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Salzburg Global Seminar is an independent non-profit institution founded in 1947 with a distinguished track record of convening emerging and established leaders to address issues of global concern. We use our networks and expertise to bring people together on equal terms to think radically and act courageously for a better world. From our home at Schloss Leopoldskron and around the world, we work with partners and communities to embrace innovation, nurture transformation and inspire solutions.

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TRUST

2016 sees growing strains on the bonds between people, communities and nations, threatening human security, dignity, and confidence in a better future. From regional conflicts and mass migration to economic downturns and eroding values, the challenges are intertwined and complex. The underlying breakdown in trust – a global phenomenon – needs to be squarely addressed to make progress.

Salzburg Global Seminar's own story is shaped by risk and regeneration. Born out of post-war chaos, we have worked continuously with changemakers across the world to bridge barriers in the mind and on the ground.

2016 – launching the countdown to our 70th anniversary in 2017 - is a timely moment to focus on trust and renewal. Salzburg Global's new program strategy connects three axes - **Human Transformation, Urban Transformation, Conflict Transformation** – to release creativity for solutions across sectors and scales. With our partners and Fellows, we aim to accelerate communication, collaboration and action on root causes of conflict to shape truly sustainable societies for 2100.

In asking how we can weave a new social fabric, the 2016 program draws on Salzburg Global's safe space for openness and distinguished track record. It harnesses our convening power in

Schloss Leopoldskron and hub cities to connect local innovators and disruptors to international players seeking fresh ideas and partnerships.

Renewing rules, tools and mindsets will be critical to frame a new narrative for the global community. Our programs take this forward in a holistic way. Examples include: developing a new compact between doctor and patient in reformed health systems; exploring the catalytic power of the arts for action on climate and to rebuild post-conflict societies; analyzing media coverage of migration; strengthening transboundary conservation for biodiversity and peace; reimagining education for tomorrow's world; and inviting practitioners and regulators to scope new horizons in finance, corporate governance, and public service.

We welcome your feedback and look forward to continuing this dialogue as the year progresses.



HOOKED ON HEALTH CARE: DESIGNING STRATEGIES FOR BETTER HEALTH

The dominance of medicine has led most developed economies to invest in health care rather than health, and there is a danger of replication in low- and middle-income countries. This is neither good for communities nor individuals through their life course. We need to use resources more effectively, especially given challenges intensifying for the coming generation.

January 16 to 21, 2016
Salzburg, Austria

Addressing these challenges – such as non-communicable diseases continuing to increase, aging populations, and health care costs rising faster than GDP – this session aims to re-set the agenda for health by building on participants' experience of factors and cross-sector collaborations which maintain and promote true health and wellbeing. Through the session, part of Salzburg Global's long-running series on *Health and Health Care Innovation*, participants will seek to:

- Understand better why we have become hooked on health care and what is needed to reduce our dependence;
- Identify which are the key social determinants of health and what policy choices they present;
- Develop a sequence for action and investment by health care providers and funders to support a holistic strategy for health;
- Indicate where providers and governments, from local to national, can act most effectively across domains and levels;
- Chart the business case for health, identifying where employers, civil society organizations and other stakeholders can best intervene and collaborate.

These structured steps will show policymakers and decision-takers the points of leverage in support of health and wellbeing, and where investment would therefore likely have the greatest impact.

SESSION PARTNERS:

- The Health Foundation
- The Robert Wood Johnson Foundation

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SALZBURG CUTLER LAW FELLOWS PROGRAM

Lloyd N. Cutler, Washington ‘super lawyer’ and long-serving member of the board of Salzburg Global Seminar, believed passionately in the importance of law for nation-building and in the roles lawyers can play in facilitating solutions to the world’s most pressing problems. It is this belief and Cutler’s legacy that inspires the *Salzburg Cutler Law Fellows Program*.

February 19 to 20, 2016
Washington, DC, USA

Cutler was convinced that one of the keys to progress was the early identification and mentoring of young leaders with a yearning to make the world a better place through the rule of law. In partnership with eleven of the leading law schools in the USA, this is a one-of-a-kind program for students interested in international law and legal practice.

The program, held annually in Washington, DC, convenes up to 55 students nominated by their law schools. Together, they explore cutting-edge issues in international law with top faculty, presenting their own research and scholarship on international human rights and humanitarian law; national security law; international courts; rule of law; and international finance, monetary, and trade law. In intimate workshops, the students refine their concepts and move their work toward publication.

Beyond these discussions, students learn about traditional and non-traditional career options and build global networks with peers and practitioners alike. Faculty and discussants are drawn from the eleven partner law schools, firms with leading international practice groups, international courts, and lawyers working in public service roles.

SESSION PARTNERS:

- New York University School of Law
- Georgetown University Law Center
- University of Pennsylvania Law School
- University of Virginia School of Law
- University of Chicago Law School
- Duke University School of Law
- Stanford University Law School
- Columbia University Law School
- Harvard Law School
- Yale Law School
- University of Michigan Law School

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BEYOND GREEN: THE ARTS AS A CATALYST FOR SUSTAINABILITY

The creative sector has played a significant role in raising awareness of the impacts of climate change and encouraging sustainable social, economic, and environmental practices worldwide. Often treading a fine line between arts and advocacy, many artists and cultural organizations have sparked collaborations that reveal new ways of living together on a shared planet.

February 19 to 24, 2016
Salzburg, Austria

These artistic endeavors have led audiences to reflect on our behaviors, our carbon footprints, and the claims of infinite growth based on finite resources. The goal of this session is to build on these path-breaking initiatives by facilitating stronger international and cross-sectoral links between existing activities and actions, encouraging bolder advocacy and awareness-raising efforts across the globe, and recommending strategic approaches for taking innovative grassroots work to scale for greater, longer-term impact.

To this end, as part of our series on *Culture, Arts and Society*, Salzburg Global will convene a group of 60 practitioners and thinkers committed to the idea of promoting economic, social, and environmental sustainability through the arts and cultural innovation. Participants will span different sectors: from artists, designers, architects and creative entrepreneurs to politicians, decision-makers, environmentalists, urban planners, educators, scientists, game developers, community leaders, philanthropists, scholars, and business leaders. Practitioners will represent a broad spectrum of cultural expression and artistic endeavor – including visual arts, performing arts, literature, cultural heritage, food, fashion, architecture, and design.

Together, participants will explore how the arts and creative practice can shift mindsets, embrace new ways of sharing space and resources, and catalyze more creative leadership in the public and private spheres.

SESSION PARTNERS:

- The Edward T. Cone Foundation
- The Robert Rauschenberg Foundation
- The Bush Foundation

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LIVING ARTS IN POST-CONFLICT CONTEXTS: PRACTICES, PARTNERSHIPS, POSSIBILITIES

Just over 40 years ago, the Khmer Rouge regime launched its genocidal regime in which nearly two million Cambodians died – including 90% of the artists working in the country. In 2016, with 60% of the country's population under 25, Cambodia's first post-genocide generation has the opportunity to work with and through the arts to rebuild communities, renew unique cultural traditions, and foster resilience and economic innovation.

March 10 to 12, 2016
Phnom Penh, Cambodia

Session by
invitation only

This three-day workshop will address critical challenges faced by many countries during and after mass atrocities, exploring ways to overcome mistrust, preserve heritage and collective identity, and build supportive partnerships with government and other organizations. Participants will create the basis for an international network of arts activators and advocates to transform pre- and post-conflict societies, advancing the notion of culture as a vehicle for peace and dialogue and as a driver for inclusive development.

Conflict Transformation is one of Salzburg Global Seminar's three strategic priorities. This landmark collaboration with Cambodian Living Arts will connect changemakers from different sectors in 20 countries, drawing together insights from Salzburg Global's multi-year programs on *Culture, Arts and Society*, *Holocaust Education and Genocide Prevention*, and the *Salzburg Global Forum for Young Cultural Innovators*.

Salzburg Global will convene a special evening event on **Places of Memory** at the Tuol Sleng Genocide Museum, a former high school where some 17,000 people were imprisoned and tortured. Discussions will be informed by our highly-respected work on Holocaust and genocide education and remembrance, through which we have built a major international network to foster dialogue, promote tolerance, and share knowledge and resources.

