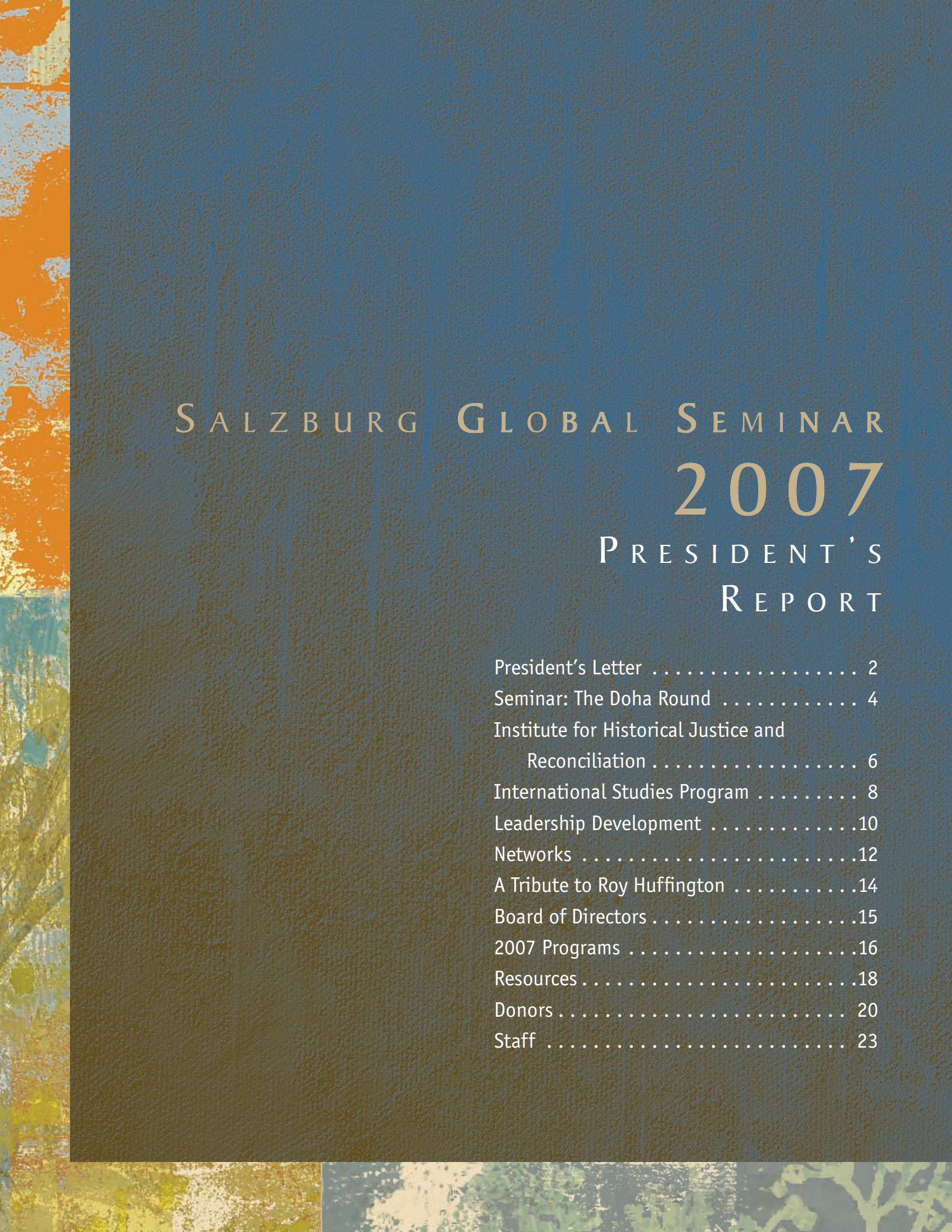




SALZBURG GLOBAL SEMINAR



SALZBURG GLOBAL SEMINAR

2007

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First seminar, 1947



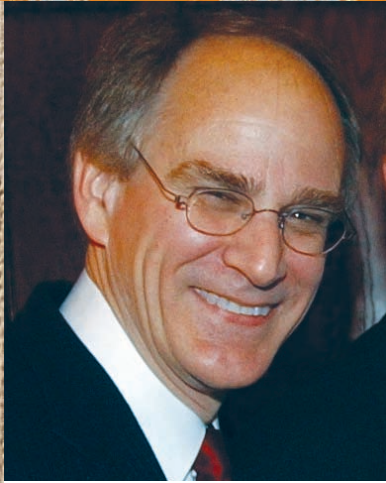
*“Never doubt that a small group
of thoughtful concerned citizens can
change the world. Indeed,
it is the only thing that ever has.”*

~ Margaret Mead, Anthropologist and Faculty Member,
Salzburg Global Seminar, 1947

In the aftermath of World War II, three young men from Harvard University launched a bold experiment. Armed with little more than youthful optimism and a refusal to be deterred, they proposed an international, intellectual seminar in the middle of war-torn Europe — in effect, a Marshall Plan for the mind. With no precedent or model to follow, their concept was met with skepticism on nearly all fronts. Yet, they persevered, and in the summer of 1947, their idealism and hope for the future attracted funders, Faculty and Fellows to Austria for the first Salzburg Seminar.

