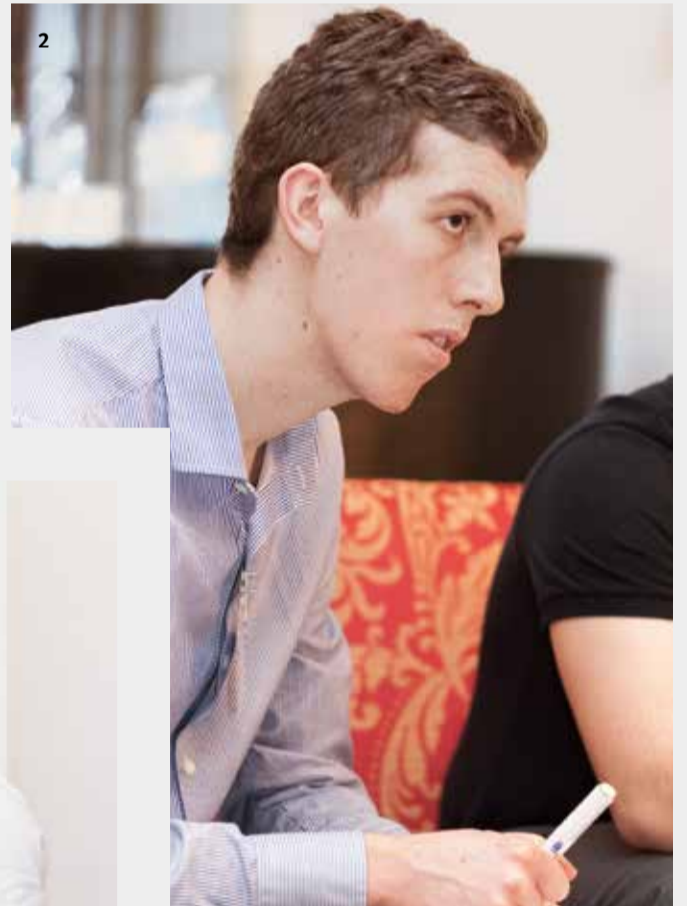
READ MORE: www.SalzburgGlobal.org/go/fellows/phil-yao-clayton-aldern



RECIPIENTS OF THE HDH WILLS 1965 CHARITABLE TRUST SCHOLARSHIP (2013 to May 2015)

Clayton Aldern , USA	Emma LeBlanc , USA	Paolo Singer , USA
Katlego Bagwasi , Botswana	Benjamin Liu , USA	Harsha V. Singh , India/Switzerland
Joshua Chauvin , Canada	Michael Mackley , Canada	Hamish Tomlinson , New Zealand
Dave Chokshi , USA	Sebatso Manoeli , South Africa	Jingjing Alice Wang , New Zealand
Natalya Din-Kariuki , Kenya	Dakota McCoy , USA (PICTURED ABOVE)	Victor Yang , USA
Christopher Dobyns , USA	Elizabeth Murray , Australia	Phillip Yao , USA
Nicholas Dowdall , South Africa	Florence Ondieki-Mwaura , Kenya	Yan Yu , Canada
Brett House , Canada		
Aneil Jaswal , Canada		

For more interviews with our Salzburg Global Fellows READ ONLINE: www.SalzburgGlobal.org/go/fellows



1 YAN YU

2 HAMISH TOMLINSON

HAMISH TOMLINSON AND YAN YU

“The ideas can only expand”

New Zealander Hamish Tomlinson, currently studying for his Ph.D. at the Institute of Biomedical Engineering at Oxford, and Yan Yu, a Canadian medical doctor, now pursuing a master’s degree in public policy, came, together with five other Rhodes Scholars, to the Salzburg Global session *The Promise of Data: Will this Bring a Revolution in Health Care?*.

During the session the pair collaborated in a working group dedicated to medical education.

“The future of the workforce [is] medical students; how can we teach them about how big data is a huge opportunity to improve the health care of patients? It’s been really interesting to discuss that and come up with some ideas as to how we might best achieve that with some great people who have some experience in education like Yan,” said Tomlinson at the end of his time at Schloss Leopoldskron.

Yu is convinced the group of seven Rhodes Scholars are well positioned to continue their work upon their return to Oxford: “I think we’re going to leave here



with an enriched understanding of the role of big data in health care. Because we’re all coming from different backgrounds, we’re going to be able to take our new found knowledge into our respective fields and then re-congregate for further in-depth conversations about these topics in the future. The ideas can only expand from there.”

On a personal level, Yu added: “This session was a truly eye-opening experience for me as a resident physician and public policy student at Oxford. I will take this unique educational experience with me throughout my career... I would recommend Salzburg Global Seminar to all those interested in making society a better place for all.”

READ MORE: www.SalzburgGlobal.org/go/fellows/hamish-tomlinson-yan-yu

FINANCE IN A CHANGING WORLD FORUM

NOT THE TYPICAL INDUSTRY GATHERING

Since 2011, Salzburg Global Seminar has convened an annual, high-level forum focused on critical challenges of financial regulation following the global financial crisis. The annual Forum on Finance in a Changing World facilitates critical analysis of the changing regulatory environment, comparison of practical experience, understanding of technology-driven transformations, and involves senior bankers, regulators, and policymakers from the US, Asia and Europe, as well as international financial services firms, consultancies, auditors, law firms and other professional service providers – but that doesn't make it a typical industry gathering.

