



SALZBURG GLOBAL SEMINAR

Salzburg Global Vision

Imagination, Sustainability and Justice:
The Power of Partnership



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The Power of a Salzburg Global Partnership

Salzburg Global Seminar designs, facilitates and hosts international strategic convening – at our historic castle retreat and around the world – to drive progress based on imagination, sustainability and justice.

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

”
~ Kofi Annan
Former Secretary General of
the United Nations

We are a game-changing catalyst for global engagement on critical issues in education, health, environment, economics, governance, peace-building and more. We work with carefully chosen partners to connect forward-looking institutions across sectors, foster groundbreaking ideas and deliver long-term results.

Salzburg Global’s partners include the world’s foremost policy makers, corporations, civil society organizations, think tanks, universities, donors, entrepreneurs and artists. Visionaries and practitioners alike, they seek meaningful engagement on the world stage. Together, we leverage expertise, resources and passion to build understanding, strengthen skills and increase investment in equitable solutions.

Building trust to break through barriers

Salzburg Global Seminar was founded in 1947, by three young visionaries at Harvard University, as an international forum for those seeking a better future for Europe and the world. They believed former enemies could talk and learn from each other, even as countries reeled from the ravages of war. Looking beyond Europe’s immediate needs for physical reconstruction and economic development, they argued for a “Marshall Plan of the Mind” as a critical element of recovery. From day one, Salzburg Global’s program has addressed the principles, values and leadership responsibilities critical for peace and human dignity to flourish.

Over sixty-five years later, Salzburg Global has a unique track record of supporting regions, institutions and sectors in transition. As a fully independent, non-profit organization, we have convened over five hundred sessions bridging cultural, ideological and geographic divides, launched cross-cultural educational programs that drive institutional change to scale, and created peace-building initiatives and networks.

In dynamic collaboration, Salzburg Global and its partners amplify the spread of good ideas and their effective implementation worldwide. We include exceptional younger participants to harness new creative approaches and expand access to global leadership networks and decision-making arenas. We embrace the power of big data and scientific inquiry, while seeking to marry knowledge with creative strategy and design. We inspire bold progress and practical application.

Our founding vision – to gather on equal terms, think radically and act courageously – is as vital as ever. We are proud to be a respected force for good and continue to embrace innovation, nurture transformation and inspire solutions.

To tackle the complexity of 21st Century challenges, Salzburg Global is expanding its capacity to propel ideas and strategies for lasting change. Central to extending our reach and impact is selecting the right partners – leading institutions working in our program fields that bring fresh ideas, an openness to challenge and revision, and a commitment to accelerate the most promising solutions.



“
Show me where to stand
and I’ll move the world.
”
~ Archimedes

“
The days in Salzburg are over
but the organizers still keep
us together as a group and I
am very thankful for that. We
communicate, read, follow
up, and all that makes me feel
involved and willing to follow
up with my new colleagues and
friends and think about further
projects for cooperation.
”

