



PRESIDENT'S REPORT • 2016

SALZBURG GLOBAL

CHRONICLE

PROFILES

FACES OF LEADERSHIP

PAGE 19: Since our founding in 1947, more than 30,000 Salzburg Global Fellows have passed through the gates of Schloss Leopoldskron for over 500 programs on a broad range of topics. We share words of wisdom from 18 of our brightest Fellows from the past year.

FEATURE

ARCHITECTS OF THE FUTURE

PAGE 07: Through our dedicated accelerator programs and by tackling youth issues across our sessions, we engage and empower next-generation leaders today to become the architects of more sustainable and just global systems tomorrow.

IMPACT

MAKING A STATEMENT

PAGE 26: From early childhood development to human rights in North Korea, Salzburg Global Fellows have tackled priority issues for the international community and offered structured frameworks for action, committing to take up the challenge themselves.



CURRENT AND FUTURE LEADERS

Since 1947, Salzburg Global Seminar has brought together current and future leaders to its home at Schloss Leopoldskron to challenge them to solve issues of global concern.

SALZBURG GLOBAL CHRONICLE

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FACES OF LEADERSHIP

69 years, 30,000 Fellows, 160 countries, 500+ sessions: read words of wisdom from 18 recent Salzburg Global Fellows.



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PARKS FOR THE PLANET

Fellows take up the Salzburg Challenge for Nature, Health, and a New Urban Generation



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ARCHITECTS OF THE FUTURE

Empowering young leaders today to be global architects tomorrow.



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After 12 years and 70 sessions, the Global Citizenship Program becomes a new independent NGO.



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PRESIDENT'S REPORT 2016

LETTER FROM THE PRESIDENT

This is the 70th year that men and women have walked through the gates of Schloss Leopoldskron in Salzburg seeking fresh perspective and breakthrough ideas. Every Salzburg Global Fellow I meet has a story to tell. Most give vivid accounts of ideas challenged, friendships formed, collaborations launched, and strategies accelerated.

The power and recurrence of the through lines in their accounts is striking. Whether from South or North, public or private sectors, young or senior, each Fellow claims to gain insight, inspiration, and velocity from his or her Salzburg experience.

In a world in which digital connectivity is a constant, the desire for face-to-face convening appears to be making a comeback. More and more we ask: How can we add value and quality to human interaction through convening in the real world, not just the virtual? How can we create opportunities for thoughtful reflection? Can we harness data and creativity to inform strategy? Is it possible to combine introspection with innovation and leadership?

In an earlier era, Salzburg Global programs lasted for weeks, not days. Today's shorter sessions succeed with very diverse participants and formats that challenge Fellows to break beyond the limits of their cultural silos and political and media echo chambers.

Today's programs – whether for young people early in their career, innovators and leaders to “solve” a shared problem, or senior leaders to consider disruptive scenarios and how to make the most of them – all offer a stage on which risk-taking roles can be rehearsed and new scenes imagined.

The following pages spotlight recent collaborations, statements, strategies, events, organizations, and much more that result directly from Salzburg Global's convening

and program partnerships. We are increasingly an institution where the “going out” is just as important as the “coming in” through our gates.

As ever, it all begins with the opportunity to reflect, to test, to invent, and to share with others committed to accelerating positive change in the world.



STEPHEN L. SALYER,
PRESIDENT & CHIEF EXECUTIVE OFFICER

CHRONICLE HIGHLIGHTS

PRESIDENTIAL PICKS



CURRENT AND FUTURE LEADERS

Since our founding by three young Harvard men, we have been committed to building the human capital of the next generation and tackling issues faced by young people across the world (PAGE 07). Our longest-running multi-year series, the *Global Citizenship Program*, has entered an exciting new chapter (PAGE 34). In “hubs” across the world, Young Cultural Innovators are putting their new networks and skills to use (PAGE 10). Our Media Academy students offer program partners real-world solutions to pressing issues, helping marginalized and at-risk communities and unheard civic voices (PAGE 28).



CUTTING-EDGE TOPICS

From the revolutionary use of data in health care and education to technology disruption in the finance industry, our 2015 programs were at the forefront of global issues. Our session *The Neuroscience of Art* took a pioneering step to advance state-of-the-art findings from across disciplines and established an ongoing neutral international forum (PAGE 29). Together with the German Ministry for Family Affairs, we launched a new project – “*Family Is...*” – to promote understanding and acceptance of LGBT families (PAGE 32). In Hong Kong, we asked how new philanthropies can (re)shape a more livable world (PAGE 37).



CLEAR FRAMEWORKS FOR ACTION

Our Fellows leave our programs with new knowledge and new networks, “turbo charged” to create change and instigate collaborations across fields and regions. Clear frameworks for action are developed – in 2015 topics ranged from early childhood development and education to human rights abuses in North Korea (PAGE 26). New initiatives for greener cities, intergenerational exchange, and health data integration stem from our continuing series, *Parks for the Planet Forum* (PAGE 06) and *Health and Health Care Innovation* (PAGE 18).



LONG-TERM ENGAGEMENT

The engagement of Salzburg Global Fellows extends well beyond their session experience at Schloss Leopoldskron. In many cases, their engagement lasts a lifetime and encourages participation by other family members and professional colleagues (PAGE 12). When it comes to long-term engagement, our Board Members lead by example, offering their time, talent and treasure year in and year out (PAGE 14). We are deeply thankful to all those individuals and institutions who continue their commitment to Salzburg Global; without their generous support our work would not be possible (PAGE 39).

BRIEFING

ISSUES OF GLOBAL CONCERN

Across sectors and scales, we are witnessing radical shake-ups in the relationships between individuals, systems, and states. Salzburg Global's 2015 programs were designed to help key institutions and individuals understand these shifts, see the art of the possible, and accelerate change.

YOUTH, ECONOMICS AND VIOLENCE

IMPLICATIONS FOR FUTURE CONFLICT

Today's youth face an identity crisis. Youth should symbolize rising hopes, endless possibilities, and the energy to reach personal goals. Yet societal systems in many countries are failing young people, as reflected in poor educational, professional, and health forecasts – especially for youth on the margins. In April, practitioners from the diverse fields of anthropology, political science, youth violence, bullying, education, psychology, media, culture, economics, and law enforcement convened in Salzburg to examine how inequalities can be overcome and young people can be empowered to bring about fundamental shifts in the laws, policies, services, and institutions that affect their lives.

READ MORE ONLINE: www.SalzburgGlobal.org/go/549

PARKS FOR THE PLANET

NATURE, HEALTH, AND A NEW URBAN GENERATION

The world is seeing an unprecedented increase in urbanization, noncommunicable diseases are on the rise, and nature is being squeezed out of urban areas. How will this impact the wellbeing of future generations? The inaugural session of the newly launched *Parks for the Planet Forum: Nature, Health and a New Urban Generation* sought to address these interconnected issues, culminating in the “Salzburg Challenge” outlining a ten-point plan to “accelerate regional and global action for nature-based solutions that help communities and cities flourish and advance health and dignity for all people.”

READ MORE: [PAGE 06](#)

READ MORE ONLINE: www.SalzburgGlobal.org/go/557

THE FUTURE OF FINANCIAL INTERMEDIATION

BANKING, SECURITIES MARKETS, OR SOMETHING NEW?

From the then-ongoing Greek financial crisis to the positive disruption of technology and the growth of wealth in emerging markets, session co-chair UBS AG Chairman Axel Weber covered many topics as he spoke live on the terrace of Schloss Leopoldskron for Bloomberg TV's *The Pulse*. “Embrace the opportunities” was his resounding message, echoed by many Fellows at the fifth annual session of the *Salzburg Global Forum on Finance in a Changing World*.

WATCH ONLINE: finance.SalzburgGlobal.org



EARLY CHILDHOOD AND DEVELOPMENT

QUALITY ECDE FOR ALL GIRLS AND BOYS

The 2015 Sustainable Development Goals (SDGs) proposed an ambitious target for Early Childhood and Development (ECDE): by 2030, ensure that all girls and boys have access to quality early childhood development, care, and pre-primary education so that they are ready for primary education. To meet this target, it is vital that we begin now to address key questions. What are equitable, quality, and scalable practices in ECDE? How can these be rolled out in developing, emerging, and developed country contexts? Together 40 ECDE practitioners and researchers drafted a Salzburg Statement – a synthesis of agreed-upon guiding principles, priority actions, and proposals for urgent consideration – and shared it throughout their networks worldwide.

READ MORE: [PAGE 26](#)

READ MORE ONLINE: www.SalzburgGlobal.org/go/542

A NEW GLOBAL BALANCE

AMERICA'S CHANGING ROLE IN THE WORLD

Can the US remain the world's sole super-power? Will it be overtaken by China or reignite its Cold War rivalry with Russia? Leading academics, diplomats, and politicians from across the world gathered in Salzburg for the 13th symposium of the *Salzburg Seminar American Studies Association (SSASA)*, proposing various roles for the US, and concluding that America should seek strategic partners with which to become the “good neighbor” in an ever more diverse international community.

READ MORE ONLINE: ssasa.SalzburgGlobal.org

PEOPLE AND POWER

WILL WE RECOGNIZE THE WORLD IN 2030?

Looking back at progress made (or not) since the adoption of the Millennium Development Goals and looking forward to the transformations they expect or fear by 2030 (when the Sustainable Development Goals are to be achieved), international speakers from five continents, including rising Gulf strategist Mona Hammami, leading Indian health tech innovator Kanav Kahol, and long-serving UN diplomat David Malone, led the *Annual June Board of Directors Weekend* in discussions on “Speed and the City: Can Humans Keep Up?”, “Data Deluge: Can Policy Follow Science?”, and “Rights, Rules and Robots: Can the Law Cope?”

READ ONLINE: www.SalzburgGlobal.org/go/JuneBM2015



THE IMMIGRATION CRISIS

A PREVIEW OF THINGS TO COME?

As over one million people undertook the treacherous journey from war-torn countries to the initially welcoming but quickly overwhelmed European Union, Salzburg Global Seminar and National Public Radio hosted two discussion-prompting panels in Washington, DC, to consider how to Western governments could resolve their biggest challenge since World War II and turn the crisis into an opportunity to strengthen their societies through successful integration.

LISTEN ONLINE: www.SalzburgGlobal.org/go/Fellow54

INTERNATIONAL RESPONSES TO CRIMES AGAINST HUMANITY

THE CASE OF NORTH KOREA

The publication of the Report of the UN Commission of Inquiry (COI) on the Democratic People's Republic of Korea offered a window of opportunity to raise greater awareness of the plight of the people of North Korea. Following the Salzburg symposium, the Fellows – including three members of the UN COI, as well as diplomats, legal experts, policymakers, and human rights advocates – issued a determined call to action to the international community.

READ MORE: [PAGE 26](#)

READ ONLINE: www.SalzburgGlobal.org/go/556



Illustrations: Satoshi Hashimoto

CIVIC VOICES

JUSTICE, RIGHTS, AND SOCIAL CHANGE

How can digital media improve women's rights and empowerment, community resilience in the face of climate change-induced disasters, and online civic engagement of marginalized communities? Students at the 2015 *Salzburg Academy on Media and Global Change* identified emerging challenges to civic rights and justice in their respective communities and proposed solutions to program partners: the United Nations Development Program, the Red Cross, and Global Voices.

READ MORE: [PAGE 28](#)

READ ONLINE: www.SalzburgAcademy.org



LIKE THE ILLUSTRATIONS?

To order your limited edition poster for 18 EUR, email: press@SalzburgGlobal.org

POST-SESSION IMPACT

PARKS FOR THE PLANET
FELLOWS TAKE UP THE
“SALZBURG CHALLENGE”



Fellows of the inaugural session of the *Parks for the Planet Forum: Nature, Health, and a New Urban Generation*.

The inaugural session *Parks for the Planet Forum: Nature, Health, and a New Urban Generation* proved to be an invigorating experience for Fellows, ending with them issuing a joint statement: “The Salzburg Challenge for Nature, Health, and a New Urban Generation.” These highlighted projects demonstrate how some Fellows are taking up that challenge.

FIND OUT MORE
The report and the joint statement from *Parks for the Planet Forum: Nature, Health, and a New Urban Generation* are available online to read, download, and share.
SEE ONLINE: www.SalzburgGlobal.org/go/557

GREEN INFRASTRUCTURE CITIES

Immediately post-session, Fellows launched a new network, “GI Cities” (Green Infrastructure Cities), which is an informal umbrella platform for sharing experiences, insights, and inspirational examples of how green infrastructure can strengthen urban sustainability and resilience and improve human health. The network serves as a means to connect and support the individual projects that have come out of the Forum and inspire new actions. “What is special about us is that the network is truly collaborative between people representing different groups and levels in society and not owned by anyone,” explains **Maria Schewenius**, project manager at the Stockholm Resilience Centre, who has taken on the role of network coordinator for GI Cities. “It is a knowledge exchange hub where we invite people to share their experiences and their best practices and get inspired to further the thinking and practice around innovative green infrastructure solutions in their cities.”

GI Cities colleagues plan to meet in July 2016 in Bonn, Germany, at the ICLEI conference on Resilient Cities, with an Americas-focused meeting anticipated in Santa Marta, Colombia. The network’s plans, strategies, and individual projects will then be presented at various events during the latter half of 2016, starting with the Urban Transitions Global Summit in Shanghai, China, and the IUCN World Conservation Congress in Hawaii, USA.

JOIN IN ONLINE: www.facebook.com/groups/gicities
READ MORE: SalzburgGlobal.org/go/fellows/maria-schewenius

OUTDOOR GRANNIES

Inspired by the enthusiasm expressed by Fellows in Salzburg, **Juana Mariño Drews’** project, “Outdoor Grannies,” aims to strengthen the connection between not only the new generation and their environment, but also the relationship between grandmothers and their grandchildren.

Outdoor Grannies will encourage and promote outdoor activities and events where grandmothers and grandchildren engage in nature and experience intergenerational exchange and bonding.

“Grandmothers can be the link between past and present. There is a powerful bond that can be promoted and enriched if nature becomes a visible and meaningful part of it,” says Mariño, an architect from Colombia. Mariño believes activities like gardening projects can be used as a catalyst to talk about the natural environment with grandchildren and promote conscious thought about how they can connect with nature and create a better world in their future.

Outdoor Grannies is part of a larger conversation on urban environments, but cultivates a unique focus on intergenerational relationships. The universality of family bonds allows the project to speak to a wide, complex, and rich range of individuals, cultures, urban environments, and topics.

READ MORE: SalzburgGlobal.org/go/fellows/juana-marino

EMPOWERING YOUNG LEADERS

ARCHITECTS
OF THE FUTURE

SINCE ITS FOUNDING BY THREE HARVARD GRADUATES IN 1947, SALZBURG GLOBAL SEMINAR HAS DEMONSTRATED A UNIQUE COMMITMENT TO INVESTING IN NEXT-GENERATION TALENT FROM ALL WALKS OF LIFE. COMBINING DEDICATED ACCELERATOR PROGRAMS FOR YOUNG FELLOWS WITH TOPICAL SESSIONS ON KEY ISSUES FOR YOUTH AROUND THE WORLD, WE HELP RISING PROFESSIONALS MEET TODAY’S GLOBAL LEADERS ON EQUAL TERMS. WE BELIEVE IN ENGAGING AND EMPOWERING FUTURE LEADERS TODAY TO BE THE ARCHITECTS OF MORE SUSTAINABLE AND JUST GLOBAL SYSTEMS TOMORROW.



Salzburg Global President STEPHEN L. SALTER (right) meets with AHMAD ALHENDAWI, the first-ever United Nations Secretary-General's Envoy on Youth. Alhendawi was the co-chair of the session *Youth, Economics, and Violence: Implications for Future Conflict* in April 2015.

MOST OF EUROPE MAY NO LONGER BE RAVAGED BY WAR, UNLIKE SOME REGIONS, BUT IT FACES SPIRALING TENSIONS THAT CAN ONLY BE RESOLVED THROUGH YOUTH ENGAGEMENT AND LONG-TERM VISION. RECENT CRISES HAVE PUSHED EUROPEAN INSTITUTIONS, GOVERNMENTS, AND COMMUNITIES TO THE BRINK. NEW SOLUTIONS AND NEW ENERGY ARE SORELY NEEDED.



When Clemens Heller, Richard Campbell, and Scott Elledge convened the first “Salzburg Seminar in American Studies” in 1947, they were reacting to a continent ravaged by two World Wars in just three decades. Inspired by the Marshall Plan for Economics, they sought to launch a “Marshall Plan for the Mind” to reinvigorate European and American intellectual capacity, strengthen connections across the Atlantic, and heal deep post-war rifts.

Fast forward nearly 70 years and Salzburg Global Seminar continues to forge breakthrough ideas and collaborations that bridge global and local divides. Our mission to challenge current and future leaders to solve issues of global concern calls for courage and creativity across generations and sectors.

Most of Europe may no longer be ravaged by war, unlike some regions, but it faces spiraling tensions that can only be resolved through youth engagement and long-term vision. The recent financial and Euro crises, as well as attempts to accommodate desperate waves of refugees crossing the Mediterranean in search of safety in the European Union, have pushed European institutions, governments, and communities to the brink. New solutions and new energy are sorely needed.

“As a trusted neutral organization that

has witnessed conflict on its doorstep for decades, Salzburg Global has the responsibility to think and act long-term beyond narrow interests,” explains Salzburg Global Vice President and Chief Program Officer Clare Shine. Our multi-year programs not only seek to address immediate problems facing individuals and institutions, but also systemic challenges, identifying levers for sustainable and socially just change at all levels.

