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SALZBURG GLOBAL SEMINAR

ABOUT THE SEMINAR

Founded in the wake of World War II, the Salzburg Global Seminar was started as a means of encouraging and facilitating intellectual exchange among Europeans and Americans. Over the subsequent six decades, it has evolved into a global institution that brings together emerging and established global leaders to broaden thinking, challenge perspectives, enlarge horizons, and lay the groundwork for future cooperation.

Without adopting any political agenda of its own, the Seminar asks critical questions on the most pressing topics of our times – from climate change to the legacy of conflict, and from trade barriers to the obstacles that impede the circulation of cultural objects. Its ability to spark thought-provoking discussions, along with its secluded and serene setting, creates an environment where ideas matter, where differences are respected, and where those seeking a better world find common ground.

“The World needs more fora that bring together the next generation of leaders from different regions and professions—business, civil society and the media as well as government—to discuss problems of common concern and help work out solutions. I have seen the Salzburg Global Seminar at work, and can attest that it is a splendid example of such a forum. It deserves the support of all those who hope to see a better and more peaceful world in the 21st century.”

Kofi Annan, former Secretary General of the United Nations

A WORLD CONNECTED

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HAT'S A CONNECTED WORLD TO DO? PRESIDENT'S LETTER



We live in a “World Connected.” Our economies are interdependent, our laws increasingly reference international standards and even our national institutions link to cross-border initiatives. We communicate with each other through mobile interactive technologies that enable greater citizen awareness and collective action. These connections bring great opportunities for civil society but challenges as well. Economic policies and complex emergencies in distant places threaten our own well-being, and wars and threats of violence throw up barriers between groups, making it very difficult to forge common solutions.

In this connected world few of the world's problems can be addressed by local action alone. We are all in the proverbial small boat together. There are many hands on the oars—perhaps the image of a rowing team comes to mind—but there is no single coxswain to set the course and the pace.

Faith that unrestrained growth will maximize human welfare has waned over the past year. Words such as transparency and sustainability are applied to everything from environmental management to financial systems. Yet, efforts to achieve them are still in their infancy. Amidst volcanic eruptions and massive oil spills, we realize anew how frail technology is in coping with situations that have local origins but worldwide consequences.

So what is the world to do? As we cope with current events, are there longer-term investments that can put the world in a better position to address its fundamental problems? The Salzburg Global Seminar offers three answers.

First, we encourage greater investment in “soft power.” Through our educational partnerships and young leader seminars, we are helping develop a cohort with the insights, values and skills to lead the search for global solutions.

In this work, we emphasize the importance of nurturing leaders drawn from all segments of society. We place particular emphasis on the involvement of women and religious minorities, believing that their participation and influence can help accelerate essential change.

We also focus on people and strategies with multiplier effects. Our Knight Fellows, for example, are not just young journalists from important media organizations gaining personal insights through Salzburg’s global seminars. They are “gatekeepers” in traditional and new media – those setting the direction of news coverage and pioneering tomorrow’s media forms across the world.



President Salyer speaking with Tom Ross, President, Davidson College



Second, the Seminar facilitates critical thinking on the restructuring of social, economic and political institutions, and of the rules that govern them. Amidst a rapid reordering of countries producing the greatest shares of global GDP and claiming the largest shares of world resources, the time for restructuring is now. We believe in the power of convening to positively affect this process, especially when care is taken to bring critical stakeholders to the table, and when outcomes are a part of the forward design.

Through 2010 seminars—focusing e.g., on including patients in health care decision-making, the role of Turkey in Europe and internationally, the future of Asian security, the reconciliation of Islamic and international law—we evaluate specific strategy options and draw together those who can advocate effectively for policy change. In each instance, the Seminar has made a multi-year commitment to the topic involving partners, promoting research and convening stakeholders in Salzburg and in other regions of the world.

Our 2010 policy initiatives, such as “Optimizing Institutional Philanthropy” and “Strengthening Independent Media,” encourage cross-sector partnerships and collaborations among public and private donors.

Offering an environment conducive to private interchange on innovation and the leveraging of investment, the Seminar helps increase the flow of resources toward successful strategies critical to realizing the Millennium Development Goals.

Third, across our program we stress private initiative, entre-preneurship, a flourishing civil society and philanthropic efforts to encourage community-level problem solving. A much more robust use of electronic collaboration and regional meetings around the world spreads promising ideas more quickly and encourages continuing engagement within our worldwide network of more than 21,000 Salzburg Fellows.

A notable example has been the flourishing of CEDAR, the European Muslim Professionals Network. CEDAR was conceived at a Salzburg Seminar in 2008 and involves a rapidly expanding membership of Muslim social and business entrepreneurs who collaborate in person and on-line to develop, fund and launch initiatives.

Another example, supported by the Edward T. Cone Foundation, is creating communities of practice and mutual support among museums and libraries around the world – institutions critical in preserving cultural heritage and in leveraging knowledge for community develop-

ment. Parallel work in the performing arts examines how technology can help institutions better serve and involve their audiences.

Through these means, the Salzburg Global Seminar provides inspiration, strategy, tools and structure to leaders addressing global problems. Located in Europe's center, with American roots and worldwide reach, the Salzburg Global Seminar works at the forefront of global change. We pick projects with an eye to continuous, multi-year engagements that promise specific results. Our program and project partners are the world's foremost universities, think tanks, NGOs, donors, corporations and policy makers. We add value by asking questions in fresh ways, encouraging cross-sector thinking about solutions, redefining the rules of the game and launching cross-border collaborations.

