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INTRODUCING SALZBURG GLOBAL SEMINAR

Founded in the wake of World War II, Salzburg Global Seminar challenges current and future leaders to shape a better world.

As an independent, privately funded institution, our multi-year programs attract talent from across generations, cultures and sectors. Encouraging fresh perspectives, Salzburg Global Fellows bridge divides and expand collaboration to transform systems. Since 1947, we have inspired and connected more than 37,000 Fellows from over 170 countries, many of whom have risen to senior leadership positions.

Long-running programs in health care innovation, culture and the arts, and media’s role in global change have been joined by newer series on corporate governance and LGBT rights. Dating to our post-war beginning, American studies remains just as relevant today as the USA’s role in the world is changing. 2018 saw the launch of a new series on finding and containing pandemics, while programs on law and technology and conflict resolution and peacemaking across Asia are planned for 2019.

2018 also saw the continued expansion of Salzburg Global’s social enterprise business model. Beyond our stewardship of Austrian national landmark Schloss Leopoldskron and the neighboring Meierhof, Salzburg Global has developed an enterprising approach to advance the organization’s mission and sustainability, culminating in the opening of Hotel Schloss Leopoldskron in 2014.

Salzburg Global Seminar fully owns and operates Hotel Schloss Leopoldskron alongside our mission-driven programs. While the Hotel’s largest client is Salzburg Global Seminar, its rooms and conference facilities are also available for private events and to outside guests.

The highly rated hotel helps advance Salzburg Global’s nonprofit mission and action-oriented programs. Putting world-renowned facilities and state-of-the-art technology at the service of thinkers and innovators has moved our strategic convening into a class of its own. As we look to the future, we expect to share the learning and content from our work with a much wider global audience electronically and through regional convening. Social entrepreneurship alongside conventional philanthropy will drive us forward.

To help us reach these new heights, we have launched Inspiring Leadership: The Campaign for Salzburg Global Seminar, a three-year, $18-million fundraising effort that will propel our organization toward its next 70 years of impact.

In today’s turbulent times, the world needs the kind of leadership we inspire. To find out how you can support the Campaign, visit campaign.SalzburgGlobal.org.

Stephan L. Salyer
President & CEO,
Salzburg Global Seminar
SALZBURG GLOBAL IN THE WORLD

2018 marked a pivot to the future, as we wrapped up celebrations for the 70th anniversary of Salzburg Global Seminar’s founding in 1947 and completed a five-year transition that positions all our activities as multi-year programs and partnerships for long-term impact.

Building on our mission to challenge current and future leaders to shape a better world, we have placed our strategic aims – bridge divides, expand collaboration, transform systems – at the very heart of Salzburg Global’s DNA. After just one year, these aims are helping to guide and inspire more ambitious and inclusive projects and engagement around the world.

Salzburg Global is committed to accelerate delivery of the Sustainable Development Goals. To advance this 2030 Agenda adopted by the 193 UN Member States, we prioritized cross-cutting leadership and action for healthy societies, education for tomorrow’s world, and living and livable cities.

Climate change, technological innovation and conflict transformation are embedded across our program portfolio. This is reflected in our new multi-year partnership on Finding Outbreaks Faster, which addresses emerging risks for planetary and human health through cross-border data sharing, metrics and cooperation. Collaboration reached new heights as Fellows and partners co-created Karanga, a new global alliance for life skills and social and emotional learning, a multi-partner platform that anticipates dramatic changes in 21st century societies and puts vulnerable and displaced people center-stage. Culture remains a critical lens for Salzburg Global, such as the 2018 program tackling The Shock of the New: Arts, Technology and Making Sense of the Future.

Using entrepreneurial business models, we have built a suite of high-level annual retreats to advance foresight and anticipatory leadership on critical issues for societies and economies worldwide. These include our fora on Finance and on Corporate Governance, our Public Sector Strategy Network, and from 2019, our new Law and Technology Forum. Through these programs and a new partnership with the Asia Venture Philanthropy Network, we now seek to better align financial and capital flows to advance global progress and sustainable development.

Over the next 10 years, we will forge a new vision of “Salzburg Global in the World” that positions ourselves as the world’s trusted convener and go-to partner on emerging challenges and opportunities. We look forward to expanding our network of city/country hubs and to scaling up dynamic ongoing engagement with our extraordinary Fellows worldwide.
## PROGRAM AREAS

Our multi-year programs aim to bridge divides, expand collaboration and transform systems.

### FINANCE & GOVERNANCE

- **Philanthropy and Social Investment**
  [SALZBURGGLOBAL.ORG/GO/PHILANTHROPY](SALZBURGGLOBAL.ORG/GO/PHILANTHROPY)
- **Salzburg Global Finance Forum**
  [SALZBURGGLOBAL.ORG/GO/FINANCE](SALZBURGGLOBAL.ORG/GO/FINANCE)
- **Salzburg Global Corporate Governance Forum**
  [SALZBURGGLOBAL.ORG/GO/CORPGOV](SALZBURGGLOBAL.ORG/GO/CORPGOV)
- **Public Sector Strategy Network**
  [SALZBURGGLOBAL.ORG/GO/PUBLICSECTOR](SALZBURGGLOBAL.ORG/GO/PUBLICSECTOR)
- **Salzburg Global Law and Technology Forum**
  [SALZBURGGLOBAL.ORG/GO/LAWANDTECH](SALZBURGGLOBAL.ORG/GO/LAWANDTECH)

### JUSTICE & SECURITY

- **Salzburg Global LGBT Forum**
  [SALZBURGGLOBAL.ORG/GO/LGBT](SALZBURGGLOBAL.ORG/GO/LGBT)
- **Holocaust Education and Genocide Prevention**
  [SALZBURGGLOBAL.ORG/GO/HEGP](SALZBURGGLOBAL.ORG/GO/HEGP)
- **Cutler Center for the Rule of Law**
  [SALZBURGGLOBAL.ORG/GO/CUTLERCENTER](SALZBURGGLOBAL.ORG/GO/CUTLERCENTER)
- **Cutler Fellows Program**
  [SALZBURGGLOBAL.ORG/GO/CULTERFELLOWS](SALZBURGGLOBAL.ORG/GO/CULTERFELLOWS)

### CULTURE & SOCIETY

- **Culture, Arts and Society**
  [SALZBURGGLOBAL.ORG/GO/CULTURE](SALZBURGGLOBAL.ORG/GO/CULTURE)
- **Salzburg Global Forum for Young Cultural Innovators**
  [SALZBURGGLOBAL.ORG/GO/YCI](SALZBURGGLOBAL.ORG/GO/YCI)
- **Salzburg Seminar American Studies Association (SSASA)**
  [SALZBURGGLOBAL.ORG/GO/SSASA](SALZBURGGLOBAL.ORG/GO/SSASA)

### PLANET & HEALTH

- **Parks for the Planet Forum**
  [SALZBURGGLOBAL.ORG/GO/PARKS](SALZBURGGLOBAL.ORG/GO/PARKS)
- **Health and Health Care Innovation**
  [SALZBURGGLOBAL.ORG/GO/HEALTH](SALZBURGGLOBAL.ORG/GO/HEALTH)
- **Sciana – The Health Leaders Network**
  [SALZBURGGLOBAL.ORG/GO/SCIANA](SALZBURGGLOBAL.ORG/GO/SCIANA)
- **Finding Outbreaks Faster**
  [SALZBURGGLOBAL.ORG/GO/OUTBREAKS](SALZBURGGLOBAL.ORG/GO/OUTBREAKS)

### MEDIA & VOICE

- **Salzburg Academy on Media and Global Change**
  [SALZBURGGLOBAL.ORG/GO/MEDIAACADEMY](SALZBURGGLOBAL.ORG/GO/MEDIAACADEMY)
- **Salzburg Global Media and Public Trust Forum**
  [SALZBURGGLOBAL.ORG/GO/MEDIAFORUM](SALZBURGGLOBAL.ORG/GO/MEDIAFORUM)

### EDUCATION & WORK

- **Education for Tomorrow’s World**
  [SALZBURGGLOBAL.ORG/GO/EDUCATION](SALZBURGGLOBAL.ORG/GO/EDUCATION)
- **Targeting Interdisciplinary Research to Meet the Sustainable Development Goals**
  [SALZBURGGLOBAL.ORG/GO/SDGS](SALZBURGGLOBAL.ORG/GO/SDGS)

* New for 2019
SALZBURG GLOBAL FELLOWSHIP

The Salzburg Global Fellowship is an international alumni network, spanning more than 170 countries on six continents. Since 1947, Salzburg Global has welcomed over 37,000 Fellows from across the world. The Fellowship is connected both online via email Listservs and social media platforms, and on the ground through annual events such as Salzburg Global Day.

STATISTICS

- **TOTAL FELLOWS 2018**: 978
- **TOTAL COUNTRIES 2018**: 87
- **TOTAL FELLOWS ALL TIME**: 37,000
- **TOTAL COUNTRIES ALL TIME**: 173

### Fellows by Sector 2018

- **NGO/Academic**: 57%
- **Public**: 15%
- **Private**: 23%
- **Multilateral**: 3%

### Fellows by Age 2018

- **18-25**: 8%
- **26-35**: 22%
- **36-45**: 24%
- **46-55**: 25%
- **56-65**: 16%
- **>65**: 5%

WWW.SALZBURGGLOBAL.ORG/GO/FELLOWSHIP

CONTACT
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Instagram.com/SalzburgGlobal

STATISTICS

- **FELLOWS**: 978
- **COUNTRIES**: 87
- **TOTAL FELLOWS ALL TIME**: 37,000
- **TOTAL COUNTRIES ALL TIME**: 173
- **NORTH AMERICA**: 33%
- **SOUTH AMERICA**: 7%
- **AFRICA & MIDDLE EAST**: 13%
- **EUROPE**: 33%
- **ASIA**: 11%
- **OCEANIA**: 3%
BEYOND SCHLOSS LEOPOLDSKRON

In 2018, staff from program associates up to senior management represented Salzburg Global Seminar and Hotel Schloss Leopoldskron at events across the world, facilitating workshops, speaking on conference panels and delivering keynote speeches. Salzburg Global also hosted programs and events beyond the gates of our home at Schloss Leopoldskron.