Over the subsequent sixty years, the Salzburg Seminar has become a highly respected global institution. That original summer session has evolved into a year-round program exploring some of the world's most challenging issues. Its multidisciplinary approach draws together renowned experts and rising young leaders from all continents and cultures to analyze existing and emerging concerns...to identify and surmount barricades to progress...and to propose innovative solutions to shared problems.

As the Salzburg Seminar celebrates its 60th anniversary, its mission is more vital than ever. Nations and peoples are increasingly intertwined. New issues arise even as old ones persist. Today's challenges and opportunities call for Salzburg's proven ability to engender global understanding and to cultivate leaders who believe in the transformational power of ideas. It's a pivotal time for a renewed commitment to founding principles, a new focus on the future and a new name that reflects both: **Salzburg Global Seminar.**



Stephen L. Salyer

The President's Letter

Like many before me, I first found my way to Salzburg as a participant — a Fellow — attracted by the Seminar's reputation for intense, open dialogue around issues that transcend borders. By attending a seminar, I formed lasting bonds with idealistic young leaders committed to making a difference. In so doing, my world expanded and my life forever changed.

Over six decades, the Salzburg Global Seminar has brought together men and women from the public, private and independent sectors to explore topics from energy to education...public policy to private enterprise...biography to bioterrorism. The idea of a young Austrian, Clemens Heller, and his fellow co-founders from Harvard, Richard Campbell and Scott Elledge, the Seminar remains true to their vision, offering programming designed with rising leaders in mind. Our sessions seek to stimulate new ways of thinking about and approaching some of the world's most challenging problems. Our session leaders whom we call Faculty — many of them former Fellows themselves — are seasoned intellectuals who willingly share their knowledge and insights with the next generation.

No other "young leaders" program has comparable reach and scale. Some 500 Fellows come to Salzburg each year — more than 27,000 individuals from over 160 countries since the first session in 1947. The resulting global network of intelligence and experience represents a unique resource for research, policy counsel and practical leadership.

An anniversary year, however, demands attention to the future as well as to the past. Last year, Salzburg's Board and Management conducted an in-depth review to determine where and how the institution might make the greatest difference in the years ahead. This strategic review recommended several approaches to enhance the organization's capabilities and impact over the coming decade:

- Concentrating on exploring **a small number of critical global issues** over a multiyear period, enabling the sustained attention required to make significant contributions;
- **Integrating selected themes** across all parts of the program — leadership sessions, issue initiatives, university study programs, alumni networks, communications and publishing;

*“Our founders’ vision grew
from a belief in the power of the
individual and in the importance
of personal responsibility.”*

~ **Stephen L. Salyer**, President and Chief Executive Officer,
Salzburg Global Seminar



- Emphasizing **outcomes and problem solving** through the creative design of learning, research and collaborative approaches;
- **Sharing the intellectual content** generated by the Seminar’s programs through public reports and briefings, more fully involving journalists and information gatekeepers, and using the worldwide web to share ideas and stimulate global contributions;
- Extending the Salzburg experience into **a lifetime engagement** through networks of Fellows and regional meetings;
- **Partnering with complementary organizations** to maximize our combined impact; and
- **Restructuring our governance** system to fully reflect the global outlook and independent character of the institution and its programs.

We are moving with determination to implement these recommendations. Underlying all our efforts is a commitment to be inclusive in our work. We believe that involving people of diverse regions, cultures and sectors is essential to an appreciation of shared interests and to the formulation of useful strategy.

Our founders’ vision grew from a belief in the power of the individual and in the importance of personal responsibility — to transform ideas and information into knowledge, and to use that knowledge to form a better world. The passage of time magnifies the lasting importance of that vision. Through the process of change, it continues to inspire and direct the Salzburg Global Seminar.

Stephen L. Salyer
President and Chief Executive Officer



Schloss Leopoldskron, home to the Salzburg Global Seminar

A s I f t h e F u t u r e M a t t e r e d

The first Salzburg Global Seminar attracted nearly 100 participants to Schloss Leopoldskron — an 18th century castle built by Prince Archbishop Leopold Freiherr von Firmian, subsequently owned by Max Reinhardt, the leading theatre impresario of his day who fled Austria in 1938 to avoid the Nazis, and home to the Salzburg Global Seminar since its founding after World War II.

Wary but willing to engage each other in dialogue, former enemies gathered during the summer of 1947 and began a process of reconciliation. Six weeks later, they left Salzburg with hope for a peaceful future.

They wouldn't be the last group that found hope and inspiration from their time at Schloss Leopoldskron.

Almost sixty years later, the Doha Round of world trade negotiations was at an impasse. Joining forces with the William and Flora Hewlett Foundation and the German Marshall Fund of the United States, Salzburg stepped forward to provide a place away from the formal talks where a breakthrough could be pursued.

Its invitation-only session, *Realizing the Doha Development Agenda as if the Future Mattered*, attracted 50 representatives from government, industry and civil society to Salzburg between February 16 and 21, 2007. The off-the-record retreat gave parties close to the talks the time and space they needed to weigh what was at stake, to discuss issues with others involved, and to ask what the world might look like with and without an agreement.

“The Doha Round negotiations are formidably complex, involving many political interests, powerful lobbies and domestic constituencies. Salzburg was a breath of fresh air, letting us go back to the bigger picture, to look at the essentials and apply creative thinking and questioning to the remaining issues.”