Many of Salzburg Global’s 2015 programs addressed critical issues faced by young people around the world. These included *Youth, Economics, and Violence: Implications for Future Conflict*, held in partnership with the Harry

Young people question conventional thinking, enabling participants to reassess today’s systems in the light of global challenges. By bringing smart young voices to the center of interdisciplinary discussions, Salzburg Global Seminar empowers next-generation leaders to influence current policymakers and affect positive change into the future.

Frank Guggenheim Foundation and the Carnegie Corporation of New York, which tackled the interconnected problems and opportunities of burgeoning youth populations and marginalized youth in key cities and regions. *Early Childhood Development & Education* and *Untapped Talent: Can Better Testing and Data Accelerate Creativity in Learning and Societies* – both in partnership with ETS – examined ways to improve education and social care systems from early years to university to ensure that all young people have the opportunity to fully develop and realize their potential. Two off-site panel discussions in Vienna on *Educating Young People for the Jobs of the Future* and Washington, DC on *The Immigration Crisis: A Preview of Things to Come?* explored the need for labor markets and societies to accommodate technological disruption, changing demographics, and human mobility.

In addition to youth futures in the



1 JOBS FOR TOMORROW was the topic of the Vienna Evening Debate, held at Raiffeisen Zentralbank.

2 SALZBURG ACADEMY ON MEDIA AND GLOBAL CHANGE brings together students from five continents every summer.

3 AHMED HADJI, Fellow of the session *Youth, Economics, & Violence: Implications for Future Conflict*.

4 NOURAH AL SADOUN during the 2015 Salzburg Academy on Media and Global Change.

5 AYELET GILADI took part in both *Early Childhood Development & Education* and *Untapped Talent: Can Better Testing and Data Accelerate Creativity in Learning and Societies?*

6 TSZ HIN SHERRY HEUNG, Fellow of *Youth, Economics, & Violence: Implications for Future Conflict*.

7 REBECCA CHAN AND DAVID OLAWUYI FAKUNLE, from Baltimore, MD, USA, take part in the 2015 Salzburg Global Forum for Young Cultural Innovators.

8 SEB CHAN took part in the 2012 Salzburg Global Forum for Young Cultural Leaders; in 2015 he returned to Schloss Leopoldskron to speak at the Salzburg Global Forum for Young Cultural Innovators.

9 KOJI MIYAMOTO, MARY GORETTI NAKABUGO AND GREGORY M. ELACQUA at the session *Untapped Talent: Can better Testing and Data Accelerate Creativity in Learning and Societies?*



areas of education, employment, and civic engagement, Salzburg Global’s 2015 programs also concentrated on finance and corporate governance systems that shape the prospects of – and will be shaped by – upcoming generations. It is vital to include rising and non-standard perspectives in these high-level dialogues, explains Salzburg Global Program Director Charles E. Ehrlich: “They question conventional thinking, enabling established participants to reassess today’s systems in the light of global challenges.”

Younger professionals need to be at the table not only because they broaden perspectives, but also because they will be the architects of transnational systems on which future prosperity, environmental protection, and the achievement of global agendas such as the UN Sustainable Development Goals will depend. Engaging fresh talent on equal terms is the way Salzburg Global leverages new voices, new brains, and new geographies.

“By bringing smart young voices to the center of interdisciplinary discussions, Salzburg Global empowers next generation leaders to influence current policymakers and affect positive change into the future,” adds Ehrlich.

I will look back on Salzburg as the five days that changed my life. It gave me a glimpse into what the world can be when everyone is driven by understanding, cooperation, and social good. It has strengthened my purpose. Just as importantly, I left with a plan for action.

To equip youth from all backgrounds to become effective leaders, it is critical to invest in their human capital development. Salzburg Global not only opens up opportunities for informal mentoring and network growth through attending sessions on topics from health care innovation to the future of financial regulation, but also runs dedicated capacity-building programs, such as the *Salzburg Global Forum for Young Cultural Innovators* (YCI Forum) [see PAGE 10], the *Salzburg Academy on Media and Global Change* [PAGE 28], and the now-independent Global Citizenship Alliance [PAGE 34].

Participating in the annual YCI Forum in Salzburg helps teams of innovators from city hubs around the world develop new skills focused on intra- and entrepreneurship, the latest digital resources, new business models, risk-taking and innovation, the psychology of leadership and emotional intelligence, and cross-cultural communication and negotiating skills. They leave “turbo-charged” to expand their work in their communities. This motivation and upskilling is all the more valuable, as many of these city hubs face significant economic, political, cultural, and/or racial stress.

Reflecting on his participation in the YCI Forum, David Olawuyi Fakunle from Baltimore, MD, USA, said: “I will look back on Salzburg as the five days that changed my life. It gave me a glimpse into what the world can be when everyone is driven by understanding, cooperation, and social good. It is comforting and personally it has strengthened my purpose. Just as importantly, I left with a plan for action. That is what I needed, and the fact that I received it will take my efforts to provide

healing in Baltimore to the next level.”

Dafni Kalafati from Athens, Greece added: “What I took back home was a heart full of joy and a mind full of inspiration. Bringing together so many innovative minds can only create a better world to live in.”

Heller, Campbell, and Elledge would likely agree.

What I took back home was a heart full of joy and a mind full of inspiration. Bringing together so many innovative minds can only create a better world to live in.

10 CLEMENS HELLER, RICHARD CAMPBELL, SCOTT ELLEDGE - founders of Salzburg Global Seminar at the very first session of the Salzburg Seminar in American Studies in 1947.





POST-SESSION IMPACT

YOUNG, INNOVATIVE, AND WIDESPREAD

The annual *Salzburg Global Forum for Young Cultural Innovators* (YCI Forum) brings together talented individuals from the culture and arts sectors in several key cities. The Forum helps them develop the dynamic vision, entrepreneurial skills, and global networks needed to allow them, their organizations, their causes, and their communities to thrive in new ways. In their “hubs” across the world, our YCIs are putting these newfound tools to work.

BALTIMORE, MD

— USA

Citizen Artist Baltimore, a project led by 2015 YCI **Rebecca Chan** with support from **Priya Bhayana** (YCI 2014) and **Deana Haggag** (YCI 2015), is mobilizing the Baltimore arts and culture sector to make their interests a critical issue in the city's 2016 mayoral election. Their activities led to the first-ever Mayoral Forum on Arts & Culture in Baltimore's history. The project also aims to create connections between organizations and communities that have not customarily engaged with one another and mobilize diverse constituencies around a common goal.

WITH THE ANNUAL PROGRAM IN SALZBURG AS ITS CORNERSTONE, THE YCI FORUM IS STRUCTURED AROUND A NETWORK OF HUBS, CURRENTLY INCLUDING ATHENS, BALTIMORE, BUENOS AIRES, PHNOM PENH, ROTTERDAM, SALZBURG, SEOUL, AND TOKYO.

SALZBURG GLOBAL IS ACTIVELY WORKING TO EXPAND ITS NETWORK OF HUBS IN MORE CITIES AND COUNTRIES ACROSS THE WORLD.

BUENOS AIRES

— ARGENTINA

In Buenos Aires, Fellows greeted 2015 with a new project to help facilitate high-level artistic production within disadvantaged social contexts. The project, entitled **Hangar**, aims to create events that will allow artists in poor social and economic situations to participate in creative and cultural activities and showcase their work in venues where they are not traditionally visible.



FIND OUT MORE

The report from the session *Salzburg Global Forum for Young Cultural Innovators* (YCI Forum) is available online to read, download, and share.

SEE ONLINE:
www.SalzburgGlobal.org/go/554
yci.SalzburgGlobal.org

ROTTERDAM

— THE NETHERLANDS

Rotterdam YCIs and Forum sponsor, the **Stichting De Verre Bergen**, have partnered to support “creative business plans” for public arts projects in the city. Five proposals were selected by the YCIs at an event by Stichting De Verre Bergen in January; the projects are currently in development stages. One project will win €15,000 to invest in its own continued activity and growth.

SALZBURG

— AUSTRIA

The Salzburg Hub has seen many collaboration projects among YCIs and other Salzburg Global Fellows. **Martin Murer** (YCI 2015) organized a symposium with **Shinji Sudo**, a faculty member of the second YCI session from Japan, at Salzburg University's Center for Human-Computer Interaction in June 2015. After attending *Beyond Green: The Arts as a Catalyst for Sustainability* in February 2016, **Robert Praxmarer** (YCI 2014) is collaborating with Romanian Fellow **Anamaria Vrabie** on an eco-game app for schools, which will explore how computer games can change our behavior and society.

TOKYO

— JAPAN

With **Mitch Yoshimoto**, faculty member of the 2014 YCI session, leading the cultural program for the 2020 Olympics, the YCIs of the Tokyo hub are in the early stages of planning a YCI-led event to coincide with the Tokyo 2020 summer games. They hope to bring together YCIs from multiple years and hubs for the event.

ATHENS

— GREECE

Our first Greek YCI Fellows created a new independent cultural network, **cultureFWD**, and in June they hosted an interactive, educational workshop for young artists, creators, and cultural entrepreneurs in Athens, Greece. Dedicated to giving back to their own cultural community, CultureFWD partnered with Salzburg Global to create the day-long event, which brought together 48 participants from around the world and focused on ways in which the Greek cultural and creative sectors may respond to the country's ongoing social and economic challenges.

PHNOM PENH

— CAMBODIA

Supported by Cambodia Living Arts and the US Embassy in Cambodia, the Mekong Delta hub, based in Cambodian capital Phnom Penh, worked with young students to explore the possibilities of arts and culture as agents of change. The event was held at Sa Sa Bassac, where **Meta Moeng** (YCI 2015) is the community projects manager. The event used materials such as the Salzburg Global Faces of Leadership video series to inspire students to engage in arts and culture and learn from the achievements and personal stories of Young Cultural Innovators from around the world.

MULTI-GENERATION FELLOWS

SALZBURG SERENDIPITY

If the apple doesn't fall far from the tree, it may not come as much of a surprise that Salzburg Global Seminar now counts in its international Fellowship several multi-generational Fellows. But a surprise it often is – to both the Fellows and Salzburg Global. Here we share just a few stories of this special kind of “Salzburg magic”.

ELLIOT FISHER (SON) – ROGER FISHER (FATHER)

s.548, 2015 & s. 206, 1981

When participating in a *Health and Health Care Innovation* session in 2015, Elliot reminisced about his late father Roger's connection to Salzburg: “My father was a famous law professor who helped establish the field of conflict resolution. He founded the Harvard Negotiation Project, and during the 80s he came to five different sessions here. Our favorite picture of our father is a picture in front of the lake. So for me coming to Salzburg Global Seminar as a participant is an incredible treat.”



FATHER



SON

ARE YOU A MULTI-GENERATIONAL FELLOW?

We are trying to build a longer list of our multi-generational Fellows. If you and a family member are both Fellows, please contact: Jan Heinecke, Salzburg Global Fellowship Manager, fellowship@SalzburgGlobal.org



GABRIEL STANILA – MIHAI STANILA (BROTHERS)

s.534, 2014

Gabriel and Mihai Stanila are both working on sustainable development projects in Bucharest, Romania. Although they are brothers, they found out about their session separately and only realized that they would be attending the session together shortly before getting on the plane to Salzburg.



GABRIEL

MIHAI

G.A. FINCH – ANTHONY P. FINCH (BROTHERS)

s.229, 1984

Another pair of brothers who came to Salzburg together are attorney G.A. Finch and education consultant Anthony P. Finch. Of their experience, G.A. said: “It is a great memory to have of my brother and I spending time together in a cerebral activity.”



G.A.

ANTHONY

STEPHEN MAYES (SON) – BRIAN MAYES (FATHER)

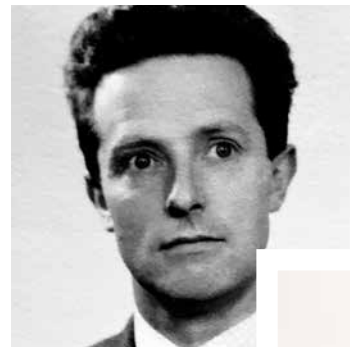
s.502, 2013 & s. 81, 1962

It wasn't until he had arrived in Salzburg for the 2013 session *Power in Whose Palm? The Digital Democratization of Photography* that photographer Stephen found out about his father Brian's shared experience. Brian had come to Salzburg more than 50 years earlier for a session on a very different topic: American law and legal institutions. Stephen explains: “I had no idea that he had participated in a Salzburg Global session until the second day of my session when I wandered around the grounds and was struck by a powerful sense of déjà vu... I assumed it was Julie Andrews speaking to me until it crashed into my mind that I'd seen all this in the family photo album. I didn't quite believe it, and I asked Susi [Seidl-Fox, Salzburg Global Program Director] to check the records, and there he was. The 1962 seminar is still vivid in my father's mind.”

SANDEEP PAREKH (SON) – PRAVIN PAREKH (FATHER)

s.550, 2015 & s.264, 1987

Sandeep Parekh was recommended by another Fellow to attend a Salzburg Global session. It was only after he had registered the he found out his father Pravin, now a Supreme Court Judge in India, had come to Salzburg as a young lawyer nearly 30 years earlier. Sandeep: “My father went to Salzburg in 1987. The mock trial (a common practice during the law Sessions in the 1980s) and other highly memorable instances, especially at the dinner table, still remain with him. Fast forward to 2015, after nearly three decades: having heard great things about the beauty of the city and also the incredible experience my father had, I had come to Salzburg with high expectations. And I wasn't disappointed. Our sessions and breakout groups were of the highest quality thinkable. The participants, seasoned and at the top of their profession, gave their entire self for the three days there and created an incredible intellectual churn.”



FATHER



SON



FATHER



SON



“SALZBURG MAGIC”

Fellows often remark on the “Salzburg magic” that helps form the bonds between Fellows and leads to life-long friendships, shared professional development opportunities, and supportive mentorship. Sometimes, however, these relationships grow to be deeper than just professional connections...

KIMBERLY REYES – ANDREW HARVEY

s.537, 2014

Academics Kimberley Reyes and Andrew Harvey met while attending the same session. Kimberly explains how their lives – both professional and personal – benefited from that chance meeting: “When I arrived in Salzburg (my very first trip to Europe!), I expected that the seminar would be a life-changing learning experience – but I did not expect to meet the love of my life. I met Andrew on the first day of the session when we were assigned to the same working group discussion... Over a beautiful meal in the hall of the Schloss on that first night, we had a lively conversation that was equal parts red wine, global politics, and laughter. Thanks to modern technology, we kept our promises to stay in touch, and six months later we reunited in the US. Not long after, we met up again in Melbourne, where we presented a co-authored research paper at a higher education conference. Despite the distance, we have only gotten closer – and our academic perspectives have benefited greatly from exposure to both the Australian and American educational contexts. We got engaged on April 8, 2016 – a year and a half after meeting in Salzburg – and we look forward to building our lives and careers in both countries. Thank you, Salzburg Global, for bringing us together!”



KIMBERLY and ANDREW



DONATELLA and AVI's son MARCO discovers his mother's chair.

DONATELLA SORIA – AVI SCHNEEBALG

s.215, 1982

Lawyers Avi Schneebalg and Donatella Soria met while attending the session in the summer of 1982. Donatella reminisces: “We were both young lawyers, respectively in Brussels and Milan, eager to open ourselves to such an enriching experience at the Schloss. Avi and I sympathized immediately, became good friends and had many interesting discussions. But the timing was not right, in spite of the romantic and idyllic set! It was only six years later that Avi called me out of the blue...a few days before my visit to Brussels on business (talk of serendipity!). We married in July of 1989, near Lake Como in Northern Italy. The Salzburg Seminar has left an indelible imprint on both Avi and myself, a shared life in which we have both thrived professionally and personally and built up a happy family, thanks also to our great son Marco.” Avi adds: “I was so lucky to meet Donatella at the Salzburg Seminar. She has illuminated my life, together with our beloved son Marco. Thanks Salzburg!” More than 30 years later, their son Marco travelled to Salzburg to see where his parents met, enjoying a Schloss tour and even discovering a chair with his mother's name acknowledging her donation to an earlier fundraising campaign.



AVI

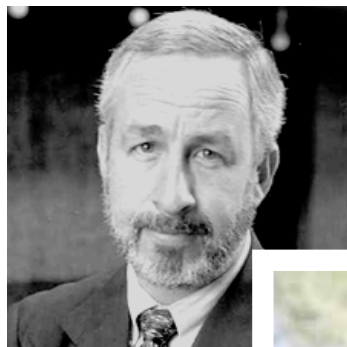


DONATELLA

RACHEL PLATTUS (DAUGHTER) – ALAN PLATTUS (FATHER)

s.427, 2005 & s.561, 2016

When we asked Alan Plattus how he felt after his daughter Rachel also attended a session, he replied: “I like to think that the fact that Rachel and I seem to find our ways to the same places and people is a reflection of our shared interests, values, and commitments, as much as any overt network of family connections. Places like the Schloss then become symbols of those shared values and, of course, of vicariously shared experiences. We hope to share that experience some day – and the conversation and fellowship of some future seminar.”



