

Salzburg Global *DEI Report: Place*

JUNE 2024



SALZBURG
GLOBAL
SEMINAR

HOTEL
SCHLOSS
LEOPOLDSKRON

Compiled by **Litha Sokutu**
DEI Strategic Specialist, Salzburg Global

SalzburgGlobal.org

Table of Contents

INTRODUCTION: THE EVOLVING STORY OF SCHLOSS LEOPOLDSKRON	03
OUR APPROACH TO DEI	04
LEARNING FORM OUR DEI JOURNEY	05
THE IMPORTANCE OF PLACE	06
HISTORY OF SCHLOSS LEOPOLDSKRON	08
EVENT SPOTLIGHT: THE VENETIAN SALON PROTEST	09
An Overview of the Venetian Salon	11
CONSULTATION AND STRATEGIC INITIATIVES	13
The Role of Funders and the Board of Directors	14
KEY RECOMMENDATIONS AND INITIATIVES	15
Values and Narrative	15
DEI and Place Commitments	16
Initiatives Snapshot	17
MANIFESTATION OF MISSION AND DIVERSITY	18
Initiative Spotlight: Fellowship Curation	19
RISK AND EXPERIMENTATION	25
Exhibition Spotlight: Here You Can Be Whatever You Want	25
GREATER INCLUSIVITY AND ACCESSIBILITY	27
Initiative Spotlight: Sir David Gore-Booth Suite Renovation	27
Reflections and Learnings	28
FUTURE AMBITIONS	30
THE JOURNEY CONTINUES: FUTURE DEI REPORTS	32

Introduction: The Evolving Story of Schloss Leopoldskron

Since its founding in 1947, Salzburg Global has evolved into one of the world’s foremost forums for global dialogue, exchange, and collaboration. Schloss Leopoldskron or Leopoldskron Palace, our home for 77 years, has become a space for Fellows to exchange ideas, explore new possibilities in idyllic surroundings, and work together to shape a more peaceful and just future. The Schloss itself – constructed in 1736 – carries a 288-year-old history that is complex, beautiful, difficult, and at times contested. Over nearly three centuries, the Schloss’s history has been marked by cycles of power, persecution, and renewal. It is impossible to properly tell the story of Salzburg Global without understanding the history of the building.

Telling the story of the relationship between Salzburg Global and Schloss Leopoldskron, however, requires understanding how the history of the Schloss has been interpreted, questioned, and reinterpreted over time. It requires understanding how the predominant narratives of an institution or a place can obfuscate other histories that lie within it. It requires understanding how Salzburg Global’s Fellows have influenced our institution over time. And it requires an understanding of how contestations over historical narratives can create opportunities to reimagine historical spaces and buildings in ways that are more complete, transparent, and aligned with contemporary values.

In Salzburg Global’s case, for nearly 80 years, we believed that we were telling the story of the Schloss in a comprehensive and sensitive manner, highlighting key historical events that informed the Schloss’s history and evolution. Over that time, our institutional narratives centered on the cycles of power, persecution, and renewal that are an inextricable part of the Schloss’s history. From the Schloss’s construction commissioned by Prince-Archbishop Firmian, who was responsible for the mass expulsion of the Protestant community in Salzburg in 1731, to Max Reinhardt’s reinvention of the building as an international hub for theater and the arts between 1918 and 1938, to the Nazi occupation of the Schloss from 1938-1945, and to the founding of the “Salzburg Seminar” at the Schloss in 1947 as a center for dialogue, reconciliation, and peace, the dominant narratives we told of the Schloss guided how we preserved and curated the environment. This report showcases how a crucial part of the Salzburg Global DEI journey is telling a more complete, sensitive, and nuanced story of our home.

“Salzburg Global’s understanding of DEI has expanded and deepened over time. It is a journey that unfolds day-by-day, as we continue to learn from our Fellows, our partners and our friends and supporters around the world.”



MARTIN WEISS, SALZBURG GLOBAL PRESIDENT & CEO

Our Approach to DEI

We understand as an organization that the acronym of DEI does not and cannot incorporate the full range of justice frameworks and the organizational culture that we strive to embody. At Salzburg Global, our journey on issues of diversity, equity, and inclusion is not static but rather aims to grow so that we incorporate and action practices that promote belonging, accessibility, and decolonization amongst others. We continue to evolve our understanding and approach as we garner feedback from Fellows and partners, and we use reports such as this one as a commitment to continue growing as a justice-orientated organization.

We define the interrelated terms ‘Diversity’, ‘Equity’ and ‘Inclusion’ in the following ways:

1 Diversity

Diversity is the presence of differences that may include race, gender, religion, sexual orientation, ethnicity, nationality, socioeconomic status, language, (dis)ability, age, religious commitment, or political perspective. Populations that have been and remain– underrepresented among practitioners in the field and marginalized in the broader society.

2 Equity

Equity is promoting justice, impartiality, and fairness within the procedures, processes, and distribution of resources by institutions or systems. Tackling equity issues requires an understanding of the root causes of outcome disparities within our society and finding ways to distribute power and agency to marginalized groups.

3 Inclusion

Inclusion is an outcome to ensure those that are diverse actually feel and/or are welcomed. Inclusion outcomes are met when you, your institution, and your program are truly inviting to all. To the degree to which diverse individuals are able to participate fully in the decision-making processes and development opportunities within an organization or group.

Learning from our DEI Journey

Throughout this report, readers will encounter reflections from staff, Fellows, and board members on our DEI journey as it relates to Schloss Leopoldskron. We hope these learnings may be of value to our Fellows, our partners, other convening organizations, stewards of historic buildings, and curators in museums and galleries to contribute to a broader discourse on fostering inclusivity and the evolution of historical spaces.

Here is an overview of the most impactful learnings from our DEI journey reflected in this report:

1 Defining Institutional Values is crucial to re-curating historic spaces

Our values of *Welcoming, Transformation, Fairness, and Exchange* are intrinsic to all our work, including DEI. These values are our “North Star”, setting the standard for how Salzburg Global convenes and curates the facilities at the Schloss and how we aspire for guests to experience the building.

2 A Shared Vision is foundational to telling an institutional history and investing for the future

The DEI Vision Statements provide our DEI Task Force with a unified vision of how best to evolve the Schloss, increase guests’ understanding of the building’s history, and increase its accessibility. When everyone in an organization is aligned on the needs, priorities, and expectations of DEI initiatives, policies are built to last and can strengthen the organization over an extended period of time.