~ **Pascal Lamy**, Director General, World Trade Organization,
Faculty Member, Salzburg Global Seminar,
Keynote Speaker, *Realizing the Doha Development Agenda...*

Salzburg and its partners designed a series of exercises, presentations and discussions to help participants re-imagine their interests. Stakeholders from countries and regions seen as critical to an agreement worked together to bring alternative scenarios into focus, with and without a rules-based system of trade. Against the backdrop of different possible futures, they engaged one another in fresh thinking across the issues that currently impede progress. Four days later, representatives emerged with recommendations to help break the stalemate.

Pascal Lamy, Director General of the World Trade Organization (WTO), opened the session and, along with participating chairs of the Doha negotiating committees, remained alert for possibilities and outcomes that could reinvigorate the talks. Encouraged by the results, he subsequently invited the session's partners to WTO's headquarters in Geneva to present their findings to a wider group of opinion leaders and decision makers as a possible framework for progress. ■



A Fellow and Faculty Member confer, 1947

The Salzburg Global Seminar's serene setting and reputation as a fair and neutral convener made the Doha session possible; its intellectual substance and willingness to try new approaches made it work.

Whether facilitating debate on global trade or easing reconciliation among opposing factions, Salzburg's programming is designed to transform complex ideas into stepping stones to success. Its centerpiece seminar sessions rigorously challenge traditional thinking and encourage fresh ideas from which solutions can be forged. Session participants — Salzburg Fellows — are encouraged to leave official stances at the door and engage in a frank and free exchange of perspectives. An emphasis on diversity allows different voices to be heard; on average, each seminar features Fellows from up to 30 countries with experience in government, business, academe and the nonprofit sector. The length of the sessions — most running almost a full week — gives participants time and space to reflect, to meet informally with one another, to consider alternatives and, sometimes, to change their minds.



*“...we need to find within
ourselves the ability to see beyond
the here and now that is plagued
by fire and blood.”*

~ Motti Golani, Chair, Israel Studies, University of Haifa, Israel,
Participant, IHJR Middle East Project

Shared History: Moving Beyond Fire and Blood

Founded by thinkers passionate about the future, the Salzburg Global Seminar has a legacy of bringing diverse people and ideas together in the search for shared understanding. Today, Salzburg continues this work, helping to advance discussion of historical conflicts and the possibilities for change.

When the Seminar's founders convened the first session in Salzburg on July 15, 1947, they had no way of knowing that four months later, the world would witness the creation of the state of Israel. Sixty years later, the continuing conflict over land and rights between Israelis and Palestinians animates one of Salzburg's most ambitious initiatives.

The Institute for Historical Justice and Reconciliation (IHJR) promotes serious, multiyear dialogue on long-standing disputes rooted in specific regions of the world. A logical outgrowth of Salzburg's earliest mission, IHJR explores sensitive issues of accountability, acknowledgment and recognition, striving toward understanding and, in the best situations, resolution.

For example, over the last three years, the Middle East Project — a Salzburg partnership with the Arab Thought Forum in Jerusalem and the Peres Center for Peace in Tel Aviv — has engaged academic researchers from Israel and the Palestinian Authority to develop a shared historical narrative of the region. Together, participants examine such complex issues as refugees, territory and claims on sacred sites in an attempt to dispel common but destructive myths.

The scholars settled on developing an “Atlas of 1948” as their starting point. Working groups of Palestinians and Israelis sift through existing archives, cartographic and photographic materials, and conduct original, joint research when empirical information is lacking. Another team is using similar

“This Atlas is not only an addition but rather a new approach that may...contribute to, and even be utilized as, an acceptable reference by both parties on the issue of peaceful reconciliation.”

~ Dr. Abdel Rahman Abu Arafah, Director, Arab Thought Forum,
Jerusalem, Palestinian Authority,
Participant, IHJR Middle East Project

methodology to develop a shared narrative of sites sacred to two or more religions. When complete, the works will be introduced to educators, opinion leaders and media to engage a broader audience in further discussion. The project is supported by the Sigrid Rausing Trust, the Lisbet Rausing Charitable Fund, the Ford Foundation and the European Commission.

While not a peace initiative as such, the undertaking requires significant give-and-take on both sides. By constructing a new narrative that includes the perspectives of each, Israeli and Palestinian scholars are exploring one topic at a time and building a foundation for future collaborations. ■



Salzburg Fellows at a session

With an emphasis on off-the-record meetings in a safe environment, the Salzburg Global Seminar has convened in-depth sessions over the years between Palestinians and Israelis, members of Sinn Féin and Northern Ireland's Parliament, Poles and Jews. In 2003, the Institute for Historical Justice and Reconciliation (IHJR) was introduced expressly to advance this aspect of Salzburg's mission.

Working with prominent scholars, respected human rights advocates, community leaders and other independent institutions around the world, IHJR strives to foster tolerance and understanding by building consensus around disputed legacies. The Institute develops methodologies that support accountability, acknowledgement and resolution in the contemporary world.