Aneliya Dimitrova
Administrative Director, Montreal
Chamber Music Society, Canda

Connecting change- makers across the globe

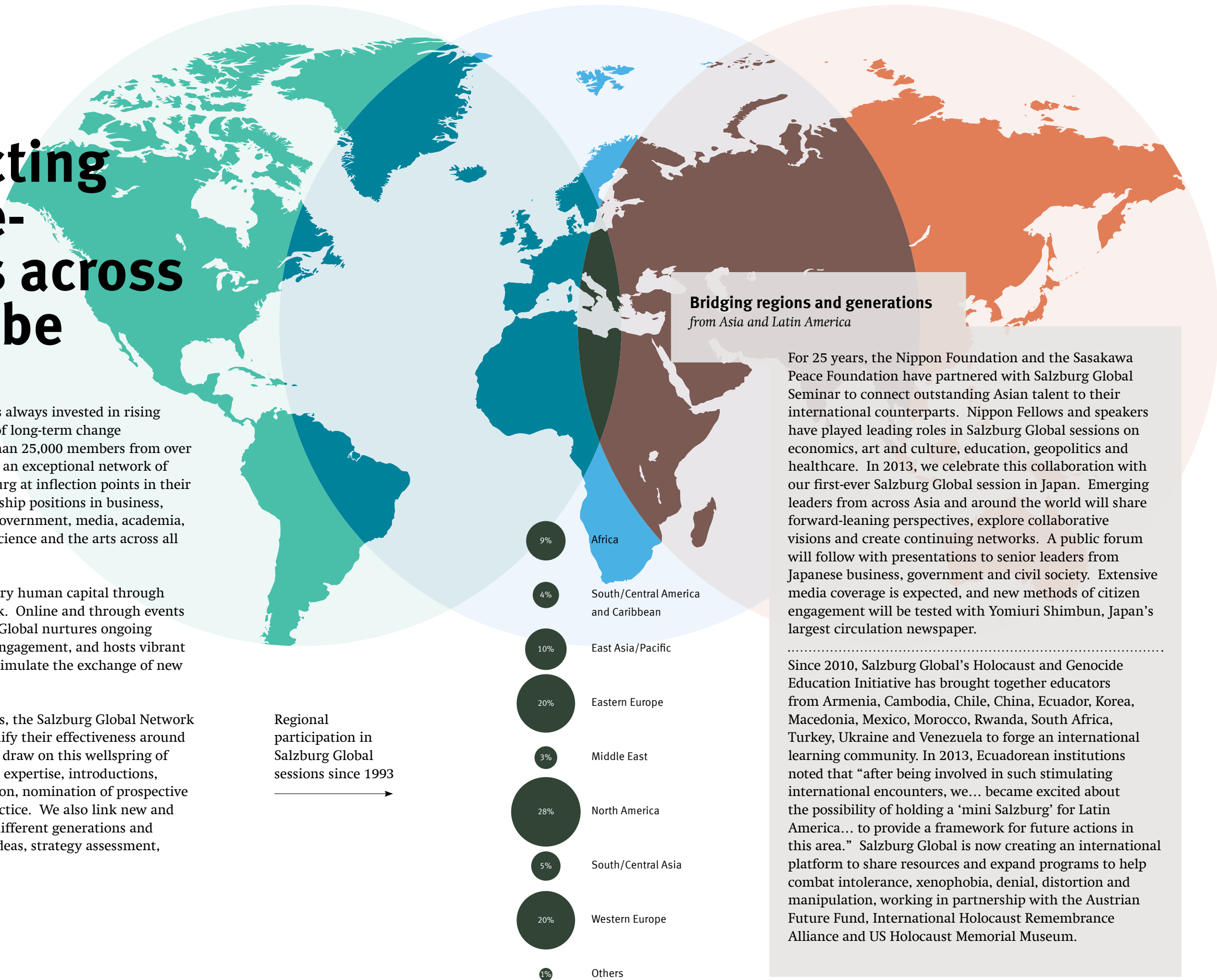
Salzburg Global Seminar has always invested in rising leaders as an essential part of long-term change management. With more than 25,000 members from over 160 countries, we have built an exceptional network of talent. Many came to Salzburg at inflection points in their careers and now hold leadership positions in business, international and national government, media, academia, civil society organizations, science and the arts across all global regions.

We connect this extraordinary human capital through our Salzburg Global Network. Online and through events around the world, Salzburg Global nurtures ongoing network relationships and engagement, and hosts vibrant cross-sector discussions to stimulate the exchange of new ideas and best practices.

Spanning sectors and regions, the Salzburg Global Network equips our partners to magnify their effectiveness around critical issues. We regularly draw on this wellspring of leadership for collaboration, expertise, introductions, session design and moderation, nomination of prospective participants and applied practice. We also link new and established members from different generations and sectors for crowd-sourcing ideas, strategy assessment, mentoring and support.

“
The Salzburg Young Cultural Leaders Forum created in effect a kind of global synergy, that empowers us to keep on working...knowing that we are not alone and that there are people all around the world we can lean on for help, advice and support.
”

Kelly Diapouli
Director, BUSART, Athens, Greece



Salzburg Global Program

Our program framework has three cross-cutting clusters and addresses the underlying questions that hold keys to human progress.