3 Contested Historical Spaces need to be challenged by feedback

Buildings with long, complex histories can elicit a variety of responses from guests, ranging from awe, discomfort, confusion, or even anger. Curating such spaces requires organizations to invite guests to “speak back” to the institution and then, after sincere reflection, act on this feedback in ways that evolve the environment.

4 Proactive Change is an asset to historic spaces

Developing a culture that prioritizes proactive changes to historic spaces and moves away from preservation-focused, case-by-case approaches to building curation and accessibility is critical. Moving towards strategic, iterative initiatives allows for the anticipation of different guests’ needs and ensures that a wide range of people feel welcome in the environment.

5 The Work is never complete

Our understanding of the building and our space, and our curation and approach to it, is constantly evolving. We have learnt as stewards of an historic building that such spaces are in a constant state of becoming.

The Importance of Place

“The final choice of Leopoldskron as the site had very important implications for the success of the Seminar.... In this setting, students arriving to meet other students from the countries of their former enemies, students who had fought on opposite sides, students who have been active in the underground, were able to meet in a mood which combined a sense of distance from real life, and a sense of the importance of the traditions of civilization... Students walked, as it were, upon a stage where some of the more insistent difficulties of their real life situation could be forgotten... This gave them time to pause, to hesitate, to see themselves with a certain detachment. Throughout the Seminar, the loveliness and unreality of the setting consistently muted stridencies which might have developed.”

– MARGARET MEAD, CHAIR OF THE INAUGURAL SALZBURG SEMINAR SESSION, 1947

In the 76 years since its founding, Salzburg Global Seminar has challenged current and future leaders to shape a better world, leaving an indelible imprint on the fields of peace and justice, education, culture, health, finance and governance. Salzburg Global continues to convene globally diverse Fellows across generations, sectors, and cultures at its home, Schloss Leopoldskron. The Schloss has been instrumental to the organization’s success and has been used as a retreat from everyday life, as well as a safe place to explore new possibilities and a fertile ground for creative thinking. It is a place of inspiration where both young leaders and established luminaries, enriched by their experience with Salzburg Global, return to their daily lives better equipped to make the world a more creative, just, and sustainable place. The facilities have a 280-year history of both political and religious repression, as well as creative and intellectual renewal. This mixed and contentious history can augment but, in some ways, also prove at odds with the environment Salzburg Global has aimed to foster– namely, a welcoming, inclusive space that encourages exchange and safety.

Nearly 80 years of convening at the Schloss has shown us that Schloss Leopoldskron is a space that can evoke diverse interpretations and emotions among our Salzburg Global Fellows, staff, and guests. Many have highlighted how the Schloss can at once be a beautiful baroque palace that serves as a peaceful retreat from daily life, or it can alternately be a physical manifestation of Austro-Hungarian elitism and the vestiges of religious and political persecution. The challenge for historic buildings such as ours is to develop narratives and curation approaches that recognize diverse interpretations and regularly evolve the space over time.

“Our responsibility to the history of Schloss Leopoldskron is to seek to tell its whole story, and to reinterpret its history for the present. In that context, our challenge is to retell a history that has been handed down from generation to generation in a way that has meaning, and to be open to different interpretations of that meaning over time. In essence, we are now writing a new history of the present within the walls of Schloss Leopoldskron.”

– SALZBURG GLOBAL DEPUTY CEO BENJAMIN GLAHN ON HOW SALZBURG GLOBAL HAD TO EVOLVE THE FRAMEWORK OF HOW THE STORY OF SCHLOSS LEOPOLDSKRON WAS TOLD



Over the last several years, we have pushed ourselves to interrogate how the Schloss can meet modern challenges and be an environment that communicates our mission and values in ways that are engaging, educational, transparent, and additive. Our objective is to ensure that any Fellow or guest who walks through the Schloss leaves with a greater understanding of its history and what Salzburg Global stands for. The comprehensive reviews and revised curation of Schloss Leopoldskron detailed in this report were undertaken to ensure that it not only serves as a home for global dialogue but also as a space where diverse histories and voices are acknowledged and celebrated.

“It is so important for me that everybody in my team understands the mission of Salzburg Global and the history of the Schloss. That is why I encourage them to visit programs and get to know the Fellows.”

– **CARINA KAMMEL, GENERAL MANAGER, HOSPITALITY AT SALZBURG GLOBAL**, ON THE IMPORTANCE OF REFLECTING THE SALZBURG GLOBAL MISSION THROUGHOUT SCHLOSS LEOPOLDSKRON

History of Schloss Leopoldskron

Schloss Leopoldskron is a unique 18th-century palace and protected Austrian national monument. Since 1947, it has been the home of Salzburg Global Seminar. With Salzburg Global as its owner, caretaker, curator, and operator of its social enterprise hospitality business, Schloss Leopoldskron welcomes more than 25,000 people from all around the globe each year.

Built as the home of Prince-Archbishop Leopold von Firmian between 1736 and 1744, it was where young Mozart played the piano; theater impresario Max Reinhardt founded the Salzburg Festival (1919-1920); and three Harvard students laid the foundation for a post-war center for dialogue and reconciliation called “The Salzburg Seminar” (1947), now Salzburg Global. It has had numerous owners, including kings, investors, and entrepreneurs, and witnessed the flourishing of Europe’s creative arts and theater scene after World War I before becoming tragically entangled in the grip of the Nazis.



Prince-Archbishop Leopold von Firmian commissioned the building of the Schloss with construction taking place between 1736 and 1744.

Over nearly three centuries, Schloss Leopoldskron has experienced numerous cycles of power, persecution, creativity, and renewal and witnessed a rich tapestry of events shaped by its numerous owners and visitors.

Salzburg Global recognizes that the history of Schloss Leopoldskron is not static but continues to evolve. We understand that interpreting history is a process that evolves with new insights and perspectives; we continue to gain a greater understanding of our responsibility to engage with these perspectives and ensure that our practices and policies reflect an ever-changing understanding of the history of this place. This report on the DEI initiatives we have undertaken at Schloss Leopoldskron aims to show Salzburg Global’s ongoing journey as an institution and how Schloss Leopoldskron continues to evolve as both a convening and curational space.

A detailed overview of the institution’s history is [here](#).

Event Spotlight: The Venetian Salon Protest

The [Cultural Innovators Forum](#) (formerly called the Young Cultural Innovators) is a global network of imaginative and creative changemakers using the arts for human, societal, and economic transformation in their communities. Launched in 2013, the Forum connects individuals and communities in more than 20 “hub cities” around the world through online and in-person meetings, inter-hub exchanges, and cross-border projects.

On Saturday, October 21, 2018, after Fellows had left the Cultural Innovators Forum, Salzburg Global staff were made aware that several protest posters were displayed in the Venetian Salon of Schloss Leopoldskron.