SESSION PARTNERS:

- Cambodian Living Arts
- Prince Claus Fund for Culture and Development

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TRUST: HOW CAN WE WEAVE A NEW SOCIAL FABRIC?

Do we trust governments? Business? The media? Do we even trust our neighbor? And if we don't, where do we go from here? Nearly fifty years after Martin Luther King asked if we were headed for chaos or community, these questions will shape the agenda at Salzburg Global's 2016 Board Weekend.

June 24 to 26, 2016
Salzburg, Austria

By invitation only

Non-stop coverage of crises and alienation feeds a downward spiral. Many people, young and old, feel they have lost control over their lives and prospects. Many see government and multilateral actors as remote, reactive, or corrupt, failing to halt inequality and project a positive vision for a shared world. Closer to the ground, shared values are eroding and contested colonial legacies are sparking protest. With identities in flux, social media stokes tension and populist power-brokers are quick to fill the vacuum. History reminds us of the risks.

Yet crises spark regeneration, and change usually comes from outside the system. This intimate meeting shifts the spotlight to reflective thinkers and radical practitioners building momentum for a new civic commons. From inclusive economic and social models to urban innovation and inter-faith dialogue, discussions will look beyond today's value systems and paradigms to focus on solutions at every level.

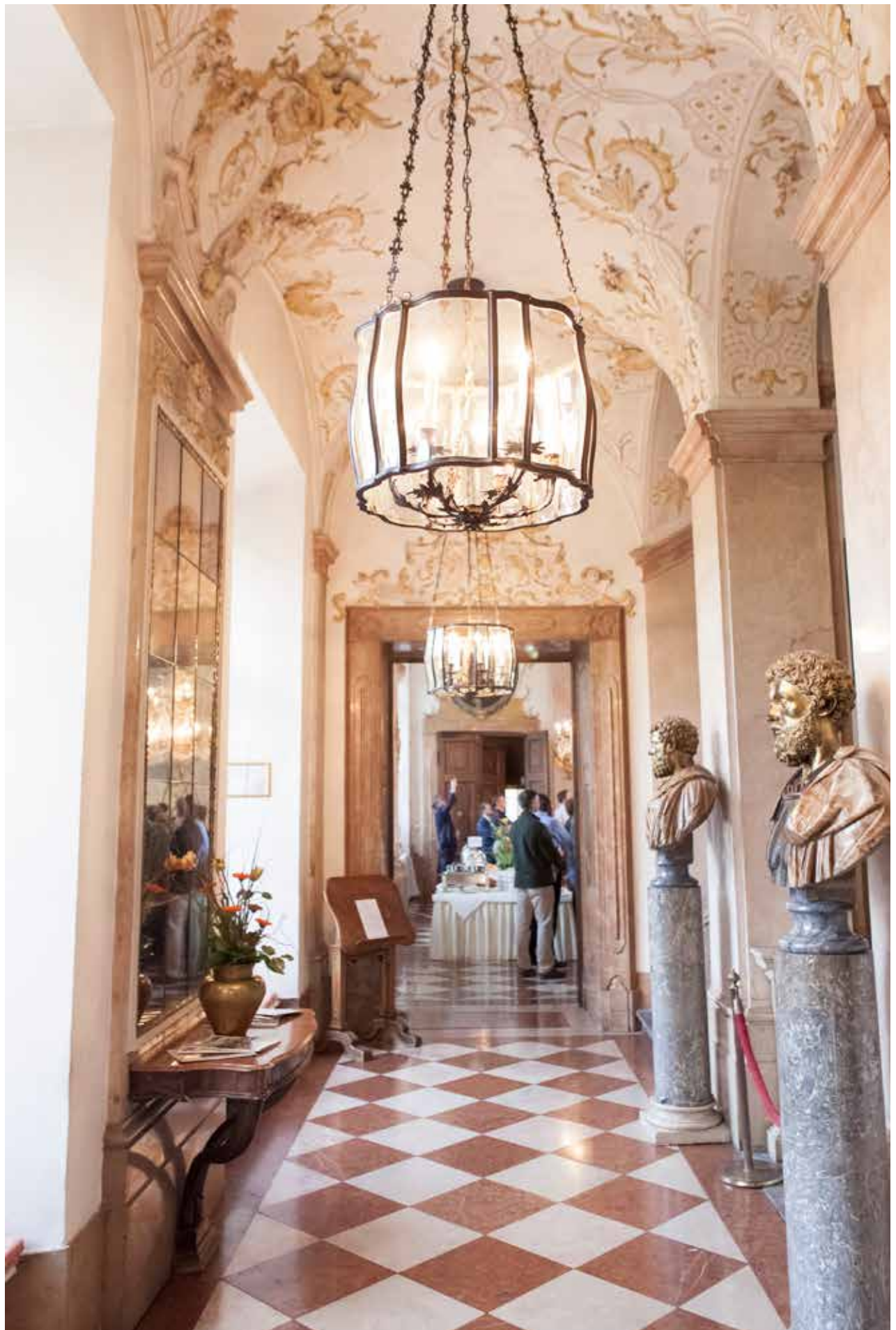
Trust underpins Salzburg Global's commitment to human, urban, and conflict transformation. Invited speakers from different generations and sectors will share their personal and professional experience of overcoming blockages at very different scales. Our guests will engage in candid debate and hands-on activities to explore who and what can rebuild trust and help shape a new and inclusive narrative for our global community.

*"Things fall apart; the centre cannot hold;
The best lack all conviction, while the worst
Are full of passionate intensity."*

William Butler Yeats
- The Second Coming

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FINANCING THE GLOBAL ECONOMY: HOW CAN TRADITIONAL AND NON-TRADITIONAL SOURCES BE INTEGRATED?

Against the backdrop of fragile economic recovery and slowing growth in emerging markets in the aftermath of the 2008 financial crisis, the focus of policymakers and regulators is shifting from fixing the causes of the last crisis to stimulating growth. Market-based finance promises to provide healthy competition for banks and offers new sources for financing economic expansion.

June 27 to 29, 2016
Salzburg, Austria

Alongside differing regional challenges in developing and supporting capital markets, the globalization of capital markets calls for a new supervisory and regulatory community at the international level. Fintech is also changing the face of the financial industry.

The sixth session of the *Salzburg Forum on Global Finance in a Changing World* will address the interplay between traditional banking, market-based financing and regulation in an era of rapidly shifting technologies. Participants will explore how old and new players in the financial services industry can positively contribute to the overall financial system and the wider economy, while operating in systems that can effectively monitor risks and vulnerabilities.

The session will bring together policymakers, regulators and supervisors (particularly securities regulators), financial services firms and alternative financial intermediaries, consultants, and academics to explore how banks, non-bank intermediaries and markets each contribute to the sound functioning of the global economy. Participants will evaluate current approaches to strengthening recovery, and examine the shift to market-based financing and the increase in electronic trading and use of high speed algorithms. Outcomes will include identifying preconditions for strong and stable capital markets, necessary policies to support their development, and methods of managing associated risks.

SESSION PARTNERS:

- Ernst & Young
- HSBC
- JPMorgan Chase & Co.
- Oliver Wyman

SESSION SPONSOR:

- Deutsche Bank

SESSION CO-SPONSORS:

- Cleary Gottlieb Steen & Hamilton LLP
- The Cynosure Group
- Davis Polk
- Dynex Capital Inc.

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BETTER HEALTH CARE: HOW DO WE LEARN ABOUT IMPROVEMENT?

Achieving the best health outcomes is constrained by health systems' ability to reliably deliver evidence-based care. Despite many advances, there is still room for improvement in creating systems for better health care. It is time to review all methods of learning available and further develop and increase the knowledge in this important field to evaluate what approaches work best and in what contexts.

July 10 to 15, 2016
Salzburg, Austria

In 2012, Salzburg Global Seminar held a session to review progress and accomplishments in improving health care quality and safety in lower- and middle-income economies, and to synthesize lessons learned in order to determine what would be needed to take this effort to the next level. Building in part on that session, this 2016 program will address the challenges involved in making and measuring improvements in the world's complex health care systems. Participants will explore the strengths and weaknesses that a diverse range of methodologies bring to measuring such improvements, and will consider the multiple stakeholders that need to be engaged to make both research and improvement successful.

