



SALZBURG
GLOBAL
SEMINAR

2014
PROGRAM



IMAGINATION

SUSTAINABILITY

JUSTICE

Brave New World

Salzburg Global's Program is inspired by three interdependent values: Imagination, Sustainability and Justice.

These values underpin our three program 'clusters' and form the foundations for global citizenship. From the start, Salzburg Global Seminar has broken down barriers separating people and ideas. Today, we span the world's regions and we challenge countries at all stages of development and institutions across all sectors to rethink their relationships and identify shared interests and goals.

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

The most basic necessity in any society is human safety and wellbeing. Through our **Sustainability** cluster programs, together with our partners, we aim to improve life chances for present and future generations in a holistic way, connecting health, environment, jobs and finance. We ask how societies can move beyond short-termism and target research, investment and policies to promote equity and prosperity within planetary boundaries.

As power is dispersed in a multipolar world, changes in allegiance and identity are triggering radical shifts in relationships between individuals and institutions. Through our **Justice** cluster programs, we examine how societies can reframe responsibilities, rights and cooperation between citizens, business, governments and regions to foster conditions for peace and prosperity.

The **Salzburg Academies** – covering Global Citizenship, Media and Global Change, and the Future of International Law – prepare outstanding young people for lives of innovation and reinvention with the skills to drive change.

Our 2014 Program marks the centenary of the outbreak of World War One by looking firmly forward. It brings together distinctive multi-year projects and partnerships with the common goal of promoting vision, courage and leadership to tackle the most complex challenges of our globalized society.



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2014**

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GLOBAL CITIZENSHIP

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GLOBAL CITIZENSHIP

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Information on Registration

Each Salzburg Global session brings together approximately 60 distinguished international faculty members and emerging leaders, known as “Fellows,” from government, business, academia, and non-governmental organizations. Particular emphasis is placed on generating cutting-edge ideas and on developing proposals for action.

Our sessions are structured around talks, panels and discussions led by renowned experts on the topic. Working groups are facilitated by faculty members who lead each group in developing strategies for change, policy proposals or projects for cooperative action.

Follow-on activities mediated by staff, faculty, and Fellows extend the work and value of the sessions. All participants are invited to join the Salzburg Global Fellowship, founded in 2009, for which a program of regional meetings is underway around the world and develops on a rolling basis. For details, please see page 23.

Session fees vary depending on the financial circumstances of an individual applicant. For a limited number of outstanding early to mid-career applicants from developing countries, Salzburg Global Seminar and its partners cover travel costs as well as session fees. Our aim is to bring together a unique mix of people and we strongly encourage individuals from all parts of the world to apply.

Registration for sessions can be submitted online at:

> www.SalzburgGlobal.org/register

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

The fees are published on each session web page and include the cost of the program, meals, and accommodation.

For questions regarding registration, contact our registration office at:

> registration@SalzburgGlobal.org

Because of our desire to respond to a rapidly changing global environment, our program is under continuous development, so please check our online calendar updates at:

> www.SalzburgGlobal.org



IMAGINATION Education, Culture & Innovation

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

Multi-Year Program:
Culture and
the Arts

IMAGINATION

Conflict Transformation through Culture: Peace-Building and the Arts

SALZBURG, APRIL 6 TO 10, 2014

SESSION PARTNER

THE EDWARD T. CONE
FOUNDATION

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Program Director

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2014 marks the 100th anniversary of the outbreak of World War I – what better year for the Salzburg Global Culture and The Arts program to focus its “Transformative Power of the Arts Series” on peace-building, peacemaking, and conflict prevention through the arts? This session will explore the role that the arts can play and have played in pre- and post-war situations, in reconciliation and forgiveness, in post-conflict society rebuilding, and in conflict prevention. A main goal of the session will be to facilitate dialogue between members of the cultural sector and representatives of other sectors working in the areas of peace-building and conflict prevention to foster a greater understanding of the unique and often underestimated role of the arts in peace-building strategies.

Participants will come from a variety of sectors, to include artists, activists, politicians, civil society and private sector representatives, and scholars. Cultural practitioners will represent diverse arts organizations including museums, theaters, music organizations, and cultural heritage institutions, as well as photographers and filmmakers, festival organizers, writers and translators, street art and performance groups, dance troupes, and others who are engaged in a broad range of creative practices related to peace-building, conflict prevention, conflict transformation, violence prevention, conflict diffusion, social cohesion, and trauma therapy.