The posters were a protest against a set of historic *Commedia dell'arte* paintings, which were installed in 1927 by Max Reinhardt and are a main feature of the Venetian Salon. Specifically, Fellows were protesting to raise concerns suggesting that the *Commedia dell'arte* paintings are representations of blackface and racial prejudice. The protest posters themselves were taped on the historic paintings and portrayed images of Confederate flags, members of the Ku Klux Klan, and other images representative of blackface. The protest was anonymous, and because it was conducted on the departure day of the program, there was no opportunity during the program to engage in a discussion around the concerns raised by the protest.



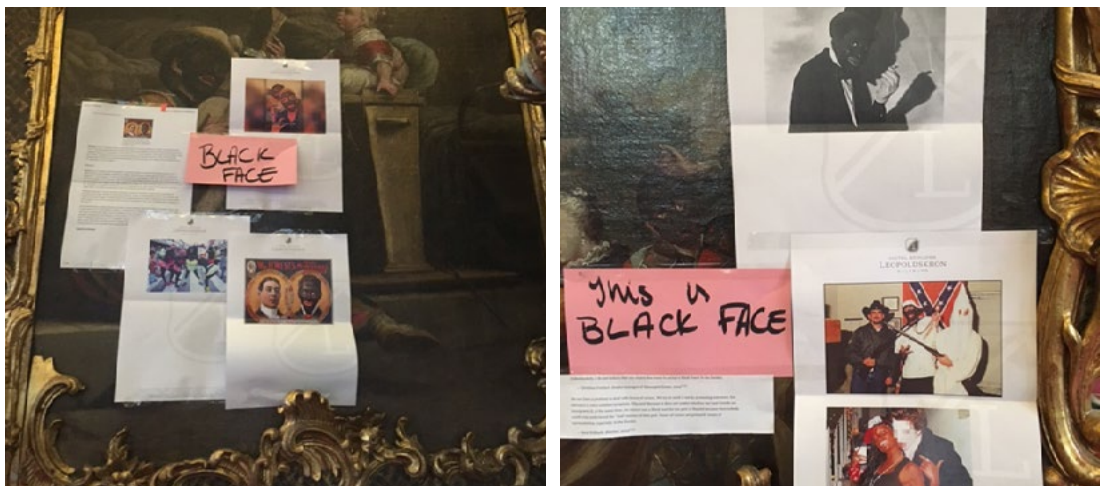
Commedia dell'arte paintings of Harlequin in the Venetian Salon.

The protest set off a fundamental change in the way that Salzburg Global understands Schloss Leopoldskron and the histories and narratives within it. Among other things, the protest made clear that there was a disconnect between how Salzburg Global staff interpreted the Schloss and its history and how Fellows were experiencing it. Importantly, this event was part of a broader societal awakening to the significance of how spaces and symbols are perceived and the urgent need for institutions to reflect on their own spaces and the experiences they provide.

“In the seven years I’ve been here, I think that the Venetian Salon protest was a fundamental moment in terms of shaking many of the things that we as an institution thought about ourselves and about the ways we work. It caused us to reflect on both our space and how we thought of it, but also how our Fellows might be experiencing it.”



FAYE HOBSON, DIRECTOR FOR CULTURE AT SALZBURG GLOBAL ON THE IMPACT OF THE VENETIAN SALON PROJECTS



Posters displayed by Cultural Innovators Forum Fellows during the Venetian Salon protest on October 21, 2018.

“I think it was a wakeup call for us to realize that there was a disconnect between how we understand the space and how our Fellows were thinking and reacting to our spaces. It was part of numerous shifts happening around the world in terms of younger people questioning historical and cultural symbols and narratives. I see it as part of a whole awakening in Western society that was accelerated, in our case, by the Fellows of our Cultural Innovators Forum.”

– **SUSANNA SEIDL-FOX, THE FORMER PROGRAM DIRECTOR OF CULTURE AT SALZBURG GLOBAL**, REFLECTING ON THE INSTITUTIONAL AWAKENING BROUGHT ABOUT BY THE CULTURAL INNOVATORS FORUM

It was no coincidence that the Cultural Innovators Forum catalyzed this institutional awakening at Salzburg Global, set in motion our efforts to reckon with a fuller history of Schloss Leopoldskron, and informed a Fellow-focused curation strategy that Salzburg Global has since implemented in order to add a new ‘21st-century layer’ to the Schloss. Artists have the unique capacity to pull the lens back to make the strange seem familiar and the familiar seem strange, allowing people to see things differently and to probe, question, and recontextualize historic buildings such as ours. Throughout Salzburg Global’s history, artists have played a critical role in shaping and challenging the organization’s perspectives, and the Fellows who have participated in the Cultural Innovators Forum Fellows have thereby helped us to evolve the story of the Schloss and expand the boundaries of how we interpret and bring people into the space.

AN OVERVIEW OF THE VENETIAN SALON

Originally Max Reinhardt's music room, the Venetian Salon takes its name from the paintings and panels on its walls, which depict scenes of Venice and the *Commedia dell'arte* form of Italian Renaissance theater. The *Commedia* was hugely influential in the development and evolution of the theater, and it introduced numerous innovations that democratized the theater and still influence theater today. This includes the development of public theater, the emergence of political satire, the full inclusion of female actors on stage, equal pay for all actors, and many others.

The *Commedia* paintings installed in the Venetian Salon have a unique and layered historical complexity: they are 18th-century copies of 17th-century scenes depicting an art form that was popularized in the 16th century, and were installed in 1930 by an Austrian Jewish theater producer, in the former home of a Catholic Archbishop, in a room used as a model for the ballroom in the 20th-century Hollywood movie "The Sound of Music."



Most of the 35 paintings depict the stock characters that make up the *Commedia*: Arlecchino, Colombina, Dottore, Pantalone, Il Capitano, and Zerbinetta.

The figure of Arlecchino (or Harlequin) is depicted in the typical patchwork costume, which had mythological-demonic origins in medieval customs, embodying the troublemaker, rogue, or cheeky moralist. Typically, Arlecchino was depicted in a black half-mask or black-colored face indicating trickery and mischievousness. All of the characters in the *Commedia* wear masks, and the norms of the time meant that this depiction was viewed humorously and was generally socially acceptable, intended to push the boundaries of social and political commentary. Contemporary interpretations of the figure of Arlecchino have led to a more critical view and often conflicting interpretations.



Fellows engaged in conversation in the Venetian Salon during a program in the 1970s.