For many in the finance and banking sector, industry meetings rarely enable in-depth, informal, and off-the-record opportunities for discussions on the key challenges facing the global financial markets. The Salzburg Global Forum for Finance in a Changing World is different.

"Never have I been to a [session] like this where people don't leave the room every five minutes for side-meetings or conference calls. That this did not happen [here] marks the excellence of the [session]," said one participant after 2014's program *The Future of Banking: Is There a Sustainable Business Model for Banks?*

How is it that Salzburg Global is able to attract high level figures such as Andreas Dombret, a Member of the Executive Board of Deutsche Bundesbank; Douglas Flint, the Group Chairman of HSBC Holdings; Wim Mijs, the Chief Executive of the European Banking Federation; and Paul Volcker, former Chairman of the US Federal Reserve? And not only keep them engaged while in Salzburg, but persuade them to return to Salzburg Global Seminar year after year?

The reason is four-fold. First, Schloss Leopoldskron provides a secluded and informal meeting place, away from the hectic global banking centers, where participants bring a broad array of perspectives and expertise and are able to look beyond their immediate technical and external pressures.

Second, like all Salzburg Global programs, the session is all held under the Chatham House Rule, meaning that everyone present can speak candidly. Although the ideas and proposals may be shared beyond the gates of Schloss Leopoldskron, ideas are not attributed, enabling participants to speak as

individuals rather than on behalf of their institutions. This is true even when there are journalists on-site [see SIDEBAR].

Third, Salzburg Global Seminar program staff work closely with an advisory council [see FACING PAGE] to ensure that the annual topics, speakers, and participants are addressing the most critical issues facing global financial services. The annual Forum, now in its fifth year, facilitates strategic analysis and critical thinking about changing regulatory and economic environments, comparative practice,

technology-driven transformations, and emerging ethical questions. Since its launch in 2011 with the session *New Rules for Global Finance: Which kinds of regulation are useful and which are counterproductive?*, the Forum has tackled global differences in financial regulation (2012: *Financial Regulation: Bridging Global Differences*), shadow banking (2013: *Out of the Shadows: Regulation for the Non-Banking Financial Sector*), sustainable business models for banks (2014: *The Future of Banking: Is There a Sustainable Business Model for Banks?*), and in 2015, the 50 expert participants

will examine financial intermediation in *The Future of Financial Intermediation: Banking, Securities Markets, or Something New?*

The intensive two-day Forum includes panel-led discussions, in-depth working groups, and an Oxford-style evening debate. Speakers come from leading institutions, and include both high-level decision makers and top young professionals from diverse backgrounds.

As one Fellow put it: "The level of the participants was incredible. I believe that no other place in the world can host such



1 ANDREAS DOMBRET



2 ED GREENE



3 FELLOWS of Session 546 *The Future of Banking: Is There a Sustainable Business Model for Banks?*

4 SANDRA O'CONNOR

5 RANDAL QUARLES

6 DOUGLAS FLINT

7 PATRICK KENADJIAN

8 DAVID WRIGHT



ADVISORY COUNCIL

Douglas Flint (Chair),
Group Chairman, HSBC Holdings

Andreas Dombret,
Member of the Executive Board,
Deutsche Bundesbank

Ed Greene,
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Chief Regulatory Affairs Officer,
JPMorgan Chase

Randal Quarles,
Managing Director,
The Cynosure Group

David Wright,
Secretary-General, International Organization
of Securities Commissions (IOSCO)

an array of high-ranking bankers, regulators, thinkers, and policymakers.”

Fourth, the *Salzburg Forum on Finance in a Changing World* is not a typical industry gathering. Salzburg Global Seminar reaches beyond “the usual suspects” and encourages a broad array of financial and programmatic participation. Numerous partners, sponsors, and co-sponsors support the program, without any single institution exerting influence on the overall program. Partners and sponsors have included international banks like HSBC and Deutsche Bank; consultancy firms such as Ernst & Young and Oliver Wyman; financial services firms Dynex Capital Inc. and The Cynosure Group; and law firms including Cleary Gottlieb and Davis Polk, as well as central banks and educational institutions. This sponsorship model, spearheaded by Salzburg Global Vice President of Business Affairs Benjamin Glahn, has resulted in the Forum’s ability to attract top international financial actors as well as offer scholarships to rising stars from across the world.

“As the *Salzburg Global Forum on Finance in a Changing World* enters its fifth year, the Forum has become a unique annual program for senior level bankers, regulators, and others in the financial services sector to engage with each other on forward looking issues and challenges,” says Salzburg Global Program Director Tatsiana Lintouskaya. “Building on its diverse base of sponsors and supporters, and with the guidance of its Advisory Committee, the Forum has become a strong and sustainable platform for tackling the toughest challenges to the integrity of global financial systems.”

READ MORE: finance.SalzburgGlobal.org

READ MORE: www.SalzburgGlobal.org/go/552



MEDIA PARTNERSHIP

LIVE FROM SCHLOSS LEOPOLDSKRON

Like all Salzburg Global programs, sessions within the *Finance in a Changing World* series are all held under the Chatham House Rule, meaning ideas and proposals can only be shared outside of the session without attribution. But such a high-level meeting inevitably attracts attention from the press. To ensure that both the participants are able to speak candidly and the media are able to report from the session, Salzburg Global invited Bloomberg TV to broadcast live and exclusively from the terrace of Schloss Leopoldskron – outside of the off-the-record discussions going on in Parker Hall.

