



PRESIDENT'S REPORT • 2012 – 2013

# SALZBURG GLOBAL

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## CHRONICLE

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BRIEFING

### ARCHITECTURE OF IMPACT

**PAGE 6:** Our programs seek to create lasting impact. How? Through strategic convening and the help of selected partners and remarkable people.

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### POWER OF PARTNERSHIP

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## RE-ENVISIONING SALZBURG GLOBAL SEMINAR

Since 1947, our mission has been to challenge current and future leaders to tackle issues of global concern. Today, we use a “triple lens” to find the most powerful solutions that are simultaneously imaginative, sustainable and just.



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**PAGE 16:** For three days, at a palace once home to the local Nazi party leader, experts from across the globe considered the value of Holocaust education in a global context as a means to prevent future genocides. They proved the Holocaust is more than just a European or Jewish experience.



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PRESIDENT'S REPORT 2012 – 2013

## LETTER FROM THE PRESIDENT

Salzburg Global Seminar is a modest, globally connected institution with outsized influence. The following pages illustrate how this is accomplished. Questions about our impact are best answered by the people who contribute to and benefit from our programs, and by examples of how our strategic sessions shift the terms of debate and lead to actions that create change at scale.

Those we serve include leaders of all ages and institutions of all sizes – communities and coalitions from local to global scale. What we provide for them is precious – undisturbed time and a safe place to think differently about what they do and how they do it; the means to connect and collaborate across borders, sectors and cultures; insights and tools useful in making change and for realizing bold dreams.

Our story began in one of those moments when destruction led to opportunity – the immediate post-WWII period when three young men dreamt of a “Marshall Plan for the Mind” and organized Salzburg Seminar Number One. Their founding vision – of an architecture supporting peace in Europe and beyond – built on their belief that progress is possible only through the courage and resourcefulness of individuals.

Much has changed in the world since 1947. Every year, our own institutional focus evolves, our partnership network grows and our impact deepens. Salzburg Global's founding vision, however, remains the same. We hope these pages bring our story to life, and will inspire your interest and support.



STEPHEN L. SALYER,  
PRESIDENT AND CHIEF EXECUTIVE OFFICER



### 01

We have re-envisioned our program around three interconnected clusters: *Imagination*, *Sustainability* and *Justice*. These clusters are not silos; rather they help illuminate critical questions and points of leverage where concerted action can accelerate change. They serve as a “triple lens” through which we view all our programs; in our view, the most powerful solutions are simultaneously imaginative, sustainable and just. As ever, our mission remains to challenge current and future leaders, as individuals and through their institutions, to tackle issues of global concern. Our *Imagination* programs examine education across the lifespan, asking how art and science can inform strategies that enhance human potential and much-needed innovation. Our health and environment programs are grouped under *Sustainability* and ask how green solutions can support meaningful work at scale. Within our *Justice* cluster we explore relationships among democracy, economy and rule of law, asking how societies can at once be fair and just as well as innovative and sustainable. You can read more about our model of strategic convening and architecture of impact on PAGE 6.

### 02

We have strengthened our global presence with Fellows coming from 136 countries, new scholarship schemes with partners in Korea and Mexico, and programs running on four continents. In Europe, we had programs not only in Salzburg, but also in Berlin, The Hague, London, Strasbourg and Vienna. In North America, programs were held in Boston and Washington, DC, in addition to our *Mellon Community Fellows Initiative* events in Georgia and West Virginia. In Africa, a weekend program in Cairo examined “next generation leadership for Egypt”; and we had our first ever full-length session in Asia, in Kyoto and Tokyo, to mark 25 years of partnership with The Nippon Foundation.

### 03

We have renewed and expanded our commitment to young leadership under the new umbrella of the “Salzburg Global Academies.”

The long-running *International Study Program* became the *Global Citizenship Program*. It has always been a program that helps college students, faculty and administrators to develop a greater understanding of their personal and institutional roles in global citizenship; the name now better reflects this objective (PAGE 27).

Our *Academy on Media and Global Change* continues to go from strength to strength. Our students come from diverse regions, bringing their already extensive experience to Salzburg and returning to their home countries further empowered to be change agents now and in the future. I serve on the Media Academy faculty and sat down with five of our students during this past summer to explore their current projects and how they intend to use their Salzburg experience. You can find excerpts from that conversation on PAGE 24.

We also launched the *Cutler Law Fellows Program* in honor of long-serving board member, super lawyer and mentor Lloyd N. Cutler, bringing together some of the brightest young legal minds from top US law schools to consider the future of private and public international law (PAGE 28).

As well as college students, our young leadership programs now include our *Young Cultural Innovators Forum*, a new ten-year program that will foster those employing the arts to transform urban environments and broaden cultural access in ten “hubs” around the world (PAGE 11).

You can read more about some of our most remarkable young Salzburg Global Fellows on PAGE 8.

## BRIEFING

# SALZBURG IN THE WORLD

Even from its beginnings as the Salzburg Seminar in American Studies, Salzburg Global Seminar has been more than just a transatlantic-focused organization. Today, Salzburg Global Fellows come from all the world's regions— which is where Salzburg Global programs can be found, too.

## 1844

### SALZBURG GLOBAL FELLOWS

Every participant of a Salzburg Global program becomes a member of the Salzburg Global Fellowship.

Between 2011 and 2013, 1844 people came from across the world's regions to take part in our programs, becoming part of this network of more than 26,000 change-makers.

## 136

### COUNTRIES

Salzburg Global Fellows and Salzburg Academies students come from all of the world's regions; 2011 to 2013 saw participants come from 136 different countries across all six continents, which leaves just Antarctica not represented!

## 842

### SALZBURG ACADEMIES STUDENTS

Besides our "core" sessions for both young and seasoned professionals,

Salzburg Global runs several "Salzburg Academies" programs; 2011 to 2013, saw over 840 remarkable young men and women take part in our programs on Global Citizenship, Media and Global Change, and the Future of Private and Public International Law.

## Salzburg Global Seminar and The Nippon Foundation mark 25 years of partnership

The first ever full Salzburg Global session was held in Asia to mark 25 years of partnership between Salzburg Global Seminar and The Nippon Foundation. After a week in Kyoto of expert-led lectures and "scenario planning" workshops on aging societies, regional co-operation and energy security, the 30 Fellows traveled to Tokyo for a public forum to present their ideas. A panel debate followed, which was broadcast as a special edition of Asian Voices on NHK World, the Japanese public broadcaster's English-language channel, hosted by Salzburg Global Fellow Aiko Doden.



### "I OWE AN IMMEASURABLE DEBT OF GRATITUDE TO SALZBURG GLOBAL SEMINAR AND THE KOREA FOUNDATION FOR GIVING ME SUCH A WONDERFUL OPPORTUNITY."

Jaechun Kim, Professor of International Relations at the Graduate School of International Studies (GSIS) at Sogang University, Seoul, Session 509

In 2012, Salzburg Global Seminar launched a new scholarship scheme with the Korea Foundation, providing full tuition and travel to specially selected candidates. Salzburg Global Board Member, Claudio X. Gonzalez also pledged several scholarships, enabling Fellows to travel from Mexico.

## Crossing Continents

Not all Salzburg Global Seminar programs happen at Schloss Leopoldskron – connecting Fellows across the globe and offering additional sessions to long-running programs, Salzburg Global held events on four continents from 2011 to 2013.



In Europe, events were not only held in Salzburg but also in London, UK; Vienna, Austria; Moscow, Russia; Klingenthal, Strasbourg, France; The Hague, The Netherlands; Athens, Greece; and Berlin, Germany.

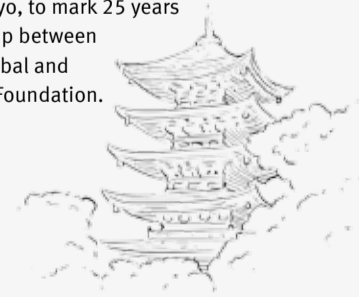


In North America, Fellows gathered in Washington, DC; San Jose, CA; Boston, MA; Philadelphia, PA; and the *Mellon Fellow Community Initiative* met in Atlanta, GA, and Elkins, WV.



In the Middle East and North Africa, in addition to a Fellowship gathering in Amman, Jordan, a weekend-long program was held in Cairo, Egypt.

And in Asia, the first ever full-length session was held in Kyoto, with a public forum in Tokyo, to mark 25 years of partnership between Salzburg Global and The Nippon Foundation.



## BRIEFING

## AT SCHLOSS LEOPOLDSKRON

Salzburg Global Seminar has been based at Schloss Leopoldskron, Salzburg, since its beginnings in 1947 when it was loaned by the widow of Max Reinhardt, the Schloss's pre-WWII owner. In addition to its main programs, Salzburg Global brings in many other partners to this inspiring idyll.



### Subnet Talks in the Max Reinhardt Library

In 2012, Salzburg Global collaborated with the Salzburg-based art collective "subnet" to host a series of talks with selected cultural innovators from cities such as Vienna, Berlin, Bournemouth and Athens. These monthly meetings were held deliberately small in size in the inspiring atmosphere of the Schloss library to ensure a vibrant exchange of ideas. Locals from Salzburg had the chance to discuss a wide range of topics ranging from new technologies and social media to arts and society. The lectures were videotaped for a larger audience while the off the record conversations provided a safe space in which new ideas could come to life.

### Teach for Austria

With Walter Emberger and Wendy Kopp, head of Teach for Austria and founder and CEO of Teach for America and Teach for All respectively, and both Salzburg Global Fellows, Schloss Leopoldskron and Salzburg Global Seminar were a fitting venue and host for the graduation celebrations of the first two cohorts of Teach for Austria.



Teach for Austria (TfA) is a subsidiary of Teach for All, a global network launched in 2007 to expand educational opportunities and address educational needs by enlisting future leaders in the effort, first in classroom and later outside in the social enterprise and policy spheres.

After a competitive and meticulous multi-staged process and intense training, these new TfA teachers

will spend two years helping provide equal opportunities to socially disadvantaged children and youth in Salzburg and Vienna. Speaking at the graduation of the first cohort, Salzburg Global Vice President and Chief Program Officer, Clare Shine said: "Teach for Austria and Salzburg

Global Seminar share a similar range of topics: education, social mobility, global citizenship and social entrepreneurship.

"But it is not just these two organizations – all of you, who are now here at the Great Hall this evening, are also passionately committed to education. We all believe regardless of background or income, students should have the same opportunities to move mountains in the world."



### John Lennon Educational Tour Bus

Salzburg Global Seminar was host to the John Lennon Educational Tour Bus in August 2013 as part of its inaugural European tour. Lennon Bus, which houses a state of the art media studio, with instruments, cameras, mixing desks, editing suites and recording studios, has been touring the USA for 17 years and the European enterprise launched in Liverpool, England – home to the Beatles – in May 2013. It not only provides young people, often from underprivileged backgrounds, with the opportunity to write, record and edit their own music and film accompanying music videos, but also brings with it the message of peace that Lennon so famously sang about it in his song "Imagine," tying in serendipitously with Salzburg Global's June Board Meeting theme that year: "Above Us Only Sky."

Salzburg Global launched the partnership with the Lennon Bus as part of a shared passion for imagination, youth and education. Director of Marketing and Communications, Thomas Biebl, who arranged the visit, called it the perfect complement to the Salzburg Global program.

Lennon Bus Director Brian Rothschild said it was "fitting" that the Lennon Bus should stop at Schloss Leopoldskron on its first tour of Europe.

"The mission of the bus and of the Salzburg Global Seminar are congruent. It is impossible for me as a Jew not to recollect the Nazi shadow here, but this place is also witness to the ultimate triumph of good over evil." The bus will return to Salzburg in 2014 as part of the *Young Cultural Innovators* program.



LOCAL MUSICIANS record a song of their new album in the John Lennon Bus as Salzburg Global interns record a video



## Fellowship

Many Salzburg Global Fellows came to Schloss Leopoldskron at inflection points in their careers and now hold leadership positions in business, international and national government, media, academia, civil society organizations, science and the arts across all global regions.

We connect this extraordinary human capital through our Salzburg Global Fellowship. Online and through events around the world, Salzburg Global nurtures an ongoing network of relationships and engagement, and hosts vibrant cross-sector discussions to stimulate the exchange of new ideas and best practices.

Spanning sectors and regions, the Salzburg Global Fellowship equips our partners to magnify their effectiveness around critical issues.

We regularly draw on this wellspring of leadership for collaboration, expertise, introductions, session design and moderation, nomination of prospective participants and applied practice, as well as encouraging them to return to Salzburg, not only again as Fellows, but also as faculty, resource specialists and session chairs. We also link new and established members from different generations and sectors for crowd-sourcing ideas, strategy assessment, mentoring and support.

## BRIEFING

# SALZBURG GLOBAL VISION

Originally founded in 1947 to encourage the revival of intellectual dialogue in post-war Europe, Salzburg Global Seminar today is a game-changing catalyst for global engagement on critical issues in education, health, environment, economics, governance, peace-building and more.

## Triple Lens Thinking

From the very start, Salzburg Global Seminar has sought to break down barriers separating people and ideas. Today, we span the world's regions and we challenge countries at all stages of development and institutions across all sectors to rethink their relationships and identify shared interests and goals. Our reach and vision demand a program approach that reaches beyond academic and policy silos and engages diverse voices.

Following a strategic review in 2012 and 2013, Salzburg Global's program is now designed around three cross-cutting clusters that reflect the values underpinning everything we do.

We use these clusters – *Imagination, Sustainability and Justice* – to support triple lens thinking to shift societies and lay the foundations for global citizenship. The most powerful solutions are simultaneously imaginative, sustainable and just. Imagination is needed to find solutions to the immense challenges our planet and society faces. If our shared future is to be viable and prosperous for the next generations, we must find sustainable solutions to these challenges. And to ensure that prosperity for all, and not just for the privileged few, those imaginative, sustainable solutions must also be fair and just.

### IMAGINATION

Imagination lies at the heart of human development, opportunity and capacity for resilience – and will inspire the global transition to a knowledge economy. We ask how societies can renew and reconfigure their education, culture and media practices, and foster science and entrepreneurship to create inclusive, knowledge-based communities of the future.

### SUSTAINABILITY

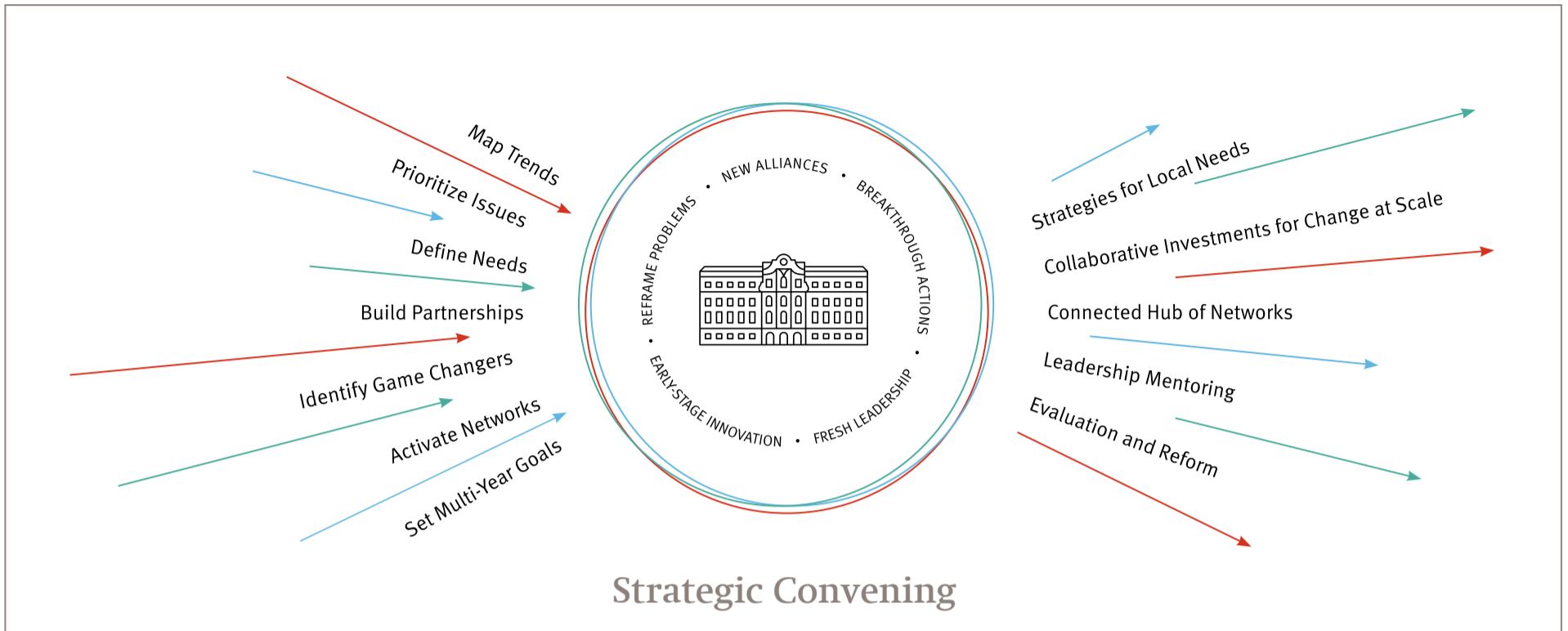
The most basic necessity in any society is human safety and well-being. We work to improve life chances for present and future generations in a holistic way, connecting health, environment, money and work. We ask how societies can move beyond short-termism and target research, investment and policies to manage risk, promote equity and build dynamic resilience.