We thank all those who support the Seminar because they believe in the power of emerging leaders, creative institutional restructuring and community level problem-solving. We look forward to working with you to influence the world's future course.

Stephen L. Salyer
President & Chief Executive Officer
Salzburg Global Seminar

A WORLD INSPIRED

INSPIRED

THE PERFORMING ARTS IN LEAN TIMES

The performing arts, like so many other areas of society, have suffered large scale disruption since the global economic crisis of 2008. Many factors are changing how the arts are viewed, created and consumed: economic shifts, new technologies, the pursuit of strong and delineated national identities and the desire of younger people to make themselves heard.

At this critical moment, the Salzburg Global Seminar, with generous support from the Edward T. Cone Foundation, convened a meeting with fifty performing arts leaders from diverse national and professional backgrounds to identify opportunities for the performing arts in lean times.

Participants agreed that arts leaders would be well-advised to focus attention on:

- :: using technology as a tool for building a community of practice;
- :: shifting away from producing FOR audiences to connecting WITH them;
- :: delivering the special, the extraordinary, the magical;
- :: demonstrating relevance to their communities; and,
- :: providing clarity on both value and values.

“...The most important thing that I brought away from the seminar was the conviction that for classical dance to remain ‘valued,’ we in India and South Asia have to work harder to integrate dance in the community. The working group on Creation of Value was one of the most exciting intellectual engagements I have undertaken...”

Geeta Chandran, dancer/choreographer and
Founder-President of Natya-Vriksha



CONSERVATION AND PRESERVATION OF CULTURAL HERITAGE

Sixty custodians of the world's cultural heritage, from thirty-two countries and a broad range of expertise and experience, gathered in Salzburg to make recommendations for future action in several key areas. These included emergency preparedness, education and training, new preservation approaches, raising public awareness, and assessment and planning. The meeting was organized in partnership by the Salzburg Global Seminar and the US federal Institute of Museum and Library Services (IMLS) as part of a multi-year initiative on collection care.

Participants unanimously adopted the "Salzburg Declaration on the Conservation and Preservation of Cultural Heritage" which has been widely distributed to key policymaking entities around the world.

The declaration outlines concrete steps that governments, non-governmental organizations, the cultural heritage sector, local communities and other stakeholders can take to:



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- :: integrate conservation projects with other sectors to provide a lever for social and economic development;
- :: increase community engagement in, and raise public awareness of, at-risk cultural heritage;
- :: strengthen investment in research, networking, educational opportunities and the global exchange of knowledge and resources; and,
- :: promote responsible stewardship and sustainable national/regional conservation policies and strategies, including risk management.

“The hosting of this important topic by the Salzburg Global Seminar takes conservation and preservation of the world's cultural material to a new platform of global dialogue. Shaping the discussion of conservation in terms of people, memory and the stories that material culture can tell, opens up a broader role for the field in terms of climate change, diplomacy, global relations, and accepting and understanding difference.”

Marcelle Scott, Academic Program Coordinator,
Centre for Cultural Materials Conservation, University of Melbourne



Marcelle Scott



Lonnie Bunch, Director, National History and Culture, Smithsonian Institution



Working Group on "Emergency Preparedness"

A PLAY ABOUT MAX REINHARDT

Spin-offs from attending the Seminar can take surprising forms. In 2006 British playwright Michael Frayn came to a session on biography – in his own words, as "arm candy" for his wife, biographer Claire Tomalin. He quickly fell under the spell of Schloss Leopoldskron, and of its former owner Max Reinhardt, to whom we owe its present splendor. The result was a play, *Afterlife*, in which Frayn ingeniously intertwined the plot of *Jedermann*—the play with which Reinhardt started the Salzburg Festival in 1920—with Reinhardt's own life story. (Like *Jedermann*, he surrounded himself with magnificent possessions, only to have everything taken from him, in his case by the Nazis). Much of the action is set in Schloss Leopoldskron.

Soon after the first performance at Britain's National Theatre, Carl Philip von Maldeghem, the new manager of Salzburg's Landestheater, decided that the German premiere must be in Salzburg. And so, in November 2009, Michael and Claire returned to Leopoldskron, staying this time in Reinhardt's own suite. On the afternoon of the first night, in Reinhardt's library, Michael exchanged insights with his translator, Michael Raab, before an invited audience. After the performance at the Landestheater, everyone returned—where else?—to Schloss Leopoldskron, for a magnificent *first-night* party.

REINHARDT'S



“[Reinhardt’s] original intention for the house was that it would become not just a residence for him ... but a centre where everyone who worked in the arts – actors, writers, directors and so forth – would come together.. And I think he would have seen the use that's being made by the Salzburg Global Seminar of the house as a projection of his original intentions...”

Michael Frayn, author of the play *Afterlife*
(translated into German as *Reinhardt*, 2009).



Michael Frayn and Michael Raab



A WORLD TRANSPARENT

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STRENGTHENING INDEPENDENT MEDIA

The Salzburg Global Seminar series—Strengthening Independent Media (SIM)—now in its third year and funded by the John S. and James L. Knight Foundation brought high-level individuals and organizations focused on media development together in Salzburg in October 2009. These included representatives from major foreign assistance agencies, as well as private foundations in the United States, Europe and Asia, which support media development and NGO innovators.