Imagination, Sustainability and Justice

“
Never doubt that a small group
of thoughtful, committed
citizens can change the world;
indeed, it's the only thing that
ever has.

”
Margaret Mead
Anthropologist
Faculty - Session 1

From the start, Salzburg Global Seminar has broken down barriers separating people and ideas. Today, we span the world's regions. We challenge countries at all stages of development and institutions across all sectors to rethink their relationships and identify shared interests and goals.

Salzburg Global's reach and vision demand a program approach that reaches beyond academic and policy silos and engages diverse voices.

- We work to:
- **Illuminate issues of global or regional significance;**
 - **Empower people and institutions leading change;**
 - **Build strategic coalitions to change attitudes and practice;**
 - **Interpret big data to improve prioritization and sharpen responses;**
 - **Leverage media and networks for informed coverage and wide dissemination.**



Majid Batterjee draws the map of the social impact and enterprise landscape during the session 'Value vs. Profit: Recalculating Return on Investment in Financial and Social Terms'





Imagination Education, Culture & Innovation

Imagination lies at the heart of human development, opportunity and capacity for resilience – and will inspire the global transition to a knowledge economy. We ask how societies can renew and reconfigure their education, culture and media practices, and foster science and entrepreneurship to create inclusive, knowledge-based communities of the future.

Connecting education, opportunity and technology

The Educational Testing Service and Salzburg Global Seminar have an ongoing partnership to develop education strategies to improve access, quality and skills relevance. Our 2010-2012 series on Optimizing Talent: Closing Educational and Social Mobility Gaps Worldwide convened researchers, policy makers, practitioners and advocates to examine promising policies and practices.

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In 2013, the European Access Network will launch the World Congress on Access to Post-Secondary Education as a global movement and learning community committed to making a tangible impact on educational access, retention and achievement. This initiative stems directly from the Optimizing Talent series. Salzburg Global will play an ongoing role in shaping the agenda and bringing together imaginative problem-solvers as this work continues. In 2014, we will expand the project to critically assess online educational delivery platforms and scope opportunities and challenges for specific global regions.

Sustainability Health, Environment & Livelihoods

The most basic necessity in any society is human safety and wellbeing. We work to improve life chances for present and future generations in a holistic way, connecting health, environment, money and work. We ask how societies can move beyond short-termism and target research, investment and policies to manage risk, promote equity and build dynamic resilience.

Transforming health care delivery for long-term public benefit

Dartmouth College's Center for Health Care Delivery and the World Bank Institute are partnering with Salzburg Global Seminar to accelerate global progress on the fundamental right to health for all people.

In 2012, Salzburg Global launched a multi-year collaboration on Realizing The Right To Health, an international exchange among key scholars, practitioners and policy makers, including World Bank President, Dr. Jim Yong Kim. Participants produced a groundbreaking statement – Better Care for All, Every Time: A Call to Action – that has been presented to the World Health Assembly and other key international bodies. In-region innovation sessions will now test approaches and best practices forged in Salzburg, building momentum for a major paradigm shift in global health delivery.



Justice Democracy, Economy & Rule of Law

As power is dispersed in a multipolar world, shifts in allegiance and identity are triggering radical shifts in relationships between individuals and institutions. We ask how societies can reframe responsibilities, rights and cooperation between citizens, business, governments and regions to foster conditions for peace and prosperity.

