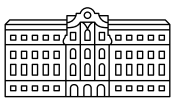


“THIS PLACE IS JUST AMAZING. IT BRINGS TOGETHER GREAT MINDS, GREAT THINKERS, GREAT PEOPLE WITH AMAZING EXPERIENCES AND AMAZING STORIES TO SHARE – FROM ALL OVER THE GLOBE TO A PLACE THAT’S PROBABLY MORE LIKE PARADISE THAN ANYTHING ELSE ON EARTH.” — “SALZBURG GLOBAL SEMINAR BEGAN 70 YEARS AGO, AFTER THE DEVASTATION OF WORLD WAR TWO. IT WAS THE VISION OF ONE YOUNG AUSTRIAN AND TWO AMERICANS WHO WANTED TO HELP REBUILD EUROPE.” — “OUR WORK TODAY IS GLOBAL IN SCOPE BUT OUR CORE VALUES REMAIN THE SAME: WE BRING TOGETHER PARTNERS AND PEOPLE OF DIFFERENT BACKGROUNDS WHO FORGE BREAKTHROUGH COLLABORATIONS TO BRIDGE DIVIDES ON THE KEY CHALLENGES OF OUR TIME.” — “ONE THING I HAVE LEARNED IF ONE SITS AROUND A TABLE WITH REALLY TOUGH ISSUES, WITH PEOPLE WHO COME WITH DIFFERENT VIEWS AND CONFLICTING VIEWS, THE FACT ONE CAN DISCUSS IT IN THE PEACE AND QUIET AND BEAUTY OF SCHLOSS LEOPOLDSKRON, IN THE MIDDLE OF A BEAUTIFUL PART OF SALZBURG – IT DOES MAKE A DIFFERENCE.” — “I THINK THAT THE STRENGTH AND THE POWER OF THIS PLACE IS THE WAY IN WHICH IT CREATES DIALOGUE BY PULLING PEOPLE FROM DIFFERENT PLACES TOGETHER... THIS WORK REALLY CAN DEAL WITH GLOBAL CHALLENGES IN A REALLY BEAUTIFUL MAGICAL WAY.” — “WHAT I AM LEARNING HERE IN SALZBURG... A LOT WILL BE DONE IN OUR CITY AS A RESULT OF THIS VISIT.” — “WHAT



PRESIDENT’S REPORT • ANNIVERSARY EDITION

SALZBURG GLOBAL CHRONICLE

70 YEARS OF CHANGE- MAKING AND BRIDGING DIVIDES

DOES IS IN LE IN RE TO T TRIGG	1947 – 61 A MARSHALL PLAN FOR THE MIND After the devastation of World War II, three visionaries believed that Europe needed more than just economic reconstruction. To aid the continent’s intellectual renewal, they founded the Salzburg Seminar in American Studies.	1962 – 89 COLD WAR CROSSROADS In the heart of Europe, where East met West, the Seminar played an important role in bridging Cold War divides. Geographic expansion beyond Europe and thematic expansion beyond American studies gave the Seminar even greater purpose.	1990 – 2004 A GLOBALIZING WORLD A globalizing world called for with a globalizing Salzburg Seminar. No longer focused on American studies, the Seminar moved eastwards and southwards, tackling common concerns from economics and education, to the environment and peace-building.	2005 ONWARDS PEOPLE AND POWER In an increasingly interconnected and volatile world, citizens seek leaders with answers as well as opportunities to take greater control over their lives. The work of Salzburg Global Seminar and of our Fellows remains at the forefront of leading global solutions.	PLACE OF RE NG LD NT ALSO AM.” — “I FEEL 100 PERCENT CONFIDENT I WILL BE PUTTING INTO ACTION THE LESSONS I AM LEARNING HERE IN SALZBURG... A LOT WILL BE DONE IN OUR CITY AS A RESULT OF THIS VISIT.” — “WHAT
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SALZBURG GLOBAL CHRONICLE

TABLE OF CONTENTS

Letter from the President
70 Years of Change-making
03

01

*A Marshall Plan
for the Mind*

Intellectual
Reconstruction
08

From Idealist Experiment
to Eminent Institution
10

Profiles:
The Founders
12

02

*Cold War
Crossroads*

Bridging Divides
and Expanding Horizons
16

Profiles:
The Risers
18

03

*A Globalizing
World*

Supporting Transitions
and Transformations
22

Profiles:
The Globalizers
24

04

*People and
Power*

Thoughtful, Committed
and Courageous Citizens
28

Profiles:
The Innovators
30

Looking
Forward
32

All Sessions
34

Staff and Supporters; Finances and Fellows
38

Chair’s Last Word
42

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The testimonials of Salzburg Global Fellows on the front cover are featured in our 70th Anniversary video.

To view the video, please visit: 70.SalzburgGlobal.org

PRESIDENT'S REPORT 2017

LETTER FROM THE PRESIDENT



Salzburg Global Seminar was born in the aftermath of a devastating war. The first session in summer 1947 sought to heal divisions among previous enemies and to imagine how a peaceful Europe might be built and sustained. Schloss Leopoldskron became the crossroads at which young Europeans with disparate loyalties and ideologies could search for common ground. Among them were former Austrian *Luftwaffe* officers, a young Czech Communist, and a Romanian Jew who had survived Auschwitz.

Over successive years, our Fellows drove government reforms in Eastern Europe, helped bring peace to Northern Ireland, and improved health care systems in Africa. What began as the Salzburg Seminar in American Studies expanded geographically and programmatically to become Salzburg Global Seminar.

Today, the international order is in flux. Political tension, cultural division, and economic disparity have fractured societies and reduced faith in the ability of local, national and global institutions to find solutions.

Just as in 1947, Salzburg Global Seminar continues to gather together remarkable people to bridge divides and tackle the most complex global challenges. These individuals join a global network of Salzburg Global Fellows and partner institutions driving transformative change across the world.

What happens in Salzburg has always mattered because of the insights and ideas the experience kindles in our Fellows and for what they make happen later on the ground. The going out of our gates is more important than the coming in.

The following pages offer examples of thoughtful, committed and courageous citizens – thinkers, innovators, organizers – who have leveraged their experience and relationships gained at Schloss Leopoldskron to make the world a better place. In this 70th Anniversary year, we salute the power of their ideas, the strength of their resolve and the impact of their lives.

A handwritten signature in black ink, reading "Stephen Salyer".

STEPHEN L. SALYER,
PRESIDENT & CHIEF EXECUTIVE OFFICER

TIMELINE

70 YEARS OF CHANGE-MAKING

From a summer project called the “Salzburg Seminar in American Civilization” to a well-established and internationally-renowned NGO, Salzburg Global Seminar has fostered change-makers for 70 years.



The Sound of Music

Twentieth Century Fox offer \$10,000 for use of the Schloss for filming of *The Sound of Music*. The Seminar declines fearing disruption of its programs and tax-exempt status. Publishing company, Bertelsmann, then owners of the Meierhof, offer use of their grounds for filming.

Paul M. Herzog

is elected the first full-time president and adopts a “common problems” approach to sessions, moving the Seminar away from its “American studies” origins.

The Seminar buys the neighboring Meierhof building.

First Fellow from Mexico comes to the Schloss.



First Session

The *Salzburg Seminar in American Civilization* brings 97 students from 18 European countries with an American faculty to Schloss Leopoldskron for six weeks.



S. 32 – American Legal Thought and Institutions marks the beginning of the *Rule of Law* series that continues today with the annual *Cutler Lecture on the Rule of Law* (est. 2009) and the *Cutler Fellows Law Program* (est. 2012).



S. 58 – Race and Minorities

The Seminar buys Schloss Leopoldskron.

After two years of protracted negotiations, the Seminar buys Schloss Leopoldskron from the City of Salzburg for \$92,350 (equivalent to \$1m in 2017) and commits a further \$20,000 for the first round of renovations.

Alumni Associations

Alumni from an urban planning session establish SCUPAD – the Salzburg Congress on Urban Planning and Development.

Fellows return from “behind the Iron Curtain.”

Two years of diplomacy leads to the first Fellows from “Behind the Iron Curtain” since 1949 being able to come to Schloss Leopoldskron: four Czechs came for Session 102, *The American Economy and International Economic Affairs*. They were followed in 1967 by Fellows from Hungary and Bulgaria, and in 1968 by Fellows from Romania.



John “Jack” W. Tuthill

former US Ambassador, is elected the fourth president and begins extensive outreach to the Middle East, specifically Saudi Arabia, Kuwait, Jordan, Israel and Egypt. Fellows from this region numbered over 300 by the end of his tenure.

Thomas H. Eliot

is elected president and continues Herzog's less American and more global approach. First Fellows from Africa come to the Schloss.

Arthur S. Adams

retired naval officer, is elected president.

S. 107 – Urban Planning;
S. 109 – The Mass Media;
S. 110 – The Social Impact of the New Technology

Dexter Perkins

is elected as the Seminar's first president.

European Association for American Studies is founded at Schloss Leopoldskron.

Papers signed.

“The Salzburg Seminar in American Studies” is incorporated in Massachusetts, USA.

1947

June 1947
The European Recovery Program a.k.a. The “Marshall Plan” is drafted.

1949

1950

1953

1954

1958

1959

1955
Occupation of Austria ends and Austria declares itself “permanently neutral.”

1957
European Economic Community is founded.

1962

1963

1964
Civil Rights Act signed in the USA.

1965

1966

1967

1971

1973

1973
Yom Kippur War.

1977

A Marshall Plan for the Mind

Cold War Crossroads



First Fellows come from Palestine, attending sessions alongside Israelis.

Bradford Morse

former US Congressman and UN Under-Secretary-General, is elected president, and sets his sights on expanding the Seminar's outreach to Asia. A large grant from the Nippon Foundation helps bring Fellows from the Far East.

Olin C. Robison

former president of Middlebury College, is elected president and introduces a strong programmatic emphasis on European integration, higher education and non-governmental organizations.

Fellows arrive from the former USSR.

The first Fellows come from the former Soviet Union states, starting with Lithuania and Russia in 1991, Estonia, Latvia and Ukraine in 1992, Armenia, Belarus, Georgia and Kyrgyzstan in 1993, and Kazakhstan, Moldova, Tajikistan, Turkmenistan and Uzbekistan in 1994.

The Asia Initiative launches.

The program brings more than 350 Asian Fellows to the Schloss by 1999.



The American Studies Center is established.

S. 321 – *Transitioning Economies: Comparative Models*

Fellows from emerging Asian economies and post-USSR countries share learning.

The Universities Project launches.

The program is followed by the Visiting Advisors Program in 1998, to help strengthen higher education institutions in post-Soviet states.

Peace Symposium: Defining Peace in the Contemporary World

The Meierhof is renovated.

After the first phase was completed in 1988, which saw the addition of a second floor and 55 bedrooms, the second phase is finally completed, overhauling the public areas.

The Salzburg Seminar American Studies Association (SSASA) is founded.

The International Study Program is established.

Operated by Salzburg Global Seminar until 2015, the Global Citizenship Program (as it became in 2013) successfully developed into an independent organization, the Global Citizenship Alliance.

Stephen L. Salyer

former head of Public Radio International and the first Salzburg Fellow to lead the organization, is elected the eighth president, stressing a problem-solving and social innovation orientation.

A new name for a new era

After adoption of a new Strategic Plan – including revamped mission, outcome-oriented focus and operating structure – the Board approves a new name: *Salzburg Global Seminar*.

The Salzburg Academy on Media and Global Change is launched

Rule of Law

Lloyd N. Cutler Center for the Rule of Law established to honor the Seminar's longtime chairman and to provide an ongoing platform for lectures and programs on law and justice.

New multi-year series are launched

2010 sees the launch of *Health and Health Care Innovation in the 21st Century* and *Holocaust Education and Genocide Prevention* with the *Salzburg Global Forum on Finance in a Changing World* launching the following year.



Celebrating partnerships

In celebration of 25 years of partnership, Salzburg Global Seminar and The Nippon Foundation convene in Kyoto the first full-fledged Salzburg Seminar to be held in Asia.

Hotel Schloss Leopoldskron opens.

The Meierhof undergoes another significant renovation, including guest rooms, café and reception, culminating in the opening of Hotel Schloss Leopoldskron – a boutique hotel of 55 bedrooms and 12 Schloss suites.



YCI Forum is launched

The *Young Cultural Innovators Forum* is launched with 10 “hub” city partners on five continents (expanding to 19 hubs by 2017).

Sciana – The Health Leaders Network is launched

A multi-million euro collaboration is launched between Salzburg Global Seminar and the Health Foundation, Careum Stiftung and the Robert Bosch Stiftung.

1984

1986

1988

1989

1991

1993

1994

1995

1997

1998

2001

2003

2004

2005

2006

2007

2009

2010

2011

2013

2014

2015

2017

A Globalizing World

People and Power

1985
Schengen Agreement is signed, allowing for passport-less travel in Europe by mid-1990s.

1989
Berlin Wall falls, revolutions sweep Eastern Europe.

1991
USSR dissolves.

1995
Austria joins the European Union.

1998
Good Friday Agreement is signed in Northern Ireland.

2001
9/11 attacks happen in USA

2004
EU expands to include countries in Eastern Europe and former Yugoslavia.

2008
Lehman Brothers collapses, sparking global financial crisis.

2016
Voters in the United Kingdom vote to exit the European Union.





1947 – 1961

A MARSHALL PLAN FOR THE MIND

Members of Salisbury
Salisbury, England
July 11 - August 3

FACULTY AND COURSES

The following is a
list of the lecturers
and of the courses

E. P. Mathieson (Harvard)
Lectures on "Topics
in American
History"
Seminar in "Topics
in American
History"

Alfred Rago
Lectures on "Topics
in American
History"
Seminar in "Topics
in American
History"

Vida Ginzberg (New School)
Seminar in "The American
Condition"

Richard Schickel (Columbia)
Lectures on "American
Literature"
Seminar in "American
Literature"

Elisabeth Davis (Sarah Lawrence)
Lectures on "United
States History"
Seminar in "United
States History"

Benjamin V. Wright (Harvard)
Lectures on "Theory
of American
Literature"
Seminar in "Theory
of American
Literature"

Neil McDonald (New York)
Lectures on "French
Literature"
Seminar in "French
Literature"

Vassily Lounsbury (Harvard)
Lectures on "Russian
Literature"
Seminar in "Russian
Literature"

Walt Whitman (Columbia)
Lectures on "Economic
History"
Seminar in "Economic
History"

Margaret Keen (American U.)
Lectures on "Social
History"
Seminar in "Social
History"

Lyman Bryson (Columbia)
Lectures on "Media
History"
Seminar in "Media
History"

Assisting the faculty
specializing in the differ-
ent fields (Harvard), Mark Linsenthal

AMERICA AS A CIVILIZATION

LIFE AND THOUGHT
IN THE UNITED STATES TODAY

BY MAX LERNER

A MARSHALL PLAN FOR THE MIND

*Recovery from the devastation of World War II
took massive economic rebuilding.*

*Three Harvard men believed that Europe also needed
intellectual reconstruction and envisaged bridging
a divided continent through dialogue on a neutral topic –*

*America and its culture and institutions –
in an inspiring location: Schloss Leopoldskron,
Salzburg, Austria.*

1947

INTELLECTUAL RECONSTRUCTION



Margaret MEAD. The “mother of anthropology” was the co-chair of the first session. She wrote a resoundingly positive review of the “experiment,” declaring it a success and urging the Harvard Student Council to support it in its second year.