### JUSTICE

As power is dispersed in a multipolar world, shifts in allegiance and identity are triggering radical shifts in relationships between individuals and institutions. We ask how societies can reframe responsibilities, rights and cooperation between citizens, business, governments and regions to foster conditions for peace and prosperity.

### ACADEMIES

To scale up innovation and reach young adults outside current elite structures, Salzburg Global Seminar expands the reach of our program through the Salzburg Global Academies. Launched ten years ago, our Academies are built in collaboration with forward-looking higher education institutions, scholars and teachers. These intensive and highly selective courses – held in Salzburg or adapted to the needs of other regions – are used to develop, test and implement creative global curricula, pedagogy and research. Salzburg Global Academies, covering Global Citizenship, Media and Global Change, and the Future of International Public and Private Law, involve faculty and students from both elite institutions and those typically underrepresented in leadership echelons. Through our programs we prepare outstanding young people from all backgrounds for lives as global citizens with the skills to drive change.



### Strategic Convening

Salzburg Global Seminar designs, facilitates and hosts international strategic convening to aid current and future leaders to tackle issues of global concern. Our strategic convening is designed to challenge established mindsets, inspire collaborative and impactful solutions and build lasting networks.

We do this by mapping trends, prioritizing issues, defining needs, building partnerships, identifying game changers and early stage innovators, activating networks and setting long-term goals for our programs. Working with specialist partners, including the world's foremost policy makers,

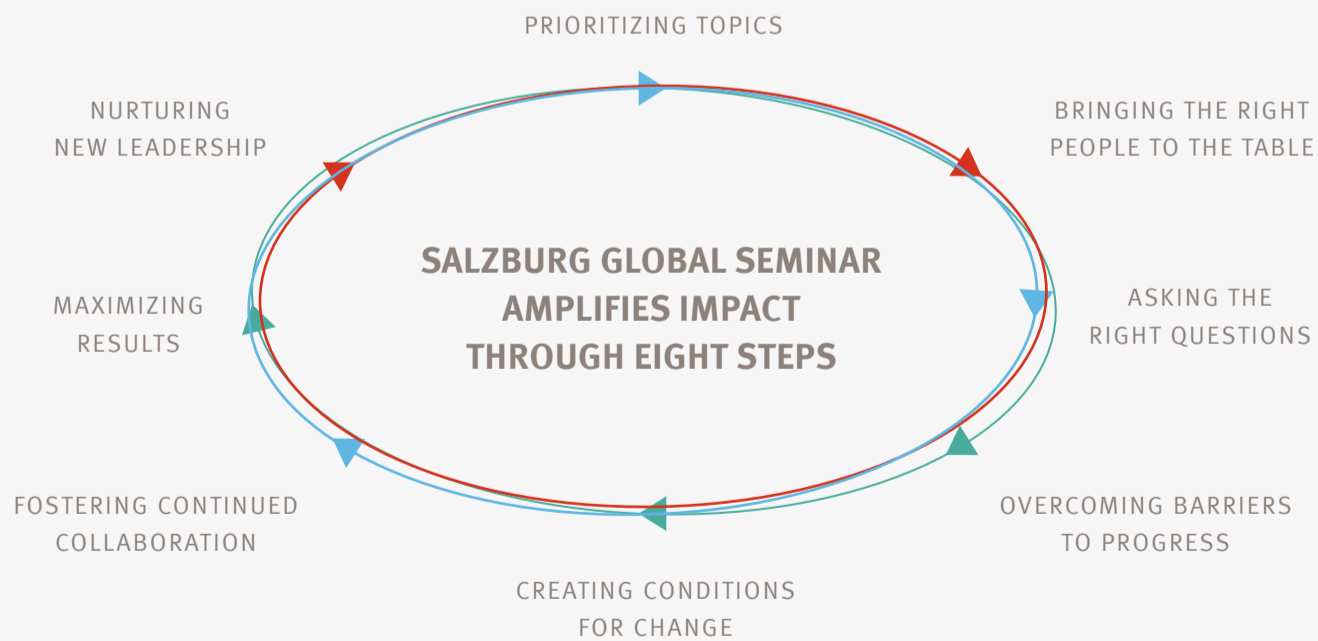
corporations, civil society organizations, think tanks, universities, donors, entrepreneurs and artists, we foster new alliances and develop fresh leadership to customize multi-year programs which reframe problems in fresh ways and seek innovative and early-stage solutions to global challenges.

Salzburg Global sessions – at our historic palace retreat of Schloss Leopoldskron and around the world – are not your typical conferences. Our programs are designed to maximize interactions and creative exchange between all professional levels of our participants, moving discussions out of their usual comfort zones. We guide participants as

they practice active cross-cultural engagement, assess their own leadership effectiveness, and evaluate how to adapt and apply findings in their own institutions, regions and communities.

Our programs seek to create lasting impact. We do this, together with our specially selected partners and Salzburg Global Fellowship, by developing strategies for local needs, facilitating collaborations to drive change at scale, connecting hubs of networks across countries and regions, mentoring new leaders, and evaluating progress to reform and improve our processes.

### Architecture of Impact



For further information on the Salzburg Global Vision, please see: [www.SalzburgGlobal.org/go/vision](http://www.SalzburgGlobal.org/go/vision)

SALZBURG GLOBAL FELLOWSHIP

## 15 FACES FOR THE FUTURE

Salzburg Global Seminar’s mission is to challenge current and future leaders to tackle problems of global concern. To this end, Salzburg Global brings young, emerging leaders to Schloss Leopoldskron, not only for our Academies programs, but for every Salzburg Global session. Nearly 500 of our 1844 Fellows who attended sessions between 2011 and 2013 were under the age of 40, in addition to the more than 800 Academies participants. Below are just 15 of our remarkable young Fellows.



**PATRICIA GARZA**  
**USA**

*Sessions attended: 498, 503*

Patricia participated in the inaugural *Young Cultural Leaders Forum* and returned for the *Young Cultural Innovators* series planning meeting a year later. She was selected because of her extensive work in various different arts projects – from theater to fashion – working with diverse groups, like the Latino community and LGBTQ youth, across Los Angeles. Her roles at Center Theater Group, the largest non-profit theater group on the US West Coast, have seen her getting out into the community and introducing theater to the “unusual suspects,” and ensuring that the issues of diversity and acceptance are fully integrated into the new plays that the group produces.

**LUBNA MAALIKI**  
**LEBANON**

*Session attended: SAC04*

Lubna came to Salzburg as a student participant of the three-week-long *Salzburg Academy on Media and Global Change* in 2010 while studying for her undergraduate degree at the American University of Beirut in Lebanon. She is now the director of the Media and Digital Literacy Academy of Beirut (MDLAB), an initiative inspired by the Salzburg Academy. MDLAB aims to advance digital and media literacy education in the Arab region through both a two-week summer program for graduate students and academics (the first of which was held in 2013) and year-round work to develop curricula and publish them online in an open source environment.



**PHLOEUN PRIM**  
**CAMBODIA**

*Sessions attended: 490, 532, 538*



Phloeun is the executive director of Cambodian Living Arts and CEO of Season of Cambodia. His family fled to Canada to escape the Khmer Rouge when he was three years old. He returned to Cambodia in 1998 and helped bring a small EU-supported program training artisans, Artisans d’Angkor, from 50 artists to a self-sustainable company employing over 1000 artisans and staff. In 2010, he was appointed the first executive director of Cambodian Living Arts (CLA). Under his leadership, CLA has grown from supporting 15 master artists to offering leadership development, capacity building, and numerous creative industries projects, transitioning into one of the first arts advocacy organizations in Cambodia.

**BELABBES BENKREDDA**  
**GERMANY, TUNISIA, UAE**

*Sessions attended: 508, 544*



German-born Belabbes founded the Munathara Initiative, a Tunisian-based online and television debate forum to foster the participation of youth, women and marginalized communities in Arab public discourse. Following his session at Salzburg with Fellows from Egypt, Libya and Yemen, as well as Tunisia, Belabbes was inspired to focus Munathara’s programming on these four transition countries, launching a series of debates on human rights, inclusion and diversity. As well as being a Salzburg Global Fellow, Belabbes is recipient of the US-based National Democratic Institute “Democracy Award” for recognition of his “efforts to use technology to expand opportunities for citizen participation and to make governments more transparent and accountable.”





**LAVAR THOMAS**  
**RWANDA, USA**

*Session attended: GCP 38*

Lavar is currently serving in the US Peace Corps in Rwanda. He was a student participant of the *International Study Program on Global Citizenship* in 2010. Lavar has a passion for addressing health disparities and health care reform, and during his time in the Peace Corps he will be working closely with the local community and organizations to develop the capacity of local health centers and community-based health workers to plan, coordinate, deliver, monitor and evaluate areas of maternal and child health, hygiene, nutrition, Malaria, and HIV and AIDS.

**JIMENA LARA ESTRADA**  
**MEXICO**

*Sessions attended: 498, 503*



Jimena is the director of International Affairs at the National Institute of Fine Arts in Mexico, and former Program Coordinator at the Mexican Cultural Institute of New York, where she helped promote Mexican culture in New York. She believes cultural management is about “the motivation and passion for the arts, and utmost respect for the artists... I’ve had the honor of learning from some of the most passionate and experienced leaders of the trade, who’ve taught me that cultural leadership is about being of service... working to create the best possible conditions for creativity and innovation to flourish.”

**FUNLAYO EASTER WOOD**  
**USA**

*Session attended: ISP 07*

Funlayo first came to Salzburg as a student participant of the seventh *International Study Program on Global Citizenship* during her studies at Bronx Community College. She returned to Schloss Leopoldskron as an intern. Since graduating, Funlayo has gone on to become an adjunct lecturer at Boston College and teaching fellow at Harvard University, where she is currently a doctoral candidate in African and African American studies with a primary field in religion, focusing on Yoruba Ifa-Orisa traditions as practiced in Nigeria and the Americas. Funlayo is the founding director of the African and Diasporic Religious Studies Association and executive director of the Orisa Community Development Corporation, a non-profit organization dedicated to community building.



**FERNANDA MILAN**  
**DENMARK, GUATEMALA**

*Session attended: 506*



Fernanda was the first transgender woman to be granted asylum in Denmark, following persecution in her home country of Guatemala. Having successfully campaigned for her own asylum with activists from various LGBT groups in Denmark and across Europe, Fernanda has gone on to co-found her own activism group, Trans-Project in Denmark. In her role she gives public speeches at other organizations and universities, raising awareness of the issues faced by trans women. She also volunteers for TalkTrafficking.org, blogging about human trafficking – a fate faced by many cis and trans women across the world.

**BRIGHT SIMONS**  
**GHANA**

*Session attended: 477*



Bright, president of mPedigree Network, came to Salzburg for the session *Innovating for Value in Health Care Delivery*. With mPedigree Network, Bright pioneered a system that enables consumers to instantly authenticate the safety of pharmaceuticals at point of purchase by sending a free text message via their cell phone, helping block counterfeit drugs, a worldwide killer of 70,000 people yearly. Bright sees himself as part innovator, part entrepreneur, with mPedigree as part IT enterprise and part social activist organization. Following his Salzburg experience and the global connections it afforded, Bright and mPedigree expanded their focus from Africa to Asia.

**ROOJ ALWAZIR**  
**USA, YEMEN**

*Sessions attended: 508, 544*



Rooj is a Yemeni-American documentary photographer and writer, and also co-founder of SupportYemen, a media collective based in Sana’a, dedicated to creating films and advanced digital media that raise awareness of human rights and social justice issues. As a member of the collective, Rooj was engaged in Yemen’s post-revolution National Dialogue, campaigning for the increased involvement of women and youth in the reconciliation process. Currently, she is organizing photography workshops, putting cameras in the hands of young women and working on a documentary about the human cost of drone warfare – a topic on which Rooj is especially outspoken, providing commentary as an activist for Al Jazeera and RT.

**RUEDIGER WASSIBAUER**  
**AUSTRIA**

*Sessions attended: 498, 503, 538*



Ruediger Wassibauer is the founder and artistic director at Schmiede Hallein, a producers' festival and community, based on three simple principles: network, create, and present. He participated in the *Young Cultural Leaders Forum* in 2012, returning for the strategic planning meeting for the ten-year *Young Cultural Innovators (YCI)* program in 2013 and the first session of the YCI in 2014. This experience, together with his work at Schmiede and for advisory councils on state and national levels, has made him the ideal choice for the first ever "YCI Culture Hub" leader in Salzburg, helping the next generation of cultural innovators in the very city where Salzburg Global Seminar is based.

**MAME DIENE**  
**SENEGAL**

*Sessions attended: 473, 484, 509*



Three-time Fellow Mame is the founder and CEO of Bioessence Laboratories, a Senegalese company that specializes in producing skin care products from African flora. Mame's company works across rural areas of Senegal, and other countries such as Guinea and Mali, and exports across the region. Through her work, Mame not only connects farmers – many of whom are part of women's collectives – with producers and sellers, but also seeks to raise the profile of African produce, cosmetology and entrepreneurship.



**XENIA AVEZOV**  
**SWEDEN, USA**

*Sessions attended: GCP 18, 35, 54, 58*

Xenia is a researcher with the Stockholm Peace Research Institute's Armed Conflict and Conflict Management Program, currently working on the New Geopolitics of Peace Operations Initiative, which aims to enhance dialogue and understanding about the role that emerging global actors play in shaping the future of international conflict management. She first came to Salzburg as a student participant of the *International Study Program on Global Citizenship* in 2007. She has remained involved in the *Global Citizenship Program* ever since, returning several times, first as an intern and later as a rapporteur and a resource specialist, and most recently as a member of the faculty, leading discussions with students on conflict resolution.

**AYMAN SABAE**  
**EGYPT**

*Sessions attended: 489, 500, 507, Fellow 31*

Ayman first came to Salzburg in 2012, when he was studying for his master's in International Healthcare Systems Management. Since then, Ayman has attended a further two sessions as part of Salzburg Global's long-running *Health and Health Care Innovation* series, speaking authoritatively on panels alongside longer-serving colleagues. In his home country of Egypt, since the revolution in 2011, Ayman has moved his focus from working as a doctor and healing people, to healing the health care system at large. He now works with a number of NGOs in Egypt and has also founded his own organization, working to establish innovative community health care systems in the country.



**GEOFFREY SEE**  
**NORTH KOREA, SINGAPORE**

*Session attended: 518*

During his studies, Geoffrey visited North Korea and met a college student who wanted to be a businesswoman to prove that women can be business leaders. This incident led Geoffrey to found the Choson Exchange, a non-profit organization that trains young professionals in North Korea in economics, business and law, with the goal of helping North Korea integrate peacefully into the international community. Since 2009, Choson Exchange has had over 900 North Koreans take part in programs. Geoffrey is also a research fellow at MIT focusing on entrepreneurship in frontier economies, a board member of a listed Mongolian energy company, and an advisor to a Singapore-MIT research institute.