This session, part of Salzburg Global's long-running series on *Health and Health Care Innovation*, will convene 60 participants from around the world, including thought leaders in the fields of learning and implementation in health systems performance, complex adaptive systems, social and behavioral science, and others. They will benefit from off-the-record conversations on successes and failures of efforts to date, and jointly create a statement providing guidance on how we learn about improvement in order to inform the design of improvement activities and the methods used to learn from them.

SESSION PARTNERS:

- USAID ASSIST Project
- University Research Co., LLC (URC)
- New Venture Fund

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MIGRATION, MEDIA AND GLOBAL UNCERTAINTY

The recent humanitarian crisis in Syria has a far-reaching impact on communities across the Middle East, Northern Africa, Europe, and the United States. Of course, migration transcends this most recent wave. Poverty, conflict, lack of opportunity, and climate change all contribute to growing displacement and mobility of people around the world.

July 17 to
August 6, 2016
Salzburg, Austria

Against the backdrop of the ongoing refugee crisis, migration presents a highly topical point of exploration for how media frame issues, set public agendas, and engage in cultural meaning-making across borders, regions, and other divides. Increasingly, citizens across regions are using connective platforms, social networks and digital technologies to consume, produce, express and share information in ever more open, diverse, and collaborative ways. Media, news and digital literacies thus become central to how citizens demand diverse and balanced media coverage of issues, create and share their own narratives about subjects that matter to them, and interact with policymakers and government officials about the impact of key trends on contemporary society.

The tenth annual program of the *Salzburg Academy on Media and Global Change* will explore the role of media literacy in engaging citizens, journalists, governmental bodies and capacity-building organizations in cross-cultural dialogue about migration, and its portrayal in contemporary mainstream and digital media culture. Participants will work with case studies and other tools to understand how journalism, news and digital media tell the stories of migrants, refugees, and receiving communities, and analyze the socio-political consequences of these major global trends.

PARTNER UNIVERSITIES:

- American University of Sharjah, UAE
- Bournemouth University, UK
- Jordan Media Institute, Jordan
- Emerson College, MA, USA
- Universidad Iberoamericana, Mexico
- Lebanese American University, Lebanon
- Universidad Catolica, Argentina
- St. Pölten University of Applied Sciences, Austria
- The Chinese University of Hong Kong, Hong Kong SAR
- University of Maryland – College Park, MD, USA
- University of Miami, FL, USA
- The University of Rhode Island, RI, USA
- The University of Ss. Cyril and Methodius, Slovakia
- The University of Texas at Austin, TX, USA

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IMAGES OF AMERICA: REALITY AND STEREOTYPES

There are ambivalent, conflicting and contradictory images of America, its culture, institutions and people. America impacts worldwide, and its image is shaped by every available medium.

September 23 to 27,
2016
Salzburg, Austria

America, its policies and its people, are seen through many different types of lenses. Some of these lenses, such as the most popular television programs, movies, music and theater, strengthen stereotypes that are anachronistic and undesirable. In many parts of the world, however, Americans are most commonly thought of in connection with current issues emanating from foreign affairs or the use of power, whether political, military, economic or cultural, as well as historic and contemporary interventions and involvement. Images are by their very nature an integral part of a country's soft power.

In the 14th symposium of the *Salzburg Seminar American Studies Association*, participants will examine the nature and sources of these conflicting images of America. More broadly, aspects of images and perceptions that different superpowers hold of themselves and of each other – and the images that others hold of these nations – will form part of the program's discussion about how a country shapes its own image and develops its images of other nations.

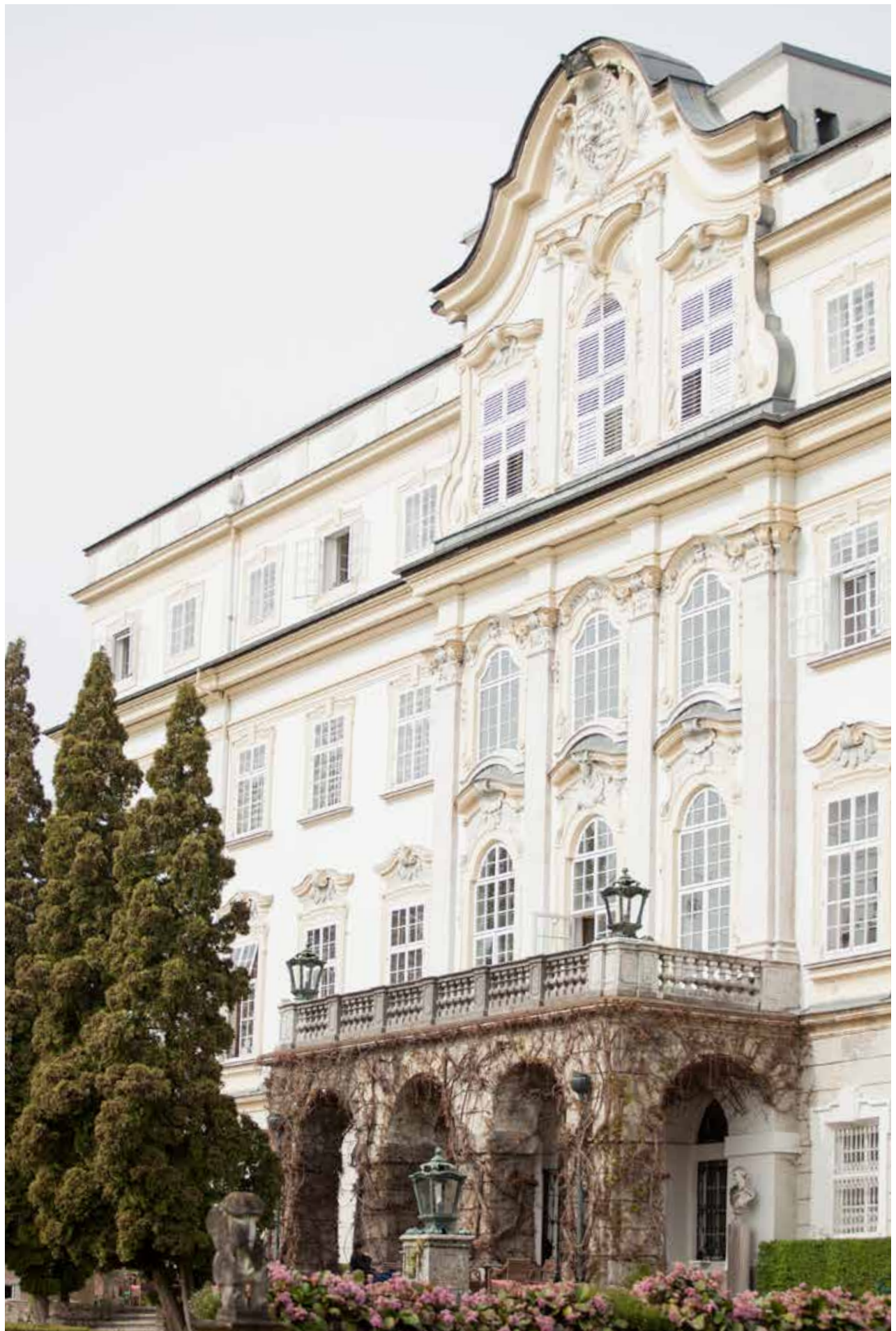
Whether accurate or impressionistic, favorable or not, the image of American culture outside the United States is of great consequence to the conduct of foreign affairs, to international commerce and trade, and to receptivity or resistance to all aspects of individual and institutional interaction. A primary goal of this program, convened in a presidential election year, is to look at conflicting images of America to better understand how America is perceived worldwide and to determine in turn how such images affect its involvement in world affairs.

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THE CORPORATE BALANCING ACT: HOW CAN DIRECTORS MANAGE CONFLICTING PRESSURES?