Modernizing governance for results on the ground

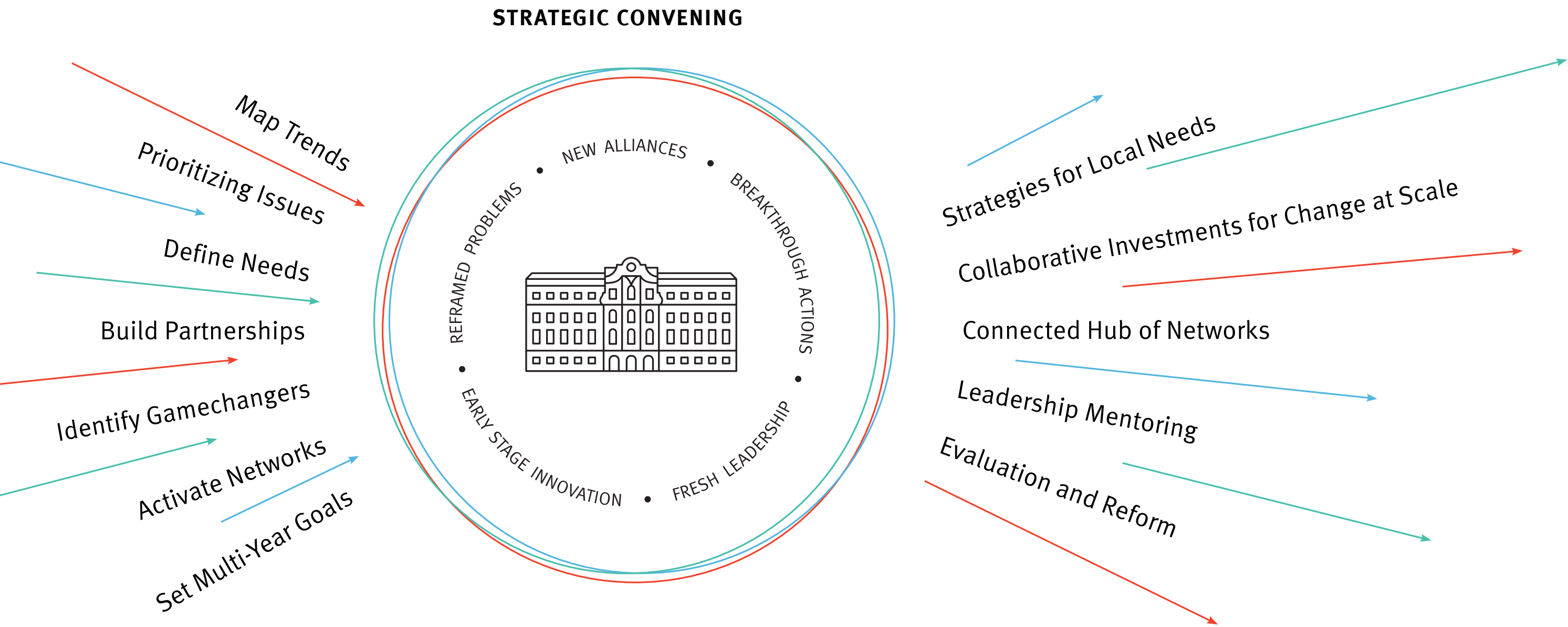
Paul Volcker, former Head of the US Federal Reserve, has chaired three sessions on economic governance. Impressed by Salzburg Global's ability to assemble leading thinkers and actors along with rising stars from government, business and civil society, he returns because "I meet new people and learn new things in Salzburg." When Volcker decided to form an institute to examine why 'high policies' so often fail to achieve their intended results, he turned to Salzburg Global to help refine its international agenda.

.....
In 2013, the Volcker Alliance for Effective Governance will hold its first international event at Schloss Leopoldskron. Leading analysts and policy makers from Europe, the United States, Asia and other regions – many of whom are members of the Salzburg Global Network – will assess state-of-the-art research and comparative experience to set priorities for the Alliance and for regional and national initiatives around the world. Intended outcomes include a multi-year work plan and proposals for collaborative investment.

Architecture of Impact

Salzburg Global Seminar's strategic convening is designed to challenge established mindsets, inspire collaborative solutions and build lasting networks. We do this by identifying key stakeholders, early stage innovators, emerging trends, obstacles to advancement, and points of leverage. Working with specialist partners, we customize multi-year programs to frame problems in fresh ways, facilitate breakthrough experiences and maximize lasting impact.

Salzburg Global sessions maximize interaction and creative exchange, moving discussions out of comfort zones. We guide participants as they practice active cross-cultural engagement, assess their own leadership effectiveness, and evaluate how to adapt and apply findings in their institutions, regions and communities.



