A MARSHALL PLAN FOR THE MIND

After the devastation of World War II, three visionaries believed that Europe needed more than just economic reconstruction. To aid the continent’s intellectual renewal, they founded the Salzburg Seminar in American Studies.

COLD WAR CROSSROADS

In the heart of Europe, where East met West, the Seminar played an important role in bridging Cold War divides. Geographic expansion beyond Europe and thematic expansion beyond American studies gave the Seminar even greater purpose.

A GLOBALIZING WORLD

A globalizing world called for a globalizing Salzburg Seminar. No longer focused on American studies, the Seminar moved eastwards and southwards, tackling common concerns from economics and education, to the environment and peace-building.

PEOPLE AND POWER

In an increasingly interconnected and volatile world, citizens seek leaders with answers as well as opportunities to take greater control over their lives. The work of Salzburg Seminar and of our Fellows remains at the forefront of leading global solutions.

70 YEARS OF CHANGE-MAKING AND BRIDGING DIVIDES
Salzburg Global Seminar was born in the aftermath of a devastating war. The first session in summer 1947 sought to heal divisions among previous enemies and to imagine how a peaceful Europe might be built and sustained. Schloss Leopoldskron became the crossroads at which young Europeans with disparate loyalties and ideologies could search for common ground. Among them were former Austrian Luftwaffe officers, a young Czech Communist, and a Romanian Jew who had survived Auschwitz.

Over successive years, our Fellows drove government reforms in Eastern Europe, helped bring peace to Northern Ireland, and improved health care systems in Africa. What began as the Salzburg Seminar in American Studies expanded geographically and programmatically to become Salzburg Global Seminar.

Today, the international order is in flux. Political tension, cultural division, and economic disparity have fractured societies and reduced faith in the ability of local, national and global institutions to find solutions. Just as in 1947, Salzburg Global Seminar continues to gather together remarkable people to bridge divides and tackle the most complex global challenges. These individuals join a global network of Salzburg Global Fellows and partner institutions driving transformative change across the world.

What happens in Salzburg has always mattered because of the insights and ideas the experience kindles in our Fellows and for what they make happen later on the ground. The going out of our gates is more important than the coming in.

The following pages offer examples of thoughtful, committed and courageous citizens – thinkers, innovators, organizers – who have leveraged their experience and relationships gained at Schloss Leopoldskron to make the world a better place. In this 70th Anniversary year, we salute the power of their ideas, the strength of their resolve and the impact of their lives.
Salzburg Seminar in American Civilization has fostered change-makers for 70 years.

### First Session
- **1947**: First Session at Leopoldskron

### European Association for American Studies
- **1963**: The European Association for American Studies is founded

### Arthur S. Adamson
- **1966**: Death of Arthur S. Adamson, the Seminar's first president

### Paul M. Herzog
- **1977**: Paul M. Herzog is elected president of the Seminar

### Japan
- **1988-1990**: First Fellows come from Japan

### The Asia Initiative
- **1995**: The Asia Initiative begins

### The Meierhof
- **2001**: The Meierhof is renovated

### New multi-year series
- **2013**: Launch of New Multi-Year Series of Salzburg Forum and Salzburg Seminar in American Studies (SSAS)