By bringing together a diverse, dynamic group of key players in the field who otherwise might not meet to exchange ideas, Salzburg Global will facilitate out-of-the box thinking in this area, inspire collaborative projects, and help to build new communities of practice. Specifically, the session seeks to pilot several “Building Peace through Arts” projects in critical conflict-ridden regions and potential conflict areas around the world.

IMAGINATION

Defining America: New Writing, New Voices, New Directions

SALZBURG, SEPTEMBER 27 TO OCTOBER 1, 2014

The United States is always in flux. In a sense, change is its defining quality and recent demographic movements are transforming all aspects of cultural expression. Technological developments are also reshaping social and creative interactions. In turn, gender, ethnicity, sexual orientation, and national origin assume greater significance than they once did. New voices are being heard in the arts. The question is to what extent are writers, the novelist, poet, and dramatist, engaging in a dialogue with and about America, or has that conversation moved elsewhere? In addition to literary innovations, other creative, social and cultural dimensions have been the inspiration and forces behind changes in contemporary America. Forms of writing are transforming with the emergence of the graphic novel, with blogs which develop into books, and with self-published works making their way to literary prize lists. There is a proliferation of new voices and new directions in the creative arts. There are consequences to all these developments. Publishing houses are under threat; book chains and libraries are closing as readers carry their own libraries with them in electronic form. Questions linger as to why and in what direction the United States is moving and whether contemporary work produced by Americans retains distinctly American characteristics or whether US audiences have become just as fragmented and polarized as contemporary politics.

This session will examine the new writers, listen to the new literary and cultural voices and try to determine where America might be headed. To do so, for this session, we invite a mix of the academic and practitioner interested in contemporary aspects of creative American writing.

Multi-Year Program:
Salzburg Seminar
American Studies
Association XII

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IMAGINATION

Students at the Margins and the Institutions that Serve Them: A Global Perspective

SALZBURG, OCTOBER 11 TO 16, 2014

SESSION PARTNERS



EDUCATIONAL TESTING SERVICES



UNIVERSITY OF PENNSYLVANIA

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One of the fundamental responsibilities of higher education is to provide open and equal opportunities for students to learn, succeed, and positively contribute to their local, national, and global societies. Great strides are being made in increasing educational access, retention completion, and success, yet there is still work to be done particularly for students from disadvantaged or marginalized groups. Unprecedented shifts in migration patterns are causing demographic changes around the world. Additionally, governments, societies, and higher education institutions are increasingly recognizing the need and responsibility to create legal and institutional frameworks for providing more and better opportunities for people from historically marginalized groups to gain access and achieve success at the university level.

From South Africa's "Historically Disadvantaged Institutions," to Brazil's "Law of Social Quotas," and a long tradition of "Minority Serving Institutions" in the United States, just to name a few, higher education institutions committed to providing educational opportunities for local communities marginalized along ethnic, racial, religious or other lines can be found on every continent. What's more, in light of shifting demographics and the growing focus on educational opportunity and access, increasing numbers of colleges and universities will be serving students from marginalized groups.

For too long, institutions serving students at the margins have operated in a vacuum, failing to collaborate across institutional types and across nations. This Salzburg Global session will bring together leaders from institutions serving marginalized populations with policy makers and researchers to develop a platform for finding solutions to these institutions' common challenges and capitalizing on their strengths.

This program is being designed and implemented in partnership with the recently launched Center for Minority Serving Institutions at the University of Pennsylvania's Graduate School of Education and with Educational Testing Service. From 2010 to 2012, Salzburg Global and Educational Testing Service collaborated on a series of sessions on *Optimizing Talent: Closing Educational and Social Mobility Gaps Worldwide*.

IMAGINATION

Salzburg Global Forum for Young Cultural Innovators

SALZBURG, OCTOBER 18 TO 23, 2014

The Salzburg Global Forum for Young Cultural Innovators (YCI) is an annual series of Salzburg Global Seminar that brings 50 of the world's most talented young innovators from the culture and arts sector together at Schloss Leopoldskron to help them develop the dynamic vision, entrepreneurial skills, and global networks needed to allow them, their organizations, their causes and their communities to thrive in new ways. The artistic disciplines represented by the young innovators range from the visual and performing arts, literature, and cultural heritage, to foods, fashion, architecture, and design. The YCI Forum represents a major commitment by Salzburg Global Seminar to fostering creative innovation and entrepreneurship worldwide with the intention of building a more vibrant and resilient arts sector and of advancing sustainable economic development and positive social change agendas worldwide.