**01** RUEDIGER WASSIBAUER AND NIYATI MEHTA returned to Schloss Leopoldskron in 2013 to help create the ten year Young Cultural Innovators program

**02** YOLANDA NGAI speaking during working group discussions in the Chinese Room as part of the Young Cultural Leaders Forum in 2012

**03** SUSANNA SEIDL-FOX leads YCI strategy discussions in the Board Room

For further information, please see: [yci.SalzburgGlobal.org](http://yci.SalzburgGlobal.org)

# Q&A

## YCI Forum essentials

Salzburg Global Program Director for Culture and the Arts, Susanna Seidl-Fox explains who the Young Cultural Innovators are and what Salzburg Global is doing to help their development.

### What is the YCI Forum?

The *YCI Forum* is a ten-year program led by Salzburg Global Seminar that is meant to support, nurture and connect “Young Cultural Innovators.” The annual *YCI Forum* in Salzburg brings together 50 YCIs from ten “culture hubs” and continues to engage and collaborate with them in the hubs throughout the year, with a long-term view of strengthening the cultural sector, supporting the development of the creative industries and bringing about positive social change.

### Who are the Young Cultural Innovators?

Young cultural innovators (YCIs) are artists, creative entrepreneurs and cultural change-makers who are demonstrating the vision, talent and energy that our societies so desperately need to meet the challenges of the 21<sup>st</sup> century. They are highly motivated and creative catalysts between 25 and 35 years old, who are working in the arts and culture sector (including the visual arts, performing arts, literature, cultural heritage, foods, fashion, architecture and design), either for organizations or leading their own creative enterprises, and who have demonstrated the potential for future leadership roles in society. Candidates are assessed through a competitive application and nomination process, to bring a diversity of professional knowledge, experience and focus to the Forum.

### Where will these “culture hubs” be based?

The ten culture hubs are based in six regions around the world, with cities including Baltimore, Rotterdam, Phnom Penh, Buenos Aires, Tokyo and Salzburg. The hubs will act as a resource at the local level and as a means to link cultural institutions and independent operators. The YCI Fellows can, for example, offer peer mentoring, mini-workshops, or larger public events to multiply the impact of the networking and learning that grows out of the annual sessions in Salzburg.

## YOUNG CULTURAL INNOVATORS FORUM

# A 10-YEAR COMMITMENT

In this age of austerity, the arts and culture sector is woefully under resourced. Through a new decade-long project, Salzburg Global will help hundreds of young Fellows to find innovative solutions to sustaining the arts and supporting society at large.

Young minds in the culture and arts sectors are providing some of the most imaginative new impulses for social improvement and sustainable economic development around the world today. Young artists, creative entrepreneurs and cultural leaders are demonstrating the creative vision, talent, and energy that our societies need to meet the challenges of the 21<sup>st</sup> century.

Salzburg Global Seminar, which has a long history of programs both on culture and the arts and young leadership, aims to help nurture these young minds with the launch of its ten-year program: *Salzburg Global Forum for Young Cultural Innovators*.

In 2012, the *Young Cultural Leaders Forum*, in partnership with US-based National Arts Strategies, brought together 47 young cultural leaders from 37 countries around the globe for an intensive leadership development program. In 2013, 13 of this original cohort, together with other experts, returned to Salzburg to help develop the *Young Cultural Innovators* program.

“We really believe in and have had many years of programming around the transformative potential of the arts to improve livelihoods and quality of life, to revitalize the way we educate, and to leverage completely undreamt of cultural opportunities into the future decades,” says Clare Shine, Salzburg Global Vice President and Chief Program Officer.

“Cultural innovators with this kind of

skillset are an absolute force to be reckoned with and they will help politicians in their countries and mainstream businesses, just as much as they help civil society and community groups,” she adds.

The creative industries are drivers of economic development and social inclusion, yet the arts are often underfunded.

“Money coming from government, sponsors, foundations, and international donors is getting less and less,” explains Salzburg Global Fellow, YCI strategist and academic, Dr. Lydia Varbanova.

“Therefore artists and cultural managers require strategic entrepreneurial thinking and actions.”

Over the course of the next decade, the development of the *YCI Forum* will be central to Salzburg Global’s Imagination Cluster program, as part of its new strategic vision and “triple lens thinking.”

“Salzburg Global is committed to making the *YCI Forum* an ongoing, vibrant focal point for international exchange, emerging leadership, and innovation in the cultural sector,” says Salzburg Global Program Director for Culture and the Arts, Susanna Seidl-Fox.

**“CULTURAL INNOVATORS ARE AN ABSOLUTE FORCE TO BE RECKONED WITH.”**

“Over the course of the next ten years, we hope to generate a critical mass of 500 Salzburg Global Fellows who will continue to work together and collaborate with each other, creating dynamic culture hubs across the world to engage and act as a resource for other young cultural innovators at the local level.”

SALZBURG SEMINAR AMERICAN STUDIES ASSOCIATION (SSASA)

## WHY AMERICA STILL MATTERS

The world has changed since the Salzburg Seminar in American Studies was first convened in 1947 – so too has the organization. But although now more “global” in outlook, Salzburg Global Seminar still recognizes the importance of American Studies.

When the first session of the Salzburg Seminar in American Studies was convened in the summer of 1947, the world was a very different place – as was the United States’ place within it.

Europe was devastated by World Wars less than three decades apart. Schloss Leopoldskron itself also bore the scars of war: windows had been shattered and walls sprayed with shrapnel when a bomb landed in the nearby lake, and the property had only just been repatriated to the widow of Max Reinhardt, the pre-war owner of the Schloss who had fled Nazi persecution in 1938. America, conversely, was thriving in its post-war industrial boom and taking an increasingly prominent place in the world – politically, economically and culturally – as the former colonial powers of Europe faded.

Wanting to bring together bright young minds who had been enemies a mere two years earlier, the three founders of the organization that would become Salzburg Global Seminar – Americans Dick Campbell and Scott Elledge and Austrian Clemens Heller – used the medium of American Studies, as in post-war Europe there was a keen interest and indeed fascination with anything related to American life and values.

As the co-chair of that first-ever session, literary historian F. O. Matthiessen assured the Europeans and Americans gathered, “none of our group has come as imperialists of Pax Americana to impose our values on you,” and that the program would consider not only the strengths of American democracy, but also its “excesses and limitations.”

Today, those excesses and limitations have become all the more abundantly clear: the US Congress is frequently in deadlock, the US continues to be one of the world’s biggest polluters, economic and racial inequalities and tensions are growing, and the US’ hegemony is waning as China’s power rises. This change in America’s situation at home and abroad, together with the increasingly global outlook of the now Salzburg Global Seminar, inevitably raises questions: does America still matter – and does American Studies still have a place at Salzburg Global Seminar?

The answer from Marty Gecek, symposium director of the Salzburg Seminar in American Studies Association (SSASA), is an emphatic yes.

“Every session that this institution does is affected by America in some way,” the long-serving director insists.

Concerned that American Studies was becoming sidelined as the Salzburg Seminar started to expand its outlook beyond the US and Europe, Gecek was part of the team that founded the Salzburg Seminar American Studies Center (ASC) in 1994. (See SIDEBAR.) The ASC was generously funded by the United

States Information Agency (USIA), a US agency devoted to public diplomacy (now part of the US State Department), enabling Salzburg Seminar to organize and host 32 two-week sessions between 1994 and 2001, covering topics as diverse as American literature and linguistics, American history, American foreign policy, and IT and its role in education provision.

Following the end of the \$9 million grant, SSASA was established in 2004, originally as an alumni association for participants of ASC programs. It has since expanded its outreach beyond alumni and is a member of the American Studies Network, an association of 17 independent centers for American Studies in 11 European countries. Gecek, although officially retired since 2003, continues to organize at least one symposium per year on a pro bono basis.

“American Studies enables you to see all of Salzburg Global Seminar’s programs through an American lens,” explains Gecek.

“Whether you’re talking about technology in agriculture, health issues, culture or geopolitics – these things are all affected by and will affect America.”

Indeed, SSASA programs have continued to adopt this same broad view of American Studies as established by the first 30 years of Salzburg Global’s program and continued by the ASC. Programs from the past three years have examined not only American culture and its global influence, such as with the session *Screening America: Film and Television in the 21<sup>st</sup> Century* in 2012, but also geopolitics – *Continuity and Change in US Presidential Foreign Policy: Plans, Policies and Doctrines* (2011); diversity – *Resistance and Readiness: Immigration, Nativism and*

*the Challenge of Ethnic and Religious Diversity in the US and Europe Today* (2012); and urban planning – *Sustainability and the City: America and the Urban World* (2013).

Each of these topics has a global resonance as policies, demographics and societies change the world over. And while America may soon no longer be the world’s sole hegemonic power, economically, militarily or culturally, many countries still follow its lead.

Just as in 1947, Salzburg Global Seminar, however, is not

presenting America as the one and only example to follow.

“It used to be ‘We’re the biggest and the best,’ but I like to think that America has become more humble,” says Gecek. “I like to think that America looks abroad and sees wonderful things happening around the world and realizes that America is not leading whatsoever on health care and climate change, for example. There are certainly other countries that are doing much better things, so America has a lot to learn and I think people are becoming more cognizant of that fact.”



**EVERY SESSION IS AFFECTED BY AMERICA IN SOME WAY.  
WHETHER YOU’RE TALKING ABOUT HEALTH, CULTURE OR GEOPOLITICS –  
THESE THINGS ARE ALL AFFECTED BY AND WILL AFFECT AMERICA.**



- 1 BERNARDUS DJONOPUTRO AND PETER COOKSON SMITH during the SSASA 2013 program on *America and the Urban World*
- 2 CHRIS BIGSBY gives a lecture on *Screening America* in 2012
- 3 RON CLIFTON was the founding director of the American Studies Center. He remains involved as a member of the SSASA advisory board and frequent session chair
- 4 EWA ANTOSZEK, DILEK YUCEL AND AMANI ABU ZHARA listen to a lecture in Parker Hall during the 2012 program on *Resistance and Readiness: Immigration, Nativism and the Challenge of Ethnic and Religious Diversity in the US and Europe Today*
- 5 ORSOLYA SUDAR at the 2013 program on *America and the Urban World*

For further information, please see: [ssasa.SalzburgGlobal.org](http://ssasa.SalzburgGlobal.org)

## Q & A



### My mission is to keep American Studies alive!

Salzburg Global's longest serving staff member, Marty Gecek explains how she came to be so committed to American Studies

**How did you come to work for Salzburg Global Seminar?**

There was an ad in the newspaper that said: "Looking for someone who speaks English to work in an office." I was given the job for three months. It was October 4, 1966. It was one of those gorgeous days here, and I came home and said to my husband, "I'll pay them to let me work there!"

I would answer the phone but I couldn't speak German and I thought every day that they would fire me!

After Ron Clifton, the original director, left in 1996, I was told I would have to take over as director in 1997. I said: "I'm an administrative person, I don't know how to run a program," but I soon realized I had learned everything I needed to know from Ron.

I don't know where we'd be without that grant from USIA. But the grant ran out, as all grants do, in 2001, and so I organized just two sessions a year until I retired in 2003.

**And almost 50 years later, you're still here! You went on to become Office Manager and Associate Director for Administration and Personnel, among other positions; how did you become involved in the American Studies programs?**

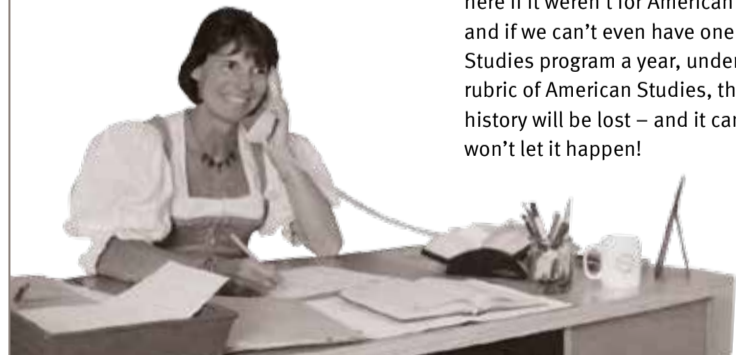
After being the Office Manager for many years, I moved from the academic side of our operation to the conference center side, where I was responsible for personnel as well as working with our architect on various renovation projects in the Schloss. After eighteen long months in that position I was delighted to learn that the American Studies Center was being established, and when I was asked to be the Associate Program Director, I said: "I'll do it!"

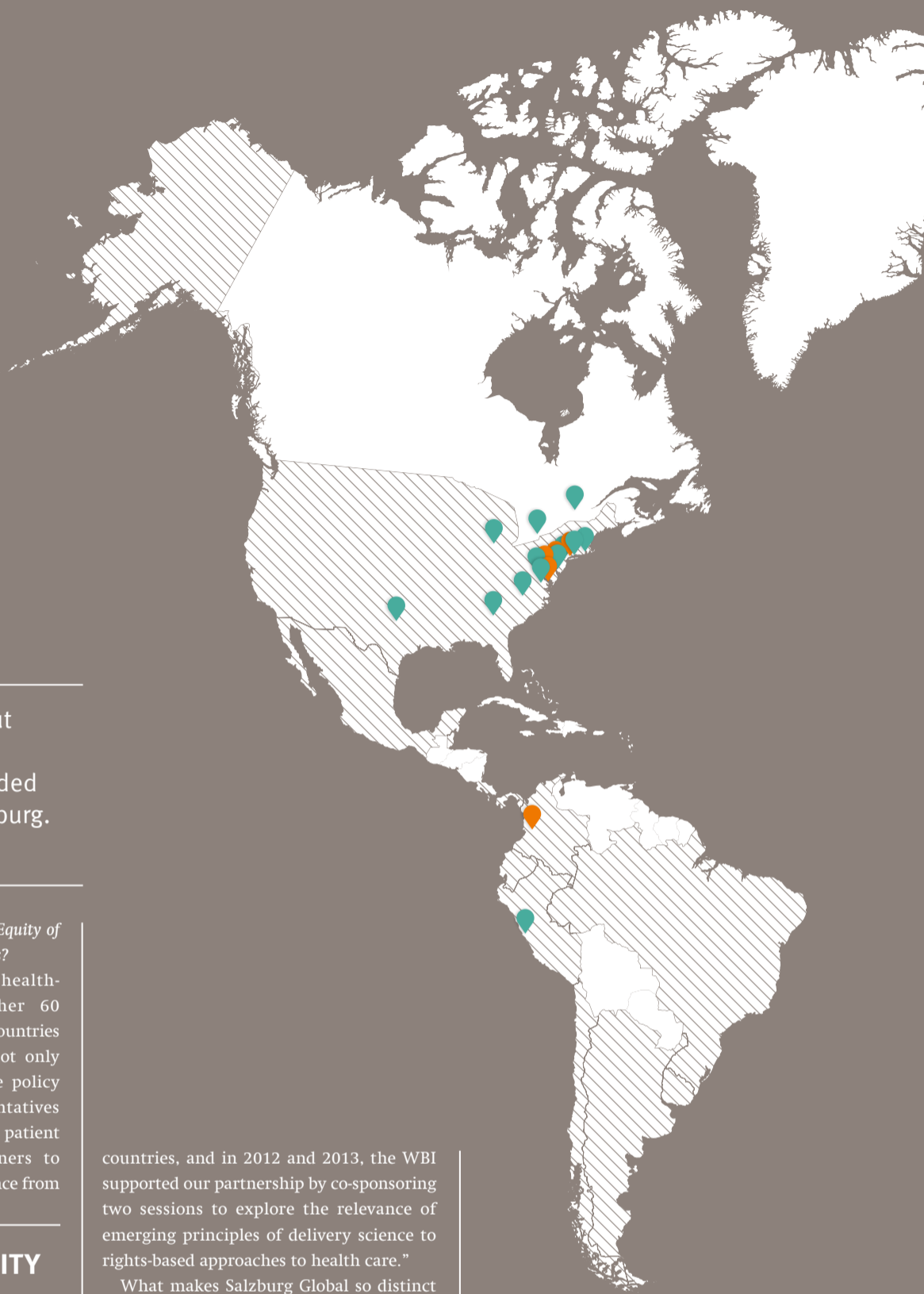
**But American Studies didn't end when you retired. How were you able to continue the programs?**

When I retired, it was suggested I should launch the "Salzburg Seminar American Studies Alumni Association," so originally most participants were alumni of the American Studies Center programs. Several years ago we eliminated "alumni" from the title of the organization, and now I organize one session a year on an American Studies theme, attended by American Studies scholars from around the world, both alumni as well as those who come for the first time.