### Rule of Law
- **2014**: Launch of Rule of Law Series

### Celebrating partnerships
- **2016**: Anniversary of 9/11 attack

### Hotel Schloss Leopoldskron
- **2016**: Hotel Schloss Leopoldskron opens

### YCI Forum
- **2016**: YCI Forum launched

### Sciana – The Health Leaders Network
- **2016**: Launch of Sciana

### Peace Symposium: The European Union
- **2016**: Peace Symposium launched

### The Meierhof \(\rightarrow\) a boutique hotel
- **2018**: The Meierhof undergoes another renovation

### Fellows come from Palestine, attending sessions alongside Israelis.
Recovery from the devastation of World War II took massive economic rebuilding. Three Harvard men believed that Europe also needed intellectual reconstruction and envisaged bridging a divided continent through dialogue on a neutral topic—America and its culture and institutions—in an inspiring location: Schloss Leopoldskron, Salzburg, Austria.
In the summer of 1947, for the second time in just thirty years, Europe was in the midst of recovering from a devastating conflict. Economic rebuilding was desperately needed, but three young visionaries believed that intellectual reconstruction was also vital. A Marshall Plan for the Mind. The "mother of anthropology" was recognized as such a success that it was decided to make it permanent. The "mother of anthropology" was recognized as such a success that it was decided to make it permanent.
After three summer sessions, the experiment was deemed successful enough to legally incorporate in 1950 as a Massachusetts non-profit – the Salzburg Seminar in American Studies. The Seminar was now an institution, complete with an advisory board, staff and a (part-time) president – Herbert P. Gleason, a history professor at the University of Rochester and later Cornell. They had offices in Cambridge, MA, and a home (albeit not yet permanent) at Schloss Leopoldskron. Most importantly, there was the vision shared with the three founders: to bring together Americans and Europeans, across post-war divides.

Margaret Mead had written a glowing review of the first summer’s program, and later coined the phrase: “Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it’s the only thing that ever has.” This was embedded in the Seminar’s ethos from its beginning.

Despite the success of their first summer, not all the founders returned. Elledge gained a teaching post at Carleton College, MN, USA. Campbell refused travel papers to return to US-occupied Germany, and Reinhardt in 1926-27. Schloss Leopoldskron had been center to the Seminar and to Fellows since 1947.

THE EARLY YEARS
FROM IDEALIST EXPERIMENT TO EMINENT INSTITUTION

It may not have been the founders’ original plan, but the 1950s saw their idealistic experiment become a fully-fledged institution, attracting people of prominence and promise from Europe and America to learn from each other across diverse fields.

Harvard student Herbert P. Gleason. As clerk of the Seminar after his graduation in 1949, “Herb” was an early advocate of expanding the program of studies. Grants from the Commissions of the Rockefeller Foundation enabled the Seminar to grow from an annual summer program to several sessions a year, which in 1950 focused on sociology, social relations, literature, music, and theatre, in addition to the General Session in American Studies. While more specialized, these early sessions were still all based in the study of America and its culture and institutions, with faculty coming from the US and Fellows primarily from Western Europe. (Between 1950 and the mid-1960s, diplomatic relations made recruitment from Eastern Europe almost impossible.)

The program continued to diversify and the summer of 1955 saw the establishment of one of the Seminar’s longest-running series – the Law and Legal Institutions – which ran every summer for decades, bringing in prominent American jurists and legal scholars, including many great members of US Supreme Court judges – both on the bench and prior to their appointment.

The participation of these who showed great promise alongside those who were already prominent in their field was not only the case of the law sessions but across all programs. Many Seminar alumni thus rose to prominent positions of their own.

Notable faculty members of the period included Nobel Prize-winning author Saul Bellow; then-Harvard professor and leading Nuremberg prosecutor Benjamin Kaplan; diplomat and Yale president Kingsley Newport Jr.; political scientist Hans Morgenthau; poet laureate Robert Lowell; literary critic Ralph W. Ellison (who was the first African-American to serve on the faculty); and renowned historian Henry Steele Commager. Scott Elledge returned as faculty in 1953, as did many other early Fellows.

By the mid-1950s, the Seminar was well-established and gaining an eminent reputation, but its home at Schloss Leopoldskron was by no means secure. There were several warring parties to other locations in Europe as the future of the Schloss looked uncertain. Finally, after two years of protracted negotiations, the Schloss was sold by Thimig to the City of Salzburg, which in turn sold it to the Seminar in 1959 for 892,590 (equivalent to €1m in 2017).

Throughout his tenure, Perkins was determined to keep American studies at the center of the Seminar. However, with his retirement and the appointment of erstwhile naval officer Arthur S. Adams as president in 1962, a shift began.
A MARSHALL PLAN FOR THE MIND

THE FOUNDERS

Despite all the obstacles, the vision and perseverance of three Harvard men—an underclassman, a graduate student and a young lecturer—brought the Salzburg Seminar into being. A fellow Harvard student helped steer that vision of a “Marshall Plan of the Mind” for decades to come.

CLEMENS HELLER

Austrian-born Clemens Heller fled to the US with his family in 1938. As a graduate student at Harvard, he was the driving force behind the foundation of the Seminar. Through his family’s connections he was able to secure the use of Schloss Leopoldskron for the first session in 1947. Falsely labelled a “dangerous red” and refused permission to return to US-occupied Salzburg in 1948, Heller nevertheless remained engaged, serving on the European Advisory Council and offering advice on faculty selection and new initiatives. He went on to head the Maison des sciences in Paris.