EXTERNAL EVENTS WITH SALZBURG GLOBAL SEMINAR STAFF

1. Hotel Schloss Leopoldskron Sales Roadshow, Vancouver, Toronto, Montréal, Canada
2. International Education Funders Group, Bi-annual Meeting, San Francisco, USA
3. Children in Nature Network International Leadership Summit, Oakland, USA
4. National Science Foundation Conference, Alexandria, USA
5. Internews Global Management Meeting, Washington, DC, USA
6. Americas Medical Summit, Canada Council for the Arts, Ottawa, Canada
7. Conference on Cities, Climate and Migration, The New School, New York, USA
8. Nexus USA Summit, New York, USA
9. IMPACT (Imagining Together: Platform for Arts, Culture and Conflict Transformation) at Brandeis University, Boston, USA
10. Education for Shared Societies Policy Dialogue, Club de Madrid, Lisbon, Portugal
11. Planetary Health Alliance Meeting, Edinburgh, UK
14. Contested Historical Legacies in Public Spaces, Oxford, UK
15. Global Challenges Research Fund – Interdisciplinary Hubs Workshop, London, UK
17. Internews Board of Director Meeting, London, UK
18. Monocle Media Workshop, London, UK
19. National Park City Foundation meeting for the development of the National Park City Charter, London, UK
20. Cambodia Living Arts – Cambodge d’hier à aujourd’hui, Paris, France
21. Financing Growth: European Banking Summit, Brussels, Belgium
22. Future in the Making, European Commission Joint Research Center, Brussels, Belgium
23. TONIIC: The Global Action Community For Impact Investors, Amstterdam, Netherlands
24. Cultural Leadership and Innovation, 11th Conference of the Association for Cultural Management, Hamburg, Germany
25. HSMA eDay, Berlin, Germany
26. ITB, Berlin, Germany
27. Ready To Grow, Munich, Germany
28. “Are the Arts Essential?”, NYU Brademas Center Conference, Florence, Italy
29. Oliver Wyman Financial Regulatory Outlook Conference, Rome, Italy
30. Snow & MICE, Kitzbühel, Austria
31. “10 Years of Diplomatic Relations between Austria and Kosovo: Taking Stock and Looking Ahead,” Diplomatic Academy, Vienna, Austria
32. „Faktoren der Radikalisierung bei jungen Muslimen,” KAICIID Dialogue and Challenges in 2018,” Diplomatic Academy of Vienna, Austria
34. “Understanding news from and about Russia,” Forum Journalismus und Medien Wien, Vienna, Austria
35. OHH HotelierKongress, Vienna, Austria
36. IDAHOT 2018: International Day Against Homophobia, Transphobia and Biphobia co-hosted with the World Bank, Vienna, Austria
37. Global Education Monitoring Report – UNESCO launch, Vienna, Austria
38. Vienna Humanities Festival 2018, Institute of Human Sciences, Vienna, Austria
39. “Mobilising Histories of Discrimination, Persecution and Genocide to Make Progress towards the Sustainable Development Goals,” Johannesburg, South Africa
40. Opening of the Durban Holocaust & Genocide Centre, Durban, South Africa
42. Pune International Literary Festival, Pune, India
43. “Media and Trust: A Global Concern,” Miken Institute’s Asia Summit 2018, Singapore
44. Philanthropy for National Unification (KINU), Seoul, Republic of Korea
The Salzburg Seminar American Studies Association (SSASA) fosters understanding and debate on America’s changing role in the world. With a distinguished track record since 1947, SSASA’s annual symposia for professional leaders and scholars address topical questions affecting American culture, society and politics, analyze their global implications, and advance applied research.

**LATEST OUTCOMES & IMPACT**

- Connections made at recent SSASA symposia led to speaker engagements, including:
  - Silvia Nuñez Garcia, Professor, National Autonomous University of Mexico, invited to the University of Szeged, Hungary by Eva Eszter Szabo, Assistant Professor at Eotvos Lorand University, Budapest;
  - Nancy Gertner, Professor at Harvard Law School, and Lecia Brooks, then Director of Outreach at the Southern Poverty Law Center, invited to several events in Minnesota by Elaine Tyler May and Brianna Menning of the University of Minnesota;
  - Mark Wenig, former US diplomat, invited to Masaryk University in Brno, Czechia by Tomas Pospisil, vice dean at the University.

- Recent publications inspired by programs and new collaborations include:
  - *La presidencia de Donald Trump: contingencia y conflicto* by Silvia Nuñez Garcia;
  - An interview article by Hana Ulmanova of Charles University, Prague, Czechia with Benny Miller, professor of international relations, University of Haifa, Israel in the Czech Jewish monthly magazine, *Maskil*.

**2018 STATS**

- **47** Fellows
- **7** Faculty
- **30** Countries Represented

**RECENT DONORS**

American Studies Association of Norway (ASANOR); US Consulates and Embassies in the following cities: Berlin, Germany; Bucharest, Romania; Cairo, Egypt; Copenhagen, Denmark; Dakar, Senegal; Jerusalem, Israel; Krakow, Poland; Moscow, Russia; Russian Federation; Oslo, Norway; Prague, Czechia; Sarajevo, Bosnia and Herzegovina; Tunis, Tunisia; Valletta, Malta; Vienna, Austria; Vladivostok, Russian Federation; and Warsaw, Poland

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**SALZBURG SEMINAR AMERICAN STUDIES ASSOCIATION**

**OUR PROGRAMS**

**PROGRAMS IN 2019**

- The Changing Role of the Media in American Life and Culture: Emerging Trends (September 20 to 24)

**RECENT PROGRAMS**

- Understanding America in the 21st Century: Culture and Politics (September 2018)
- Life and Justice in America: Implications of the New Administration (September 2017)
- Images of America: Reality and Stereotypes (September 2016)
- The Search for a New Global Balance: America’s Changing Role in the World (September 2015)

**CONTACT**

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Chair – Salzburg Seminar American Studies Association (SSASA)  
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Antonio Riolino  
Program Manager  
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SALZBURG ACADEMY ON MEDIA AND GLOBAL CHANGE

The Salzburg Academy on Media and Global Change builds digital literacies and engagement around critical challenges for society. Its annual summer program connects young media innovators across disciplines to produce multimedia tools and reframe curricula and research. Founded in 2007, it has over 1000 alumni and faculty from 60 participating institutions worldwide.

LATEST OUTCOMES & IMPACT

- Long-serving faculty member Roman Gerodimos wrote, directed and produced *Essence*, an award-winning “short film about human beings.” Released in 2018, the experimental movie was filmed across three continents including at Schloss Leopoldskron, and starring Academy Fellow Victoria Cunto, with others serving as production assistants, consultants and illustrators.

- Partner schools Emerson College in the US and Universidad Catolica in Argentina (UCA) have launched a global shared curriculum around media design and participatory storytelling, with Paul Mihailidis, Salzburg Academy program director and associate professor at Emerson, taking up a visiting professorship at UCA in 2019.

- Forthcoming publications from Academy faculty include: *New Journalism* edited by Karen Fowler-Watt and Stephen Jukes, and *Transformative Media Pedagogies* by Paul Mihailidis, Sangita Shresthova and Megan Fromm.

2018 STATS

<table>
<thead>
<tr>
<th>Fellows</th>
<th>Faculty and Guest Scholars</th>
<th>Countries Represented</th>
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</thead>
<tbody>
<tr>
<td>76</td>
<td>34</td>
<td>22</td>
</tr>
</tbody>
</table>

SALZBURG ACADEMY ON MEDIA AND GLOBAL CHANGE
SALZBURGGLOBAL.ORG/GO/MEDIAACADEMY

PROGRAMS IN 2019

- The Cost of Disbelief: Fracturing Societies and the Erosion of Trust (July 16 to August 2)

RECENT PROGRAMS

- Re-Imagining Journalism: News and Storytelling in an Age of Distrust (July/August 2018)
- Voices Against Extremism: Media Responses to Global Populism (July/August 2017)
- Migration, Media and Global Uncertainty (July/August 2016)
- Civic Voices: Justice, Rights and Social Change (July/August 2015)

STAFF

Paul Mihailidis
Faculty Chair and Program Director
pmhailidis@SalzburgGlobal.org

PARTNER INSTITUTIONS
(2018)

Bournemouth University, UK; Daystar University, KENYA; Emerson College, USA; Fachhochschule St. Polten, AUSTRIA; Hong Kong Baptist University, CHINA, HONG KONG SAR; Jordan Media Institute, JORDAN; Lebanese American University, LEBANON; Nevada State College, USA; The Chinese University of Hong Kong, CHINA, HONG KONG SAR; The University of Texas at Austin, USA; United States Military Academy, USA; Universidad Catolica Argentina, ARGENTINA; Universidad Iber americana, MEXICO; University of Maryland, USA; University of Miami, USA; University of Ss. Cyril and Methodius, SLOVAKIA
SALZBURG GLOBAL FORUM FOR YOUNG CULTURAL INNOVATORS

The Salzburg Global Forum for Young Cultural Innovators (YCI) empowers rising talents in the creative sector to drive social, economic and urban change. Launched in 2014, it is building a global network of 500 change-makers in “hub” communities who design collaborative projects, build skills, gain mentors, and connect to upcoming innovators in their cities and countries.

LATEST OUTCOMES & IMPACT

- Cross-hub collaborations have included:
  - Buenos Aires YCI Mariano Pozzi’s screening of several films on a tour of the USA, including YCI Hubs New Orleans and Memphis;
  - Baltimore and Japan YCIs Rebecca Chan and Yu Nakamura’s presentations of their local projects to an international audience at the World Culture Open’s Better Together Challenge event in Daejeon, Republic of Korea;
  - Cape Town and New Orleans YCIs Palesa Ngwenya, Siphiwe Ngwenya and Atianna Cordova’s exchange trips to each other’s cities to foster cultural exchange between Africans and African-Americans.

- Local hub activities have included:
  - Detroit YCIs Lauren Rossi and Karah Shaffer’s event celebrating Afropunk;
  - Buenos Aires YCI Lala Pasquinelli’s expansion of her workshop “Women Not on the Cover” to several schools across the city;
  - Tirana YCI Kleidi Eski’s music videos campaigning against an Albanian power plant.

2018 STATS

- 3 Programs & Workshops in 2018
- 52 New YCIs in the Network in 2018
- 15 Countries Represented

LATEST OUTCOMES & IMPACT

- Cross-hub collaborations have included:
  - Buenos Aires YCI Mariano Pozzi’s screening of several films on a tour of the USA, including YCI Hubs New Orleans and Memphis;
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SALZBURG GLOBAL FORUM FOR YOUNG CULTURAL INNOVATORS


Regional Fellows Events
in New Orleans, USA (2018), Tirana, Albania (2018)
Detroit, USA (2017), Athens, Greece (2015)

CONTACT

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Faye Hobson
Program Manager
fhobson@SalzburgGlobal.org

RECENT DONORS

Adena and David Testa; Albanian-American Development Foundation; American Express; Arts Council Korea; Arts Council Malta; Asia-Europe Foundation; Bush Foundation; Canada Council for the Arts; Fondation Adelman pour l’Education; Japan Foundation; Lloyd A. Fry Foundation; McKnight Foundation; Red Bull Amaphiko; The Edward T. Cone Foundation; The Kresge Foundation; World Culture Open

2018 STATISTICS

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  - Tirana YCI Kleidi Eski’s music videos campaigning against an Albanian power plant.
CULTURE, ARTS AND SOCIETY

The Culture, Arts and Society series harnesses the transformative power of the arts to shape a better world. Through future-focused programs and projects, it raises the profile of culture and the arts in policy agendas, catalyzes exchange across disciplines and sectors, and sustains a unique creative community across continents.

