



Salzburg Global Forum for Young Cultural Innovators

October 18-23, 2014

Young Arts & Culture Innovators → Creativity & Entrepreneurship

- Vibrant, Resilient Arts Sector
- Sustainable Economic Development
- Positive Social Change

Next-generation innovators in the culture and arts sector are providing some of the most imaginative new impulses for social improvement and sustainable economic development around the world today. Young artists, creative entrepreneurs and cultural leaders are demonstrating the creative vision, talent, and energy that our societies so desperately need to meet the challenges of the 21st century. Inspired by this imaginative and vibrant field of progress and building on the highly successful *Young Cultural Leaders* session convened with National Arts Strategies in October 2012, the Salzburg Global Seminar is launching a ten-year program for young cultural innovators from around the world, with a view to strengthening the cultural sector worldwide and to expanding the possibilities for innovation and change through the power and creativity of the arts.

The Salzburg Global Forum for Young Cultural Innovators (YCI) will highlight and seek to leverage the great potential of young cultural leaders as change agents – particularly those utilizing entrepreneurial techniques - to make the arts more dynamic, accessible, and impactful across the cultural sector as well as within business, government, and civil society. Salzburg Global is committed to making the YCI Forum an ongoing, vibrant focal point for international exchange, emerging leadership, and innovation in the cultural sector. The Forum will serve as a laboratory of new ideas, by bringing together these outstanding young creative minds, engaging them with each other, and providing a safe space in which their ideas can come to life.

The YCI Forum will be structured around ten “culture hubs” in six regions around the world. Each year, five young cultural innovators from each of the culture hubs will be selected to join the program in Salzburg through a competitive application and nomination process. Over the course of the ten years, a critical mass of fifty Fellows will be created in each of the hubs. These Fellows will continue to work together and collaborate with each other after the session in Salzburg, creating dynamic culture hubs to engage and act as a resource for other young cultural innovators at the local level. SGS will also encourage inter-hub collaboration to continue the cross-cultural exchange and learning growing out of each Salzburg session.

Goals of the 10 –Year Project:

- **Supporting** a fragile and under-resourced sector that is nevertheless a major driver of innovation, creativity, and change,

- **Providing** critical support for the innovative development and resilience of the arts and culture sector over a decade, by empowering the next generation of cultural innovators with the skills, knowledge and network that they need to thrive,
- **Building** the capacity of a critical mass (500+) of networked young arts leaders committed to innovative leadership and exchange of best practices within and among ten “culture hubs” worldwide,
- **Guiding** the young cultural innovators on applying and sharing their learning with peers at the community level, to ensure a multiplier effect via more than 500 cultural organizations and professional cultural networks around the world,
- **Sharing** the ground-breaking ideas emerging from the Forum with a broader virtual community of stakeholders for increased impact.

Who are Young Cultural Innovators?

Young cultural innovators (YCI) are highly motivated and creative catalysts between 25 and 35 years old, who are working in arts and culture organizations or leading their own creative enterprises, and who have demonstrated the potential for future leadership roles in society. The YCI Forum is designed to engage these young change makers representing a broad spectrum of cultural expression and artistic endeavor – including **visual arts, performing arts, literature, cultural heritage, foods, fashion, architecture, and design**. Candidates are assessed through a competitive application and nomination process, to bring a diversity of professional knowledge, experience and focus to the Forum. Participants are selected on the basis of their achievements, leadership potential, and commitment to making a difference in society.

Components of the Ten-Year Project

Over the course of the next decade, the development of the YCI Forum will be central to Salzburg Global’s Imagination Cluster program. In collaboration with established cultural practitioners, innovators, and supporters, and reflecting the priorities and participation of emerging leaders, SGS will produce a vibrant, impactful program that includes these components:

Culture Hubs: Participants from ten target cities/regions will form “Culture Hubs” which will grow and expand with each annual cohort of YCI Fellows. The goal is to create a critical mass of YCI (50) in each of ten “culture hubs” in the following regions: Africa, Asia, Europe, Middle East/Northern Africa, North America, and South America. The YCI Fellows will continue to work together after the session in Salzburg with the intention of building dynamic “culture hubs” to engage and act as a resource for other young cultural innovators at the local level. The YCI Fellows can, for example, offer peer mentoring, mini-workshops, or larger public events to multiply the impact of the networking and learning that grows out of the session in Salzburg. The Hubs will serve as a means of linking cultural institutions and independent operators and of bridging gaps by encouraging a functioning fluidity throughout the sector.