Difficult at the best of times, the role of non-employee directors of publicly-held corporations – to guide and oversee management in enhancing long-term value – is becoming even more challenging. Increasingly, directors must balance conflicting norms across the global economy, complying with legal requirements in multiple jurisdictions and taking account of shifting societal expectations.

September 29 to
October 1, 2016
Salzburg, Austria

Prominent recent examples of poor performance, failure to comply with legal obligations, and other corporate misconduct arguably point to inadequate oversight by directors – or perhaps the impossibility, notwithstanding active monitoring by boards, of ensuring consistent corporate compliance, appropriate risk management, and good behavior. Growing pressures for corporations to behave as good citizens may not always be easy to reconcile with fundamental economic objectives, and may differ significantly over time, across jurisdictions, and in the eyes of various constituencies.

The second session of the *Salzburg Global Forum on Corporate Governance* will ask:

- How can directors of multinational corporations effectively perform their obligations, balancing the challenges of globalization, complex and conflicting local legal requirements, and changing normative pressures from shareholders and non-shareholder constituencies?
- What governance practices can best keep boards active, alert, and effective?
- How should boards be composed and organized?
- Should directors view good citizenship as a principal objective of the corporation? If so, what would make a corporation a “good citizen”?
- Can this be reconciled with the fiduciary duties of directors to act “in the interests of the company”?
- How can directors withstand market pressures for short-term performance in order to achieve long-term goals?

SESSION PARTNERS:

- Shearman & Sterling
- Bank of New York-Mellon
- Goldman Sachs
- UBS

SESSION SPONSORS:

- Bank of America
- Barclays

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PUBLIC SERVICE INNOVATION: PROGRAM STRATEGY MEETING

Familiar public services and institutions are in the early stages of radical renewal that may render them unrecognizable by 2050. New technologies and societal transformation are reconfiguring the interdependent world at unprecedented speed. Concepts and demands for more flexible, dynamic and accountable public service are emerging at all levels, from ‘megapolitan’ cities to supranational organizations.

October 3 to 5, 2016
Salzburg, Austria

Catalyzed by social media, transnational networks, and shrinking finances, citizens and communities increasingly question the organizing structures of societies. There is a widespread loss of trust in the ability of public officials, institutions and ‘elites’ to act rapidly and effectively on today’s complex challenges. Yet cities and local governments – on the frontline of social, economic, and environmental pressures – already point the way to renewal as they forge new alliances with each other and with non-state actors.

By mid-century, over two-thirds of the world’s population will live in urban concentrations, with nearly 90 percent of formal and informal urbanization taking place across Asia and Africa. Locally-driven systems innovation will directly shape the competitiveness and cohesion of entire countries and transnational regions. What does this mean for public service training’s traditional focus on the national level and above? How can the best ideas across sectors be taken to scale? What will it take to motivate a new generation committed to public service and innovation?

Recognizing these profound shifts, this strategy meeting will shape the design, operations, and priorities of the *Salzburg Global Forum on the Future of Public Service*, to launch fully in 2017. Participants representing partner institutions, hub cities and cross-sector changemakers will lay foundations for an international network; highlight emerging opportunities and dynamics; and prioritize key questions, themes and action areas for 2017-2020.

SESSION PARTNER:

- Arizona State University

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THE MANY FACES OF LGBT INCLUSION

The current attention given to LGBT* issues by many policymakers across the world constitutes a critical opportunity to foster LGBT human rights as an integral part of the global human rights agenda. Asia has previously been underrepresented in global LGBT dialogues, yet faces unique legal, religious, and cultural positions regarding LGBT individuals and their communities.

October 3 to 7, 2016

Chiang Mai, Thailand

In October 2016, the *Salzburg Global LGBT Forum* will convene in Thailand. Building on its global expertise, and in cooperation with the United Nations Development Programme (UNDP) and its successful initiative 'Being LGBTI in Asia', the Forum will again bring together diverse stakeholders from around the world.

This year's session will examine decisive discussions and progress on, and challenges for, LGBT rights in Asia, identify concrete potential for further positive change, and share best practices from other regions. Recognizing that the challenges confronting the LGBT and human rights movement are not only national or regional, the 2016 session will expand understanding of how Asia's regional successes and challenges relate to and influence issues at a global level. The lessons that different cultures and regions provide will be harnessed to advance LGBT human rights on the global stage.

Building on the progress made since the Forum's launch in 2013, and incorporating inputs from partners and existing members of the Forum, participants at the 2016 session will explore three different but interconnected themes:

- Family and storytelling;
- Strengthening local LGBT human rights groups through international connections;
- Transgender Asian perspectives.

* LGBT stands for Lesbian, Gay, Bisexual and Transgender. We are using this term as it is widely recognized in many parts of the world, but we would not wish it to be read as in any way exclusive of other cultures, terms or groups.

SESSION PARTNER:

- United Nations Development Programme – 'Being LGBTI in Asia' Project

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LEADERSHIP FOR REGIONAL COOPERATION IN ASIA FOR THE 21ST CENTURY: PROGRAM STRATEGY MEETING

Human, economic and political security issues across East and Southeast Asia heighten the need for greater cooperation in the region, which has the world's fastest-aging populations, the largest number of megacities, resource constraints, disaster risks, and exceptional societal diversity. Collaborative leadership will be critical to chart a peaceful and sustainable course for the region and the wider world.

October 5 to 8, 2016
Salzburg, Austria

Salzburg Global Seminar's program on *Leadership for Regional Cooperation in Asia for the 21st Century* is based on the premise that future global prospects will disproportionately hinge on effective collaboration among East and Southeast Asian countries, and their ability to harmonize policies and practices with other leading countries and regions in the world. The program seeks to foster the development of leaders capable of bridging differences within the region and playing constructive roles on the international stage. It will connect talent and experience across geographies and sectors to catalyze dynamic ideas, policy approaches and projects within a cooperative framework.

The strategic planning meeting in October 2016 will set priorities for this multi-year program. It will bring together 20 younger and high-level representatives of key stakeholder groups from Japan, China, and South Korea; pivotal ASEAN members including Indonesia, Malaysia, Philippines, Singapore, Thailand, and Vietnam; and a small number of regional experts from Europe and the United States. Participants will benefit from an environment and format for unconventional thinking with regard to expanding the scope, depth, and avenues of cooperation in East and Southeast Asia, using scenario planning exercises to rank the most pressing concerns and regional priorities with regard to economic and security challenges, international relations, and transnational threats.

SESSION PARTNER:

- Japan Foundation

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SALZBURG GLOBAL FORUM FOR YOUNG CULTURAL INNOVATORS III

Young 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. They demonstrate the creative vision, talent, and energy that our societies so desperately need to meet the challenges of the 21st century.

October 11 to 16, 2016
Salzburg, Austria

The *Salzburg Global Forum for Young Cultural Innovators* (YCI) is an annual series that brings together the world's most talented young innovators from the culture and arts sector to help them develop the dynamic vision, entrepreneurial skills, and global networks needed to help them, their organizations, their causes and their communities to thrive in new ways. The artistic disciplines represented range from the visual and performing arts, literature, and cultural heritage, to food, fashion, architecture, and design.

Each annual YCI cohort is comprised of ten expert facilitators and 50 young cultural innovators between the ages of 25 and 35 from around the world. Most participants come from 'YCI hubs' that Salzburg Global is developing with partners in cities around the world. This expanding hub network now includes Athens, Greece; Baltimore, Detroit, Memphis, Minneapolis-St Paul, and New Orleans, USA; Buenos Aires, Argentina; Cape Town, South Africa; Phnom Penh, Cambodia; Rotterdam, the Netherlands; Salzburg, Austria; Seoul, Korea; and Tokyo, Japan. Discussions with prospective network partners in other cities are underway.

Participants are selected through a highly competitive application and nomination process to ensure outstanding quality and diversity of professional knowledge and experience within the Forum.