LATEST OUTCOMES & IMPACT

- Inspired by a project led by artist Frances Whitehead in the USA, Ben Twist of Creative Carbon Scotland has launched the “Embedded Artist Project” in Scotland, following their meeting at Beyond Green: The Arts as a Catalyst for Sustainability (2016).

- Exiled-Syrian curator Alma Salem was invited to deliver a public lecture at the University of Washington Bothell, on how artistic expression relates to human rights, by US-based Cambodian artist Anida Yoeu Ali following their meeting at The Art of Resilience: Creativity, Courage and Renewal (2017).

- Author, sociologist, and arts-based researcher, Patricia Leavy published the novel Spark in 2018 inspired by her participation at The Neuroscience of Art: What are the Sources of Creativity and Innovation? (2015).

- Salzburg Global Vice President Clare Shine was invited to join the Leadership Circle of IMPACT Platform for Arts, Culture and Conflict Transformation, building on earlier work on advising the European External Action Service on how to mainstream culture into post-conflict peace-building policies.

2018 STATS

50 Fellows
28 COUNTRIES REPRESENTED

29% NORTH AMERICA
8% SOUTH AMERICA
12% AFRICA & MIDDLE EAST
37% EUROPE
10% ASIA
4% OCEANIA

CONTACT
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Faye Hobson
Program Manager
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RECENT DONORS
The Edward T. Cone Foundation; The David Rockefeller Fund

ADDITIONAL SUPPORT
Cambodia Living Arts
EDUCATION FOR TOMORROW’S WORLD

The Education for Tomorrow’s World series informs new approaches to learning, skills and inclusion for radically different societies. Topical programs and regional workshops address emerging challenges and opportunities for education, assessment and the future of work, generating strategic recommendations and practical projects to recalibrate and reform current systems.

LATEST OUTCOMES & IMPACT

- Karanga, a new global alliance to promote social and emotional learning and life skills, was initiated by Fellows with seed funding from partners of the Education for Tomorrow’s World series. It will be formally launched in 2020 to build a movement through 2030, with Salzburg Global acting as secretariat in the first phase.

- The Salzburg Statement for a Multilingual World was published on International Mother Language Day 2018 in more than 50 languages, receiving an estimated 2.5 million social media impressions in one week. The Statement was presented to Uganda’s Minister of Education; shared by the UK All Party Parliamentary Working Group on Languages; and is now part of the University of Cardiff’s Massive Online Open Course on “Working with Translation.”

- Microsoft and the University of South Australia launched a joint initiative to increase opportunities for multilingual access to university teaching and resources, bringing knowledge available in many other languages into an English-medium university context.

2018 STATS

<table>
<thead>
<tr>
<th>PROGRAM LOCATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>PRINCETON, USA</td>
</tr>
<tr>
<td>SALZBURG, AUSTRIA</td>
</tr>
<tr>
<td>AMMAN, JORDAN</td>
</tr>
</tbody>
</table>

- 3 PROGRAMS IN 2018
- 154 FELLOWS
- 41 COUNTRIES REPRESENTED

EDUCATION FOR TOMORROW’S WORLD
SALZBURGGLOBAL.ORG/GO/EDUCATION

PROGRAMS IN 2019
Social and Emotional Learning: Time for Action (March 10 to 15)
Building a Global Alliance for Social and Emotional Learning and Life Skills (March 29 to 30)
Education and Workforce Opportunities for Refugees and Migrants (December 8 to 13)

RECENT PROGRAMS
Social and Emotional Learning: A Global Synthesis (December 2018)
Springboard to Success: How Social and Emotional Learning Helps Students in Getting To, Through and Beyond College (June 2018)
Mainstreaming Innovations in Social and Emotional Learning in the Middle East, North Africa and Turkey (MENAT) (February 2018)
Springboard for Talent: Language Learning and Integration in a Globalized World (December 2017)

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RECENT DONORS
British Council; Calouste Gulbenkian Foundation; ERSTE Foundation; ETS – Educational Testing Service; Inter-American Development Bank; Microsoft; Porticus; Qatar Foundation International; USAID – Education in Crisis & Conflict Network
HEALTH AND HEALTH CARE INNOVATION

The Health and Health Care Innovation series puts people and communities at the heart of systems transformation for healthy societies. Through expanding partnerships, the series works with public and private sector decision-makers to enhance strategic leadership and foresight, prioritizing patients’ wants and needs in health care and empowering citizens to lead healthier lives.

LATEST OUTCOMES & IMPACT

- The Salzburg Statement on Innovations in Dementia Care and Dementia-Friendly Communities was published on World Alzheimer’s Day 2018.

- After meeting at Changing Minds: Innovations in Dementia Care and Dementia-Friendly Communities, four British and Canadian Fellows secured a grant of over $6,000,000 to explore new forms of dementia support, especially in rural communities.

- Inspired by Building Healthy, Equitable Communities: The Role of Inclusive Urban Development and Investment, Michael Chang, a chartered town planner in the UK, co-founded the Health and Wellbeing in Planning Network, a peer support network for practitioners working to improve health and wellbeing through urban planning.

- Connections made through Sciana: The Health Leaders Network led to a new approach in community health care being introduced in Wales, UK. The Buurtzorg Model, which empowers nurses in the community to build care around the patient, had already been adopted by Sciana Members in Switzerland.

2018 STATS

| 116 | FELLOWS |
| 34 | SCIANA NETWORK MEMBERS |
| 23 | COUNTRIES REPRESENTED |

HEALTH AND HEALTH CARE INNOVATION

SALZBURGGLOBAL.ORG/GO/HEALTH

PROGRAMS IN 2019

Bridging Worlds: How Can We Use Business and Economic Development Strategies to Support Better Health? (April 29 to May 3)

Moving Measurement into Action: Designing Global Principles for Measuring Patient Safety (September 5 to 10)

RECENT PROGRAMS

Healthy Children, Healthy Weight (December 2018)

Building Healthy, Equitable Communities: The Role of Inclusive Urban Development and Investment (October 2018)

Building Healthy Communities: The Role of Hospitals (December 2017)

Changing Minds: Innovations in Dementia Care and Dementia-Friendly Communities (November 2017)

CONTACT

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Astrid Koblmüller
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RECENT DONORS

Health Assessment Lab; Institute for Healthcare Improvement; Mayo Clinic; OpenNotes; Robert Bosch Stiftung; Robert Wood Johnson Foundation; The Dartmouth Institute; The Health Foundation; The Tsao Foundation; The University of Texas at Austin

SCIANA PARTNERS

Careum Stiftung, Robert Bosch Stiftung, The Health Foundation
PARKS FOR THE PLANET FORUM

The Parks for the Planet Forum is a 10-year collaboration to reconnect people and nature in an urbanized world. Launched in 2015, it aims to improve human and societal wellbeing by expanding access to nature-rich urban spaces, increasing investments in urban conservation, and creating dynamic partnerships between people, cities, and protected area systems.

LATEST OUTCOMES & IMPACT


- Salzburg Global Vice President Clare Shine was invited to facilitate a two-day international meeting in July 2018 to design the Universal Charter of National Park Cities. The National Park City Foundation, which organized the event, is led by “guerrilla geographer” Dan Raven-Ellison and aims to make cities “greener, healthier and wilder.” London will become the world’s first National Park City in summer 2019, with Salzburg Global facilitating part of the launch ceremony.

- The *Salzburg Statement on the Child in the City – Health, Parks and Play*, published in June 2017, has informed such initiatives as Cumbernauld Living Landscape in central Scotland and Edinburgh Living Landscapes in the Scottish capital, which both aim to better connect young people to nature and their local community.

2018 STATS

<table>
<thead>
<tr>
<th>Countries Represented</th>
<th>Fellows</th>
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28% NORTH AMERICA
0% SOUTH AMERICA
24% AFRICA & MIDDLE EAST
36% EUROPE
12% ASIA
0% OCEANIA

PROGRAMS IN 2019

- Partnerships for Urban Wellbeing and Resilience: Harnessing Nature and Protected Areas for the Sustainable Development Goals (May 30 to June 4, 2019)

RECENT PROGRAMS

- Nature and Childhood: From Research and Activism to Policies for Global Change (March 2018)
- The Child in the City: Health, Parks and Play (March 2017)
- The Next Frontier: Transboundary Cooperation for Biodiversity and Peace (November 2016)

CONTACT

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RECENT DONORS

- The Centre for Conscious Design; Children & Nature Network; Future Cities Forum; ICLEI Cities Biodiversity Center; National League of Cities; National Park City Foundation; Outdoor Classroom Day; World Urban Parks; Korean National Parks Service Parcs Canada / Parks Canada
FINDING OUTBREAKS FASTER

The Finding Outbreaks Faster series addresses the need to identify, prepare for, and deter outbreaks in an ever-connected world. Launched in 2018, it will define new timeliness metrics to monitor progress toward finding and reporting pandemic outbreaks faster across different sectors, including the public health, livestock, wildlife, vector and environmental communities.

LATEST OUTCOMES & IMPACT


▪️ The first program in this new series, *Finding Outbreaks Faster: How Do We Measure Progress?*, saw Fellows develop new timeliness metrics to support faster outbreak detection, verification and intervention.

▪️ The Salzburg metrics were adopted by the World Health Organisation within a month of the program’s conclusion.

▪️ Based on the success of this inaugural program, the 2019 program will expand the focus to animal as well as human health and develop timeliness metrics for zoonotic surveillance.

2018 STATS

35 FELLOWS

20 COUNTRIES REPRESENTED

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TARGETING INTERDISCIPLINARY RESEARCH TO MEET THE SDGS

How can research be more effectively translated into policy and practice to tackle the interlinkages—and tensions—between the Sustainable Development Goals (SDGs) related to climate change, conflict, health, and education? And how might top research funders lead the way? This program addressed a critical challenge facing researchers and decision-makers worldwide.

LATEST OUTCOMES & IMPACT

- This program further underlined the importance of the SDGs across Salzburg Global Seminar’s program portfolio.