Bloomberg TV’s Jonathan Ferro interviewed Salzburg Global Fellows Wim Mijs, the newly appointed head of the European Banking Federation, HSBC Chair Douglas Flint, Deutsche Bundesbank’s Andreas Dombret, and former Bank of England Deputy Governor Paul Tucker, with Ferro appearing live throughout the second day of the session for the broadcaster’s shows *On the Move* and *The Pulse*.

Mijs spoke about achieving “legal certainty” over the size of fines handed down to lenders for breaking rules; Flint answered questions about the increase in compliance costs at the bank over the last four years; Dombret told Ferro about European Central Bank’s stress tests and risks to financial stability in the Euro area; and Tucker, speaking with Bloomberg’s Boris Groendahl, also discussed the future of London as a financial center and the impact of Bank of England policy on the UK mortgage market.

WATCH THE VIDEOS:
finance.SalzburgGlobal.org/multimedia



1 WIM MIJS is interviewed by Bloomberg TV’s Jonathan Ferro on the Schloss terrace

2 BLOOMBERG TV

INSTITUTIONAL SUPPORT

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(Institutions that did not make financial contributions, but assisted with program planning and execution)

British Council
 The Center for Minority Serving Institutions at the University of Pennsylvania Graduate School of Education
 Engagement Lab at Emerson College
 International Center for Media and the Public Agenda at the University of Maryland, College Park
 The John Lennon Educational Tour Bus
 mediaforchange.org
 Media and Digital Literacy Academy of Beirut (MDLAB)
 Organization for Security and Co-operation in Europe
 Red Bull
 United States Holocaust Memorial Museum
 United Nations Development Programme (UNDP)

HOSTS

(Institutions that hosted off-site Salzburg Global events)

European External Action Service
 German Federal Foreign Office
 The House of Lords of the United Kingdom
 National Public Radio
 School of the Art Institute of Chicago
 Supreme Court of the United States

PARTICIPATING COLLEGES, UNIVERSITIES AND HIGH SCHOOLS

GLOBAL CITIZENSHIP PROGRAM

Bennett College, Greensboro, NC, USA
 Bronx Community College, Bronx, NY, USA
 California State University Fullerton, Fullerton, CA, USA
 Chicago State University, Chicago, IL, USA
 Eastern Kentucky University, Richmond, KY, USA
 Ferrum College, Ferrum, VA, USA
 Miami Dade College, Miami, FL, USA
 Murray State University, Murray, KY, USA
 Houston Community College System, Houston, TX, USA
 Kingsborough Community College, Brooklyn, NY, USA
 Leigh High School, San Jose, CA, USA
 Louisiana Community and Technical College System, Baton Rouge, LA, USA
 Queensborough Community College, Bayside, NY, USA
 San Diego City College, San Diego, CA, USA
 San Jose State University, San Jose, CA, USA
 Seminole State College, Sanford, FL, USA
 St. Mark's School, Southborough, MA, USA
 Tarrant County College District, Fort Worth, TX, USA
 Trident Technical College, North Charleston, SC, USA
 University of San Francisco, San Francisco, CA, USA
 West Valley College, Saratoga, CA, USA
 West Virginia Wesleyan College, Buckhannon, WV, USA

MELLON-GLOBAL CITIZENSHIP PROGRAM

Alderson-Broaddus College, Phillippi, WV, USA
 Bennett College, Greensboro, NC, USA
 Berea College, Berea, KY, USA
 Bethune-Cookman University, Daytona Beach, FL, USA
 Bluefield College, Bluefield, VA, USA
 Brevard College, Brevard, NC, USA
 Campbellsville University, Campbellsville, KY, USA

Carson-Newman College, Jefferson City, TN, USA

Clark Atlanta University, Atlanta, GA, USA
 Davis & Elkins College, Elkins, WV, USA
 Dillard University, New Orleans, LA, USA
 Emory & Henry College, Emory, VA, USA
 Ferrum College, Ferrum, VA, USA
 Fisk University, Nashville, TN, USA
 Florida Memorial University, Miami Gardens, FL, USA
 Hampton University, Hampton, VA, USA
 Howard University, Washington, DC, USA
 King University, Bristol, TN, USA
 Lee University, Cleveland, TN, USA
 Lees-McRae College, Banner Elk, NC, USA
 Lincoln Memorial University, Harrogate, TN, USA
 Lindsey Wilson College, Columbia, KY, USA
 Mars Hill College, Mars Hill, NC, USA
 Morehouse College, Atlanta, GA, USA
 North Carolina Central University, Durham, NC, USA
 Saint Augustine's College, Raleigh, NC, USA
 Spelman College, Atlanta, GA, USA
 Tusculum College, Tusculum, TN, USA
 University of Charleston, Charleston, WV, USA
 University of the District of Columbia, Washington, DC, USA
 University of Pikeville, Pikeville, KY, USA
 Virginia Union University, Richmond, VA, USA
 Warren Wilson College, Swannanoa, NC, USA

West Virginia Wesleyan College, Buckhannon, WV, USA
 Wheeling Jesuit University, Wheeling, WV, USA