**You now work on a pro bono basis. What made you want to continue?**

My mission is to keep American Studies alive here! It sounds dramatic, but it is my mission! This place wouldn't be here if it weren't for American Studies, and if we can't even have one American Studies program a year, under a clear rubric of American Studies, then all that history will be lost – and it can't be! I won't let it happen!





HEALTH & HEALTH CARE INNOVATION IN THE 21<sup>ST</sup> CENTURY

## THE POWER OF PARTNERSHIP

Salzburg Global Seminar’s programs would not happen without our partners. Partners provide not only the intellectual capital and input to drive the session forward but often the much needed financial capital necessary to bring Fellows and faculty to Salzburg. But what do partners get out of working with Salzburg Global?

Since the series began in 2010, Salzburg Global Seminar has worked with several partners to deliver programs on *Health and Health Care Innovation in the 21<sup>st</sup> Century*. Partnership with Salzburg Global on a session at Schloss Leopoldskron can help these organizations make significant strides in their own agendas, put them in contact with Fellows from across the world whom they would likely not have met otherwise, and – most importantly – discover a sense of

*the Strengthening, Sustainability and Equity of Access to Medicines and Health Systems?*

Typically, Salzburg Global’s health-related programs bring together 60 participants from an average of 23 countries on five continents and include not only practitioners but also health care policy makers, academics, and representatives from government and providers to patient advocacy groups, enabling partners to harvest input, opinions and experience from

countries, and in 2012 and 2013, the WBI supported our partnership by co-sponsoring two sessions to explore the relevance of emerging principles of delivery science to rights-based approaches to health care.”

What makes Salzburg Global so distinct can be hard to quantify, but it’s clear to those who partner with the organization again and again.

“Salzburg is not only a beautiful place with a serene setting,” explains Rashad Massoud, senior vice president, Quality & Performance Institute at URC. “The environment is also very conducive to

### PARTNERS DISCOVER A SENSE OF COMPLEMENTARITY WITH OTHER ORGANIZATIONS.

complementarity with other organizations, thus being able to go on and form their own partnerships.

For lead partner University Research Co., LLC (URC), the session *Making Health Care Better in Low and Middle Income Economies: What Are the Next Steps and How Do We Get There?* resulted in the “Salzburg Statement on How to Make Health Care Better in Low and Middle Income Countries,” which they have used in workshops and presented around the world (see SIDEBAR). Leonardo Cubillos, senior health specialist at the World Bank Institute (WBI), declared “Mission accomplished” after Jim Yong Kim, the then-newly appointed head of the World Bank, stated: “We fully embrace the rights-based approach to healthcare,” at the end of the session *Realizing The Right To Health: How Can a Rights-Based Approach Best Contribute to*

a broad global spectrum.

But more than this, Salzburg Global’s health care programs enable partners to extend their global network.

“The goal of our partnership with Salzburg

### SALZBURG IS SOMEWHERE WHERE YOU OPEN UP A DEGREE OF TRUST AND UNDERSTANDING.

Global is to support the development of a science of delivery for health care that meets the needs and wants of people and populations,” explains Al Mulley, director at The Dartmouth Center for Health Care Delivery Science.

“Since 2010, we’ve convened over 200 faculty and Fellows from more than 30

productive thinking and working. Salzburg Global Seminar has developed an amazing convening ability, attracting all the right players and stakeholders.”

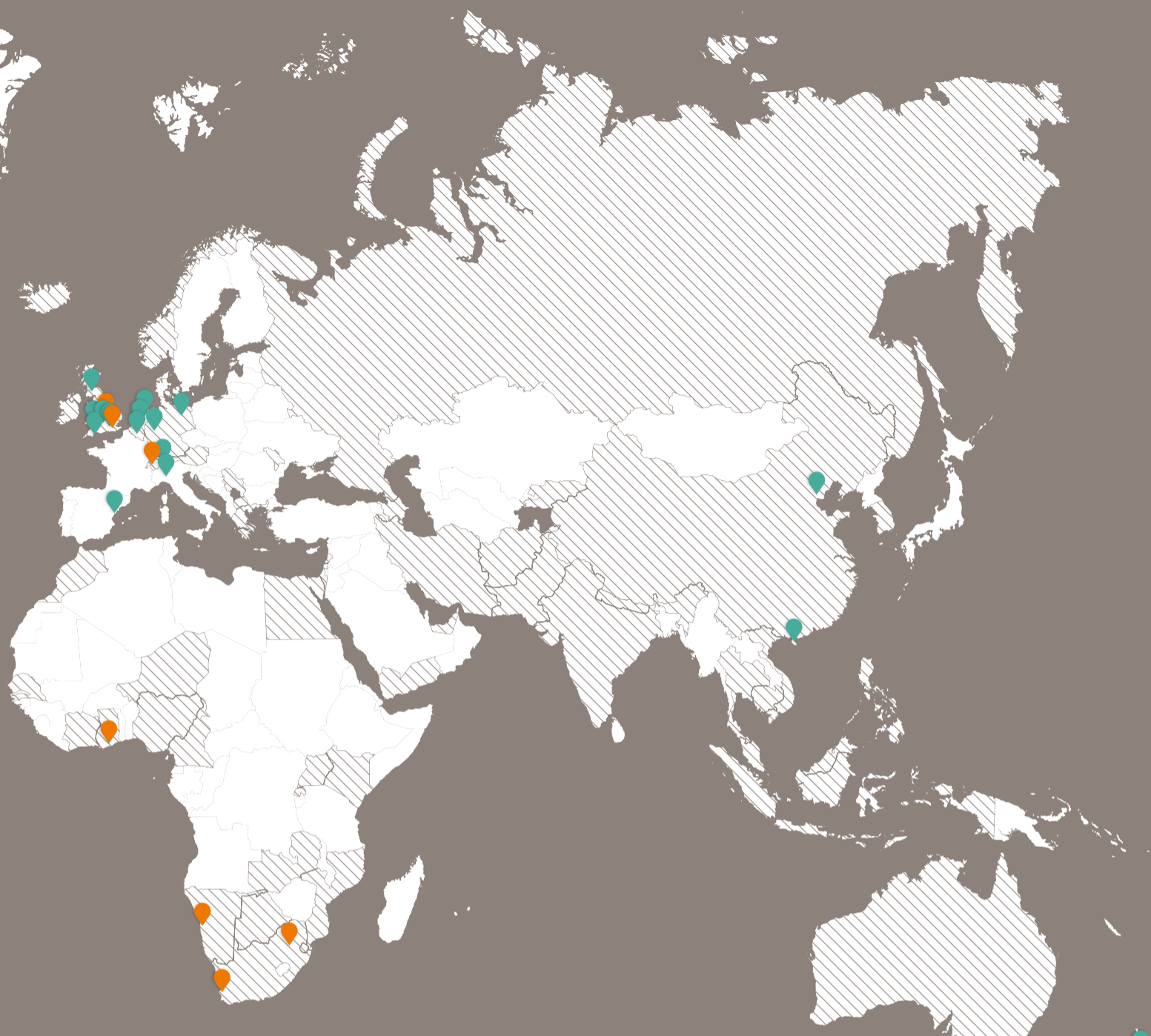
“It’s the walk in the woods, the conversation over dinner or on into the evening in the Bierstube,” adds Salzburg Global Program Director John Lotherington,

who leads the program series.

“During the five days we spend together we’re building a ‘pop-up community.’ And that’s why people love Salzburg: They feel much more in community with the other people they’re with, however diverse the group, than they do elsewhere.

“Salzburg is somewhere where you open up a degree of trust and understanding of people’s hinterland that you rarely find at other sorts of events, which are usually far larger and/or far shorter.”

As with every session convened by Salzburg Global Seminar, participants find



HEALTH AND HEALTH CARE INNOVATION FELLOWS' COUNTRIES OF ORIGIN/OPERATION

CONFERENCE PRESENTATIONS / REPORT CITATIONS FOR THE "SALZBURG STATEMENT ON SHARED DECISION MAKING"

Abingdon, Oxfordshire, UK; Alexandria, VA, USA; Amsterdam, The Netherlands; Apeldoorn, The Netherlands; Atlanta, GA, USA; Auckland, New Zealand; Barcelona, Spain; Basel, Switzerland; Beaumaris, Australia; Beijing, China; Brussels, Belgium; Berlin, Germany; Bonn, Germany; Boston, MA, USA; Buckingham, UK; Cambridge, MA, USA; Cambridge, UK; Cardiff, UK; Chicago, IL, USA; Durham, NC, USA; Edinburgh, UK; Enschede, The Netherlands; Grapevine, TX, USA; Hoboken, NJ, USA; Hong Kong, China; Leesburg, VA, USA; Lima, Peru; London, UK; Maastricht, The Netherlands; Marlow, UK; Milan, Italy; New York, NY, USA; Oak Brook, IL, USA; Ottawa, Canada; Philadelphia, PA, USA; Plymouth, UK; Toronto, Canada; Utrecht, The Netherlands; Waltham, MA, USA

CONFERENCE PRESENTATIONS / REPORT CITATIONS FOR THE "SALZBURG STATEMENT ON MAKING HEALTH CARE BETTER IN LOWER AND MIDDLE INCOME COUNTRIES"

Accra, Ghana; Atlasville, South Africa; Bethesda, MD, USA; Cape Town, South Africa; Geneva, Switzerland; London, UK; New York, NY, USA; Newark, NJ, USA; Oxford, UK; Philadelphia, PA, USA; Swakopmund, Namibia; Washington, DC, USA; Yumbo, Valle Del Cauca, Colombia

For further information, please see: [health.SalzburgGlobal.org](http://health.SalzburgGlobal.org)

PEOPLE EXAMINE THEIR OWN ASSUMPTIONS AND COME TO A MUCH BETTER UNDERSTANDING OF OTHERS'.

that the somewhat more remote setting of Schloss Leopoldskron, in the Alpine city of Salzburg, helps them remove themselves more from their daily lives and more deeply tackle the issues at hand.

"It's a retreat," adds Lotherington. "It's a place where people can come and examine their assumptions and come to a much better

understanding of other people's assumptions on an individual and an institutional level."

Outside the gates of Schloss Leopoldskron, this "pop-up community" continues with Salzburg Global Fellowship events, such as the typically "Salzburg-esque" session held in Massachusetts General Hospital in Boston that brought together Fellows, including

four existing partners – URC, Dartmouth, WBI and the Informed Medical Decisions Foundation – with two other organizations, the Mayo Clinic Center for Health Care Delivery Science and the OpenNotes project, both of which have since gone on to partner with Salzburg Global for future programs at Schloss Leopoldskron.

Lotherington adds: "What we're doing in Salzburg through the Health and Health Care Innovation Series is subtle and not easily quantifiable... It's a qualitative change. But that's why people come back! They understand that it's going on."

GLOBAL IMPACT  
Salzburg  
Statements

What do the House of Commons in London, the World Health Assembly in Geneva and the ISQua African Regional Meeting in Accra all have in common? Answer: They are all venues in which "Salzburg Statements" have been presented.

Driven, written, supported and promoted by the Salzburg Global Fellows themselves, the 2011 "Salzburg Statement on Shared Decision Making," calling on patients and clinicians "to work together to be co-producers of health," has been shared widely since the 2010 session *The Greatest Untapped Resource in Healthcare? Informing and Involving Patients in Decisions about their Medical Care*.

The Statement was featured prominently in the BMJ who also held an expert roundtable event featuring the Statement to discuss shared decision making, and promoted by US-renowned health blogger "e-Patient Dave" deBronkart. Most significantly, it was used by the Health Foundation as part of its evidence to the Public Bill Committee of the UK's Health and Social Care Act 2012.

The "Salzburg Statement on How to Make Health Care Better in Low and Middle Income Countries," promoting the practice of "quality improvement" in health care and drafted in concert by Fellows from the 2012 session *Making Health Care Better in Low and Middle Income Economies: What Are the Next Steps and How Do We Get There?*, found an important audience at the World Health Assembly, where it was presented by Sir Liam Donaldson, World Health Organization (WHO) Patient Safety Envoy, to Ministers of Health and health leaders from over 140 countries.

It was later presented during a dedicated workshop at the first ever ISQua African Regional Meeting in Accra, Ghana, February 2013, and is still regularly used by lead session partner URC in workshops around the world.

Both Statements continue to be shared and cited in publications from Oxford to Munich and conferences from Edinburgh to Hong Kong (see MAP).

HOLOCAUST EDUCATION & GENOCIDE PREVENTION

# A DISTINCT HISTORY, A UNIVERSAL MESSAGE

For three days, at a palace once home to the local Nazi party leader, experts from across the globe considered the value of Holocaust education in a global context at a symposium hosted by Salzburg Global and the US Holocaust Memorial Museum. They proved the Holocaust is more than just a European or Jewish experience.



Aloys Mahwa was not in Rwanda when the genocide happened. He and his family were just 10 minutes over the border in neighboring Democratic Republic of Congo. And while Mahwa and his immediate family had escaped the 100 days of killing, they returned home to find his extended family had not been so lucky.

“My father lost almost 80 per cent of his brothers and sisters. It was a very huge family of ten children. And also I lost aunts, nephews and cousins,” explains Mahwa, now executive director and researcher at the Interdisciplinary Genocide Studies Center in the Rwandan capital, Kigali.

Knowing the exact times and places his family were slaughtered is difficult. “There

*Education and Genocide Prevention*, a multi-year program launched in 2010 in cooperation with the United States Holocaust Memorial Museum, focuses on the activities of educators in countries that are not one of the 36 member states of the International Holocaust Remembrance Alliance (IHRA).

In 2012, participants came from countries as diverse as Mexico and South Korea, as well as countries that have suffered their own ethnic violence and genocides, such as Cambodia and Armenia, together with countries more commonly associated with Holocaust education, research and commemoration, like Germany, Austria, and the USA, all of which are members of IHRA.

These participants came to learn not

## THERE ARE OTHER HISTORIES OF SUFFERING BUT ALSO OTHER HISTORIES OF MOVING BEYOND TRAUMA.

is work to do in terms of document[ing] the members of our family – their ages, when they were killed, the circumstances... It’s a very frustrating history,” he adds.

But with its own genocidal past, with which it is still struggling to come to terms, especially with regards to educating future generations about the atrocities that took place, why is it important for Rwanda to learn about the Holocaust, which is widely considered a primarily European and Jewish experience?

“First of all we want to understand our own genocide... Up until now, people are facing some realities like...victims living with perpetrators, orphans, survivors from genocide now are [having] children.

“So that’s why we’re trying to be open and that’s why we’re learning about the Holocaust. We expect support from them [teachers of the Holocaust] because they have a huge experience and a long history, materials, personal engagement, and that’s very, very meaningful for us,” says Mahwa.

Rwanda is not the only country not traditionally associated with the Holocaust to recognize this value of educating future generations.

*The Salzburg Initiative on Holocaust*

only how they can better teach about the Holocaust and the connected issues of human rights, shared history, prejudice, state and citizen responsibility and the role of democracy, but also how this will help them to better understand and learn about and from their own countries’ violent pasts.