A shining example is its recent multiyear project, Confronting the Yugoslav Controversies. Eleven different teams of scholars from Bosnia, Croatia, Serbia, Kosovo, the United States and the European Union are conducting joint historical research on major conflicts of the region. Examining such topics as Independence and the Fate of Minorities, Ethnic Cleansing and War Crimes, and The Hague Tribunal, the project seeks to dispel historical myths that continue to fuel ethnic hatred in the countries of the former nation.



Seminar founders Clemens Heller, Richard Campbell and Scott Elledge

Seeding Global Citizenship

The enthusiasm of the Seminar's three founders is at work in yet another arena today — introducing the concept of global citizenship to college and university students and faculty. Now, as in 1947, Salzburg is committed to the belief that exposure to different peoples, cultures and ideas will lead to personal change and global understanding. Its International Studies Program (ISP), launched in 2004, is devoted to this goal and provides an opportunity for select students, faculty and administrators to attend an intense weeklong session in Salzburg.

In the United States, community colleges educate more than half of all undergraduates. Yet their student bodies — older, working, commuting and heavily minority — represent less than 3 percent of all students studying abroad. In today's highly competitive, rapidly shrinking world, exposure to other values and viewpoints is not a luxury but a necessity.

To help fill this gap, Salzburg's ISP program placed its initial focus on creating a global learning experience for exceptional college students with little access to conventional "study abroad" programs, and for faculty and administrators interested in promoting institutional change. The two-pronged program — with separate sessions for students and for faculty members — presents specific skills necessary to function as a "global citizen," as well as strategies for reforming curricula and promoting campus-wide international awareness.

At its core, ISP helps participants gain a greater understanding of the responsibilities and ramifications of living in an interdependent world. They examine, for example, the unintended consequences of individual, national and corporate actions in one part of the globe on people and nations elsewhere. ISP participants are carefully selected to attend the intense, weeklong program in Salzburg. Representing the most talented of their student bodies, ISP Fellows are campus leaders and often go on to earn advanced degrees from top universities.

“Being an ISP Fellow was a pivotal experience for me. When I returned from Salzburg, I changed my major to global socio-political affairs! I could never have met the people or had the same caliber of discussions anywhere else. I ended up graduating valedictorian from Bronx Community College and am now pursuing my bachelor’s at CUNY. My goal is a Ph.D.”

~ **Easter Wood**, Student, The City University of New York,
2005 ISP Fellow, Salzburg Global Seminar

Faculty and administrator participants are selected and funded by their institutions and charged with developing strategies to effect campus-wide change. In Salzburg, they work jointly with colleagues from other institutions to create winning ideas and methods for successfully introducing them when they return home.

The Seminar envisions extending the ISP to other countries through on-site attendance at Salzburg as well as on-line, audiovisual learning. Already, students from many nations are represented among session participants. Through the ISP, Salzburg is redefining international learning and the requisites of global citizenship for a new generation of rising leaders. ■

From individual seminars to multiyear initiatives, issues in higher education have been central to the Salzburg Global Seminar since its beginning. Over the years, one of the Seminar’s most consistently involved participants has been William J. Reckmeyer, Ph.D. — professor of Leadership and Systems at San Jose State University, a Kellogg National Leadership Fellow and advisor to the Foundation — who calls his first Salzburg experience “eye-opening, a true turning point in my life.”

But as an academic and expert in systems change, he also understood the need to reach “critical mass” within institutions of higher learning in order to effect significant, lasting change. So Reckmeyer championed the concept of uniting teams of ISP faculty, administrators and students to internationalize their school’s curriculum once they returned home.

Now Faculty Chair for the ISP, he’s starting to see results, beginning with his home campus.

There, teams of former ISP participants are using a cross-disciplinary approach to enhance individual and institutional abilities to address complex worldwide issues and concerns. Classes, seminars, special speakers and informal meetings help the entire campus community internalize the concept of global citizenship.

The approach has made a significant difference at San Jose State University and other colleges throughout the United States, helping to share the Salzburg Global Seminar experience with others.



“The Seminar’s faculty is first-class, pooling the wisdom and experience of intellectuals in various fields from all over the world.”

~ **Stephen Wong**, Director, Hong Kong Economic and Trade Office,
Berlin, Germany,
Fellow, Salzburg Global Seminar

Changing Times, Changing Focus

The Salzburg Global Seminar’s initial focus was limited to European and trans-Atlantic dialogue. Following the disruption of war, Europeans and Americans sought ways to re-establish understanding, trust and cooperation with an emphasis on shared values.

As geopolitical and economic centers of influence have shifted, the Salzburg Global Seminar has introduced new programs that cut across regions. Nowhere is the expansion of the Seminar’s program more significant than in the growth of participation from East Asia.

Salzburg is known for its ability to engender thinking beyond the confines of country or institution, and to acquaint its Fellows with “best practices” from across the globe. Attracted by this record, the government of Hong Kong joined with the Salzburg Global Seminar in 1999 to launch a program for its most promising civil servants.

Each year, six or more rising leaders from the Hong Kong Civil Service are selected to attend a seminar session with counterparts from around the world. A mix of lectures, group discussions, workshops and role-playing helps Fellows explore other views, approaches and solutions to shared problems. Faculty members include some of the world’s most distinguished experts, making the experience particularly inspiring and useful. When Fellows return to their positions in Hong Kong, they take with them contacts made with peers from around the globe that allow exchange on shared interests to continue. To date, the Hong Kong government has sent more than 40 senior officials to Salzburg sessions on topics ranging from terrorism to trade to judicial responsibility.