They discussed how to invest more effectively in media development to increase good governance, economic development and civic engagement. They drew up recommendations to guide future investment and to increase cooperation among development agencies, foundations, financial institutions and individual investors. Participants also identified the need to better share media development research among agencies and to find areas where investment could be most beneficial. To address this, a meeting of development researchers was held at the Open Society Institute (www.soros.org) in New York in January 2010. Top international researchers and scholars made significant progress in creating a platform for improved communication to increase the effectiveness of funding for media development.

The Salzburg Initiative shines a needed spotlight on the difference that news and information make in people's lives, and brings leaders together to strengthen the movement for universal access to information.

David Hoffman, President, Internews Network;
Chairman Emeritus, Global Fund for Media Development (GFMD)



David Hoffman and Robert Holloway,
Director, APF Foundation



PREPARING JOURNALISTS FOR NEW REALITIES

A group of experienced journalists, educators and legal experts from four continents met in Salzburg in February 2010 to create a plan for improving media coverage of international justice and human rights. Over three intensive days, the group designed a university-based curriculum needed to teach the next generation of journalists how to accurately and responsibly cover critical stories and justice institutions. Several universities committed to help develop and pilot a course based on the preliminary design. If successful, the pilot will inform a multi-year Salzburg initiative to achieve world-wide adoption of an international justice curriculum.

The Salzburg Seminar on Strengthening Independent Media demonstrated that the media can be as important as elections in enabling fragile democracies to become truly democratic and genuinely successful.

James Deane, Head, Policy Development, BBC World Service Trust

Students at the Academy on Media and Global Change



James Deane

SALZBURG ACADEMY ON MEDIA AND GLOBAL CHANGE

In summer 2009, for the third consecutive year, the Salzburg Academy on Media and Global Change convened an international group of faculty and students to explore media and citizenship in a global context. The Academy continued to build on its existing global media literacy curriculum, which has now been downloaded in more than ninety countries worldwide. It has expanded to include multimedia videos created by students, a global comparative news monitoring system and a dynamic online blog for ideas and views on global media and news collection.

The 2009 program also introduced Knight Fellows into the Academy for the first time; young online news editors and gatekeepers from the Middle East and North America joined the Academy to help teach aspiring journalists how to report in a digital age. Guest speakers featured were Sir Gilbert Levine, known as the "Pope's Maestro," and Stephen Jukes, former head of news at Reuters, now Dean of The Media School at Bournemouth University in the United Kingdom.



Susan Moeller, Director, ICMPA, University of Maryland, and students



Joseph Kizza, student, Makerere University, Uganda

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OPTIMIZING INSTITUTIONAL PHILANTHROPY

Building on its 20-year commitment to strengthening civil society and philanthropic institutions, the Salzburg Global Seminar has expanded its initiative on Optimizing Institutional Philanthropy for the 21st Century. Activities in 2009 concentrated on building coalitions to:

- :: design better data and knowledge systems for mapping global philanthropy,
- :: establish a high-level international leadership group to explore new models of collaboration, and,
- :: identify opportunities to encourage innovation among philanthropists and fiduciaries.

Because women's engagement in philanthropy has brought new players and models to the field, the Salzburg Global Seminar, with the Women's Funding Network, held a special session in October 2009 on "Smart Change: Investing in Women and Girls – Leveraging Philanthropy for Global Change." Philanthropists examined how to expand their investments in women and girls as "solution builders" and identified strategic approaches to promoting the "women's effect."

"It has been very interesting to learn from these wonderful, very powerful women with a lot of experience...I have learned that we need not be afraid. We need to be challenged."

Cristal Montañéz Baylor, Executive Director, Hashoo Foundation



Cristal Montañéz Baylor

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CONFRONTING PROTECTIONISM

Building on progress made at the Salzburg Global Seminar's 2007 session "The Doha Round: As if the Future Mattered," the high-level policy makers and trade experts from twenty-eight countries taking part in the 2009 session "Confronting Protectionism" called for open markets and conclusion of the Doha Round. The group was unanimous in its concern that creeping protectionism, if allowed to build, would severely damage prospects for recovery from the financial crisis. During the session, co-sponsored by The William and Flora Hewlett Foundation, participants discussed:

- :: ways to head off trade and investment protectionism;
- :: specific concerns related to agriculture, labor markets and climate change; and,
- :: strategies for building support in critical nations for a conclusion of the Doha Round.

Special attention was given to ways in which business and government could work together to resist protectionist responses to the current economic and financial crises. David O'Sullivan, Director General for Trade, European Commission, outlined a "toolbox" of facts, figures and arguments that trade specialists could use to grab the attention of a skeptical and economically-stressed public. "I'm outsourcing this to the Salzburg Global Seminar," he said.

"What was exceptional for me is first the impressive caliber of faculty and fellows assembled. Being here has given me a greater appreciation of why the DOHA round is encountering problems and a greater appreciation of the inter-workings of WTO which I did not have before...From that perspective I made a huge intellectual jump and it has reignited my interest in the area..."

Camille Busette, Vice President, EARN



Alan Rosling, Chairman, Griffin Growth Partners Ltd. and Camille Busette

ASIA'S EMERGING POWERS

For over a decade the Salzburg Global Seminar has developed programs with a specific focus on Asian issues. These include the Freeman Symposium focusing on US-East Asian relations, and an annual session in Salzburg, bringing together young Asian leaders with their counterparts from other parts of the world, to discuss such topics as Asian political development, security, environment and energy, as well as other challenges facing the region.

In 2009, "Asia's Emerging Powers: Rivalry and Global Responsibility" looked at the rising economic and political power of China and India and the challenges and opportunities this geopolitical shift presents for the region and the world. With support from the European Commission, the Freeman Foundation, The Nippon Foundation and The Japan Foundation, participants from twenty-six countries gathered in Salzburg and stressed the need for intensified cooperation and integration within Asia in order to better manage regional security, economic development and non-traditional security issues such as climate change, water shortages, disease, drug trafficking and piracy.