For teachers in South Africa, a country ravaged by years of racial segregation and violence, the Holocaust can provide a theoretical framework that can be used to help understand the Apartheid regime, which might otherwise prove too personal and “painful,” explains Tracey Peterson, education director of the Cape Town Holocaust Centre.

happens in the Holocaust, you need to understand the construction of the state under Nazi rule and, in many ways, what the Nazi government does is what happens in South Africa under the Apartheid government; segregation had existed in South Africa before Apartheid but what the Apartheid government does is consolidates rules, introduces new laws and really concerts all other efforts to divide people according to made-up categories. So South Africans find a lot of resonance in that part of the history of the Holocaust.

“But I think more than that, I think what it also does is remind South Africans that there are in some ways other histories of suffering, but also other histories of moving beyond that trauma, and so I think it can be

because the majority do not know what happened in World War II or the Holocaust. So there is an effort from [the Documentation Center of Cambodia (DC-Cam)] in trying to show the Cambodians that genocide does not happen only in their country but it has also happened in other places,” says Sayana Ser, team leader, Student Outreach and Cham Oral History Project, at the DC-Cam.

“When they learn about the Holocaust, it can help them [to know] that it has not only happened in their own country,” says Ser.

In the spirit of a thorough exchange of global knowledge and experience, not only have the Rwandan and Cambodian participants learned from their international colleagues who have been teaching about the Holocaust, but they have also been sharing their own teaching experiences with each other.

In Cambodia, the Khmer Rouge genocide did not appear in school history books until the 1990s and even then, this was limited to a small number of paragraphs before being removed completely for political reasons in 1998.

The DC-Cam has been working with both local and international experts in law, anthropology and political science to design a new curriculum for genocide studies and human rights in the country. A text book was

**“WE STICK TO THE FACTS, NOT EMOTIONS.  
WE ARE NOT GOING TO INVENT HISTORY.”**

“The history of the Holocaust ... illuminates our history in quite direct ways,” explains the former high school history teacher.

“The most obvious connection is the fact that in order to understand what

instructive on that level.”

Cambodia, too, is using the Holocaust to illustrate that it is not only its own country that has a troubled past.

“In Cambodia, I think it is very good to introduce learning about the Holocaust





1 FRANCOIS MASABO AND MICHAEL HAIDER  
 2 SALZBURG GLOBAL FELLOWS are led on a tour of the Documentation Center at Obersalzberg  
 3 SAYANA SER examines the remains of a cabin at Obersalzberg in which Adolf Hitler wrote *Mein Kampf*  
 4 HARUTYUN MARUTYAN AND IGOR SHCHUPAK  
 5 ELIZABETH MORTIMER, GORAN SADIKARIJO, SAYANA SER AND EDWARD KISSI (left to right)

For further information, please see:  
[holocaust.SalzburgGlobal.org](http://holocaust.SalzburgGlobal.org)

## “DREADFUL THINGS HAPPEN WHEN HUMAN RIGHTS ARE NOT RESPECTED.”

from happening again – something Mahwa wishes had existed in Rwanda, pre-1994.

“I was touched by the countries that [have] not experienced genocide and who are engaged to understand Holocaust, in a perspective of preventing it,” says Mahwa, “... They can prevent genocide by teaching their students about Holocaust. So that touched me in the way that if we had profited from that experience before, maybe the genocide would not have happened in our context, in Rwanda.”

Another country not traditionally associated with the Holocaust that is taking its first tentative steps into Holocaust education is Turkey, which has held observer status to IHRA since 2008 – so far, the only Muslim-majority country to do so.

It is against this backdrop that the first pilot project on Holocaust education, led by the Netherlands-based Anne Frank House and the USHMM, has been recently launched in the country, and representatives of the project joined their peers at Salzburg Global Seminar to share their approach to the subject.

However, in contrast to those from some of the countries taking part that also have their own painful national pasts, the education initiative in Turkey is focusing solely on the Holocaust, and not introducing links to the country’s own still very controversial history over the treatment of Armenians during the Ottoman Empire Reign.

Although they do not address the Turkish-Armenian issue, parts of the education projects have focused on human rights, encouraging teenagers and young people to make videos debating certain aspects of the Universal Declaration of Human Rights – written in the wake of the Holocaust – and applying these values to modern Turkey.

One area of the world where Holocaust education is not being viewed through the prism of human rights education, however, is China. Many of Glenn Timmermans’ students only have a passing knowledge of the Holocaust, mostly gleaned from

Hollywood movies such as Schindler’s List. But this has not deterred the British professor in the Department of English at the University of Macau.

“I think the Holocaust is a subject that really is universal,” says Timmermans. “Even though it is a European Jewish experience, it is an earthquake in Western conscientiousness, and I think that if people want to learn about all the glories of the West, they need to know about some of the negative aspects of the West,” he explains.

“As a literature professor, I think it is very important that my students know that if they want to know about Western culture, Western literature, they must know about this event.”

“But we have to be wary of using terms like ‘human rights’... As soon as you try and teach, as discussed at this conference, ‘how do we link it to human rights?’ – it’s potentially problematic. If we can introduce it through straight history, straight literature, then get people to cover the issues and perhaps draw their own conclusions without us having to prompt them, that would be the most effective way,” concludes Timmermans.

But whether taught through the prism of human rights, democracy and peace education, or in order to help a society recover from its own trauma, or through “straight history, straight literature” leading students to make their own conclusions, ultimately, the Salzburg Global Seminar session on *Learning from the Past: Global Perspectives on Holocaust Education* could be summarized by the late night fire-side chat statement made by Ghanaian professor, Edward Kissi, a specialist in African perspectives on the Holocaust and associate professor of Africana Studies at the University of South Florida, USA.

“The Holocaust may have a distinct history, but it has a universal message: dreadful things happen when human rights are not respected.”



published in 2007 and in 2009 the teachers’ manual was also published.

Through these new teaching materials, Ser hopes not only can Cambodians receive a fuller teaching of their nation’s history, but also move beyond the typically vengeful and retributive history that had previously been taught in schools.

“We stick to the facts, not emotions,” says Ser. It is this example that the Rwandans now also hope to incorporate into the teaching of their own genocide.

“We are not going to invent history when

we are teaching genocide in a class,” says Mahwa.

“We’re not choosing the same materials... but adopt[ing] textbooks. For example, picture books – these can help. In the post-Cambodia [situation] they’re trying to use this textbook for teachers and students.”

Beyond countries that have faced their own genocides and ethnic conflict, the Holocaust is also being taught elsewhere, primarily through the prism of human rights, democracy and peace education, and also in the effort to prevent such atrocities

SCHLOSS LEOPOLDSKRON

# THE MAGIC OF SALZBURG SESSIONS

Nestled in the foothills of the Austrian Alps with majestic lake and mountain views, historic Schloss Leopoldskron offers an idyllic retreat, enabling Salzburg Global Fellows to step back from the world, discuss issues in depth and form life-long bonds.



For more pictures, please see: [www.SalzburgGlobal.org/go/flickr](http://www.SalzburgGlobal.org/go/flickr)



**“NEVER DOUBT THAT A SMALL GROUP OF THOUGHTFUL, COMMITTED CITIZENS CAN CHANGE THE WORLD; INDEED, IT’S THE ONLY THING THAT EVER HAS.”**

Margaret Mead, American cultural anthropologist and chair of the first ever session of Salzburg Global Seminar

SALZBURG GLOBAL LGBT FORUM

# STRENGTH IN DIVERSITY

LGBT\* rights are moving up the international agenda, and while progress is being made, at the same time some countries are passing increasingly regressive laws. In June 2013, Salzburg Global convened its first ever Salzburg Global LGBT Forum addressing *LGBT and Human Rights: New Challenges, Next Steps*, starting a truly global conversation.



\* Lesbian, Gay, Bisexual and Transgender: We are using this term as it is widely recognized in many parts of the world, but we would not wish it to be read as in any way exclusive of other cultures, terms or groups.

- 1 CLARE SHINE AND GEETA MISRA lead a discussion on the Schloss Terrace
- 2 KLAUS MUELLER chair of the Salzburg Global LGBT Forum
- 3 JOHN PROMISE UMEOZURU AND KAREN BEALE
- 4 ARSHAM PARSİ AND MARC PACTHER
- 5 PAUL JANSEN (in blue) leads the group discussion with (clockwise from bottom) AJUB ASFINAWATI, KASHA JACQUELINE NABAGESERA, THILAGA S. SULATHIREH, PAOLA AMADEI, DENNIS WAMALA AND JOSEPHINE SHAW



“What exists in every corner of the world, is embraced and celebrated in some countries but is illegal in 76, and is punishable in seven countries by the death penalty?”

The answer: Being gay, lesbian, bisexual or transgender. This riddle was posed by the UN Human Rights Office and serves as a stark reminder that, while in the West homosexuality has been legalized for many years – with the fight for equality now centering on marriage and adoption rights – for many lesbian, gay, bisexual and

Act, which originally proposed the death penalty for anyone found to be having same-sex relations (this has since been reduced to life imprisonment), and Russia’s LGBT propaganda law, which made distribution of (extremely loosely defined) “propaganda” among minors in support of “non-traditional sexual relationships,” a criminal offence. Both pieces of legislation were adopted and have been blamed for increased violence towards the countries’ LGBT communities. Even in Europe, where homosexuality is

**“FREE EXPRESSION OF SEXUALITY AND GENDER INCREASINGLY DEFINES THE SOCIETIES IN WHICH WE WANT TO LIVE IN THE 21<sup>ST</sup> CENTURY.”**

transgender people the human right for which they are fighting is much more basic: the right to life.

“We were all born into a world that was not prepared for us,” says Klaus Mueller, Chair of the newly launched *Salzburg Global LGBT Forum*.

“Yet,” he adds, “humankind’s strength is its diversity. Free expression of sexuality and gender increasingly defines the societies in which we want to live in the 21<sup>st</sup> century.”

LGBT rights have been rising up the global human rights agenda, with leaps in equality made in many countries. As the inaugural *Salzburg Global LGBT Forum* gathered at Schloss Leopoldskron in June 2013, the US Supreme Court was hearing cases for and against the Defense of Marriage Act; in Hong Kong, the Court of Final Appeal had ruled in favor of a trans-woman seeking the right to marry her boyfriend, ending her three-year-long legal battle; and France had just signed both gay adoption and gay marriage into law.

Conversely however, many regressive laws were also being considered, most noticeably Uganda’s Anti-Homosexuality

fully decriminalized and most countries have enacted gender identity laws, an EU report published on May 17, 2013 – International Day Against Homophobia and Transphobia – found that nearly half of the 93,000+ respondents in the 28 EU member states had “felt personally discriminated against or harassed on the grounds of sexual orientation.”

It is clear that prejudice and persecution are not confined solely to countries where lesbian, gay, bisexual and transgender people and communities are criminalized.

It was against this backdrop of growing rights, yet persistent persecution that over 60 representatives of LGBT activist and human rights organizations, legal experts, artists, journalists, academics and philanthropists joined together for a truly global discussion on the status of LGBT rights worldwide and

how equal rights for LGBT people across the world can be best advanced, both locally and globally.

Over the course of five days, in the safe space idyll of Schloss Leopoldskron, the Fellows heard stories from across the world. From growing up gay in a religious family in Hong Kong, to the struggles of family relationships post-coming out as transgender in the UK; from empowered lesbian theater performances in El Salvador to harrowing tales of “corrective” rape in South Africa; the Fellows opened up about their own histories and experiences. Some were able to be completely open about their stories and identities, having already publicly spoken out before arriving in Salzburg; some had to

speak strictly under the Chatham House Rule for fear of reprisals in their home countries.

What was clear from the five days in Salzburg was not only the diversity of voices and experiences – both positive and negative – but also the diversity of approaches that are needed to address inequality the world over.

We might live in an increasingly interconnected global world, but a global approach, without taking account local contexts, may not be the answer. This is especially true as issues facing LGBT communities are not the same across the world, with some Fellows expressing concern that the vocal Western campaigns for equal marriage is distracting from other, more urgent campaigns for LGBT rights, such as decriminalization and tackling hate speech.

Even the term “human rights” can be contentious, with some Global South governments framing human rights rhetoric from Western nations as an “imperial,” non-indigenous imposition.

**A GLOBAL APPROACH, WITHOUT TAKING ACCOUNT LOCAL CONTEXTS, MAY NOT BE THE ANSWER.**



## “IN THE FUTURE, THE LAWS THAT CRIMINALIZE SO MANY FORMS OF HUMAN LOVE AND COMMITMENT WILL LOOK THE WAY APARTHEID LAWS DO TO US NOW – SO OBVIOUSLY WRONG.”

Archbishop Desmond Tutu

When the UK declared it would make its foreign aid to Uganda conditional on its compliance with human rights norms, including abandoning its then-pending legislation on the further criminalization of homosexuality, many, especially in the West, thought this was a great advance in how we encourage the globalization of human rights.

But these conditions did not take into consideration the local LGBT community. As one Fellow explained during the Salzburg gathering, in Uganda, following the UK’s declaration, a gay man was attacked by his neighbors who blamed him for the death of

the event, including HIVOS, Open Society Foundations and the German Federal Foreign Office, the *Salzburg Global LGBT Forum* has also garnered the support of Archbishop Desmond Tutu.

“In the future, the laws that criminalize so many forms of human love and commitment will look the way apartheid laws do to us now – so obviously wrong,” said Tutu in a message of support.

“We know that LGBT people are a part of every human community. We therefore need a forum for a truly global conversation about how they contribute to, and are affected by,

### NEW RHETORIC AND NEW ALLIES NEED TO BE SOUGHT. TO BE SUCCESSFUL GROUPS SHOULD PRESENT ALTERNATIVE ARGUMENTS FOR GREATER FREEDOMS.

their daughter due to the lack of medicine in hospitals, which had previously been supplied thanks to UK aid. Good global intentions, devastating local consequences.

New rhetoric and new allies need to be sought, some Fellows urged their peers. If LGBT rights groups are to be successful, then perhaps instead of focusing on human rights, groups should instead present the alternative arguments for their greater freedoms. As a Beirut-based Fellow explained how LGBT groups in Lebanon had successfully overturned the violating “anal tests” that were being carried out to “check” for homosexuality, their target had been the (non-existent) medical legitimacy of the tests, rather than campaigning on a human rights violation platform. “Find the weak spots,” he advised.

“Now is the time to create a Global LGBT Forum,” declared Mueller in his opening speech. It would seem that many others agree. In addition to the wide array of international donors who helped fund

the law, culture and creativity – and how we can ensure that their voices are heard and understood.

“I applaud Salzburg Global Seminar for deciding to hold a session on *LGBT and Human Rights: New Challenges, Next Steps*, at which all regions of the world will be represented, and I hope that it will mark the beginning of that global conversation.”

The *Salzburg Global LGBT Forum* does not claim to have all the answers for the activists present; rather its purpose is to build a network of support and knowledge across the 35 countries in six regions in which it now has members.

“By bringing together leading voices from around the world and the diverse spheres of law, politics and culture, we hope to start a truly global, multidisciplinary conversation,” Mueller explains.

“Our goal is to build new alliances, learn from each other and strengthen fundamental human rights for all, regardless of sexual orientation and gender identity.”



For further information, please see: [lgbt.SalzburgGlobal.org](http://lgbt.SalzburgGlobal.org)

SALZBURG GLOBAL FELLOWSHIP

# FELLOWS: THEN AND NOW

Over the 67-year history of Salzburg Global Seminar, many high profile people have attended sessions at Schloss Leopoldskron. Some as Fellows in their early careers, some as faculty, many returning again and again. Here are just ten of our most high profile Fellows, many whom remain Salzburg Global supporters.

## RUTH BADER GINSBERG



**THEN:** Judge of the United States Court of Appeals for the District of Columbia Circuit  
**NOW:** Associate Justice of the US Supreme Court  
**SESSIONS ATTENDED:** S. 232 – July 1984; S. 359 – August 1998; Fifth Annual Cutler Lecture on the Rule of Law – November 2014

Ruth Bader Ginsberg first came to Salzburg as part of the faculty in 1984, when she was Judge of the US Court of Appeals for the District of Columbia Circuit, prior to her appointment to the US Supreme Court. Justice Ginsberg returned to Salzburg in 1998 and has remained involved as a member of the Advisory Council of the Lloyd N. Cutler Center on the Rule of Law. She will host the annual Lloyd N. Cutler Lecture in November 2014.