Freeman Fellowship Program Celebrates 10th Year

In 1997, Doreen and Houghton Freeman funded a pilot program at the Salzburg Global Seminar to improve cross-cultural communication and understanding between university faculty from East and West. A decade later, the Freemans can point proudly to a growing cadre of highly talented academicians in East Asia and the United States whose Salzburg exposure helped them establish relationships influential in their research and teaching.

Through the Freeman Fellowship Program, one or two very promising faculty members from each of 20 participating universities in East Asia are selected annually to attend a weeklong seminar session related to their field of interest. In addition, a specially tailored, annual symposium brings selected Fellows back to Salzburg to meet with an equal number of American counterparts. Through the exploration of social, political and cultural issues, American and Asian faculty probe common interests, values and concerns in what is becoming a preeminent annual gathering of scholars with an interest in East Asia.

The exchange is vitally important. With more than 60 percent of the world's population, Asia affects every facet of modern life, from energy consumption and environmental concerns to public health and the balance of trade. Thanks to the Freemans, educators and future decision makers on both sides of the globe are better equipped to anticipate and prepare for the consequences of world change.

“How do you become an effective leader? It's not by gaining more knowledge or expertise, but by being able to get out of your comfort zone, to stretch your mind and delve into different topics with a fresh perspective. Salzburg Global Seminar takes people out of their normal context and broadens leaders' ways of thinking.”

~ Paul Haaga, Vice Chairman,
Capital Research and Management Company,
Board Member, Salzburg Global Seminar

Daniel Fung, Vice Chair of Salzburg Global Seminar and former Solicitor-General of Hong Kong, calls the program invaluable in helping civil servants develop a deeper understanding of their work and the world.

“Salzburg provides a level of interaction, networking and up-to-date knowledge on relevant topics unequalled elsewhere,” he says. “The experience gives career public servants the perspective they'll need to generate creative ideas and innovative approaches to tomorrow's global challenges.” ■



*“Salzburg is positioned
to lead the international discussion
about what makes great journalism
great and why people
everywhere need it.”*

~ **Eric Newton**, Vice President, Journalism Program,
John S. and James L. Knight Foundation

C r e a t i n g C o n n e c t i o n s

The very first Salzburg Global Seminar attracted a field of 92 students from 18 European countries. Sixty years later, more than 27,000 individuals have passed through the gates of Schloss Leopoldskron, hailing from 160 different countries. Captains of industry, heads of state, academicians and leaders from non-governmental organizations the world over bear the imprint of their Salzburg experience.

The Seminar is increasing efforts to keep connections alive and continually developing among its Fellows. Through topic-specific study groups and more than 70 alumni chapters around the world, Salzburg Fellows maintain contact with one another and continue active interchange. The relationships that take root in Salzburg bear fruit over the years and around the globe.

With an active network comprising nearly two-thirds of former Faculty and Fellows — and separate professional groups devoted to American Studies, rule of law and urban planning — the Seminar’s worldwide network of Fellows provides a critical resource for ideas, collaboration and action initiatives.

In January 2007, more than 60 mid-career news executives and reporters — all alumni of the Salzburg Global Seminar’s Knight Fellowship Program — attended a special three-day session in New York on the role of journalism in fostering global understanding. From this gathering, a plan for a redesigned Knight Fellows Program has emerged, alongside ideas for specific collaboration among journalist-Fellows.

Thousands of miles from Austria, Adeolu Odusote has created a Listserv of 150 Salzburg Fellows from his native Nigeria to build a network of intellectual peers within his country. He also has convened a planning meeting to establish an alumni-based think tank to develop creative ideas for solving Nigeria’s problems.



An early seminar at the Schloss



The Salzburg Global Seminar is using the worldwide web to keep past participants engaged and to expand its reach beyond the few who can actually attend each year's sessions. While comments made in Salzburg sessions are not attributed to individual speakers, concerted efforts are being made to share the ideas that sessions generate.

Whether suggesting topics and participants for future sessions or hosting programs and activities in their own geographic regions or specialty, Fellows worldwide remain connected to each other as well as to the Seminar's ever-evolving program. ■

“The Salzburg Global Seminar is a laboratory for ideas, a proving ground. It's a place where you can test new concepts, put them in front of people from different disciplines and perspectives who approach the issue with the same intellectual vigor and passion, and then thrash it out in a candid, yet civilized, setting. The exercise invariably leads to some deeper understanding of the issue that can be applied to potential conclusions and resolutions.”



Fellows at work

~ Dr. Walter Massey, President, Morehouse College,
Board Member, Salzburg Global Seminar



Roy Huffington with his son Michael

“Throughout his life, Roy Huffington has advanced international understanding and peaceful approaches to world problems. Without his guidance and support, Salzburg would not be flourishing as it is today.”

~ Herbert P. Gleason,
Former Corporation Counsel, City of Boston,
Secretary and Board Member, Salzburg Global Seminar

Roy M. Huffington: A Leader's Leader

Roy M. Huffington — entrepreneur, philanthropist, diplomat and a true pioneer in the energy field — has served the Salzburg Global Seminar as Chairman of the Board for more than a decade. As the Seminar celebrates its 60th anniversary year, it salutes Roy Huffington for extraordinary leadership as he completes his term.