RICHARD CAMPBELL

An older undergraduate in 1947, Richard “Dick” Campbell, Jr., was responsible for securing funding for the Seminar by leading a food drive at Harvard and writing to the World Student Relief International Student Service in Geneva. As “administrative secretary”, he laid the foundations for a permanent center of intellectual discussion in Europe. Despite being paralyzed in a serious accident aged 18, Campbell was considered a dynamic charismatic man with great energy and mature judgment. Campbell travelled back for the second session but his ill health hindered his later return. He remained involved from the US until the early 1950s when he took over his family’s telecommunications business.

“Behind it was a whole concept of human responsibility, of personal responsibility... the great experience above all was responsibility, of personal responsibility... It is not at all our intention to propagate American ways and politics.”

HERB GLEASON

Herbert “Herb” Gleason, now considered to be Salzburg Global Seminar’s “Fourth Founder”, arrived at Schloss Leopoldskron in 1949 as a Harvard undergraduate to help administer the third session. As the then editor of the Harvard Crimson, Gleason was responsible for publicizing the six-week-long program. After graduating in 1950, he became the Seminar’s Assistant European Director before starting his long legal career. Gleason remained an active member of the Seminar community, serving on the Board of Directors for more than 60 years, including a spell as Acting President in 1986. He encouraged the broadening of the curriculum, particularly in the area of health— an area he felt passionately about, working in public health himself in Boston, USA. At the 50th anniversary of the Salzburg Seminar, original founder. Scott Elledge singled out Herb praising his dedication in driving the institution forward.

NOTABLE FELLOWS

Enthroned in later years, the Seminar has brought those who are of prominence and who show promise in their fields. Among early in their careers, some Fellows went on to become ministers, renowned academics and industry leaders—and returned as faculty.

Scott Elledge, a distinguished scholar and writer, was a young English instructor at Harvard when he became the third founding member of the Seminar. Elledge travelled Europe scouting Fellows and spreading news of the Seminar prior to the inaugural session. By the second session he had started a new career at Carleton College but would later return as a faculty member for Session 24 in 1953. He went on to become a professor of English literature at Cornell University and was the author of a critically acclaimed biography on essayist E.B. White, published in 1984. He was made an honorary life member of the Salzburg Seminar Board of Directors in recognition of his commitment and generous spirit.

“ avoidance... who already know the answers to the big questions, I try to find highly intelligent, well-informed, thoughtful, articulate, cosmopolitan people who have learned to live with themselves as well as with others.”

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Located in Austria on the frontier of Western Europe, the Salzburg Seminar had a prominent role in bridging Cold War divides, leading cutting edge conversations on free markets, democratic transition and civil society. Recognizing the role to be played in bridging other divides, the Seminar also expanded—both geographically and thematically.
With Austria seen as a crossroads between Eastern and Western Europe, the Salzburg Seminar provided a natural place to bridge Cold War divides. Diplomatic pressures had made the recruitment from Eastern Europe almost impossible from 1949 onwards. As successive presidents expanded the Seminar geographically and thematically, however, openings appeared. Through efforts initiated by Seminar president Arthur S. Adams, and augmented significantly by his successors Paul M. Herzog (the Seminar’s first full-time president), Thomas H. Eliot, John “Jack” W. Tuthill and Bradford Morse, the Seminar recruited Fellows from further afield and began to address topics beyond the study of America, its culture and institutions.

Geographic expansion was aided primarily by private foundations, starting with the W. K. Kellogg Foundation and their $400,000 for staff travel to recruit Fellows. Before the age of online applications, session recruitment was done largely face-to-face through connections at leading universities, government ministries and embassies. Thanks to Adams’ efforts, Fellows started to come from Greece, Turkey and Spain. Under Herzog, two years of diplomacy finally enabled Fellows to travel from “behind the Iron Curtain” in 1966. Those four Czechs were followed in 1967 by Fellows from Hungary and Bulgaria, and in 1968 by Fellows from Romania.

The 1970s saw the first Fellows come from Central America and Africa, but it was in the Middle East and later Asia that the Seminar made its most concerted recruitment efforts. Previously a US Ambassador, Tuthill recognized that the Middle East could benefit from the same neutral meeting place as former European enemies had in 1947, and that such an extensive outreach program, specifically to Saudi Arabia, Kuwait, Jordan, Egypt, Palestine and Israel. By the mid-1980s, Palestinian and Israeli Fellows were attending programs together. As a Jordanian Fellow wrote in 1979, “If the world recognized the extent of efforts and understanding that can be generated by human interaction, it would denounce and abandon forever wars and hatred. The Salzburg Seminar is a forum whereby such a realization can be easily obtained.”