- Applying an interdisciplinary, cross-cutting approach to achieving the SDGs will be a specific component of several 2019 Salzburg Global Seminar programs including Bridging Worlds: How Can We Use Business and Economic Development Strategies to Support Better Health? and Partnerships for Urban Wellbeing and Resilience: Harnessing Nature and Protected Areas for the Sustainable Development Goals.

- Program partner UK Research and Innovation have returned to Schloss Leopoldskron to run a series of research funder workshops.

- Salzburg Global Vice President Clare Shine delivered a keynote speech on “Harnessing Design to Accelerate the Sustainable Development Goals” at the global conference on Diffused Transition & Design Opportunities, convened in Wuxi, China, in October 2018, drawing on insights from this program.

2018 STATS

64 Fellows
29 Countries Represented

- 12% NORTH AMERICA
- 5% SOUTH AMERICA
- 27% AFRICA & MIDDLE EAST
- 40% EUROPE
- 14% ASIA
- 2% OCEANIA
SALZBURG GLOBAL LGBT FORUM

The Salzburg Global LGBT* Forum advances the human rights of LGBT people and communities around the world. Founded in 2013, it has created a trusted 71-country network of LGBT and human rights leaders to facilitate open exchange and collaboration in highly diverse contexts, spanning government, law, diplomacy, religion, philanthropy, activism, media and culture.

LATEST OUTCOMES & IMPACT

- Inspired by the Forum, many Fellows have initiated new creative projects, including:
  - Cha Roque and her film *What I Would Have Told My Daughter If I Knew What To Say Back Then*; Danish Sheikh and his play *Contempt*; Sukhdeep Singh and his in-development film on LGBT and Sikhism; and Bao Chau Nguyen, who launched Hanoi International Queer Film Festival, the first legal LGBT film festival in Viet Nam.

- Connections made through the Forum enabled Fellows to take up new opportunities:
  - Danny Ramadan traveling from Canada to Argentina to promote his novel, *The Clothesline Swing* at the invitation of activist Mariano Ruiz; Jordanian author Fadi Zaghmout speaking at the Pune International Literature Festival in India; and American economist M.V. Lee Badgett speaking at universities in China and translating her book *When Gay People Get Married* into Korean.

- Fellows have provided expert advice and support to LGBT asylum seekers, both within and outside of the network, and consultations with both national and multinational policymakers on how embassies can best engage with and support local activists.

SERIES STATS

- **SALZBURG, AUSTRIA**
- **BERLIN, GERMANY**
- **KATHMANDU, NEPAL**
- **CHIANG RAI, THAILAND**

154 FELLOWS
6 PROGRAMS BETWEEN 2013 & 2017
71 COUNTRIES REPRESENTED

* LGBT: 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, groups or terms, either historical or contemporary.
HOLOCAUST EDUCATION AND GENOCIDE PREVENTION

The Holocaust Education and Genocide Prevention series promotes peace, reconciliation, and pluralist societies. Launched in 2010, it advances structured dialogue, research, knowledge-sharing and cross-border projects, engaging educators, practitioners and museum curators from over 60 countries, many with recent experiences of mass violence or rising extremism.

LATEST OUTCOMES & IMPACT

- The Change Makers Program, designed by Rwandan and South African Fellows in Salzburg in 2016 and piloted in their countries in 2017, teaches young people about past atrocities and helps them embrace pluralism. The Program is now being extended across Africa and aims to reach 15 countries by the end of 2019.

- Curricula first devised in Salzburg includes: undergraduate modules to counter extremism at the American University in Cairo, soon to be launched at other Egyptian universities; and a new Master’s course in “Conflict Resolution and Peace Governance” at the International University of Rabat, the first degree of its kind in the Maghreb.

- Building on a student-study group project devised in Salzburg, a public-speaking contest for students on post-conflict resilience was broadcast on Pakistani TV in 2018.

- Fellows in Chile and Mexico launched a joint project in late 2017 on “Holocaust and Citizenship” to create a network for academics, educators, writers, human rights activists, and public servants in the two countries.

SERIES STATS

- 198 Fellows
- 10 Programs between 2010 & 2017
- 63 Countries Represented

CONTACT

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Antonio Riolino
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PARTNER

United States Holocaust Memorial Museum

RECENT DONORS

Future Fund of the Republic of Austria; Ronald D. Abramson; Rosa Luxembourg Stiftung; The Harry Frank Guggenheim Foundation; United Kingdom Foreign & Commonwealth Office

ADDITIONAL SUPPORT

Aegis Trust; American University of Cairo; Kigali Memorial Trust; South African Holocaust & Genocide Foundation; International University of Rabat
PHILANTHROPY AND SOCIAL INVESTMENT

The Philanthropy and Social Investment series contributes to the alignment of global financial flows with sustainable and inclusive development. Focusing on emerging trends and best practices, the series fosters an enabling environment for talent management, diversity and innovation in traditional and corporate philanthropy and in social and impact investment.

LATEST OUTCOMES & IMPACT

▸ Building on *New Horizons in Social Investment: Global Exchange for Action and Impact* in 2018, lead sponsor AVPN has now incorporated “talent management” and “organizational culture” as core topics at the Asian Venture Philanthropy Summit.

▸ Salzburg Global and AVPN have agreed a new partnership (2019-2022) on the theme of “breaking boundaries” within and between three critical areas of social investment: financial, human, and intellectual capital. Collaboration will focus on specific Sustainable Development Goals and funding priorities, linking climate change, food systems and nutrition, health and education.

▸ Fellows are developing a mentorship program to match people across organizations and countries and create opportunities for in-depth exchanges across the philanthropy sector.

▸ Fellows in one participating foundation launched a “Best Failure Award” to openly allow stakeholders to share and learn from one another’s mistakes.

2018 STATS

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38 FELLOWS | 22 COUNTRIES REPRESENTED
SALZBURG GLOBAL FINANCE FORUM

The Salzburg Global Finance Forum tackles issues critical to the future of financial markets and global economic growth and stability. Created in 2011, its annual meeting facilitates candid in-depth analysis of strategic challenges and emerging risks by senior and rising leaders from financial services firms, supervisory and regulatory authorities, and professional service providers.

LATEST OUTCOMES & IMPACT

- Fellows used the connections and knowledge gained through the Forum to draft a new financial services whistle-blowing policy in Jamaica; develop responses to the impact of Brexit at UBS; embed new regulatory strategy and digitization processes at Deutsche Bank; and raise $1.5-2.0 million in new investment for fintech startup EquityX.

- Recent publications informed by the Finance Forum include:

- In response to demand from Fellows, work has begun to develop an annual spring meeting of the Finance Forum in Asia. This is expected to launch in March 2020.

2018 STATS

69 Fellows
22 COUNTRIES REPRESENTED
SALZBURG GLOBAL CORPORATE GOVERNANCE FORUM

The Salzburg Global Corporate Governance Forum enables critical thinking on the changing roles and responsibilities of directors across jurisdictions and cultures. Launched in 2015, it explores how corporations can pursue both profit and public good in a fast-moving global environment, taking account of growing risks, disruptions, regulation, public scrutiny and consumer pressure.

LATEST OUTCOMES & IMPACT

- Fellows launched a new ongoing monthly series of articles, The Salzburg Questions for Corporate Governance, in November 2018. Each article is written by a different expert Fellow, building on questions raised at the latest program, and is published on the professional networking site, LinkedIn, enabling the broader public to join the debate.

- Forum reports published by Salzburg Global Seminar were used as teaching materials for lectures and seminars given by former Corporate Governance Forum advisory committee chair Robert Mundheim in China in January 2018.

- Anastassia Lauterbach was interviewed by the Salzburger Nachrichten and published in Der Standard on the topic of artificial intelligence, as a result of her participation in the program Brave New World: How Can Corporate Governance Adapt?

2018 STATS

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SALZBURG GLOBAL CORPORATE GOVERNANCE FORUM

CONTACT

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Antonio Riolino
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DONORS (2017-19)

Bank of America; The Bank of New York Mellon Corporation; Barclays plc; CLP Group; Elliott Asset Management Corporation; Goldman Sachs Group, Inc.; Microsoft; Shearman & Sterling LLP; Teledyne Technologies, Inc.; UBS
PUBLIC SECTOR STRATEGY NETWORK

The Public Sector Strategy Network equips governments to tackle complex challenges through improved foresight, innovation and implementation. Co-created with senior leaders from around the world, it is building a coalition of individuals and institutions on the frontline of digital, financial and societal disruption, promoting effective public leadership and strategic communication.

LATEST OUTCOMES & IMPACT

- Fellows-only webinars continued engagement across and between Salzburg programs.
- Recent publications informed by the Public Sector Strategy Network include:
  - Case studies published by Apolitical on the use of AI in Finland to help workers in the face of increasing automation, new systems in Latin America to improve public-government interactions, and the open data revolution’s spread across the world.
  - “Dilemmas and Opportunities: The Case of Ethical Reasoning for Artificial Intelligence,” a playbook based on a scenario-planning game designed and tested for the first time in Salzburg by Kevin Desouza, David Bray, et al.
- Kevin Desouza, formerly of Arizona State University and now of the Queensland Institute of Technology, was invited to lead a discussion on artificial intelligence and autonomous systems with ~100 senior Australian public servants in Canberra in September 2018, following his meeting with Martin Parkinson, head of the Australian Public Service, at the program Mechanics for the Future: How Can Governments Transform Themselves?

2018 STATS

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</table>

CONTACT

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Jennifer Dunn
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DONORS

Abu Dhabi Crown Prince Court

ADDITIONAL SUPPORT

Apolitical, Australian Public Service, Canadian Privy Council, Irish Public Service, NESTA
CUTLER FELLOWS PROGRAM

The Cutler Fellows Program develops outstanding talents who will shape the future of the international rules-based order and government and judicial systems. Since 2012, it has convened annual cohorts of graduate students from 11 of the top US law schools to build leadership skills and networks across law and public service worldwide.

LATEST OUTCOMES & IMPACT

▸ Nathan Yaffe published “Indigenous Consent: A Self-Determination Perspective” in the Melbourne Journal of International Law based on an earlier draft he had workedshop with other Fellows and expert faculty at the 2017 Cutler Fellows Program.

▸ Thomas Streinz, a Cutler Law Fellow in 2012, returned to the program in 2019 as a faculty member, having been appointed as an adjunct professor and research scholar at NYU Law.

▸ Several Fellows have been selected to serve as rapporteurs for Salzburg Global Seminar programs including the Public Sector Strategy Network, the Parks for the Planet Forum, the Salzburg Global Corporate Governance Forum and the newly launched Salzburg Global Law and Technology Forum.