Huffington joined the Seminar's Board as an ex officio member in 1990 when he was named Ambassador of the United States to Austria. He embraced his Salzburg role with gusto, and was subsequently elected to continue his board service after completion of his term as ambassador.

As an enthusiastic advocate for Salzburg's work, Ambassador Huffington has put his money behind his beliefs and encourages others to do the same. He has contributed generously to Salzburg over his 17 years, and most recently, issued a challenge to seminar alumni the world over. To encourage greater international giving, he has offered to match, dollar for dollar, gifts made to the alumni scholarship fund.

Such commitment to mission is typical of Ambassador Huffington, who's often been called a "leader's leader." Adds board member Walter E. Massey, "Roy's tenure has been characterized by unselfishness and an underlying motivation to do what is best for Salzburg. He will be missed, but his influence will be felt for decades to come." ■

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Pittsburgh; Ann Arbor, USA



The Schloss library

Since 1969, The Andrew W. Mellon Foundation has supported the Salzburg Global Seminar's mission of open dialogue, communication and understanding. Whether bringing the Seminar's impressive library into the digital age or extending the Salzburg experience to Historically Black Colleges and Universities (HBCU) and the Appalachian College Association (ACA), the Foundation has broadened Salzburg's reach to new participants who, in turn, share their learning with countless others.

Alice F. Emerson — President Emerita of Wheaton College, a former Salzburg Global Seminar board member, and previously, Mellon Foundation program officer for Appalachian Colleges — calls the Salzburg experience “a quick international immersion for faculty from some of the most financially strapped colleges in the United States.”

“At Salzburg, HBCU and ACA faculty meet Fellows from other parts of the world and are able to develop an immediate, international network of colleagues. The experience provides new ways of looking at international issues and gives faculty members a global perspective that they can then take back to their classrooms.”



2007 Programs

From one session in the summer of 1947, the Salzburg Global Seminar's programming has grown into a year-round offering of educational initiatives for students, faculty members, rising young leaders and former Fellows through network meetings and its cultural programs, Salzburg Explorations. For more information about past and current programs and how you can participate, visit www.SalzburgGlobal.org.

International Study Program – Student Session

January 2–9

Knight Fellowship Reunion Program

January 19–21

Public Private Innovations for Higher Education

February 10–14

Realizing the Doha Development Agenda as if the Future Mattered –

in cooperation with The German Marshall Fund of the United States and The William and Flora Hewlett Foundation
February 16–21

International Study Program – Student Session

March 3–9

The New Information Networks: Challenges and Opportunities for Business, Governments, and Media

March 13–18

Immigration and Inclusion: Rethinking National Identity

March 27–April 1

Visiting Advisors Program Odessa State University, Russian Federation

March 31–April 5

International Study Program – Student Session

April 2–9

The Future of Independent Media

April 26–28

From Lab to Market: Accelerating Innovation through University, Business, and Government Partnership

April 28–May 3

Salzburg Congress on Urban Planning and Development

May 3–6

Making Green Pay: Designing Incentives to Support Environmental Sustainability

May 19–23

International Study Program – Student Session

June 1–8

Visiting Advisors Program Caucasus University, Tbilisi, Georgia

June 5–10

Freeman Symposium East Asia – The United States: A Search for Common Values

June 9–14

Visiting Advisors Program Vladivostok State University of Economics and Service, Russian Federation

June 16–22

Institute for Historical Justice and Reconciliation Balkan Planning Meeting, Salzburg

June 28–July 1

Institute for Historical Justice and Reconciliation Middle East Meeting, Salzburg

July 1–4

International Study Program – Faculty/Administrator Session

July 8–15

International Study Program – Faculty/Administrator Session

July 19–26

Salzburg Academy Program on Media and Global Change –

in partnership with University of Maryland's Philip Merrill College of Journalism
July 29–August 18

Writer-in-Residence Program

in cooperation with the Salzburg Festspiele
August 6–14

Salzburg Seminar Summer Festival

August 18–24

Institute for Historical Justice and Reconciliation

India Meeting, Salzburg
August 19–23

An International Rule of Law: Balancing Security, Democracy, and Human Rights in an Age of Terrorism

September 1–6

New Century, New Challenges, New Dilemmas: The Global Nexus of Animal and Public Health –

in cooperation with Michigan State University and the University of Minnesota
September 8–13

“I never departed any conference with as many ‘take-aways’ — both personal and professional — as I did from my session at Salzburg.”

~ **David Lustig**, Vice President, Global External Affairs,
US Government Relations and Public Affairs, Unilever,
Fellow, Salzburg Global Seminar

**Challenges to the International Monetary System:
Rebalancing Currencies, Institutions, and Rules**
September 29–October 3

**Cultural Institutions without Walls:
New Models of Arts – Community Interaction**
October 20–26

**Salzburg Seminar American Studies Alumni Association
American Approaches to Europe and Beyond:
Policies and Patterns**
October 26–30

**Breaking the Glass Ceiling: Women in Politics
and Business**
November 3–8

**Exploring Partnerships for Regional Innovation
and Growth**
November 8–12

**The Dynamic Economies of India and China:
What Lessons for Others?**
November 13–18

**International Study Program –
Faculty/Administrator Session**
November 18–25

**Salzburg Young Leaders Summit:
Global Scenarios and Strategies for 2030**
December 1–6

Salzburg Seminar Holiday Festival
December 22–29

Salzburg Seminar New Year’s Festival
December 30–January 6, 2008

On the occasion of the Salzburg Global Seminar’s 60th anniversary, its leadership pays tribute to the vision and commitment of one of America’s premier funders. The W. K. Kellogg Foundation made its first grant to the Seminar more than 40 years ago, and has continued as both the Foundation and the Seminar’s programs have evolved.