## HEINZ FISCHER



**THEN:** Member of the Austrian Parliament  
**NOW:** President of Austria  
**SESSIONS ATTENDED:** S. 208 – August 1981; Annual Board of Directors Weekend – June 2007

President Heinz Fischer came to Salzburg as a faculty member long before taking office in July 2004. President Fischer had been a member of the Austrian parliament and the National Council since 1971. He went on to serve as Minister of Science from 1983 to 1987 and as President of the National Council of Austria from 1990 to 2002. He returned to Schloss Leopoldskron as a keynote speaker at the 2007 Board of Directors Weekend.

## STEPHEN L. SALYER

**THEN:** Associate to John D. Rockefeller 3rd  
**NOW:** President and CEO, Salzburg Global Seminar  
**SESSION ATTENDED:** S. 153 – 1974



Long before becoming President and CEO of Salzburg Global Seminar, Stephen L. Salyer first came to Schloss Leopoldskron as a Fellow. There he heard the phrase “non-profit entrepreneur,” which was what he decided he wanted to become. Over 25 years, Salyer launched a fleet of public television and radio programs, built business models that kept them afloat, and went on to become President of Public Radio International. Since becoming Seminar Global’s president, he has led projects on strengthening independent media and founded a global media academy with Salzburg as its hub. He lectures regularly on “using media to motivate global action” and on “persuading investors to support your media start-up.”

## DAVID WRIGHT



**THEN:** Principal Administrator at the Official Commission of the European Communities | **NOW:** Secretary-General of the International Organization of Securities Commissions (IOSCO) | **SESSIONS ATTENDED:** S. 275 – June 1989; S. 492 – August 2012; S. 516 – August 2013

David Wright first came to Salzburg in 1989 in his role with the Official Commission of the European Communities, the precursor to the European Commission. He returned to Salzburg over 20 years later for the second session of the Salzburg Global Forum on Finance in a Changing World, the advisory committee of which he is a member. He has formed part of the faculty for two *Finance in a Changing World* sessions in his current capacity as Secretary-General of the International Organization of Securities Commissions (IOSCO).

## NOELEEN HEYZER



**THEN:** Director, United Nations Development Fund for Women (UNIFEM) | **NOW:** Special Adviser of the United Nations Secretary General for Timor-Leste  
**SESSIONS ATTENDED:** S. 353 – February 1998; S. 406 – March 2003; S. 433 – September 2006; S. 483 – November 2011

Multi-time Fellow and faculty member Noeleen Heyzer first came to Salzburg in 1998 in her role with UNIFEM. She continued to be involved with Salzburg Global Seminar throughout her time in this role and also as Executive Secretary of the United Nations Economic and Social Commission for Asia and the Pacific, a position she held from 2007 until January 2014. She was appointed by UN Secretary-General Ban Ki-moon in June 2013 as Special Adviser of the United Nations Secretary General for Timor-Leste.

WENDY KOPP



**THEN:** Founder & President, Teach for America  
**NOW:** CEO and Co-Founder, Teach For All  
**SESSION ATTENDED:** S. 348 – July 1997

When Wendy Kopp first came to Salzburg she presented on her organization Teach for America, the model for which has since been replicated the world over to encourage exceptional young graduates into teaching and education policy work. Kopp returned to Schloss Leopoldskron in 2013 as the guest of honor at the graduation celebration of the second cohort of Fellows of Teach for Austria, a Salzburg Global Seminar partner.

EWALD NOWOTNY



**THEN:** Doctoral Student, University of Vienna  
**NOW:** Governor of the Austrian National Bank  
**SESSIONS ATTENDED:** S. 98 – June 1968;  
 S. 462 – April 2009; S. 478 – March 2011;  
 S. 492 – August 2012

Ewald Nowotny first came to Salzburg as doctoral student in 1968. He joined the Board of Directors 40 years later and, in addition to attending various Board of Directors events, he has also taken an active role in the Salzburg Global Forum on Finance in a Changing World, attending three finance-focused sessions. He is currently serving as the Governor of the Austrian National Bank, having previously served as CEO at BAWAG P.S.K. and as Vice President and member of the Executive Board at the European Investment Bank.

VAIRA VIKE-FREIBERGA



**THEN:** President of Latvia  
**NOW:** President, Club of Madrid  
**SESSIONS ATTENDED:** S. 388 – June 2001;  
 S. 543 – August 2014

Vaira Vike-Freiberga was already the sixth (and first female) President of Latvia when she first came to Salzburg in 2001, having been elected in 1999. She completed her second term in office in 2007, during which time she was instrumental in achieving membership of both the European Union and NATO for her country. Today she is the President of the Club of Madrid, an independent organization of more than 90 former democratic statesmen, which seeks to strengthen democratic leadership and governance, especially in countries of transition.

KOFI ANNAN



**THEN:** Secretary-General of the United Nations  
**NOW:** Chairman of The Elders  
**SESSION ATTENDED:** IN 0408 – May 2008

During his tenure as the seventh Secretary-General of the United Nations from 1997 to 2006, Kofi Annan was a constant advocate for human rights, the rule of law, the Millennium Development Goals and Africa. His continued role in African development led to his invitation as a keynote speaker at the special initiative session in 2008. He continues to support Salzburg Global as the honorary president of the Salzburg Initiative on Holocaust Education and Genocide Prevention, which he personally helped to “kick-start.”

KRISTALINA GEORGIEVA

**THEN:** Major Assistant Professor in Economics at the Higher Institute of Economics, Department of Political Economy, Sofia, Bulgaria | **NOW:** EU Commission Vice-President for Budget and Human Resources  
**SESSIONS ATTENDED:** S. 284 – June 1990;  
 Annual Board of Directors Weekend – June 2013



When Kristalina Georgieva came to Salzburg as a Fellow in 1990, it proved to be a turning point in her career. Upon meeting a professor from MIT at the session, she moved to the US as a Fulbright scholar and undertook research that would eventually lead to a 20-year career at the World Bank, starting as an environmental economist and eventually rising to Vice President and Corporate Secretary of the World Bank Group in 2008. In 2010, she joined the European Commission as the Commissioner for International Cooperation, Humanitarian Aid and Crisis Response and was promoted to Vice-President for Budget and Human Resources in 2014. She returned to Salzburg in 2013 as the keynote speaker at the Annual Board of Directors Weekend.

**“SALZBURG GLOBAL SEMINAR WAS MY FIRST EXPOSURE TO THE BIG WORLD, WHICH WAS EXTREMELY ENRICHING ON ITS OWN, BUT IT ALSO TRIGGERED A HUGE CHANGE IN MY PROFESSIONAL LIFE. THERE, I FOUND MY CALLING. ALL IN ALL, SALZBURG DEFINES WHO I AM.”**

Kristalina Georgieva

PROFILES  
Academy  
Students

**EDUARDO AGUILAR PERALTA** is a B.A. communications with a minor in journalism student at Universidad Iberoamericana, Mexico. Eduardo's future aspiration is to work as a journalist for a major media outlet, as well as establishing his own online news website that would "avoid the superficial news stories that fill so many news outlets these days."

**BALQUEES BASALOM** is a B.A. mass communication student at the American University of Sharjah, UAE. Balquees has worked as a news presenter and editor-in-chief for several media outlets. She dreams of establishing a Saudi Arabian organization that supports creative minds and up-and-coming professionals in various fields, starting with media.

**AUPALA GHOSH** is an M.A. film studies student at Jadavpur University, India. Aupala has taken part in several documentary and short film projects and gained experience as a director, script writer, cinematographer and editor. She is currently working on a research project on trans-nationality issues among German Turks and its portrayal in pop-culture and popular forms of narrative.

**TONY OJWANG** is a B.A. student of communications at Daystar University, Kenya. He is particularly interested in audio-video production and advertising. Tony is peace ambassador at Daystar University and dreams of working in the media industry as he believes it can bring significant positive changes for society.

**SARAH TEDESCO** is a B.S. journalism student at Emerson College, USA. Her minor is photography and writing. She is currently president of the Emerson Stopping Violence Assault Campaign, as well as a member of the Emerson Peace and Social Justice Community and of the Society of Professional Journalists. In the future, she would like to work in communications for a non-profit organization that advocates for the advancement of women globally.

**PATRICK WARD** is an M.A. multimedia journalism student at Bournemouth University, UK. Patrick has worked as an editor of the *London Student*, the UK's largest student newspaper, and as a reporter for numerous online and print publications in the UK and India, as well as assisting on documentaries produced in the State of Palestine. His goal is to report on political and social movement issues from a grassroots level.

SALZBURG ACADEMY ON MEDIA & GLOBAL CHANGE

**MEDIA CHANGE MAKERS**

Since helping to launch the program in 2007, Salzburg Global President Stephen L. Salyer has taken a hands-on role in the *Salzburg Academy on Media and Global Change*: helping to devise the program, delivering lectures and mentoring students. This year, he met with student representatives from each region represented at the eighth annual program to find out how the Academy is helping shape them.

**You're nearly at the end of your time at the Salzburg Academy on Media and Global Change; what are your thoughts so far?**

**Tony:** For me the Academy is like dropping me into a sea. In the sea you have of all types of creatures; in the Academy you have all types of people; all manners of looking at things, articulating whatever they understand, and basically, for me, it has changed the way I think. It has taught me to listen rather than talk. I used to talk a lot but I have realized that there are people who think better than me. And for me, that's a plus because whenever I find somebody who does better than me, I listen to them and pick out something from them. For me, I think the 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 today goes to 72 different people, 23 different countries. Which other forum will you get to talk directly to the UNDP officials if it not this? I think we, as the youth, have the ideas; we just need a forum to raise our voices.

**Eduardo:** I think the term "life changing experience" is thrown around very lightly, but this truly is, in a way, very life changing. It doesn't just change things like your idea of diversity, it also changes your idea of teamwork, for example, because I think most of us here are kind of leaders and you're not really used to working with four other leaders. So it happens, as Tony says – you have to shut up for a while and just start listening. And it also changes the idea where you can apply your abilities; I had never thought about working for an NGO before coming here.

**What type of projects are you involved in at home?**

**Patrick:** I have always tried to be involved in reporting as a means of tackling injustice and holding power to account. Before I was here, I spent a month in Vietnam making a film about unexploded bombs and how they are still affecting people. There isn't enough money coming from places like the United States, who can spend billions arming various militaries around the world and calling it aid, but at the same time only giving several million pounds to Vietnam to clean up some of the bombs they left there, which are still killing people. It's a story you really don't hear about much. That's the sort of thing I like to be involved in.

**Sarah:** In America right now there is a big epidemic of rape and sexual assault on college campuses. As a survivor of sexual assault on a college campus and as a survivor advocate, I have become really involved with working with Emerson College's faculty and administration. I have also worked with activists on other college campuses and around the country to get the White House to take action in creating new bills and in Congress on a national scale to address the epidemic of sexual assault. I have created sexual assault survivor support groups. I have worked with Emerson to change policy, not to victim blame in resources that they hand out to survivors.

We've talked a lot here about the power of shaming and how powerful that can be – shaming a government that has corruption in it, for example – and what that can do to make governments change. If you shame a university or a college about not treating survivors of sexual assault and



rape correctly by giving survivors the space to come forward in a public way, colleges whip themselves into shape pretty fast and start making changes. I think the media is a powerful tool to get the word out there and to educate the community about issues that are existing, which may have been pushed under the rug before. This is something that I am learning about a lot at the Academy, and something I am going to use more and more when I go back to Emerson and continue in this movement.

**Balquees:** I have created an online magazine and a printed magazine. With the magazine we used to do some social activism. Since I went to university, I have been engaged more in community service events and culture events rather than media. I was the media coordinator of the Saudi culture club in our university and two months ago I became the president of it. We have so many Saudi students in my university, the American University of Sharjah, and we are trying to use them to create social acts, such as a





- 1 AUPALA GHOSH
- 2 STEPHEN L. SALYER
- 3 SARAH TEDESCO
- 4 EDUARDO AGUILAR PERALTA
- 5 PATRICK WARD
- 6 BALQUEES BASALOM
- 7 TONY OJWANG

*For further information, please see:  
media-academy.SalzburgGlobal.org*

campaign last month. I have had this notebook since I came here, in which I am writing what ideas come to mind for using media to create a change, or to empower some aspects that I want to change. I am going to take it back home and encourage more students to get involved, and make them believe anew that we can create change.

**Eduardo:** Right now I have two projects; one of them is a website where the main objective is to upload a story, an article talking about a social issue. It could be a community that is far away and is isolated in some way; it can be an oppressed group, even a personal story. The objective is to crowdfund the stories to make a small documentary featurette. The other one, which is a little bit more advanced, is a website where I put together articles, interviews, videos talking about the situation for the LGBT community right now in Mexico. My aim is to create a community where you can show people who have never been in touch with someone openly gay that they are people just like anyone else.

**What overriding message will you be taking away from the Academy?**

**Aupala:** If we are going to have change, it will

take small, small steps but it will continue and continue. I think that right now – where I am living, the time I’m living in – I want to be one of those people who do make some change at least. At a very nominal level, one major thing I can say in my daily life that will change is that I will definitely use social media in a very different way than I used to.

**Sarah:** I think that the biggest takeaway from here is the power of a global network. I don’t think that you can really fix any issues unless you hear the other side of the issue and unless you understand what will work in all different communities, for people of all different backgrounds. Now I have connections with people in Mexico, Argentina, Kenya, India, I will be able to use them as resources. I don’t think that would have happened unless I came here.

**Patrick:** I think that the message is “just go for it,” do your best, try to change the world, be that voice for the voiceless, be that person who is asking awkward questions to the authorities and do whatever you can to get those messages out because it can be done, and we have seen some very inspirational people who are doing that. To me it’s a complete kick up the backside, to put it bluntly.

MELLON FELLOW COMMUNITY INITIATIVE

# AN UNLIKELY CONSTELLATION OF PARTNERS

Historically Black Colleges and Universities and the Appalachian College Association, member institutions of which serve predominantly white students, do not seem like the most obvious of partners. But this did not stop them from coming together to transform their schools into sites of global citizenship through the Salzburg Global Seminar-led, Andrew W. Mellon Foundation-funded *Mellon Fellow Community Initiative*.

When in January 2008, the first group of 45 faculty and administrators of the Mellon Fellow Community Initiative convened in Salzburg, it was not anticipated that the seeds were being planted for a much larger and ambitious project than a single one-off session.

Despite structural similarities between the Historically Black Colleges and Universities (HBCUs) and the Appalachian College Association (ACA) schools – their liberal arts approach, small size, location south of the Mason-Dixon Line, turn of the 20th century founding, religious roots and affiliations, and most importantly, their student populations that are traditionally underrepresented in the US higher education system including many first-generation college students – everyone who entered the meeting room for the first session immediately noticed an unmistakable difference between the teams of participants of the 15 colleges and universities: the difference of race. It may have been less clear in their minds what they could learn from each other.

This was the starting point of the MFCI, and the question was if and how the ensuing discussions about a lofty topic such as global citizenship as a cornerstone for 21st century undergraduate education would change the dynamics of the interactions between ACA and HBCU representatives, individually, and institutionally.

By the time this five-year-long project had concluded, the lessons to be learned from each other had become abundantly clear; global education had served as a bridge and a force to connect the ACA and HBCU institutions, the work that they do, and the students and communities that they serve.

One of the common misunderstandings about global education is the presumption that being a global citizen starts and ends with traveling to distant countries, an opportunity often not afforded the students or faculty of smaller institutions like HBCUs and ACAs. But global education is not only – and not even primarily – about traveling to other parts of the world. “Globalization at home” is about teaching and modeling inclusion, diversity and reciprocity in the context of how one relates to an increasingly interdependent world. It is as much about crossing national or state borders as it is about crossing “borders of the mind” by reaching out to “otherness.”

Global education is about educating students to develop the life (and work) skills necessary for the 21st century. It is about learning how to make the cultural diversity, which is found not only far from home but also increasingly in our backyards, an asset from which one can benefit rather than solely a challenge to overcome.