It is not clear that the use of black masks in the *Commedia* was a form of racism or intended to depict or mock a “racialized other.” However, the use of blackface in 19th and 20th-century theatrical productions, a common practice in which white performers darkened their skin to imitate those of African descent, did borrow from interpretations of Harlequin and connected the character to the evolution of race and racism in theater. This practice can be traced through the development of British pantomime and inspired Black Face Minstrelsy, a form of racist theater developed in the United States in the early 1830s, both of which drew inspiration from the *Commedia dell’arte* and its elements of comedy, mockery, and music.

“During Salzburg Global’s 2018 Cultural Innovators Forum, participants staged a protest, raising concerns about the paintings in the Venetian Salon and their link to blackface. Salzburg Global recognizes the pain and hurt that led to the protest and acknowledges the bravery of those who raised their voices. The protest sparked a review of Schloss Leopoldskron’s artworks and cultural heritage. With the goal of more thoroughly and thoughtfully engaging with the complex histories of the building, these efforts include ongoing projects to re-curate spaces and showcase new artistic works that reflect the diversity of Salzburg Global’s Fellowship. Learning materials such as the panel you are reading seek to shed light on the multi-layered histories of the building. Salzburg Global acknowledges that the histories of the Schloss will continue to evolve over time, as such this work is never finished.”

– QUOTE FROM SIGNAGE IN THE VENETIAN SALON, PART OF A SELF-GUIDED TOUR OF SCHLOSS LEOPOLDSKRON, INSTALLED IN 2020

The events of October 21, 2018 have left an indelible mark on Salzburg Global and its approach to DEI. The following sections include notable actions and initiatives that we have undertaken to address these issues, to tell a more complete history of Schloss Leopoldskron, and to increase the inclusivity of Schloss Leopoldskron.

Consultation and Strategic Initiatives

Following the Venetian Salon Protest, Salzburg Global undertook a comprehensive review of the artwork and other elements of Schloss Leopoldskron's history and cultural heritage. The goal of this process was to improve institutional understanding and practice on the sensitive issues raised by the Venetian Salon Protest, including ways that our organization could continue to be thoughtful, transparent, and ethical stewards of Schloss Leopoldskron's unique history and cultural heritage.

The comprehensive review included documenting and sharing the criticisms, concerns, and feedback of the protestors and other Fellows. The resultant research and gathered materials were compiled into a booklet on [The Contested Histories and Cultural Heritage of Schloss Leopoldskron](#), which has been shared with Fellows who were involved in the protest, new Fellows prior to their program participation, and with partner organizations.

In 2019, an expert review led to a series of recommended actions for better stewardship of Schloss Leopoldskron's contested history and cultural heritage. This group included historians, art historians, experts in the *Commedia dell'arte*, experts on diversity and inclusion, and others, who shared insights and suggestions on addressing the underlying issues of the protest.

During the October 2019 Young Cultural Innovators (YCI) Forum, we initiated a series of facilitated discussions and workshops that delved into Schloss Leopoldskron's contested histories and cultural heritage. These included sessions on "Future Layers and Narratives for Leopoldskron" and "Emancipation Mapping Workshops," which aimed to reimagine the space in ways that embrace inclusivity and diversity.

In 2020, following recommendations from consultants Joy Davis and Raina Lampkins-Fielder, Salzburg Global initiated a re-curation of several spaces within Schloss Leopoldskron, particularly focusing on contested elements of its history.

"[The Venetian Salon Protest offered] an opportunity for developing new curricula within the Salzburg Global Seminar itself concerning the intersections of global issues, visual culture, and the Schloss Leopoldskron's history and current function as a physical space. As a [Salzburg Global] Fellow and an art historian who enjoyed my time at Salzburg Global Seminar very much on the one hand... I also struggled with the cognitive dissonance of talking about global issues from within the lap of historic European luxury on the other."

CULTURAL INNOVATORS FELLOW (ANONYMIZED), SPEAKING ON THE VENETIAN SALON PROTEST, 2018

An insight from our DEI work is the value of diverse perspectives in shaping an organization's culture. This holds particularly true for our ongoing endeavor to re-curate the Schloss into a more inclusive space. Our journey has helped us recognize that no singular demographic group can do this alone: individuals from different backgrounds with diverse perspectives and expertise continue to add value to the evolution of Schloss Leopoldskron. The involvement of external experts that offer insights and recommendations on the relevance of specific artworks in a modern context and their alignment with Salzburg Global values complements the contributions of the DEI Task Force - our employee-led group that discusses Salzburg Global culture and develops DEI initiatives - brings varying vantage points to the table. The continued evolution of the Schloss in many ways hinges on embracing new, different voices, both within the staff and among our Fellows, which challenge, probe, and question the status quo.

THE ROLE OF FUNDERS AND THE BOARD OF DIRECTORS

“As a board member, I want Salzburg Global to continue to adopt best practices in the field [of DEI] and also create their own best practices such that I’m sharing the Salzburg approach with the other organizations that I’m working with.”



– ANNE GATES, SALZBURG GLOBAL BOARD MEMBER, AND CHAIRPERSON OF THE SALZBURG GLOBAL BOARD WORKING GROUP ON DEI

In 2021, a DEI Board Working Group was formed to discuss how best to integrate DEI into Salzburg Global from a governance perspective. The Board Working Group is chaired by Packard Foundation Trustee and Salzburg Global Board Member Anne Gates, and it works to achieve specific DEI goals related to our Programs, People, and Place.

The initiatives highlighted in this report have, in one way or another, been influenced by the Salzburg Global Board of Directors, whether through their expertise, financial support, or access to other people in their networks that influence our approach to these issues. In addition to the Board, external partners, Fellows, and critical friends have also been invaluable assets in continually developing the Schloss and allowing us to embody our value of **“Transformation.”** The work of the DEI Board Working Group is complemented by the work of the DEI Task Force that oversees key DEI initiatives across our priority areas of People, Place, and Programs.