Three FOUNDERS. The Salzburg Seminar in American Civilization (as it was initially called) was the brainchild of (LEFT TO RIGHT) Clemens Heller, Richard “Dick” Campbell and Scott Elledge.



Shared DORMITORIES. Unlike today’s Fellows who stay in private hotel rooms, in the first years the Fellows shared large dormitories (now the Seminar Rooms and Robison Gallery), with as many as thirty sleeping in one room.

“The Harvard Student Council has quietly organized the first general experiment in international education in postwar Europe... It is organized to provide for the most immediate physical and intellectual need of European students and scholars... Their stay at Leopoldskron should strengthen these young men and women in their faith in a reconstruction of Europe on a democratic basis.”

Thus was the audacious plan of three Harvard men – graduate student Clemens Heller, college senior Richard “Dick” Campbell and young English instructor Scott Elledge – in the summer of 1947. That same year, the US government had announced the European Recovery Program, a.k.a. the Marshall Plan, to rebuild Europe economically. Theirs was a plan to

In the summer of 1947, for the second time in just thirty years, Europe was in the midst of recovering from a devastating conflict. Economic rebuilding was desperately needed, but three young visionaries believed that intellectual reconstruction was also vital.

rebuild Europe intellectually – a “Marshall Plan for the Mind.”

Originally conceived as a one-off summer program, the “Salzburg Seminar in American Civilization” was to be an opportunity for a divided Europe “to see who one was, what one believed in, what others believed in and to create a basis for

future collaboration.” The subject matter to be discussed was American studies – encompassing economics, politics, literature and sociology – a neutral topic for the former adversaries to examine, debate and dissect.

To bring their vision into fruition, the three founders needed faculty,

funding, a location and participants.

The faculty came mostly from Harvard University: Literary historian F.O. Matthiessen was the first to join, and helped recruit others including Nobel Prize-winning economist Wassily Leontief, government professor Benjamin F. Wright and acclaimed Italian historian Gaetano Salvemini. Heller’s connections helped bring on board the “mother of anthropology” Margaret Mead, who agreed to co-chair the ten-strong faculty alongside Matthiessen.

The Harvard administration, however, was less enthusiastic. Harvard President James B. Conant remarked: “I wouldn’t touch it with a ten-foot pole.” Support and partial funding came instead from the Harvard Student Council. Private donors, spurred by the founders’



Helene THIMIG. The widow of Austrian theater impresario Max Reinhardt offered use of his palace, Schloss Leopoldskron, for the first session. The Seminar purchased the Schloss in 1959.



Food RATIONS. The “mental nourishment” might have been in abundance, but food shortages in Europe necessitated the delivery of provisions from abroad.



F.O. MATTHIESSEN. The renowned literary critic (LEFT) co-chaired the first session. A professor at Harvard, he helped convince colleagues to also serve on the faculty.



Near-ABANDONMENT. Occupied but not well-maintained by the Nazis during World War Two, the grounds were unkempt and the Schloss in dire need of repairs in 1947.

tenacity, provided the rest.

Originally from Austria and a well-connected family, Heller sought an Austrian location. Serendipitously, that winter, he encountered an old family friend on the New York subway: Helene Thimig, the widow of Austrian theater impresario Max Reinhardt. Thimig had recently had Reinhardt's property, including Schloss Leopoldskron, restituted after its Nazi Aryanization in 1938, but had little desire to return to the palace following her husband's death in exile during the war. Impressed by Heller's passion, she loaned Schloss Leopoldskron, in Salzburg, part of the American occupied zone, for the first session.

Participants were recruited by Heller and Elledge, who travelled across Europe in the spring. Campbell, confined to a wheelchair

after an almost-life-ending accident in high school, was the operation's chief letter writer. The “Fellows” were advanced students who were teaching, had entered public life, or were intending to do so, and selected “*on the basis of past scholarly achievement, with no regard to political, religious or racial considerations.*”

Finally arriving in Salzburg, they found a Schloss in near-abandonment. Neither the indoor plumbing nor the electric lights were working. Windows had been shattered, chandeliers destroyed, exterior stucco and interior walls riddled with shrapnel. To ready the Schloss for the arrival of 97 Fellows from 18 countries, window panes were sourced from Czechoslovakia, plumbing supplies from Italy, and mattresses, iron cots and blankets

from the Red Cross and the occupying American army, together with food parcels from World Student Relief-International Student Service in Switzerland. Books were brought by the American faculty and student-administrators or loaned by the US Information Service libraries in Europe. The Americans were also encouraged to bring supplies such as razor blades to share with the Europeans.

The community of Fellows brought together that summer was war-weary and wary of each other. Only two years earlier, many had been bitter enemies – now they were to study and live together for six weeks. What began with some tension became, as Matthiessen put it, “*an island of peace in a storm-clouded sea.*”

Opening the session, Matthiessen reassured the Europeans and

Americans gathered, “*none of our group has come as imperialists of Pax Americana to impose our values on you.*” Instead the program would consider not only the strengths of America, but also its “*excesses and limitations.*” The food may have been mostly potatoes and cucumbers, but, as an Italian Fellow said: “*intensive mental nourishment was superabundant.*”

“*What we did was not done with the intention of creating an institution,*” admitted Heller decades later. So sure were the founders that this would be a one-off that Fellows were encouraged to take away the collected library books. But the “*risky experiment*” was recognized as such a success that it was decided the “*Salzburg Seminar in American Studies*” must be “*continued as a permanent center.*”



01



02



03



04



07

1 SCHLOSS LEOPOLDSKRON. Built by a Prince-Archbishop in 1736 and restored by Austrian theater impresario Max Reinhardt in the inter-war years, the palace has been home to the Seminar and its Fellows since 1947.

2 TRANSATLANTIC. In the early years of the Seminar, all faculty came from the USA with Fellows coming primarily from Western Europe.

3 REINHARDT LIBRARY. The Schloss Library was installed by Max Reinhardt in 1926-27.

4 RELAXATION. Sessions in the early years lasted for up to six weeks, with Fellows living onsite for the duration. Encouraged to make Schloss Leopoldskron their home, Fellows relax in the sunshine on the Schloss Terrace.

5 GROUP PHOTO. Since 1947, Fellows have gathered on the Schloss Terrace for the now-traditional group photo.

6 LEADING FACULTY. Members of the faculty have always been well-respected leaders in their fields such as literary critic Ralph W. Ellison (RIGHT), who attended in the 1950s.

7 AMERICAN STUDIES. In the 1950s, the Schloss library housed one of Europe's most extensive collections on contemporary American studies.

8 SECLUDED SETTING. The location of Schloss Leopoldskron, in the Austrian Alps on the edge of Salzburg, provides a secluded, retreat-like and inspirational place.



05



06

THE EARLY YEARS

FROM IDEALIST EXPERIMENT TO EMINENT INSTITUTION

It may not have been the founders' original plan, but the 1950s saw their idealistic experiment become a fully-fledged institution, attracting people of prominence and promise from Europe and America to learn from each other across diverse fields.

After three summer sessions, the experiment was deemed successful enough to legally incorporate in 1950 as a Massachusetts non-profit – the Salzburg Seminar in American Studies. The Seminar was now an institution, complete with an advisory board, staff and a (part-time) president – Dexter Perkins, a history professor at the University of Rochester and later Cornell. They had offices in Cambridge, MA, and a home (albeit not yet permanent) at Schloss Leopoldskron. Most importantly, there was the vision shared with the three founders: to bring together Americans and Europeans, across post-war divides.

Margaret Mead had written a glowing review of the first summer's program, and later coined the phrase: “*Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has.*” This was embedded in the Seminar's ethos from its beginning.

Despite the success of their first summer, not all the founders returned. Elledge gained a teaching post at Carleton College, MN, USA. Campbell did return for the second session but in a reduced role due to ill health. The biggest absence was that of Heller. The driving force behind the project was refused travel papers to return to US-occupied Salzburg on the grounds that he was a “dangerous ‘red.’” They did, however, remain engaged from overseas.

In their place, new administrators were appointed. In 1949, one successful applicant was

Harvard student Herbert P. Gleason. As clerk of the Seminar after his graduation in 1950, “Herb” was a signatory of the original incorporation papers and remained a member of the board of directors until 2010. Gleason, among others, was an early advocate of expanding the program of studies. Grants from the Commonwealth Fund and the Rockefeller Foundation enabled the Seminar to grow from an annual summer program to several sessions a year, which in 1950 focused on sociology, social relations, literature, music, and theatre, in addition to the *General Session in American Studies*. While more specialized, these early sessions were still all based in the study of America and its culture and institutions, with faculty coming from the US and Fellows primarily from Western Europe. (Between 1950 and the mid-1960s, diplomatic relations made recruitment from Eastern Europe almost impossible.)

The program continued to diversify and the summer of 1953 saw the establishment of one of the Seminar's longest-running series – *American Law and Legal Institutions* – which ran every summer for decades, bringing in prominent American jurists and legal scholars, including a great number of US Supreme Court judges – both on the bench and prior to their appointment.

The participation of those who showed great promise alongside those who were already prominent in their field was not only the case of the law sessions but across all programs. Many Seminar alumni thus rose to prominent positions of their own.

Notable faculty members of the period included Nobel Prize-winning author Saul Bellow; then-Harvard professor and leading Nuremberg prosecutor Benjamin Kaplan; diplomat and Yale

president Kingman Brewster Jr.; political scientist Hans Morgenthau; poet laureate Robert Lowell; literary critic Ralph W. Ellison (who was the first African-American to serve on the faculty); and renowned historian Henry Steele Commager. Scott Elledge returned as faculty in 1953, as did many other early Fellows.

By the mid-1950s, the Seminar was well-established and gaining an eminent reputation, but its home at Schloss Leopoldskron was by no means secured. There were several scouting parties to other locations in Europe as the future of the Schloss looked uncertain. Finally, after two years of protracted negotiations, the Schloss was sold by Thimig to the City of Salzburg, which in turn sold it to the Seminar in 1959 for \$92,350 (equivalent to \$1m in 2017).

Throughout his tenure, Perkins was determined to keep American studies at the center of the Seminar. However, with his retirement and the appointment of retired naval officer Arthur S. Adams as president in 1962, a shift began.



PROFILES

THE FOUNDERS

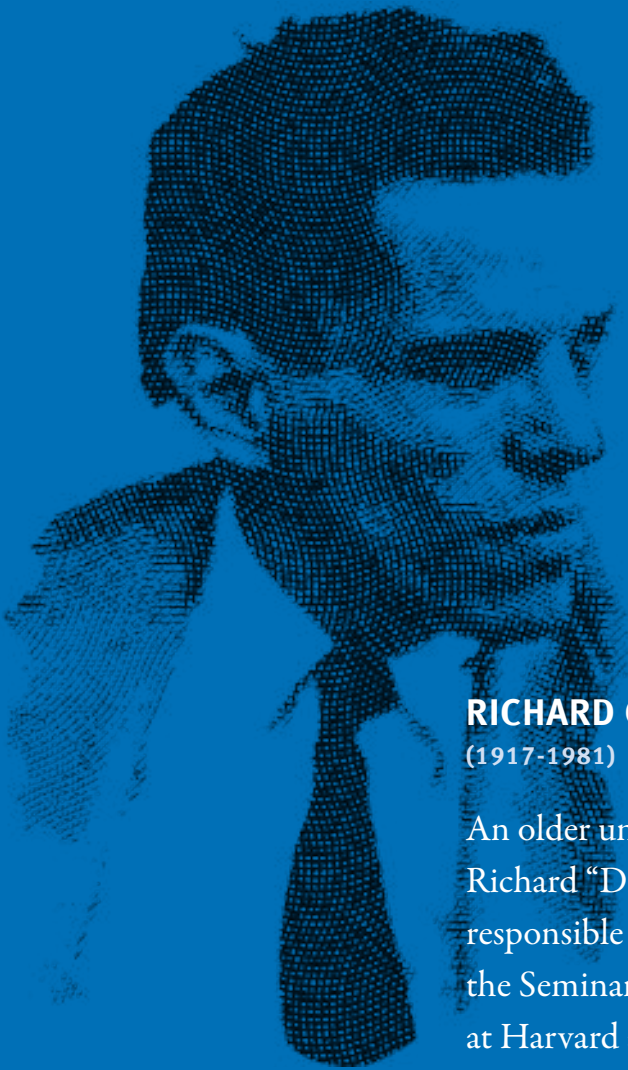
Despite all the obstacles, the vision and perseverance of three Harvard men – an underclassman, a graduate student and a young lecturer – brought the Salzburg Seminar into being. A fellow Harvard student helped steer that vision of a “Marshall Plan of the Mind” for decades to come.



“Behind it was a whole concept of human responsibility, of personal responsibility... The great experience above all was that suddenly you learned you had responsibility, you could do things.”