Europe's experience in multilateralism and institution-building will form the basis for discussion at the 2010 session. Faced with a rapidly evolving political and economic landscape, Asia will be looking for possible useful strategies from the rest of the world in areas such as regional economic integration, conflict management and the environment.



Jing Ulrich, Managing Director and Equities and Commodities, J.P. Morgan





WHAT TURKEY? WHAT EUROPE?

After “Russia: The 2020 Perspective” and “The US in the World” in 2008, followed by “Emerging Powers in Asia” in 2009, in 2010 the Seminar turned its attention to the rise of Turkey and its relations with the rest of Europe and its growing role in the world. Negotiations for EU membership, begun in 2005 are moving at a snail’s pace, while a solution to the Cyprus problem—a vital prerequisite—seems as elusive as ever. Meanwhile leaders in several EU countries are skeptical or hostile, and public opinion in Turkey itself is becoming disillusioned. Yet Turkey’s dynamic economy and youth-ful, increasingly skilled workforce seem just what an aging, crisis-ridden Europe needs to hold its own in a competitive, multi-polar world. The Seminar thought it essential to ask what Turkey may look like in five or ten years, and “what Europe” it might be joining by that time.

Parliamentarians, high officials, businessmen and women, journalists and academics from Turkey, the EU and other countries and continents, spent four days exchanging views on economic and political prospects, Turkey’s “new foreign policy,” energy security, Turkish minorities in western Europe, Cyprus, and finally the EU accession process. Renewed enthusiasm and a sense of urgency was generated, and the Seminar is planning to follow up with further meetings both in Turkey and in West European capitals.



Gülersen Onanç, President,
Women Entrepreneurs Association of Turkey



THE LLOYD N. CUTLER CENTER FOR THE RULE OF LAW

In November 2009, the distinguished South African jurist Richard J. Goldstone delivered the inaugural Lloyd N. Cutler Lecture on the Rule of Law. Held at the Phillips Collection in Washington, DC, the event marked the official launch of the new Salzburg Global Seminar Center for the Rule of Law, dedicated to the memory of Lloyd N. Cutler, long-time Chair of the Board, faculty member and champion of the Seminar's programs.

With the broad purpose of advancing the Rule of Law around the world, the Cutler Center will enable the Salzburg Global Seminar to strengthen and build on the annual legal session in Salzburg, first established in 1953, sponsor the Cutler Lecture in Washington, DC, and undertake other projects and activities to explore issues that are underrepresented in international legal discourse. The Cutler Center at Salzburg aspires to be the premier meeting ground for creative thinking and problem-solving among professionals who are reshaping their economies and societies in the context of the international Rule of Law.

A major endowment fund-raising campaign is underway to support the programs of the Cutler Center. The Center will ensure that new generations of present and future leaders



are challenged through the Salzburg experience to embrace the Rule of Law as a necessary condition for a secure, peaceful and prosperous society.

“Lloyd Cutler was a strong supporter of the Rule of Law whether in his own country or internationally. For those of us who knew him, it is not difficult to understand his many years of active support and service to the Salzburg Global Seminar. And how fitting it is to remember and honor his memory this way.”

Richard Goldstone, Inaugural Lloyd N. Cutler Lecturer, and Former Justice of the Constitutional Court of South Africa



Richard Goldstone



LLOYD N. CUTLER CENTER FOR THE RULE OF LAW

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EUROPEAN MUSLIM PROFESSIONAL NETWORK

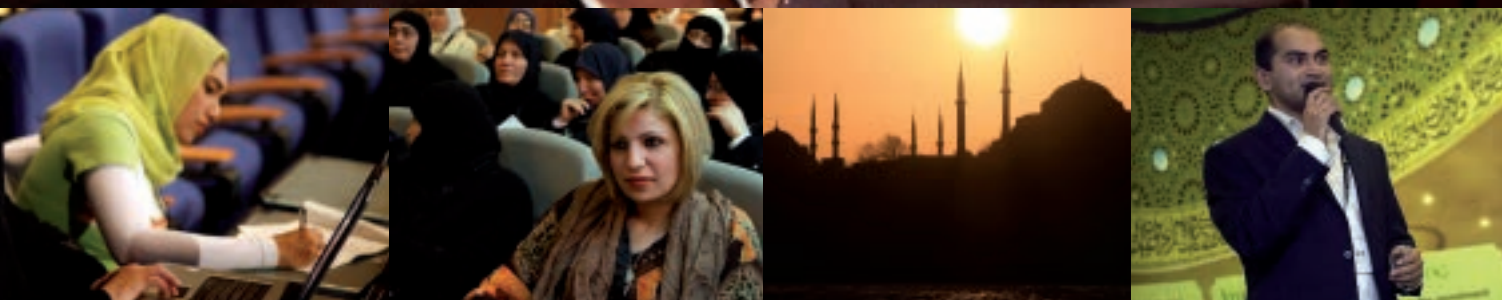
CEDAR (Connecting European Dynamic Achievers and Role Models), the European Muslim Professionals Network, aims to empower Muslim professionals and increase their positive representation in public culture. In 2009, its first year, CEDAR undertook a number of activities to achieve this aim, including:

- :: launch of a mentoring program, both for youth and CEDAR members, and development of a template for continued CEDAR mentoring across Europe;
- :: establishment of a European Muslim Women of Influence List for an annual award to be given to a prominent Muslim professional woman;
- :: launch of an independent website: www.thecedarnetwork.com;
- :: increase and expansion of membership in eleven countries; and,
- :: regular meetings of its Management Board, working groups and committees such as media and communications, women, website development, policy and politics.