Salzburg Global amplifies impact through eight steps

1 Prioritizing topics »

We focus on new issues ripe for engagement or known problems where progress has stalled. Salzburg Global has a proven track record of addressing emerging issues before they reach center stage. We maintain our commitment to tackling systems challenges in the long-term public interest.

2 Bringing the right people to the table »

Salzburg Global works with partners to map key stakeholders, innovative voices and emerging leadership to connect the full range of perspectives on a given topic. Our sessions transcend the echo chamber of typical conferences by recruiting distinctive participants from different regions and sectors alongside world-renowned thinkers and experts. Utilizing the Salzburg Global Network, we target cutting-edge participants who have new ideas to share, are eager to learn, and can enrich creative problem solving. Our deep commitment to engaging young leaders on their way to influence also makes us unique among major think tanks and policy institutions.

5 Creating conditions for change »

Accelerating effective action means understanding context, defining options, and setting strategy. Salzburg Global works with partners to identify inflection points and opportunities for innovation where personal and institutional investment can produce game-changing outcomes. We develop tangible goals and outcomes, and above all, translate vision into structured steps for practical results. We help our partners and participants build shared communities of interest to drive change forward.

Intensely productive experiences are achieved through total immersion over three to five days. Participants can renew their skills and commitment around an issue of shared interest, finding fresh energy and conviction to shift obstacles to progress and learning more about themselves along the way. Opportunities to present, discuss, complete group work and role-play are combined with interactive presentations by top experts from across the world.

6 Fostering continued collaboration »

Salzburg Global’s strategic convening enables institutions and individuals to exchange fresh ideas, build ties with new stakeholders, broker alliances and forge collaborative pathways. Our commitment extends beyond convening to help our partners and participants implement change strategies and build networks to enhance future effectiveness.

3 Asking the questions that need to be asked »

Our sessions reframe the terms of debate to clarify what needs to be understood and how different parts of the problem intersect. To facilitate horizon scanning before a session, Salzburg Global conducts issue mapping in conjunction with the world’s top universities and think tanks – structuring multi-sector perspectives and forward-leaning conversations. Our goal is to facilitate a shift from stalemate and isolation to integrated understanding and action.

7 Maximizing results »

All Salzburg Global partnerships are designed for long-term impact. Before, during and after a session, we work hand-in-hand with our partners to strengthen influence where it matters most to them. Partnership outcomes can include fresh ideas, global policy initiatives, new international networks, model curricula, quoted reports and grassroots innovations.

Each Salzburg Global convening includes a communications plan to engage communities of interest. Our experienced media team stimulates press coverage by inviting journalists to attend and cover selected sessions, arranging interviews with leading presenters and helping participants utilize social media effectively. We work with our partners to distribute content through a range of platforms and distribution networks, and regularly track dissemination as part of our performance metrics.

4 Overcoming barriers to progress »

Salzburg Global’s methodology is designed to build trust and break down silos. We provide non-ideological support to help partners make progress on emerging, complicated, sensitive or taboo topics. Our approach embraces diversity and creates a space in which to manage controversy – whether geographic, political, cultural, religious or generational. People trust us to foster intellectual exchange in interactive, inclusive conditions. We purposefully design opportunities for unexpected encounters, where people can drop their institutional and real-world defenses, and explore ideas for the common good.

8 Nurturing new leadership

Salzburg Global works with partners to build mentorship, coaching and peer networks, with a keen eye for emerging professionals at pivotal points in their careers. The opportunity to make ‘a professional friend for life’ can foster courageous action, open new career options, and influence the direction of teaching and research. This personal transformation is a core outcome of the Salzburg Global experience.

“
The way we work models the world
we are trying to build.
”
~ Salzburg Development Team

Inspiring the next generation

To scale up innovation and reach young adults outside current elite structures, Salzburg Global Seminar expands the reach of our program through the Salzburg Global Academies. Launched ten years ago, our Academies are built in collaboration with forward-looking higher education institutions, scholars and teachers. These intensive and highly selective courses – held in Salzburg or adapted to the needs of other regions - are used to develop, test and implement creative global curricula, pedagogy and research.