CLEMENS HELLER
 (1917-2002)

Austrian-born Clemens Heller fled to the US with his family in 1938. As a graduate student at Harvard, he was the driving force behind the foundation of the Seminar. Through his family’s connections he was able to secure the use of Schloss Leopoldskron for the first session in 1947. Falsely labelled a “dangerous red” and refused permission to return to US-occupied Salzburg in 1948, Heller nevertheless remained engaged, serving on the European Advisory Council and offering advice on faculty selection and new initiatives. He went on to head the Maison des sciences de l’homme in Paris.


RICHARD CAMPBELL
 (1917-1981)

An older undergraduate in 1947, Richard “Dick” Campbell, Jr. was responsible for securing funding for the Seminar by leading a food drive at Harvard and writing to the World Student Relief-International Student Service in Geneva. As “administrative secretary”, he laid the foundations for a permanent center of intellectual discussion in Europe. Despite being paralyzed in a serious accident aged 18, Campbell was considered a dynamic, charismatic man with great energy and mature judgment. Campbell travelled back for the second session but his ill-health hindered his later return. He remained involved from the US until the early 1950s when he took over his family’s telecommunications business.

“We hope to create at least one small center in which young Europeans from all countries, and of all political convictions, could meet for a month... and to lay the foundations for a possible permanent center of intellectual discussion in Europe... It is not at all our intention to propagate American ways and politics.”



NOTABLE FELLOWS

From its earliest years, the Seminar has brought those who are of prominence and who show promise in their fields. Arriving early in their careers, some Fellows went on to become ministers, renowned academics and industry leaders – and returned as faculty.

Ann Bradshaw

S.1 ('47)
British student; later BBC diplomatic correspondent and editor at the WHO

Ralf Dahrendorf

S.45 ('56)
German sociologist; later Director of the London School of Economics and described by Angela Merkel as one of Europe's "most important thinkers and intellectuals"

Elsa Gress

S.10 ('50); S.11 ('51)
Danish essayist, novelist and dramatist; later co-founded Decenteret, a collective cultural center for art, literature, theatre

R.J.L. "Bob" Hawke

S. 40 ('55)
Rhodes Scholar; later Prime Minister of Australia

Stanley Hoffman

S.10 ('50); S.227 ('84)
French Student; later founded Harvard's Center for European Studies

Carl Kaysen

S.1 ('47); S.123 ('69); S.197 ('80)
Harvard Ph.D. student; later professor at MIT, notable economist, and advisor to John F. Kennedy

Marcel Marceau

S.9, ('50)
Unknown artist; later world famous mime and award-winning actor

Göran Ohlin

S.2 ('48); S.143 ('72); S.210 ('82); S.282 ('90)
Swedish research assistant; later Assistant Secretary General of the UN

Hendrik Witteveen

S.1 ('47)
Young economist; later Dutch Finance Minister and Chairman of the International Monetary Fund

Max van der Stoep

S.45 ('56)
Staff member for Dutch think tank Wiardi Beckman Stichting; later Dutch Foreign Minister and OSCE High Commissioner on National Minorities



SCOTT ELLEDGE (1914-1997)

Scott Elledge, a distinguished scholar and writer, was a young English instructor at Harvard when he became the third founding member of the Seminar. Elledge travelled Europe scouting Fellows and spreading news of the Seminar prior to the inaugural session. By the second session he had started a new career at Carleton College but would later return as a faculty member for Session 24 in 1953. He went on to become a professor of English literature at Cornell University and was the author of a critically acclaimed biography on essayist E.B. White, published in 1984. He was made an honorary life member of the Salzburg Seminar Board of Directors in recognition of his commitment and generous spirit.

"Avoid zealots...who already know the answers to the big questions. Just try to find highly intelligent, well-informed, thoughtful, articulate, cosmopolitan people who have learned to live with themselves as well as with others."

HERB GLEASON (1928-2013)

Herbert "Herb" Gleason, now considered to be Salzburg Global Seminar's "Fourth Founder," arrived at Schloss Leopoldskron in 1949 as a Harvard undergraduate to help administer the third session. As the then editor of the Harvard Crimson, Gleason was responsible for publicizing the six-week-long program. After graduating in 1950, he became the Seminar's Assistant European Director before starting his long legal career. Gleason remained an active member of the Seminar community, serving on the Board of Directors for more than 60 years, including a spell as Acting President in 1986. He encouraged the broadening of the curriculum, particularly in the area of health – an area he felt passionately about, working in public health himself in Boston, USA. At the 50th anniversary of the Salzburg Seminar, original founder, Scott Elledge singled out Herb praising his dedication in driving the institution forward.

Shortly before his death in 2013, Gleason returned to Schloss Leopoldskron to witness the unveiling of a bust of his likeness, which now stands outside Parker Hall. Commenting on the sculpture, Gleason said, "This allows me to always keep my eye on things."



1962 – 1989

COLD WAR CROSSROADS

**SOLDIERS,
STATESMEN,
AND
COLD WAR
CRISES**
Richard K. Betts

*Located in Austria on the frontier of Western Europe,
the Salzburg Seminar had a prominent role
in bridging Cold War divides, leading cutting edge conversations
on free markets, democratic transition and civil society.
Recognizing the role to be played in bridging other divides,
the Seminar also expanded – both geographically and thematically.*

1962 – 1989

BRIDGING DIVIDES AND EXPANDING HORIZONS

The Cold War period saw the Salzburg Seminar grow in importance as a neutral space in the heart of Europe. The era also saw the Seminar grow thematically, with the adoption of a “common problems” approach; geographically, with recruitment of Fellows from Eastern Europe, the Middle East and Asia; and physically, with the purchase of the Meierhof.

With Austria seen as a crossroads between Eastern and Western Europe, the Salzburg Seminar provided a natural place to bridge Cold War divides. Diplomatic pressures had made the recruitment from Eastern Europe almost impossible from 1949 onwards. As successive presidents expanded the Seminar geographically and thematically, however, openings appeared. Through efforts initiated by Seminar president Arthur S. Adams, and augmented significantly by his successors Paul M. Herzog (the Seminar’s first full-time president), Thomas H. Eliot, John “Jack” W. Tuthill and Bradford Morse, the Seminar recruited Fellows from further afield and began to address topics beyond the study of America, its culture and institutions.

Geographic expansion was aided primarily by private foundations, starting with the W.K. Kellogg Foundation and their \$100,000 for staff travel to recruit Fellows. Before the age of online applications, session recruitment was done largely face-to-face through connections at leading universities, government ministries and embassies. Thanks to Adams’ efforts, Fellows started to come from Greece, Turkey and Spain. Under Herzog, two years of diplomacy finally enabled Fellows to travel from “behind the Iron Curtain” in 1966. Those four Czechs were followed in 1967 by Fellows from Hungary and Bulgaria, and in 1968 by Fellows from Romania.

The 1970s saw the first Fellows come from Central America and Africa, but it was in the Middle East and later Asia that the Seminar made its most concerted recruitment efforts. Previously a US Ambassador, Tuthill recognized that the Middle East could benefit from the same neutral meeting place as former European enemies had in 1947, and thus launched an extensive outreach program, specifically to Saudi Arabia, Kuwait, Jordan, Egypt, Palestine and Israel. By the mid-1980s, Palestinian and Israeli Fellows were attending programs together. As a Jordanian Fellow wrote in 1979, *“If the world recognized the extent of affection and understanding that can be generated by human interaction, it would denounce and abandon forever wars and hatred. The Salzburg Seminar is a forum whereby such a realization can be easily obtained.”*

Asian recruitment was accelerated as former UN Development Programme (UNDP) head Morse took over the presidency in 1986. This was greatly aided by a million-dollar contribution to the Seminar’s endowment by the Japanese Shipbuilding



Industry Foundation (today known as The Nippon Foundation). Several other philanthropic organizations, including the Ford, McKnight and Mellon Foundations, also contributed greatly to help bring more Fellows from further afield. Financial support also came from both the US and Austrian governments.

Support from private individuals has long been of central importance to the Seminar, dating from the initial funding contributed by students at Harvard University. In 1973, board members, alumni, and the widow of former Vice President Amory Parker rose to meet another challenge: the purchase of the neighboring Meierhof building. The additional property, which required extensive renovations over





1 GROUP PHOTO. Fellows of the 1985 session *European-American Relations with the USSR* gather for a group photo inside the Schloss.

2 RULE OF LAW. US Chief Justice Warren Burger presides over a “mock trial” – the traditional conclusion to the law sessions.

3 COLD WAR CONNECTIONS. Two faculty members go “into the cold” for a quiet discussion beside the frozen Leopoldskroner Weiher.

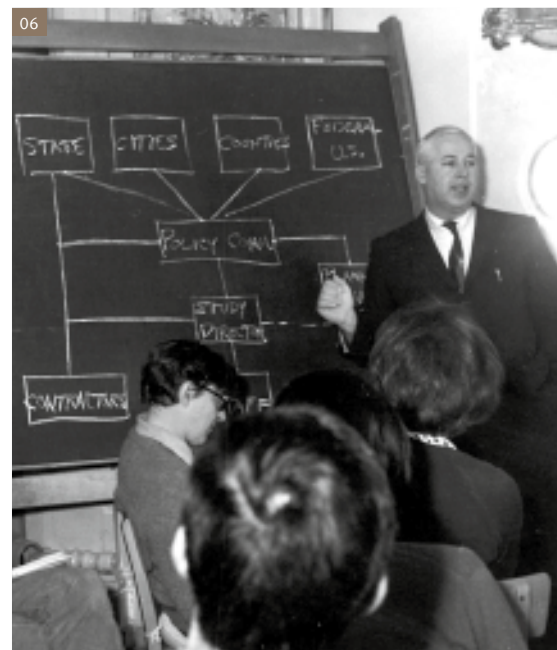
4 THEMATIC EXPANSION. The 1960s saw an expansion of topics beyond American studies. Fellows gather for a discussion in the gardens at the 1968 session *The Social Impact of the New Technology*.

5 GEOGRAPHIC EXPANSION.

Fellows from Sweden, Syria, Turkey, India and Cyprus enjoy a break during the 1987 session *The International Negotiation Process*.

6 ALUMNI ASSOCIATIONS. Fellows often launch their own initiatives. Fellows of the *Urban Planning* sessions in the 1960s founded the *Salzburg Congress on Urban Planning and Development* (SCUPAD), which continues today.

7 COMMON PROBLEMS. The 1988 session *AIDS: Confronting an Epidemic* is a typical “Salzburgian” example of addressing global issues of common concern.



two decades, provided the Seminar with a large conference room in a space that had once served as the apartment for Max Reinhardt’s brother and business manager, Edmund. Aptly named Parker Hall, the Seminar now had a central place for major lectures and plenary sessions.

The expansion of the Seminar’s reach was accompanied by the expansion of its session themes. Originally a forum where Europeans could learn about, debate and dissect America, in the 1960s the Seminar adopted a “common problems” approach. Rather than focusing on American studies, Fellows came together “to exchange experiences, to explore differences, to seek out consistent – though rarely identical – solutions for problems that plague and

puzzle men on both sides of the Atlantic,” as Herzog explained in 1966.

Long-studied subjects such as literature, politics and education began to lose the “American” from their session titles (*American Law and Legal Institutions* remained steadfast). More non-American experts were introduced to the faculty, bringing new perspectives. Innovative sessions such as *The Social Impact of the New Technology* and *Planning and Development of the Urban Community* were held. (The latter birthed the *Salzburg Congress on Urban Planning and Development* (SCUPAD), which continues to hold annual conferences at Schloss Leopoldskron.) Recurring session topics were established, covering

international trade, health and health care, civil society and gender issues.

By the end of the Cold War, the Salzburg Seminar had become a vital place for leading cutting edge conversations on free markets, democratic transition and civil society. For many Fellows, attending a Salzburg session was a crucial juncture in their professional development en route to becoming leading figures in their own countries. As maps were redrawn post-1989, political institutions overhauled, and new systems of societal engagement established, the Seminar was there to play, as the then-Chairman of the Board, Lloyd N. Cutler said, its “*small but unique and catalytic*” part.

PROFILES

THE RISERS

Founded as a place for young Europeans to learn about America, Salzburg Global Seminar has a long history of identifying not only those of prominence in their field, but also those of great promise. During the Cold War years, the Seminar served as an important juncture on many Fellows’ professional journeys, especially for those who would take on roles in their countries’ democratic transitions.



JUTTA LIMBACH
(1934-2016)

Jutta Limbach attended a law session in 1961 as a trainee lawyer. She later credited her participation with helping to shape her thinking about law and federalism and noted that, as a German, it was the first time she had interacted with the international community. She returned over 30 years later for the session *Personal Responsibility of Judges*, by which time she had become the first woman to head Germany’s highest court. After stepping down from the constitutional court in 2002, she led the Goethe Institute, a government body promoting German language and culture around the world, and from 2003 until her death, she headed the Limbach Commission, which settled disputes over art seized by the Nazis.



NOTABLE FELLOWS

The Seminar has always sought to bring together both those who are of prominence and those who show promise in their fields. Many Fellows who showed promise in their early years have since rose to prominence – and maintained their connection to Salzburg by returning as faculty.

Shoshana Berman

S.192 ('79); S.235 ('84); S.535 ('14)
Judge, Trial Court, District of Rehovot; later Judge on the District Court of Appeals in Tel Aviv

Jolanda Brunetti Goetz

S.92 ('64); S.321 ('95)
Political science student; later first woman in Italy to be admitted to the Diplomatic Service

Robert Butler

S.223 ('83); S.357 ('98); S.369 ('99)
Director, National Institute of Aging and Nobel Laureate; coined the term “Productive Aging” at the Seminar

Colette Flesch

S.125 ('69); S.347 ('97)
Young MEP for Luxembourg; later Deputy Prime Minister of Luxembourg and Director-General of the European Commission

Brendan Gill

S.155 ('74); S.205 ('81)
Author, film and drama critic for The New Yorker; later chair of the Andy Warhol Foundation for the Visual Arts

Anker Jørgensen

S.50 ('57); S.208 ('81)
Trade unionist; later Prime Minister of Denmark

Alois Mock

S.64 ('59); S.208 ('81)
Civil servant; later Foreign Minister of Austria

Ewald Nowotny

S.98 ('68); S.462 ('09); S.478 ('11); S.492 ('12)
Doctoral student; now Governor of the Austrian National Bank

Jacek Saryusz-Wolski

S.281 ('90); S.303 ('93)
Associate professor, University of Lodz; later first Polish plenipotentiary for European integration and then an MEP and Vice President of the European Parliament

Dries Van Agt

S.99 ('65); S.156 ('74); S.290 ('91)
Lawyer and civil servant; later Prime Minister of the Netherlands (1977-1982)

Ladislav Venys

S.282 ('90); S.322 ('95)
Senior urban planner, Czechoslovak Institute for Regional and Physical Planning; later executive director of the Center for Democracy and Free Enterprise in Prague.