Asian recruitment was accelerated as former UN Development Programme (UNDP) head Morse took over the presidency in 1986. This was greatly aided by a million-dollar contribution to the Seminars endowment by the Japanese Shipbuilding Industry Foundation (today known as The Nippon Foundation). Several other philanthropic organizations, including the Ford, McKnight and Mellon Foundations, also contributed greatly to help bring more Fellows from further afield. Financial support also came from both the US and Austrian governments.

Support from private individuals was also key. Long-studied subjects such as literature, politics and political institutions overhauled, and new systems of societal engagement established, the Seminar was there to play, as the then-Chairman of the Board, Lloyd N. Cutler said, its “small but unique and catalytic” part.

By the end of the Cold War, the Salzburg Seminar had become a vital place for leading cutting-edge conversations on free markets, democratic maintenance and civil society. For many Fellows, attending a Salzburg session was a crucial juncture in their professional development on routes to becoming leading figures in their own countries. As maps were redrawn post-1989, political institutions overhauled, and new systems of societal engagement established, the Seminar was there to play, as the then-Chairman of the Board, Lloyd N. Cutler said, its “small but unique and catalytic” part.
COLD WAR CROSSROADS

NOTABLE FELLOWS

The Seminar has always sought to bring together both those who are of prominence and those who show promise in their fields. Many Fellows who advanced prominence in their years have since rose to prominence — and maintained their connection to Salzburg by returning as faculty.

Jutta Limbach

(1934-2014)

Jutta Limbach attended a law session in 1961 as a trainee lawyer. She later credited her participation with helping to shape her thinking about law and federalism and noted that, as a German, it was the first time she had interacted with the international community. She returned over 30 years later for the session Personal Responsibility of Judges, with which she was credited for helping to shape her thinking about law and culture around the world, and from 2003 until her death, she headed the Limbach Commission, which settled disputes over art seized by the Nazis.

Robert Butler

(1927-2016)

Robert Butler, a medical doctor and Nobel Laureate, first attended the Seminar in 1973 and later returned for the session Personal Responsibility of Judges; in 2016 he attended the Seminar as Chair of the Andy Warhol Foundation for the Visual Arts.

Jugur Isarescu

(1953-)

When Mugur Isarescu attended sessions on economics in 1975 and 1981, it is unlikely he could predict what future awaited his country, Romania, or himself. Like many other Fellows, Isarescu has played a key role in his country, post-Communism. He has served as the Governor of the National Bank of Romania continuously since 1990 (with the exception of 11 months as Prime Minister in 1999), and describes his Seminar experiences and connections, gaining access to information on free-market economics, as being "absolutely critical" in his work to transform Romania into a free-market system. Speaking about his experience, Mugur said: "Everything I knew about Western economic systems I had learned at the Salzburg Seminar."

Miklos Marschall

(1953-)

Communist Europe had few non-governmental organizations (NGOs) when Miklos Marschall attended one of the Seminar’s first sessions on the role of NGOs in 1986 as a young lecturer from Hungary. Marschall became an early advocate of the third sector in region, and credits the Seminar as being "directly responsible for the introduction and establishment of NGOs in Central and East Europe."

Colette Flesch

(1944-)

Young MEP for Luxembourg; later Deputy Prime Minister and Vice President of the European Parliament, Flesch attended prior to her appointments to the bench. She founded the International Council for the Integration of European Affairs.

MEP and Vice President of the European Parliament plenipotentiary for European integration and then an associate professor, University of Lodz; later first Polish municipal judge.

Jacek Saryusz-Wolski

(1945-)

As deputy mayor of Budapest, where he founded a number of programs to promote activities in culture and education, he now works for Transparency International and serves as deputy mayor of Budapest, where he founded a number of programs to promote activities in culture and education.

Robert Barro

(1940-)

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Ladislav Venys

(1928-1996)

Ladislav Venys attended the Seminar in 1956 and 1976. He served as the European representative for the Czechoslovak Academy of Sciences and the Czechoslovak Academy of Sciences.