Each annual YCI cohort will be comprised of ten expert facilitators and 50 young cultural innovators between the ages of 25 and 35 from around the world. The group will be balanced in terms of gender, genre, and geographic representation. Most of the participants will come from ten "culture hubs" in various regions around the world that form the core of the YCI multi-year project. Participants will be selected through a highly competitive application and nomination process, to ensure outstanding quality and diversity of professional knowledge and experience within the Forum.

Forum components will include a one-week annual program in Salzburg combining theory and praxis, with capacity building sessions focusing on: intra- and entrepreneurship, exposure to the latest digital resources, new business models, risk-taking and innovation, psychology of leadership and emotional intelligence, and cross-cultural communication and negotiating skills.

Outstanding participants from each year will also be invited back as facilitators and/or resource specialists at future sessions to assure continuity, communication and exchange of best practice across the multi-year series. The Forum will also assist the YCIs in creating "culture hubs" in up to ten target cities or countries to share the learning, foster a multiplier effect, and magnify the impact of the YCI network created in Salzburg. The "culture hubs" will convene mini-sessions, workshops and public events and become a local resource for emerging cultural innovators.

Multi-Year Program:
Salzburg Global
Forum for
Young Cultural
Innovators

FOR MORE *info*. PLEASE CONTACT**Susanna Seidl-Fox**

Program Director

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SUSTAINABILITY

Health, Environment & Livelihoods

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

COUNTRY

Q1 - MEDIUM → HIGH

Q2 - MEDIUM → HIGH

BETTER FOR BASIC MEDICINE

Q3 - HIGH

- CULTURE OF SELF-MEDICINE

- Low for essential-medicines

Q4 - LOW - Information is available but not easily accessible

Q5 - LOW

Q6 - LOW

SUSTAINABILITY

Value(s) for Money?

Philanthropy as a Catalyst for Social and Financial Transformation

SALZBURG, MARCH 6 TO 9, 2014

Increasing social and environmental challenges, writ globally, are raising the stakes for philanthropy to find “solutions”. The deeply complex nature of these challenges, however, defies easy fixes and requires more sophisticated and diffuse systems level approaches. Is the philanthropic sector ready, or capable of meeting critical systemic challenges? Probably not, as seen through the lens of Michael Edwards in a recent think piece entitled ‘Beauty and the Beast: Can Money Ever Foster Social Transformation?’.

Innovative funding mechanisms that support social change – like crowd-funding, social impact bonds, payments for ecosystem services and prize-backed challenges – have diversified the funding landscape and brought in new resources. The system, however, is arguably out of balance with too much focus placed on revenue-generation, and directing financial resources, through the market. At the same time, less funding is available for the deeper, less tangible drivers of social change – change that is driven by the beneficiaries themselves and is inherently more democratic. Money, while a seemingly essential tool in change processes, can be a “curse”, reinforcing or exacerbating the very circumstances and power imbalances at the heart of systemic social challenges.

The objective of this program, in partnership with Hivos, is to shape a new narrative on funding for deep social change that can influence current and future funding trends and global policies.

SESSION PARTNER



HIVOS INTERNATIONAL

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SUSTAINABILITY

New Dynamics in Global Trade Architecture: WTO, G20 and Regional Agreements

SALZBURG, APRIL 30 TO MAY 3, 2014

SESSION PARTNER



KOREA DEVELOPMENT
INSTITUTE SCHOOL OF PUBLIC
POLICY AND MANAGEMENT

In collaboration with the Korea Development Institute School of Public Policy and Management, this program builds on Salzburg Global's longstanding program focused on global economic challenges and governance. Following the Bali WTO Summit on the Doha Round, the intense activity surrounding RTA negotiations and Australia's prioritization of trade and investment for its G20 Presidency in 2014, the program will provide a neutral setting to examine ways to build upon Bali outcomes to address key 21st century issues and better integrate regional and bilateral trade agreements within the WTO system.

Participants will seek to advance five strategic goals:

1. Post-Bali, renew international momentum to enable the multilateral trading system to address pending issues caught up in the impasse over the Doha Round;
2. Build a pathway for more innovative strategy and timely action on emerging trade issues and critical challenges;
3. Recognize, disseminate information on and fairly manage the impact of mega-regional trade agreements, including the proposed TransPacific Partnership and Transatlantic Trade and Investment Partnership;
4. Leverage G20 meetings to catalyze multilateral trade leadership amongst participating nations;
5. Engage key nations in the Asia-Pacific Basin and Global South for inclusive leadership on trade governance.