Xavier University of Louisiana, New Orleans, LA, USA

SALZBURG ACADEMY ON MEDIA AND GLOBAL CHANGE

American University of Beirut, Beirut, Lebanon
 American University of Sharjah, Sharjah, UAE
 Bournemouth University, Bournemouth, UK
 Chinese University of Hong Kong, Hong Kong, China SAR
 Daystar University, Nairobi, Kenya
 Emerson College, Boston, MA, USA
 George Washington University, Washington, DC, USA
 Jadavpur University, Kolkata, India
 Jordan Media Institute, Amman, Jordan
 Pontificia Universidad Catolica, Buenos Aires, Argentina
 University of Rhode Island, Kingston, RI, USA
 Universidad Iberoamericana, Mexico City, Mexico
 University of Maryland, College Park, MD, USA
 University of Miami, Miami, FL, USA
 University of Ss. Cyril and Methodius, Trnava, Slovakia
 University of Texas at Austin, Austin, TX, USA
 Xi'an Jiaotong-Liverpool University, Suzhou, China

Salzburg Cutler Law Fellows Program
 Columbia Law School, New York, NY, USA

Duke University School of Law, Durham, NC, USA
 Georgetown University Law Center, Washington, DC, USA
 Harvard Law School, Cambridge, MA, USA

New York University Law School, New York, NY, USA
 Stanford Law School, Stanford, CA, USA
 University of Chicago Law School, Chicago, IL, USA

University of Pennsylvania Law School, Philadelphia, PA, USA
 University of Virginia School of Law, Charlottesville, VA, USA
 Yale Law School, New Haven, CT, USA

LEGACY

Anonymous
 Patricia Benton
 Margaret Cook
 Heather Sturt Haaga and Paul G. Haaga, Jr.
 Deborah Howell and C. Peter Magrath
 Wendy and Bruce McKee
 Denver Mullican
 Dennis O'Brien
 Olin C. Robison
 Stephen L. Salyer and Susan Moeller
 Jill Pellew
 Rika and Carl Schmidt
 Cheryl A. Van Emburg
 Marina v. N. and Robert Whitman

IN-KIND

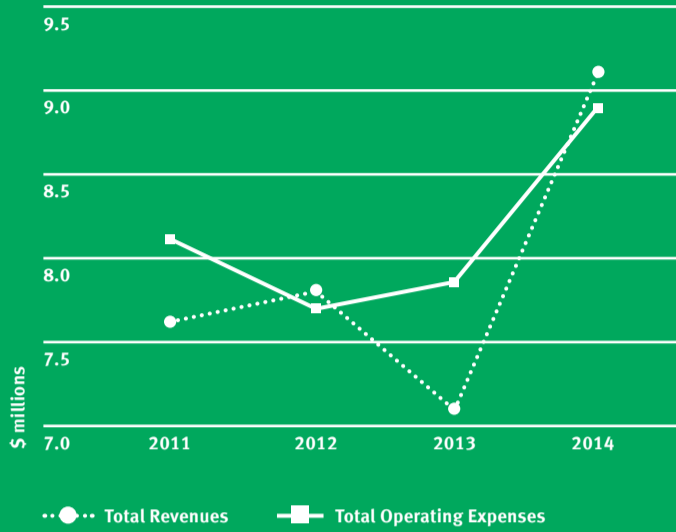
Douglas Carlston
 Marty Gecek
 Heather Sturt Haaga and Paul G. Haaga, Jr.
 B. Thomas Mansbach
 Hans Peter Manz
 Bailey Morris-Eck
 Randal C. Teague
 Vikas Thapar

MATCHING GIFTS

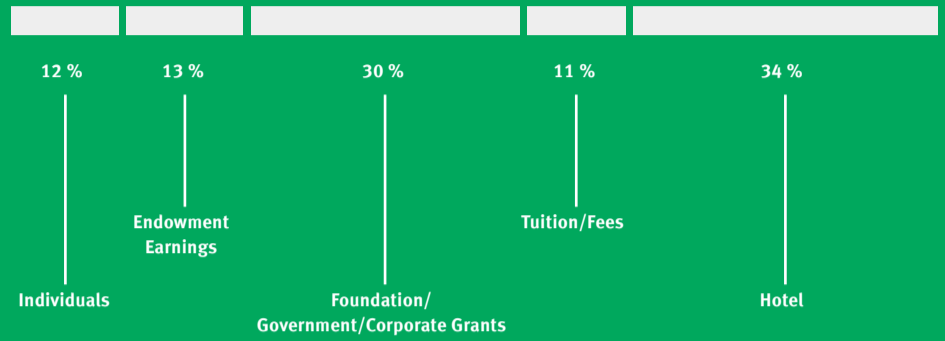
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FINANCE