FATHER



DAUGHTER

C.J. PEEK – TOM PEEK (BROTHERS)

s.536, 2014 & s.228, 1984

When C.J. Peek opened his email inbox and found an invitation to participate at a session on mental health in 2014, he hadn't heard of Salzburg Global before. While considering whether he should go, he mentioned the invitation to different family members, and, to his surprise, it turned out that his brother Tom was already a Fellow who participated in a session 30 years earlier. C.J. was further encouraged by two of his daughters; one of them is friends with Michael Shank, Fellow of Session 532 in 2014, and the other is working for Rolf Nordstrom, who attended Session 454 in 2008. “Michael and Rolf both found the experience excellent and encouraged me strongly to accept the invitation.”



TOM



C.J.

BOARD ENGAGEMENT

TIME, TALENT, AND TARGETED TREASURE

— *Taking seriously their role as pacesetter governors, the members of the Salzburg Global Board of Directors have long provided generous financial support to the organization. But Salzburg Global Board Members are engaged far beyond just financial contributions...*



In the words of South African Salzburg Global Director, **Sean Cleary**: “There’s no point belonging to an organization if you don’t contribute to it.”

Whether they are attending programs, spearheading new multi-year series, establishing “hubs” for young cultural innovators, or launching new scholarship programs, Salzburg Global benefited greatly from the “time, treasure, and talent” our board members contributed in 2015.

”
There’s no point belonging to an organization if you don’t contribute to it.

TIME — In addition to attending three in-person meetings a year, all of which include strategic program guidance alongside fiduciary oversight, Salzburg Global directors are encouraged to take part in programs of particular interest. In areas of special knowledge and expertise, directors advise staff on substantive questions and issue-framing, prospective partner institutions, speakers, and financial support.

In 2015, **Martha Darling** brought her decades of experience as an education policy consultant to the session *Early Childhood Education and Development*. American ambassador to Austria, **Alexa Wesner**, was as a guest speaker at *Youth*,

Economics and Violence: Implications for Future Conflict and at *The Search for a New Global Balance: America’s Changing Role in the World*. The annual *Salzburg Global Forum on Finance in a Changing World* counts several board members as returning Fellows including **Ewald Nowotny**, Governor of the Austrian National Bank, who assists with annual recruitment of Fellows from central banks across Europe, and **Byron Boston**, President of Dynex Capital, who has also attended multiple sessions and helped recruit other leading participants.

Outside Schloss Leopoldskron, as co-chairs of the advisory council of the Cutler Center on the Rule of Law, **Thomas Mansbach** and **Bailey Morris-Eck** carry forward the legacy of former board chair Lloyd N. Cutler [see page 17]. In addition to assisting with the selection of a speaker for the annual Cutler Lecture and co-hosting other events in Washington, DC with Morris-Eck, Mansbach also supports the yearly *Cutler Law Fellows Program*, engaging with the “next generation” of international lawyers and acting as an informal mentor.

Board members also give their time by hosting events and opening up their networks to Salzburg Global. **Vikas Thapar**, together with his wife Baroness Franziska von Pranckh, has hosted events at their home, Schloss Windern. Wesner and her Austrian counterpart, **Wolfgang**

Waldner are continuing the long-held tradition of opening up their respective ambassadorial residences to Salzburg Global, with Wesner most recently hosting a luncheon with a variety of key stakeholders to explore how Salzburg Global Seminar could help Europe address its migration crisis and Waldner hosting a welcome dinner for Salzburg Global directors and friends in Washington.

TALENT — Beyond attending sessions as either Fellows or speakers, board members have also helped to shape and lead programs.

Although he only joined the Salzburg Global Board of Directors in November 2015, **Andreas Dombret** has served on faculty of the *Salzburg Global Forum on Finance in a Changing World* for several years and is a founding member of the multi-year series’ advisory council.

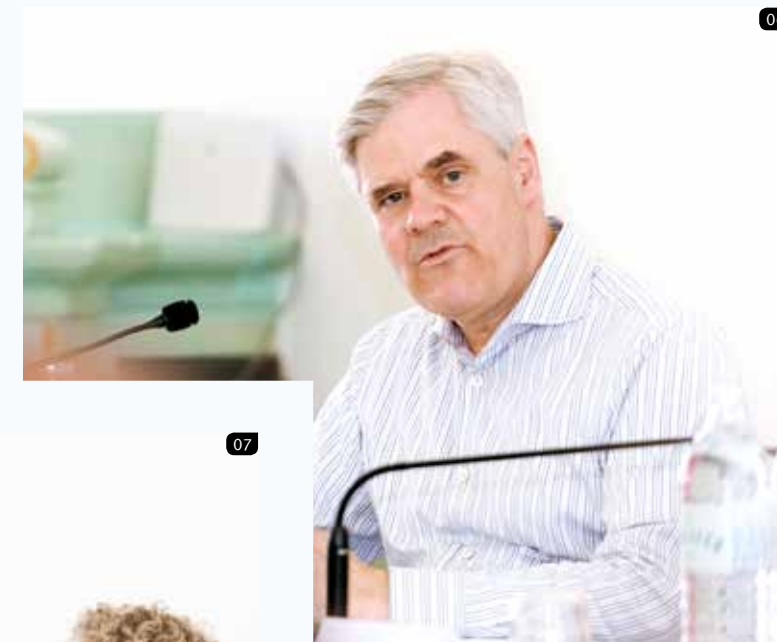
The new *Salzburg Global Forum on Corporate Governance* is being spearheaded by long-serving board member and long-time Fellow, **Robert Mundheim**, who led the inaugural session *Corporate Governance in the Global Economy: The Changing Role of Directors*, with several other board members offering insights during program planning, and seven current and former directors attending the October 2015 session.

While there some differences in the



BOARD MEMBERS

- **HEATHER STURT HAAGA (CHAIR)**,
Chair of the Board, Salzburg Global Seminar
- **BYRON L. BOSTON (TREASURER)**,
CEO, President and Co-Chief Investment Officer,
Dynex Capital, Inc.
- **SEAN CLEARY**,
Chairman, Strategic Concepts (Pty), Ltd.
- **MARTHA A. DARLING**,
Education Policy Consultant
- **ANDREAS R. DOMBRET**,
Member of the Executive Board,
Deutsche Bundesbank
- **JAN ERNST DE GROOT**,
Chief Legal Officer, Royal Ahold
- **WILLIAM C. EACHO, III**,
Co-Founder of the Partnership for
Responsible Growth, & Retired US Ambassador
- **CLAUDIO X. GONZALEZ (VICE CHAIR)**,
Chairman of the Board,
Kimberly-Clark de Mexico, S.A.B. de C.V. A.
- **MICHAEL HOFFMAN**,
Chairman, Hoffman Ventures Ltd.
- **MERIT E. JANOW**,
Dean, School of International and Public Affairs,
Columbia University (on board leave)
- **MARJORIE LAYDEN-SCHIMBERG**,
Chair, Henry Schimberg Foundation
for Ethics and Leadership
- **CHRISTOPHER F. LEE**,
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Augustine & Alexander Ltd
- **B. THOMAS MANSBACH**,
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International Legal Counselors
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- **BAILEY MORRIS-ECK**,
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- **ROBERT H. MUNDHEIM**,
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- **EWALD NOWOTNY**,
Governor, Oesterreichische Nationalbank
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Manager, The Capital Group Companies, Inc
- **STEPHEN L. SALTER (PRESIDENT)**,
President and Chief Executive Officer,
Salzburg Global Seminar
- **MAX MICHAEL SCHLERETH**,
Chair of the Board, DERAG Livinghotels
- **RANDAL C. TEAGUE, (SECRETARY, NON-DIRECTOR)**, Retired Partner,
Vorys, Sater, Seymour, and Pease LLP
- **ADENA TESTA**,
Law Counsel, Stewart Plant & Blumenthal
- **VIKAS THAPAR**,
Managing Partner, Indus Capital Ltd.
- **WOLFGANG WALDNER**,
Ambassador, Austrian Embassy
to the United States of America
- **ALEXA WESNER**,
Ambassador, United States Embassy
to the Republic of Austria
- **MARINA V. N. WHITMAN**,
Professor of Business Administration
and Public Policy, University of Michigan
- **PETER WILSON-SMITH**,
Director, Meritus Consultants
- **CATHERINE WILLS**,
Art Historian



1 ROBERT MUNDHEIM spearheaded the launch of the new multi-year series the *Salzburg Global Forum on Corporate Governance*.

2 MAX SCHLERETH has shared his hotel expertise.

3 CATHERINE WILLS has supported the participation of dozens of Rhodes Scholars.

4 MARTHA DARLING brought her decades of education policy work to the April 2015 program *Early Childhood Development & Education*.

5 DONALD O’NEAL offers his expansive finance knowledge, leading the future finance planning of Salzburg Global.

6 ANDREAS DOMBRET is new to the Board of Directors but has served on the advisory board of

the *Salzburg Global Forum on Finance in a Changing World* for many years.

7 VIKAS THAPAR, BYRON BOSTON AND VICTORIA MARS were three of the six Board Members to attend the inaugural session of the *Salzburg Global Forum on Corporate Governance*.

8 THOMAS MANSBACH informally mentors young lawyers in his role as the co-chair of the *Cutler Center for Rule of Law*.

9 SEAN CLEARY brings a wealth of international, cross-sectoral experience to the Board of Salzburg Global Seminar.

10 ALEXA WESNER was a speaker at a number of Salzburg Global programs including *The Search for a New Global Balance: America’s Changing Role in the World*.

roles played by for-profit and non-profit directors, the importance of governance is fundamental to both types of organizations. Salzburg Global Director **Victoria Mars** explains: “What you’re trying to do is help that organization be successful, whatever that organization is. So you’re bringing your skills and knowledge to help guide, align, and question – in a positive way!”

Board members – not least chair of the board **Heather Sturt Haaga**, with a wealth of experience serving on the boards of other non-profits – bring their talents to more than just individual programs, helping to “guide, align, and question” the longer-term strategic, programmatic, and financial planning of Salzburg Global. Financial industry executive **Donald O’Neal** is closely engaged in financial

planning for the both the programmatic and hotel business sides of Salzburg Global. **Max Schlereth**, with extensive business experience in the hotel industry, advises on optimizing the operations of Hotel Schloss Leopoldskron. **Victoria Mars**, an experienced corporate ombudsman, is helping to expand staff capacity through professional development programs to be offered through her company, Mars, Inc. in late 2016. **Michael Hoffman**, founder of a private equity firm, chairs Salzburg Global’s investment committee, helping to maximize performance of the organization’s restricted endowments.

”
What you’re trying to do is help that organization be successful, whatever that organization is. So you’re bringing your skills and knowledge to help guide, align, and question – in a positive way!

TARGETED TREASURE — The directors of Salzburg Global make generous financial donations to support the organization’s twin goals of program excellence and financial sustainability. In addition to annual unrestricted contributions, which provide early stage support for activities before sustaining funds can be secured, several board members have designated

special gifts to help the organization expand in significant strategic directions.

Recent examples include **Adena Testa** and her husband David's support for establishing one of the first and most active "hubs" in the *Young Cultural Innovators Forum*, in Baltimore, USA. Board Vice Chair **Claudio X. Gonzalez** instigated the formation of a scholarship program to increase Mexican participation, which has helped 14 Fellows attend sessions since its inception in 2013, and has recruited the continuing support of the Mexican Business Council. Through the generosity of the HDH Wills (1965) Charitable Trust, **Catherine Wills** has helped 31 Rhodes Scholars from across the world attend Salzburg Global sessions. Michael Hoffman paid for the publication of the transcript of the annual Palliser Lecture [see OPPOSITE] to be shared with a wider audience than just those able to attend the London event. Byron Boston, first personally and then through his company Dynex Capital, has sponsored the past three sessions of the *Forum on Finance in a Changing World*.

Board members also formed part of the international consortium of 25 individual supporters who helped finance the extensive renovation of the Meierhof in 2014, and several are now also assisting in the renovation of suites in Schloss Leopoldskron.

"We believe in the mission of the institution. The end game is: we want to make a difference, and we think that Salzburg Global does make a difference in people's lives and in the world as a whole."

WHY? — Given demanding schedules and professional and philanthropic commitments, why do our board members make the effort to find the time to attend our programs, offer their expertise, open their networks, and invest their money? Shared values is an oft-cited reason.

"The objectives of Salzburg really appealed to me... personally and professionally," explains **Jan Ernst de Groot**, one of the board members who attended the Corporate Governance session. He attended not only because he is a board member and had assisted Mundheim and Program Director Charles E. Ehrlich in the formation of the program, but also because it is relevant to his own work. "I hope to get new ideas here – new questions, if not necessarily answers – as well as make new contacts."

Attending sessions also makes board members greater advocates of the organization. "That's the product of the organization – the seminars – so I think it's essential to have board members attend," explains Boston.

"If I haven't experienced a session, then how can I talk about it to others?" adds Mars, who says she joined the board because she shares the same "passion" for "bringing people together, solving conflicts, getting people to talk who usually struggle to talk to each other" that Salzburg Global has.

Haaga echoes the thoughts of many of her fellow board members: "The reason why Paul [G. Haaga Jr., her husband and also former board member] and I invest in Salzburg Global Seminar is because we believe in the mission of the institution.

"The end game is: we want to make a difference, and we think that Salzburg Global does make a difference in people's lives and in the world as a whole."



LEGACY CONTINUED

SIR MICHAEL PALLISER



When long-time Fellow and Vice Chair of the Board Sir Michael Palliser passed away in 2012, staff and Board Members of Salzburg Global Seminar were determined to preserve his memory and legacy.

A long-serving diplomat and a great believer in European unity, Sir Michael's memory is now honored through an annual lecture series held in London, UK, examining the future of the continent.

Opening the series in January 2014, Salzburg Global Seminar Senior Program Advisor and former director of communications to the

Secretary General of the United Nations, Edward Mortimer, delivered the inaugural lecture at the UK's House of Lords, addressing: *Europe's Future: 1814, 1914 – Or Something Completely Different?*

Mortimer, who previously also served as senior vice president and chief program officer at Salzburg Global Seminar, called Sir Michael "a truly generous spirit, a man of sound judgment as well as high principle, and an infallibly loyal friend."

In March 2015, British Member of Parliament and former UK Attorney General Dominic Grieve delivered the second lecture, asking:



Britain's International Obligations – Fetters or Keys?

Held at the headquarters of HSCB (Sir Michael had served on the board of one the bank's subsidiaries), the event saw Grieve speak in strong support of the UK's involvement in the European Union and European Court of Human Rights. His message was apt for the occasion, as Sir Michael Palliser was also a staunch supporter of European unity, having formed part of the team that negotiated Britain's membership of what was to later become the European Union.

"British foreign policy, even during the height of Empire, was driven by a desire to engage internationally, both to secure peace and ensure national prosperity," Grieve said. "We should build on what is on offer and not hanker after some simpler world that does not and has never existed."

The third lecture will be especially timely; former UK Prime Minister John Major will deliver a lecture on the theme *The EU: In or Out?* in June 2016, a week before the UK heads to the polls in its "Brexit" referendum.



1 THE FULL TRANSCRIPT of the Lecture is available as a publication thanks to the generous support of Salzburg Global Board Member Michael Hoffman.

2 DOMINIC GRIEVE delivered the second annual Palliser Lecture entitled *Britain's International Obligations: Fetters or Keys?*

3 CUTLER LAW FELLOWS gather for the traditional group photo at the United States Institute of Peace.

4 RICHARD GOLDSTONE, international jurist and former Salzburg Global Board Member spoke at the *Salzburg Cutler Law Fellows Program*.

5 GRADUATE LAW STUDENTS take part in the *Salzburg Cutler Law Fellows Program* from ten of the top law schools in the US.

FIND OUT MORE
Copies of the transcripts of both lectures are available. Please contact press@salzburgglobal.org to receive a copy.



11 SALZBURG GLOBAL BOARD MEMBERS AND SENIOR FELLOWS gather on the Schloss terrace for the June Board Meeting group photo.



FROM LAWYERS TO PUBLIC SERVANTS

LLOYD N. CUTLER

Since 2012, Salzburg Global Seminar has held an annual program in Washington, DC for future international lawyers and legal experts in honor of long-serving Salzburg Global Chair of the Board and Washington "super lawyer" Lloyd N. Cutler. The 2015 *Salzburg Cutler Law Fellows Program* brought together 43 graduate law students from ten of the leading law schools in the US to explore cutting-edge issues in international law, international human rights, and humanitarian law to trade law.

The year's program also had an additional focus on careers in public service, with speakers including Justice Richard Goldstone (former Salzburg Global board member, former Chief Prosecutor of the UN International Criminal Tribunals for the former Yugoslavia and Rwanda, and member of the Constitutional Court of South Africa) offering insights into their own career paths.

Closing the two-day session, Salzburg Global President Stephen L. Salyer told the Fellows: "You have an extraordinary opportunity to shape the future of international law and institutions. Seize it."



POST-SESSION IMPACT

THE PROMISE OF DATA – AND NEW CONNECTIONS



Yael Harris demonstrates a mobile health data app to Lucy Savitz, Rebecca Emeny, and session chair Veronique Roger.

DATA MODELS FOR HEALTH KNOWLEDGE-SHARING

Since attending the session in Salzburg, US-based Fellows **Yael Harris**, senior researcher at Mathematica Policy Research, and **Lucy Savitz**, senior scientist at the Institute for Health Care Delivery Research at Intermountain Healthcare, have been promoting a new data model they developed at the session. The model focuses on moving data from analytics to knowledge, sharing learning and innovations across nations and health systems (including patient-driven knowledge) to expedite the transformation of health.