Participants will be leaders and change makers from government, multilateral, research, business and investment institutions at the vanguard of global trade policies and applications. The cross-sectoral group meeting on equal terms will include representatives from the WTO, G20, RTAs and the International Chamber of Commerce and from countries keen to secure WTO-level progress, as well as civil society and the media. To provide a springboard for debate, short commissioned papers will be circulated to participants ahead of the meeting which will be held under Chatham House Rules.

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SUSTAINABILITY

The Future of Banking Is There a Sustainable Business Model for Banks?

SALZBURG, AUGUST 18 TO 20, 2014

The global economic crisis has turned a harsh spotlight on the role, accountability and transparency of banks and their leadership. In the outside world, public confidence and support is at an all-time low with far-reaching questions about the social utility of banks. On the inside, banks face complex interconnected challenges as they adapt to new regulatory environments and interest rates and seek new ways to function as a positive and profitable motor for the economy.

In this radically different operating landscape, the drive to rethink conventional business models is gathering momentum. This is further accelerated by big data and integrated analytics that can transform how banks and other financial service providers go to market. But if innovative renewal is to succeed, it is crucial for banks and associated stakeholders to understand and address a broad range of critical questions such as:

- Do we need a culture change in the banking world for more sustainable business models?
- Just how much do we need in terms of financial services?
- How can banks make money in a low/negative interest rate environment?
- What are the consequences of the Basel III and structural reform proposals that aim to break up the banks?
- How should unresolved issues from the 2008 crisis – and the current disparity between US and European banks' readiness to make new loans – be addressed?
- How can traditional firms compete against the shadow banking sector operating on an unequal regulatory playing field?
- How should governance, compensation and risk management be remodeled?
- How can big data and new technology support transformation of business models?

The goal of Salzburg Global's proposed session is to help banking and other stakeholders successfully transition to a sustainable financial architecture that meets the needs of the economy, shareholders, entrepreneurs and the public. The program has the flexibility to be extended into a multi-year series, creating a collaborative platform to identify and address emerging issues.

Multi-Year Program:
Salzburg Forum
on Finance in a
Changing World IV

SESSION PARTNERS



FOR MORE *info*. PLEASE CONTACT

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European Development Director

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Multi-Year Program:
Health &
Health Care
Innovation VII

SUSTAINABILITY

New Paradigms for Behavioral Health Care

SALZBURG, DECEMBER 7 TO 12, 2014

FOR MORE *info*. PLEASE CONTACT
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Program Director
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The history of Western psychiatry is replete with mistakes as well as successes. Currently, high-income countries desperately need reforms to enhance the effectiveness, efficiency and availability of behavioral health care (relating to mental functioning and substance use). Meanwhile, developing behavioral health systems in low- and middle-income countries presents major challenges to policy makers. Unmet behavioral health needs and burdens are enormous, but as change occurs, there is the danger that Western mistakes will be repeated.

We need to review bio-psycho-social understandings and see how these may be implemented most effectively in the context of diverse cultures, beliefs and values. Innovations in service delivery, taking advantage of upcoming and adapted technologies, offer opportunities which should be assessed in ways appropriate to those different contexts. We also need to explore how patients' interests, rights and preferences may be best elicited, protected and acted upon, consistent with institutional and legal norms informed by health care delivery science. Both aspects are key to determining how health systems' capacity can be built most economically and effectively, and how 'patients' can be 'agents' in their own behavioral health care.

This program will bring together mental health experts and policy makers from a variety of countries, including low- and middle-income countries; people with the lived experience of recovery from mental disorders; experts in health care delivery science; and experts in behavioral health technologies. The goal is to help countries design their future behavioral health care systems in full knowledge of the successes and mistakes of the West, as well as cutting-edge developments in human rights, health care delivery science, and behavioral health technologies.

SUSTAINABILITY

Realizing the Right to Health: Managing Demand for Health Services Under a Rights-Based Approach

SALZBURG, DECEMBER 12 TO 17, 2014

Health is a fundamental right recognized in numerous international instruments, including the Universal Declaration of Human Rights. Despite significant improvements in the realization of this right, however, access to health care services – in particular equitable access – remains a major challenge facing developing countries as the desire to achieve universal coverage and the pursuit of the right to health can conflict with resource constraints. While an equitable access and human rights perspective does not necessarily imply unrealistic aspirations, it does require that countries constantly improve their health delivery capacity and it demands more of high-income than low-income countries.