The relationship has developed around shared interests in education, public health, rural development and agriculture — topics where Kellogg’s depth of expertise and Salzburg’s power to convene dovetail for the benefit of both. For Rick Foster, Vice President for Programs, Food Systems and Rural Development, Salzburg’s appeal also lies in its unique approach and programming format.

“At a Salzburg-designed session, everyone participates, whether you’re there as a leader or a Fellow,” Foster says. “By the end of the session, the Fellows, in effect, become teachers to each other while the formal ‘leaders’ serve as a resource to the group. It makes for a true dialogue and learning experience, on both sides.”

Foster further cites Salzburg’s credibility, flexibility and historic setting as drawing cards for attracting world experts to meetings on sensitive and difficult topics. “The Seminar combines the rich traditions of old-world Europe with new-world concepts and technologies. If you’re dealing with a global issue, the Salzburg Global Seminar’s venue is catalytic for meaningful and productive dialogue.”



Fellows on the Schloss terrace, early years

Resources

In the fall of 2005, the Salzburg Board of Directors adopted a five-year strategic plan, designed to use the Seminar's traditional strengths as a springboard for program growth. The plan reflected a healthy balance of program initiative, financial restructuring and organizational changes, designed in combination to foster both excellence in the offerings of the Seminar, as well as robust financial performance.

The following table shows the overall operating revenues and expenses (both actual and estimated) for the Seminar for the four-year period 2005 through 2008:

Revenue and Expenses (in thousands of U.S. dollars)

	2005 (actual)	2006 (actual)	2007 (budget)	2008 (plan)
Operating Revenues	\$ 5,504	\$ 6,665	\$ 8,612	\$ 9,668
Operating Expenses	\$ 6,803	\$ 7,472	\$ 9,005	\$ 9,605
Net Operating Surplus (Deficit)	\$ (1,299)	\$ (807)	\$ (393)	\$ 63

The Salzburg Global Seminar's activities are supported through diverse sources of revenue including tuitions paid to attend sessions; restricted program grants; unrestricted gifts from individuals, corporations and foundations; endowment earnings and facilities rentals. The strategic plan calls for further diversification of income, including greater international support, and for additions to endowment.

Progress in implementing the strategic plan produced a salutary effect in 2006, with total income rising from all sources and the endowment generating a return of 18.26%, providing realized and unrealized gains of more than \$2.1 million (*see charts on following page*).



Fellows at the Schloss, 2006



Support

Source	2005 (actual)	2006 (actual)	2007 (budget)	2008 (plan)
Tuition	\$ 690,863	\$ 1,171,742	\$ 1,751,030	\$ 2,639,078
Program Grants	2,449,679	1,807,188	3,472,660	4,165,162
Individual Giving	526,849	1,685,453	1,479,310	808,953
Endowment	1,031,351	811,683	905,940	1,018,050
Conference and Other	805,352	1,189,132	1,003,276	1,037,129
Total	\$5,504,094	\$6,665,198	\$8,612,216	\$9,668,372

Endowment

Sources of Endowment	12/31/06
Foundation	\$16,804,504
Individual	3,018,428
Government	1,321,273
Corporate	316,818
Total Fair Market Value, 12/31/06	\$21,461,023
Endowment Performance	
2006	18.26%
5-year average	9.23%



Salzburg Alumni at Carnegie Hall, 2007

With staff located in Salzburg, Vienna, London, Washington, and Middlebury, the Seminar is a global enterprise managed by an integrated management structure with vice presidents in charge of programming, international representation, development and finance. To view our most recent audited financial statements, please visit www.SalzburgGlobal.org or request a copy in writing from the Finance Office, Salzburg Global Seminar, 1828 L Street, NW, Eleventh Floor, Washington, DC 20036.



“More and more, I appreciate the uniqueness of this institution, as a place for generating new ideas, for promoting open and frank discussion among the most diverse participants, for challenging traditional patterns of thinking and for venturing into new and uncharted areas.”

~ Eva Nowotny, Ambassador of Austria to the United States,
Board Member, Fellow and Faculty Member, Salzburg Global Seminar

Donors

The Salzburg Global Seminar gratefully acknowledges the contributions and commitments of each of its supporters. This list represents all those individuals, foundations, corporations and other organizations whose gifts or grants were received between January 1 and December 31, 2006.

The Salzburg Global Seminar has made every effort to create an accurate listing of all contributors during the 2006 fiscal year. If your name has been inadvertently omitted or incorrectly spelled, please accept the Seminar's sincere apologies. If you would kindly notify the Seminar's office in Middlebury, Vermont, we will happily correct your record. The Middlebury office number is +1 (802) 388-0007.