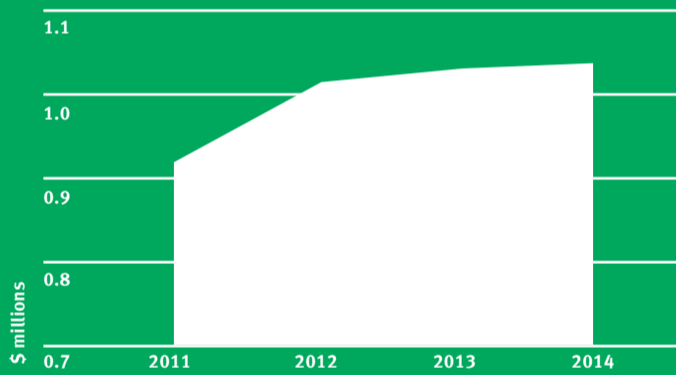
RESULTS FROM OPERATIONS



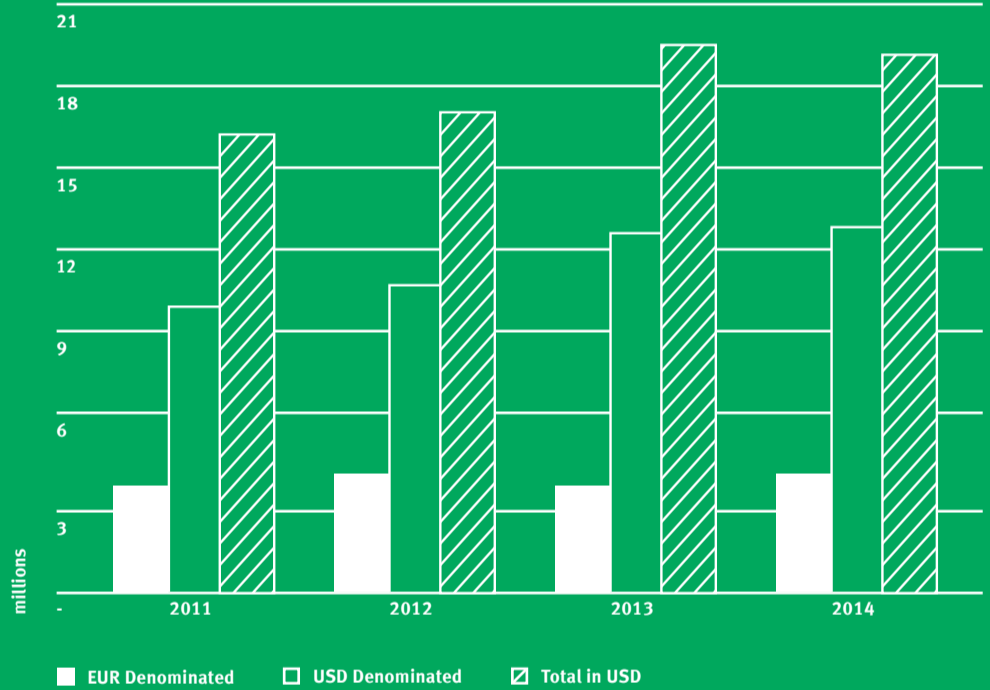
OPERATING REVENUE BY SOURCE 2014



INDIVIDUAL GIVING

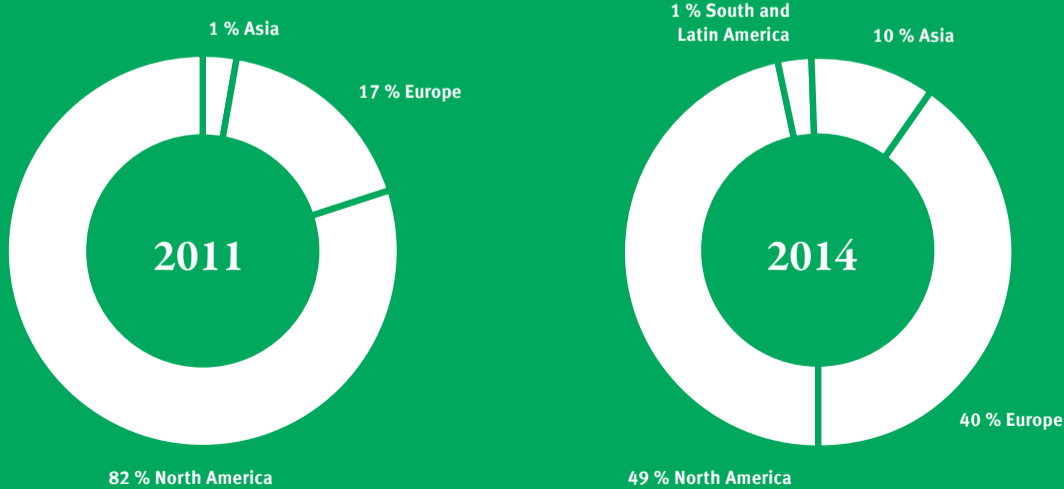


ENDOWMENT PERFORMANCE



Total 2014 value impacted by substantial exchange rate variation

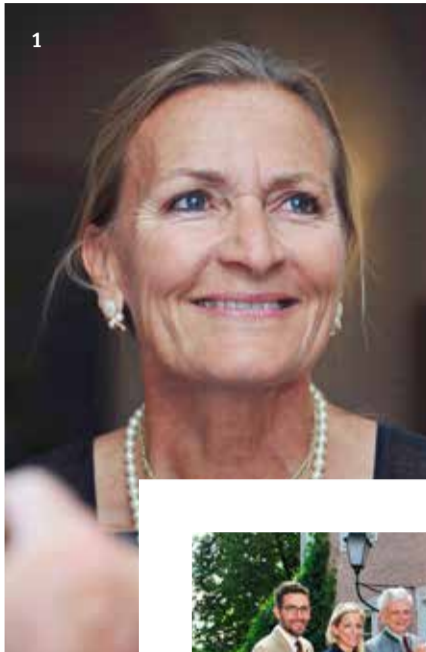
GEOGRAPHIC DISTRIBUTION OF PROGRAM GRANTS



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Any questions, concerns or corrections regarding the lists or statistics on PAGES 38 – 41 can be communicated directly to Salzburg Global Seminar via development@SalzburgGlobal.org