Frans van der Wagen

(1948-2012)

Frans van der Wagen served as head of the Federal Office for the Protection of the Constitution and later was ambassador to the United States.

PROFILES

THE RISERS

Founded as a place for young Europeans to learn about America, Salzburg Global Seminar has a long history of identifying not only those of prominence in their field, but also of great promise. During the Cold War years, the Seminar served as an important juncture on many Fellows’ professional journeys, especially for those who would take on roles in their countries’ democratic transitions.
The end of the Cold War saw democracies flourish, economies boom and new concerns such as the environment and sustainable development come to the fore. It was clear that a globalizing world would need a globalized Salzburg Seminar, which continued to expand eastwards to Asia and southwards to the tropics and Africa.
As the velvet revolutions of 1989 ushered in a new era, the Salzburg Seminar’s focus shifted eastwards, towards the burgeoning democracies of Eastern Europe and the fast-rising economies of Asia, and southwards to post-Apartheid South Africa and the sustainable development of the tropics.

The Seminar sought to support these transitions by building networks among Fellows to aid their professional growth and by designing programs and initiatives that applied Salzburg-based learning to progress on the ground.

Alongside regular sessions, such as Economics in Transition and European Integration After the Cold War, the Seminar organized dedicated programs supporting post-Cold War reforms. In typical Salzburg fashion, the resulting sessions brought together not only Czechs and Slovaks but also leading statesmen and constitutional experts from the US, Western Europe and Asia.

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It began with the aim to help Europeans learn about America and re-engage with each other, but over the decades, the Salzburg Seminar became Salzburg Global Seminar as its Fellows came from ever further afield and took their experiences out into the wider world.

**AKIO DODEN** (1965-)

From 1998, the Freeman Foundation funded a 15-year series to help strengthen connections between academics and young leaders in the US and Asia. One such Fellow was Japanese journalist Akio Doden. Named one of Japan’s most influential women in 2017 by the US Council on Foreign Relations, Japanese broadcast journalist Doden has attended multiple Salzburg sessions and now co-chairs the Seminar’s Japanese Advisory Council. She has made use of her Salzburg connections to expand her journalistic focus and a rich array of sources, becoming a familiar commentator on international affairs for the NHK network. In 2013, during the Seminar’s first full-fledged session in Asia, Doden produced and hosted a panel discussion and accompanying documentary that was aired by NHK worldwide.

**KRISTALINA GEORGIEVA** (1953-)

Rising from the position of a researcher in Bulgaria to Chief Executive Officer of the World Bank, Kristalina Georgieva has said, “Salzburg defines who I am.” Georgieva attended the session Negotiation Theory and Practice in 1990 – an experience she says was her “first exposure to the world.” There she met a professor at MIT and made the connection that launched her career. She moved to the US as a Fulbright scholar and undertook research which led to a 20-year career at the World Bank. In 2010 she joined the European Commission as Commissioner for International Cooperation, Humanitarian Aid and Crisis Response before returning to the World Bank in 2017. Georgieva remains involved with Salzburg Global, most recently attending as a keynote speaker in February 2017 at the fifth annual Cutler Fellows Program in Washington, DC. Speaking at the 2017 Cutler Fellows Program, Georgieva told students, “I hope we do not have to learn in the hardest way possible that we are in this world together.”

**NABIL ALAWI** (1960-)

A fervent supporter of democracy and human rights, Nabil Alawi first became involved with the Seminar in 1995, attending an American Studies Center session on literature of ethnicity in the US. He joined a group of distinguished scholars from different countries to explore the seminar’s topic and received additional training on the use of email and the internet, which was still in its infancy. His involvement with the Seminar continued in 2012 when he attended a Salzburg Seminar American Studies Association (SSASA) symposium. Alawi, who works in the Department of English at An-Najah University in Palestine, used these experiences to coordinate an American Studies program at his university. He has since identified Palestinian scholars to attend SSASA symposia, working closely with the American Consulate General in Jerusalem to ensure support for his nominees.