SERIES PARTNERS:

- The Edward T. Cone Foundation
- Adena and David Testa
- American Express
- Asia-Europe Foundation
- Buenos Aires Ciudad
- Cambodia Living Arts
- Fulbright Greece
- Japan Foundation
- Red Bull Amaphiko
- Stavros Niarchos Foundation
- Sticthing De Verre Bergen
- The Kresge Foundation
- The McKnight Foundation

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TOWARD A SHARED CULTURE OF HEALTH: ENRICHING AND CHARTING THE PATIENT-CLINICIAN RELATIONSHIP

One of the key innovations in health care in recent years has been the development of transparent medical records, co-created by clinicians and patients. This has transformative implications for an individual's management of health and illness, the patient-clinician relationship, and for the evolution of a true culture of health.

October 29 to
November 4, 2016
Salzburg, Austria

This Salzburg Global session, which follows on from ground work laid at a meeting in 1998, and is part of the long-running series on *Health and Health Care Innovation*, will analyze how such innovation can be undertaken in different contexts and chart what value can be derived from greater transparency. Specific topics will include:

- Support for active patients and citizens securing their own health in collaboration with clinicians;
- The transformation of care, particularly for those at the lower end of the socio-economic gradient, among aging populations, and those with chronic or serious advancing illness;
- Improving patient safety and the processes, outcomes and costs of care;
- The contribution by patients and families to their care in ways that help clinicians to manage larger populations of patients effectively;
- Helping people become better stewards of their own health outside the clinical setting;
- Promoting community engagement in designing systems to deliver care both needed and wanted

We will equip teams of individuals from different nations with new insights and tools that can inform action plans and help them take leadership roles in their own countries as self-care and medical records continue to evolve and transform care.

SESSION PARTNER:

- The Dr. An and Lorraine C. Wang Foundation

FOR MORE INFO ON THE SESSION PLEASE CONTACT:

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OR VISIT:

SalzburgGlobal.org/go/553



THE NEXT FRONTIER: TRANSBOUNDARY CONSERVATION FOR BIODIVERSITY AND PEACE

International borders are increasingly becoming hotspots for conflicts, contributing to rising human displacement and migration. Many tensions stem from territorial disputes and contested power and ownership over natural resources or supplies of basic human needs like productive lands and waters. Transboundary conservation initiatives could play a much greater role in conflict transformation, benefiting entire regional populations.

November 9 to 13, 2016
Salzburg, Austria

The *Parks for the Planet Forum*, a ten-year leadership and action platform developed by Salzburg Global and IUCN, will take transboundary conservation for biodiversity, sustainable development, and promotion of peace as its key theme in 2016. The IUCN World Parks Congress 2014, through the *Promise of Sydney*, agreed recommendations on cooperation across borders to combat the effects of climate change and promote joint governance for shared land and marine ecosystems and migratory species – the goal being to advance equity, effectiveness and efficiency, consistent with sustainable use.

The Forum's second meeting will highlight cross-sector benefits of transboundary cooperation for natural resource management, inclusive development and regional cohesion. Partners and participants at the forefront of global innovation will explore common challenges and identify success stories and practices that can scaled up at local and regional levels. Priority topics will include the role and position of indigenous and local populations, and practical ways to frame a new narrative around peace, conflict and protected areas. Session outcomes will include guidance on the role that transboundary conservation initiatives can play in advancing knowledge exchange, participatory governance, and on implementing shared management models for critical resources such as fresh water.

SERIES PARTNER:

- IUCN (International Union for Conservation of Nature)

FOR MORE INFO ON THE SESSION PLEASE CONTACT:

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OR VISIT:

SalzburgGlobal.org



21ST CENTURY SKILLS: WHAT PLACE FOR SOCIAL AND EMOTIONAL LEARNING IN TECHNO-SOCIETIES?

For decades, education and assessment systems have been geared toward developing and measuring technical skills – seen as the benchmark for “success” in life. Although research increasingly indicates that social, emotional and character skills are important drivers, the educational environment for developing these attributes is extremely unfavorable. How can we regenerate learning systems, and who can lead the way?

December 4 to 9, 2016
Salzburg, Austria

The societies of tomorrow will only flourish if their citizens can draw on complex skills and competencies to carry out new forms of work and combat inequality, poverty and injustice. Although many well-intentioned policies exist, current environments do not systematically place social and emotional education at the center of learning, despite evidence of benefits for academic achievement, personal relationships and reduced problem behaviors. Breaking the cycle of marginalization and talent wastage can bring lasting results at every level.

This session will explore how Social and Emotional Learning (SEL) can be systematically incorporated in education systems to accelerate and drive success for all learners. Part of our series on *Education for Tomorrow's World*, the session will draw on Salzburg Global's track record on education and human capital development, linked to neuroscience, organizational psychology and behavioral economics. Teams from different regions will identify common bottlenecks and map practical steps to foster the skills and talents to shape the world of 2100.

Outcomes from regional discussions coordinated by partners will feed into the in-depth session in Salzburg. Participants will formulate recommendations on how to change the current educational environment, to be implemented through pilot projects in different settings. A follow-up evaluation session is envisaged in Salzburg in 2018 to ensure ongoing learning and sharing.

SESSION PARTNERS:

- ETS (Educational Testing Service)
- OECD (Organisation for Economic Co-operation and Development)

FOR MORE INFO ON THE SESSION PLEASE CONTACT:

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RETHINKING CARE TOWARD THE END OF LIFE

Health care systems everywhere are under stress, and end of life care is at the sharpest end of that, from care of the increasingly vulnerable through to extensive palliative care. There is a need to rethink such care to ensure it serves the goals of each individual at the end of life, and to shape provision through understanding individual and community preferences rather than structuring care as legacy systems dictate.

December 14 to 19, 2016
Salzburg, Austria

As part of its long-running *Health and Health Care Innovation* series, Salzburg Global Seminar will convene a session to examine:

- How personal goals – such as symptom control, personal autonomy and physical independence, continuing lucidity, time with the people who matter to individuals, and preferred location in the last stages of life – can best be served, with service provision matched with aggregated preferences;
- The most fruitful engagement and support of carers among family members and the broader community;
- How patient preferences and goals can drive the development and adoption of new health technologies, rather than health technologies driving health systems;
- Key lessons in the integration of health and social care, and how data informing those lessons can best be gathered and deployed;
- The ethical and political conditions under which decisions are taken when a patient can no longer express their own preferences;
- Experience in both the global South and North around innovation in care of vulnerable people towards the end of life where resources are scarce.

While remaining sensitive to contexts and warranted variation, cross-border learning will inform the strategies necessary to address core issues in end of life care which confront us now across the globe and will do so increasingly in the decades to come.

SESSION PARTNERS:

- The Dartmouth Institute for Health Care Delivery Science
- The Mayo Clinic Center for the Science of Health Care Delivery

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SalzburgGlobal.org/go/562

CULTURE, ARTS AND SOCIETY

culture.SalzburgGlobal.org

Salzburg Global Seminar's long-running series on *Culture, Arts and Society* focuses on the transformative power of the arts within and across sectors, facilitates cultural exchange at multiple levels, and provides unique networking and capacity-building opportunities.

Culture and the arts have had a prominent place in Salzburg Global Seminar's programs since its beginnings as the Salzburg Seminar in American Studies in 1947. Today, through multi-year projects and strategic convenings, the *Culture, Arts and Society* series seeks to secure a more prominent role for the arts on policy agendas and to bring creative changemakers, influencers, and communities together to drive lasting change at scale.

As part of our deep commitment to next-generation talent, we support the continuously evolving needs of the creative sector as a major driver of sustainable economic development and social improvement, particularly through the *Salzburg Global Forum for Young Cultural Innovators*.

UPCOMING PROGRAMS:

- *Beyond Green: The Arts as a Catalyst for Sustainability* (p 13)

FOR MORE INFO PLEASE CONTACT:

SUSANNA SEIDL-FOX, Program Director – Culture and the Arts
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SALZBURG GLOBAL FORUM FOR YOUNG CULTURAL INNOVATORS

yci.SalzburgGlobal.org

The *Salzburg Global Forum for Young Cultural Innovators (YCI Forum)* is a pioneering ten-year initiative to build a cohort of 500 exceptional changemakers who are catalyzing urban transformation in strategic hubs around the world. It marks a major commitment by our institution to invest in the cities of today and tomorrow, working with the most imaginative individuals in the public interest.