“We appreciate being challenged and supported by our Board of Directors and partners. Through these collaborations we have been able to embed DEI more deeply in our daily work and make significant changes in the Schloss”

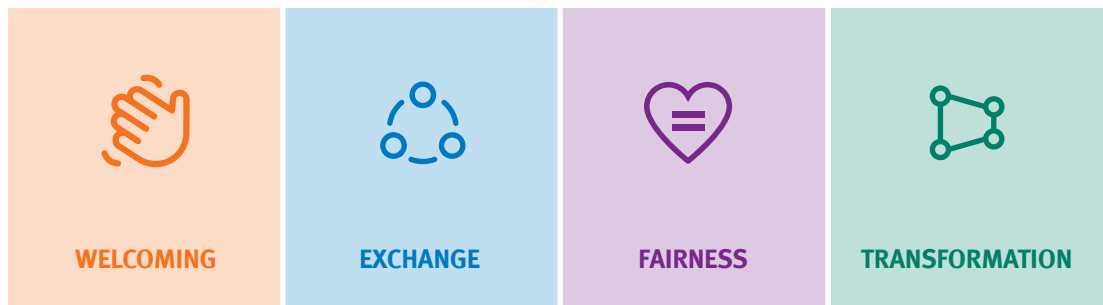
– BETH PERTILLER, MANAGING DIRECTOR, OPERATIONS AND ORGANIZATIONAL DEVELOPMENT AT SALZBURG GLOBAL
REFLECTING ON THE IMPACT SALZBURG GLOBAL'S BOARD OF DIRECTORS AND ITS PARTNERS HAVE MADE

Key Recommendations and Initiatives

VALUES AND NARRATIVE

In 2021, Salzburg Global established clear institutional values and a new narrative that frames its history and mission for contemporary audiences, integrating these into its operations and culture. These values guide programmatic direction, brand identity, institutional business opportunities, and a new curation approach at Salzburg Global.

The values that now guide our work are as follows:



| WE ARE WELCOMING

We live in a global world. Our work is to bridge cultures and make space for each other, and to ensure that every person that enters the Schloss is welcomed, feels secure, and seen for the value they bring. We welcome by striving to make Schloss Leopoldskron a place that is accessible and adaptable.

| WE ENCOURAGE EXCHANGE

Our organization was founded as a forum to exchange ideas, find common ground, and build creative solutions, and the Schloss is the home where such exchange takes place. We carry this forward by facilitating the space such that Fellows can learn from each other in unexpected ways and guests have unique experiences. As colleagues, we make space to listen to each other and value opinions different from our own.

| WE STAND FOR FAIRNESS

Creating environments and situations that foster diversity, equity, and inclusion is critical to our future together. We respect the work that people do in an equal way and build opportunities for people to engage in ways that feel supportive to them. We continuously learn and apply learnings to the Schloss as our understanding of the environment evolves and expands.

| WE AIM FOR TRANSFORMATION

We know this work is transformational for our Fellows, our guests, and our colleagues. We tailor our offerings and structures to meet emerging needs and create a better world. Part of the transformation involves evolving the Schloss, either through curation efforts or through physical changes that make the environment more accessible to all guests. Challenges are opportunities to improve and come up with a solution that builds for the future.

DEI AND PLACE COMMITMENTS

1 We commit to evolving our understanding of our history and place in a consultative, transparent, educational, and additive manner that represents different interpretations and viewpoints.

GUIDING SALZBURG GLOBAL VALUE(S):

 EXCHANGE

 TRANSFORMATION

2 We strive to use the physical space to facilitate an increased understanding of Salzburg Global, our mission, our programs, and values by all guests that visit Schloss Leopoldskron.

GUIDING SALZBURG GLOBAL VALUE(S):

 WELCOMING

 EXCHANGE

3 We aim to become a more accessible hotel and convening venue.

GUIDING SALZBURG GLOBAL VALUE(S):

 TRANSFORMATION

 WELCOMING

4 We strive to communicate the evolution of the Schloss, and how this evolution speaks to DEI, and invite participation from all those who engage with the space.

GUIDING SALZBURG GLOBAL VALUE(S):

 WELCOMING

 EXCHANGE

Initiatives Snapshot

Below is a snapshot of initiatives and changes made to Schloss Leopoldskron in recent years. Some of the initiatives were proactive and aimed to experiment with the Schloss, while others stemmed from feedback from Fellows and guests that we wished to integrate into our curation approach.

● 2017

Queering the Schloss

During the 2017 Salzburg Global LGBT Forum, the “Queering the Schloss” project investigated the artworks and cultural heritage of Schloss Leopoldskron, including a statue of Guan-Yin, the first “transgender goddess” in the Buddhist tradition; and the bust of Antinous, a young Greek man and beloved companion of Roman Emperor Hadrian, who is celebrated as a vital figure in LGBT* history, often referred to as the “first Gay Greek God”. The LGBT* Forum also led to the installation of gender-neutral bathrooms at the Schloss in 2020.*

● 2019

Removal of Contested Images of Max Reinhardt’s Jedermann Productions

Images of Max Reinhardt’s productions of Jedermann were exhibited in the Meierhof building’s hallways as part of an exhibition about Reinhardt’s work. These images were the subject of criticism by Fellows who felt that they depicted performers in blackface. A review of these images led to their removal from the Meierhof.

● 2020–2023

Schloss Leopoldskron Signage System

Acknowledging the urgent need for action regarding certain spaces within the Schloss, Salzburg Global implemented placards providing historical context in 2019 as an interim measure while creating more permanent signage. The permanent, detailed signage was installed in July 2023, allowing guests to undertake self-guided tours to better understand the history of the Schloss.

● 2023

Renaming of the Chinese Room to the Green Salon

The Chinese Room – another room installed by Max Reinhardt in 1927, underwent a detailed process involving external experts who investigated the connection of objects in the room to the style of chinoiserie. The renaming of the Chinese Room to the Green Salon was part of a larger curation project at Schloss Leopoldskron that incorporated valuable criticism and feedback from Fellows.

** LGBT: Lesbian, Gay, Bisexual and Transgender. We are using this term as it is currently widely used in human rights conversations on sexual orientation and gender identity in many parts of the world, but we would not wish it to be read as exclusive of other cultural concepts, contemporary or historical, to express sexuality and gender, intersex and gender non-conforming identities.*

Manifestation of Mission and Diversity

It is often said that DEI for organizations is a journey and a continual process of becoming. At Salzburg Global, publications like this one aim to invite feedback from our stakeholders on our journey of re-curating the Schloss. Reports like this, as well as the establishment of new institutional histories, are all mechanisms that aim to provide context to the evolution of the Schloss and communicate our actions, learnings, reflections, and future ambitions in living out our DEI visions at Schloss Leopoldskron. We have continued to consider how our values of “Welcome” and “Transformation” could be more present in different spaces in the Schloss to ensure visitors see and understand Salzburg Global’s mission and values. As a result, the DEI Task Force felt it was important that the exhibitions curated in the Great Hall - the first space people experience as they enter the Schloss - allow our Fellows and guests to properly understand our mission.

In the years since the protest, the narrative of the organization and Schloss Leopoldskron has evolved.