Franz Vranitzsky

S.86 ('63); Peace Symposium ('98)
Junior staff member, Austrian National Bank; later Chancellor of Austria



MUGUR ISARESCU
(1949-)

When Mugur Isarescu attended sessions on economics in 1975 and 1981, it is unlikely he could predict what future awaited his country, Romania, or himself. Like many other Fellows, Isarescu has played a key role in his country, post-Communism. He has served as the Governor of the National Bank of Romania continuously since 1990 (with the exception of 11 months as Prime Minister in 1999), and describes his Seminar experiences and connections, gaining access to information on free-market economies, as being “absolutely critical” in his work to transform Romania into a free-market system. Speaking about his experience, Mugur said: “*Everything I knew about Western economic systems I had learned at the Salzburg Seminar.*”

MIKLOS MARSCHALL
(1953-)

Communist Europe had few non-governmental organizations (NGOs) when Miklos Marschall attended one of the Seminar’s first sessions on the role of NGOs in 1986 as a young lecturer from Hungary. Marschall became an early advocate of the third sector in region, and credits the Seminar as being “*directly responsible for the introduction and establishment of NGOs in Central and East Europe.*” He founded CIVICUS: World Alliance for Citizen Participation, and returned to the Seminar as faculty and chair of other civil society-focused sessions. From 1991-1994 he served as deputy mayor of Budapest, where he founded a number of programs to promote activities in culture and education. He now works for Transparency International and serves on the boards of several non-profits.



JUDICIAL CONNECTIONS

The Seminar has enjoyed a long relationship with the United States Supreme Court, with several sitting justices serving on the faculty of law sessions. Two current judges, Ruth Bader Ginsburg and Stephen Breyer, also attended prior to their appointments to the bench. US Supreme Court judges who have served on the Salzburg faculty include:

Ruth Bader Ginsburg
S.232 (*84); S.359 (*98); Cutler 5 (*14)
Associate Justice, 1993 onwards

Harry Blackmun
S.177 (*77); S.276 (*89)
Associate Justice, 1970-94

Warren E. Burger
S.136 (*71); S.199 (*80); S.215 (*82)
Chief Justice, 1969-86

William J. Brennan Jr.
S.263 (*87)
Associate Justice, 1956-90

Stephen Breyer
S.184 (*78); S.264 (*87); S.307 (*93); S.349 (*97);
S.370 (*99); Cutler 2 (*11)
Associate Justice, 1994 onwards

Anthony Kennedy
S.269 (*88); S.293 (*91); ISP 09 (*05); ISP 15 (*06);
SAC 01 (*07); ISP 28 (*08); ISP 34 (*09); ISP 59 (*13);
GCP 64 (*14); Cutler 6 (*16)
Associate Justice, 1988 onwards

Sandra Day O'Connor
S.224 (*83); S.299 (*92); S.443 (*07); Cutler 1 (*09);
Cutler 2 (*11); Cutler 3 (*12)
Associate Justice, 1981-2006

William Rehnquist
S.192 (*79)
Associate Justice, 1972-86; Chief Justice, 1986-2005

Potter Stewart
S.118 (*68)
Associate Justice, 1958-81

Byron White
S.130 (*70)
Associate Justice, 1962-93

Since 2009, many of these Salzburg Fellows have continued to show their support through membership of the advisory council of the *Lloyd N. Cutler Center on the Rule of Law* and hosting the annual Cutler Lecture in the Court.



A GLOBALIZING WORLD

*The end of the Cold War saw democracies flourish,
economies boom and new concerns such as the environment
and sustainable development come to the fore.
It was clear that a globalizing world would need
a globalized Salzburg Seminar, which continued
to expand eastwards to Asia and southwards
to the tropics and Africa.*



01



02



03



04

1 TIMES OF TRANSITION. Fellows continue discussions over coffee in the Great Hall at the 1990 session *International Coordination of Financial Markets*.

2 ARTISTIC EXPRESSION. Since its beginnings, the Seminar has held sessions on the importance of the arts. Here, two Fellows act out a scene at the 2000 session *Shakespeare Around the Globe*.

3 ASIA INITIATIVE. Launched in 1993, the *Asia Initiative* sought to bring greater numbers of Fellows from Asia to sessions such as *China and the Global Community* in 1999.

4 GLOBAL SOUTH. As well as the Far East, the Seminar increased its recruitment from the Global South during this era. Here, Fellows from Ghana and India enjoy a drinks reception in the Venetian Room during the session *The Arts, Religion, and the Shaping of Culture*.

5 GLOBAL NETWORK. Fellows from Egypt, Senegal, South Africa, Kenya, Zimbabwe and Jamaica gather in front of the lake and Untersberg mountain.

6 DIPLOMATIC RELATIONS. Vietnamese diplomat Phong X. Nguyen attended *Japan, Europe and North America: Toward A G-3 World?* and later went on to help re-establish diplomatic relations between Vietnam and the USA.

7 RETURNING FELLOWS. Maya Kurent first attended *New Priorities for Health Care* in 1991. After establishing Croatia's Office of Refugees and Displaced Persons, she returned with new knowledge for the 1995 session *Involuntary Migration*.

8 GLOBAL CITIZENSHIP. The *International Study Program* ran from 2004 to 2015, introducing American college students to the concept of global citizenship.



05



06



07



1990 – 2004

SUPPORTING TRANSITIONS AND TRANSFORMATIONS

A globalizing world called for a globalizing Salzburg Seminar. No longer focused on American Studies, the Seminar moved eastwards and southwards, tackling common concerns from economics and education, to the environment and peace-building.

As the velvet revolutions of 1989 ushered in a new era, the Salzburg Seminar's focus shifted eastwards, towards the burgeoning democracies of Eastern Europe and the fast-rising economies of Asia, and southwards to post-Apartheid South Africa and the sustainable development of the tropics.

The Seminar sought to support these transitions by building networks among Fellows to aid their professional growth and by designing programs and initiatives that applied Salzburg-based learning to progress on the ground.

Alongside regular sessions, such as *Economies in Transition* and *European Integration After the Cold War*, the Seminar organized dedicated programs supporting post-Cold War reforms. One historic example came in 1990 when the Seminar was asked to assist the Czechoslovakian government draft a new constitution. In typical Salzburg fashion, the resulting session brought together not only Czechs and Slovaks but also leading statesmen and constitutional experts from the US, Western Europe and Asia.

As the former president of Middlebury College and US government advisor on Soviet relations, Olin Robison, who assumed the presidency in 1991, envisaged a role for the Seminar in re-establishing the intellectual capacity of higher education institutions in Central and Eastern Europe and the former Soviet Union. Supported by large grants from the Hewlett and Kellogg Foundations, the *Universities Project* and *Visiting Advisors Program* brought senior academics, administrators and government ministers from the region together with their counterparts from Western Europe and North America for practical discussions on university administration, governance and finance. These discussions were held in symposia in Salzburg and through on-site visits across the region. These were not academic conferences but rather gatherings of peers from both East and West, discussing issues of common concern and building lasting networks.

Recognizing the opportunity for shared learning between the reforming economies of Eastern Europe and the emerging economies of Asia, the *Asia Initiative* was launched in 1993. In 1997, the Freeman Foundation initiated what became a 15-year project to convene rising Asian and American academics to discuss topics such as foreign policy and trade relations.

The Global South also became a greater focus for the Seminar. The end of Apartheid in South Africa saw increasing numbers of Fellows from that country and from the wider Southern African region. A partnership with EARTH University in Costa Rica produced five annual special sessions entitled *Sustainability, Education, and the Management of Change in the Tropics*, held in Salzburg, Costa Rica, Uganda, Thailand and Norway, as well as additional practical workshops

in Uganda, Senegal, Thailand and Indonesia. EARTH university's founding president, José A. Zaglul credited the partnership with "internationalizing EARTH" and making it an early leader in rethinking agriculture to support environmental sustainability.

True to its post-war roots, the Seminar continued as a place of post-conflict bridge-building. A one-off "*Peace Symposium*" in 1998, brought Fellows from conflict-ridden countries, including those involved in ongoing peace negotiations. A powerful moment came when a known Irish Republican made an earnest plea for reconciliation that "left the room in a stunned silence." He then went on to talk privately at length with his British Unionist adversary. The groundbreaking "Good Friday Agreement" was signed mere months later. Taking another approach, the *Institute for Historical Justice and Reconciliation* (IHJR) brought together historians from opposing sides of conflicts, such as Israel-Palestine, Rwanda and the former Yugoslavia, to try to craft shared historical narratives. The IHJR was spun off and became an independent organization in 2009.

The Seminar's historic ties to America were not forgotten during this period: The *Salzburg Seminar American Studies Center* (ASC) was founded in 1994. Funded by an agency now part of the US State Department, seven years of sessions were held covering topics as diverse as American literature, foreign policy, and IT's role in education. The *Salzburg Seminar American Studies Association* (SSASA) was subsequently established in 2004. Originally aimed at ASC alumni, SSASA has since expanded its programs' outreach and is now a leading member of the American Studies Network, an association of 17 independent centers for American Studies in 11 European countries.

The Seminar's American origins coupled with an increasingly global outlook were exemplified by the founding of the *International Study Program on Global Citizenship* (ISP) in 2004. The ISP brought together students (not early or mid-career professionals) from population groups underrepresented in leadership echelons. These participants, identified as future leaders by their universities, attended a week-long program at the Schloss examining America's place in an increasingly globalized world. Additional programs for faculty and administrators helped turn whole campuses into sites of global citizenship.

The world of 2006 would have been unrecognizable in 1989: the ubiquity of the Internet, the increasing tension between the West and the Islamic world, the expansion of international fora like the European Union and ASEAN to include formerly communist neighbors, illustrated a seismic shift. But as the world changed, so too did the Salzburg Seminar.



08

PROFILES

THE GLOBALIZERS

It began with the aim to help Europeans learn about America and re-engage with each other, but over the decades, the Salzburg Seminar became Salzburg Global Seminar as our Fellows came from ever further afield and took their experiences out into the wider world.



Doden is regularly highlighted as an active advocate for changing the working culture for women in Japan, and globally. “I don’t think it was a coincidence that the first session I attended was *Peace Building and the Role of Women*. Salzburg Global Seminar is always a little ahead of time in identifying the issues that matter.”

AIKO DODEN

(1965-)

From 1998, the Freeman Foundation funded a 15-year series to help strengthen connections between academics and young leaders in the US and Asia. One such Fellow was Japanese journalist Aiko Doden. Named one of Japan’s most influential women in 2017 by the US Council on Foreign Relations, Japanese broadcast journalist Doden has attended multiple Salzburg sessions and now co-chairs the Seminar’s Japanese Advisory Council. She has made use of her Salzburg connections to expand her journalistic focus and a rich array of sources, becoming a familiar commentator on international affairs for the NHK network. In 2013, during the Seminar’s first full-fledged session in Asia, Doden produced and hosted a panel discussion and accompanying documentary that was aired by NHK worldwide.

**KRISTALINA GEORGIEVA**

(1953-)

Rising from the position of a researcher in Bulgaria to Chief Executive Officer of the World Bank, Kristalina Georgieva has said, “Salzburg defines who I am.” Georgieva attended the session *Negotiation Theory and Practice* in 1990 – an experience she says was her “first exposure to the world.” There she met a professor at MIT and made the connection that launched her career. She moved to the US as a Fulbright scholar and undertook research which led to a 20-year career at the World Bank. In 2010 she joined the European Commission as Commissioner for International Cooperation, Humanitarian Aid and Crisis Response before returning to the World Bank in 2017. Georgieva remains involved with Salzburg Global, most recently attending as a keynote speaker in February 2017 at the fifth annual *Cutler Fellows Program* in Washington, DC.

Speaking at the 2017 Cutler Fellows Program, Georgieva told students, “I hope we do not have to learn in the hardest way possible that we are in this world together.”

NABIL ALAWI

(1954-)

A fervent supporter of democracy and human rights, Nabil Alawi first became involved with the Seminar in 1995, attending an *American Studies Center* session on literature of ethnicity in the US. He joined a group of distinguished scholars from different countries to explore the session's topic and received additional training on the use of email and the internet, which was still in its infancy. His involvement with the Seminar continued in 2012 when he attended a *Salzburg Seminar American Studies Association* (SSASA) symposium. Alawi, who works in the Department of English at An-Najah University in Palestine, used these experiences to coordinate an American Studies program at his university. He has since identified Palestinian scholars to attend SSASA symposia, working closely with the American Consulate General in Jerusalem to ensure support for his nominees.

TIMOTHY PHILLIPS

(1960-)

After attending a session in 1991, Boston-based Timothy Phillips was so inspired that he decided to found a “Salzburg Seminar on wheels,” taking the Seminar's approach to war-torn regions. Founded in 1992 as the Project on Justice in Times of Transition, the resulting conflict resolution and reconciliation initiative “Beyond Conflict” made significant contributions to the Northern Ireland peace process, helped introduce the truth commission concept to South Africa, and fostered national reconciliation in Nicaragua. Phillips returned to the Seminar again a further two times to share his global approach to peace-building. He now also serves as a strategic consultant to early-stage nongovernmental organizations (NGOs) on issues of civil society and conflict resolution.

**NOTABLE FACULTY**

Since 1947, all faculty have served voluntarily, taking no fee, including those below who led sessions during our “globalizing” years.