Harnessing the energy of the street and the networked community, the YCI Forum demonstrates Salzburg Global's ability to target talent and connect activators of change across scales and sectors. Rigorously-selected participants benefit from an intensive program that accelerates their long-term effectiveness and success. Each annual one-week program at Schloss Leopoldskron combines theory and skill-building activities to provide participants with a unique, participatory experience that affords them the knowledge and networks necessary to thrive. Focus topics include: entrepreneurial thinking, new business models, effective communication, leadership and team-building, and deployment of digital resources.

With the annual Salzburg program as its cornerstone, the YCI Forum is structured around a network of hubs, currently including Athens, Baltimore, Buenos Aires, Cape Town, Detroit, Memphis, Minneapolis-St Paul, New Orleans, Phnom Penh, Plovdiv, Rotterdam, Salzburg, Seoul, and Tokyo. Each year, five Young Cultural Innovators from each hub are selected to join the program in Salzburg through a competitive application and nomination process. After the program, these Fellows continue to collaborate at the local, regional and international levels. Program impact comes in the form of a dynamic network that serves as a platform for sustained engagement and a resource for other young innovators at the local level, capable of stimulating innovation, entrepreneurship and urban transformation worldwide.

UPCOMING PROGRAMS:

- *Salzburg Global Forum for Young Cultural Innovators III* (p 35)

FOR MORE INFO PLEASE CONTACT:

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EDUCATION FOR TOMORROW'S WORLD

education.SalzburgGlobal.org

Education and labor issues have featured as topics for discussion in our program portfolio since the 1950s. Recognizing that the way we learn and the future of work will change beyond recognition in coming decades, Salzburg Global Seminar is scaling up our commitment to explore these topics through a multi-year program on *Education for Tomorrow's World*.

New technologies are taking us faster towards a post-industrial world, even in emerging and least-developed economies. Current teaching systems and metrics are being called into question. Young people, in particular, urgently need skills and support networks to realize their aspirations and forge individualized pathways for learning and work. Special attention needs to be paid to neglected talent, especially among marginalized groups, exploring how best to identify and nurture this otherwise wasted potential.

Relearning learning is critical to energize truly entrepreneurial societies. This will go far beyond education ministries to involve innovators, neuroscientists, data analysts and students themselves. As well as critically engaging with the 'supply side' of education, we must review the 'demand side' – how to meet immediate needs to fill current jobs, identify new talents suited to new jobs, and promote greater access and diversity in a rapidly changing labor market.

This program, launched in 2015, directly supports action to implement the 2030 Agenda for Sustainable Development. It is a key component of Salzburg Global's Human Transformation axis for 2016-2020, which recognizes that the digital and life sciences revolutions are radically changing assumptions and systems around education, jobs, families, health and ethics. Managing for change requires personal and organizational resilience, and for new technologies to be rooted in deep understanding of human needs and wants.

UPCOMING PROGRAMS:

- *21st Century Skills: What Place for Social and Emotional Learning in Techno-Societies?* (p 41)

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HEALTH AND HEALTH CARE INNOVATION

health.SalzburgGlobal.org

In 2010, Salzburg Global Seminar launched a multi-year series – *Health and Health Care Innovation in the 21st Century* – to crystallize new approaches and foster leadership needed to address the emerging challenges facing global health and health care.

Salzburg Global Seminar has long been a leading forum for the exchange of ideas on issues in health and health care affecting countries throughout the world. At these meetings agendas have been reset, affecting policy and practice in crucial areas, such as patient safety and the engagement of patients in medical decision making.

All countries face resource constraints in health care. Even in the richest countries, demand for care threatens to exceed supply. New ways therefore need to be explored to find greater value from existing resources, at whatever level they may be. That search for greater value will become ever more intense given present trends, including fiscal and demographic pressures, new disease profiles arising from globalization, the spread of chronic diseases like obesity across developing countries, the rise in mental health conditions, and the threat multiplier of climate change. Above all, there is the need to focus on the health and wellbeing of individuals and communities, and how to support these in a coordinated way, rather than on health care as an end in itself.

UPCOMING PROGRAMS:

- *Hooked on Health Care: Designing Strategies for Better Health* (p 9)
- *Better Health Care: How Do We Learn About Improvement?* (p 21)
- *Toward a Shared Culture of Health: Enriching and Charting the Patient-Clinician Relationship* (p 37)
- *Rethinking Care toward the End of Life* (p 43)

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PARKS FOR THE PLANET FORUM

www.SalzburgGlobal.org

— The *Parks for the Planet Forum* is a ten-year leadership and action platform developed by Salzburg Global Seminar and IUCN (International Union for Conservation of Nature) which is building an expanding coalition of local and international partners. The Forum accelerates implementation of the *Promise of Sydney*, adopted by 6000 participants from 160 countries at the IUCN World Parks Congress 2014. This affirms that “nature is the ultimate foundation of life, our economy and our aspirations, and underpins our human existence, cultural identity, health and prosperity.”

Goals for the Forum include:

- Cross-sectoral, intergenerational leadership to deploy nature and protected areas for cost-effective solutions to social and environmental challenges;
- Engagement across business, finance and infrastructure sectors to expand investment in protecting and restoring natural systems as an efficient long-term strategy for health and environment, innovation, and shared prosperity;
- Awareness-raising of the value and importance of nature for the health, wellbeing and identity of a increasingly urbanized and mobile global population.

Launched in 2015 on the first anniversary of the World Parks Congress, the Forum’s first topic was *Nature, Health and a New Urban Generation*. Building on the Salzburg Challenge adopted by participants, ongoing partnerships with ICLEI-Local Governments for Sustainability, the Stockholm Resilience Centre and others now support the Green Infrastructure Cities taskforce with Salzburg Global Fellows.

Future priorities for the Forum include: transboundary conservation for human security, management of resource-based conflicts, and coastal and ocean governance.

UPCOMING PROGRAMS:

- *The Next Frontier: Transboundary Conservation for Biodiversity and Peace* (p 39)

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MIGRATION, MOBILITY AND HUMAN SECURITY

www.SalzburgGlobal.org

— Salzburg Global Seminar, located at the crossroads of Europe, is working with public, private and civic stakeholders to develop a multi-component series on *Migration, Mobility and Human Security* that will forge constructive links between today’s crises and tomorrow’s more integrated approaches to migration, development, and community resilience.

The number of people on the move is at an all-time high. Societies are more interconnected than ever before, with structural and demographic challenges driving demand for mobility and economic opportunity. Exacerbated by today’s conflicts and refugee crises, migration is an increasingly fraught topic politically, culturally, and in the media.

Framing a new narrative for transnational societies calls for vision, dialogue, and leadership across divides. Systems challenges needing urgent attention including the gaps in legal and financial frameworks, restrictive labor policies, and the fragmented approaches to key drivers of displacement, such as poverty and climate-induced environmental change. The human and economic opportunity costs of outdated systems, reflected in wasted talent and spiraling tensions at the local level, will come under an increasingly harsh spotlight.

This evolving multi-year series will connect our priority axes of Human, Urban and Conflict Transformation. The program will draw on Salzburg Global’s experience and networks on the rule of law, human rights, identity and integration, climate migration, and education and 21st century skills. The first component in 2016 will focus on media, migration and global uncertainty, marking the tenth anniversary of the *Salzburg Academy on Media and Global Change*.

UPCOMING PROGRAMS:

- *Salzburg Academy on Media and Global Change: Migration, Media and Global Uncertainty* (p 23)

FOR MORE INFO PLEASE CONTACT:

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HOLOCAUST EDUCATION AND GENOCIDE PREVENTION

genocide.SalzburgGlobal.org

Launched in 2009, the *Holocaust Education and Genocide Prevention* program of Salzburg Global Seminar, in partnership with the United States Holocaust Memorial Museum (USHMM), raises awareness about Holocaust and genocide education globally, and develops strategies to support cultures of prevention, both outside and within the International Holocaust Remembrance Alliance (IHRA).