Reflecting on the profound impact that the Venetian Salon Protest had on how tours were conducted at Schloss Leopoldskron, **Salzburg Global Deputy CEO Benjamin Glahn stated:**

“Our institutional approach has changed dramatically since 2018. And the reason, of course, is the Venetian [Salon] Protest, when we realized that there was a whole part of the history and the texture of the building that we had not understood or explored. Since then,



*our approach has been to try to tell the whole evolving history of the building in a way that we’ve never done before. We have concentrated on exploring and unearthing more contemporary and contested narratives and to reevaluate our spaces in a period of what could be described as an era of decolonization.. **This evolving historical narrative and its influence on our space is now a core part of everything that we do in our home of Schloss Leopoldskron.**”*

FELLOWSHIP CURATION AT SCHLOSS LEOPOLDSKRON

GUIDING SALZBURG GLOBAL VALUE(S):



EXCHANGE



TRANSFORMATION

The influence of our nearly 40,000 Salzburg Global Fellows is visible in various ways at Schloss Leopoldskron. The renaming of Parker Hall to Fellows Hall underscores the critical role that Fellows have at Salzburg Global. Another way that Fellows continue to contribute to the space is through a range of exhibitions and curation initiatives, which are made possible either through generous donations or the purchase of artwork from Fellows. In these ways, a variety of DEI & Place initiatives have uniquely impacted the space of Schloss Leopoldskron and Salzburg Global as an organization.



“Cultivating History, Documenting Dreams” is one of the many Fellow-led curation initiatives at the Schloss. The exhibit features photos taken by Jose Cotto, a photographer and designer from New Orleans, and Yasmine Omari, a Palestinian-American photographer and cinematographer.

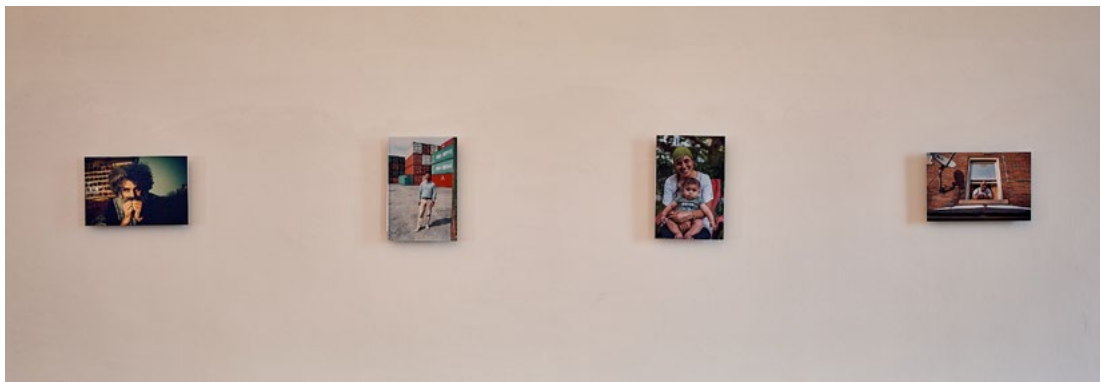
Faye Hobson, the Director for Culture at Salzburg Global, had the following to say about the continuing role that Fellows play in curating the Schloss:

“We often have people approaching us and generously offering artworks or exhibitions that we could host at the Schloss. Having a set of values that informs our orientation and curation work allows us to make decisions that are aligned with the approach we’re taking with curation.”

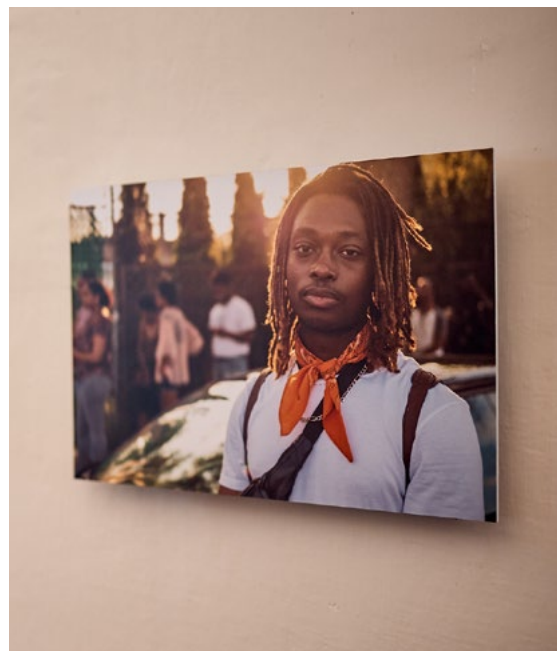
*Phillip Simpson, a Fellow and artist based in Detroit, painted a portrait of Stacey Abrams, another Salzburg Global Fellow. He painted the portrait because he admired her work advocating for voter rights in the US. Phillip hadn’t realized that Stacey was also a Salzburg Global Fellow. So, we reached out to him and asked him if we could buy that painting from him, and it now hangs outside Fellows Hall. It is very meaningful for us to have **a portrait of a Fellow made by a Fellow that’s hanging outside Fellows Hall, a main convening space for our Programs.**”*



“The Stacey Abrams Portrait” by Phillip Simpson was initially featured in an exhibition titled “Souls of Black Folk” at Scarab Club Detroit as part of Black History Month celebrations in 2021. The piece was purchased by Salzburg Global and is currently on permanent exhibit outside Fellows Hall.



“Visualizing Translation: Homeland and Heimat in Detroit and Dortmund” is an exhibition co-curated by Salzburg Global Fellows Karah Shaffer, Alan Chin, and Kristin Dickinson. The exhibition contains photographs from Detroit and Dortmund by photographers Theon Delgado Sr. and Peyman Azhari, revealing how the vibrant, multilingual communities in Southwest Detroit and Northern Dortmund lay claim to and shape their neighborhoods for the better. This exhibition was on display in the Gallery at Schloss Leopoldskron, another main convening space for our Programs, from February 2023 to May 2024.

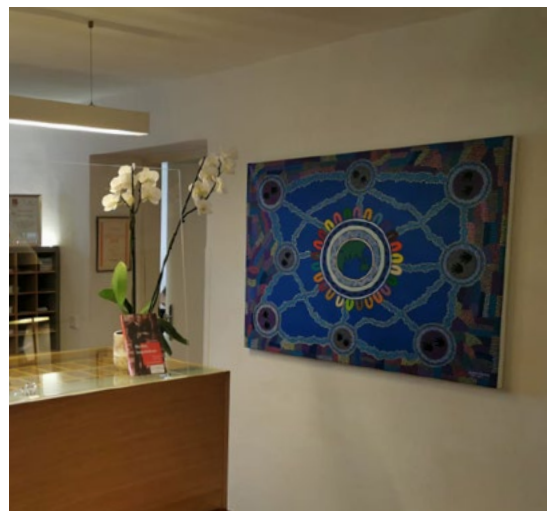




“The Family in the Sun” is a global Ubuntu-centered piece that depicts a celebratory image of an African Family. The piece was created by Siphwe Ngwenya who first joined the Salzburg Global Cultural Innovators Forum in 2015 as a Fellow. In 2019, Siphwe returned to Salzburg as a facilitator of an interactive engagement session exploring emancipation through modern mythmaking and mapping. Following this, Siphwe reached out to staff at Salzburg Global Seminar with the generous offer to loan his artwork to Salzburg Global. The Family in the Sun is now exhibited in the Meierhof Lobby.