Salzburg Global Academies involve faculty and students from regions and groups typically underrepresented in leadership echelons. We prepare outstanding young people for lives of innovation and reinvention with the skills to drive change.



SALZBURG GLOBAL CURRENTLY HAS THREE ACADEMIES:

The Global Citizenship Program for educators and university students, founded in 2004, is supported by outstanding practitioners in the fields of sustainability, human rights and peace-building. As a direct result of their Salzburg Global affiliation, dozens of universities have changed their curricula, co-curricular activities, and institutional policies to place global citizenship as a central aspect of their work and missions, impacting hundreds of thousands of students.

The Academy on Media and Global Change, founded in 2007, builds global media literacy with university partners on five continents. Each year the Media Academy designs, executes and releases a global media research project, creates media literacy modules (downloaded more than 30,000 times in 100 countries), assesses the role social media play in news and citizen engagement, and prepares students for careers where entrepreneurship will be a critical feature of the media

The International Legal Academy will be held in 2015, under the auspices of Salzburg Global’s Lloyd Cutler Rule of Law Center. Developed from the Cutler Law Fellows program, Salzburg Global is working in cooperation with teachers and students at nine top American law schools to build a network of young men and women interested in shaping the future of public and private international law.

Shaping institutions for long-term impact

Salzburg Global Seminar partners with the Andrew W. Mellon Foundation to improve the capacity of higher education institutions to manage educational change and promote global citizenship. Through the Mellon Fellow Community Initiative (MFCI), Salzburg Global offers specially designed sessions and workshops to help educators develop and implement projects that bring broader global perspectives to their classrooms, campuses, and communities. Over 35 institutions and more than 200 faculty and administrators are now better equipped to prepare students for lives and careers in an ever-changing and globalized world.

The MFCI also allows select members of the Historically Black Colleges and Universities and the Appalachian College Association to take advantage of unique opportunities for incorporating global citizenship in teaching and learning on campus. Salzburg Global promotes and sustains cross-institutional, collaborative projects between these colleges and universities that have rarely worked with one another in the past. To enhance MFCI’s institutional impact, we are now working with the Andrew W. Mellon Foundation and are working to create a Global Education Consortium. This seedbed for a growing community of educators is dedicated to helping upcoming generations understand the responsibilities and opportunities of globalization.

“
The Media Academy’s work on bringing together people from all over the world, facilitating robust debate and encouraging greater media literacy is really an ideal model of what should and could happen on a much bigger scale.
”
Roman Gerodimos
Senior Lecturer in Global Current Affairs, Bournemouth University, UK
Faculty - Media Academy 4-7



Investing in Salzburg Global’s Future

Salzburg Global Seminar is a unique institution – the creative brainchild of emerging leaders in an extraordinary moment of global transition, a history spanning the Atlantic and then the world, a forerunner in youth engagement and global networking, and a powerful lever for agents of change to boost their influence and results.

To transform our impact on global problem-solving, Salzburg Global is launching an ambitious five-year plan to boost core capabilities, accelerate the development of new programs, ensure participation by rising stars from every region of the world, and help its global network of innovators take their ideas to scale.

“
As the world continues to become more and more complicated, the value of neutral surroundings, respectful dialogue and young leadership engaged with one another become even more critical.

”
Heather Sturt Haaga
Chair, Salzburg Global Seminar

SALZBURG GLOBAL’S ACTION PLAN CALLS FOR FOUR MUTUALLY REINFORCING INVESTMENT STRATEGIES:

1. **Strategic Convening** investments will expand our capacity to lead the field by commissioning cutting-edge issue research, examining systemic blockages, mapping key stakeholders and connecting early stage innovators.
2. **New Faces of Leadership** investments will ensure that bright, engaged and pioneering emerging leaders in every part of the world can participate in Salzburg Global programs.
3. **Global Network** investments will give the Salzburg Global experience lifetime value by expanding the tools, content and impact-enhancing opportunities available to all members of the Salzburg Global Network.
4. **Historic Facility** investments will update our famous venue to maximize our technological versatility, event management efficiency and operational profitability.