This seemingly “unlikely constellation of partners” of ACAs and HBCUs offers a unique opportunity to make “globalization at home” and “citizenship without borders” a powerful and tangible learning experience for their students, and in the process make a significant contribution to the ongoing

discussion about diversity and global education in US higher education.

Based on the positive feedback of the experience of that the first group of 15 colleges and universities, a second cohort of 11 ACA and HBCU institutions and then a third cohort of ten more institutions joined the MFCI.

Over the course of two years for the three cohorts, each institution’s initial global education project plan (the strength of which had determined their successful application to the initiative) was reviewed, revised, refined and expanded, translated into coherent and realistic action steps, and rolled out for implementation, thus beginning the weaving of global education into the fabric of the respective colleges and universities.

Activities expanded beyond the faculty and administrator sessions in Salzburg to include a student session on global citizenship also at Schloss Leopoldskron, and shorter workshops on specific topics related to global education held on the campuses of partner institutions in the US. These varied activities enabled the network capacity of the MFCI to grow considerably, both in terms of the extensivity of its membership and the intensity of exchange and mutual learning.

“Over five years, the MFCI grew into a strong network of nearly 250 faculty, administrators, and students at 36 institutions engaged in global education activities at and across institutions,” explains Salzburg Global Director of Education, Jochen Fried.

“Although this may not have been part of the original plan, everyone involved in the MFCI quickly recognized its unique potential. As a result of a deep commitment to a common cause and roughly equal doses of intentional design and serendipity, this Initiative, with its modest beginnings, has transformed individuals and left lasting legacies at the institutions involved.”



For the full MFCI report, please see: [www.SalzburgGlobal.org/go/MFCIreport](http://www.SalzburgGlobal.org/go/MFCIreport)

For further information on the Global Citizenship Program, please see: [gcp.SalzburgGlobal.org](http://gcp.SalzburgGlobal.org)



**1** MFCI FELLOWS partake in group work in the Chinese Room during the GCP 42 – *Colleges and Universities as Sites of Global Citizenship* (2010)



**2** JOSEVERINO PAOLO LISTANA AND SEBASTIAN HERNANDEZ at GCP 58 – *Global Citizenship: At Home and in the World* (2013)

**3** SACHIEL MONDESIR AND VICKY KALIVITIS talk during a coffee break at GCP 59 – *Education for Global Citizenship: What, Why, and How?* (2013)

**4** REINHOLD WAGNLEITNER has served on the faculty of the Global Citizenship Program since its inception in 2004

**5** BENNETT COLLEGE FOR WOMEN AND KING UNIVERSITY STUDENTS during GCP 52 – *Global Citizenship: At Home and in the World* (2012)

**6** YOLANDA T. MOSES with students at GCP 57 – *Pathways to Global Citizenship: Roots and Routes* (2013)

Q AND A



WHAT'S IN A NAME?

## ISP becomes the Global Citizenship Program

Director of Education Jochen Fried explains the reasoning behind the name change of Salzburg Global's long-running program.

**The International Study Program has been running since 2004 – why change the name to the Global Citizenship Program in 2013?**

In essence, the International Study Program has always been a global citizenship program. But “global” and “international” are not the same. Global is the combination that is planetary and local at the same time – like climate change. Is climate change local? Of course it's local – you experience it locally! But at the other end, it cannot be addressed on the local level alone. You can't escape it by shrinking it to its local or national dimension. So it is global in reach. That is different from the “era of international” when governments were basically still able to protect the people within a nation state against unwanted external influences and disruptions. But in a globalized world, the power and capacity of the traditional political actors to do so is eroding.

**What makes the GCP distinct from other study abroad programs?**

The GCP is not just for a few select people to have a pleasant week in Salzburg, but actually to become change agents in their own right, on their own campuses, which in turn requires the institutions to take a strategic approach in sending participants to Salzburg. You can't expect people to spend a week in Salzburg, to come back, and suddenly make everything change unless you empower them on their own campuses to do so.

**How can partner universities and colleges bring about this change on their campuses?**

Our partners understand that real change is a long-term effort and requires the buy-in of all the stakeholders, particularly of all faculty and administrators. So it's the combination that the GCP is offering which makes the difference – that students, faculty and administrators are not just being sent on a short-term study abroad trip or a faculty development exercise in a vacuum.

**What sort of institutions does the GCP work with?**

It has become a characteristic of the GCP that we bring together very unlikely partners, and these unlikely partnerships have, in and of itself, become an asset of the program. The Historically Black Universities and Colleges come together with the Appalachian colleges; as well as other large and small, urban and rural; community colleges mixing with very wealthy liberal arts colleges. Everyone is coming together.

This diversity is a unique strength of the GCP and adds a crucial element to the impact that participants and partner institutions alike attest: when it comes to global citizenship, it doesn't matter where you are coming from—we need to get the same mindset. If we remain stuck in our boxes, we are missing the most elementary lesson of what global citizenship ultimately is all about.



**SUPER LAWYER**  
**Annual Lloyd N. Cutler Lecture on the Rule of Law**

Lloyd N. Cutler (1917–2005), the last “super lawyer,” had a brilliant legal career as a founder of law firm, Wilmer Cutler & Pickering, and as White House Counsel to two US presidents. He was a long-time champion of Salzburg Global Seminar, serving as chair of the Board of Directors for a decade. Today, Salzburg Global remembers him not only for his intellectual brilliance, but for his commitment to advancing respect for the law as a tool for resolving the tough issues of our times. As a lasting tribute to Cutler’s legacy, Salzburg Global hosts the Lloyd N. Cutler Lecture on the Rule of Law in Washington, DC, annually. Following on from the inaugural speaker, international renowned jurist, Richard Goldstone, the lecture series features a distinguished speaker on a vital legal issue of international interest.

**The Honorable Harold Hongju Koh**, one of the USA’s leading experts in public and private international law, national security law and human rights, was invited to deliver the second annual lecture in 2011 on the topic “An American International Law?” Koh was most recently the legal adviser of the US Department of State, a position he held from June 2009 until January 2013. He is Sterling Professor of International Law at Yale Law School.

In 2012, **Baroness Helena Kennedy and Professor Anne-Marie Slaughter** led a conversation at the US Supreme Court for the third lecture. Hosted by Justice Sandra Day O’Connor, the main topic was the use of drones as a means to national security, as well as secrecy versus transparency, detention and torture, and the current state of international human rights law.

**Justice Stephen G. Breyer**, Associate Justice of the Supreme Court of the United States, delivered the fourth annual lecture in November 2013, entitled “The Magna Carta.”

In a break with tradition, the fifth annual lecture will be delivered by non-lawyer **Eric Schmidt**, Executive Chairman of Google, and hosted by associate US Supreme Court Justice, Ruth Bader Ginsberg, in November 2014.



**1 CUTLER LAW FELLOWS 2013**



**2**



**3**

**2 WILLIAM BURKE-WRIGHT** law professor at Penn and chair of the Cutler Law Fellows Program with faculty member **CHRIS BRUMMER** of Georgetown

**3 TOM GINSBURG** Cutler Law Fellows Program faculty member and law professor at Chicago

**4 SANDRA DAY O’CONNOR** (center) with (left to right) **B. THOMAS MANSBACH, BARONESS HELENA KENNEDY, ANNE-MARIE SLAUGHTER AND STEPHEN L. SALYER**



For further information, please see: [www.SalzburgGlobal.org/go/CutlerFellows](http://www.SalzburgGlobal.org/go/CutlerFellows)

**SALZBURG CUTLER LAW FELLOWS PROGRAM**

**THE FUTURE OF INTERNATIONAL LAW**

So-called “super lawyer” Lloyd N. Cutler may have passed away in 2005, but the legacy of the long-serving Salzburg Global Chairman lives on through the Cutler Law Fellows Program for the brightest young legal minds.

“Lloyd believed passionately in the role that law plays in nation-building, and in the roles lawyers could play in facilitating solutions to the world’s most pressing problems,” Salzburg President Stephen L. Salyer stated in his opening remarks of the inaugural session of the Cutler Law Fellows Program, named in honor of the so-called “last super lawyer” Lloyd N. Cutler.

Besides being a top lawyer and counselor to two US presidents, Cutler made a point of bringing together international judges and young practitioners during his years as Salzburg Global Chairman. Many successful lawyers across the world recall their Salzburg experience as highly influential in developing their legal perspective, global networks and career path.

This legacy continues through the *Cutler Law Fellows Program*. The program,

launched in 2012, is creating an elite group of young lawyers, poised to rise quickly to positions of leadership in international law, business and public service. It now annually brings together 45 of the best young legal minds from ten of the top US law schools (Chicago, Columbia, Duke, Georgetown, Harvard, NYU, Penn, Stanford, Virginia, and Yale) to encourage the careers of this exceptional group of lawyers.

Originally just a one-day session, the program has since expanded into a weekend-long program, based in Washington, DC, incorporating lectures by leading faculty from partner schools and renowned practitioners such as international jurist, Richard Goldstone, and former head of the WTO appellate body, James Bacchus, with in-depth working groups, and networking events with high-

level faculty and sponsoring law firms.

Cutler Fellows also engage in pre-session work, writing papers on the use of force, humanitarian law and human rights; international economic, investment and monetary law; international trade, anti-trust and anti-corruption law; international courts, institutions and international relations; and rule of law and comparative constitutionalism. These ideas are further refined through peer and faculty review in group work for possible publication in leading law journals.

The Cutler Law Fellows become part of the wider Salzburg Global Fellowship, and, as such, the program includes an invitation to the annual Lloyd N. Cutler Lecture on the Rule of Law (see *SIDEBAR*), offering them access to a global network of peers and senior academics and practitioners – necessary for successful careers in international law today.

Ultimately, the *Cutler Law Fellows Program* will build a network of outstanding young lawyers who, much like Cutler himself, will go on to advise and mentor others, and help shape international law and legal institutions for decades to come.



IN MEMORIAM  
**Michael Palliser**

Long-serving Fellow and board member Sir Michael Palliser passed away in June 2012, aged 92.

Sir Michael had been involved with Salzburg Global since 1982 when, as a fellow at Harvard University's Center for International Affairs, he met the leadership of the then-Salzburg Seminar in American Studies, which at the time was based in Cambridge, MA.

In addition to serving on the Board of Directors for 16 years, Sir Michael attended over 25 sessions as a Fellow, resource specialist, faculty, and chair. Sir Michael was also a founding trustee and board member of the 21<sup>st</sup> Century Trust, which merged with Salzburg Global in 2009.

An annual lectureship on the future of Europe will now be held in the former diplomat's memory, with the inaugural lecture held at the House of Lords in London in February 2014.

1 1974 Herb leads a working group discussion in the Chinese Room

2 2013 Herb attended his last Annual June Board of Directors Weekend

3 2013 The bust of Herb Gleason was unveiled at the Annual June Board Weekend. It now stands outside Parker Hall

4 1950 Herb and a Fellow at the third session of the Salzburg Seminar in American Studies



HERBERT GLEASON: OCTOBER 22, 1928 – DECEMBER 9, 2013

## THE FOURTH FOUNDER

Herbert "Herb" Gleason first walked through the gates of Schloss Leopoldskron in 1949. He made his final trip to Salzburg in 2013, and attended his final Fellowship event at the age of 85. His death marks the end of an era.

As a Harvard underclassman in 1948, Herbert "Herb" Gleason was selected to administer the third session of the Salzburg Seminar in American Studies, marking the beginning of a long association with Salzburg Global Seminar that lasted nearly 65 years.

In 1950, as the Salzburg Seminar in American Studies was incorporated, Herb was appointed clerk and, after his graduation from Harvard, he served for two years as assistant European director in Salzburg. He was determined to broaden the curriculum beyond simply American studies, and to have Europeans on the faculty. Herb saw the organization as more than just an American or even a transatlantic institution, and his early forward thinking of the international significance of the gatherings at Schloss

Leopoldskron helped the organization become what it is today: Salzburg Global Seminar. His close relationship with the three original founders – Richard Campbell, Scott Elledge and especially Clemens Heller – and his long history with the organization earned Herb the title "The Fourth Founder."

In those six decades of dedication to the organization, Herb was acting president, and treasurer and secretary of the Board of Directors, and provided legal counsel *pro bono*. In 1994, he was awarded the Salzburg Cup, the highest honor Salzburg Global bestows upon individuals for distinguished service, and was also named co-chair of the Salzburg Global Fellowship, alongside the late Sir Michael Palliser, in 2011.

Herb was always an active and committed member of the Salzburg Global Fellowship. He said of the Fellowship: "We're not any

longer re-building civilization, but I think we're trying to hang on to civilization. The only way to do that is to put like-minded people in touch with one another." Despite undergoing treatment for a metastatic melanoma, he still attended and indeed opened the Boston Fellowship event in October 2013, a health care-themed symposium which he had helped conceptualize. He died just weeks later on December 9.

Despite being lauded by many as the embodiment of the values of Salzburg Global Seminar, Herb was typically humble about his long-running commitment. Speaking at the unveiling of a bust of his likeness on his last trip to Salzburg in June 2013, Herb said: "It was [Heller's] imagination, vision and conviction that created this place... All I did for the next 60 years was sustain his vision."

The bust of Herb Gleason now stands outside Parker Hall of Schloss Leopoldskron, as an inspiration to all future generations of Salzburg Global Fellows, and as a reminder to Salzburg Global Seminar staff and directors to sustain the vision of Heller, Campbell, Elledge – and Gleason.

### HIGHEST HONOR Salzburg Cup

The Salzburg Cup is the highest honor bestowed by Salzburg Global Seminar on staff and supporters who have made an outstanding commitment to the organization. Recipients of the Cup have included Sir Michael Palliser (see ABOVE) and Herbert Gleason (see LEFT).

In 2012, Marty Gecek, Director of the Salzburg Seminar American Studies Association (SSASA) was awarded the Cup for more than four decades of service. A "failed retiree," she remains devoted to the promotion of American Studies at Salzburg Global, despite officially retiring in 2003, and runs the annual SSASA symposium.