2018 STATS

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54 FELLOWS

24 FACULTY & GUEST SPEAKERS

24 COUNTRIES REPRESENTED

PARTNER INSTITUTIONS

Columbia Law School, New York, NY; Duke University School of Law, Durham, NC; Georgetown University Law Center, Washington, DC; Harvard Law School, Cambridge, MA; NYU School of Law, New York, NY; Stanford Law School, Palo Alto, CA; The University of Chicago Law School, Chicago, IL; University of Michigan Law School, Ann Arbor, MI; University of Pennsylvania Law School, Philadelphia, PA; University of Virginia School of Law, Charlottesville, VA; Yale Law School, New Haven, CT

DONOR

Arnold & Porter Kaye Scholer LLP
# SALZBURG GLOBAL LECTURES

The Salzburg Global Lecture series currently includes three annual talks delivered by high-level speakers to audiences of Salzburg Global Fellows, friends, donors and supporters in Washington, London and Salzburg.

## CUTLER LECTURE

The Cutler Lecture is held under the auspices of the Cutler Center for the Rule of Law and was inaugurated in 2010 to honor Washington “super lawyer” Lloyd N. Cutler (1917–2005), who served on the board of Salzburg Global Seminar for more than 20 years. The lecture focuses on international legal issues and the rule of law.

**LOCATION**
Washington, DC, USA

### 2019 LECTURE

- To be confirmed (November)

### RECENT LECTURES

- “When the Earth is your Client: Taking the Law into our own Hands” by James Thornton, founder and CEO, ClientEarth (2018)
- “Trust, Media, and Democracy in the Digital Age” by Alberto Ibargüen, President and CEO John S. and James L. Knight Foundation (2017)
- “Law and the Use of Force: Challenges for the Next President” by John B. Bellinger, III, former Legal Adviser for the US Department of State (2016)
- “Technology and Optimism for the Future” by Eric E. Schmidt, former Executive Chairman, Google (2014)
- “The Magna Carta” by Justice Stephen G. Breyer, Associate Justice of the US Supreme Court (2013)
- “Conversation at the Court” by Baroness Helena Kennedy, Barrister and Anne-Marie Slaughter, Professor, Princeton University (2012)

## PALLISER LECTURE

The Palliser Lecture is held in partnership with 21st Century Trust and was inaugurated in 2014 to honor British diplomat the Rt Hon Sir Michael Palliser GCMG (1922–2012), who served as vice chairman of the board of Salzburg Global Seminar for more than a decade. The lecture focuses on the future of international relations, particularly across Europe.

**LOCATION**
London, UK

### 2019 LECTURE

- “Europe and the Rise of China: How Can European (including British) Interests and Values Best Be Protected in a Multipolar World?” by the Rt Hon Lord Patton of Barnes, Chancellor, University of Oxford; former European Union Commissioner for External Relations; 28th and final Governor of Hong Kong, in conversation with Rana Mitter, Director of the China Centre; Professor of the History and Politics of Modern China, University of Oxford (May 21)

### RECENT LECTURES

- “Democracy and Civil Society: A Shrinking Space?” by the Rt Hon Baroness Usha Prashar, Independent Member, UK House of Lords (2018)
- “The EU: In or Out?” by John Major, former UK Prime Minister (2016)
- “Britain’s International Obligations: Fetters or Keys?” by Dominic Grieve, Member of Parliament, UK; former Attorney General (2015)

## SALZBURG LECTURE

The Salzburg Lecture was inaugurated in 2017 to mark the 70th Anniversary of Salzburg Global Seminar. The lecture is the keynote highlight of the annual June Board Weekend, addressing the key theme for that year.

**LOCATION**
Salzburg, Austria

### 2019 LECTURE

- “Judgment Call: Risks, Rules and Leadership” by James Comey, former Director of the Federal Bureau of Investigation (June 22)

### RECENT LECTURES

- “Artificial, Augmented and Collective: What Should We Hope and Fear from the Future of Intelligence?” by Geoff Mulgan, former CEO, NESTA (2018)
- “Beyond Just Us: Crossing the Rubicon of Hope Through Justice-Centered Leadership” by Thuli Madonsela, former Public Protector of South Africa (2017)

**CONTACT**
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**VISIT**
2018 was an important point in the evolution of Salzburg Global Seminar as it shifted from traditional nonprofit to social enterprise.

Among other things, 2018 marked 10 years since the global financial crisis. As a fully independent, international, not-for-profit organization, the global financial crisis had deep and profound impacts and required Salzburg Global to reinvent its business model and approach to long-term financial sustainability.

This transition, from a traditional nonprofit model to a social enterprise model, employed a mix of entrepreneurial and innovative approaches to drive its mission, achieve financial stability, and open new opportunities for growth.

In 2011 and 2012, Salzburg Global Seminar put in place an impact investment scheme, acquiring a series of low-interest rate loans backed by philanthropic investors. Salzburg Global Seminar then invested in its historic facilities and opened a hotel business – Hotel Schloss Leopoldskron – within the nonprofit entity. The hotel was officially registered in 2014 and has operated since as an integrated social enterprise within a nonprofit structure, creating a more diversified approach to its business and financial model.

Working together, the combined strengths of the enterprise now share the responsibility for revenue and expenses previously carried exclusively by the nonprofit, enabling the nonprofit business to concentrate its resources on growing its programs, realizing new partnerships, and achieving greater effectiveness through a combination of endowment revenue, charitable contributions, grants, and earned income.

As a result, 2018 marked a year of growth – in multi-year programs, international partnerships, and improved financial position – in ways that have created new opportunities for long-term success.

As we look to the future, and build on this innovation and enterprise, 2018 also marks the start of the next chapter in Salzburg Global’s long-term financial sustainability and success, a future that will continue to rely on support from our partners around the world, but that will be coupled with support from our hotel operations and new investments to sustain our combined enterprise. This combined enterprise is now ensuring the preservation and stewardship of Schloss Leopoldskron and the Meierhof, as well as the advancement of Salzburg Global Seminar’s bold and important mission to challenge current and future leaders to shape a better world.
EXPANDING COLLABORATION

Salzburg Global Seminar partners with diverse international institutions to advance our mission, support our programs, extend our impact, and maintain our historic facilities.

**FOUNDATIONS**

Philanthropic organizations, large and small, have supported us since our founding. With grants from private international foundations we were able to maintain our independence and become more global in the 1960s, 70s and 80s. Today, we are working with partners to better align financial and capital flows with community needs and advance global progress and sustainable development.

**GOVERNMENT AGENCIES**

US government support helped launch large scale initiatives like our American Studies Center in the 1990s. Today, support from numerous government agencies and ministries are supporting programs on public sector innovation, Holocaust education, and global LGBT human rights, and cultural innovation; providing scholarships; and maintaining our historic property, Schloss Leopoldskron.

**MULTILATERAL ORGANIZATIONS**

With our track record as an independent strategic convener, multilateral organizations partner with us to bring in new, diverse and unconventional voices and expand their own work out into new regions and sectors. Today, they are supporting our work on LGBT human rights, the role of culture in post-conflict societies, health care innovation, and social and emotional learning.

**PRIVATE SECTOR COMPANIES**

Through a variety of sponsorship models, we work with corporations and private sector groups to support programs on the future of finance, corporate governance, and law and technology. These high-level programs offer discreet, retreat-like surroundings in which to have forward-looking and strategic discussions with an internationally diverse cohort of current and future leaders.

**CIVIL SOCIETY ORGANIZATIONS**

Civil society and non-governmental organizations (NGOs) work with us to design programs, expand collaboration, and recruit the brightest thinkers and doers across diverse geographies, sectors, cultures and generations to tackle issues of global concern and drive forward shared agendas. These multi-year partnerships are driving forward our work on sustainability, urban development, and education.

**UNIVERSITIES**

With our roots in academia, universities still form a significant part of our constellation of partners. From the top law schools of the USA to journalism and communications schools across five continents, and our renewed partnership with Paris Lodron University of Salzburg, higher education institutions support our work on the rule of law, media, American studies, and meeting the SDGs.

Combined with operating revenue from our endowment, income generated by hotel operations, and individual donors, these diverse partnerships are helping to ensure Salzburg Global Seminar’s financial stability and long-term success.

As we look to the future, we will continue to rely on an extraordinary group of partners and donors around the world. Their support – coupled with new investments to sustain our enterprise – is more important than ever.
INSTITUTIONAL SUPPORT
2017 – 18

DONORS
21st Century Trust
Abu Dhabi Crown Prince Court
Albanian-American Development Foundation
Alternative Investment Management Association (AIMA)
American Express
American Studies Association of Norway (ASANOR)
Archangel Michael Foundation
Arnold & Porter Kaye Scholer LLP
Arts & Humanities Research Council (AHRC)
Arts Council Korea
Arts Council Malta
Asia-Europe Foundation
Asian Venture Philanthropy Network (AVPN)
Austrian Development Agency

Austrian Federal Ministry of Science, Research and Economics
Bank of America
Barclays plc
British Council
Buckley LLP
Bush Foundation
Calouste Gulbenkian Foundation
Canada Council for the Arts
Capital Group Companies, Inc.
Careum Stiftung
Carnegie Corporation of New York
Cleary Gottlieb Steen & Hamilton LLP
CLP Group
Colby College
Davidson College
Davis Polk & Wardwell LLP
Deutsche Bank
Deutsche Bundesbank
Dreilinden gGmbH
Dynex Capital Inc.
Elliott Asset Management Corporation
Ending Pandemics
EY
ERSTE Foundation
ETS – Educational Testing Service
Federal Monuments Authority Austria
Fondation Adelman pour l’Education
Ford Foundation
Future Fund of the Republic of Austria
German Federal Foreign Office
German Federal Ministry for Family Affairs, Senior Citizens, Women and Youth
GIZ GmbH
Goldman Sachs Group, Inc.
Health Assessment Lab
HSBC Group
Huffington Foundation
Institute for Healthcare Improvement
Inter-American Development Bank
International Union for Conservation of Nature
Japan Foundation
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Korea Foundation
Lloyd A. Fry Foundation
M·A·C AIDS Fund
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Mayo Clinic
McKnight Foundation
Microsoft
Oesterreichische Nationalbank (ONB)
Oliver Wyman
Open Society Foundations
OpenNotes
Porticus
Qatar Foundation
International Raiffeisenverband
Salzburg
Robert Bosch Stiftung
Robert Wood Johnson Foundation
Rosa Luxembourg Stiftung
Shearman & Sterling LLP
State Street Corporation
Teledyne Technologies, Inc.
The Andrew W. Mellon Foundation
The Bank of New York Mellon Corporation
The Cynosure Group
The Dartmouth Institute
The David Rockefeller Fund
The Dr. An and Lorraine C. Wang Foundation
The Edward T. Cone Foundation
The European Banking Federation
The Foundation “Remembrance, Responsibility and Future” (EVZ)
The Fulbright Foundation – Greece
The Harry Frank Guggenheim Foundation
The HDH Wills 1965 Charitable Trust
The Health Foundation
The Hong Kong Federation of Youth Groups
The International Bar Association
The Kresge Foundation
The TreadRight Foundation
The Tsao Foundation
The University of Minnesota
The University of Texas at Austin
The William and Flora Hewlett Foundation
Trafalgar Foundation
UBS
UK Research and Innovation
United Kingdom Foreign & Commonwealth Office
United Nations Development Programme
USAID – Education in Crisis & Conflict Network
W.K. Kellogg Foundation
World Culture Open
ZeShan Foundation