Louisa Whettam, a descendant from the Wiradjuri tribe in New South Wales, Australia, created this painting as a token of gratitude while attending a Salzburg Global program and having the opportunity to provide a perspective from the First Nations Peoples of Australia. The painting now hangs in the reception area of the Meierhof and is meant to represent, according to Whettam, “people from all different countries coming together and being a part of a Salzburg Global program”.





“Capturing Legacy” by Richard Schabetsberger offers a glimpse into the experience of taking part in the unique inspiring convenings that Salzburg Global hosts. On permanent exhibition throughout the first floor of the Meierhof building and temporarily in the Great Hall of the Schloss, this project highlights photographs of Fellows throughout the Schloss grounds and Salzburg. Through this exhibition, our Fellows remain, in portrait form, present in our place. The selection of Fellows seeks to showcase Salzburg Global’s international Fellowship and diverse network and is regularly being updated with more portraits as years pass and more individuals are welcomed to Schloss Leopoldskron.

[This page on the Schloss Leopoldskron website](#) provides greater detail into the ongoing curation initiatives at Schloss Leopoldskron.

Risk and Experimentation

The organization has embraced experimental approaches to engaging with Schloss Leopoldskron’s physical spaces and implemented the concept of adding a ‘21st-century layer’ to the Schloss, aiming to more inclusively represent diverse histories and voices.

EXHIBITION SPOTLIGHT: HERE YOU CAN BE WHATEVER YOU WANT

GUIDING SALZBURG GLOBAL VALUE(S):



WELCOMING



TRANSFORMATION

This exhibition, from photographers Kholood Eid and Melissa “Bunni” Elian debuted in 2023. **“Here You Can Be Whatever You Want”** features a collection of documentary portraits and atmospheric images made at Afropunk festivals in four countries across three continents between 2014 and 2018. The exhibition celebrates Black festival attendees fully embodying individual expression through community, music, dance, and fashion. The images aim to reflect the tenets of Afropunk: *“no sexism, no racism, no ableism, no homophobia, no ageism, no fatphobia, no transphobia, and no hatefulness.”* Kholood Eid and Melissa “Bunni” Elian documented festival guests of all genders and walks of life in spaces separated from the weight of the societal and political landscapes immediately outside festival grounds.

The exhibition was curated by Karah Shaffer, an American multimedia visual artist, producer, and curator working within the realms of photography, film, and multimedia production, and Lauren Rossi, creative industries program manager at Creative Many. The exhibition emerged from their participation in the 2017 Salzburg Global Forum for Young Cultural Innovators (the series that was subsequently renamed the Cultural Innovators Forum).



“Here You Can Be Whatever You Want” welcomes Salzburg Global Fellows and Schloss Leopoldskron’s guests in the Great Hall, surrounding them with images of people from all walks of life who celebrate unadulterated expression and joyful individuality. The exhibition sets the tone for what Fellows and guests alike can expect while within the walls of the Schloss, ensuring every visitor is afforded the freedom to be themselves here. Here, they can be whoever they want. The exhibition was hung in the Great Hall between January 2023 and February 2024, and the select images from the exhibition will continue to be displayed in areas around the Schloss and Meierhof.



In conversations about the experimental curation initiatives at the Schloss, the DEI Task Force has received a range of feedback, which has spanned the spectrum from pleasant surprise about seeing such an exhibition in a building like the Schloss, to curiosity about why it is here, to some negative reactions about the images being jarring for certain audiences. In conversations with the DEI Task Force, members reflected that *“these are exactly the type of conversations we want to be having with ourselves, with our colleagues, our Fellows, and with guests of the hotel. It gives us a chance to talk about the history of the building, to unpack the narratives behind that history, and to discuss what types of artwork people expect to see in spaces such as this and then to hopefully prompt them to consider the social, political and economic underpinnings of that and the issues that it raises in terms of systemic racism, representation, and histories of erasure from the dominant narratives of art history.”*

INITIATIVE SPOTLIGHT: SIR DAVID GORE-BOOTH SUITE RENOVATION

GUIDING SALZBURG GLOBAL VALUE(S):



The Sir David Gore-Booth Suite, located on the second floor of the Schloss, was upgraded in 2023 to make it more accessible for hotel guests and Fellows.

From ideation to completion, the entire renovation process lasted one year. The suite was tested in advance to ensure wheelchair accessibility in the Schloss. Testing took place in consultation with architects familiar with Schloss Leopoldskron who recommended the best way to make amendments, particularly to the bathroom. After work began, the renovation took three weeks to complete.

The Sir David Gore-Booth suite includes the following features:

- *Enlarged bathroom door for easy wheelchair access.*
- *Toilet and washbasin at a height that can be reached and used by wheelchair users.*
- *A shower adjustable to a suitable height.*
- *Small mirror adjustable to a suitable height.*
- *Handrails next to the toilet and shower for support. Handrails are foldable in case a guest does not need them.*
- *Shower seat.*

The suite will continue to be tested and the team at Salzburg Global will invite feedback to ensure an optimal user experience for guests as more developments are made.

Charlotte Mürer, Program Manager and DEI Task Force member, reflected on the importance of having an accessible Schloss suite:

“I’m very proud of this renovation and the progress it has enabled at Schloss Leopoldskron. We have ambitious plans coming up for the next years, and I hope we continue along this path as we all want to put more effort into getting feedback from Fellows who live with a disability about our Schloss [and] hotel and making our space accessible and inclusive.”



Reflections & Learnings

As part of ensuring greater accessibility and inclusion at the Schloss, members of the DEI Task Force reflected on their notable learnings during the compilation of this report.

One of the primary reflections from individuals working on DEI initiatives at the Schloss is the need for *“a necessary mindset shift”* regarding accessibility. DEI Task Force members share the view that *“responding to needs as they arise on an individual and case-by-case basis does not put us in the best position to be welcoming to guests with additional needs. We need to be more proactive in creating spaces which are more inclusive and accessible.”* Actioning such a reflection requires a move away from an approach of ad hoc accommodations for guests to placing accessibility and inclusion at the forefront, thereby making it a priority.