To support our action plan for transformation, Salzburg Global seeks partners, funders and investors who see opportunities to stimulate better thinking and concerted action, and who share our belief that progress can be accelerated through strategic engagement of creative individuals and institutions.

Salzburg Global Seminar Leadership



Stephen Salyer
*President and
Chief Executive Officer*

Stephen Salyer heard the phrase “non-profit entrepreneur” at a Salzburg Global session when he was 24 years old and decided that’s what he wanted to be. For 35 years he created and launched public media programs and companies at the forefront in providing interactive experiences and global perspective. At WNET/ New York in the 1980s, he pioneered distance learning that combined broadcast, computer and in-person instruction. As President and CEO of Public Radio International in the 1990s, he launched direct satellite radio channels for in-car listening and one of the earliest community-based web news services. He designed and implemented sustainable business models to support these ventures, many of which remain viable today. President and CEO since 2005, Stephen is rebranding Salzburg Global as a world-class force in strategic convening, to build partnerships that unite leading edge thinkers, influencers and donors around shared agendas for change, and that involve young innovators from every part of the world.



Patricia Benton
Chief Financial Officer

Patricia Benton’s experience across private and public sectors yields a perfect blend of management, financial and partnership building skills. Before joining Salzburg Global in 2007, she served as Vice President for Finance and General Manager at Comsat Corporation, at that time the leading satellite telecommunications company in the US. She also served in management and consulting roles for a range of non-profit organizations and start-ups, including CIVICUS, The Partnership for Transparency Fund, and DC Stoddert Soccer. For Salzburg Global, Patricia plays lead roles in finance, administration and special projects such as restructuring the organization’s hotel and conference center business.



Clare Shine
Chief Program Officer

Clare Shine has never quite found a way to stay within the box. A firm believer in multi-disciplinary approaches, her background spans the arts, business, law and policy. She is a qualified barrister with 20 years’ experience as an environmental policy expert for the UN and regional organizations, governments, the private sector and NGOs, playing an influential role in biosecurity, transboundary cooperation, conflict prevention and institutional transformation. Previously based in Paris for over 20 years, she has led project teams on four continents. Clare began her career in industry and the media after studying literature at Oxford and has written regularly for the Financial Times since 2003. Chief Program Officer since 2012, Clare has restructured the Salzburg Global Program, catalyzed new transnational partnerships and positioned the organization to craft multi-year change agendas.



George Zarubin
Chief Development Officer

George Zarubin is the newest addition to senior management, leaving his role as president of the Eurasia Foundation in May 2013 to lead Salzburg Global’s development of philanthropic partnerships. George understands grant making and donor interests having played senior roles in Europe and the United States at Eurasia and the Soros Foundation Kazakhstan, and as a leader within important funding networks such as the Council on Foundations and the European Foundation Centre. His legal background and international experience in developing research centers, program design, evaluation and metrics will be put to good use in expanding Salzburg Global’s partnerships and donor relationships worldwide.

Our Board of Directors

Our Board of Directors brings a valuable mix of international, corporate and organizational, cross-sector expertise to guide Salzburg Global Seminar’s programs and business practices. Committed to effective stewardship, the Board safeguards organizational assets – financial and programmatic – and supports our capacity as we expand Salzburg Global’s horizons and reach.

CHAIR	Heather Sturt Haaga
VICE CHAIR	Claudio X. Gonzalez
IMMEDIATE PAST CHAIR	Walter E. Massey
SECRETARY	Randal C. Teague, Esq.
TREASURER	Daniel R. Fung, QC, SC

DIRECTORS	Doug Carlston
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	William H. Saito
	Vikas Thapar
	Marina v.N. Whitman
	Catherine Wills

Our Program Team

Our Program team has nine Program Directors – five women and four men. Together, they span an unusually wide range of backgrounds: nearly all have lived, studied and worked in a range of countries and are multi-lingual. Each Program Director leads work in his or her specialist area, with staff expertise ranging from economics, law, environmental and education policy to culture, gender and human rights. In parallel, Salzburg Global’s teamwork connects them across disciplines to bring creative critical thinking to the way we frame complex problems and design multi-year programs to address them. Our planning process allows each team member to challenge ideas from their professional perspective and propose participants from unexpected quarters. We rigorously test concept formation against the needs of different target audiences around the world – always with a focus on long-term systems thinking and sustainable change agendas.