David S. Broder

S.336 ('96); S.388 ('01)

Pulitzer Prize recipient; former national political correspondent, The Washington Post

Hillary Clinton

S.348 ('97)

Former First Lady of the United States, US Senator; later US Secretary of State

Richard Goldstone

S.339 ('96); S.359 ('98); S.390 ('01); S.412 ('03); ISP15 ('06); HOL1 ('10); S.535 ('14)

Former Chief Prosecutor, International War Crimes Tribunal for the Former Yugoslavia and Rwanda

Noeleen Heyzer

S.353 ('98); S.406 ('03); S.433 ('06); S.483 ('11)

Executive Director of United Nations Development Fund for Women; later UN Under-Secretary General

Michael Kirby

S.243 ('85); S.380 ('00); S.551 ('15); S.556 ('15); S.570 ('16)

Former Justice of the High Court of Australia; later chaired UNHRC Commission on Human Rights in North Korea (DPRK)

Václav Klaus

S.281 ('90); S.367 ('99)

Czech economist and politician who served as Prime Minister of the Czech Republic in 1993 and then President between 2003 and 2013

Pascal Lamy

S.333 ('96); S.424 ('05)

CEO of French bank Crédit Lyonnais; later Director-General of the World Trade Organization (WTO)

Lee Hong-Koo

S.301 ('93); S.415 ('03);

Former Prime Minister of the Republic of Korea

Ismail Mahomed

S.370 ('99)

First non-white person to be appointed Senior Council in South Africa; later Chief Justice of South Africa

Makaziwe Mandela

S.330 ('95); S.484 ('11)

South African businesswoman and director of the Nelson Mandela Foundation

Vitit Muntarbhorn

S.320 ('94); S.366 ('99)

Thai law professor; now the first-ever UN Independent Expert on violence and discrimination based on sexual orientation and gender identity

Olusegun Obasanjo

S.281 ('90)

Former military ruler of Nigeria between 1976 and 1979 who later, as a civilian, served as president between 1999 and 2007

Mary Robinson

S.370 ('99)

Former President of Ireland; later UN High Commissioner for Human Rights; now member of “The Elders”

Vaira Vike-Freiberga

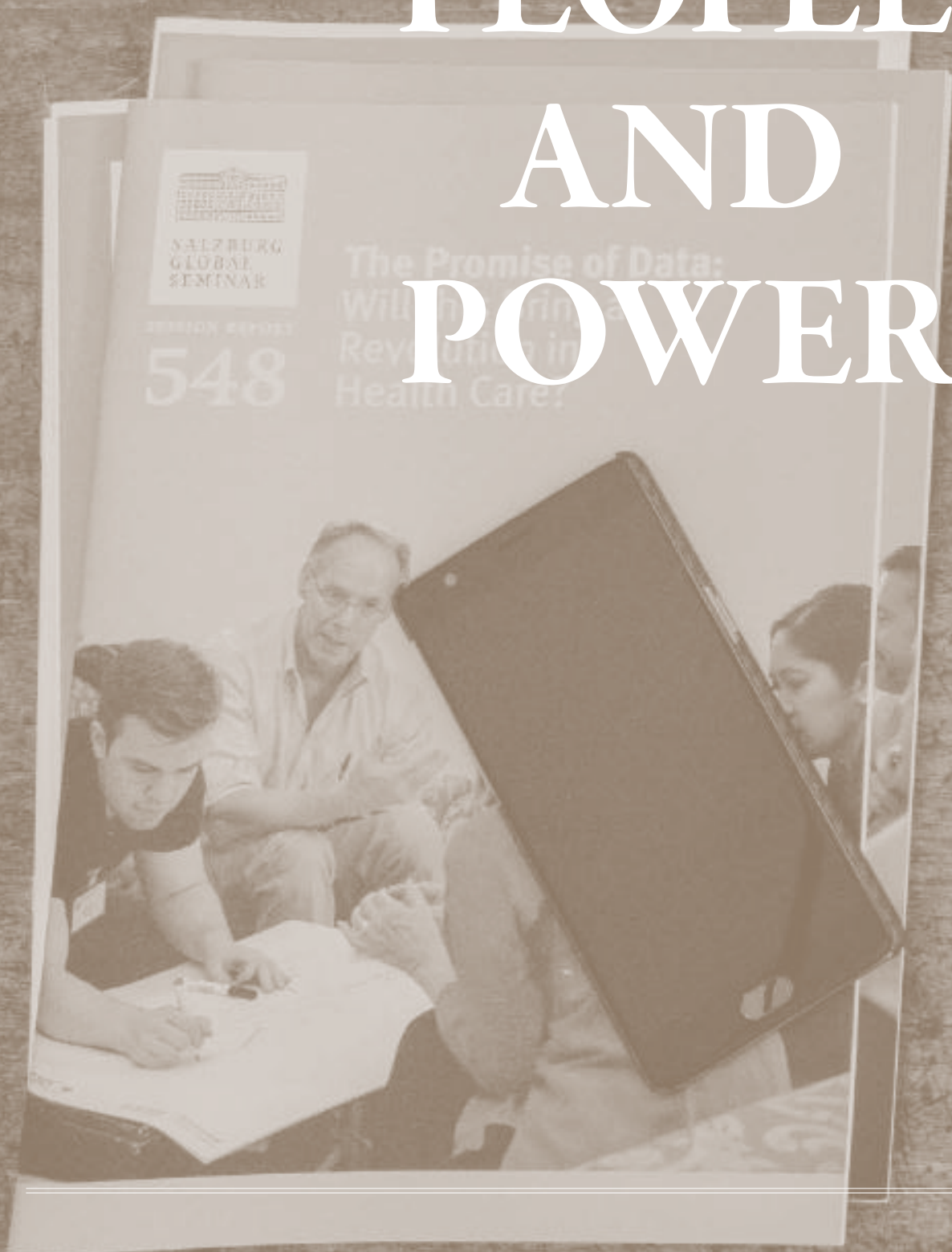
S.388 ('01); S.543 ('14)

First female President of Latvia between 1999 and 2007; now serves as President of the Club de Madrid



2005 – today

PEOPLE AND POWER





*In a world facing climate change, rapid urbanization
and technological disruption, citizens seek leaders with answers
as well as opportunities to take greater control over their own lives.
The work of Salzburg Global Seminar and of our Fellows
remains at the forefront of defining and leading global solutions.*



01

2005 – TODAY

THOUGHTFUL, COMMITTED AND COURAGEOUS CITIZENS

Globalization has propelled hundreds of millions out of poverty but capital remains tightly concentrated. As the transformative power of technology intensifies, Salzburg Global Seminar supports innovation that extends the benefits of progress. Reaching across borders and sectors, we engage individuals and institutions who share a commitment in shaping a better world.



02



03



04

1 FINANCE. The Salzburg Global Forum on Finance in Changing World was launched to address the system challenges following the global financial crisis.

2 EDUCATION. Salzburg Global's multi-year series on education have addressed widening access and the needs of the future work force.

3 LGBT RIGHTS. Launched in 2013, the Salzburg Global LGBT Forum now has members in 68 countries on six continents.

4 HEALTH CARE. The Health and Health Care Innovation series engages Fellows from all levels of the health care system, from community primary caregivers to government ministers.

Today's world faces a multitude of challenges that both reach globally and impact locally: from climate change and disruptive technological innovations, to democratic disengagement, rising political extremism and financial crises. To effect positive transformation, the world needs responsible, proactive and innovative global leaders, but also "thoughtful, committed citizens" at all levels of public life and private institutions.

To reflect its increasingly global role and the interconnectedness of the world's challenges, the Salzburg Seminar changed its name in 2006 to Salzburg Global Seminar. Today, Salzburg Global bridges divides between countries as well as among generations, social backgrounds, and sectors. It encourages leaders to accept personal responsibility for finding solutions and opens doors to collaborative thinking and action.

When he was elected president in 2005, Stephen L. Salyer became the first Fellow to serve in the post, having attended *The Social Impact of Mass Communications* in 1974. The former head of Public Radio International in the US, Salyer stressed a problem-solving and social innovation direction for the organization. He received backing from the board of directors to not only change the organization's name but also to introduce a greater outcome-oriented focus, overhaul the organization's operating structure, and revamp its mission: "to challenge current and future leaders to solve issues of global concern."

Salyer established initiatives to strengthen independent media and to optimize institutional philanthropy. As part of the John S. and James L. Knight Foundation-funded Salzburg Media Initiative, a new summer academy was founded in 2007. A decade later, the *Salzburg Academy on Media and Global Change* brings students and faculty from university partners on five continents together with media innovators and journalists to harness media to global problem-solving. Recent topics for the three-week summer program have included *Migration, Media & Global Uncertainty* (2016) and *Voices Against Extremism: Media Responses to Global Populism* (2017).

In addition to the Media Academy, Salzburg Global designs other multi-year programs to foster young leaders. In 2012, the *Cutler Fellows Program* was established to honor Salzburg Global's long-serving board chairman, Lloyd N. Cutler, and his legacy of convening leading judges and rising practitioners from across the world. The now annual program selects outstanding students from top US law schools to explore public and private international law and public service. Meanwhile, in the arts and culture sector, young innovators across the world are providing creative impulses for social improvement and sustainable development. The *Salzburg Global Forum for Young Cultural Innovators* (YCI Forum) was launched in 2014 to engage creative change-makers in the arts and turbo-charge their vision, talent and energy at



5 MEDIA. The Salzburg Academy on Media and Global Change brings students and faculty from university partners on five continents together with media innovators and journalists for three weeks each summer.

6 CULTURE. Fellows of the Young Cultural Innovators Forum are providing some of the most creative solutions for social improvement and sustainable development in 19 city “hubs” around the world.

7 ENVIRONMENT. The Parks for the Planet Forum is a collaborative platform that positions nature at the heart of human health and wellbeing, security and prosperity.

8 GENOCIDE PREVENTION. The Holocaust Education and Genocide Prevention program seeks to bring greater awareness of Holocaust education with the objective of fostering dialogue and promoting tolerance,



the community level. Beyond an annual session held at Schloss Leopoldskron, the YCI Fellows collaborate in their city “hubs,” of which there are now 19 on six continents. This community-based approach, wherein Fellows establish local networks and implement projects at city or regional level, is also embedded into another program currently in development and due to launch in 2018 addressing the need for innovation in the public sector.

Salzburg Global engages both present and rising leaders in tackling issues across diverse but often interrelated fields – including education and health care innovation, LGBT human rights, financial regulation, corporate governance, and environmental sustainability. In recent years, Salzburg Global’s work on these themes has been channeled into multi-year series designed to transform individual thinking as well as

institutional strategy and performance. These series have the benefit of continuous engagement and support by leading partners, such as the Mayo Clinic (*Health and Health Care Innovation*), Educational Testing Service (*Education for Tomorrow’s World*), the US Holocaust Memorial Museum (*Holocaust Education and Genocide Prevention*), and the International Union for Conservation of Nature (*Parks for the Planet Forum*). Funding for corporate-focused series such as the *Forum on Finance in the Changing World* comes from sponsorship consortia that include leading financial services companies, law firms, regulators, consultancies and academic experts.

Philanthropic support from organizations and individuals for Salzburg Global’s sessions is today boosted by the highly successful Hotel Schloss Leopoldskron – home to Salzburg Global’s core

programs and major convocations, but also a destination venue sought out by individual guests and external clients. In 2014, the Meierhof underwent major renovation and an overhaul of guest services. The result is an award-winning hotel, a unique venue for strategic convening and conscientious stewardship of an Austrian National Historic Monument. Hotel Schloss Leopoldskron is truly an inspirational place where free inquiry and expression abide.

In today’s volatile, interconnected world, what Salzburg Global Seminar offers is more important than ever. Its relevance to global problem-solving and development of tomorrow’s leaders, and its growing base of individual and institutional supporters, ensures its prominence as a place where “thoughtful, committed citizens” can continue to shape a better world.

PROFILES

THE INNOVATORS

Salzburg Global Seminar's mission is to challenge current and future leaders to solve issues of global concern. We bring next generation change-makers to Salzburg to share their own experiences and also to gain insights from peers and potential collaborators and mentors from around the world. But the going out of our gates is more important than the coming in. Salzburg Global aims to turbo-charge these outstanding young leaders in their work to transform their institutions, communities and countries.

BAO CHAU NGUYEN
(1998-)

At 19, LGBT activist Bao Chau Nguyen is one of our youngest Fellows, but he's already a key change-maker in his country and field. Turbo-charged by the connections he made in 2016 at the *Salzburg Global LGBT Forum*, Nguyen founded the Hanoi International Queer Film Week, Vietnam's first legal queer film festival, featuring films from a number of LGBT Forum Fellows. He is now working to expand the reach of NextGEN – an organization working for the LGBT community in Vietnam – out into the wider Asia region.



After taking part in the LGBT Forum, Nguyen said: "I was always the one who followed; I was never the one who leads. After this, I have become the leader of something."


NAVRAS JAAT AAFREEDI
(1978-)

A Fellow of the *Holocaust Education and Genocide Prevention* program, Navras Aafreedi is a trailblazer in India. The assistant history professor has launched the course, "*A History of Mass Violence: 20th Century to the Present*" at Presidency University in Kolkata – the first of its kind in South Asia. The Master's degree program was developed in part thanks to Aafreedi's 2014 participation in Salzburg. Fellows are now creating a similar program in Morocco, which will be the first of its kind in the Maghreb.

Courses such as his are important says Aafreedi because: "Political regimes can't succeed in carrying out their evil designs if scholars do not give them the backroom support for petty gains."



AYMAN SABAE
(1984-)

Multi-time Fellow Ayman Sabae is pushing for better health care in Egypt. Sabae first attended a *Health and Health Care Innovation* session in 2012 while completing his Master's in international healthcare systems management, and has since attended a further three sessions. Following his participation, he has formed an in-country group on healthcare governance and contributed to a detailed plan for palliative care in Egypt. Today he is CEO of Shamseya, an Egyptian social enterprise focused on creating sustainable community-based solutions for health care challenges.