This program is the second in a four-part multi-year project on Realizing the Right to Health, and follows on from the 2013 session on *The Drive for Universal Health Coverage: Health Care Delivery Science and the Right to High-Value Health* in partnership with the World Bank Institute and the Dartmouth Center for Health Care Delivery Science. The project goal is to review how health policy and decision makers can best set priorities to support the right to health. This program will build work on work initiated in 2012, but will expand to include new country-based and regional teams in 2014. It will explore ways in which the human rights perspective and the health systems/development perspective may converge, as both require long-term strategies and planning, and both address participation, accountability, non-discrimination, and attention to vulnerable groups. The program will also consider how to assess the true demand for health services by engaging patients in shared information and decision making, and how better measurement of needs and wants may shape whatever provision may be made available.

Multi-Year Program:
Realizing the
Right to Health II

SESSION PARTNERS



THE DARTMOUTH CENTER
FOR HEALTH CARE DELIVERY
SCIENCE



WORLD BANK INSTITUTE

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JUSTICE

Supporting Diversity and Inclusion In Egypt, Libya, Tunisia and Yemen

SALZBURG, MARCH 27 TO 28, 2014

“Diversity is what we have. Inclusion is making diversity work,” said a Salzburg Global Fellow at the end of Salzburg Global Seminar Session 508, Getting Transition Right: A Rights-Based Approach to Diversity and Inclusivity.

The Arab-MENA region is full of diverse voices that have often struggled to work cohesively. Despite coming together to demand change in 2011, fracture lines within these revolutionary countries seem more prevalent than ever. In light of the unique challenges facing MENA countries in transition, approximately forty activists, influencers and knowledge-bearers from across the Arab region and around the world gathered at Salzburg Global Seminar, to confront a basic question: how can civil society encourage these countries to embrace diversity and foster inclusion?

Co-organized with the Arab Human Rights Fund, an Arab grantmaking organization dedicated to supporting human rights actors across the Arab region, the program brought together a variety of voices and experiences to help identify strategic directions for improved inclusivity to aid transition processes in Egypt, Libya, Tunisia and Yemen. These countries were selected specifically because they are in the midst of difficult transitions and can pilot new approaches to diversity and inclusion for the Arab region.

Salzburg Global Fellows came from a dozen countries and included civil society activists, human rights experts, academics, grantmakers, researchers, and media experts. Plenary sessions focused on regional realities, local and international laws, policy development, and methods of shifting public perception, while working groups led by delegates from each of the four focus countries addressed local challenges and crafted preliminary policy recommendations.

As was revealed throughout Session 508, diversity in the region cuts along multiple axes: gender, religion, culture, race, ethnicity, age, physical ability, and geographic location. Excluded communities weave among and beyond these categories to further include refugees, migrant workers, stateless persons, and those of unpopular political affiliations. In attempting to discern how civil society can encourage the integration of these communities, delegates wrestled with the dueling requirements of law and culture. Both must shift if these countries are to truly champion a spirit of inclusion, and focusing on effecting policies and policy processes were identified as key levers for change.

Multi-Year Program:
Getting Transition
Right

SESSION PARTNERS



ARAB HUMAN RIGHTS FUND



Foreign &
Commonwealth
Office

UK FOREIGN AND
COMMONWEALTH OFFICE

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JUSTICE Democracy, Economy & Rule of Law

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



JUSTICE

Russian Civil Society Symposium: Rebuilding Bridges to the Future

SALZBURG, APRIL 1 TO 4, 2014

SESSION PARTNER



YELTSIN PRESIDENTIAL CENTER

THE YELTSIN FOUNDATION

THE YELTSIN FOUNDATION

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Since the 1990s, a more active and open civil society sector has developed across the Russian Federation. While civil society institutions and civic engagement in Russia are not new, the growth of the sector in recent years created hopes that Russian civil society could become the voice for a more effective democratic system, more efficient social services, and a check against corruption and centralized power. At the same time, the increasing interconnectivity between Russian and international civil society institutions created a sense of optimism that an interconnected “Euro-Atlantic civil society” could make positive contributions to difficult geo-political challenges.