The launch of CEDAR was made possible by a partnership of the Salzburg Global Seminar and the Institute for Strategic Dialogue with support from the Open Society Institute.

“Networking by definition involves interacting with others for mutual benefit and support. Connecting like-minded European Muslim professionals will provide individuals with invaluable potential for personal and professional benefit. A genuine opportunity to supplement what you know, with who you know across Europe.”

Rooful Ali, Chair, CEDAR Network,
and chartered accountant and social entrepreneur



Rooful Ali



SALZBURG GLOBAL FELLOWSHIP

Alumni of the Salzburg Global Seminar and Fellows of the 21st Century Trust joined forces in 2009 to form the Salzburg Global Fellowship, of which all participants in Salzburg Global Seminar events are now ex officio members. During the past year Fellows have held meetings in Europe, Asia and North America on a variety of issues pertinent to those regions. In September 2009 in Brussels, Fellows and friends of the Seminar came together at the European Parliament to discuss "Stress-testing the European Union: The EU and the Global Financial Crisis." A keynote lecture was delivered by former External Affairs Commissioner Lord Patten of Barnes who offered guidelines for Europe's foreign policy in the post-crisis period. [An updated version of this lecture, "What Is Europe to Do?" was published in March 2010 in the New York Review of Books.].



Beate Winkler, Director, European Union Agency for Fundamental Rights



Panelists, Fellowship event in Vienna

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In October 2009, Fellows from across Europe met at the headquarters of the Raiffeisen Zentralbank in Vienna to explore the challenges facing "Europe Whole and Free" – twenty years after the fall of the Berlin Wall. Speakers included Franz Vranitzky, Austrian chancellor at that time; Jan Urban, one of the leaders of the Prague "Velvet Revolution"; Ewald Nowotny, head of the Austrian National Bank; and John Kornblum, former United States Ambassador to Germany, who is credited with authorship of President Reagan's speech, "Mr. Gorbachev, tear down this wall!"

In March 2010, Fellows from countries across South-east Asia gathered in Manila to explore the political, economic and social impact of migration on migrants and the societies they joined or left. They learned about the distinctive policies of the Philippines as a net-exporter of migrant workers, including predeparture orientation, accreditation of recruiting services, and re-integration classes for returnees. Fellow Waltraut Ritter also high-lighted the Chinese "sea turtle" phenomenon of migrant workers bringing home innovative ideas after studying and working abroad. She argued that migration should not be seen as causing a one-way brain drain but rather improving "brain circulation."

In April 2010, Salzburg, Fellows met at Goodenough College, London, with partners from Schumacher College, Dartington, and the Foundation for Democracy and Sustainable Development. The title of the event was "Mobilizing Democracy to Tackle Climate Change." Participants focused on the disconnection between the regular electoral cycle and long-term

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threats such as climate change. Various approaches were put forward including better informed leadership, constitutional change and social activism, but it was also apparent that the topic needed to be re-framed not only through analytical reasoning, but also by appealing to the emotions and the subconscious. Opening speaker Jay Griffiths argued that art can play a vital role, because it allows people to react privately—“in the dark”—where it is often easier to change your mind than in the glare of public debate.

“I’ve been a fan of the Salzburg Global Seminar since I first attended in 1995 – and the Global Fellowship is one way to give back... While the topic was not my specialty, I knew that I would meet great people and come out with a new perspective that I could apply elsewhere. And so it was – people from different countries, and new ideas and challenges to be discussed.”

Ann James, International Policy Adviser and former Fellow at the King’s Fund and Founder/Director of the Social Services Management Unit, University of Birmingham



Franz Vranitzky, Magna International; Eva Nowotny, former Ambassador of Austria to the United States; Walter Rothensteiner, Raiffeisen Zentralbank



Ann James



Students attending an ISP session visit the World Sustainable Energy Days exhibition

INTERNATIONAL STUDY PROGRAM ON GLOBAL CITIZENSHIP (ISP)

The Salzburg Global Seminar’s International Study Program on Global Citizenship (ISP) and the related Mellon Fellow Community Initiative (MFCI), funded by The Andrew W. Mellon Foundation, play pivotal roles in bringing global awareness to college and university campuses across the United States.

The MFCI convened three meetings at Schloss Leopoldskron in 2009 with representatives from twenty-six private, liberal arts colleges from the Historically Black Colleges and Universities and the Appalachian College Association. By encouraging institutions to work together, the MFCI is developing a rich body of shared knowledge and experience in strategic approaches to learning, teaching and modeling the concept of global citizenship.

Future plans include a thorough analysis of what makes global citizenship education initiatives most effective and development of options for extending the most effective models to a much wider body of students.



Itziar Canelas-Fernandez, student, Miami Dade College, Wolfson Campus

AUGUSTINE GALLEGO 2010 ANNUAL GIVING CO-CHAIR



Augustine (Augie) Gallego first came to the Seminar in 2003 in his dual role as Chancellor of the San Diego Community College District and Chair of the American Council on Education (ACE), when ACE chose Salzburg to host a transatlantic dialogue among participants from North and South America.