PARTNERS
Aegis Trust
Apolitical
British Council
Cambodia Living Arts
Children and Nature Network
IUCN, International Union for Conservation of Nature
Kigali Memorial Trust
Korean National Parks Service
National League of Cities
Outdoor Classroom Day
Parcs Canada / Parks Canada
Red Bull Amaphiko
Securities Commission Malaysia
South African Holocaust & Genocide Foundation
The United States Holocaust Memorial Museum
UNDP – United Nations Development Programme
HOSTS
Albanian-American Development Foundation
Arts Council New Orleans
Bain Capital, L.P.
British Council
Contemporary Arts Center New Orleans
ETS – Educational Testing Service
Foundation Plödviv 2019
German Federal Ministry for Family Affairs, Senior Citizens, Women and Youth
Grange St. Paul’s Hotel
Hong Kong Federation of Youth Groups
Hotel Mandarin Oriental in Kuala Lumpur
Inter-American Development Bank
Johann Wolfgang von Goethe Foundation
Johannesburg Holocaust & Genocide Centre
Kigali Memorial Trust
Lebanese American University
Maryland Institute College of Art
N’Namdi Center for Contemporary Art
Newseum
NPR
Pune International Literary Festival
Raiffeisen Zentralbank
Red Bull House of Art
Securities Commission Malaysia
The Phillips Collection
UNDP – United Nations Development Programme
World Culture Open

UNIVERSITY PARTNERS
American University in Cairo, Egypt
Davidson College, NC, USA
International University of Rabat, Morocco
Middlebury College, VT, USA
Paris Lodron University
of Salzburg, Austria
US Air Force Academy, CO, USA
University of Delaware, DE, USA
University of Leeds, UK
University of Pennsylvania, PA, USA
Cutler Fellows Program
Columbia Law School, New York, NY
Duke University School of Law, Durham, NC
Georgetown University
Law Center, Washington, DC
Harvard Law School, Cambridge, MA
NYU School of Law, New York, NY
Stanford Law School, Palo Alto, CA
The University of Chicago School of Law, Chicago, IL
University of Michigan Law School, Ann Arbor, MI
University of Pennsylvania Law, Philadelphia, PA
University of Virginia School of Law, Charlottesville, VA
Yale Law School, New Haven, CT

Salzburg Academy on Media and Global Change
Bournemouth University, Bournemouth, UK
Daystar University, Nairobi, Kenya
Emerson College, Boston, MA, USA
Fachhochschule St. Pölten, Austria
Hong Kong Baptist University, Hong Kong, SAR China
Jordan Media Institute, Amman, Jordan
Lebanese American University, Beirut, Lebanon
Nevada State College, Henderson, NV, USA
The Chinese University of Hong Kong, Hong Kong, SAR China
The University of Texas at Austin, Austin, TX, USA
United States Military Academy, West Point, NY, USA
Universidad Católica Argentina, Buenos Aires, Argentina
Universidad Iberoamericana, Mexico City, Mexico

EMBASSIES
Austrian Embassy, Abuja, Nigeria
Austrian Embassy, Addis Ababa, Ethiopia
Embassy of Canada to Austria
US Consulate General in Krakow, Poland
US Consulate Vladivostok, Russian Federation
US Embassy Berlin, Germany
US Embassy, Bucharest, Romania
US Embassy Cairo, Egypt
US Embassy Copenhagen, Denmark
US Embassy Dakar, Senegal
US Embassy Jerusalem, Israel
US Embassy Moscow, Russian Federation
US Embassy Oslo, Norway
US Embassy Prague, Czechia
US Embassy Sarajevo, Bosnia and Herzegovina
US Embassy Tunis, Tunisia
US Embassy Valletta, Malta
US Embassy Vienna, Austria
US Embassy Warsaw, Poland

ENDOWMENTS
General
Huffington Centennial Fund
Huffington Foundation Endowment
Presidential Endowment Fund
Robison Family Endowment
W.K. Kellogg Foundation Endowment

Library
General Library Endowment
Jean Blodgett Memorial Book Fund
Kenneth Sawyer Goodman Dewey Memorial Book Fund
McGowan Family Endowment

Lectures
Bailey Morris-Eck Lectureship on International Media, Economics and Trade
Henry M. Brandon Memorial Lectureship on Contemporary European History
Ithiel De Sola Pool Endowed Lecture on the Impact of Communications Technology on Society and Politics
Jacques Delors Lectureship on the State of the European Union

Program
Thomas Mansbach Endowment
The John Taylor Concert Series

Scholarships
See next page
SALZBURG GLOBAL SEMINAR | OUR FUNDING

SALZBURG GLOBAL SCHOLARSHIP PROGRAM

The Salzburg Global Scholarship Program represents our institutional values, supports our core activities, and facilitates the realization of our global vision: to challenge current and future leaders to shape a better world.

Our scholarship program helps ensure geographic diversity, enabling Salzburg Global to reflect its mission and the changing balance of influence and power in the world. Scholarships provide opportunities for rising leaders from emerging countries to engage in global problem solving and policy formulation, to develop global networks, and to share the ideas and creativity across generations.

To support the Salzburg Global Scholarship Program, please visit: campaign.SalzburgGlobal.org

2018 STATS

43 COUNTRIES REPRESENTED

SCHOLARSHIPS BY GENDER
2018

MALE 40%

FEMALE 60%

SCHOLARSHIPS BY AGE
2018

17% 18-25

30% 26-35

20% 36-45

20% 46-55

13% 56-65

0% >65

21% AFRICA

12% MIDDLE EAST

7% LATIN AMERICA & CARIBBEAN

15% NORTH AMERICA

23% EAST ASIA/PACIFIC

3% SOUTH/CENTRAL ASIA

6% EASTERN EUROPE

13% WESTERN EUROPE

0% OCEANIA

WWW.SALZBURGGLOBAL.ORG/GO/SCHOLARSHIPS

CONTACT
Beth Pertiller
Director of Operations
bpertiller@SalzburgGlobal.org

SCHOLARSHIP PROVIDERS (2018)
Grants
Austrian Federal Ministry of Science, Research, and Economics; Capital Group Companies; HDH Wills (1965) Charitable Trust; Korea Foundation; Mexican Business Council; Robert Bosch Stiftung
Endowments
21st Century Trust; Ann M. Hoefle Memorial Fellowship; Bates African Fellowship; Elizabeth S. MacMillan Fellowship; Emory Elliott Endowment Fund; Huffington Family Fellowship; Llewellyn Thompson Memorial Fellowship; McKnight Foundation Fellowship; Onodera Fellowship; Penn Fellows Endowment Fund; The Mundheim Family Scholarship Fund; The Nippon Foundation; The Roberts Family Endowment; Winthrop Family Fellowship
Other
Walter Massey Scholarship
SALZBURG GLOBAL SEMINAR | OUR FUNDING

SALZBURG GLOBAL INTERNSHIP PROGRAM

For more almost three decades, Salzburg Global Seminar has offered talented students and young graduates the opportunity to work at Salzburg Global Seminar and live at Schloss Leopoldskron for three-month internships. Just like our Fellows, our interns are selected for their passion to shape a better world.

Since 2014, with the support of the Korea Foundation and other international partners, Salzburg Global Seminar has greatly expanded the international representation and diversity of our Internship Program. Working with Austrian Embassies and partners such as AIESEC, Salzburg Global is able to provide visa processing assistance and cover flights, insurance, accommodation and meals for internships in Salzburg. We also offers small bursaries for internships in our Washington, DC office.

With fewer than 25 internships on offer each year, competition is high. Our internship programs offer recent graduates extraordinary professional development opportunities, across numerous departments, where they gain real world knowledge and skills in an international team and inspiring environment.

Applications typically open each Fall. Aspiring interns can subscribe for updates at www.SalzburgGlobal.org/go/internship/newsletter

INTERNSHIPS OFFERED IN 2018/19

COMMUNICATIONS TEAM

Features Intern
Based in Salzburg, Austria as an integral part of a small but busy communications team, this internship is perfect for a recent journalism school graduate who is passionate about writing features and telling stories that capture our programs’ impact.

Fellowship Intern
Based in Salzburg, Austria and working directly alongside the Fellowship Manager, this internship needs a highly organized and detail-orientated multi-tasker with an interest in alumni relationship and event management.

Social Media Intern
Based in Salzburg, Austria and working across multiple social media platforms, this internship is for an ambitious recent graduate keen to put their digital production and communications skills to the test and start their career as a social media manager.

DEVELOPMENT TEAM

Development Intern
Based in Salzburg, Austria, this internship is perfect for a recent graduate who wants to gain experience in both fundraising and program delivery at a nonprofit organization.

Institutional Development Intern
Based in Washington, DC, this internship is perfect for an enthusiastic recent graduate who wants to gain experience in institutional fundraising at a nonprofit organization.

Campaign and Individual Giving Intern
Based in Washington, DC, this internship is for a recent graduate who wants to gain experience in nonprofit fundraising and who is as confident in writing donor letters as they are in helping to organize events.

PROGRAM TEAM

Library Intern
Working in the historic Max Reinhardt Library at Schloss Leopoldskron in Salzburg, Austria, this internship is for a highly organized, self-motivated recent library science graduate who is up to the challenge of managing a small collection and supporting staff research.