Savitz and Harris have also submitted a conference abstract, with Savitz presenting the model at the International Forum on Quality and Safety in Healthcare in Gothenburg, Sweden, in April 2016. Harris is planning another presentation on the model to the Health Information Systems Society (HIMSS), an international organization focused on using health information technology to promote health care improvement.

Harris and Savitz were also invited, alongside session co-chair **Keith Lindor**, to speak via Skype at the 2016 Salzburg Global program *Hooked on Health Care: Designing Strategies for Better Health*.

Together with Fellows **Kristen Anton** and **Rebecca Emeny** from Dartmouth College (a partner of the session), Harris and Savitz are working to develop a call to action to further promote the knowledge-sharing collaborative.

Harris has collaborated with two-time Fellow **Amel Farrag Hammad** from Egypt, co-authoring an academic paper that compares their respective countries' governments' approaches to quality improvement. They hope to see the paper published by the *Journal of Quality Management in Healthcare*.

Every Salzburg Global Seminar session brings together a curated group of Fellows in the hope of forming new connections, sparking new ideas, and strengthening existing networks. The session *The Promise of Data: Will this Bring a Revolution in Health Care?* certainly fulfilled this programmatic promise, with collaborations forged in Salzburg demonstrating the program's impact far beyond the Schloss gates.



FIND OUT MORE
The report from the session *The Promise of Data: Will this Bring a Revolution in Health Care?* is available online to read, download, and share.

SEE ONLINE:
www.SalzburgGlobal.org/go/548health.SalzburgGlobal.org

ICELANDIC DIGITAL HEALTH INITIATIVE

Surgeon General of Iceland **Birgir Jakobsson** has been making use of his newly enlarged network of contacts fostered during the session to move forward with an "Icelandic Digital Health Initiative," which was designed by the participants of his working group when in Salzburg.

"It is an initiative to use the available data in the interests of public health in Iceland," he told Salzburg Global. "The databases there have been used a lot for research, but as I see it, they are not giving back what the Icelandic population should have out of it. That has been my concern now since I entered office: how can I do that in the interest of public health?"

The initiative calls for a personalized medicine approach, beginning with the selection of patient needs, and aims for the highest possible intervention impact by health providers. With a wealth of data already available through Iceland's thorough, centuries-old record keeping, it should be relatively easy to identify a list of patients and diseases that deserve priority attention. Public engagement is key, with the public continually informed of progress and able to give feedback to the steering committees overseeing data use in Iceland.

READ MORE ONLINE:
www.SalzburgGlobal.org/go/fellows/birgir-jakobsson

CURRENT AND FUTURE LEADERS

FACES OF LEADERSHIP

SINCE SALZBURG GLOBAL SEMINAR'S FOUNDING NEARLY 70 YEARS AGO, OVER 30,000 PEOPLE FROM MORE THAN 160 COUNTRIES HAVE TAKEN PART IN OVER 500 SESSIONS AT SCHLOSS LEOPOLDSKRON TO FULFILL OUR MISSION TO CHALLENGE CURRENT AND FUTURE LEADERS TO SOLVE ISSUES OF GLOBAL CONCERN. HERE ARE EIGHTEEN OF OUR FELLOWS FROM 2015.



DOREEN TOUTIKIAN and MICHAL TURSKY at the Salzburg Global Forum for Young Cultural Innovators.

DOREEN TOUTIKIAN

“I think if you are in a place like Beirut, where we have a lot of conflict, where we’ve got a lot of issues – from waste management to political issues... Be patient and don’t expect things to just happen so quickly, don’t expect people to be directly responsive. But if your heart is in it, and you just take your time, and you keep on doing it, somewhere down the line it will work out.”

DOREEN TOUTIKIAN, three-time Salzburg Global Fellow, offers advice to Young Cultural Innovators in Lebanon and the rest of the world.



DEVIN ALLEN

“Breaking those barriers for all black photographers is pretty tough. It was hard getting sponsorships and funding for things, but those things came in due time... Samsung reached out to me, [and] I had been turned down multiple times by other camera companies. Some camera companies – [and] I was even using their camera – wouldn’t promote my work because they said it was too controversial and negative, but they promote other photographers of different ethnic backgrounds who do similar work. A [white] photographer told me, ‘It’s the color of your skin – use that to your advantage.’ So it’s just been about breaking those barriers and changing things so people cannot look at just your credentials or the color of your skin, but your natural talent for the art itself.”

DEVIN ALLEN Salzburg Global Fellow and Young Cultural Innovator, on his experiences of as an African-American photographer.



NAINA PATEL

“I want to portray the area [of aging] as one of challenge but also great opportunity, because my experience of working with elders is that they are a great resource – they have huge problems, but they are a great resource... We have a saying in my language – ‘the word of an older person sets the world aright,’ and it seems that working on aging makes us a little wiser and quite determined to make the changes.”

NAINA PATEL, Fellow of Aging Societies: Advancing Innovation and Equity, on the benefits of working with elders.



MARIALE HARDIMAN

“I was the kind of learner that, if I were given a choice of writing a research paper or demonstrating my understanding of a concept through an art medium, I would be in the library tomorrow, because that’s my safe space. I wish I’d been in programs where I had no choice but to present what I knew in some sort of artistic way. I think it would have expanded my world as a student. The one thing we stress for students all the time is that we don’t really care what your product looks like. We want you to be involved in the process – the deep thinking that being involved in the arts will help.”

MARIALE HARDIMAN, Fellow of *The Neuroscience of Art: What are the Sources of Creativity and Innovation?*, outlines the benefits of arts integration in school and how it is a powerful way to allow children to express themselves.



CHARLES WHITEHEAD

“There’s a really strong argument for having different perspectives. This goes beyond simply gender. You want to have people with different backgrounds, cultural backgrounds, gender backgrounds, professional backgrounds. The key question here is whether or not you can create that diversity while maintaining a collegial board. And the answer should be yes, because it’s a valuable thing for the company, it’s a valuable thing for the board, and it makes the board more effective.”

CHARLES WHITEHEAD, Fellow of *Corporate Governance in the Global Economy: The Changing Role of Directors*, on the importance of having diversity on company boards of directors.



SIPHIWE NGWENYA

“The struggle is mostly on a political level, where we are doing the job that the government is supposed to be doing... There’s not really a formalized understanding that if we do this job – and it’s supposed to be the government’s job – how do we communicate to each other? How do we find people that do this job for government or in place of government without needing government in that way? So the challenge is to fix that conversation and that dialogue on a political level to allow for zoning of non-elite communities...and those things are very important.”

SIPHIWE NGWENYA, Salzburg Global Fellow and Young Cultural Innovator, on why he works to convert township homes into art galleries and expand access to the creative economy.



7 GIL PEÑALOSA is the founder and chair of the board of 8 80 Cities, an organization based in Canada that works on creating successful cities for all people and ages.

8 SARA RIGGARE is the co-founder of Nerve Sweden and currently undertaking her Ph.D. in self-care for Parkinson's disease at the Health Informatics Centre, Karolinska Institutet in Stockholm, Sweden.

9 HIROKAZU YOSHIKAWA is the Courtney Sale Ross University Professor of Globalization and Education at New York University, USA.

10 EMMA LEBLANC is a photographer who lived in Syria from 2007 through 2012. She is currently pursuing a Ph.D. in cultural and social anthropology at Oxford University, UK.

11 PIETER VANHUYSSSE is a professor of comparative welfare state research at the Department of Political Science and Public Management of the University of Southern Denmark.

12 MAYA MORSY is the regional gender team leader for the UNDP Regional Bureau of Arab States in Egypt.



GIL PEÑALOSA

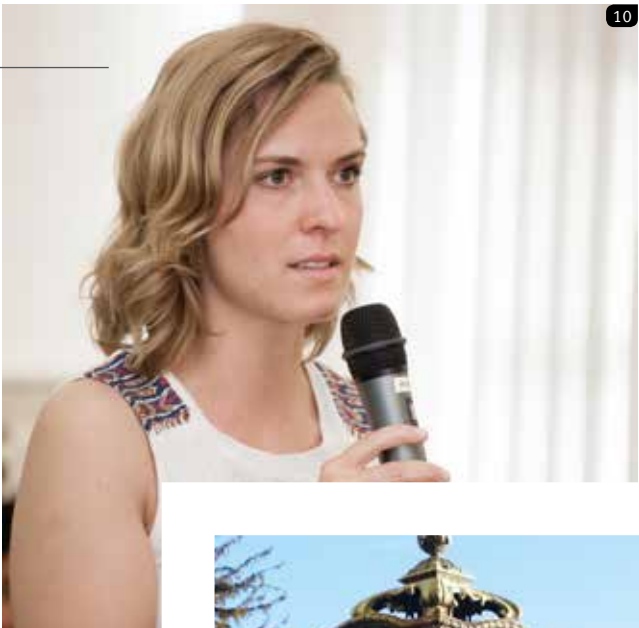
“If we create cities that are great for an 8-year-old and an 80-year-old, then they are going to be great for everybody. We need to stop building cities as if everybody was 30-years-old and athletic. We need to build parks, public spaces, sidewalks, streets and crosswalks that are great for children and older adults. We should worry about equity in our cities; we should evaluate cities by how well we treat the most vulnerable citizens, which are the children, the elderly, and the disabled.”

GIL PEÑALOSA, Fellow of the inaugural session of the *Parks for the Planet Forum: Nature, Health and a New Urban Generation*, on why we need to create better city parks.

EMMA LEBLANC

“I remember seeing one picture from a protest, and it was young men with scarves around their faces and fists up, and I thought, ‘I don’t recognize this as Syria. This isn’t the place I know. This is generic Middle East unrest.’ And I felt very uncomfortable with that. I think I wanted to take pictures of people in war in which the agents were not just men with guns and the victims were not just women and children. It was really this sort of catch-all for everyone who doesn’t have a place in society. The elderly, the disabled...women leaving abusive husbands, drug addicts — there is very little care there.”

EMMA LEBLANC, Fellow of *Youth, Economics, and Violence: Implications for Future Conflict*, on her motivation for photographing and recording narratives during the outbreak of the Syrian revolution.



PIETER VANHUYSSSE

“Foxes are very versatile – they do many things. They change direction; they can adapt to different things. Hedgehogs slowly but surely do one thing. They do it well, but it’s one narrow path they follow. Perhaps we need to think about creating more foxes among the 14- and 15-year-olds of today.”

PIETER VANHUYSSSE, Fellow of *Aging Societies: Advancing Innovation and Equity*, on the need to better prepare youth for the changes presented by shifting demographics.



SARA RIGGARE

*“I see my neurologist once or twice a year for about half an hour every time...We have a very good collaboration with true shared decision-making. When I come to him he doesn’t say, ‘Are you taking your medication as prescribed?’ Instead he says, ‘Can you tell me how you are taking your medication now?’ I think shared decision-making is not happening more because a lot of health care people think it is the end goal, whereas for me it is merely a tool and a means to reach the goal. The end goal is to have less time in health care... At the *Quantified Self*, I forget I have Parkinson’s disease.”*

SARA RIGGARE, Fellow of *The Promise of Data: Will this Bring a Revolution in Health Care?*, on the importance of self-care and the liberating aspects of the Quantified Self movement.



HIROKAZU YOSHIKAWA

“I think the neuroscience states that the human organism is especially sensitive to the quality of the environment between the prenatal period and roughly the first several years of life. It becomes much harder to address the effects of adversity later in development. It means we still need to invest in programs for youth and emerging adulthood; but if we miss the first several years of life, we’ve missed an extraordinary opportunity to provide enrichment from the standpoint of families and communities and societies.”

HIROKAZU YOSHIKAWA, Salzburg Global Fellow and chair of the session *Early Childhood Development & Education*, on the importance of investing in early childhood development and education.



MAYA MORSY

“If we see [female] role models in the media, if we see decision makers who are powerful and are doing real change on the ground, it will help in affecting and impacting more women in the legislation and in the parliament. We see media as a very strong tool that, with a real message to change the community, a real message to create a social impact, can really help women and gender equality agenda.”

MAYA MORSY, guest lecturer at the 2015 *Salzburg Academy on Media and Global Change*, on role of the media to advance women’s rights.





13

SHODEKEH TALIFERO

"I think there is a vibrational quality of music that you can identify mathematically, physically, and scientifically that helps to lubricate social situations, or a socio-economic situation, or a cultural situation. In the same way that we use water to help lubricate our bodies, in the same way that alcohol is used as a social lubricant, I think music acts as a vibrational lubricant. It helps unlock what is happening externally in a social situation, but I also think it helps unlock what is occurring internally within the human experience. So I think there is an existential quality regarding the vibrations. I think the vibrational quality can be identified philosophically, scientifically, mathematically, and spiritually."

SHODEKEH TALIFERO, Fellow of *The Neuroscience of Art: What are the Sources of Creativity and Innovation?* on the origins and values of beatboxing and collaborating with neuroscientists to reinforce his musical intuition.

AML EL-HOUDERI

"Youth are not protected in law. They are marginalized in the decision-making process [and in] their political participation. So they were called for in the revolution; their voice was heard, but then when it came to the next steps of rebuilding the country, they were completely marginalized and thought of as irritants. This kind of marginalization does not exist in a vacuum; the lack of decision-making power can lead to issues inside of the home. Finding this new space to be assertive can lead to larger issues."

AML EL-HOUDERI, Fellow of *Youth, Economics and Violence: Implications for Future Conflict*, on the impact of marginalizing the Libyan youth and how this may lead to future larger social shifts.



17

KEITH LINDOR

"In the United States we spend a lot of money on health care, and yet we have very poor health. I think that most people want health – they don't want to be patients, they want to be people. Trying to continuously push on the health care end means that our ability to leverage mechanisms to improve the health of a population may continue to be fairly futile. If we could do things to let them have health rather than require health care, they would be happier. What happens is people want health, and we sell them health care."

KEITH LINDOR, Salzburg Global Fellow and chair of the session *The Promise of Data: Will this Bring a Revolution in Health Care?*, on why more money should be spent on health instead of health care.



15

REBECCA STANFIELD MCCOWN

"We are at a critical moment. The potential that our cities hold to help us connect to new generations is immense. 80% of the US already lives in urban areas, and the world population will mirror that statistic by 2050. If we don't act now to create innovative spaces within urban environments that connect youth and their families to nature, we will be left with a generation that does not understand the value of natural places. That value is not only in the biological diversity and ecosystem services but in the health benefits, cultural, and historical meaning of special places."

REBECCA STANFIELD MCCOWN, Fellow of the inaugural *Parks for the Planet Forum: Nature, Health, and a New Urban Generation*, on the importance of connecting today's youth with nature.



14

ROOI TEVE

"Everything revolves around the big goal and vision you have. The big goal is important because we have big hearts and we want the world to be good and happy... but it seems like we are forgetting to include ourselves in that vision. We're thinking that we're doing this for others, and we're not doing it for ourselves."

ROOI TEVE, Fellow of the *Salzburg Global LGBT Forum* session *Strengthening Communities: LGBT Rights & Social Cohesion*, on taking care of the basic needs and wellbeing of activists.



16

MICHAEL KIRBY

"The first years were surreptitious. However, then Johan [my partner] said, 'We owe it to the next generation to be honest.' I proposed, 'What if we wait until I finish my judicial life?' He said 'No!' Of course, these were the years of the AIDS epidemic. So hiding felt no longer an option... I was playing the game in a way that society had imposed it on me. I was the one that deserved an apology. I was the one that was forced to hide reality. I deserve an apology for the relationships I couldn't have and the dishonesty imposed on me."

MICHAEL KIRBY, four-time Salzburg Global Fellow, on hiding his sexual orientation while growing up and the aftermath of his coming out. In 1999, Kirby made history by becoming the first openly gay Australian High Court Judge.



18

13 SHODEKEH TALIFERO is a professional beatboxer and a member of the dance faculty at Towson University, Baltimore, MD, USA. Watch a video interview with Shodekeh online: www.SalzburgGlobal.org/go/547

14 ROOI TEVE works as a professional translator and interpreter who aids human rights and activist discourse. She has also been a spokesperson for the Russian LGBT organization Coming Out.

15 AML EL-HOUDERI is the international advocacy program coordinator at Lawyers for Justice in Libya (LFJL).

16 MICHAEL KIRBY was Australia's longest-serving judge when he retired from the High Court of Australia (the nation's Federal Supreme Court) in 2009, having served since 1975. He was appointed chair of the United Nations Human Rights Councils Commission of Inquiry on Human Rights in the Democratic People's Republic of Korea (DPRK) (2013-14).

17 KEITH LINDOR is the executive vice provost and dean of the College of Health Solutions at Arizona State University (ASU), USA.

18 REBECCA STANFIELD MCCOWN is the director of the US National Park Service Stewardship Institute.

POST-SESSION IMPACT

MAKING A STATEMENT

— *From early childhood development to human rights in North Korea, Salzburg Global Fellows have tackled priority issues for the international community and offered structured frameworks for action, committing to take up the challenge themselves and with their institutions and networks.*

Since its founding in 1947, Salzburg Global Seminar has been dedicated to bringing some of the most insightful and original voices together to share ideas and accelerate improvements to the world we live in.

One way Salzburg Global harnesses the expertise and energy of our Fellows and partners is to develop “Salzburg Statements”. These calls-to-action give clear recommendations to key stakeholders to influence policy and advance key actions for shared goals.