The program, supported by the Austrian Future Fund, has generated a series of global symposia, a dedicated website, curricular support materials, and an exceptional research tool in the form of in-depth country profiles. Through these complementary activities, Salzburg Global and the USHMM have deepened and expanded the knowledge base about Holocaust and genocide education efforts, and created a truly global network of practitioners, educators, policy influencers, and researchers, who are now working together around new efforts to prevent violence and extremism and foster tolerance. Offsite meetings and collaborations sustain the momentum of this exceptional group.

Locating such an important program in Austria holds great significance. Schloss Leopoldskron, home of Salzburg Global Seminar, was formerly the home of the theater impresario, Max Reinhardt, before his forced migration following the Anschluss in 1938. More recently, Salzburg has been one of the focal points and crossroads of the ongoing migration crisis in the Middle East and Europe.

Future program priorities will consider how lessons learned from Holocaust and genocide remembrance can be an effective tool to combat various forms of extremism. These include xenophobia, racism, anti-Semitism and anti-Muslim sentiments that are increasingly being expressed within the current context of the migration crisis.

UPCOMING PROGRAMS:

- *Living Arts in Post-Conflict Contexts: Practices, Partnerships, Possibilities* (p 15)

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SALZBURG GLOBAL LGBT FORUM

lgbt.SalzburgGlobal.org

The *Salzburg Global LGBT Forum* was founded in 2013 to establish a truly global space to reflect upon and advance LGBT and human rights discussions around the world, and to form a network of international leaders from diverse fields including human rights, policy, legal, diplomatic, artistic, and religious backgrounds. The Forum currently includes representatives from more than 54 countries on six continents.

Polarization on human rights, sexuality and gender is evident worldwide. The local and the global increasingly intertwine, generating rapid progress but also severe backlashes. The current global attention given to LGBT human rights is encouraging, but will it be matched by real structural changes before interest shifts elsewhere? Will we be left with a struggle for full human rights only half realized?

The Forum is based on the belief there is an urgent need for a global conversation about equal rights for lesbian, gay, bisexual, transgender and intersex people and communities. While communication across borders becomes ever more accessible through the web, laying foundations for trust and openness takes time. The Forum's meetings, whether held in the secluded retreat setting of Schloss Leopoldskron or around the globe, enable participants to build trust in person and to explore together the new global interconnectedness of LGBT human rights.

UPCOMING PROGRAMS:

- *The Many Faces of LGBT Inclusion* (p 31)

FOR MORE INFO PLEASE CONTACT:

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PHILANTHROPY AND SOCIAL INVESTMENT

philanthropy.SalzburgGlobal.org

As transnational challenges multiply, philanthropy and investment are at an important crossroads. The convergence of worldwide need, rising global wealth, and rapid innovation has the potential to accelerate action to align financial flows with sustainable and inclusive development and a low-carbon future. Pioneering institutions and individuals have a pivotal role to play.

Salzburg Global launched this multi-year initiative on *Philanthropy and Social Investment* in 2008. The first phase addressed institutional frameworks, exploring the structures, policies and approaches needed to transform philanthropy and social investment and build collaboration for 21st century priorities. Progressively, the series of programs has engaged new players developing practices and structures to fit specific contexts and respond effectively to local needs. Growing dynamism in civil society, social entrepreneurship, and in-country or diaspora private sector development has dramatically expanded opportunities to create and fund strategies for systems change and community benefit.

2016 marks a turning point, after the adoption of new climate change goals and the 2030 Agenda for Sustainable Development which is the shared responsibility of “all countries and all stakeholders, acting in collaborative partnership.” As growth continues in institutional and private philanthropy and sustainable investment, there is major potential to catalyze social, economic and environmental transformation, and bring promising initiatives to scale for the public good.

Salzburg Global's multi-year series aims to accelerate the effectiveness of changemakers in philanthropy, investment and finance, focusing on ways to create an enabling environment, improve accountability and shape a new human narrative. 2016 sees the next phase of our collaboration with the Global Friends consortium, focused on philanthropic innovation to support transition to a climate-balanced economy and foster US-China collaboration to this end.

FOR MORE INFO PLEASE CONTACT:

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SALZBURG GLOBAL FORUM ON FINANCE IN A CHANGING WORLD

finance.SalzburgGlobal.org

Since 2011, Salzburg Global Seminar has been holding a series of high-level programs focusing on critical challenges of global financial regulation following the financial crisis. The *Salzburg Global Forum on Finance in a Changing World* facilitates strategic analysis and critical thinking about changing regulatory and economic environments, comparative practice, technology-driven transformations, and emerging ethical questions.

The annual Forum, now in its sixth year, convenes a globally representative and cross-generational group of representatives from international financial services firms, supervisory and regulatory authorities, and consultancy, auditors, law firms and other professional service providers. Together, they hold off-the-record conversations on the supervision of financial markets, regulatory reform initiatives, cross-border cooperation, and the formation of innovative regulatory reform proposals.

The intensive two-day Forum includes panel-led discussions, in-depth working groups, and a fireside evening debate. Speakers come from leading institutions, and include both high-level decision makers and top young professionals from diverse backgrounds. Partners and sponsors have included international banks like HSBC and Deutsche Bank; consultancy firms such as Ernst & Young and Oliver Wyman; financial services firms Dynex Capital Inc. and The Cynosure Group; and law firms including Cleary Gottlieb and Davis Polk, as well as central banks and educational institutions.

UPCOMING PROGRAMS:

- *Financing the Global Economy: How Can Traditional and Non-Traditional Sources Be Integrated?* (p 19)

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SALZBURG GLOBAL FORUM ON CORPORATE GOVERNANCE

www.SalzburgGlobal.org

The Salzburg Global Forum on Corporate Governance, inaugurated in 2015, facilitates critical thinking about changing regulatory and economic environments, comparative practice, the role and duties of non-management directors, and the varied conceptions of these issues around the globe.

The Forum enables discussion of differing perspectives on the purposes of the corporation and the constituencies deemed to have a stake in the corporation's operations and governance, and the extent to which reliance on non-management directors to police corporate behavior is justified.

Salzburg Global Seminar's home of Schloss Leopoldskron provides a secluded and informal meeting place for annual meetings, which enable high-level decision makers and top young professionals from different disciplines and geographic experiences to share candid and serious in-depth exchanges. The Forum includes directors of corporations incorporated and operating in various jurisdictions; senior managers; judges, regulators, and policymakers; lawyers; academics; and representatives of other key interest groups related to the annual topics. Participation each year is capped at 50 people to ensure an intimate setting and to facilitate networking and conversation. The broad array of perspectives and expertise advances understanding of corporate best practices, and allows the participants to devise concrete recommendations.

UPCOMING PROGRAMS:

- *The Corporate Balancing Act: How Can Directors Manage Conflicting Pressures?* (p 27)

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SALZBURG SEMINAR AMERICAN STUDIES ASSOCIATION (SSASA)

ssasa.SalzburgGlobal.org

Since Salzburg Global's founding in 1947 as the "Salzburg Seminar in American Studies," the study of America has played a vital role in the history of the organization. While Salzburg Global Seminar's programs have since broadened in scope and geography, American Studies remains a topic of discussion through an annual series of symposia held under the auspices of the *Salzburg Seminar American Studies Association (SSASA)*.

SSASA was founded in 2003 to build upon the positive momentum stemming from the sessions organized by the American Studies Center (ASC) between 1994 and 2002. Originally established as an alumni association for participants of ASC programs, SSASA has since expanded its outreach beyond alumni and is a member of the American Studies Network, an association of 17 independent centers for American Studies in 11 European countries.

The annual program draws prominent intellectuals and distinguished professionals – academic and non-academic – to examine and debate American politics, foreign policy, economics, urban planning, literature, history and culture, and America's role in the world.

UPCOMING PROGRAMS:

- *Images of America: Reality and Stereotypes* (p 25)

FOR MORE INFO PLEASE CONTACT:

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SALZBURG ACADEMY ON MEDIA AND GLOBAL CHANGE

media-academy.SalzburgGlobal.org

The *Salzburg Academy on Media and Global Change* is a multi-dimensional initiative that provides curricular materials, training and support for journalism schools, programs and classrooms across the world. It is organized through a network of participating universities in China, East Africa, the Middle East, Eastern Europe, the UK, Latin and North America. The annual Academy brings together expert Faculty and around 70 students, from undergraduate to Ph.D level, for a three-week program in Salzburg.