Returning to the Schloss time and again, Sabae says: "It's always this pivotal moment that either turns very broad ideas into something tangible or that it takes something tangible that you are already doing to the next level, and this for me is the big leap forward that makes it worthwhile to attend every single time."



DEANA HAGGAG
(1987-)

Described by *Vogue* as the "woman leading the fight to protect the arts in Trump's America," Deana Haggag attended the *Young Cultural Innovators Forum* in 2015, when she was the director of The Contemporary Museum of Baltimore. She then worked with local YCI Fellows to support the Citizen Artist Baltimore project, leading to the city's first-ever Mayoral Forum on Arts and Culture. She was recently appointed president and CEO of United States Artists, a non-profit organization that provides fellowships to America's most accomplished and innovative artists.

Haggag told *Vogue* that the arts are vital to help bridge divides: "If you can't meet someone day to day who is different from you, if you don't have that in your life, then you can find that through music and the arts and books. That's why we exist."

DOREEN TOUTIKIAN
(1985-)

Solving social issues through design thinking and co-creation, Doreen Toutikian first came to Salzburg in 2014 for a session on *Conflict Transformation through Culture*. Toutikian directs the annual festival Beirut Design Week, and after winning a post-session grant in 2016, she brought in a Thai Fellow to share his ideas from South East Asia with the Middle East. Toutikian has also served as a facilitator for the *Salzburg Global Young Cultural Innovators Forum*, helping participants with problem-solving while fostering creative innovation and entrepreneurship.



At the YCI Forum, Toutikian urged participants to be patient in their work: "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."



2017 ONWARDS

LOOKING FORWARD

The 70th Anniversary of Salzburg Global Seminar is a fitting occasion to reflect upon and celebrate the achievements of our Fellows and the dedicated individuals who have helped this game-changing organization thrive over the years. It also provides the opportunity to look to the future — and imagine what more is possible.

Schloss STEWARDSHIP. Salzburg Global Seminar will continue to invest in its historic home to ensure it is both an inspiring location for our sessions and a source of income.

Since the very first Salzburg Seminar held in the aftermath of World War II, we have remained true to our mission, bringing together diverse groups to answer questions that are hard to ask elsewhere, to consider new possibilities, to explore solutions and to effect positive change.

In 70 years, our Fellows from around the world have tackled the most complex global challenges in unique and powerful ways — and they continue to do so. Creativity thrives on diversity and by engaging differences — of race, gender, ethnicity, faith, age, nationality, culture, ideas, sexual orientation, sectors of operation, socioeconomic level, life experience and perspectives — our programs break down silos and encourage new thinking. Through participation in our programs, our Fellows forge breakthrough collaborations and coordinate action to bring promising solutions to scale.

The work of Salzburg Global Seminar is as essential today as it was in 1947. Building on those first seven decades as a catalyst for change, Salzburg Global is preparing for its next 70 years of increasing influence and impact. What challenges and opportunities await us — and the world — in the next period of our history? Around the world, political tensions, environmental disasters and rising inequality are triggering insecurity and anger. We draw inspiration for potential solutions from the many current and future leaders who have passed through our gates.

As the organization looks to the future, we are exploring what investments need to be made to propel Salzburg Global forward.

In the coming years, we want to expand our scholarship program and other means of support to ensure that rising stars from anywhere on the planet, regardless of financial means, can participate in Salzburg Global programs and deepen the impact of their work. We aim to strengthen our own staffing to enable us to play a more direct role in fostering post-session engagement, supporting ongoing networking and offering catalytic micro-grants to Fellows to help them translate their ideas into action.

We also seek to build broader and deeper partnerships with the world's leading thinkers and institutions across geographies, disciplines and sectors, to explore solutions to problems of global scale, accelerate positive transformative change and supercharge innovations.

We also need to continue in our stewardship of our home, Schloss Leopoldskron, to preserve its historic qualities so that it can provide both an inspiring and state-of-the-art environment for engagement and also a source of income to secure our financial stability and independence for decades to come.

As Salzburg Global Seminar celebrates its 70th Anniversary this year, we will be reflecting on how best to achieve these aims and what impact that achievement could have on the organization and our future Fellows. As we have from our beginning as the Salzburg Seminar in American Studies through to our transformation into Salzburg Global Seminar, we remain committed to moving the organization forward and investing in people and solutions.

ALL SESSIONS

We began with a focus on American studies, inviting Fellows to examine, debate and dissect America, its culture and its institutions. Through the years, we have expanded our sessions to explore “common problems” and today address issues of global concern.

SALZBURG SEMINARS

1947
Jul 15 – Aug 31: 1 General Session in American Studies: Salzburg Seminar in American Civilization

1948
Jul 15 – Aug 31: 2 General Session in American Studies

1949
Jul 17 – Aug 27: 3 General Session in American Studies
Oct 26 – Nov 19: 4 General Session in American Studies

1950
Feb 1 – 28: 5 Sociology
Mar 1 – 31: 6 Social Relations
Apr 1 – 30: 7 American Literature
May 1 – 31: 8 American Music
Jun 1 – 30: 9 Modern Theater in America
Jul 12 – Aug 23: 10 General Session in American Studies

1951
Jan 3 – Feb 1: 11 American Literature
Feb 7 – Mar 9: 12 American Foreign Policy
Mar 14 – Apr 13: 13 American History
May 1 – 30: 14 Economic Theory and Practice in the United States
Jun 5 – Jul 3: 15 Theory and Practice of Social Relations in the United States
Jul 17 – Aug 30: 16 General Session in American Studies

1952
Jan 3 – Feb 1: 17 American Poetry and Prose
Feb 6 – Mar 7: 18 Political Science and American Politics
Mar 19 – Apr 17: 19 Political and Intellectual History in the United States
May 28 – Jun 26: 20 Theory and Practice of Social Relations in the United States
Jul 15 – Aug 23: 21 General in American Studies
Sep 1 – 28: 22 Economic Problems in American Life

1953
Jan 4 – Feb 1: 23 American Political Thought in Domestic and Foreign Policy

Feb 8 – Mar 8: 24 Modern American Poetry, Prose and Literary Criticism
Mar 15 – Apr 12: 25 The Atlantic Community: Its Background in American History
Jun 10 – Jul 10: 26 American Legal Thought and Institutions
Jul 15 – Aug 23: 27 General Session in American Studies
Aug 30 – Sep 27: 28 Socio-Economic Dynamics

1954
Jan 3 – 30: 29 American Politics and Policies
Feb 7 – Mar 5: 30 American Literature: Tradition and Experiment
Mar 14 – Apr 19: 31 The Emergence of Modern America
Jun 13 – Jul 9: 32 American Legal Thought and Institutions
Jul 18 – Aug 13: 33 General Session in American Studies
Aug 22 – Sep 18: 34 General Session in American Studies

1955
Jan 2 – 29: 35 American Politics
Feb 6 – Mar 6: 36 Art, the Novel and Popular Culture
Mar 13 – Apr 8: 37 Intellectual and Social Background of American Politics
Jun 12 – Jul 9: 38 General Session in American Studies
Jul 17 – Aug 13: 39 The Institutional Framework of American Law
Aug 21 – Sep 17: 40 Labor in America

1956
Jan 8 – Feb 4: 41 American Foreign Policy
Feb 12 – Mar 10: 42 Writings and Publishing in American Society
Mar 18 – Apr 4: 43 The American Economy
Jun 10 – Jul 7: 44 American Legal Thought and Institutions
Jul 15 – Aug 11: 45 American Society
Aug 19 – Sep 15: 46 American Education

1957
Jan 6 – Feb 2: 47 American Foreign Policy
Feb 10 – Mar 9: 48 Economics and Industry in the United States
Mar 17 – Apr 13: 49 American Politics
Jun 16 – Jul 13: 50 Labor in America
Jul 21 – Aug 17: 51 American Law and Legal Institutions

Aug 25 – Sep 1: 52 Literature and Society in America

1958
Jan 5 – Feb 1: 53 American Foreign Policy and Politics
Feb 9 – Mar 8: 54 Business and American Society
Mar 16 – Apr 2: 55 Arts, Music and the Theater in America
Jun 15 – Jul 12: 56 American Law and Legal Institutions
Jul 20 – Aug 16: 57 American Literature and Criticism
Aug 24 – Sep 20: 58 Races and Minorities

1959
Jan 4 – 31: 59 American Foreign Policy
Feb 8 – Mar 7: 60 Literature and Mass Media
Mar 15 – Apr 11: 61 Labor and Industry in America
Jun 14 – Jul 11: 62 American Politics, Economics and Foreign Policy
Jul 19 – Aug 15: 63 American Law and Legal Institutions
Aug 23 – Sep 19: 64 Higher Education in America

1960
Jan 10 – Feb 6: 65 American Foreign Policy
Feb 14 – Mar 12: 66 Literature and Mass Media in America
Mar 20 – Apr 16: 67 Art, Architecture and Music in America
Jun 12 – Jul 9: 68 American Law and Legal Institutions
Jul 17 – Aug 13: 69 The American Economy
Aug 21 – Sep 17: 70 Politics in America

1961
Jan 8 – Feb 4: 71 American Foreign Policy
Feb 12 – Mar 11: 72 Labor and Industry in America
Mar 19 – Apr 15: 73 American Literature, Thought and Society
Jun 11 – Jul 8: 74 American Law and Legal Institutions
Jul 16 – Aug 12: 75 Education in America
Aug 20 – Sep 16: 76 Contemporary American Society

1962
Jan 7 – Feb 3: 77 American Foreign Policy

Feb 11 – Mar 10: 78 American Literature and Mass Media
Mar 18 – Apr 14: 79 The American Economy
Jun 10 – Jul 7: 80 Science and American Life
Jul 22 – Aug 16: 81 American Law and Legal Institutions
Aug 19 – Sep 15: 82 The Arts in America

1963
Jan 6 – Feb 2: 83 American Foreign Policy
Feb 10 – Mar 9: 84 Mass Media of Communications in America
Mar 17 – Apr 12: 85 Labor and Industry in America
Jun 9 – Jul 6: 86 The American Economy
Jul 14 – Aug 10: 87 American Law and Legal Institutions
Aug 18 – Sep 14: 88 Politics in America

1964
Jan 5 – Feb 1: 89 Trends in Communication in America
Feb 9 – Mar 7: 90 The American Economy and International Economic Affairs
Mar 16 – Apr 11: 91 Planning and Development of the Urban Community
Jun 7 – Jul 4: 92 The Arts in America
Jul 14 – Aug 8: 93 The American Legal System
Aug 16 – Sep 12: 94 Higher Education in America

1965
Jan 10 – Feb 6: 95 American Foreign Policy
Feb 14 – Mar 12: 96 Public Administration in the United States
Mar 21 – Apr 16: 97 Planning and Development in the Urban Community
Jun 13 – Jul 10: 98 Social Issues in the United States
Jul 18 – Aug 14: 99 American Law and Legal Institutions
Aug 22 – Sep 18: 100 Current Trends in American Literature

1966
Jan 9 – Feb 5: 101 Urban and Regional Planning
Feb 13 – Mar 18: 102 The American Economy and International Economic Affairs
Mar 27 – Apr 23: 103 American Agriculture
Jun 12 – Jul 9: 104 American Law and Legal Institutions
Jul 17 – Aug 13: 105 The American Political System
Aug 21 – Sep 17: 106 The Literary Arts in America

1967
Jan 8 – Feb 4: 107 Urban Planning
Feb 11 – Mar 11: 108 International Policies of the United States
Mar 19 – Apr 15: 109 The Mass Media
Jun 18 – Jul 8: 110 The Social Impact of the New Technology
Jul 16 – Aug 12: 111 American Law and Legal Institutions
Aug 20 – Sep 16: 112 Education

1968
Jan 7 – Feb 3: 113 Urban Planning
Feb 11 – Mar 2: 114 American Management Dynamics

Mar 17 – Apr 12: 115 Agriculture and Natural Resources
May 19 – 31: 116 Linguistics
Jun 16 – Jul 6: 117 The American Theater
Jul 14 – Aug 10: 118 American Law and Legal Institutions
Aug 18 – Sep 7: 119 The Social Impact of the New Technology

1969
Jan 5 – Feb 1: 120 Urban Planning
Feb 9 – Mar 1: 121 The Cinema
Mar 16 – Apr 4: 122 American Management Dynamics
Jun 15 – Jul 5: 123 The Social Impact of the New Technology
Jul 13 – Aug 8: 124 American Law and Legal Institutions
Aug 17 – Sep 13: 125 The United States, Europe and the Developing World

1970
Jan 11 – Feb 7: 126 Urban Problems and Planning
Mar 1 – 21: 127 The European-American Relationship
Apr 19 – May 9: 128 American Management
Jun 21 – Jul 11: 129 The American Theater
Jul 19 – Aug 15: 130 American Law and Legal Institutions
Aug 23 – Sep 12: 131 The Future of University

1971
Jan 10 – Feb 6: 132 The City and the Urban Environment
Feb 21 – Mar 13: 133 The Impact of New Technology
May 2 – 22: 134 American Management
Jun 20 – Jul 10: 135 The United States, Europe and the Developing World.
Jul 18 – Aug 14: 136 American Law and Legal Institutions
Aug 22 – Sep 11: 137 The Arts and Social Change

1972
Jan 9 – Feb 5: 138 Problems of Cities
Feb 20 – Mar 11: 139 The Challenges to American Management
May 14 – Jun 3: 140 The Changing American Political Scene
Jun 11 – Jul 1: 141 The American Theater
Jul 9 – Aug 5: 142 American Law and Legal Institutions
Aug 13 – Sep 2: 143 International Economic Policies

1973
Jan 7 – Feb 3: 144 Urban Problems and Planning
Feb 18 – Mar 10: 145 Technology, Growth and Environment
Mar 18 – Apr 7: 146 Labor’s Relation to Management and Public Policy
May 20 – Jun 9: 147 Religion and the Church in Contemporary Society
Jun 17 – Jul 7: 148 Contemporary American Literature
Jul 15 – Aug 11: 149 American Law and Legal Institutions
Aug 19 – Sep 8: 150 The New Shape of International Relations