Development
Fiona Davis, USA
Yurah Hong, REPUBLIC OF KOREA
Kristyn Lines, CANADA
Max Ortner, AUSTRIA
Mohamed Siddibay, SIERRA LEONE
Maggie Spiller, USA
Buer Hermione Su, CHINA

Library
Alexandria Cole, USA
Curtis Frederick, CANADA
Elizabeth Jarcy, USA

Program
Eve Allums, USA*
Julia Bunte-Mein, USA
Minji Chun, REPUBLIC OF KOREA
Judy Lee, REPUBLIC OF KOREA
Sua Lee, REPUBLIC OF KOREA
Jinsu Park, REPUBLIC OF KOREA
Rouri Shin, REPUBLIC OF KOREA
Elena West, GERMANY/USA

* Global Citizenship Alliance
COUNTRIES REPRESENTED SINCE 2014

431
TOTAL NUMBER OF INTERNS
SINCE 1992 ACROSS ALL OFFICES

113
NUMBER OF INTERNS IN
SALZBURG SINCE 2014

24
TOTAL NUMBER OF COUNTRIES INTERNS
HAVE COME FROM SINCE 2014

REGIONS OF SALZBURG INTERNS
PRE 2014

<table>
<thead>
<tr>
<th>Region</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>NORTH AMERICA</td>
<td>84%</td>
</tr>
<tr>
<td>SOUTH AMERICA</td>
<td>1%</td>
</tr>
<tr>
<td>AFRICA &amp; MIDDLE EAST</td>
<td>11%</td>
</tr>
<tr>
<td>EUROPE</td>
<td>14%</td>
</tr>
<tr>
<td>ASIA</td>
<td>0%</td>
</tr>
<tr>
<td>OCEANIA</td>
<td>0%</td>
</tr>
</tbody>
</table>

REGIONS OF SALZBURG INTERNS
2014 ONWARDS

<table>
<thead>
<tr>
<th>Region</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>NORTH AMERICA</td>
<td>42%</td>
</tr>
<tr>
<td>SOUTH AMERICA</td>
<td>4%</td>
</tr>
<tr>
<td>AFRICA &amp; MIDDLE EAST</td>
<td>4%</td>
</tr>
<tr>
<td>EUROPE</td>
<td>20%</td>
</tr>
<tr>
<td>ASIA</td>
<td>30%</td>
</tr>
<tr>
<td>OCEANIA</td>
<td>0%</td>
</tr>
</tbody>
</table>

EDUCATION LEVEL OF SALZBURG INTERNS
2014 ONWARDS

- Graduate Degree: 22%
- Still Studying: 13%
- Undergraduate Degree: 65%

GENDER BALANCE OF ALL INTERNS SINCE 1992

- Male: 37%
- Female: 64%

EMPLOYMENT SECTOR DESTINATION OF SALZBURG INTERNS
2014 ONWARDS

- UNKNOWN: 29%
- PRIVATE SECTOR: 38%
- FURTHER EDUCATION: 18%
- PUBLIC SECTOR: 6%
- NONPROFIT SECTOR: 9%
- PUBLIC SECTOR: 6%
A GROWING SUCCESS

Built in 1736, Schloss Leopoldskron has been home to Salzburg Global Seminar for over seven decades. Since 2014, it has also become the award-winning Hotel Schloss Leopoldskron. Our ongoing stewardship of this historic jewel is taking it from strength to strength.

2018 saw yet another year of growth for Hotel Schloss Leopoldskron as all 12 historic suites in the palace underwent major renovations, ensuring guests enjoy modern features, amenities and comfort in a historic setting. Since launching as a hotel in 2014, occupancy rates, revenues from bed and breakfast guests, as well as conferences and events (especially weddings) have all increased significantly. Even in the past two years, we see that the most expensive wedding of 2016 would not even reach the Top 5 in 2018, proving that the hotel is increasingly being sought out as a premium location.

Surrounded by 17 acres of manicured grounds, and nestled by a small, idyllic lake, Hotel Schloss Leopoldskron is an exclusive and discreet hideaway just minutes from the Old Town of Salzburg, perfect for Salzburg Global Seminar’s program participants and private hotel guests, conference attendees and wedding partiers alike. With 55 bedrooms, 12 suites, two large conference rooms, five seminar rooms, four state rooms, two large banqueting halls and a chapel, Hotel Schloss Leopoldskron provides the perfect setting for a whole host of events. Our growing roster of returning clients clearly appreciate our ongoing improvements to facilities, amenities and services.

Birthplace of the Salzburg Festival, Schloss Leopoldskron has become a cultural hub enjoyed by both business executives and tourists—as well as international celebrities. From Melinda and Bill Gates to Academy Award Winner Adrian Brody and the late fashion icon Karl Lagerfeld, all have appreciated the unique atmosphere of Schloss Leopoldskron. “Shakespeare in the Park” continues to be an annual summer highlight, and 2018 also saw the outdoor screening of “The Sound of Music.”

As the Schloss’ owner, Salzburg Global takes its stewardship of the palace’s historic legacy very seriously and is fully committed to the its preservation and restoration. 2019 will see significant renovations of the Meierhof façade. Older than the Schloss by an estimated 150 years, the outside of the building was last renovated in the late 20th century. Modern techniques and traditional care will ensure this 17th century building lasts long beyond the 21st.

To support the ongoing renovations and stewardship of Schloss Leopoldskron, please visit: campaign.SalzburgGlobal.org
STATISTICS

REVENUE GROWTH
2012 - 2018

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bed &amp; Breakfast</td>
<td>€500,000</td>
<td>€1,000,000</td>
</tr>
<tr>
<td>Conferences &amp; Events</td>
<td>€1,000,000</td>
<td>€1,500,000</td>
</tr>
<tr>
<td>Total External Revenue</td>
<td>€2,500,000</td>
<td>€3,500,000</td>
</tr>
<tr>
<td>Total Revenue incl. Salzburg Global Seminar</td>
<td>€4,000,000</td>
<td>€6,000,000</td>
</tr>
</tbody>
</table>

TOTAL NUMBER OF NIGHTS SOLD IN 2012: 12,180
TOTAL NUMBER OF NIGHTS SOLD IN 2018: 16,164

RATINGS & RANKINGS

73% Tripadvisor Rating in 2012
89% Tripadvisor Rating in 2018

11th of 137 hotels in Salzburg
3 Awards won since 2014

NUMBER OF WEDDINGS
2016 - 2018

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Weddings</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>43</td>
</tr>
<tr>
<td>2017</td>
<td>39</td>
</tr>
<tr>
<td>2018</td>
<td>45</td>
</tr>
</tbody>
</table>

TOP 5 MOST EXPENSIVE WEDDINGS
2016 - 2018

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Revenue (€)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>€10k</td>
</tr>
<tr>
<td>2017</td>
<td>€20k</td>
</tr>
<tr>
<td>2018</td>
<td>€50k</td>
</tr>
</tbody>
</table>

OCCUPANCY RATE
2012 VS 2018

<table>
<thead>
<tr>
<th>Year</th>
<th>Occupancy Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>52%</td>
</tr>
<tr>
<td>2018</td>
<td>67%</td>
</tr>
</tbody>
</table>

Average 56%
EVENT HIGHLIGHTS

2016
DIVA Summer Gala
Frühlingserwachen (Spring Awakening) – Wine Tasting
International Salzburg Association (ISA) Gala
Salzburg State Theater – “Shakespeare in the Park: Queens and Kings”
Salzburg Festival – Premiere Party for „Die Liebe der Danae“
Steinway & Sons VIP Matinée and Return of Max Reinhardt’s Steinway from 1922
Stromlos (acoustic concert series)

2017
Book Launch – “The Trail of Four”
Charity Easter Egg Roll with SOS Kinderdorf
International Salzburg Association (ISA) Gala
Salzburg State Theater – “Shakespeare in the Park: Queens and Kings”
Salzburg Festival – Premiere Party for “Lady Macbeth of the Mtsensk District”
Salzburg Global Seminar – 70th Anniversary Homecoming Weekend
Salzburg Global Seminar – 70th Anniversary Luncheon
Servus TV – “Festival Talks”
The Distinguished Gentleman’s Ride
Universität Salzburg – Alumni FestParty

2018
amfAR’s Epic Ride to Life Ball
Charity Easter Egg Roll with SOS Kinderdorf
Das Kino’s Open Air Kino – “The Sound of Music”
DIVA Summer Gala
International Salzburg Association (ISA) Gala
Life Ball Kick Off and Presentation of Style Bible
Max Reinhardt Anniversary Photography Exhibition
Rainbow Division Commemoration Ride
Salzburg Festival – Premiere Party for “Salome”
Salzburg State Theater – “Motezuma”
Salzburg State Theater – “Shakespeare in the Park: Love Songs”
Salzburg State Theater Ball – „Tanz in den Mai”

Former staff traveled from across the world for the 70th Anniversary Homecoming Weekend
RETURNING INSTITUTIONAL CLIENTS

Alpen-Maykestag
Center for International Legal Studies (CILS)
COPADATA
DIVA magazine
Global Citizenship Alliance
Helvetia
Institut für Management (IfM)
International Peace Institute

International Salzburg Association (ISA)
Kre-aktiv
Lagermax AG
Lifeplus
NeuroPerformance
Red Bull
REFORM Group
Salzburger Landestheater

SKIDATA
SOS Kinderdorf
Bankhaus Carl Spängler & Co. AG
Steinway & Sons
UBS Group AG

Note: This list is not exhaustive
INSPIRING LEADERSHIP

On October 18, 2018, Salzburg Global Seminar officially publicly launched by far biggest fundraising effort in our organization’s history: To raise $18 million by the end of 2021. That goal is already well in sight; $10.6 million in donations and pledges has already been received by mid-2019.

This is a defining moment for Salzburg Global Seminar. Since 1947, we have brought together more than 37,000 Fellows from over 170 countries to inspire new thinking and transformative solutions to the world’s most pressing challenges. We are building upon this momentum of innovation and partnership to motivate leaders and to help forge the next generation of problem-solvers our world requires.

This ambitious effort will enable Salzburg Global to finance further renovations and improvements to our historic home, Schloss Leopoldskron and the neighboring Meierhof. The Campaign will also make it possible for us to bring more rising leaders from across the world to Salzburg, regardless of their financial circumstances, and for us to break new ground with our programs, tackling some of the toughest challenges facing our world. These funds will also give us the staying power to survive unforeseeable events.

Our focus in the immediate future is the renovation of our buildings and facilities, particularly Parker Hall, itself originally established thanks to the philanthropic generosity of our Fellows and the widow of former vice chairman, Amory Parker. State-of-the-art multimedia enhancements to our conference and seminar rooms will help extend Salzburg Global’s reach and influence even further beyond the gates of Schloss Leopoldskron. In addition to our working facilities, we will also be upgrading our heating system and windows to improve energy efficiency, reduce costs and shrink our carbon footprint. As with all our stewardship efforts, all work will follow best practices in historic preservation.

Campaign events are currently scheduled throughout December 2019 in Boston, New York, Palo Alto, Paris, and Washington, DC, with other events to be added. If you are interested in learning more, getting involved, or supporting the Inspiring Leadership Campaign, please visit our dedicated website at: campaign.SalzburgGlobal.org.