**TIMOTHY PHILLIPS** (1960-)

After attending a session in 1991, Boston-based Timothy Phillips was so inspired that he decided to found a “Salzburg Seminar on wheels,” taking the Seminar’s approach to war-torn regions. Founded in 1992 as the Project on Justice in Times of Transition, the resulting conflict resolution and reconciliation initiative “Beyond Conflict” made significant contributions to the Northern Ireland peace process, helped introduce the truth commission concept to South Africa, and fostered national reconciliation in Nicaragua. Phillips returned to the Seminar again a further two times to share his global approach to peace-building. He now also serves as a strategic consultant to early-stage nongovernmental organizations (NGOs) on issues of civil society and conflict resolution.
In a world facing climate change, rapid urbanization and technological disruption, citizens seek leaders with answers as well as opportunities to take greater control over their own lives.

The work of Salzburg Global Seminar and of our Fellows remains at the forefront of defining and leading global solutions.
Globalization has propelled hundreds of millions out of poverty but capital remains tightly concentrated. As the transformative power of technology intensifies, Salzburg Global Seminar supports innovation that extends the benefits of progress. Reaching across borders and sectors, we engage individual and institutions who share a commitment in shaping a better world.

Today’s world faces a multitude of challenges that both reach globally and impact locally: from climate change and disruptive technological innovations, to democratic disengagement, rising political extremism and financial crises. To effect positive transformation, the world needs responsible, proactive and innovative global leaders, but also “thoughtful, committed citizens” at all levels of public life and private institutions.

To reflect its increasingly global role and the interconnectedness of the world’s challenges, the Salzburg Seminar changed its name in 2006 to Salzburg Global Seminar. Today, Salzburg Global bridges divides between countries as well as among generations, social backgrounds, and sectors. It encourages leaders to accept personal responsibility for finding solutions and opens doors to collaborative thinking and action.

When he was elected president in 2005, Stephen L. Salyer became the first Fellow to serve in the post, having attended the Salzburg Seminar in 1974. The former head of Communications for Public Radio International in the US, Salyer extended the benefits of progress. Reaching across borders, Salzburg Global Seminar supports innovation that shapes a better world.

Salyer established initiatives to strengthen independent media and to optimize institutional philanthropy. As part of the John S. and James L. Knight Foundation-funded Salzburg Media Initiative, a new summer academy was founded in 2007. A decade later, the Salzburg Seminar on Media and Global Change brings students and faculty from university partners on five continents together with media innovators and journalists to learn media to global problem-solving. Recent topics for the three-week summer program have included Migration, Media & Global Uncertainty (2016) and Voices Against Extremism: Media Responses to Global Populism (2017).

In addition to the Media Academy, Salzburg Global designs other multi-year programs to foster young leaders. In 2012, the Coled Fellows Program was established to honor Salzburg Global’s long-standing board chairman, Lloyd N. Cutler, and his legacy of convening leading judges and rising practitioners from across the world. The now annual program selects outstanding students from top US law schools to explore public and private international law and public service. Meanwhile, in the arts and culture sector, young innovators across the world are providing creative impulses for social improvement and sustainable development. The Salzburg Global Forum for Young Cultural Innovators (YCI Forum) was launched in 2014 to engage creative change-makers in the arts and turbo-charge their vision, talent and energy at the community level. Beyond an annual series held at Schloss Leopoldskron, the YCI Fellows collaborate in their city “hubs” of which there are now 19 on six continents. This community-based approach, wherein Fellows establish local networks and implement projects at city or regional level, is also embedded into another program currently in development and due to launch in 2018 addressing the need for innovation in the public sphere.

Salzburg Global engages both present and rising leaders in tackling issues across diverse but often interrelated fields – including education and health care innovation, LGBT human rights, financial regulation, corporate governance, and environmental sustainability. In recent years, Salzburg Global’s work on these themes has been channeled into multi-year series designed to transform individual thinking as well as institutional strategy and performance. These series have the benefit of continuous engagement and support by leading partners, such as the Mayo Clinic (Health and Health Care Innovation), Educational Testing Service (Education for Tomorrow’s World), the US Holocaust Memorial Museum (Holocaust Education and Genocide Prevention), and the International Union for Conservation of Nature (Parks for the Planet Forum). Funding for corporate-focused series such as the Forum on Finance in the Changing World comes from sponsorship consortia that include leading financial services companies, law firms, regulators, consultants and academic experts.

Philanthropic support from organizations and individuals for Salzburg Global’s sessions is today 19 on six continents. This community-based approach, wherein Fellows establish local networks and implement projects at city or regional level, is also embedded into another program currently in development and due to launch in 2018 addressing the need for innovation in the public sphere.