Of late, however, these hopes have largely been put on hold. Russian civil society institutions are facing a variety of political and social pressures, and are becoming less connected to international partners. Geo-political relations between Russia and the Euro-Atlantic community have worsened, and international civil society groups and donors have become the object of suspicion as instruments of external interference. At a political level, prior optimism about a “re-set” in Russia-Euro-Atlantic relations has faltered, however, with implications for support for civil society institutions.

There is an urgent need to rebuild bridges and to reestablish a serious dialogue about the role of Russian civil society and relations between diverse civic actors domestically, as well as between Russian organizations and international partners. In cooperation with, and with the generous support of, the Yeltsin Presidential Center and Yeltsin Foundation, a Russian Civil Society Symposium will be held at Salzburg Global Seminar. The Symposium will address the challenges and opportunities currently facing civil society in Russia as a means to understand the needs and perspective of Russian civil society groups and to consider new approaches to international civil society engagement with Russia.

JUSTICE

Mind the Gap! Innovating for Regional Cohesion and Smart Growth

SALZBURG, MAY 17 TO 22, 2014

The European Union’s Cohesion Policy is a pioneering component of European construction and integration. The second largest item in the EU budget, just behind the Common Agricultural Policy, it provides a key instrument to reduce disparities between development levels in different parts of the EU and improve competitiveness. Despite this level of expenditure, the global financial crisis has seen the risk of social exclusion increase dramatically, especially in peripheral regions forced to implement drastic austerity measures, with youth, women and ethnic minorities have been disproportionately affected.

The EU Cohesion Policy 2014-2020 therefore comes at a pivotal moment. It aims to accelerate transition to a smart, sustainable and inclusive economy across the EU, and provide a more effective investment policy instrument through stronger linkages to the Europe 2020 strategy and improved governance.

Launching a new partnership with the European Commission, with the participation of the OECD, this program will connect the European agenda to strategies in large federal countries elsewhere in the world that are also grappling with widening inequality and infrastructure deficits. Participants will examine policy objectives and metrics for measurement, and compare projects and mechanisms that have delivered successful outcomes for regional competitiveness and inclusive growth – from the most innovative countries within the EU and from other regions with relevant experience.

This inaugural session will aim to engage key target groups and younger stakeholders from EU-28 and neighboring countries sharing the same policy priorities; build practical awareness and practical tools to realize the potential of the 2014-2020 Cohesion Policy; further reflect on the external dimension of the EU Cohesion Policy inspired by shared innovative experience and less successful practices from the EU enlargement and neighborhood countries; and launch a multi-year platform for dialogue and exchange of best practices between the EU, Member States and other regions confronted with seeking to boost competitiveness, leverage human capital and reduce inequality.

SESSION PARTNERS



EUROPEAN COMMISSION



BETTER POLICIES FOR BETTER LIVES
ORGANISATION FOR ECONOMIC
CO-OPERATION AND
DEVELOPMENT (OECD)

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Multi-Year Program:
Salzburg Global
LGBT Forum

JUSTICE

Global LGBT Forum Creating Long-Term Global Networks to Sustain LGBT Human Rights Organizations**

BERLIN, MAY 18 TO 21, 2014

SESSION PARTNERS



GERMAN FEDERAL FOREIGN
OFFICER

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Chair – Global LGBT Forum

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Humankind's strength is its diversity. Free expression of sexuality and gender increasingly defines the societies in which we want to live in the 21st century. But progress is uneven. In 2011, the first UN Resolution on human rights, sexualorientation and gender identity was supported by over 40 countries. Yet in many others, governments still legitimize and sponsor violence against LGBT* citizens through legal discrimination, condoned police violence and hate speech.

In May 2014, Salzburg Global Seminar and the German Federal Foreign Office will host an international working group and public symposium in Berlin, Germany to discuss and develop long-term approaches that can support and sustain global LGBT human rights organizations. The program is part of Salzburg Global Seminar's multi-year Global LGBT Forum, which was initiated in 2013.

The goal of the program will be to examine the specific ways that LGBT issues are addressed by ministries of foreign affairs and their embassies and how their support for human rights issues can help to ensure that LGBT and other human rights organizations, embassies, and other actors can build closer networks and more effective relationships.

The program in Berlin will build on the first Global LGBT Forum, convened by Salzburg Global Seminar in June 2013, with support from the German Federal Foreign Office, Hivos, Open Society Foundations, EVZ, and other international partners.

Findings of the LGBT Global Forum will also be presented at the Salzburg Global sessions *Value(s) for Money? Philanthropy as a Catalyst for Social and Financial Transformation* (March 6 to 9, 2014) and the *Salzburg Academy on Media and Global Change* (July 20 to August 9, 2014).