For further information on how to support Salzburg Global Seminar, please see: www.SalzburgGlobal.org/go/SupportOurWork



1

1 **HEATHER STURT HAAGA** at the annual Board of Directors Weekend, June 2014

2 **DANIEL SZELÉNYI, ALEXA WESNER, HANS PETER MANZ, HEATHER STURT HAAGA, BRIGITTA PALLAUF, STEPHEN L. SALYER,** and **CLARE SHINE** at the official opening of Hotel Schloss Leopoldskron



2

CHAIR OF THE BOARD

CHAIR'S LAST WORD

In 1998, Heather Sturt Haaga and her husband Paul G. Haaga Jr., together with their two children Paul and Blythe, were invited by former Board Member Gregory Wendt to attend the annual June Board Weekend. Nearly 20 years later, both have served on the board of directors, with Heather serving as Chair of the Board since 2011 – the first woman to do so in the organization's seven decade history.

The Haagas have provided financial support for programs and projects, ranging from the longest running Salzburg Global Seminar program – American Studies – to the renovation of the Meierhof to become Hotel Schloss Leopoldskron; they even funded a new sound system in a place familiar to all Fellows: the Bierstube.

But Heather Sturt Haaga's support as Chair of the Board reaches beyond her financial support – she is, after all, Salzburg Global's biggest cheerleader.

INTERVIEW WITH HEATHER STURT HAAGA

SALZBURG GLOBAL SEMINAR'S BIGGEST CHEERLEADER

For nearly 20 years, you and Paul have supported Salzburg Global Seminar, not only our programs but also major infrastructure projects; what convinced you and Paul that Salzburg Global, its programs, and Schloss Leopoldskron are worth donating to and investing in?

The reason why Paul and I invest in Salzburg Global Seminar is because we believe in the mission of the institution. The end game is: We want to make a difference, and we think that Salzburg Global does make a difference in people's lives, and in the world as a whole. So it's a very compelling philanthropy for us. It has education, it has intellectual engagement, it has neutrality and safety of conversations, it has outcomes, and it literally changes lives.

Why have you chosen to invest in the Salzburg Seminar American Studies Association programs in particular?

American Studies was the original hallmark of Salzburg Global; that was where we began as an institution. We cut our teeth on the notion of bringing young leaders together with elder statesmen. I think it's

really important that we don't lose sight of our beginnings. It is a really important piece of our history, but it is also an important teaching tool. It is about sharing American culture, mores, values, institutions, pop culture – it is a window on America for scholars visiting from around the world.

And these people are eager to learn and take lessons where there are lessons to be taken and discard things they don't think will work in their home countries. But, in point of fact, the American experience is a pretty interesting one, and I think people find it curious, and I think we need to provide that window to American culture going forward.

You've been the Chair of the Board since 2011; what do you think the role of the Chair of the Board of Salzburg Global Seminar should be in helping Salzburg Global fulfill its mission to challenge current and future leaders to solve issues of global concern?

I think the Board Chair's role is to be a role model: a role model for good stewardship and forward thinking, keeping the board and the staff honest to the vision and keeping

the place financially sound as well.

But at the end of the day, I think the Chair of the Board of any institution needs to be a cheerleader.

You have to be the most enthusiastic, the most believing person on the board in order for you to have credibility, and in order for you to inspire your fellow directors. The shorthand is to be a cheerleader; the longhand is to inspire people to keep the place safe for future generations.

As Salzburg Global Seminar approaches its 70th anniversary, what vision do you have for the organization in the near future and in its next 70 years?