Historic Schloss Leopoldskron

A World-Class Retreat

Nestled in the foothills of the Austrian Alps with majestic lake and mountain views, historic Schloss Leopoldskron is a world-class retreat and conference center, with state-of-the-art facilities and staff dedicated to provide the necessary ingredients for a transformative experience.

Our exclusive setting enables Salzburg Global participants to step back from the world, share quality time together and form life-long bonds. The Schloss’ spacious atmosphere, European elegance and playful grandeur leave a vivid and enduring imprint on participants’ memories, often described as the ‘Salzburg magic’. Over breaks and meals, walks around the lake, drinks on the terrace and evening social time in the Cellar Bierstube, conversations begun during working sessions are continued, allowing for greater nuance, wider exploration and enhanced creativity.

Our beautifully preserved rococo palace – a few minutes’ walk from Salzburg Old Town (a World Heritage site) – has been a source of power, intrigue and inspiration since the 18th century. Birthplace of the Salzburg Festival, and once home to Europe’s leading theatre impresario, Max Reinhardt, Schloss Leopoldskron continues to inspire vibrant artistic and intellectual exchange.

“

I’ve been to many forums or events, but there was none like Salzburg Global Seminar. Staying in beautiful Schloss Leopoldskron and experiencing the great nature of Salzburg, free from the constraints of daily work already makes you feel very lucky and thankful... But what’s more important is that the discussions were very sophisticated and dynamically evolved as they went... As all participants were encouraged to join the conversation, the learning was mutual and intimate.

”

Helin Park
Team Leader, Impact Square, Seoul,
Republic of Korea





Our exclusive setting at Schloss Leopoldskron, just on the outskirts of the city of Salzburg, enables Salzburg Global participants to step back from the everyday, creating an environment where ideas matter and those seeking a better world find common ground.



The newly renovated Schlosspark, manicured terrace gardens, and lake, overlooked by the Untersberg mountain, provide a beautiful and inspiring setting to relax, contemplate and take a reinvigorating stroll between sessions.



The historic Meierhof was initially used as the stables and staff quarters for the neighboring Schloss Leopoldskron. Nowadays, it serves as Salzburg Global's offices, conference venue and hotel.



Parker Hall in the Meierhof, named after long-serving Executive Director Amory Parker, is the main conference room of Salzburg Global.



The library, open throughout the day and night, was built by Max Reinhardt, based on plans from the monastery library of St. Gallen in Switzerland.



The Great Hall of the Schloss is often used for fireside chats and informal evening sessions, as well as classical music concerts.



The lake-side terrace of Schloss Leopoldskron is a preferred rendezvous of many Salzburg Global participants - a place for thoughtful discussions and coffee breaks on sunny days, and snowball fights in the winter.



In the early days of Salzburg Global, Europe was still facing rationing and the first participants survived on potatoes and onions. More than 65 years later, our Austrian hospitality provides for regular "Kaffeepausen", allowing for both further discussion and refreshment.



The Marble Hall of Schloss Leopoldskron has been used since the Prince Archbishop's time as a festive setting for gala dinners and special occasions - and all our participants' meals during the seminars.



The Venetian Room, the inspiration for the ballroom in the 1965 movie 'The Sound of Music', is the only space in the Schloss where candles can be lit - a special venue for opening receptions and closing banquets.



The Chinese Room was created by Max Reinhardt in the 1920s to bring exotic surroundings to the Austrian palace. Today, it is often used for working group meetings.



The McGowan Room, named after American judge Carl E. McGowan, was the room where Max Reinhardt gathered friends and colleagues to develop the Salzburg Festival - and now serves as another of our working group rooms.

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