1974
Jan 6 – Feb 2: 151 Urban Problems and Planning

Feb 10 – Mar 2: 152 Multinational Enterprise in the Context of the Common Market and the World Economy
Mar 10 – 29: 153 The Social Impact of Mass Communications
Apr 28 – May 18: 154 The Control of Environmental Pollution.
Jun 6 – 26: 155 The American Theater
Jul 7 – Aug 3: 156 American Law and Legal Institutions
Aug 11 – 31: 157 The United States, Europe and the Developing World

1975
Jan 5 – 25: 158 International Economic Policies
Feb 2 – Mar 1: 159 Urban Problems and Planning
Apr 27 – May 17: 161 Manpower Policies and Career Development
May 9 – 28: 160 Comparative Views of the American Revolution
Jun 15 – Jul 5: 162 Energy, Population and Affluence: The Future of the Earth’s Resources
Jul 13 – Aug 9: 163 American Law and Legal Institutions
Aug 17 – Sep 6: 164 Contemporary American Literature

1976
Jan 11 – Feb 7: 165 Urban Problems and Planning
Feb 29 – Mar 20: 166 Toward Social Justice: Policy Options for Income Distribution
Mar 28 – Apr 16: 167 Contemporary American Music
May 9 – 29: 168 Global Issues: Food and Population
Jun 20 – Jul 3: 169 Multinational Enterprise
Aug 15 – Sep 4: 171 Continuing Education: New Responses to Adult Needs
Aug 15 – Sep 4: 170 American Law and Legal Institution

1977
Jan 9 – Feb 5: 172 Growth, Land Use and Urban Planning
Feb 27 – Mar 12: 173 Management Issues in International Corporations
Mar 20 – Apr 8: 174 The Political Economy of World Resources
May 15 – Jun 4: 175 Crime and Criminal Justice
Jun 12 – Jul 2: 176 Contemporary American Literature
Jul 10 – Aug 6: 177 American Law and Legal Institutions
Aug 14 – Sep 3: 178 Social and Economic Problems of Post-Industrial Society

1978
Jan 22 – Feb 4: 179 North-South Relations: The Role of the Multinational Corporation
Mar 5 – 23: 180 Mass Media
Apr 2 – 15: 181 The Individual, the State and Society
May 17 – Jun 3: 182 Industrial Democracy
Jun 11 – 24: 183 The Creative Arts and Contemporary Society
Jul 9 – 29: 184 American Law and Legal Institutions
Aug 6 – 26: 185 Continuing Education
Sep 3 – 16: 186 Is Internationalization the Alternative to Nuclear Proliferation?

Oct 28 – Nov 1: 466 Connecting to the World's Collections: Making the Case for the Conservation and Preservation of our Cultural Heritage
Dec 8 – 13: 467 Asia's Emerging Powers: Rivalry and Global Responsibility
Dec 14 – 21: ISP36 MFCI – Colleges and Universities as Sites of Global Citizenship

2010
Feb 21 – 25: 468 The Performing Arts in Lean Times: Opportunities for Reinvention
Mar 4 – 11: ISP37 Global Citizenship: America and the World
Mar 27 – Apr 3: ISP38 International Study Program on Global Citizenship
May 9 – 13: 469 What Turkey? What Europe?
May 19 – 26: ISP39 Global Citizenship: America and the World
May 28 – Jun 4: ISP40 Global Citizenship: America and the World
Jun 5 – 10: Freeman13 Strengthening Cooperation Between the US and East Asia
Jun 28 – Jul 3: HOL01 The Global Prevention of Genocide: Learning From the Holocaust
Jul 9 – Jul 16: ISP41 Colleges and Universities as Sites of Global Citizenship
Jul 25 – Aug 14: SAC04 The Salzburg Academy on Media and Global Change
Sep 24 – Sep 28: SSASA07 To Honor Emory Elliott: American Literary History in a New Key
Oct 3 – 7: 472 Optimizing Talent: Closing Educational and Social Mobility Gaps Worldwide
Oct 17 – 22: 473 Women and Economic Growth: Making Investments Count for the Future
Oct 22 – 29: Special Sustainable Futures Academy: Executive Leadership for Sustainability
Oct 30 – Nov 6: ISP42 MFCI – Colleges and Universities as Sites of Global Citizenship
Nov 7 – 12: 474 Reforming Health Care: Maintaining Social Solidarity and Quality in the Face of Economic, Health and Social Challenges
Nov 14 – 19: 475 Islamic and International Law: Searching for Common Ground
Nov 28 – Dec 3: 476 The Future of Asian Integration and Security in the 21st Century: Sharing Experience on Multilateralism and Institution-Building from Europe
Dec 12 – 17: 477 The Greatest Untapped Resource in Healthcare? Informing and Involving Patients in Decisions about Their Medical Care

2011
Jan 3 – 10: ISP43 MFCI Student Seminar on Global Citizenship: America and the World
Mar 8 – 10: 478 New Rules for Global Finance: Which Kinds of Regulation are Useful and which are Counterproductive? (Vienna, Austria)
Mar 26 – Apr 1: ISP44 Global Citizenship: At Home and in the World
Apr 2 – 6: 479 Instrumental Value: The Transformative Power of Music

Apr 16 – 23: ISP45 Global Citizenship: At Home and in the World
May 21 – 28: ISP46 Global Citizenship: At Home and in the World
May 29 – Jun 5: ISP47 Global Citizenship: At Home and in the World
Jun 12 – 15: HOL02 International Responses to Genocide: A Comparative Study of the Dynamics of Decision-Making
Jun 17 – 22: Freeman14 Strengthening Cooperation Between the US and East Asia
Jul 9 – 16: ISP48 Colleges and Universities as Sites of Global Citizenship
Jul 24 – Aug 13: SAC05 The Salzburg Academy on Media and Global Change
Aug 23 – 28: 480 The Rule of Law in a Globalized World: Why it Matters
Sep 25 – Oct 1: 481 Innovation for Value in Health Care Delivery: Better Cross-border Learning, Smarter Adaptation and Adoption
Oct 6 – 10: SSASA08 Continuity and Change in US Presidential Foreign Policy: Plans, Policies and Doctrines
Oct 19 – 23: 482 Libraries and Museums in an Era of Participatory Culture
Oct 30 – Nov 6: ISP49 MFCI Colleges and Universities as Sites of Global Citizenship (Elkins, WV, USA)
Nov 7 – 12: 483 Economic Growth and Social Protection in Asia: What Lessons Learned Can Be Exchanged Between Asia and the Rest of the World?
Nov 13 – 17: 484 Transforming Agricultural Development and Production in Africa: Closing Gender Gaps and Empowering Rural Women in Policy and Practice
Dec 6 – 11: 486 Optimizing Talent: Closing Educational and Social Mobility Gaps Worldwide
Dec 16 – 19: 487 The Challenges of Transition: Sharing Experience

2012
Mar 1 – 8: ISP50 Global Citizenship: At Home and in the World
Mar 8 – 10: 488 Unlocking the Debt Conundrum: Paths to Growth and Fiscal Sustainability Planning Workshop
Apr 7 – 14: ISP51 Global Citizenship: At Home and in the World
Apr 22 – 27: 489 Making Health Care Better in Low and Middle Income Economies: What Are the Next Steps and How Do We Get There?
Apr 28 – May 2: 490 Public and Private Cultural Exchange – Based Diplomacy: New Models for the 21st Century
May 12 – 19: ISP52 Global Citizenship: At Home and in the World
May 21 – 23: 491 The Future of the Multilateral Trading System and the World Trade Organization
May 30 – Jun 6: ISP53 Global Citizenship: At Home and in the World
Jun 14 – 19: Freeman15 Dynamic Asia: Strategies for a Common Future

Jun 27 – Jul 1: HOL03 Learning from the Past: Global Perspectives on Holocaust Education
Jul 8 – 15: ISP54 Colleges and Universities as Sites of Global Citizenship
Jul 22 – Aug 11: SAC06 The Salzburg Academy on Media and Global Change
Aug 16 – 19: 492 Financial Regulation: Bridging Global Differences
Sep 27 – Oct 1: SSASA09 Resistance and Readiness: Immigration, Nativism and the Challenge of Ethnic and Religious Diversity in the US and Europe Today
Oct 2 – 7: 495 Optimizing Talent: Closing Education and Social Mobility Gaps Worldwide – Higher Education and Lifelong Learning
Oct 13 – 17: 497 Value vs. Profit: Recalculating ROI in Financial and Social Terms
Oct 27 – Nov 1: 498 Salzburg Global Forum for Young Cultural Leaders
Nov 9 – 14: 500 Realizing the Right to Health: How Can a Rights-based Approach Best Contribute to the Strengthening, Sustainability and Equity of Access to Medicines and Health Systems?
Nov 15 – 19: SSASA10 Screening America: Film and Television in the 21st Century
Nov 16: Cutler Fellows 01 Salzburg Cutler Fellows Program (Washington, DC, USA)
Nov 27 – 29: 494 Cultural Dialogue in International Security: The Case of Russia and the Euro-Atlantic Community
Dec 1 – 4: 499 Philanthropy in Times of Crisis and Transition: Catalyzing Forces of Change
Dec 4 – 9: 501 China in the 21st Century: What Kind of World Power?
Dec 12 – 14: 519 Towards a Manifesto for Democracy and Sustainable Development

2013
Feb 23 – 27: 502 Power in Whose Palm? The Digital Democratization of Photography
Feb 28 – Mar 7: ISP55 Global Citizenship and Universal Human Rights
Mar 24 – 31: ISP56 Global Citizenship: Ethics and Engagement
May 19 – 25: ISP57 Pathways to Global Citizenship: Roots and Routes
May 25 – Jun 1: ISP58 Global Citizenship: At Home and in the World
Jun 2 – 7: 506 LGBT and Human Rights: New Challenges, Next Steps
Jun 23 – 27: 515 A Climate for Change: New Thinking on Governance for Sustainability
Jul 10 – 11: 512 Salzburg Global Initiative on Holocaust and Genocide Education (Berlin, Germany)
Jul 14 – 21: ISP59 Education for Global Citizenship: What, Why and How?
Jul 21 – Aug 10: SAC07 Salzburg Academy on Media and Global Change
Aug 19 – 22: 516 Out of the Shadows: Regulation for the Non-Banking Financial Sector

Sep 22 – 25: 523 Restoring the Public's Trust: Delivering on Public Policy Goals
Sep 26 – 30: SSASA11 Sustainability and the City: America and the Urban World
Oct 13 – 16: 503 Promoting the Next Generation of Cultural Entrepreneurs: Planning for Success
Oct 31 – Nov 2: Cutler Fellows 02 Salzburg Cutler Fellows Program: Future of Public and Private International Law (Washington, DC, USA)
Nov 1 – 6: 508 Getting Transition Right: A Rights-based Approach Towards Diversity and Inclusivity
Nov 24 – 30: 518 People, Peace and Planet in 2030: Shaping Inclusive and Sustainable Growth (Kyoto, Japan)
Dec 1 – 4: 509 Africa's Growth Engine: Partnerships for Rural Enterprise and Impact at Scale
Dec 8 – 13: 507 The Drive for Universal Health Coverage: Health Care Delivery Science and the Right to High-Value Health Care

2014
Feb 27 – Mar 6: GCP60 Pathways to Global Citizenship: Roots and Routes
Mar 6 – 9: 530 Value(s) for Money? Philanthropy as a Catalyst for Social and Financial Transformation
Mar 27 – 29: 544 Strengthening Diversity and Inclusion in Egypt, Libya, Tunisia and Yemen
Apr 1 – 4: 531 Russian Civil Society Symposium: Building Bridges to the Future
Apr 6 – 10: 532 Conflict Transformation through Culture: Peace-building and the Arts
Apr 12 – 19: GCP61 Global Citizenship: At Home and in the World
Apr 30 – May 3: 533 New Dynamics in Global Trade Architecture: WTO, G20 and Regional Trade Agreements
May 17 – 22: 534 Mind the Gap! Innovating for Regional Cohesion and Smart Growth
May 18 – 21: 545 Creating Long-term Global Networks to Sustain LGBT Human Rights Organizations (Berlin, Germany)
May 25 – Jun 1: GCP62 Global Citizenship: Ethics and Engagement
Jun 2 – 9: GCP63 Global Citizenship and Universal Human Rights
Jun 21 – 26: 535 Holocaust and Genocide Education: Sharing Experience Across Borders
Jul 6 – 13: GCP64 Education for Global Citizenship: What, Why and How?
Jul 13 – 20: GCP65 Education for Global Citizenship: What, Why and How?
Jul 20 – Aug 9: SAC08 Civic Voices: Justice, Rights and Social Change
Aug 18 – 20: 546 The Future of Banking: Is There a Sustainable Business Model for Banks?
Aug 25 – 29: 543 1814, 1914, 2014: Lessons from the Past, Visions for the Future
Sep 27 – Oct 1: SSASA12 Defining America: New Writing, New Voices, New Directions
Oct 11 – 16: 537 Students at the Margins and the Institutions that Serve Them: A Global Perspective

Oct 18 – 23: 538 Salzburg Global Forum for Young Cultural Innovators
Dec 7 – 12: 536 New Paradigms for Behavioral and Mental Health Care
Dec 17 – 20: 555 Addressing the Challenges of Climate Migration: Legal Protections, Resilience and Eco-Security

2015
Feb 20 – 21: Cutler Fellows 03 Salzburg Cutler Fellows Program (Washington, DC, USA)
Feb 21 – 26: 547 The Neuroscience of Art: What are the Sources of Creativity and Innovation?
Feb 26 – Mar 5: GCP66 Global Citizenship: Ethics and Engagement
Mar 22 – 27: 548 The Promise of Data: Will this Bring a Revolution in Health Care?
Apr 4 – 11: GCP67 Pathways to Global Citizenship: Roots and Routes
Apr 15 – 18: 542 Early Childhood Development and Education
Apr 26 – May 1: 549 Youth, Economics and Violence: Implications for Future Conflict
May 23 – 30: GCP68 Global Citizenship and Universal Human Rights
Jun 2 – 7: 556 International Responses to Crimes Against Humanity: The Case of North Korea
Jun 7 – 10: GCP Special Global Citizenship: At Home and in the World
Jun 14 – 19: 551 Strengthening Communities: LGBT Rights and Social Cohesion
Jun 30 – Jul 2: 552 The Future of Financial Intermediation: Banking, Securities Markets, or Something New?
Jul 6 – 13: GCP70 Education for Global Citizenship: What, Why, and How?
Jul 13 – 20: GCP71 Education for Global Citizenship: What, Why, and How?
Jul 20 – Aug 9: SAC09 Civic Voices: Justice, Rights and Social Change
Sep 24 – 29: SSASA13 The Search for a New Global Balance: America's Changing Role in the World
Oct 1 – 3: 550 Corporate Governance in the Global Economy: The Changing Role of Directors
Oct 17 – 22: 554 Salzburg Global Forum for Young Cultural Innovators II
Nov 1 – 5: 540 Aging Societies: Advancing Innovation and Equity
Nov 8 – 11: 557 Parks for the Planet: Nature, Health and a New Urban Generation
Dec 12 – 17: 558 Untapped Talent: Can Better Testing and Data Accelerate Creativity in Learning and Societies?