Below are other reflections from members of the DEI Task Force:

“I think the biggest [challenge] is definitely the budget; we need more financial support to get this done. Then, of course, it is an old building. And we need the approval from the city [so] that we can change something. I think that makes it definitely more challenging.”



CHARLOTTE MÜRER, PROGRAM MANAGER AND DEI TASK FORCE MEMBER, ON THE PRESSING CHALLENGES TO MAKING THE SCHLOSS MORE ACCESSIBLE

Members of the DEI Task Force have also highlighted in their reflections how developing a more accessible Schloss is a collective effort; multiple vantage points, experiences, and expertise are needed to do this work effectively. Other team members have highlighted the importance of being guided by the Salzburg Global values of “Welcoming” and “Transformation” and how these need to be intimately linked to accessibility initiatives to ensure that anyone who enters the Schloss is seen and can flourish in the space.



*“There is a tension between the different uses of the building and the different audiences. It is something we have to navigate with all of those use cases in mind across the organization, so that we’re both helping to build an understanding of why some of the changes we’re making are important, what they mean, [and] how we can talk about them to guests and clients. I think that’s one of the most important pieces - that when a program participant or when a guest asks ‘what is Salzburg Global?’, ‘Why is this exhibition here?’ ,[or] ‘What does it mean?’, that we can all feel comfortable to answer that. **This is one of the areas that we still need to do work on, in terms of building that shared understanding of the purpose behind these changes, the reason why they’re important, and how to talk about them.**”*

– FAYE HOBSON, DIRECTOR FOR CULTURE AT SALZBURG GLOBAL



“In my opinion, the big win, if you do DEAI [diversity, equity, accessibility & inclusion] properly... is that you have a sense of belonging. And that’s kind of the threshold; now you can have a diverse group, you can try to be inclusive, but if the group never feels a sense of belonging, like they just don’t like it ... or despite trying to do all the right things, they just don’t have a sense of belonging, that’s



something that is challenging. That’s the holy grail of what we’re trying to achieve - to make sure we have diversity, inclusion, access, and then you have a sense of belonging, like, ‘I do actually feel good about being here.’”

SALZBURG GLOBAL BOARD MEMBER GRANT CAMBRIDGE ON HIS PERCEPTION OF DEI AND ITS PARTICULAR RELATIONSHIP TO CURATING SPACES

Future Ambitions

Beginning in 2022, Salzburg Global initiated a long-term master plan and property development process for Schloss Leopoldskron and our historic facilities. This multi-year process includes a long-term property development strategy, the creation of a conservation management plan, the transition to a renewable energy infrastructure for the property, and new and advanced curation initiatives. Team members have expressed an ambition to further evolve and transform the Schloss while being aware of the various resource challenges that arise as a nonprofit organization and the need for external support.

*“**Resources.** We are a nonprofit organization and therefore we need to raise funds for any changes we make to our historic buildings. For these kinds of resource-intensive capital investments there are always numerous considerations and challenges. Recently, for example, we had to make a choice between some of our planned curation and accessibility upgrades and our transition to a more sustainable and renewable energy infrastructure in our historic buildings. Given the urgency of climate change and our responsibility to transition our facilities toward carbon neutrality, we made the choice to use our limited resources in the short term to prioritize those renewable energy projects. As a result, the curation and accessibility has had to have a slightly longer timeframe put on it in terms of some of the changes we would like to make.”*



FAYE HOBSON, DIRECTOR FOR CULTURE AT SALZBURG GLOBAL, ON THE GREATEST CHALLENGES TO THE AMBITIONS OF DEI INITIATIVES AS THEY PERTAIN TO THE SCHLOSS

There are several ambitions for improving accessibility in the Schloss with various timelines under the Schloss Leopoldskron Property Development Plan. Below are some planned initiatives from members of the Place DEI Task Force.

THE MEIERHOF ENTRANCE

“As part of our property development plan, our aim is to ensure that guests in wheelchairs, guests with limited mobility, or guests who are visually impaired can access and navigate our buildings safely and comfortably. We are currently planning on a number of initiatives, including a new, permanent wheelchair-accessible ramp at the



entrance of the Meierhof building, with improved lighting and other accessibility considerations, as well as a second guest elevator in the Schloss. This and other investments and changes are a core part of our strategic planning and development priorities for our historic buildings.”

DANIEL SZELÉNYI, MANAGING DIRECTOR OF SCHLOSS LEOPOLDSKRON

THE GUEST EXPERIENCE

The DEI Task Force has reflected on the need to improve the guest experience in the coming years. Increasing ease of access for a wider variety of guest needs sits as a key ambition. Daniel Szelényi, Managing Director, Schloss Leopoldskron had the following to say on improving the guest experience.

“As part of a new entrance to the Meierhof building, our plan includes installing an automatic sliding door to improve accessibility while relocating the reception to ensure it has greater visibility. We are also planning a major upgrade of our Meierhof Lobby by creating a new lobby, café and bar, including better access to these new facilities and services. In terms of our room inventory, we currently have one wheelchair-accessible room in the Meierhof and one accessible suite in the Schloss. We see this as a start and are exploring additional options to increase our accessibility profile throughout our buildings even further.”

AUSTRIAN ACCESSIBILITY STANDARDS FOR VENUES - ÖNORM

The changes made to the Sir David Gore-Booth Suite have led to the installation of an accessible bathroom, allowing guests in wheelchairs or with other accessibility needs to stay comfortably in the Schloss. However, the DEI Task Force’s long-term ambition is to make the Schloss as compliant as possible with best-practice standards for hotels and convening spaces in Austria (ÖNORM). As one Task Force member articulated, the “North Star” of accessibility is to become the type of convening venue that is “willing and able to host guests who have a range of different needs, in terms of accessing our facilities.”

The Journey Continues: Future DEI Reports

The first-ever DEI report in Salzburg Global's history, published in October 2023, and this report, focusing on DEI initiatives in our facilities (DEI and Place) represent both our commitment to DEI and the commencement of a larger journey to infuse DEI across Salzburg Global. Future reports in 2024 will focus on actions, reflections, and ambitions related to DEI and Programs and DEI and People.

As you reflect on this and other communications related to Salzburg Global's DEI activities, we invite you to get involved in our journey and to provide any feedback and commentary you might have to DEI@salzburgglobal.org. We would love to hear from you.





SALZBURG HOTEL
GLOBAL SCHLOSS
SEMINAR LEOPOLDSKRON

SalzburgGlobal.org