“Our programs tackle issues that are highly complex, involving many different stakeholders and levels of intervention,” notes Clare Shine, Vice President and Chief Program Officer. “A Salzburg Statement can distill this into a clear and compelling case for change. This provides real value-add to partners and Fellows who are often under extreme pressure in their day to day operations.”

Collaboration has always been central to Salzburg Global’s work. Salzburg Statements are co-drafted by Fellows and our own program and communications staff, ensuring shared investment and ownership as well as direct relevance for priorities on the ground and at policy

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level. By drawing on expertise and insights from across geographies, sectors, and generations, the resulting Statements are unusually representative of different perspectives and cultures.

Earlier Salzburg Statements have included the 2011 *Salzburg Statement on Shared Decision-Making*, which was submitted by health advocates as evidence to the Public Bill Committee of the UK’s Health and Social Care Act (2012), and the 2014 *Salzburg Statement on New Dynamics in Global Trade Architecture: The WTO, G20 and Regional Trade Agreements*, presented at the annual OECD Forum in Paris.

In 2015, Salzburg Global expanded its production of Salzburg Statements, offering recommendations on issues from data use in health care to human rights violations in North Korea:

- The *Salzburg Statement on Advancing Innovation and Equity in Aging Societies*;
- The *Salzburg Statement on Quality Early Childhood Development and Education for All Girls and Boys*;
- The *Salzburg Statement on Realizing the Promise of Data in Health Care*;
- The *Salzburg Statement on the Human Rights Situation in the Democratic People’s Republic of Korea (North Korea)*;
- The *Salzburg Challenge for Nature, Health, and a New Urban Generation*;
- The *Salzburg Statement on Realizing Human Potential through Better Use of Assessment and Data in Education*.

The joint drafting process motivates Fellows to proactively disseminate Statements to their networks after leaving Salzburg, urging their peers into action.

After the session *International Responses to Crimes Against Humanity: The Case of North Korea*, the Statement – written with

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Salzburg Statements are co-drafted by Fellows and Salzburg Global’s own program and communications staff. The joint drafting process motivates Fellows to proactively disseminate Statements to their networks after leaving Salzburg, urging their peers into action.

input from the three Commissioners of the United Nations Commission of Inquiry on Human Rights in the Democratic People’s Republic of Korea – was translated into Korean, featured on Voice of America’s Korean-language service, and rapidly published by the Korea Economic Institute of America, the Germany-based DPRK rights NGO Saram, and

the dedicated news service, NK News. The *Salzburg Statement on Realizing Human Potential through Better Use of Assessment and Data in Education* was the front-page feature of *TES*, one of the UK’s widest-read education publications and the world’s largest online community of teachers.

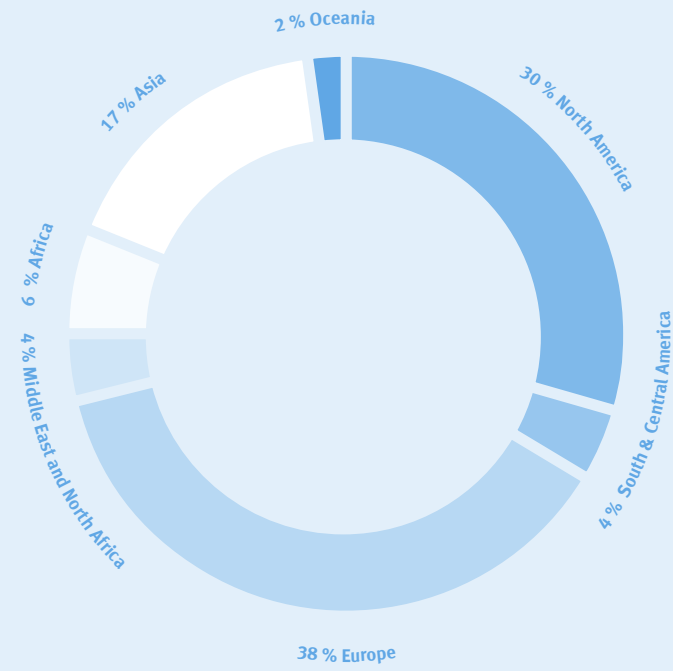
The recommendations of the *Salzburg Statement on Advancing Innovation and Equity in Aging Societies* were featured in the bi-weekly column of Salzburg Global Fellow Gerardo Esquivel Hernandez in *El Universal*, Mexico’s most read newspaper.

Fellows also use Salzburg Statements to leverage their professional effectiveness.

Sherrie Pugh, a consultant with Vital Aging Network (a community wellness project for over 50s) and a member of the Minnesota Board on Aging and ACT Alzheimer State Leadership, used the *Salzburg Statement on Advancing*

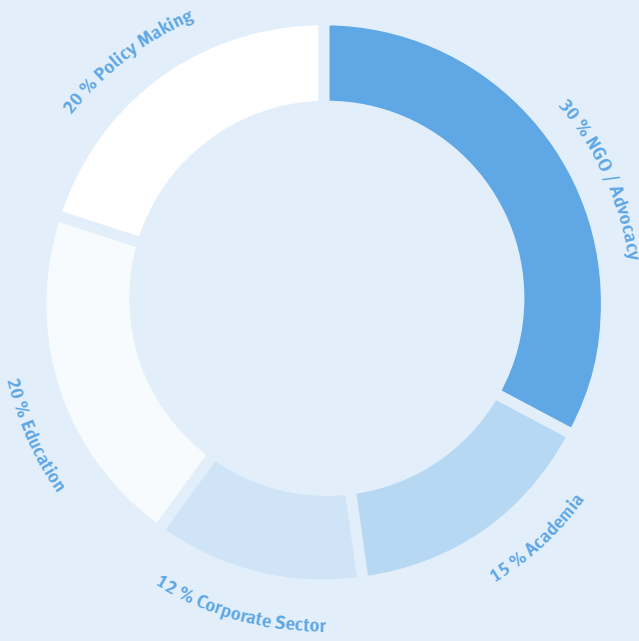
SALZBURG STATEMENTS SPREAD FAR AND WIDE

GEOGRAPHIC DISTRUBITION



This chart represents the global diversity of the contributing Fellows. This diversity has enabled widespread distribution of the Statements across the world, shared through means such as the most-read newspaper in Mexico and the internal and external social media platforms of the International Longevity Centre and circulated to the thousands of business leaders, researchers, and public officials who subscribe to ReadyNation’s newsletter.

SECTORAL SPREAD



This chart details the sectors in which contributing Fellows work. By bringing together Fellows from diverse professional backgrounds to each session, we can initiate transnational, intersectional, cross-sectoral dialogues, which enable people to break out of their silos and devise frameworks for action at multiple levels.

Innovation and Equity in Aging Societies in her presentation to Minnesota legislators. She hopes her proposals will be included in a 2017 bill that aims to create a holistic approach to aging societies, and now she plans to run for political office in the November 2016 elections to lead even deeper policy change on this issue.

Since participating in the symposium *International Responses to Crimes Against Humanity: The Challenge of North Korea*, James Burt, a UK research and policy officer for The European Alliance for

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By drawing on expertise and insights from across geographies, sectors, and generations, the resulting Statements are unusually representative of different perspectives and cultures.

Human Rights in North Korea, has acted on the recommendations of the resulting Salzburg Statement. Burt’s charity – Human Atlas – designed, organized, and sponsored a conference on North Korean women and girls held in the UK’s Houses of Parliament in London. The conference assembled exiled North Koreans and global experts in gender issues, women’s rights, and human rights to discuss the often overlooked stories of the women and girls of North Korea.

Charlotte Cole of the US-based Blue Butterfly Collaborative used the *Salzburg Statement on Quality Early Childhood Development and Education for All Girls and Boys* as a resource while co-producing a new children’s media series in Haiti. The series, *Lakou Kajou*, is designed for kindergarteners and first graders and promotes a range of early childhood curricular skills.



MARCELO CAETANO
Economist at Brazil’s National Institute of Applied Economic Research (IPEA)

“Part of my work is making speeches about pensions. The great experience that I had in Salzburg and making use of the direction of the *Salzburg Statement on Advancing Innovation and Equity in Aging Societies* is helping me to improve them and to present better policy recommendations to the general public and to policymakers.”



SARA WATSON
Director of ReadyNation

“We’ve actively shared the statement in our ReadyNation newsletters. The statement provided great principles and recommendations to accelerate progress for children and forwards the outcomes we all strived for at the session.”



CHARLOTTE COLE
Founder and Executive Director of Blue Butterfly Collaborative

“A document like the Salzburg Statement helps support work and propel it forward. It brings together a lot of learning in a very succinct way. It’s a way to help other educators who are working in this domain see that there is an international interest, and to elevate the importance of the most recent thinking around important topics.”



MARTHA BUELL
Director of the Delaware Institute for Excellence in Early Childhood

“The statement we created was used to advocate for the inclusion of early childhood development in the University of Delaware’s strategic plan. The draft plan originally had education starting at kindergarten, so it was incredibly useful to have such a document to advocate for earlier education in the plan.”



Yael Harris
Senior Researcher at Mathematica Policy Research

“Since the session several Fellows and other colleagues have begun to develop a further white paper call to action following the direction in our Salzburg Statement... bringing the concepts from the statement to an international organization focused on health and using health information technology to promote health care improvement.”

FIND OUT MORE
You can find all the Salzburg Statements online at www.SalzburgGlobal.org/go/statements



POST-SESSION IMPACT AMPLIFYING CIVIC VOICES

Each summer, more than 70 students from over a dozen different countries and universities on five continents converge on Schloss Leopoldskron for the three-week *Salzburg Academy on Media and Global Change*. Together with a world class faculty of academics and expert guest lecturers, this international cohort examines the role of the media in our increasingly connected world.

At the 2015 Academy, under the theme *Civic Voices: Justice, Rights, and Social Change*, students created media tools to improve media literacy and find diverse and innovative solutions to issues such as gender inequality within the media industry, the marginalization of minority communities online, and community resilience in the face of climate change. They presented their plans to experts from program partner organizations, the United Nations Development Program (UNDP), the Red Cross Red Crescent Climate Centre, and Global Voices.



FIND OUT MORE
Videos, curricula resources, and media action plans (MAPs) from students and faculty of the *Salzburg Academy on Media and Global Change* are available online to watch, use, and share.

SEE ONLINE:
www.SalzburgAcademy.org

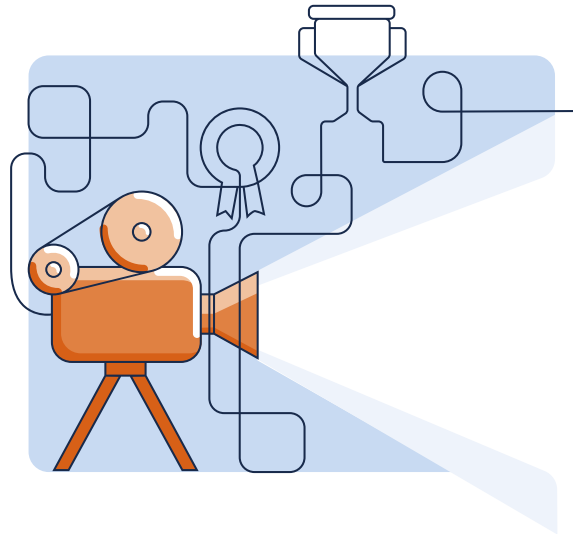
RESEARCH INNOVATIONS DOCUMENTARY SHORTS WIN INTERNATIONAL AWARDS

In 2015, Roman Gerodimos, a faculty member the *Salzburg Academy on Media and Global Change*, with assistance from two alumni of the Academy, Auguste Janutaite and Ana Alania, released two filmic essays looking at urban coexistence, public space, digital media, and young people.

The films *At the Edge of the Present* and *A Certain Type of Freedom* premiered at the ninth Salzburg Academy (2015), and Gerodimos credited the Academy's influence on the projects.

"I was thrilled to premiere the films at the Academy," said Gerodimos. "The Academy and all the projects, partnerships, and friendships we have established in Salzburg over the last decade were a key driver of the conceptual and creative process that led to the production of these movies."

The films have since been screened at international



events such as the European Youth Centre in Budapest, Hungary, the Media Education Summit in Boston, MA, USA, and the 9th Thin Line Film Fest in Denton, TX, USA, winning awards including the Award of Merit: Special Mention in the categories of Experimental and Public Service Programming at the Best Shorts Competition 2015, as well as multiple awards for best documentary short and narration at the International Independent Film Awards (IIFA) and the Hollywood International Independent Documentary Awards (HIIDA).

TESTIMONIALS 2015 ALUMNI

BASMA TABAJA
American University of Beirut, Lebanon

"There are so many things back home that we know are a problem and we try to address, but most of the time, our approach doesn't work, and you are feeling very frustrated. Just being here and learning so many things: you have to be smart in your campaign, how to be more user friendly, to be more strategic in messages. All these things will really help us reflect on some of our own actions we take back home."

ALEXIS FERNANDEZ
Iberoamericana University, Mexico

"I wanted to meet people from different cultures, and I think the program also had a lot to bring to me in a theoretical way and also in a practical way. I cherished meeting new people and making friends. I would definitely recommend this program to other students."

MICHAEL GRIESSLER
St. Pölten University of Applied Sciences, Austria

"You get the opportunity to talk to people from all over the world. Some of them might be journalists in the future, and I think it is really interesting for me to talk to them and exchange experience. In Macau, citizens don't really have the right to express their voice and their opinions. I really want to change that situation in my hometown."

#EMPOWEREDBYART

Gender equity is a problem that affects communities worldwide. Academy students proposed #EmpoweredByArt, a global art project designed to make the public aware of culturally constructed gender stereotypes and build collective action aimed at reforming harmful gender stereotypes.

#ICREATEACHANGE

To help encourage the online participation of marginalized communities, students designed #ICreateaChange, an online platform that will collect and report art produced by various communities from all around the world through the systematic Global Voices scheme already implemented to report news.

FLOODS IN EUROPE & US

Floods in Europe & US takes a strategic media approach to reduce the impact of floods. The students' proposed screening informative videos that demonstrate preventive measures and helpful responses in case of a flood in commonly-frequented locations outside the home, such as supermarket registers.

BOOKS ON BOARD: BRINGING EDUCATION TO GIRLS

To tackle illiteracy in rural Yemen and the major gender gap on schooling, Books on Board: Bringing Education to Girls proposes providing marginalized girls a chance at a secondary level education by applying the philosophy that if the girls cannot go to school, the school will come to them.

NEUROSCIENCE & ART

CROSSING BOUNDARIES ON THE GROUND AND IN THE MIND

A NEUROSCIENTIST, A MUSICIAN, A FORMER TAX ATTORNEY, A BEAT-BOXER, A POET, AND A CARTOONIST ALL WALK INTO PARKER HALL... NO. IT'S NOT THE START OF A JOKE, BUT ACTUALLY A SELECTION OF THE ECLECTIC MIX OF FELLOWS BROUGHT TOGETHER FOR ONE OF THE MOST INTERDISCIPLINARY, FORWARD-THINKING, AND EXPERIMENTAL SESSIONS IN SALZBURG GLOBAL'S HISTORY: THE NEUROSCIENCE OF ART: WHAT ARE THE SOURCES OF CREATIVITY AND INNOVATION?

FROM JOINT MIXED-MEDIA EXHIBITIONS AND NEW INTERDISCIPLINARY RESEARCH PROJECTS, TO COMPLETELY NEW CAREER TRAJECTORIES OUR MOST ECLECTIC GROUP OF FELLOWS EVER GATHERED FOR A SESSION HAVE BEEN BUSY POST-SALZBURG.

”
This was a very forward-thinking and experimental session for Salzburg Global Seminar. The session was poised at the frontier of the research happening at the nexus of neuroscience and the arts. The program brought together visual artists, poets, musicians, a beat-boxer, a caricaturist, and filmmakers, as well as neuroscientists who are looking at these various artistic disciplines to learn more about the roots, sources, and processes of creativity.

What do a neuroscientist, a musician, a former tax attorney, a beat-boxer, a poet, and a cartoonist all have in common? Answer: they, together with 45 other artists and scientists, were all Fellows at the 2015 session *The Neuroscience of Art: What are the Sources of Creativity and Innovation?*

Salzburg Global Seminar always curates diverse groups of Fellows from different countries, stages of their careers, sectors, and disciplines for its sessions as a means of fostering cross-boundary dialogue and developing innovative solutions. But the February 2015 session might have been the most eclectic group of Fellows yet.

“This was a very forward-thinking and experimental session for Salzburg Global Seminar,” explains Program Director, Susanna Seidl-Fox. “The session was poised at the frontier of the research happening at the nexus of neuroscience and the arts. The program brought together visual artists, poets, musicians, a beat-boxer, a caricaturist, and filmmakers, as well as neuroscientists who are looking at these various artistic disciplines to learn more about the roots, sources, and processes of creativity.”

As well as neuroscientists, other non-artists at the session included physicians, psychologists, sociologists, scientific agency representatives, educators, and entrepreneurs.

For five days, this unusual cohort explored the rapidly-evolving field of the neurobiology of art and created a collaborative international platform to identify and address emerging issues.

Given that most research in this area is taking place in separate national and regional settings, Salzburg Global felt that more global dialogue was needed between specialist silos in order to catalyze knowledge exchange around the results, implications, and potential practical applications of cutting-edge research.