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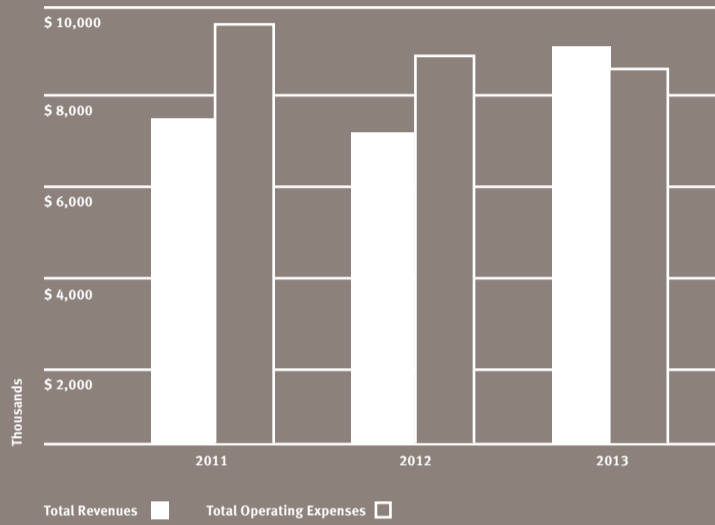
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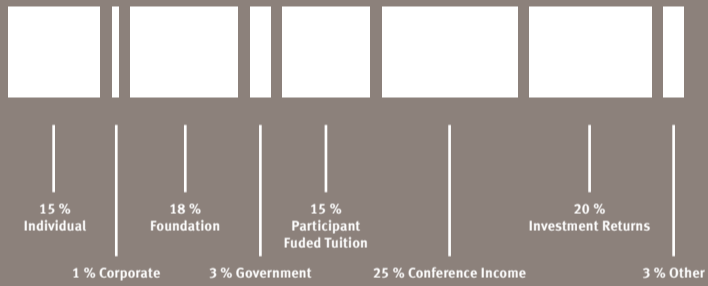


# FINANCE AND STATISTICS

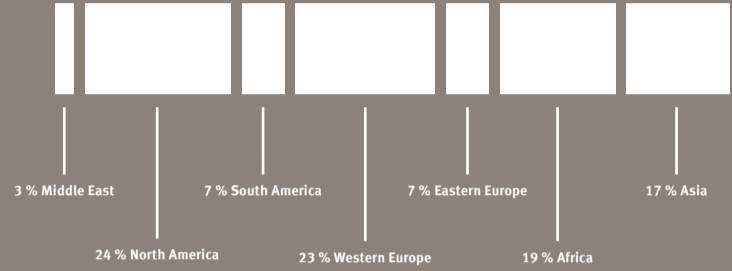
AUDITED RESULTS (PER AUDITED FINANCIALS) \$000 2011 – 2013



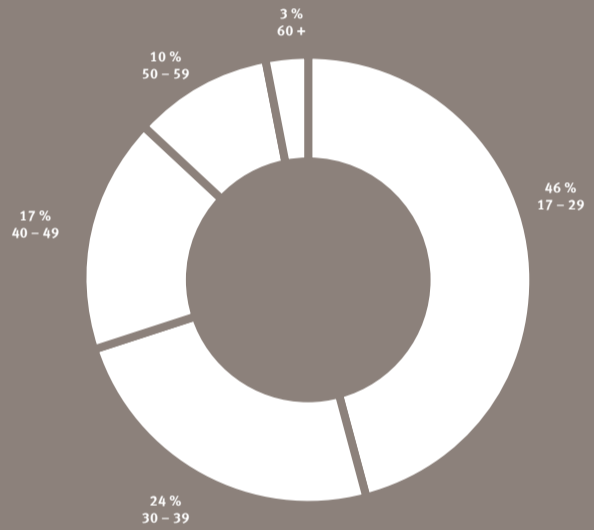
OPERATING REVENUE BY SOURCE 2011 – 2013



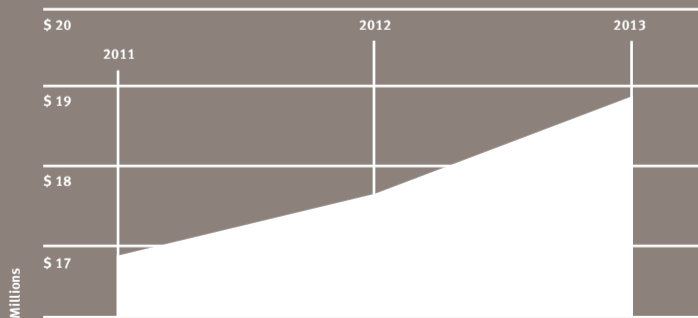
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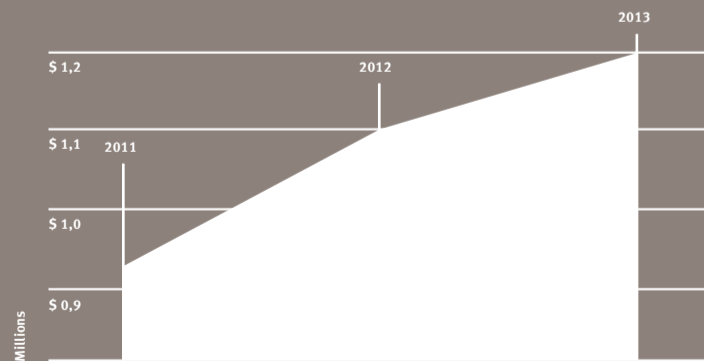
AGE RANGE OF FELLOWS 2013



ENDOWMENT PERFORMANCE 2011 – 2013



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## THE LAST WORD

Salzburg Global Seminar makes a difference: this is what has always appealed to me and to my husband Paul. We have believed in the power of Salzburg Global to change lives, to encourage young leadership, to inform the global conversation. While both of us serve on multiple other boards – both American and international – Salzburg Global Seminar has a special place in our hearts. From the “Magic of the Schloss” to the lively conversations in the Bierstube and contemplative walks around the lake – Salzburg Global allows for respectful engagement on neutral ground. We are pleased to be able to support such a special place and help keep it safe for future generations. Please join us in this important work.

HEATHER STURT HAAGA,  
CHAIR OF THE BOARD, SALZBURG GLOBAL SEMINAR



1 PAUL G. HAAGA, JR. AND HEATHER STURT HAAGA in the Max Reinhardt Library



2 CUTLER One of the programs that Heather Sturt Haaga supports is the Annual Lloyd N. Cutler Lecture on the Rule of Law. HEATHER STURT HAAGA, Cutler lecturer 2012 BARONESS HELENA KENNEDY and Salzburg Global President and CEO STEPHEN L. SALYER (left to right)



3 MEIERHOF COURTYARD was renamed the Haaga Courtyard in 2001 in gratitude of their generous donation for its renovation



4 ANNUAL JUNE BOARD WEEKEND Since first joining the Board in 1999, Heather Sturt Haaga has attended countless Board Weekends in addition to March and November Board events, and sessions on American Studies and Culture and the Arts

5 SSASA Heather Sturt Haaga attended the 2012 SSASA session *Screening America*. Her generous support has enabled the continuation of American Studies at Salzburg Global

# SESSIONS 2011–2013

## 2011

Session 478  
March 8-10

**New Rules for Global Finance:  
Which kinds of regulation are  
useful and which are counterproductive?**

Session 479  
April 2-6

**Instrumental Value:  
The Transformative Power of Music**

Salzburg Holocaust Education and  
Genocide Prevention Initiative – HOL-2  
June 12-15

**International Response to Genocide:  
A Comparative Student of the Dynamics  
of Decision-Making**

Session 480  
August 23-28

**The Rule of Law in a Globalized World:  
Why it Matters**

Session 481  
September 25-October 1

**Innovating for Value in Health Care Delivery:  
Better Cross-Border Learning,  
Smarter Adaptation and Adoption**

SSASA 08  
October 6-10

**Continuity and Change in  
US Presidential Foreign Policy:  
Plans, Policies and Doctrines**

Session 482  
October 19-23

**Libraries and Museums in  
an Era of Participatory Culture**

Session 483  
November 7-12

**Economic Growth and Social  
Protection in Asia:  
What lessons learned can be exchanged  
between Asia and the rest of the world?**

Session 484  
November 13-17

**Transforming Agricultural Development  
and Production in Africa:  
Closing Gender Gaps and Empowering  
Rural Women in Policy and Practice**

Session 486  
December 6-11

**Optimizing Talent:  
Closing Educational and Social  
Mobility Gaps Worldwide**

Session 487  
December 16-19

**The Challenges of Transition:  
Sharing Experience**

### *International Study Program*

ISP 44  
March 26-April 1

**Global Citizenship:  
At Home and in the World**

ISP 45  
April 16-23

**Global Citizenship:  
At Home and in the World**

ISP 46  
May 21-28

**Global Citizenship:  
At Home and in the World**

ISP 47  
May 29-June 5

**Global Citizenship:  
At Home and in the World**

ISP 48  
July 9-July 16

**Colleges and Universities as  
Sites of Global Citizenship**

### *Mellon Fellow Community Initiative*

ISP 43  
January 3-10

**Student Seminar on Global Citizenship:  
America and the World**

March 3-6  
Atlanta, GA, USA

**Integrating Study Abroad into  
the Campus Experience**

March 3-6  
Atlanta, GA, USA

**Assessment Methods and Tools  
for Global Education**

March 3-6  
Atlanta, GA, USA

**Global Education Consortium  
Planning Meeting**

ISP 49

October 30-November 6  
**Colleges and Universities as  
Sites of Global Citizenship**

### *Salzburg Academy on Media and Global Change*

July 24-August 13

### *Fellowship Events*

March 28  
Washington, DC, USA

**The Second Annual Lloyd N. Cutler  
Lecture on the Rule of Law:  
"An American International Law?"**

March 30  
Boston, MA, USA

**New England Fellowship Gathering**

April 9  
San Jose, CA, USA

**Global Citizenship and the  
International Rule of Law**

April 18  
Amman, Jordan

**Amman Fellowship Gathering**

June 3-6  
Klingenthal, France

**Learning to Live Together  
in the 21<sup>st</sup> Century:  
How can schools best enhance  
community relations and inclusion?**

June 24-26  
Salzburg, Austria

**Are "Universal Principles"  
Universal After All?  
Lessons from the Arab Revolt of 2011**

October 18  
Philadelphia, PA, USA

**Philadelphia Fellowship Gathering**

October 21-22  
Moscow, Russian Federation

**Gaps in the "Common Spaces"?  
The Future of Russia-EU Relations**

November 17-18  
London, UK

**Health, Healthcare, and Climate Change**

December 30-January 1  
Salzburg, Austria

**Max Reinhardt Invites...  
A Masked Ball at Schloss Leopoldskron**

## 2012

Reporting Justice – OSI 3  
January 15-20  
The Hague, The Netherlands

**Preparing Journalists for New Realities:  
Encouraging New Models of International  
Criminal Justice Coverage**

Sustainable Futures Academy  
January 31-February 4

**Leadership Development Program  
for Sustainability**

Session 488  
March 8-10

**Unlocking the Debt Conundrum:  
Paths to Growth and Fiscal Sustainability  
Planning Workshop**

Session 489  
April 22-27

**Making Health Care Better in Low and  
Middle Income Economies:  
What are the next steps and how  
do we get there?**

Session 490  
April 28-May 2

**Public and Private Cultural  
Exchange-Based Diplomacy:  
New Models for the 21<sup>st</sup> Century**

Session 491  
May 21-23

**The Future of the Multilateral Trading  
System and the World Trade Organization**

Salzburg Holocaust Education and  
Genocide Prevention Initiative – HOL-3  
June 27-July 1

**Learning from the Past:  
Global Perspectives on  
Holocaust Education**

Session 492  
August 16-19

**Financial Regulation:  
Bridging Global Differences**

Salzburg Holocaust Education and  
Genocide Prevention Initiative – HOL-4  
Washington, DC, USA  
September 9-11

**Genocide Prevention:  
Expert Planning Meeting**

SSASA 09  
September 27-October 1

**Resistance and Readiness:  
Immigration, Nativism and the  
Challenge of Ethnic and Religious  
Diversity in the US and Europe Today**

Session 495  
October 2-7

**Optimizing Talent:  
Closing Education and Social  
Mobility Gaps Worldwide –  
Higher Education and Lifelong Learning**

Session 497  
October 13-17

**Value vs. Profit:  
Recalculating Return on Investment  
in Financial and Social Terms**

Session 498  
October 27-November 1

**Salzburg Global Forum for  
Young Cultural Leaders**

Session 500  
November 9-14

**Realizing the Right to Health:  
How Can a Rights-Based Approach Best  
Contribute to the Strengthening,  
Sustainability and Equity of Access  
to Medicines and Health Systems?**

SSASA 10  
November 15-19

**Screening America: Film and Television  
in the 21<sup>st</sup> Century**

Session 494  
November 27-29

**Cultural Dialogue in International Security:  
The Case of Russia and the  
Euro-Atlantic Community**

Session 499  
December 1-4

**Philanthropy in Times of  
Crisis and Transition:  
Catalyzing Forces of Change**

Session 501  
December 4-9

**China in the 21<sup>st</sup> Century:  
What Kind of World Power?**

Session 519  
December 12-14

**Towards a Manifesto for Democracy  
and Sustainable Development**

Optimizing Institutional Philanthropy  
December 14-16

**Global Philanthropy Collaborative:  
Building Better Knowledge for  
Better Philanthropy**

Optimizing Institutional Philanthropy  
December 18-19  
Washington, DC, USA

**Gender, Race and Philanthropy**

### *International Study Program*

ISP 50  
March 1- 8

**Global Citizenship:  
At Home and in the World**

ISP 51  
April 7-14

**Global Citizenship:  
At Home and in the World**

ISP 52  
May 12-19

**Global Citizenship:  
At Home and in the World**

ISP 53  
May 30-June 6

**Global Citizenship:  
At Home and in the World**

ISP 54  
July 8-July 15

**Colleges and Universities as  
Sites of Global Citizenship**

### *Mellon Fellow Community Initiative*

March 30-April 1  
Washington, DC, USA

**Educating for Global Competence – How?**

November 9-11  
Durham, NC, USA

**Re-Telling Our Stories:  
Integrating Global Citizenship into  
our Institutional Legacies**

### *Salzburg Academy on Media and Global Change*

July 22-August 11

### *Salzburg Cutler Fellows Program*

November 16  
Washington, DC, USA

### *Fellowship Events*

March 22  
London, UK

**Islam in the West:  
Alternative Visions**

June 4  
Washington, DC, USA

**Transcending Borders:  
The Intersections of Art, Science,  
Technology,  
and Society on a Global Stage**

June 8-11  
Klingenthal, France

**Good Behaviors:  
The Crucial Connection between  
Health and Education**

June 9-10  
Cairo, Egypt

**Next Generation Leadership for Egypt**

June 22-24  
Salzburg, Austria

**Wising up or Dumbing Down?  
Instant Communications and  
Global Problem-Solving**

November 12  
Washington, DC, USA

**The Third Annual Lloyd N. Cutler  
Lecture on the Rule of Law:  
"Conversation at the Court"**

December 28-January 3

**Winter Festival:  
A New Year's Celebration**

## 2013

Session 502  
February 23-27

**Power in Whose Palm?  
The Digital Democratization  
of Photography**

Session 506  
June 2-7

**LGBT and Human Rights:  
New Challenges, Next Steps**

Session 515  
June 23-27

**A Climate for Change:  
New Thinking on Governance  
for Sustainability**

Session 512  
July 10-11

Berlin, Germany

**Salzburg Global Initiative on  
Holocaust and Genocide Education:  
Holocaust Education Advisory Meeting**

Session 516  
August 19-22

**Out of the Shadows:  
Regulation for the Non-Banking  
Financial Sector**

Session 523  
September 22-25

**Restoring the Public's Trust:  
Delivering on Public Policy Goals**

SSASA 11  
September 26-30

**Sustainability and the City:  
America and the Urban World**

Session 503  
October 13-16

**Promoting the Next Generation of  
Cultural Entrepreneurs:  
Planning for Success**

Session 508  
November 1-6

**Getting Transition Right:  
A Rights-Based Approach Towards  
Diversity and Inclusivity**

Session 518  
November 24-30

Kyoto, Japan

**People, Peace and Planet in 2030:  
Shaping Inclusive and Sustainable Growth**

Session 509  
December 1-4

**Africa's Growth Engine:  
Partnerships for Rural Enterprise  
and Impact at Scale**

Session 507  
December 8-13

**The Drive for Universal Health Coverage:  
Health Care Delivery Science and  
the Right to High-Value Health Care**

### *Global Citizenship Program*

GCP 55  
February 28-March 7

**Global Citizenship and  
Universal Human Rights**

GCP 56  
March 24-31

**Global Citizenship:  
Ethics and Engagement**

GCP 57  
May 19-25

**Pathways to Global Citizenship:  
Roots and Routes**

GCP 58  
May 25-June 1

**Global Citizenship:  
At Home and in the World**

GCP 59  
July 14-21

**Education for Global Citizenship:  
What, Why and How?**

### *Salzburg Academy on Media and Global Change*

July 21-August 10

### *Salzburg Cutler Fellows Program*

October 31-November 2  
Washington, DC, USA

**Future of Public and Private  
International Law**

### *Fellowship Events*

March 21  
Vienna, Austria

**Never Say Never!  
Can Positive Disruption Defeat  
Our Short-Term Thinking?**

June 14-17  
Klingenthal, France

**Getting to Grips with Obesity**

June 27-30

Salzburg, Austria  
**Above Us Only Sky:  
Finite Planet, Infinite Potential**

October 5  
Athens, Greece

**Educating for the Modern  
Global Economy**

October 30  
Boston, MA, USA

**How To Deliver Truly Sustainable  
And High Value Health Care:  
Maximizing The Potential  
Of Cross-Border Learning**

November 4  
Washington, DC, USA

**The Fourth Annual Lloyd N. Cutler  
Lecture on the Rule of Law:  
"The Magna Carta"**

December 28-January 3

**Winter Festival:  
A New Year's Celebration**



HOTEL SCHLOSS  
**LEOPOLDSKRON**  
SALZBURG

*“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