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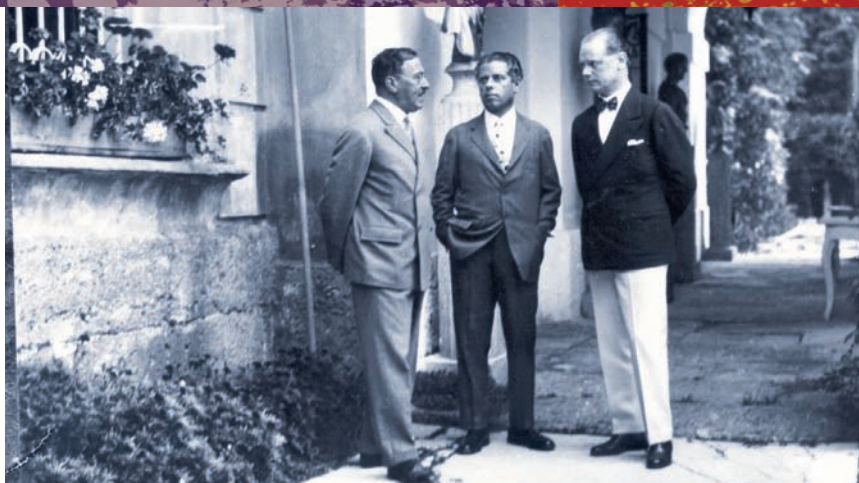
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Co-founder of the Salzburg Festival, Max Reinhardt (center), with colleagues



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The Legacy Society recognizes those individuals who have notified the Salzburg Global Seminar that it is a beneficiary of their estate planning. Legacy or planned gifts are essential to the future success and financial viability of the Seminar. We are grateful to the following members for their support.

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- Margaret Cook
- C. Peter McGrath
- Wendy McKee
- Dennis O'Brien
- Olin C. Robison
- Stephen L. Salyer
- Cheryl A. Van Emburg
- Marina v.N. and Robert Whitman



Max Reinhardt, who transformed Schloss Leopoldskron into the premier cultural salon of the era

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Pianist Robert Kulek, Mozart celebration, 2006

The relationship between American composer, concert pianist and Princeton University Professor of Music Edward T. Cone and the Salzburg Global Seminar is nearly as old as the institution itself. From his first Salzburg experience in 1953 until his death in 2004, Cone served as a faculty member, board member and benefactor, helping to shape and guide the Seminar's growth.

Cone gave generously but anonymously to Salzburg, funding a variety of seminars exploring the role of the arts and humanities in contemporary society. In 1992, he established the Edward T. Cone Foundation to provide for the future of the institutions he most valued.

Recently, the Cone Foundation committed to a multiyear, \$1.5 million gift to help assure that the arts and humanities retain a position of prominence in Salzburg's programming. With this support, the Seminar hopes to further its role as a leading forum for strategic thinking in these arenas and keep the rich artistic tradition of its home alive for years to come.



U.S. Supreme Court Justice Harry Blackmun at a session in Salzburg

Mission

The mission of the Salzburg Global Seminar is to challenge present and future leaders to solve issues of global concern.

Strategy

The Salzburg Global Seminar convenes imaginative thinkers from different cultures and institutions, organizes problem-focused initiatives, supports leadership development and engages opinion makers through active communication networks, all in partnership with leading institutions from around the world and across different sectors of society.

Values

The Salzburg Global Seminar seeks to magnify the impact of individuals and institutions that bring just and humane values to bear upon global challenges facing their societies and the world.

People

The Salzburg Global Seminar is an independent, non-governmental organization which is governed by a Board of Directors drawn from diverse regions, backgrounds and fields of expertise. It seeks in its Faculty, Fellows and Staff people of the highest intellectual and leadership capacity from around the world and from all sectors of society, and attempts to benefit from their breadth of experience and perspective across the full range of its work.

Supporting Salzburg Global Seminar

The Salzburg Global Seminar is a private, not-for-profit organization incorporated under the laws of the Commonwealth of Massachusetts. It is a 501(c)(3) institution as determined by the United States Internal Revenue Service.

Tax-deductible contributions to the Salzburg Global Seminar may be made in the United States and several European countries. The Seminar has an associated registration in Austria under the name, Salzburg Seminar Global Forum, to which contributions may be made in euros. For more information on how you can support the Seminar's work, please call +1 (202) 467-8864 or e-mail development@SalzburgGlobal.org.



SALZBURG GLOBAL SEMINAR 1947 - 2007

Sixty years ago, the World War left Europe ravaged and its people divided by history, politics, culture and religion. Out of the devastation, three young men dared envision a place where individuals could talk about shared goals, find common solutions and take responsibility for forging a better world. In 1947, their vision took form in a summer school — a “seminar” — that brought 92 Europeans and an American faculty together in Salzburg, Austria. The Salzburg Seminar was born.

The institution has expanded over six decades to become worldwide in reach and influence. As it marks its 60th anniversary, it has adopted a new name to match this new reality — the *Salzburg Global Seminar*. As at its founding, Salzburg remains a place where ideas matter, where differences are respected, and where those seeking a better world find common ground.

The Salzburg Global Seminar...
*challenging present and future leaders to solve issues
of global concern.*



SALZBURG GLOBAL SEMINAR

1947 - 2007

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