Through expert-led panels, intense working group discussions, and improvised and impromptu performances, participants examined topics such as the scientific and artistic origins of creativity, innovation, and the “improvisational moment”; approaches to research on creativity and how better to bridge theory and practice; the implications for early childhood development and education; and methods for fostering greater public understanding and engagement.

The interdisciplinary group offered various solutions. More artists – not just musicians – should be brought into the lab to investigate the nature of their insights, and in turn, scientists should be brought into the studio to gain phenomenological experience of artistic practice. More research should be carried out to explore the efficacy of arts integration into mainstream education in improving cognition, learning, creative thinking, and problem-solving skills. Scientific literacy of decision-makers and the general public should be improved, with scientists developing new and more accessible ways to communicate with non-scientists. Fellows also committed to producing several months of content in a blog to examine the connections between neuroscience and art.

Since leaving Salzburg and in addition to writing several posts on their shared blog [neuroscienceartblog.blogspot.co.at], Fellows have embarked on several projects that cross geographic boundaries on the

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Sometimes curiosity and interest lead where you don't expect...



01 NIGEL OSBOURNE, WENDY STERNBERG AND HARRY BALLAN – a musician, physician and a tax attorney respectively.

02 CHARLES LIMB, neuroscientist and session co-chair.



ground as well as disciplinary boundaries in the mind.

Playwright, poet and cognitive scientist Pireeni Sundaralingam, based in San Francisco, CA, USA, and psychologist and neuroscientist Anna Abraham, based in Leeds, United Kingdom, have begun a joint research project examining the cognitive neuroscience of poetry and how it relates to what we

know about imagination and cognition. American sculptor Rebecca Kamen and British avant-garde poet Steven Fowler collaborated on two art installations at Kamen's exhibit *Continuum*. Fowler has also been working with American Fellows Noah Hutton, Benjamin Ehrlich, and Malinda McPherson, bringing them to London for “a World without Words” – an ongoing collaborative program

LONG-TERM SUPPORT

The 2015 session *The Neuroscience of Art: What are the Sources of Creativity and Innovation?* was made possible thanks to support from the Edward T.

Cone Foundation. For more than twenty years, the foundation has generously supported an annual arts and humanities program at Salzburg Global Seminar. The themes of these programs have focused on a broad range of topics including Music for a New Millennium, The Power of Theater,

The Contemporary Novel, The Future of Museums, Shakespeare around the Globe, From Page to Screen and many, many more.

The foundation's support has enabled hundreds of artists, musicians, scholars, leaders of cultural organizations, and institutions large and small to meet, engage, debate, and exchange. These sessions have strengthened the cultural sector, shaped the global community of cultural professionals, supported cultural work at the local community level, and globalized the perspectives of culture and arts professionals worldwide.



03 BEN FOLDS, musician.
04 SHODEKEH, beat-boxer.

05 AN ECLECTIC GROUP of Fellows were brought together for the session.

06 KEVIN “KAL” KALLAUGHER, cartoonist for *The Economist*.

07 STEVEN FOWLER, poet.



of exhibitions, interactive events, and screenings exploring neuroscience and the nature of human language. Many more projects are underway and can be found on the session's webpage.

As musician Ben Folds stated following his participation in the session, “Sometimes curiosity and interest lead where you don't expect...” As well as encouraging new collaborations, the

session also had a profound impact on the participants individually, none less than Harry Ballan, who came to the session as a music theory-loving tax attorney and left so inspired that he decided to drastically change careers: he is now a full-time clinician, researcher, and teacher in music cognition and therapy. Folds and Ballan are exploring a joint music therapy project with the American Foundation for Arts

and Science and Vanderbilt University, Nashville, TN, USA.

In closing his report on the session, writer and researcher Benjamin Ehrlich explained: “The human brain relies upon the interdependence of neurons. When neurons fire together, their patterns of activity are reinforced, increasing the likelihood of their firing again. In this way, groups of neurons ‘wire together’ to form

circuits and systems, sharing information through established channels.”

He added: “The collective wish of the participants of this session is to fire together again, communicating and collaborating, with art and with science, challenging existing standards, through education and awareness, as a community of Salzburg Global Fellows, whose activity will someday move the body.”



TERRY O'REGAN – Ireland
Preserving the National Heritage: Policies, Partnerships, and Actions (1995)

“Whilst many influences decide the paths we follow, I do believe that the confidence and wider human empathy that I acquired from participating in the Salzburg session contributed enormously to my engagement with communities across Europe.”



DINO MILINOVIC – Croatia
Preserving the National Heritage: Policies, Partnerships, and Actions (1995)

“The session helped me to better implement international regulations and standards regarding national heritage and its preservation, in particular in view of the post-war reconstruction which was going on in Croatia in the late 1990s. It also helped us at the Ministry of Culture of Croatia to better formulate international cooperation and assistance projects.”



MADELENE STECZYNSKI – USA
Cultural Institutions without Walls: New Models of Arts-Community Interaction (2007)

“Because of my experience, I am now connected with arts leaders across the globe. These connections mean I hear the news differently. Everything is elevated, because I know people who are affected. Our network has stayed connected via email, providing each other with updates, advice, and support.”



CECILY HARDY – Australia
Salzburg Global Forum for Young Cultural Leaders (2012)

“The authentic opportunity for connection at the session in 2012 led to direct opportunities for collaboration and partnership internationally. We have engaged in project-associated activity, propelling our work forward in Hong Kong, Brazil, and the UK spurred at least initially by my interactions at the *Salzburg Global Forum for Young Cultural Leaders*.”



MANJIRI PRABHU – India
From Page to Screen (2002)

“As a direct result of the networking opportunity given by Salzburg Global, I published two novels with Random House, USA... In 2013, I initiated the Pune International Literary Festival (PILF). I think that Salzburg Global Seminar is a fantastic platform that brings together the most amazing of people and thoughts... And I hope that one day I can create the same magic at PILF.”

SALZBURG GLOBAL LGBT FORUM

FAMILY IS...?

— *Our families can be those we are born into. They can also be those we form ourselves. Families can be loving and supportive. They can also be oppressive and alienating. Through its new project – “Family Is...” – the Salzburg Global LGBT* Forum is documenting the life stories and experiences of LGBT individuals and their families, portraying a more accurate representation of the LGBT community, and building more inclusive societies.*



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- 01 JOE WONG** shared his family story.
- 02 KASHA JACQUELINE NABAGESERA**, a founding Fellow of the Salzburg Global LGBT Forum, shared her experiences of growing up in Uganda.
- 03 SAFE SPACE** – The privacy of Schloss Leopoldskron and the trust built between participants creates a safe space for Fellows from all over the world, which is especially appreciated by those from less tolerant and unsafe countries.

For many people, family is a crucial part of their lives, their identities, and their support systems. But as Klaus Mueller, chair and founder of the *Salzburg Global LGBT Forum*, remarked at the opening of the 2015 session: “None of us come from families that were prepared for us.”

Through its new project *“Family Is...”*, the *Salzburg Global LGBT Forum* is examining the importance of family and identifying the specific challenges LGBT communities face regarding family rights, social inclusion, and legal challenges. Launched at the third annual session of the *Salzburg Global LGBT Forum*, the project uses storytelling as a means of advancing LGBT human rights and equality.

Over their five days together in Salzburg in June 2015, a diverse gathering of Salzburg Global Fellows opened up about their own personal and professional struggles, forged new friendships, began new collaborations, tested new ideas, and developed a strong sense of global connection. Fellows heard new and unexpected perspectives, and this experience not only furthered the sense of urgency in their respective battles for equality and inclusion, but also made the world feel smaller and adversities more bearable.

One story that was shared with the Fellows came from Joe Wong, a program manager with the Asia-Pacific Transgender Network in Thailand.

Growing up in a conservative family in Singapore and attending a Catholic all-girls’ school, Wong felt uncomfortable in his body when touched and eventually used duct tape as an attempt to conceal the female parts of

his body that he felt shouldn’t have been there. One day, while in an elevator with a close relative and a stranger, the family member noticed the duct tape, humiliating Wong on the spot and demanding an explanation. “In school I was taught not to show emotions. So I let my relative yell at me and tear away the duct tape in the elevator,” he recalls.

Like many people who identify as lesbian, gay, bisexual, or transgender, Wong found it hard to tell his family about his issues. However, despite the lack of support, or even the open hostility, he received from some family members, Wong’s father quietly supported him. Wong remembers: “He would put a relevant article or book on my desk. There was no discussion about it, but he helped.”

When Wong decided to transition, he asked his parents to choose his post-transition name “since they gave me my first name.” His father gave him his own English name – which he took to be a sign of his father’s love and acceptance. “He died when I was 21, and I wondered where his tolerance came from. I later discovered that he was gay.”

As the Fellows established with each other and in a

NEW PARTNERSHIP

The *“Family Is...”* project is supported by the German Federal Ministry for Family Affairs, Senior Citizens, Women and Youth. The Ministry’s support of the *Salzburg Global LGBT Forum* began with its participation in the 2014 session in Berlin, *Creating Long-Term Global Networks to Sustain LGBT Human Rights Organizations*.

Speaking at the 2015 session, State Secretary Ralf Kleindiek explained why his ministry is supporting the project: “Collaboration with the *Salzburg*



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- 04 TAMARA ADRIAN, YUKO HIGASHI, ALVARO LAIZ GARCIA, BENJAMIN CANTU, YING XIN AND POPO FAN** pose for a “selfie” during the session.
- 05 KLAUS MUELLER** introduces **RALF KLEINDIEK**, German Secretary of State for Family Affairs.
- 06 EVANGELINA YBO, STEFAN SCHOLZ, ROOI TEVE, RALF KLEINDIEK, KLAUS MUELLER, POPO FAN, MICHAEL HEFLIN, LAURINDO GARCIA AND UGYEN TSHERING.**



06

series of video interviews made for the project, families can consist of those we are born into as well as those we construct for ourselves. How we define “family” or advocate so-called “traditional family values” can be a form of exclusion and discrimination.

“The definition of family should be changed,” said Chinese activist Ying Xin. “When we think of family, we often think of love, respect, solidarity. Family may not just be based on the goal of reproducing.”

Saskia Wieringa, a Dutch academic, shared her feelings on family: “My natal family: oppressive; my family of choice: warm, responsible, supportive; my family by marriage: wife and four stepchildren – terrific, exciting.”

Like Wieringa and a number of other Fellows at the session, LGBT people can find themselves estranged from their birth families or face the difficult decision of having to leave them for their own and their family’s safety. Some choose to build their own family of supporters, close friends, and lovers.

Danish Sheikh, a lawyer and LGBT rights advocate in

India added: “Family to me is a community of love that we create by choice, as opposed to just one we are born in to. It is an institution that can be incredibly disempowering – but also unleash power.”

For Wong, family is “realness and togetherness, sticking together despite all the challenges, and just being able to come out of who we are inside. It doesn’t matter if the parents are queer, or the child is queer, we should be able to talk about it.”

By sharing these personal stories, Salzburg Global seeks to challenge misrepresentations of sexual and gender diversity, help understand the similarities and differences, advance the rights of LGBT individuals and their families, and ultimately build stronger, more inclusive societies.

*LGBT stands for Lesbian, Gay, Bisexual and Transgender. We are using this term as it is currently widely used in human rights conversations on sexual orientation and gender identity in many parts of the world, but we would not wish it to be read as exclusive of other cultural concepts, contemporary or historical, to express sexuality and gender, intersex and gender nonconforming identities.

Global LGBT Forum is important because family is for most people a crucial part of their lives, of their identities,” he said.

“It is important that we have a very wide interpretation of what family is. Family is whenever people of different generations look after each other. Married or unmarried, with children or not, old and young, same-sex or heterosexual couples. It is a very serious matter of discrimination if we define family as a closed unit.”

While the Christian Democrats, the major coalition partner in the current German government, take a more

conservative line (German Chancellor and CDU party leader Angela Merkel has defined marriage as “exclusively between a man and a woman”), the Ministry of Family Affairs – led by the minor coalition partner, the Social Democrats – forges clear changes, both policy-wise and symbolically. The ministry raised the “rainbow” LGBT Pride Flag from its buildings in 2014 during Gay Pride – the first time it had been raised by a German federal ministry.

On his hopes for the project, Kleindiek said: “We learn from the LGBT Forum how discussions in

Germany influence them, and how their discussions in other countries influence us in Germany.... I hope we will see in which situations people in different countries are living in Europe, but also in other parts of our world. I am looking forward to the results of this project, and I am very happy that we can support it.”

The project will continue with the ministry’s support for the next session of the *Salzburg Global LGBT Forum* that will take place in Chiang Rai, Thailand, in October 2016 and will focus on *The Many Faces of LGBT Inclusion*.



STORIES SHARED

The *Salzburg Global LGBT Forum’s “Family Is...”* project collects and disseminates authentic stories about experiences and definitions of families. These stories have been captured on film and in print.

The first *“Family Is...”* publication features several personal stories from our Fellows, to whom we are indebted for their generosity in sharing their own histories and opinions, and traces the theme of inclusion and family in art and activist projects around the world.

The publication and the full collection of video testimonies and interviews, as well as further information on the *“Family Is...”* project and more life stories, can be found on the dedicated webpage:

lgbt.SalzburgGlobal.org/family-is



GLOBAL CITIZENSHIP EDUCATION

LONG HISTORY, NEW BEGINNINGS

— After 12 years, 71 sessions, and more than 3000 participants from 80 colleges and universities across the United States, 2015 saw one of Salzburg Global Seminar's longest running programs – the Global Citizenship Program (GCP) – transform into a new independent NGO: the Global Citizenship Alliance. But this isn't the end of global citizenship education at Salzburg Global.



01 PETER ROSE (center) joins an impromptu group photo with students of City University New York at GCP 67.



02 SARAH BLAIDO, TANYA SOUTHER, AND NTIRANDEKURA ENOCK during group work in the McGowan Room at GCP 68.

Even though the long-running *Global Citizenship Program* no longer appears on the Salzburg Global annual list of programs, global citizenship education is still very much alive in Salzburg. Now both Salzburg Global Seminar and the newly-formed Global Citizenship Alliance offer programs in association with each other, underscoring both organizations' commitment to innovative, highest quality programs.

The Global Citizenship Alliance was established in the Fall of 2015 to continue, strengthen and expand the work of Salzburg Global's successful Global Citizenship Program (GCP), which in its 12 years had become one of the largest, most systematic, and most comprehensive programs on global citizenship education in the United States (where most of the

partner schools are based). The Alliance has now assumed operating responsibility for the GCP and will hold six seminars in 2016.

Following a consultative process extending over several months, the senior leadership of Salzburg Global Seminar and the GCP staff agreed to place the GCP, also formerly known as the International Study Program (ISP), on new footing. Growing interest by program partners in a range of global citizenship education programs – the US as well as in Europe – argued for a dedicated organization able to respond flexibly to the needs and expectations of program partners and alumni.

Many of the aspects that made the GCP unique will inevitably remain in the seminars run by the Alliance. Since its

beginnings in 2004, the program sought to inspire and enact change within individual participants and their peer groups at their home colleges or universities. But beyond this, the program also aspired to change the very higher education institutions from which the students, faculty and administrators came.

In this vein, the Alliance will continue to operate programs for students, faculty, and administrators of higher education institutions. For its first full year of operation, the student sessions will continue to run in Salzburg, either at its original home of Schloss Leopoldskron or Schlosswirt Anif, just outside of the city. The faculty and administrator session will be held in the German city of Potsdam. The Alliance will also start to explore options for offering other programs and

Global citizenship education is a conscious and courageous commitment to the future.

workshops in the US and begin developing an online platform to share the impact their seminars have had on their alumni.

Announcing the Alliance's launch in September 2015, Salzburg Global President Stephen Salyer said: "Salzburg Global believes in the mission and goals of the GCP and feels great pride in what it has achieved.

"Steady support by Salzburg Global has allowed the GCP to build long-term partnerships, secure grants, and create brand recognition in relationship to our unique campus at Schloss Leopoldskron. We are pleased to help the GCP transition to a new operating structure and look forward to a close relationship for many years to come."

"We are grateful for and excited by this opportunity to take global citizenship education to new heights," added Jochen Fried, now President and CEO of the Global Citizenship Alliance, who conceived the GCP and had been its Director ever since.

CONTINUING COMMITMENT — While the GCP team might be moving on to pastures new, Salzburg Global Seminar is still involved in global citizenship education programs.

ONLINE RESOURCES

The reports from the *Mellon Global Citizenship Initiative* "Creating Sites of Global Citizenship" and the inaugural *Global Citizenship Summit* of the *Mellon-Global Citizenship Program* (M-GCP) are available online to read, download, and share.

SEE ONLINE: m-gcp.SalzburgGlobal.org



03 JOCHEN FRIED was the founding Director of the Global Citizenship Program and is now the President of the Global Citizenship Alliance.

04 ASTRID SCHROEDER, formerly Salzburg Global Program Director, is now Chief Operating Officer of the Alliance.

05 DAVID GOLDMAN was previously the Associate Director of Education at Salzburg Global and now takes up the new role of Director, Program Development with the Alliance.



In addition to its supporting role of the GCA, Salzburg Global Seminar continues to run the *Mellon-Global Citizenship Program* (M-GCP) and support the summer programs of the Global Citizenship Institute at St. Mark's School in Southborough, MA, USA.