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Salzburg Seminar’s mission is to challenge current and future leaders to solve issues of global concern. We bring next generation change-makers to Salzburg to share their own experiences and also to gain insights from peers and potential collaborators and mentors from around the world. But the going out of our gates is more important than the coming in. Salzburg Global aims to turbo-charge these outstanding young leaders in their work to transform their institutions, communities and countries.

**BAO CHAU NGUYEN**

(1998–)

At 19, LGBT activist Bao Chau Nguyen is one of our youngest Fellows, but he’s already a key change-maker in his country and field. Turbo-charged by the connections he made in 2016 at the Salzburg Global LGBT Forum, Nguyen founded the Hanoi International Queer Film Week, Vietnam’s first legal queer film festival, featuring films from a number of LGBT Forum Fellows. He is now working to expand the reach of NextGen – an organization working for the LGBT community in Vietnam – out into the wider Asia region.

**NAVRAS JAAT AAFREEDI**

(1978–)

A Fellow of the Holocaust Education and Genocide Prevention program, Navras Aafreedi is a trailblazer in India. The assistant history professor has launched the course, “A History of Mass Violence: 20th Century to the Present” at Presidency University in Kolkata – the first of its kind in South Asia. The Master’s degree program was developed in part thanks to Aafreedi’s 2014 participation in Salzburg. Fellows are now creating a similar program in Morocco, which will be the first of its kind in the Maghreb.

Courses such as his are important says Aafreedi because: “Political regimes can’t succeed in carrying out their evil designs if scholars do not give them the backroom support for petty gains.”

**AYMAN SABAE**

(1984–)

Multi-time Fellow Ayman Sabae is pushing for better health care in Egypt. Sabae first attended a Health and Health Care Innovation session in 2012 while completing his Master’s in international healthcare systems management, and has since attended a further three sessions. Following his participation, he has formed an in-country group on healthcare governance and contributed to a detailed plan for palliative care in Egypt. Today he is CEO of Shamseya, an Egyptian social enterprise focused on creating sustainable community-based solutions for health care challenges.

**DOREEN TOUTIKIAN**

(1985–)

Solving social issues through design thinking and co-creation, Doreen Toutikian first came to Salzburg in 2014 for a session on Conflict Transformation through Culture. Toutikian directs the annual festival Beirut Design Week, and after winning a post-session grant in 2016, she brought in a Thai Fellow to share his ideas from South East Asia with the Middle East. Toutikian has also served as a facilitator for the Salzburg Global Young Cultural Innovators Forum, helping participants with problem-solving while fostering creative innovation and entrepreneurship.

Courses such as his are important says Toutikian because “Political regimes can’t succeed in carrying out their evil designs if scholars do not give them the backroom support for petty gains.”

At the YCI Forum, Toutikian urged participants to be patient in their work: “If your heart is in it and you just take your time and you keep on doing it, somewhere down the line it will work out.”

**DEANA HAGGAG**

(1987–)

Described by Vogue as the “woman leading the fight to protect the arts in Trump’s America,” Deana Haggag attended the Young Cultural Innovators Forum in 2015, when she was the director of The Contemporary Museum of Baltimore. She then worked with local YCI Fellows to support the Citizen Artist Baltimore project, leading to the city’s first-ever Mayoral Forum on Arts and Culture. She was recently appointed president and CEO of United States Artists, a nonprofit organization that provides fellowships to America’s most accomplished and innovative artists.

Haggag told Vogue that the arts are vital to help bridge divides: “If you can’t meet someone face to face who is different from you, if you don’t have that in your life, then you can find that through music and the arts and books. That’s why we exist.”
2017 ONWARDS

LOOKING FORWARD

The 70th Anniversary of Salzburg Global Seminar is a fitting occasion to reflect upon and celebrate the achievements of our Fellows and the dedicated individuals who have helped this game-changing organization thrive over the years. It also provides the opportunity to look to the future — and imagine what more is possible.

Since the very first Salzburg Seminar held in the aftermath of World War II, we have remained true to our mission, bringing together diverse groups to answer questions that are hard to ask elsewhere, to consider new possibilities, to explore solutions and to effect positive change.

In 70 years, our Fellows from around the world have tackled the most complex global challenges in unique and powerful ways — and they continue to do so. Creativity thrives on diversity and by engaging differences — of race, gender, ethnicity, faith, age, nationality, culture, ideas, sexual orientation, sectors of operation, socioeconomic level, life experiences and perspectives — our programs break down silos and encourage new thinking. Through participation in our programs, our Fellows forge breakthrough collaborations and coordinate action to bring promising solutions to scale.