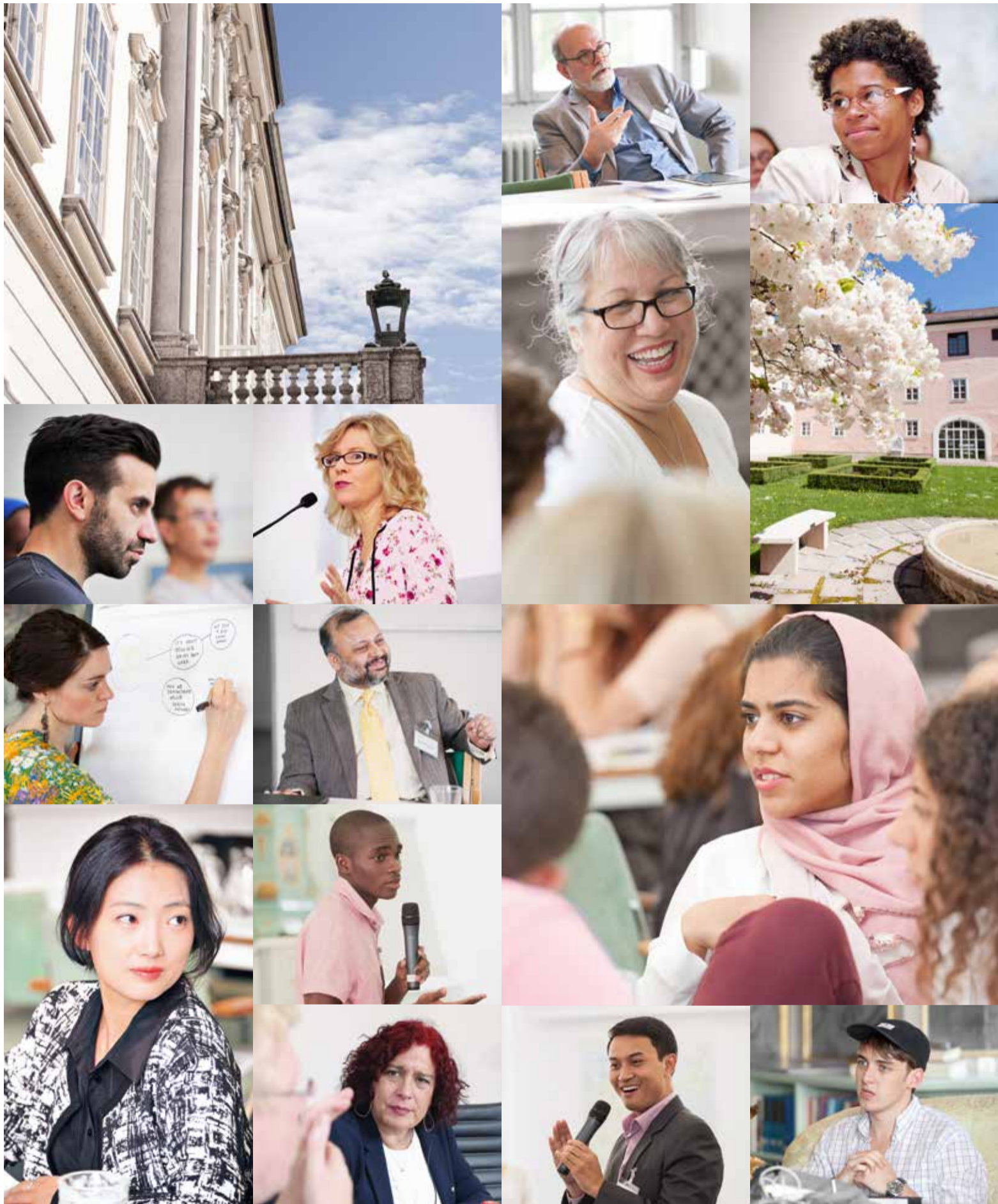
Short term, I hope that we are successful in raising sufficient funds to keep the physical place safe, to renovate what needs renovating, but ultimately to keep the place safe for future generations. That requires a lot of fundraising and good stewardship over the next few years. Not forgetting of course that our programs are critical, and we need to be cutting edge and relevant to the world writ large because we are this neutral and central place where people can come and engage.

For the next 70 years? I just hope we're on the planet! I think that in this world of competitive philanthropy, and in a world where people are not valuing soft diplomacy as much as they once did, we need to make sure that we constantly let people know how important our work is. What we do is important and life changing. I want us to continue to be a thought leader, and a world leader and a change maker in the next 70 years because that is what we were founded to do and what we do best.

PROFILE

Heather Sturt Haaga, an artist residing in California, has more than 25 years of experience in nonprofit board leadership. Beginning with the Crescenta-Cañada Family YMCA in 1986 where she was elected the first female Board Chair, Heather has since served on ten boards and committees for both local and global nonprofit organizations. Together with her husband Paul G. Haaga Jr., Heather has served on the Salzburg Global Seminar Board of Directors since November 1998.