Inspiring Leadership: The Campaign for Salzburg Global Seminar belongs to the whole of Salzburg Global Seminar. It doesn’t belong to the Board of Directors, or to senior management. It belongs to all the staff, our Fellows and ultimately to all who love this place, and who care about its future. In short, meeting the ambitious goals of this Campaign will give Salzburg Global an even brighter future.
CAMPAIGN PRIORITIES

People
Ensure diverse voices and rising stars, regardless of financial means, can participate in our programs.

Passion
Empower our Fellows to find bold and innovative solutions to the world's most pressing issues through our programs.

Place
Preserve and enhance our historic home – Schloss Leopoldskron – as a place of openness, trust and inspiration.

CAMPAIGN GOALS

$18m
CAMPAIGN GOAL

$10.6m
COMMITMENTS TO DATE

PLEDGED SO FAR

$5.87m
UNRESTRICTED

$763k
PROGRAMS

$1.04m
SCHOLARSHIPS

$2.94m
RESTORATIONS
INDIVIDUAL DONORS
2018

These donations and pledge payments were received between January 1 and December 31, 2018. Salzburg Global Seminar is extremely grateful to all our donors.
Marlene F. Lachman
Paul Lauter
Rebecca Temer Lentchner
Benjamin Lerner
Samuel M. Ludwig
Elizabeth A. Lutton
John Mathiason
Elizabeth Ann McGee
Eugenia McGill
C. Lynn McNair
John Meara
Stacey Moriates
Michaela Mudure
William J. Murphy
Claire A. Nelson
Elzbieta Pakszys
Kenneth Pascal
Alan Plattus
Adanna Quashie
Myles Rademan &
Joy L. Barrett
Monique Van Landingham & Russell Riley
Cheryl Roberts
Krista Rodin
Andrea Rogers
Peter & Hedy Rose
Regine Rosenthal
Tim & Marie-Louise Ryback
Radoslaw Rybkowski
Matthew Saal
Marius Scarlet
Carl Schmidt
Jeffrey J. Schott
Edward Slevin
Amy Smith
C. Shaw Smith
Melani Smith
Nancy Smith
Marian Sofish
Theodore J. St. Antoine
Ricki Steele
Ellen M. Stevens
Arwery Lev Stollman
Daniel Szelényi
Kathleen S. Teehan
Chuck & Rebecca Theobald
Kevin Thurston
Jeanne Maddox Tourngara
Charles C. Verharen
Alexander Duanyong
Wang

FRIENDS CIRCLE
$1000
Anonymous
Lorraine Abraham
Chamaine Aleong
William Alexander
Charles C. Verharen
Rhonda L. Brauer
Stanton Carlos Calvert
Vicky Caron
Nicholas Conger
Elizabeth Cowan
Allison Cowie
Sławomir Rebisz Debski
Lauren Dickel
Dennis Donovan
Yunyi “Jojo” Du
Malcolm Frierson
John Garofano
Nilgün Gökşür
Emma Grownwey
Pallavi Guha
Dan Horatiiu Popescu
Alfred Ivy
Lazlo Jaksa
Rachel Jean Baptiste
Deborah Kalb
Rebecca A. Kamen
Dani Karmo
Eunice P. Kaymen
Sang-O Kim
Andrzej Klimczuk
Carsten Kowalczyk
Jay Leff
Thomas Leitch
Heping Liu
Chris Loeffler
Sergej Macura
Karin Maurer
Brenna McGaha
Christopher Medalis
Raffael Nidermueller
Maximilian Ortner
Jill Pellow
Beth Pertiller
Sophie H. Pirie Clifton
Gary M. Poulton
Jim Ralph
Damaso Reyes
Nancy Rogers
Salah Sakka
Brigita Schmognerová
Gerardo Serrano-Coy
Karen Shackett
Gill Shepherd
Laura Shields
André Soares
Ronald Spalter
Gail Stevenson
Peter Sugar
Oscar Tollast
Yusup Umayev
Molly Walker
Karl-Heinz Westarp
Stephen Wright

OTHER GIFTS
Legacy
Anonymous
Patricia Benton
Frank Boas
Margaret Cook
Kitty Eisele
Heather Sturt Haaga &
Paul G. Haaga, Jr.
A. Michael Hoffman
Wolfgang Iber
B. Thomas Mansbach
Donald & Sally O’Neal

Carl Schmidt
Cheryl A. Van Emburg
Marina v. N. &
Robert F. Whitman
† October 22, 2018

Matching
Amazon Smile Foundation
Apple, Inc.
Capital Group Companies
Discover Financial Services
Merrill Lynch
Expedia Group

In-Kind
Ronald Abramson
Heather Sturt Haaga &
Paul G. Haaga, Jr.
A. Michael Hoffman
Wolfgang Iber
B. Thomas Mansbach
Donald & Sally O’Neal
FINANCIALS

RESULTS FROM OPERATIONS

- TOTAL OPERATING EXPENSES
- TOTAL OPERATING REVENUE

OPERATING REVENUE BY SOURCE

- PROGRAM GRANTS 29%
- ENDOWMENT EARNINGS 9%
- CAMPAIGN FEE REVENUE 1%
- OTHER INCOME 7%
- TUITION 2%
- SCHOLARSHIP GRANTS 3%
- GOVERNMENT GRANTS 1%
- HOTEL 35%
- INDIVIDUALS 13%

ENDOWMENT PERFORMANCE

- EUR ENDOWMENT
- US ENDOWMENT
- TOTAL ENDOWMENT IN US$

Note: Financial numbers are unaudited but were presented to the Salzburg Global Seminar Board of Directors in March 2019. Endowment values accurate at March 2019.
**SALZBURG GLOBAL SEMINAR & HOTEL SCHLOSS LEOPOLDSKRON**

**STAFF & CONSULTANTS**

**SENIOR MANAGEMENT**
- **Stephen L. Salyer,** President & Chief Executive Officer
- **Benjamin W. Glahn,** Vice President, Development & Operations
- **Clare Shine,** Vice President & Chief Program Officer
- **Daniel Szelényi,** Vice President & General Manager, Hotel Schloss Leopoldskron
- **Pia C. Valdivia,** Vice President & Chief Financial Officer

**ADMINISTRATION, FINANCE & OPERATIONS**
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- **Brenna McGaha,** Director, Finance & Administration, US
- **Beth Pertiller,** Director of Operations
- **Michaela Radanovic,** Controller Finance, Salzburg
- **Ursula Reichl,** Assistant Director Finance, Salzburg
- **Manuela Resch-Trampitsch,** Director Finance, Salzburg

**COMMUNICATIONS, MARKETING & SALES**
- **Thomas Biebl,** Director of Marketing & Communications, Salzburg Global Seminar
- **Louise Hallman,** Strategic Communications Manager
- **Jan Heinecke,** Fellowship Manager
- **Karín Pfeifenberger,** Director of Sales & Marketing, Hotel Schloss Leopoldskron
- **Oscar Tollast,** Communications Associate

**BANQUETS**
- **Rebeka Breznikar,** Banquets Staff
- **Martina Laimer,** Head of Banquets
- **Marco Leti,** Banquets Staff
- **Marijana Misch,** Banquets Staff
- **Erlita Morawwska,** Banquets Staff
- **Thi-Yen Nguyen,** Banquets Staff
- **Ali Samim,** Banquets Staff
- **Nikolett Solyom,** Banquets Staff
- **Gulistan Suleiman,** Banquets Staff
- **Gabi Weldetensay,** Banquets Staff

**DEVELOPMENT**
- **Rachel Barclay,** Development Manager, Campaign & Donor Relations
- **Connor Bevan,** Davidson Impact Fellow
- **Ian Brown,** European Development Director
- **Allison Cowie,** Development Associate
- **Michelle Dai Zotti,** Development Manager
- **Andrew Ho,** US Development Director
- **Danielle Karnoff,** Development Manager, Campaign & Individual Giving
- **Jenny L. Williams,** Director of the Inspiring Leadership Campaign

**BANQUETS**
- **Rebeka Breznikar,** Banquets Staff
- **Martina Laimer,** Head of Banquets
- **Marco Leti,** Banquets Staff
- **Marijana Misch,** Banquets Staff
- **Erlita Morawwska,** Banquets Staff
- **Thi-Yen Nguyen,** Banquets Staff
- **Ali Samim,** Banquets Staff
- **Nikolett Solyom,** Banquets Staff
- **Gulistan Suleiman,** Banquets Staff
- **Gabi Weldetensay,** Banquets Staff

**KITCHEN**
- **Hannes Bergner,** Chef
- **Thomas Bodnariuk,** Executive Chef
- **Robert Eder,** Chef
- **Matej Hascak,** Kitchen Staff
- **Jürgen Kling,** Chef
- **Thomas Priller,** Sous Chef
- **Harald Stögbuchner,** Chef

**COMMUNICATIONS, MARKETING & SALES**
- **Thomas Biebl,** Director of Marketing & Communications, Salzburg Global Seminar
- **Louise Hallman,** Strategic Communications Manager
- **Jan Heinecke,** Fellowship Manager
- **Karín Pfeifenberger,** Director of Sales & Marketing, Hotel Schloss Leopoldskron
- **Oscar Tollast,** Communications Associate

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- **Harald Stögbuchner,** Chef

**MAINTENANCE**
- **Gerhard Bauer,** Technician
- **Matthias Rinnerthaler,** Head of Maintenance
- **Jiri Urda,** Gardener

**EVENTS**
- **Lisa Hübner,** Events Associate
- **Ursula Stadler,** Events Associate
- **Isabella Surer,** Events Associate

**HOUSKEEPING**
- **Nicoleta Galca,** Housekeeping Staff
- **Andráš Molnár,** Housekeeping Staff
- **Suzi Özdemir,** Housekeeping Supervisor
- **Marisa Todorovic,** Executive Housekeeper
- **Elena Tudor,** Housekeeping Staff

**RECEPTION & REVENUE**
- **Ghelajo Bah,** Receptionist
- **Christina Böckl,** Night Porter
- **Tim Erkert,** Night Porter
- **Roman Ihly,** Night Porter
- **Karin Maurer,** Revenue Manager
- **Claudia Noisternig,** Receptionist
- **Manfred Soraruf,** Night Porter
- **Natascha Weissenbäck,** Reservations & Guest Relations Coordinator
- **Katharina Wiener,** Receptionist

All positions correct as of June 1, 2019

Astrid Koblimüller, Program Manager
Brigitte Kraibacher, Admissions Associate
Tatsiana Lintouskaya, Program Director
John Lotherington, Program Director
Paul Mihailidis, Program Director, Salzburg Academy on Media and Global Change
Klaus Mueller, Founder & Chair, Salzburg Global LGBT Forum
Bernadette Prasser, Admissions & Program Officer
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Antonio Riolino, Program Manager
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