Now in its tenth year, the Academy's objective is to lead the creation of global media literacy curricula, multimedia stories, and comparative research, and to become a leading hub for global media education in the 21st century. Working together in international teams and across disciplines, students and faculty create dynamic media literacy action plans that address how the global media cover issues of critical importance, and also develop case studies and innovative tools for real-world impact.

Since its launch in 2007, the students and faculty of the Salzburg Academy on Media and Global Change have contributed to research on several high-profile topics, from young people's attachment and possible addiction to social media and their mobile phones, to the use of images during the Beijing and London Olympics. In recent years the Academy has partnered with organizations such as the United Nations Development Program (UNDP), the Red Cross Red Crescent Climate Centre, and Global Voices to develop innovative media tools to better understand media literacy and address challenges from climate change to women rights. The 2016 program will address Migration, Media and Global Uncertainty.

UPCOMING PROGRAMS:

- *Migration, Media and Global Uncertainty* (p 33)

FOR MORE INFO PLEASE CONTACT:

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MELLON GLOBAL CITIZENSHIP PROGRAM

m-gcp.SalzburgGlobal.org

Building on Salzburg Global's long-running Mellon Community Fellows Initiative (MFCI), the *Mellon Global Citizenship Program* (M-GCP) was established in 2014 to support MFCI colleges and universities in their ongoing efforts to develop, implement and expand global citizenship education activities on their campuses and in collaboration with others involved in the M-GCP.

The 36 participating colleges and universities in the United States represent select Historically Black Colleges and Universities and members of the Appalachian College Association. The M-GCP aims to enable and strengthen cross-institutional activities, establish a framework for ongoing cooperation between M-GCP institutions, and pave the way for the establishment of an independent consortium dedicated to collaborative global citizenship education activities in the long term.

Scheduled activities for 2016 include a Global Citizenship Summit, Undergraduate Research Conference, Visiting Specialist Series, and Study Away Incentive Program. These are being implemented by the M-GCP partner institutions with input and oversight from the Salzburg Global program team and an independent Advisory Council.

The Mellon Global Citizenship Program is made possible thanks to the generous support of the Andrew W. Mellon Foundation.

UPCOMING PROGRAMS:

- Global Citizenship Summit – *Strength through Diversity: Partnering for Effective Global Citizenship Education* (September 29 – October 2, 2016; Kingsport, TN, USA)
- Undergraduate Research Conference – *Global Citizenship: Exploring Problems, Finding Solutions* (September 29 – October 2, 2016; Kingsport, TN, USA)
- Visiting Specialist Series – *Global Directions of the Progressive Generation*
- Study Away Incentive Program – *Global African (Diaspora) Citizenship*

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FELLOWSHIP

Stay a part of Salzburg Global Seminar

SALZBURG GLOBAL FELLOWSHIP

—— SalzburgGlobal.org/go/fellowship

—— Salzburg Global Seminar has always invested in rising leaders as an essential part of long-term change management. Online, and through informal and high-profile events around the world, Salzburg Global nurtures ongoing relationships and engagement, and hosts vibrant cross-sector discussions to stimulate the exchange of new ideas and innovative practices.

Since our founding in 1947, more than 30,000 participants from nearly 170 countries have attended our programs and thus became alumni, or, as we call them, ‘Fellows’ of Salzburg Global Seminar. Many came to Schloss Leopoldskron at inflection points in their careers and now hold leadership positions in business, international and national government, media, academia, civil society organizations, science and the arts across all global regions. Together, they form an unusual and diverse network of exceptional talent.

While Salzburg Global regularly draws on this wellspring of leadership for collaboration and expertise to guide our strategic programming, the Fellowship department is here to serve our Fellows personally. We do this by helping them to reach broader audiences when communicating organizational and individual success stories and by connecting them with valuable new contacts in their region or thematic field.

So if you are a Fellow and you would like to update us on your achievements, get in touch with other alumni in your region, meet Fellows when on a business trip, or recommend your colleagues to participate in an upcoming session, please contact Salzburg Global Fellowship Manager, Jan Heinecke. We look forward to hearing from you!

REGISTRATION INFORMATION

—— SalzburgGlobal.org/go/register

—— Each Salzburg Global session brings together up to 60 distinguished international participants from government, business, academia, and non-governmental organizations.

Our sessions, often forming part of multi-year programs that include in-country projects, are structured around talks, panels and discussions led by renowned experts on the topic. Cross-cutting working groups focus on concrete strategies for change, policy proposals and/or new projects and collaborations.

Follow-on activities, designed and mediated by selected participants or staff, maintain momentum and networks for action and thus extend the value and impact of our sessions. All participants are invited to join the Salzburg Global Fellowship, founded in 2009, which sustains vibrant connections between participants through regular newsletters, lively social media content, and a rolling program of regional meetings around the world.

Session fees vary depending on the nature of the program and the financial circumstances of an individual applicant. For a limited number of outstanding early- to mid-career applicants from developing countries, Salzburg Global Seminar and its partners cover travel costs as well as session fees. Our aim is to bring together a unique mix of people and we strongly encourage individuals from all parts of the world to apply. The fees are published on each session web page and include the cost of the program, meals, and accommodation. Returning Fellows may also be eligible for a discount on fees.

Alternatively, a printed registration form can be downloaded from the website and faxed to Salzburg Global’s office in Salzburg at +43 (662) 839837.

For questions regarding registration, contact our registration office: registration@SalzburgGlobal.org

PLANNED EVENTS EARLY 2016 INCLUDE:

- Boston, USA
- Phnom Penh, Cambodia
- Washington, DC, USA
- London, UK

IF YOU WOULD LIKE TO HOST AN EVENT IN YOUR CITY, PLEASE CONTACT:

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TO STAY UP TO DATE, PLEASE FIND US ON THE FOLLOWING SOCIAL MEDIA PLATFORMS:

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ACCOMODATION

Hotel Schloss Leopoldskron

WELCOME TO HOTEL SCHLOSS LEOPOLDSKRON

With 55 rooms in the Meierhof, 12 suites in the historic palace, and two townhouses, Schloss Leopoldskron is an exclusive and discreet hideaway just minutes from the Old Town of Salzburg. Built in 1736, and surrounded by 17 acres of manicured grounds, Schloss Leopoldskron is nestled by a small, idyllic lake, and features majestic views over the mountains and the Hohensalzburg Fortress.

About Schloss Leopoldskron

Built as a family estate for the Prince Archbishop Leopold von Firmian in 1736, the Schloss, as we affectionately call it, remained in the Archbishop's family for nearly 100 years. In 1918 legendary theater impresario Max Reinhardt purchased the Schloss, and together with Richard Strauss and Hugo von Hofmannsthal founded the Salzburg Festival here in 1920. In 1947 three Harvard students conceived the idea of organizing seminars for Europeans and Americans at the Schloss, resulting in the first Salzburg Global Seminar "session". In 1964 the Schloss made it to the big screen when it was used for the filming of "The Sound of Music".

Stay and Reside

In the historic Meierhof, formerly the stables and servants quarters for the Schloss, you can find our Reception, Lobby, the Meierhof Café, and Fitness Center, as well as 55 single and double rooms. In the Schloss, you will find our elegant banqueting halls, where breakfast is also served, as well as 12 individual suites, each furnished with antique furniture. The largest of them, the Max Reinhardt Suite still features a secret staircase to the library.

Indulge and Experience

All guests of Hotel Schloss Leopoldskron enjoy the unique privilege of having breakfast in the elegant historic salons of the Schloss. Part of the further fascination is that the Schloss is not a museum, but that instead its public areas, manicured garden and extensive park are truly "alive" and open for our guests to enjoy and explore during their stay.

Meet and celebrate

The exclusive atmosphere at Schloss Leopoldskron is the perfect setting for exciting parties, magical weddings, impressive corporate functions and other glorious events. Furthermore, the Schloss has always been predestined as a retreat for intellectual inspiration. The peace and tranquility found in the idyllic setting of the Schloss are excellent for seminars, conferences, retreats and incentives.



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