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

** *Invitation only*

JUSTICE

Holocaust Education and Genocide Prevention: Sharing Experience Across Borders **

SALZBURG, JUNE 21 TO 26, 2014

This symposium, the third in Salzburg Global Seminar's Holocaust Education and Genocide Prevention series, will examine challenges and successes in the teaching and remembrance of the Holocaust and other genocides outside North America and western and central Europe, focusing particularly on countries that are not, as yet, members of the International Holocaust Remembrance Alliance.

The symposium will convene educators, civil society leaders, museum directors, policy makers, public officials and others working in the field of Holocaust education and genocide prevention to engage with the following issues:

- How can the lessons of the Holocaust be brought to future generations, especially in the world beyond Europe, North America and Israel?
- How are the Holocaust and other genocides taught and commemorated in other parts of the world?
- What can each of us learn from the way the history of the Holocaust and other genocides is taught in societies other than our own?
- What are the most effective strategies for persuading educational policy-makers and decision-makers to give space to Holocaust and genocide education in school curricula?
- Are there strategies to counteract Holocaust and genocide denial and distortion?
- What is needed to make these strategies more effective?

The 2014 symposium has been developed in cooperation with the United States Holocaust Memorial Museum, the Austrian Future Fund, the International Holocaust Remembrance Alliance, and other donors. It will further strengthen and expand the Salzburg Global multi-year program's global network of partners, enabling them to implement activities that spread awareness about the Holocaust, Holocaust education, and genocide prevention, and reach an ever-growing number of young people in ways appropriate to different cultures and countries.

Multi-Year Program:
Holocaust
Education
& Genocide
Prevention

SESSION PARTNERS



UNITED STATES HOLOCAUST
MEMORIAL MUSEUM



AUSTRIAN FUTURE FUND



INTERNATIONAL HOLOCAUST
REMEMBRANCE ALLIANCE

FOR MORE *info*. PLEASE CONTACT

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** *Invitation only*

JUSTICE

1814, 1914, 2014: Lessons from the Past, Visions for the Future **

SALZBURG, AUGUST 25 TO 29, 2014

2014 marks the centenary year of the outbreak of World War One and the bicentenary year of the opening of the Congress of Vienna – two dates that profoundly shaped the course of our history. While in 1814, at the end of the Napoleonic Wars, the concerted powers of Europe were architects of a new international system, the leaders of 1914 have famously been described as sleepwalkers, stumbling into war.

Looking back at these two pivotal periods in history raises striking parallels with how today's leaders are trying to cope with contemporary challenges. In a global system under stress, can the international system adapt, or will it collapse? What is the significance of a critical historical awareness in policy-making: as a challenge function, as a reminder of unintended consequences, as a reminder of contingency? Can that significance be more fully exploited in pursuit of a more secure future? What will future historians say of the leaders of 2014: are we architects or sleepwalkers?

To explore the significance of 1814 and 1914 for today's decision makers around the world, Salzburg Global Seminar and the International Peace Institute will bring together experienced and emerging leaders from the worlds of politics, diplomacy, the military and business with historians, journalists, political scientists, philosophers, and writers for a strategic dialogue at beautiful Schloss Leopoldskron in Salzburg, Austria. The symposium will be interactive and cross-cutting, combining brief expert keynote addresses with lively debate, role playing exercises and scenario building. Proceedings will be complemented by a stimulating social program, including themed musical concerts and poetry readings.

The symposium will be preceded by an international series of discussion events focusing on different challenges arising from 1814 and 1914 and their impact on contemporary developments, planned for London, Manama, New Delhi, Ottawa and Vienna. Keynote presentations from these meetings will be circulated to symposium participants as thought papers. A collection of these papers as well as selected presentations from the Salzburg Global symposium will be published as an edited book.

SESSION PARTNER



INTERNATIONAL PEACE INSTITUTE

FOR MORE *info*. PLEASE CONTACT**Charles Ehrlich**

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** Invitation only

JUSTICE

A 21st Century Social Compact: Innovation and Equity in Aging Societies *

SALZBURG, NOVEMBER 9 TO 14, 2014

Across much of the world, shifting demographics and the drive for economic competitiveness are testing the sustainability of social protection systems. In high- and middle-income countries, social services are under pressure due to rising aging populations, urbanization and migration, aggravated by low growth rates, rising debt, austerity, and global shifts of wealth. There is widespread concern about increasing inequality, the viability of existing welfare systems and the risk of greater tension between generations. Expanding older populations drive demand for greater coverage and better benefits, yet public and family resources and infrastructure to deliver such care are being steadily eroded. These trends disproportionately affect vulnerable groups in society and will radically affect the future of families.