Launched as a follow-on of the Mellon Community Fellows Initiative and with continued financial support of the Andrew. W. Mellon Foundation, the *Mellon-Global Citizenship Program* held its first *Global Citizenship Summit* in Atlanta, GA, USA, in October 2015. The Summit brought together 40 faculty and administrators from select Historically Black Colleges and Universities (HBCU) and members of the Appalachian College Association (ACA). They shared and received feedback on deepening their institutions' global citizenship education work, expanded and enhanced multi-campus partnerships, and established new collaborative program activities.

The M-GCP also awarded its first round of grants to support a Visiting Specialist Series whereby a global citizenship education expert will visit multiple schools to meet with faculty, administrators, and students. The grants also support Study Away Incentive Programs, which allows multiple institutions to coordinate on a shared domestic "study away" experience, an Undergraduate Research Conference, and participation in the next *Global Citizenship Summit*.

The Global Citizenship Institute,

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conceived by Salzburg Global Fellow and St. Mark's School teacher Laura Appell-Warren, is an innovative collaboration between the high school and Salzburg Global that adopts and adapts the GCP for the high school sector. It will hold its third summer program for high school students and their teachers in 2016.

As Dr. Walter Fluker, Martin Luther King Jr. Professor of Ethical Leadership at Boston University School of Theology stated at the opening of the M-GCP's 2015 Summit: "Global citizenship education is a conscious and courageous commitment to the future." This is a commitment Salzburg Global Seminar will continue to honor.



06 STEPHEN L. SALYER AND JOCHEN FRIED officially sign the GCA into being at a celebratory ceremony at Schloss Leopoldskron.

07 SCHLOSS LEOPOLDSKRON will continue to host the majority of the Alliance's programs.

08 MICHAEL JACOBSON, Fellow of one of the dedicated Faculty & Administrator sessions of the GCP.

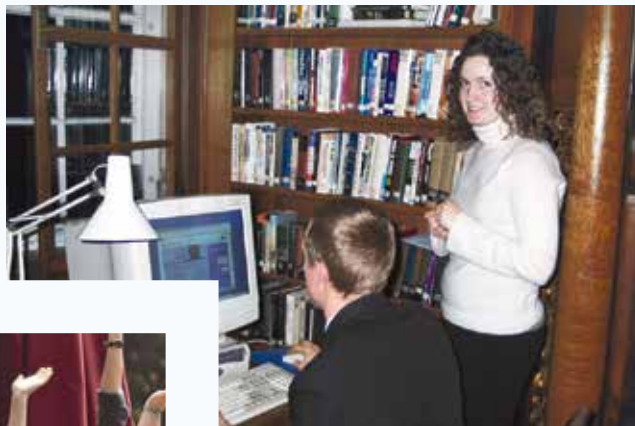
09 THE CHINESE ROOM is one of the many historic state rooms of Schloss Leopoldskron that has provided inspiring surroundings for over 70 sessions of the GCP.



A PHOTO RETROSPECTIVE

TWELVE YEARS OF THE GCP

— *Salzburg Global Seminar has long been committed to global citizenship education and the idea that it can lead to a more peaceful, prosperous, just, and sustainable world. To this end, the Global Citizenship Program (launched in 2004 as the International Study Program) brought together students, faculty, and administrators of universities and colleges across the US to Schloss Leopoldskron, creating a generation of engaged global citizens and transforming their higher education institutions into sites of global citizenship. After more than a decade of programs and thousands of participants, we share some of our favorite photos from Salzburg Global Seminar's longest-running multi-year series.*



SALZBURG ON THE ROAD

BEYOND THE GATES

Salzburg Global Seminar challenges current and future leaders to solve problems of global concern. Our dedicated team at Salzburg Global share in this mission, not only by leading programs in Salzburg, but also by partnering with other globally-conscious organizations and facilitating events across the world.



SINGAPORE

Founded by three young Harvard men as place for fresh intellectual exchange, Salzburg Global Seminar has long been engaged in issues surrounding the future of education. In this vein, President Stephen Salyer

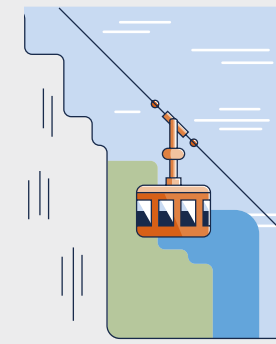
visited Singapore for the first *International Liberal Education Symposium*, hosted by Yale-NUS College at its new permanent campus in the city-state. The event brought together more than 30 global education leaders to discuss the future of international higher education and dialogue on obstacles and trends in education in an increasingly interconnected world.



FLORENCE, ITALY

Intercultural exchange and conflict transformation were also key themes for Program Director for Culture and the Arts Susanna Seidl-Fox when she traveled to Florence, Italy, to discuss the pressing need for Western societies

and global Muslim communities to build comprehension and communication. New York University's John Brademas Center for the Study of Congress brought together 20 artists, conveners, practitioners, and funders to identify opportunities for positive action and collaboration. Seidl-Fox brought insights from the 2014 session *Conflict Transformation Through Culture: Peace-Building and the Arts* and discussed the need to promote capacity-building in the MENA region.



CAPE TOWN, SOUTH AFRICA

Red Bull's Amaphiko project is a founding partner of the *Salzburg Global Forum for Young Cultural Innovators* (YCI Forum). Through this partnership, Vice President and Chief Program Officer Clare Shine was invited to Cape Town, South Africa to speak at the Red Bull Amaphiko Academy, a launch-pad event for grassroots social innovators and entrepreneurs who are making a positive difference in their community.

As well as strengthening the Red Bull Amaphiko partnership, Shine also acted as a talent scout, meeting STEM education innovator Varaidzo Mureriwa and inviting her to participate in *Untapped Talent: Can Better Testing and Data Accelerate Creativity in Learning and Societies?*

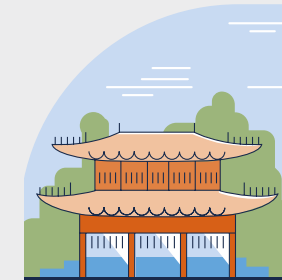


MINSK, BELARUS

Program Director Charles E. Ehrlich furthered Salzburg Global's conflict transformation work when he traveled to Belarus to speak at the International

University on Conflict Transformation in Minsk – an apt location, as the city had recently hosted the OSCE-led Russian-Ukrainian peace talks. Ehrlich presented two topics drawn from his own professional experiences in Kosovo and Catalonia, examining the causes of disputes, reconciliation, and lessons learned for peaceful transformation.

The program brought together young professionals from Russia, Belarus, Ukraine, Moldova, and Georgia, including Russian-occupied territories (Abkhazia and South Ossetia), to look beyond regional conflicts and frame constructive dialogue for exchanging new ideas.



GWANGJU AND SEOUL, KOREA

Building on our work with the YCI Forum, Susanna Seidl-Fox also travelled to Gwangju, Korea for the Asia-Europe Foundation's conference *Cities: Labs for Culture?*

Seidl-Fox, who has been leading programs on culture and the arts at Salzburg Global for almost 20 years, moderated a panel focusing on leadership in the cultural sector. She also met with creatives and cultural leaders in Seoul at the World Culture Open, a network which invites people to engage in intercultural exchange and collaboration. While in the capital, Seidl-Fox was also able to attend a gathering of local YCI Fellows from the Seoul hub.



HONG KONG

Salzburg Global's long-running program *Philanthropy and Social Investment* entered a new phase in 2015 in anticipation of the adoption of new climate change goals, the 2030 Agenda for Sustainable Development, and the funding needed to support these new initiatives. Marking the start of this new phase, Vice President and Chief Program Officer Clare Shine together with US Development Director Andrew Ho travelled to Hong Kong for the session *Philanthropy in the Global Age*.

The session was co-convened with The Global Friends, a consortium of global philanthropists leading values-driven social innovation, and focused on the philanthropic innovation needed to support transition to a climate-balanced economy and foster US-China collaboration to this end.



BERLIN, GERMANY

Drawing on her own professional background in biodiversity and climate and water issues, as well as Salzburg Global's own extensive work in the fields of international trade, governance, transboundary cooperation, and

conflict prevention, Salzburg Global Vice President and Chief Program Officer Clare Shine moderated a discussion entitled (Mis)understanding of Climate – China, India, and the EU at the Public Diplomacy Forum in Berlin, Germany. The event was hosted by the Charhar Institute, Clingendael Institute, and ifa, and supported by Robert Bosch Stiftung.

WANT TO HOST A SALZBURG GLOBAL FELLOWSHIP EVENT IN YOUR CITY?

To find out when Salzburg Global Seminar staff might be in your city and to inquire about hosting a local Salzburg Global Fellowship event, contact Salzburg Global Fellowship Manager Jan Heinecke: fellowship@SalzburgGlobal.org.

INSTITUTIONAL SUPPORT

DONORS

(Institutions that made financial contributions in 2015-2016)

- Albanian American Development Foundation
- America for Bulgaria Foundation
- American Express Foundation
- The Andrew W. Mellon Foundation
- Arab Human Rights Fund
- Arizona State University
- Asia-Europe Foundation
- Austrian Development Agency
- Austrian Economic Chambers
- Austrian Federal Ministry of Science, Research and Economy
- Austrian National Bank
- Bank of America Corporation
- Bank of New York Mellon
- Barclays Bank PLC
- Bush Foundation
- Capital Group Companies
- Carnegie Corporation of New York
- Clearly Gottlieb Steen & Hamilton, LLP
- Citizens' Alliance for North Korean Human Rights
- Conservation International
- The Cynosure Group
- The Dartmouth Institute for Health Policy & Clinical Practice
- David Rockefeller Fund
- Davis Polk & Wardwell LLP
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- Deloitte Touche Tohmatsu Ltd.
- Dynex Capital, Inc.
- Educational Testing Service
- Edward T. Cone Foundation
- Embassy of the United States in Bratislava, Slovakia
- Ernst & Young Global Limited
- Fondation Adelman pour l'Education
- The Foundation for Global Community
- Fulbright Greece
- German Federal Foreign Office
- German Federal Ministry for Family Affairs, Senior Citizens, Women and Youth
- Goldman, Sachs & Co.
- The Harry Frank Guggenheim Foundation
- HDH Wills 1965 Charitable Trust
- The Health Foundation
- Hivos International
- HSBC Holdings plc
- Huffington Family Foundation
- Inter-American Development Bank
- International Union for Conservation of Nature (IUCN)
- The Japan Foundation
- JPMorgan Chase & Co.
- KAICIID
- Korea Foundation
- Korean National Parks Service
- The Kresge Foundation
- LIXIL Group Corporation
- Lloyd A. Fry Foundation
- Mars, Incorporated
- Mayo Clinic Center for the Science of Health Care Delivery
- The McKnight Foundation
- The Mexican Business Council
- National Science Foundation
- National Endowment for Democracy
- New Venture Fund
- Oliver Wyman AG
- Open Society Foundations
- Parks Canada
- Potter Anderson & Corroon LLP
- Red Bull Amaphiko
- Robert Bosch Stiftung
- Robert Rauschenberg Foundation
- Robert Wood Johnson Foundation
- Samuel H. Kress Foundation
- Shearman & Sterling LLP
- State of Delaware
- Stavros Niarchos Foundation
- Stichting de Verre Bergen
- TIAA-CREF
- Tsao Foundation
- TSE Foundation
- UBS Group AG
- UK Foreign & Commonwealth Office
- United Nations Development Programme
- USAID ASSIST Project
- Warburg Pincus LLC

PARTNERS

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

- Cambodian Living Arts
- City of Buenos Aires
- ICLEI - Local Governments for Sustainability
- Karolinska Institutet
- Roosevelt Study Center
- RSA (Royal Society for the encouragement of Arts, Manufactures and Commerce)
- Swedish Embassy in Vienna
- United States Holocaust Memorial Museum
- World Urban Parks

HOSTS

(Institutions that hosted off-site Salzburg Global events)

- Austrian Economic Chambers
- Cambodian Living Arts
- cultureFWD
- HSBC Holdings plc
- National Public Radio
- Raiffeisen Zentralbank
- Supreme Court of the United States

UNIVERSITIES, COLLEGES AND HIGH SCHOOLS

GLOBAL CITIZENSHIP PROGRAM

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

MELLON-GLOBAL CITIZENSHIP PROGRAM

- Alderson-Broadudd College, Phillippi, WV, USA
- Bennett College, Greensboro, NC, USA
- Berea College, Berea, KY, USA
- Bethune-Cookman University, Daytona Beach, FL, USA
- Bluefield College, Bluefield, VA, USA
- Brevard College, Brevard, NC, USA
- Campbellsville University, Campbellsville, KY, USA
- Carson-Newman College, Jefferson City, TN, USA
- Clark Atlanta University, Atlanta, GA, USA
- Davis & Elkins College, Elkins, WV, USA
- Dillard University, New Orleans, LA, USA
- Emory & Henry College, Emory, VA, USA
- Ferrum College, Ferrum, VA, USA
- Fisk University, Nashville, TN, USA
- Florida Memorial University, Miami Gardens, FL, USA
- Hampton University, Hampton, VA, USA
- Howard University, Washington, DC, USA
- King University, Bristol, TN, USA
- Lee University, Cleveland, TN, USA
- Lees-McRae College, Banner Elk, NC, USA
- Lincoln Memorial University, Harrogate, TN, USA
- Lindsey Wilson College, Columbia, KY, USA
- Mars Hill College, Mars Hill, NC, USA
- Morehouse College, Atlanta, GA, USA
- North Carolina Central University, Durham, NC, USA
- Saint Augustine's College, Raleigh, NC, USA
- Spelman College, Atlanta, GA, USA
- Tusculum College, Tusculum, TN, USA
- University of Charleston, Charleston, WV, USA
- University of the District of Columbia, Washington, DC, USA
- University of Pikeville, Pikeville, KY, USA
- Virginia Union University, Richmond, VA, USA
- Warren Wilson College, Swannanoa, NC, USA
- West Virginia Wesleyan College, Buckhannon, WV, USA
- Wheeling Jesuit University, Wheeling, WV, USA
- Xavier University of Louisiana, New Orleans, LA, USA

SALZBURG ACADEMY ON MEDIA AND GLOBAL CHANGE

- American University of Beirut, Beirut, Lebanon
- American University of Sharjah, Sharjah, UAE
- Bournemouth University, Bournemouth, UK
- Chinese University of Hong Kong, Hong Kong, China SAR
- Daystar University, Nairobi, Kenya
- Emerson College, Boston, MA, USA
- George Washington University, Washington, DC, USA
- Jadavpur University, Kolkata, India
- Lebanese American University, Beirut, Lebanon
- Pontifica Universidad Catolica, Buenos Aires, Argentina
- St. Pölten University of Applied Sciences, St. Pölten, Austria
- University of Rhode Island, Kingston, RI, USA
- Universidad Iberoamericana, Mexico City, Mexico
- University of Maryland, College Park, MD, USA
- University of Miami, Miami, FL, USA
- University of Nevada State, Reno, NV, USA
- University of Ss. Cyril and Methodius, Trnava, Slovakia
- University of Texas at Austin, Austin, TX, USA
- Xi'an Jiaotong-Liverpool University, Suzhou, China
- Salzburg Cutler Law Fellows Program
- Columbia Law School, New York, NY, USA
- Duke University School of Law, Durham, NC, USA
- Georgetown University Law Center, Washington, DC, USA
- Harvard Law School, Cambridge, MA, USA
- New York University Law School, New York, NY, USA
- Stanford Law School, Stanford, CA, USA
- The University of Michigan Law School, Ann Arbor, MI, USA
- University of Chicago Law School, Chicago, IL, USA
- University of Pennsylvania Law School, Philadelphia, PA, USA
- University of Virginia School of Law, Charlottesville, VA, USA
- Yale Law School, New Haven, CT, USA

OTHER GIFTS

LEGACY

- ANONYMOUS
- PATRICIA BENTON
- MARGARET COOK
- HEATHER STURT HAAGA AND PAUL G. HAAGA, Jr.
- DEBORAH HOWELL AND C. PETER MAGRATH
- WENDY AND BRUCE MCKEE
- DENVER MULLICAN
- DENNIS O'BRIEN
- OLIN C. ROBISON
- STEPHEN L. SALTER AND SUSAN MOELLER
- JILL PELLEW
- RIKA AND CARL SCHMIDT
- CHERYL A. VAN EMBURG
- MARINA V. N. AND ROBERT WHITMAN

IN-KIND

- B. THOMAS MANSBACH
- BAILEY MORRIS-ECK
- MAX M. AND DOROTHEE SCHLERETH

MATCHING GIFTS

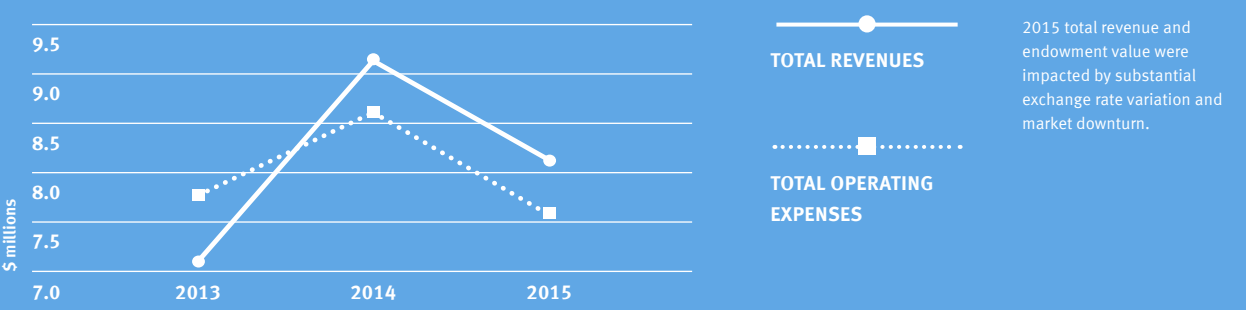
- Amgen Foundation
- David Rockefeller Fund
- Capital Group Companies Charitable Foundation

WE WOULD LIKE TO THANK YOU!