READ MORE: www.SalzburgGlobal.org/go/board-of-directors

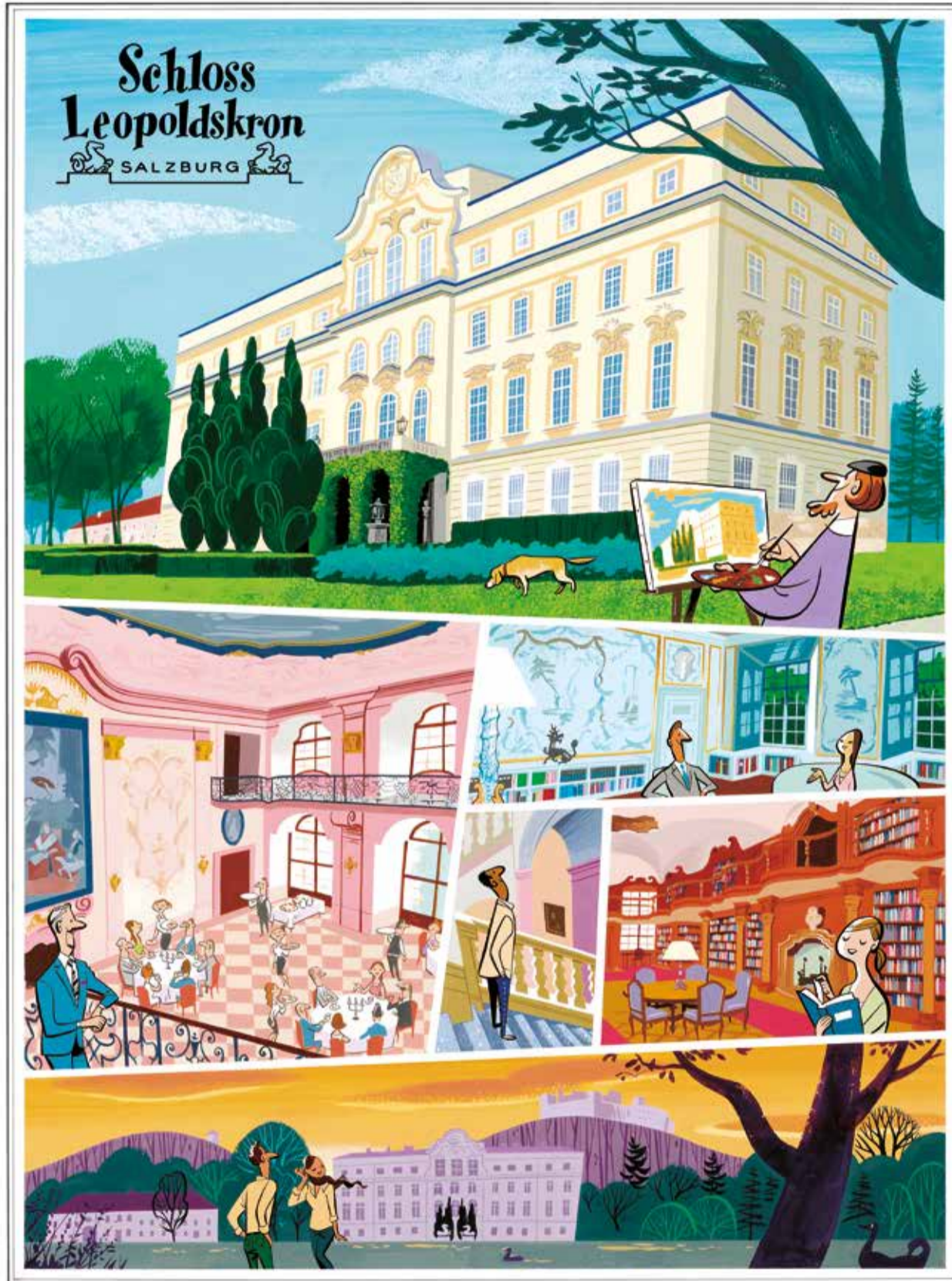


Fellow 44: *Europe's Future: 1814, 1914 – Or Something Completely Different?*, February 3, London, UK | **GCP 60:** *Pathways to Global Citizenship: Roots and Routes*, February 27 to March 6 | **Session 530:** *Value(s) for Money? Philanthropy as a Catalyst for Social and Financial Transformation*, March 6 to 9 | **Session 544:** *Strengthening Diversity and Inclusion in Egypt, Libya, Tunisia, and Yemen*, March 27 to 29 | **Board March 14:** *Designing for Deep Change: The Transformative Power of the Arts and Philanthropy*, March 28, Pasadena, CA, USA | **Session 531:** *Russian Civil Society Symposium: Building Bridges to the Future*, April 1 to 4 | **Fellow 47:** *Professional Development Workshop: Using Theater Techniques to Improve Your Leadership Impact*, April 4 to 6 | **Session 532:** *Conflict Transformation through Culture: Peace-Building and the Arts*, April 6 to 10 | **GCP 61:** *Global Citizenship: At Home and in the World*, April 12 to 19 | **Session 533:** *New Dynamics in Global Trade Architecture: WTO, G20 and Regional Trade Agreements*, April 30 to May 3 | **Session 534:** *Mind the Gap! Innovating for Regional Cohesion and Smart Growth*, May 17 to 22 | **Session 545:** *Creating Long-Term Global Networks to Sustain LGBT Human Rights Organizations*, May 18 to 21, Berlin, Germany | **GCP 62:** *Global Citizenship: Ethics and Engagement*, May 25 to June 1 | **GCP 63:** *Global Citizenship and Universal Human Rights*, June 1 to 9 | **Session 535:** *Holocaust and Genocide Education: Sharing Experience Across Borders*, June 21 to 26 | **Board June 14:** *Bridging the Rift: How Can We Reconnect Youth to Their Future?*, June 26 to 29 | **GCP 64:** *Education for Global Citizenship: What, Why and How?*, July 6 to 13 | **GCP 65:** *Education for Global Citizenship: What, Why and How?*, July 13 to 20 | **SAC 08:** *Salzburg Academy on Media and Global Change: Civic Voices – Justice, Rights and Social Change*, July 20 to August 9 | **Session 543:** *1814, 1914, 2014: Lessons from the Past, Visions for the Future*, August 25 to 29 | **SSASA 12:** *Defining America: New Writing, New Voices, New Directions*, September 27 to October 1 | **Session 537:** *Students at the Margins and the Institutions that Serve Them: A Global Perspective*, October 11 to 16 | **Fellow 45:** *A Lived Practice Symposium: Artists as Changemakers*, November 6, Chicago, USA | **Cutler Lecture 5:** *The Fifth Annual Lloyd N. Cutler Lecture on the Rule of Law: Eric E. Schmidt*, November 17, Washington, USA | **Session 536:** *New Paradigms for Behavioral and Mental Health Care*, December 7 to 12

For the full year program READ ONLINE: www.SalzburgGlobal.org/go/2014



HOTEL SCHLOSS
LEOPOLDSKRON
SALZBURG



THE MAGIC OF SCHLOSS LEOPOLDSKRON – BY SATOSHI HASHIMOTO

Salzburg Global Seminar commissioned Japanese illustrator Satoshi Hashimoto to create a poster evoking the **magic of Schloss Leopoldskron**, home to Salzburg Global Seminar and the newly opened Hotel Schloss Leopoldskron. To order your limited edition poster for **18 EUR**, email press@SalzburgGlobal.org

Japanese illustrator **Satoshi Hashimoto** is heavily influenced and inspired by the line styles of the 1950s and 60s, including children's books and color prints of that period. He continues to develop his clear and distinctive drawing style and his work regularly appears in *Monocle* magazine.