2016
Jan 16 – 21: 559 Hooked on Health Care: Designing Strategies for Better Health
Feb 19 – 20: Cutler Fellows 04 Salzburg Cutler Fellows Program (Washington, DC, USA)
Feb 19 – 24: 561 Beyond Green: The Arts as a Catalyst for Sustainability
Jun 27 – 29: 563 Financing the Global Economy: How Can Traditional and Non-Traditional Sources Be Integrated?

Jul 10 – 15: 565 Better Health Care: How Do We Learn About Improvement?
Jul 17 – Aug 6: SAC10 Migration, Media and Global Uncertainty
Sep 23 – 27: SSASA14 Images of America: Reality and Stereotypes
Sep 29 – Oct 1: 567 The Corporate Balancing Act: How Can Directors Manage Conflicting Pressures?
Oct 2 – 7: 570 The Many Faces of LGBT Inclusion (Chiang Rai, Thailand)
Oct 3 – 5: 568 Future of Public Service: Program Strategy Meeting
Oct 5 – 8: 560 Leadership for Regional Cooperation in Asia for the 21st Century
Oct 11 – 16: 569 Salzburg Global Forum for Young Cultural Innovators III
Nov 9 – 13: 571 The Next Frontier: Transboundary Cooperation for Biodiversity and Peace
Dec 1 – 3: 564 Learning from the Past: Promoting Pluralism and Countering Extremism
Dec 4 – 9: 566 Getting Smart: Measuring and Evaluating Social and Emotional Skills
Dec 14 – 19: 562 Rethinking Care Toward the End of Life

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1998 – 2008:
Visiting Advisors Program

1999 – 2004:
Institute for Historical Justice and Reconciliation

2003 – 2006:
Russian Higher Education Program

2004 – 2009:
Sustainability, Education, and Management of Change in the Tropics

2009 – 2012:
Optimizing Institutional Philanthropy

2008 – 2012:
Salzburg Media Initiative

2006 – 2009:
Strengthening Independent Media

2008 – 2014:
Mellon Fellows Community Initiative

2010 – 2012:
Preparing Journalists for New Realities

2014 – 2017 :
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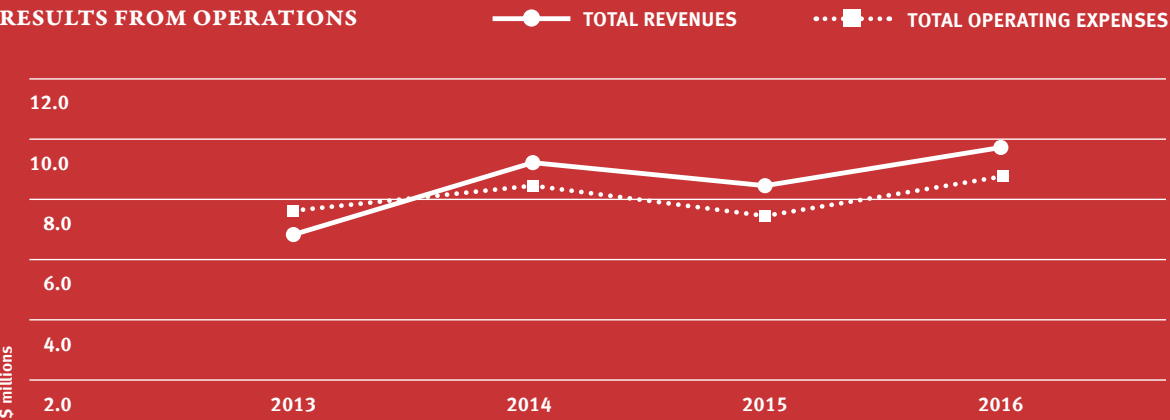


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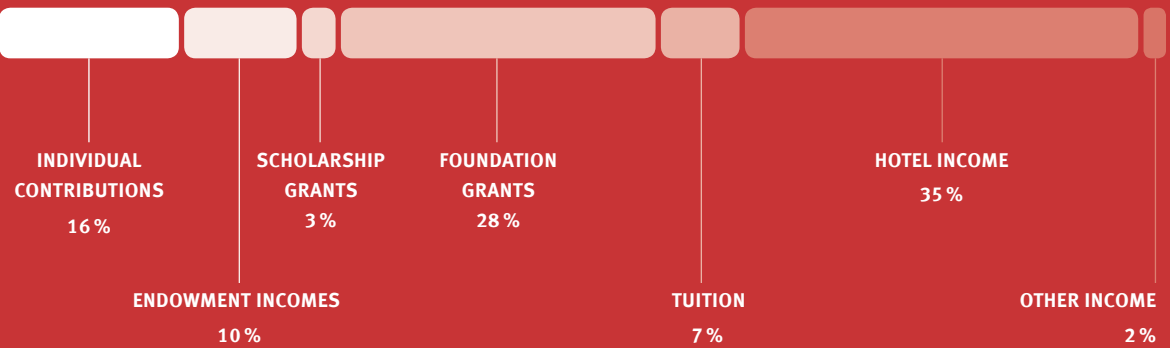
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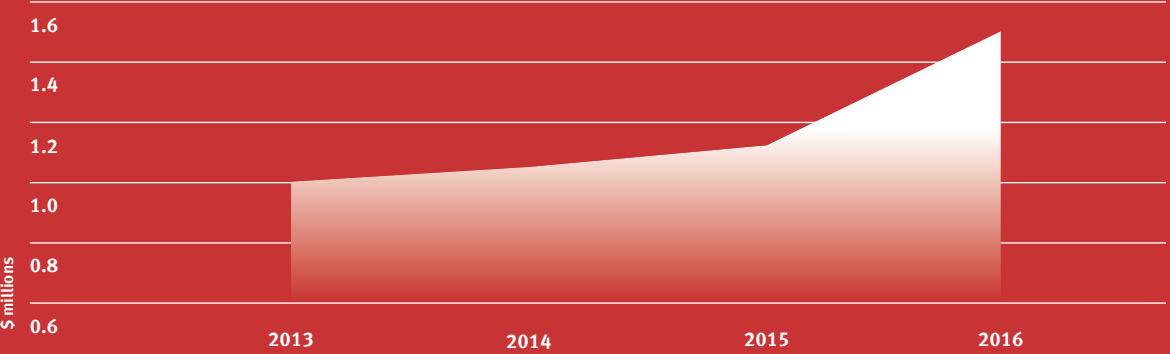
RESULTS FROM OPERATIONS



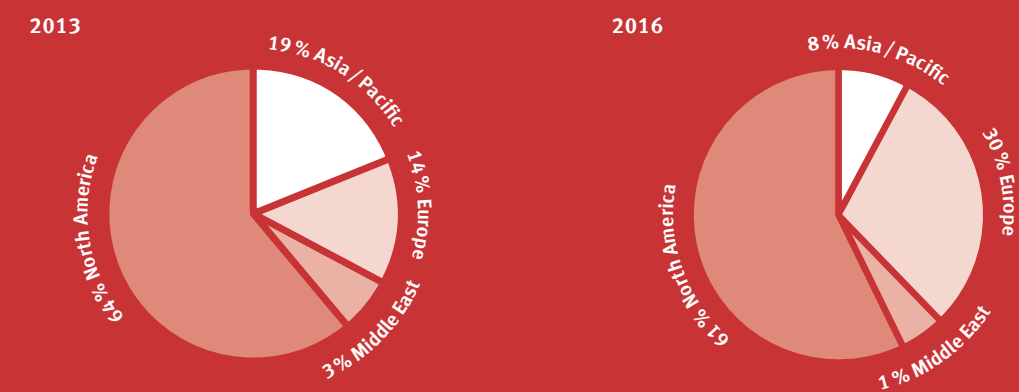
2016 OPERATING REVENUE BY SOURCE



INDIVIDUAL GIVING

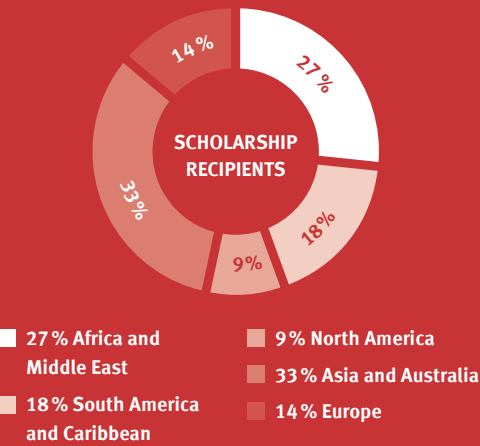
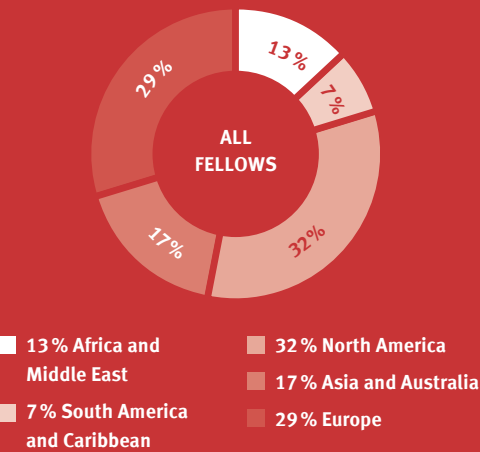


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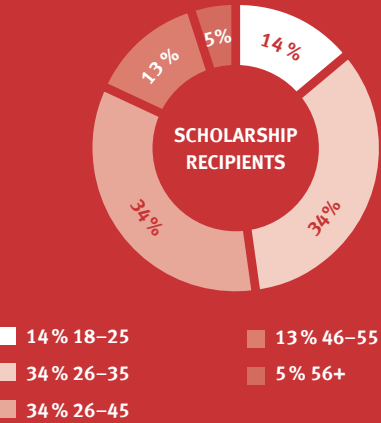
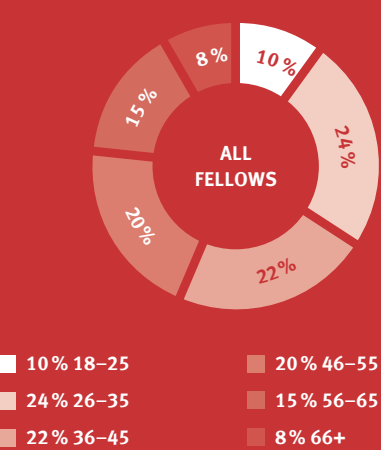


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CHAIR'S LAST WORD

A FOND FAREWELL

Dear Friends of Salzburg Global Seminar,

The title of this column is: "Chair's Last Word" which is very apropos given the fact that I am stepping down as board chair in June 2017. It has been a complicated, exciting, satisfying, wonderful and fun six and a half years.

It has been complicated as we have expanded programming and engaged even more fully with our Fellows abroad. Our staff have developed new skills, become better managers, shown amazing initiative and clearly embraced a shared vision.

It has been exciting as we launched the Palliser lecture in London, the Cutler lecture at the Supreme Court in Washington, DC, and the *Cutler Fellows Program*, where once a year we gather the best and the brightest law students together to be mentored by leading legal scholars. We also launched our *Young Cultural Innovators Forum*, which fosters creative innovation and entrepreneurship, and multi-year series on corporate governance and financial regulation, offering industry leaders the opportunity for candid and fruitful discussion.

It has been satisfying as we continued to be good stewards of our money and our amazing Schloss. Philanthropic dollars seek good investment. People want to know that their money is being used properly and making a difference. We do that!

It has been wonderful to see the vision of the original Seminar become even more important as the world has become a more divisive place. The idea of people coming together, in a neutral and safe place, to engage in civil discourse is the hallmark of Salzburg Global Seminar. It always has been and it always will be.

It has been fun to see people's lives change after experiencing a session at the Schloss, to enjoy walks around the lake and to share lots of laughter and conversation in the Great Hall.

The Seminar is all about people coming together to make a difference. The successes of the past six plus years would not have been possible without a wonderful and dedicated board of directors, an outstanding staff and a tireless president in Stephen L. Salyer. We are fortunate to have such commitment and energy. Leaving the leadership of the board in the capable hands of Victoria Mars will ensure that this devotion to our mission will continue. This makes me happy!

So, it is my last word... but only kind of! I do plan to participate in sessions, to attend the June Board of Directors meeting and to continue to be part of a wonderful organization that is bigger than all of us!

Warm regards,

HEATHER STURT HAAGA,
CHAIR OF THE BOARD OF DIRECTORS



Heather Sturt Haaga has served on the Salzburg Global Seminar board of directors since 1999 and was appointed its first female chair in 2011. Together with her husband Paul G. Haaga, Jr., she has supported the Salzburg Seminar American Studies Association (SSASA) and the Lloyd N. Cutler Center for the Rule of Law's annual lecture series and helped fund two rounds of renovations to the Meierhof.

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THAT A SMALL GROUP
OF THOUGHTFUL,
COMMITTED CITIZENS
CAN CHANGE THE WORLD;
INDEED, IT'S THE ONLY
THING THAT EVER HAS.

MARGARET MEAD

ANTHROPOLOGIST AND CO-CHAIR, SESSION 1, 1947



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