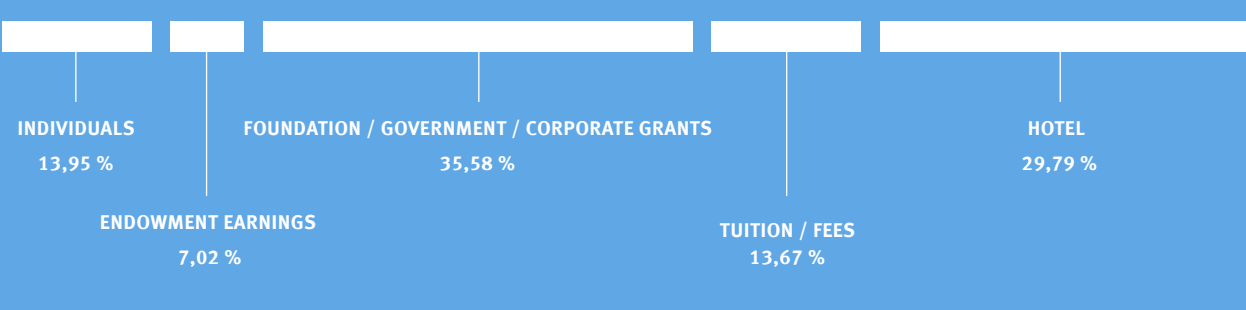
Salzburg Global Seminar appreciates all the pledges, donations, and collaborations provided by its supporters and partners around the world.

FINANCE

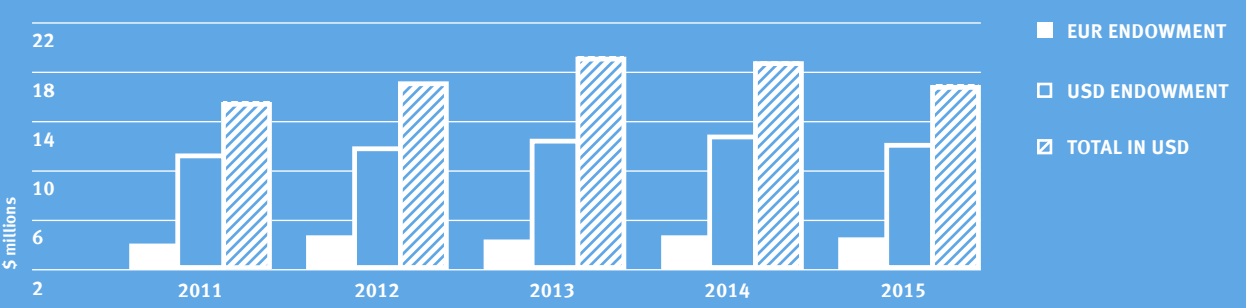
RESULTS FROM OPERATIONS



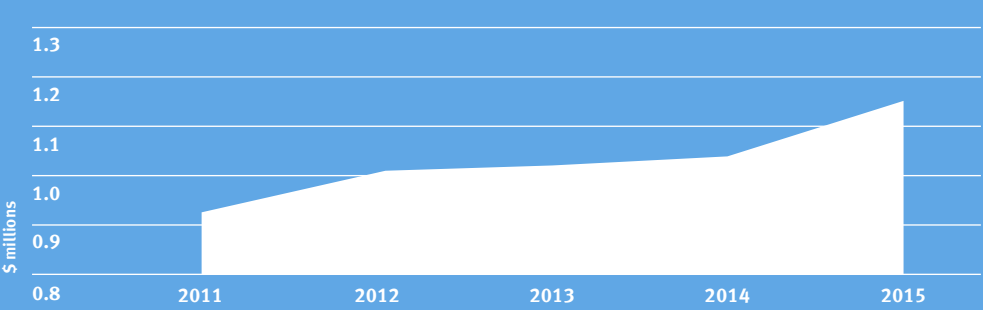
OPERATING REVENUE BY SOURCE 2015



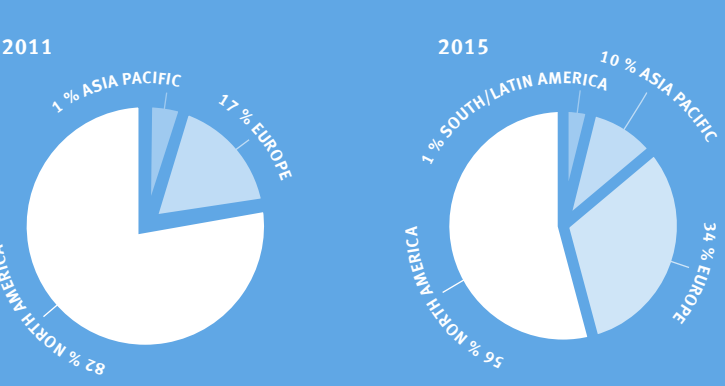
ENDOWMENT PERFORMANCE



INDIVIDUAL GIVING

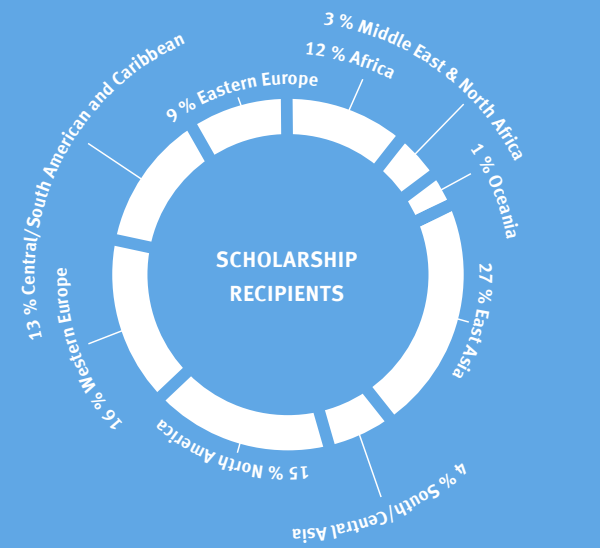
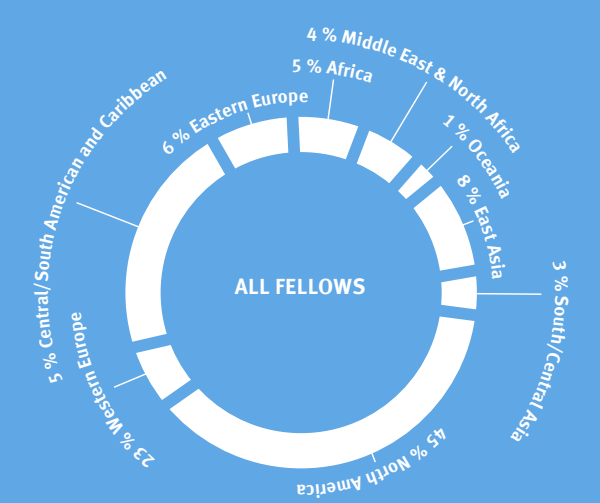


GEOGRAPHIC DISTRIBUTION OF PROGRAM GRANTS

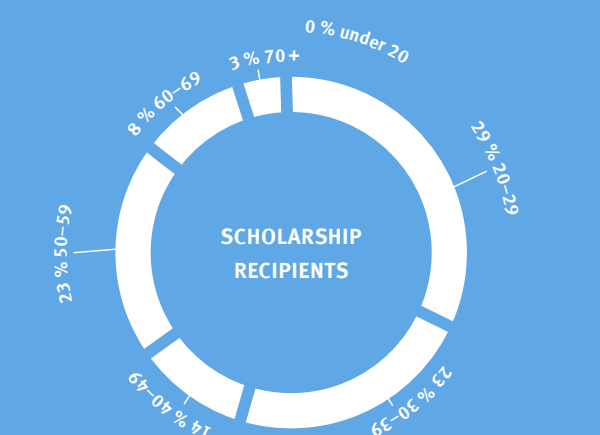
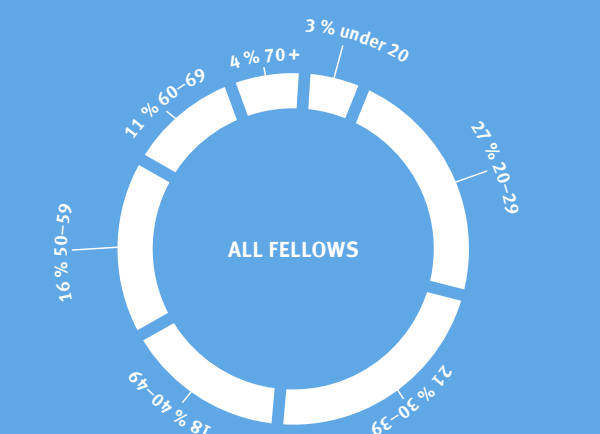


FELLOWS

GEOGRAPHIC DISTRIBUTION



AGE DISTRIBUTION



SUPPORT SALZBURG GLOBAL

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

CHAIR'S LAST WORD

LEADERSHIP
THAT MATTERS

Whenever someone asks me “What does Salzburg Global Seminar do?”, my answer is this: “We create leaders for the future who will be agents of change in many fields, many countries, and in many ways.” And it has been ever thus. Since our first Seminar in 1947, young leaders have gathered at the Schloss to engage with experts in their field, to find mentors that will see them into the future, and to discuss and argue with respect and civility. This has not changed in the last 69 years.

What has changed is the speed at which participants, both attendees and the leaders that teach them, can communicate and, indeed, what they can communicate to the outside world. The outcomes of Salzburg Global are now finding a much wider audience and, in fact, helping to change the world in a much more efficient and powerful way. We are proud of this, and it is one of the reasons our Board of Directors is so dedicated to keeping Salzburg Global safe for future generations. We are fortunate to have Directors from all over the world that care deeply about creating leadership that matters. We are also fortunate to have a staff that clearly understands our mission and does exemplary work throughout the year at every single Salzburg Global session. All of us believe in the future and our ability to be agents of change. I hope you will attend a Seminar at Salzburg Global as often as you can. It will change your life.

HEATHER STURT HAAGA,
CHAIR OF THE BOARD



HEATHER STURT HAAGA addresses Board Members, Senior Fellows, and guests at the Annual June Board Weekend.

NEW BOARD MEMBERS

FRESH INSIGHTS

Many of the members of the Salzburg Global Seminar Board of Directors choose to serve their full tenure of three four-year terms, ensuring long-term investment and oversight. But the regular rotation of terms also allows for new people and fresh insights to join the board. We bring you the bios of our three newest board members.

ANDREAS DOMBRET

Andreas Dombret is a member of the Executive Board of the Deutsche Bundesbank with responsibility for banking and financial supervision, risk control, and the Bundesbank’s representative offices abroad. He is also responsible for G7, G20 and IMF (Deputy of the Bundesbank), Supervisory Board (SSM) (Member), Basel Committee on Banking Supervision (BCBS) (Member of the Bundesbank) and Bank for International Settlements, Basel (Board of Directors). From 1987 to 1991, he worked at Deutsche Bank’s Head Office in Frankfurt, from 1992 to 2002 at JP Morgan in Frankfurt and London, and from 2002 to 2005 as the co-head of Rothschild Germany located in Frankfurt and London, before serving Bank of America as vice chairman for Europe and head for Germany, Austria, and Switzerland between 2005 and 2009. He was awarded an honorary professorship from the European Business School in Oestrich-Winkel in 2009. Mr. Dombret studied business management at the Westfälische Wilhelms University in Münster and was awarded his Ph.D. by the Friedrich-Alexander University in Erlangen-Nuremberg. He is a fellow of several Salzburg Global Seminar Sessions.

CHRIS LEE

Chris Lee is a board director with expertise in financial markets, risk management, governance, and leadership development. Currently, he is an independent board director with Matthews Asia Funds, the largest US Mutual Fund with a dedicated focus on Asia Pacific markets, and the Asian Masters Fund Ltd, a publicly traded company listed in Sydney, Australia. In addition, he is a partner at FAA Investments, a private investment firm focusing in real estate, alternative investment managers, and early-stage companies in the USA and Hong Kong. With home bases in both San Francisco and Hong Kong, Mr. Lee was previously managing director and divisional & regional head at Deutsche Bank AG, UBS Investment Bank AG, and Merrill Lynch & Co. He is an advocate of sustainable enterprises and environmentally conscious projects, serving on boards with a passion for promoting education, conservation, energy efficiency, and sustainability. He holds a B.Sc. in mechanical engineering and an M.B.A. from University of California, Berkeley.

PETER WILSON-SMITH

Peter Wilson-Smith is founder director of Meritus Consultants, a strategic communications and reputation management consultancy. Previously he spent ten years at Quiller Consultants, after an extensive career in journalism spanning newspapers and broadcasting. He was one of the founders, editor-in-chief, and publishing director of *Financial News*, the specialist publication for the financial industry. Before that he spent five years at the BBC as a reporter on *The Money Program* and *BBC* and also presented *Financial World Tonight* and *Analysis* on Radio 4. He set up the business section when *The Independent on Sunday* launched and was one of the original editorial team on *The Independent*, where he was deputy business and city editor. He was also banking correspondent on the *Daily Telegraph* and *The Times*. Educated at St Catherine’s College, Oxford with an M.A. in English literature, he is on the governing council of the Centre for the Study of Financial Innovation, chairman of the Oxford School of Drama, and a trustee of the Paul Hamlyn Foundation.



Fellow 49: Salzburg in Minnesota: A Story of International Engagement, 5 February, MN, USA | **Cutler Fellows 3:** Salzburg Cutler Law Fellows Program, February 20 to 21, DC, USA | **Session 547:** The Neuroscience of Art: What are the Sources of Creativity and Innovation?, February 21 to 26 | **GCP 66:** Global Citizenship: Ethics and Engagement, February 26 to March 5 | **Fellow:** Korea Foundation Alumni Dinner, March 2, Seoul, Korea | **Fellow 48:** Palliser Lecture 2015: Britain’s International Obligations – Fetters or Keys?, March 18, London, UK | **Fellow 50:** Educating Young People for the Jobs of the Future, March 19, Vienna, Austria | **Session 548:** The Promise of Data: Will this Bring a Revolution in Health Care?, March 22 to 27 | **Fellow 51:** India’s Role in a Globalized World: New Priorities and Expanded Horizons, March 27, Mumbai, India | **GCP 67:** Pathways to Global Citizenship: Roots and Routes, April 4 to 11 | **Session 542:** Early Childhood Development & Education, April 15 to 18 | **Session 549:** Youth, Economics and Violence: Implications for Future Conflict, April 26 to May 1 | **GCP 68:** Global Citizenship and Universal Human Rights, May 23 to 30 | **GCP 69:** Global Citizenship: At Home and in the World, May 29 to June 5 | **Session 556:** International Responses to Crimes Against Humanity: The Case of North Korea, June 2 to 7 | **GCP Special Session:** Global Citizenship: At Home and in the World, June 7 to 10 | **Session 551:** Strengthening Communities: LGBT Rights & Social Cohesion, June 14 to 19 | **Fellow 52:** cultureFWD Workshop: Nurturing the New Creator, June 23, Athens, Greece | **Board June 15:** People and Power: Will We Recognize the World in 2030?, June 25 to 28 | **Session 552:** The Future of Financial Intermediation: Banking, Securities Markets, or Something New?, June 30 to July 2 | **Kress 3:** Schloss Leopoldskron Conservation Assessment Program 2015, July 2 to 16 | **GCP 70:** Education for Global Citizenship: What, Why, and How?, July 6 to 13 | **GCP 71:** Education for Global Citizenship: What, Why, and How?, July 13 to 20 | **SAC 09:** Salzburg Academy on Media and Global Change: Civic Voices – Justice, Rights and Social Change, July 20 to August 9 | **SSASA 13:** The Search for a New Global Balance: America’s Changing Role in the World, September 24 to 29 | **Session 550:** Corporate Governance in the Global Economy: The Changing Role of Directors, October 1 to 3 | **Session 554:** Salzburg Global Forum for Young Cultural Innovators II, October 17 to 22 | **MGCP 1:** Global Citizenship Summit: Sustainability and Innovation, October 29 to 31, Atlanta, GA, USA | **MGCP 2:** Undergraduate Research Conference: Global Sustainability, October 30, Atlanta, GA, USA | **Session 540:** Aging Societies: Advancing Innovation and Equity, November 1 to 5 | **Session 557:** Parks for the Planet Forum: Nature, Health and a New Urban Generation, November 8 to 11 | **Fellow 54:** The Immigration Crisis: A Preview of Things to Come?, November 17, Washington, DC, USA | **Fellow:** Tokyo Fellowship Gathering, November 30, Tokyo, Japan | **Fellow 53:** Philanthropy in the Global Age, December 4 to 5, Hong Kong, China SAR | **Hong Kong Fellowship Gathering:** December 8, Hong Kong, China SAR | **Session 558:** Untapped Talent: Can Better Testing and Data Accelerate Creativity in Learning and Societies?, December 12 to 17



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



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