During informal conversations with Seminar staff members, Augie talked about his desire to see a program that enabled U.S. community college students to study abroad in a meaningful way. He worked with Salzburg staff to organize a meeting with community college leaders from across the United States. Just one year after Augie's initial visit to Salzburg, the Seminar launched the International Study Program (ISP).

As one of the founders of ISP, Augie believes passionately that students from all over the world, regardless of income level, ethnicity or prior education, can benefit from opportunities to engage in discussion and debate with individuals from other countries and other cultures.

“Many of our students have never had a passport or traveled with their peers to another country. They have never heard firsthand the perspectives held by citizens of other countries, particularly their perceptions about the United States. The ISP provides a motivation to keep learning, and to work towards becoming a more responsible global citizen.”

Augie's belief in the individual and the importance of personal responsibility mirrors the vision and philosophy of the Seminar's founders. It is a message that is heard loud and clear by ISP students.

The Salzburg Global Seminar salutes Augie for his role in creating and sustaining the ISP, as an advocate for the program, and also as a generous donor.

A WORLD PRESERVED

Sustainable Futures Academy

Experts in sustainable development and representatives from universities from around the world gathered in Salzburg in July 2009 for a seminar session entitled "Greening the Minds: Universities, Climate Leadership and Sustainable Futures." The main objectives of the discussion were to take critical stock of current sustainability approaches in international higher education institutions and to develop plans for a global "Sustainable Futures Academy" (SFA) for which the Salzburg Global Seminar would act as convener and hub. It was agreed that the SFA should comprise several major components:

- :: creation of a context in which international collaboration could occur and focus on communication, exchange of best practices and the generation of ideas both within and among regions;
- :: establishment of a sophisticated web platform and further exchange and collaboration;
- :: explicit strategies to strengthen the flow of knowledge and learning from South to North and from East to West; and,
- :: inclusive governance structure, coordinated by an independent body, the Salzburg Global Seminar.



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To operationalize this vision, one of the session participants, Leith Sharp, who had been responsible for designing Harvard's Green Campus Initiative, returned to Salzburg in December to spend six weeks working with Seminar staff to prepare a framework for the SFA. The framework puts particular emphasis on collaboration between institutions in the developed world and those in developing countries (where student populations are growing most rapidly and climate change is having the most dramatic impact). The SFA plan also focuses on climate mitigation and adaptation efforts that stimulate environmentally sustainable economic growth and workforce training to bolster the rise of the green economy. The proposed SFA will provide a vital platform for supporting innovative collaboration between universities and colleges around the world, enabling them to tackle issues at local, regional, national and international levels in direct support of the UN Convention on Climate Change.



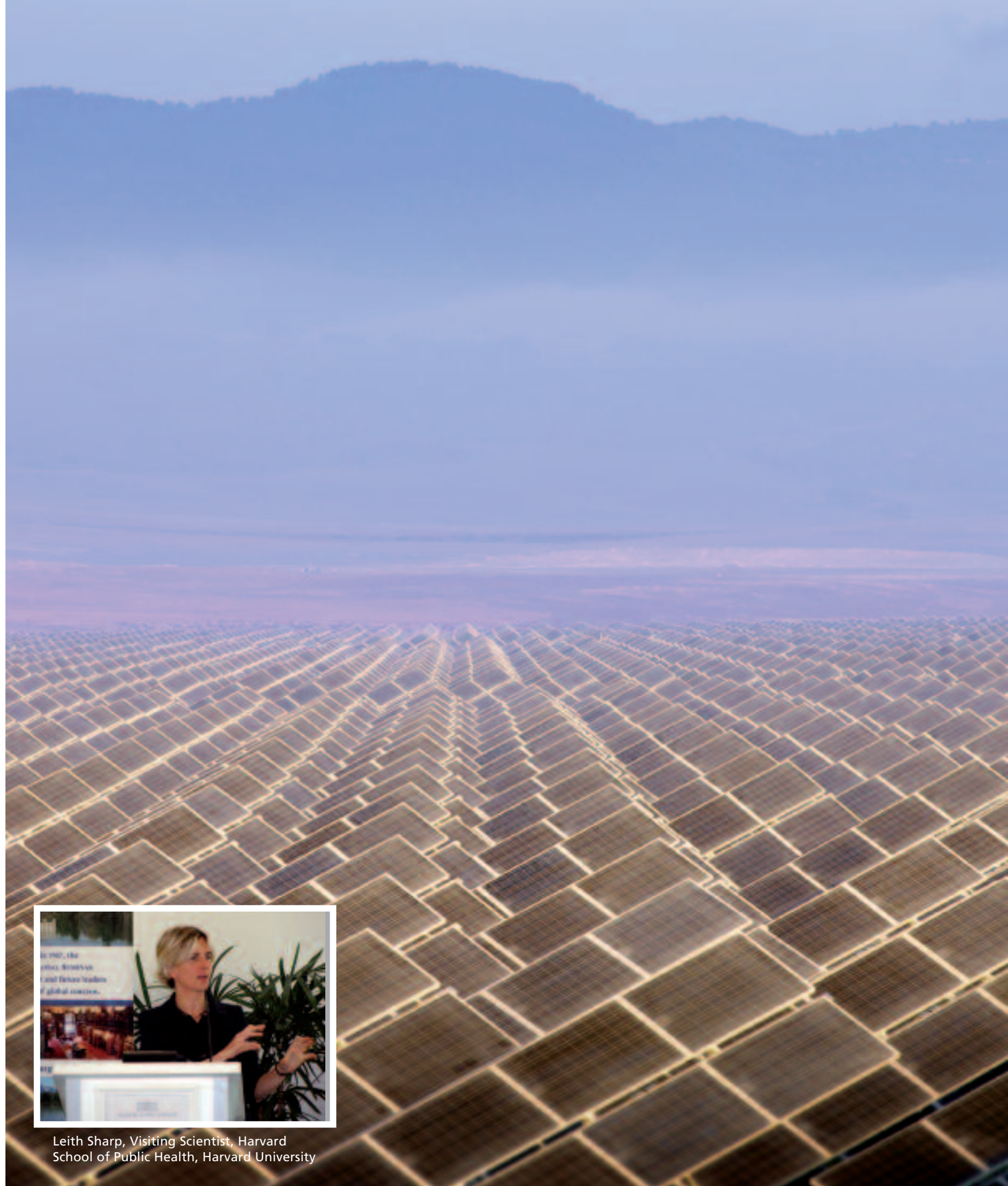
Mahesh Pradhan, Director, Asian Institute of Technology/UN Environment Programme