The work of Salzburg Global Seminar is as essential today as it was in 1947. Building on those first seven decades as a catalyst for change, Salzburg Global is preparing for its next 70 years of increasing influence and impact. What challenges and opportunities await us — and the world — in the next period of our history? Around the world, political tensions, environmental disasters and rising inequality are triggering insecurity and anger. We draw inspiration for potential solutions from the many current and future leaders who have passed through our gates.

As the organization looks to the future, we are exploring what investments need to be made to propel Salzburg Global forward.

In the coming years, we want to expand our scholarship program and other means of support to ensure that rising stars from anywhere on the planet, regardless of financial means, can participate in Salzburg Global programs and deepen the impact of their work. We aim to strengthen our own staffing to enable us to play a more direct role in fostering post-session engagement, supporting ongoing networking and offering catalytic micro-grants to Fellows to help them translate their ideas into action.

We also seek to build broader and deeper partnerships with the world’s leading thinkers and institutions across geographies, disciplines and sectors, to explore solutions to problems of global scale, accelerate positive transformative change and supercharge innovations.

We also need to continue in our stewardship of our home, Schloss Leopoldskron, to preserve its historic qualities so that it can provide both an inspiring and state-of-the-art environment for engagement and also a source of income to secure our financial stability and independence for decades to come.

As Salzburg Global Seminar celebrates its 70th Anniversary this year, we will be reflecting on how best to achieve these aims and what impact that achievement could have on the organization and our future Fellows. As we have from our beginning as the Salzburg Seminar in American Studies through to our transformation into Salzburg Global Seminar, we remain committed to moving the organization forward and investing in people and solutions.
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Dear Friends of Salzburg Global Seminar,

The title of this column is: “Chair’s Last Word” which is very apropos given the fact that I am stepping down as board chair in June 2017. It has been a complicated, exciting, satisfying, wonderful and fun six and a half years.

It has been complicated as we have expanded programming and engaged even more fully with our Fellows abroad. Our staff have developed new skills, become better managers, shown amazing initiative and clearly embraced a shared vision.

It has been exciting as we launched the Palliser lecture in London, the Cutler lecture at the Supreme Court in Washington, DC, and the Cutler Fellows Program, where once a year we gather the best and the brightest law students together to be mentored by leading legal scholars. We also launched our Young Cultural Innovators Forum, which fosters creative innovation and entrepreneurship, and multi-year series on corporate governance and financial regulation, offering industry leaders the opportunity for candid and fruitful discussion.

It has been satisfying as we continued to be good stewards of our money and our amazing Schloss. Philanthropic dollars seek good investment. People want to know that their money is being used properly and making a difference. We do that!

It has been wonderful to see the vision of the original Seminar become even more important as the world has become a more divisive place. The idea of people coming together, in a neutral and safe place, to engage in civil discourse is the hallmark of Salzburg Global Seminar. It always has been and it always will be.

It has been fun to see people’s lives change after experiencing a session at the Schloss, to enjoy walks around the lake and to share lots of laughter and conversation in the Great Hall.

The Seminar is all about people coming together to make a difference. The successes of the past six plus years would not have been possible without a wonderful and dedicated board of directors, an outstanding staff and a tireless president in Stephen L. Salyer. We are fortunate to have such commitment and energy. Leaving the leadership of the board in the capable hands of Victoria Mars will ensure that this devotion to our mission will continue. This makes me happy!

So, it is my last word... but only kind of! I do plan to participate in sessions, to attend the June Board of Directors meeting and to continue to be part of a wonderful organization that is bigger than all of us!

Warm regards,

Heather Sturt Haaga
Chair of the Board of Directors

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

Margaret Mead
Anthropologist and Co-Chair, Session 1, 1947
With 55 rooms in the Meierhof, 12 suites in the historic palace, and two townhouses, Schloss Leopoldskron is an exclusive and discreet hideaway just minutes from the Old Town of Salzburg.

Built in 1736, and surrounded by 17 acres of beautifully maintained grounds, Schloss Leopoldskron sits beside a small, idyllic lake, and features majestic views of the Austrian Alps and the Hohensalzburg Fortress.