Capacity Building: The annual one-week program in Salzburg led by ten expert panelists and facilitators will combine theory (big picture context, overarching issues for sector such as the future of intellectual property, the creation and articulation of value, effective advocacy, etc.) and praxis (skills needed to thrive) for 50 YCI. A few slots will also be reserved for highly qualified individual participants from non-hub regions each year as well. Capacity-building sessions will focus on: intra- and entrepreneurship, exposure to the latest digital resources, new business models, risk-taking and innovation, psychology of leadership and emotional intelligence, and cross-cultural communication and negotiating skills.

Facilitation and Peer Mentoring: Acknowledged leaders in the cultural field will moderate the sessions, facilitate case-studies, and promote an on-going dialogue on the formation, development, and vision of

the global network and culture hubs. Outstanding participants from prior year(s) will be invited back as facilitators/resource specialists to assure continuity, communication and learning across sessions, exchange of best practice, and peer learning. YCIs will be provided with valuable opportunities – at the hub level - to connect with the Salzburg Global Network of nearly 30,000 Fellows active in the public, private, and educational sectors worldwide.

Communication, Networking and Social Media: Communication and the sharing of information will be a vital aspect in sustaining the effectiveness of the 10-year project. Salzburg Global’s “Yammer” network, a closed social network which connects and links past and present SGS Fellows digitally, will provide a platform to:

- engage the YCI Fellows before and after the Seminar and familiarize them with the tools to engage with each other,
- connect YCI Fellows and the broader SGS Fellowship strategically,
- create a database with Fellows providing the majority of the content, and a curator overseeing the forum and synthesizing the information, case-studies, and resources on policy, technology, and best practice.

The use of established social networks such as Facebook, Twitter, and Blogs will be encouraged, with the “Yammer” network to be used more strategically, serving as an information repository for information from Fellows, alumni data, visual materials, translations, and success stories.

Sharing the Learning: The learning from the Forum in Salzburg will also be shared virtually with the cultural sector at large via the Salzburg Global website, blogs, and other media. Learning materials will include:

- Daily e-newsletters with session summaries and quotes,
- Webinars based on the skills building modules,
- Blogging and Twitter sharing real-time reactions and results,
- A “video corner” where Fellows can communicate their experiences in real time,
- Special features and in-depth interviews for off-site observers,
- Session summary and social media pieces for the SGS website and for participants and partners to easily disseminate via their professional networks and the culture hubs.

Innovation Prize: Three times during the course of the ten year project, an “Innovation Prize” will be awarded to recognize collaboration, achievement, and innovation within or among the “culture hubs.”

Project Evaluation: An on-going evaluation plan, comprised of post-program surveys, six month follow-up surveys, annual Culture Hub surveys, and a longitudinal survey of the project in a 3-4-3 year cycle will allow Salzburg Global to monitor and measure the success of the Forum.

Opportunities for Partnership and Support:

As part of the longer term project plan for the Young Cultural Innovators Forum, the Salzburg Global Seminar is now seeking support to establish 10-12 Culture Hubs around the world and to bring up to five young cultural innovators from each hub to the annual Forum in Salzburg each year. The Salzburg Global Seminar looks forward to discussions with potential partners and supporters of the Young Cultural Innovators Forum. The funding requirements to bring teams of five YCIs to the 2014 Forum and to continue working with them in the following year are approximately EUR 35,000 per region per year. This includes all program costs as well as travel costs for five participants.

Interviews, brief presentations, blogs, and the report from the 2012 Young Cultural Leaders Forum in Salzburg can be viewed on the Salzburg Global website: www.salzburgglobal.org/go/498wrapup.