Paul Wapner, Director, Global Environmental Politics Program, American University



Leith Sharp, Visiting Scientist, Harvard School of Public Health, Harvard University





P ROGRAMS 2010

Every year the Salzburg Global Seminar organizes programs on a wide range of cutting edge issues involving more than 1,000 current and emerging leaders from every region of the world. The sessions take place at the Seminar's historic home in Salzburg, Schloss Leopoldskron, and at other sites worldwide. Programs are grouped into four categories:

Seminars are in-depth explorations of a single issue with an eye toward incubating possible solutions, led by top leaders and experts and involving emerging leaders from government, academe, business and non-governmental organizations.

Initiatives are multi-year projects, conducted in partnership with the world's leading organizations and working with senior experts, to advance policy objectives and practical solutions to significant global challenges.

Education programs offer opportunities for university students, faculty and administrators to incorporate global perspectives and new methods in their studies, teaching, research and public service, both individually and institutionally.

Networks support and amplify the interlocking relationships of Salzburg Fellows through programs, festivals, online forums, regional meetings and special projects.

For more information, or to find out how you can participate, visit www.SalzburgGlobal.org



SEMINARS

The Performing Arts in Lean Times:
Opportunities for Reinvention
February 21–25

What Turkey? What Europe?
May 9–13

13th Annual Freeman Foundation Symposium: Strengthening Cooperation Between the US and East Asia
Freeman Symposium – by invitation
June 5–10

Optimizing Talent: Closing Educational and Social Mobility Gaps Worldwide
October 3–7

Women and Economic Growth:
Making Investments Count for the Future
October 17–22

Health and Healthcare Seminar Series I.
Reforming Health Care: Maintaining Social Solidarity and Quality in the Face of Economic, Health and Social Challenges
November 7–12

Islamic and International Law:
Searching for Common Ground
November 14–19

The Future of Asian Integration and Security in the 21st Century
November 28–December 3

The Greatest Untapped Resource in Health-care? Informing and Involving Patients in Decisions about Their Medical Care
December 12–17

INITIATIVES

European Muslim Professionals Network:
CEDAR

The Global Prevention of Genocide:
Learning From the Holocaust

Optimizing Institutional Philanthropy

Strengthening Independent Media

Visiting Advisors Program:
Strengthening Universities

EDUCATION

International Study Program – Special Mellon Fellows Initiative for ACA & HBCU Institutions
October 30–November 6
Faculty Workshops – November

International Study Program on Global Citizenship – Student Sessions

March 4–11

March 27–April 3

May 19–26

May 28–June 4

International Study Program – Faculty and Administrators Session
July 9–16

Salzburg Academy on Media & Global Change
July 25–August 14

Salzburg Sustainable Futures Academy
October 22–29

NETWORKS

Global Labor Migration and its Impact on Asia
March 26–28

Mobilizing Democracy to Tackle Climate Change
April 19–20

Fellow and Institutional Partner Events
Bangkok – April 2
Kuala Lumpur – April 6

Singapore – April 21
Hanoi – April 29

42nd Annual SCUPAD Congress – Bringing Production Back to the City
May 6–9

The Do's and Don'ts of Intervention
June 4–7

Enforcing the Laws of War: Modern day challenges to the Geneva Conventions
August 26–29

American Studies Symposium – To Honor Emory Elliott: “American Literary History in a New Key”
September 24–28

Building Cities Like Never Before: The Culture and Sustainability of Urbanization in China
October 10–24

2010–2011 Winter Festival: A New Year's Celebration
December 28, 2010–January 3, 2011

MESSAGE FROM THE CHAIR



When the Salzburg Global Seminar was founded in 1947 there was a great deal of “stepping up” on the part of Clemens Heller, Richard Campbell and Scott Elledge. These three young Harvard University graduates had an idea in the aftermath of World War II, seized the moment and created the institution now known as the Salzburg Global Seminar. This place—the Seminar—opened up new horizons of intellectual endeavor, creativity and adventure and in effect, on that July day in 1947, became what many called a “Marshall Plan of the mind.” Back then it was a place where nearly 100 young Europeans, including many from countries soon to be separated from the West by the Iron Curtain, came together for six weeks for a program of intellectual and cultural exchange.

Today, more than 60 years later, the Salzburg Global Seminar continues to “step up” and brings together more than 1,000 participants annually, from all parts of the world, for an experience that is often described as transformative in thought and action.

When I reflect on all the economic and social challenges that were put before us in 2009—unlike any since the Great Depression—I am indeed in awe of the Salzburg Global Seminar. It has weathered the storm and has grown and changed in ways that will be pivotal to the

future of the institution. It has become the place in which people and institutions continue stepping up. From David O’Sullivan, Director-General for Trade, European Commission and Jin Ulrich of JP Morgan, China, to Lonnie Bunch, Founding Director of the National Museum of African American History and Culture, and Sandra Taylor, former executive at Starbucks Foundation and Eastman Kodak and now President and CEO of Sustainable Business International, the Seminar has become a powerhouse of critical thinkers helping to broker global conversations and next steps on issues of sustainability, economic security and the advancement of women. From the Andrew W. Mellon Foundation to the halls of community colleges and top-rank universities; from the Capital Group Companies, Inc. and the Institute of Museum and Library Services; to the European Commission and the Chinese Academy of Social Sciences, the Seminar is building partnerships with major institutions that will help to shape the world of the future.

Now, more than ever, we ask you to “step up” and join us in continuing to make the Seminar a place for engaged discussion, lively interaction and lasting change.

Walter E. Massey
Chair, Salzburg Global Seminar

B

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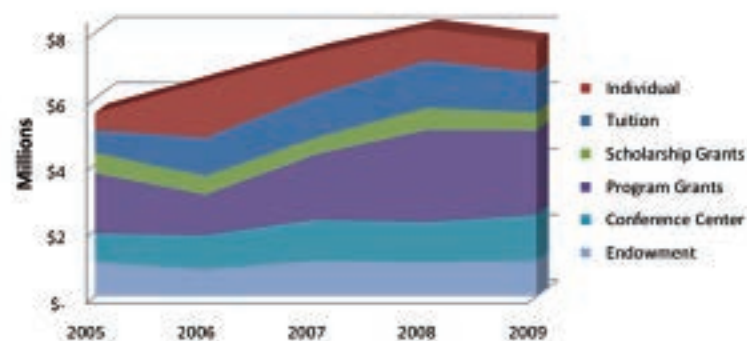
FINANCIAL PERFORMANCE

Over the last two years, Salzburg Global Seminar has focused sharply on the organization's operating model. We undertook a rigorous analysis of our cost structure and adjusted many of the old modes of operating and conducting our programming. Furthermore, Salzburg responded to the worldwide financial crisis by freezing hiring and spending, imposing furlough days organization wide and reducing management salaries. These actions in 2008 and 2009 were followed by further steps in early 2010 to consolidate offices, outsource certain functions, and reduce workforce by approximately 15% organization wide over this two year period. Commitments to approved programs and to most development activities were maintained. The combination of these steps resulted in a break-even budget in 2009 before debt service payments.

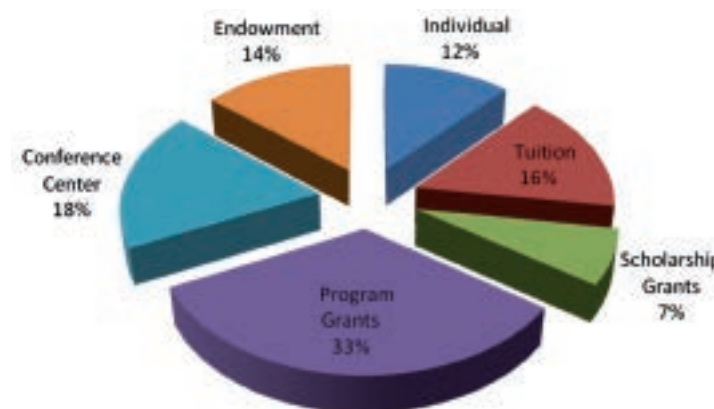
The following table shows the impact in 2009 of management's emphasis on addressing its cost structure. While revenues decreased for the first time over the 5 year period, reflecting the difficult fundraising environment in 2009, the decrease in expenses was even more notable – a 14% decrease from 2008. This table reflects earnings from the Seminar's core businesses excluding depreciation and debt service.

Operating Revenue and Expenses (in thousands of U.S. dollars)					
	2005	2006	2007	2008	2009
	(actual)	(actual)	(actual)	(actual)	(actual)
Revenues	\$ 5,573	\$ 6,509	\$ 7,397	\$ 8,135	\$ 7,708
Expenses	\$ 6,032	\$ 6,601	\$ 8,035	\$ 8,897	\$ 7,645
Operating Surplus/ (Deficit)	\$ (459)	\$ (92)	\$ (638)	\$ (762)	\$ 63

Trends in Operating Revenue



2009 Operating Revenue – \$ 7,7 M



In 2010, the Seminar expects to increase revenues with the improving philanthropic environment, yet management will not lose sight of the strides it has made in cost savings to its operating model. In addition, the Seminar will take aggressive steps to address debt service, and to examine additional strategies to hasten progress toward financial equilibrium.

The Seminar's endowment portfolio increased in value by approximately 6.5% over the 2009 period. In an environment of continued uncertainty, the Seminar will maintain a diversified portfolio with somewhat greater emphasis on income-based investments than equity investments to maximize income and minimize risk. This strategy will ensure continued earnings but will lessen dramatic increases in investment values.

Endowment Portfolio Performance



2009 Line of Business Revenue – \$ 7,7 M



To view our most recent audited financial statement, please visit www.SalzburgGlobal.org or request a copy from the Finance Office, Salzburg Global Seminar, 1730 Pennsylvania Avenue NW, Suite 250, Washington, DC 20006.

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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 on the global challenges facing their societies and the world.

PEOPLE

The Salzburg Global Seminar is an independent, non-governmental organization with 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 the Salzburg Global Seminar

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