This session forms part of a proposed multi-year series focused on justice and innovation. It aims to advance a more holistic approach to the aging societies agenda, in partnership with public and private stakeholders.

The series will combine a macro- and micro-focus to address priorities for change, including:

- The image of aging (cultural and marketing aspects);
- Aging, technology and healthcare;
- Social innovations and design of markets for private social services providers;
- National/local strategies setting out integrated policies and financing for provision for the elderly.

The series will benefit stakeholders committed to innovation and reform by combining analysis, case studies and lessons learnt from other regions and complementary sectors, including business and entrepreneurs. Participants from different global regions will be drawn from governments (ministries of finance, economy, labour and social affairs); parliamentarians; social partners and insurers; business federations and the private sector (health care, financial sector); researchers in social/economic sciences; journalists; and civil society/ consumer interest organizations.

Multi-Year Program:
A 21st Century
Social Compact II

SESSION PARTNERS

AUSTRIAN FEDERAL ECONOMIC
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* Program subject to confirmation

Salzburg Global Fellowship

Salzburg Global Seminar has always invested in rising leaders as an essential part of long-term change management. With more than 30,000 members from over 160 countries, we have built an exceptional network of talent. Many came to Salzburg at inflection points in their careers and now hold leadership positions in business, international and national government, media, academia, civil society organizations, science and the arts across all global regions. We connect this extraordinary human capital through our Salzburg Global Fellowship. Online and through events around the world, Salzburg Global nurtures ongoing networks of relationships and engagement, and hosts vibrant cross-sector discussions to stimulate the exchange of new ideas and best practices.

MORE *info.* ON THE SALZBURG GLOBAL FELLOWSHIP:
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TO KEEP *up to date* WITH SALZBURG GLOBAL FELLOWSHIP NEWS AND EVENTS VISIT:
www.salzburgglobal.org/go/subscribe

FELLOWSHIP EVENTS FOR 2014 INCLUDE:

Sir Michael Palliser Lecture
Europe's Future: 1814, 1914 – Or Something Completely Different?

LONDON, FEBRUARY 3, 2014

Salzburg Global Senior Advisor Edward Mortimer will deliver a lecture – *Europe's Future: 1814, 1914 – Or Something Completely Different?* – at the House of Lords in London in honor of long-serving Board Member and Senior Fellow Sir Michael Palliser.

Professional Development Workshop
Using Theater Techniques to Improve Your Leadership Impact
SALZBURG, APRIL 4 TO 6, 2014

This inaugural creative workshop is a theater-based leadership development program for Salzburg Global Fellows from different sectors, regions and generations. The workshop is inspired by the spirit of Salzburg Festival founder, Max Reinhardt, whose genius lives on in Schloss Leopoldskron, his former home.

Creative Cities

CHICAGO, NOVEMBER 7 TO 8, 2014

Hosted by the School of the Art Institute of Chicago (SAIC), this symposium, exhibition opening, and public forum will look at the dynamic role of the creative sector in driving social change and sustainable economic development in cities.

The Fifth Annual Lloyd N. Cutler Lecture on the Rule of Law

WASHINGTON, DC, NOVEMBER 17, 2014

The Cutler Lectureship, in memory of the Lloyd N. Cutler, who served Salzburg Global Seminar for more than two decades as Board Chair, is presented annually and features a distinguished speaker on a vital legal issue of international interest.



Multi-Year Program:
Global Citizenship
Program 60 – 63

SALZBURG ACADEMIES

Pathways to Global Citizenship: Roots and Routes Global Citizenship: At Home and in the World Global Citizenship: Ethics and Engagement Global Citizenship and Universal Human Rights

SALZBURG, FEBRUARY 27 TO MARCH 6,
APRIL 12 TO 19, MAY 25 TO JUNE 1
AND JUNE 2 TO 9, 2014

MORE *info*. PLEASE CONTACT

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Tomorrow's leaders must think and act as global citizens in order to address the challenges facing humanity. Broadly defined, global citizens are people who are consciously prepared to live and work in the complex interdependent society of the 21st century and contribute to improving the common global welfare of our planet and its inhabitants.

The program aims to engage participating students as global citizens, helping them develop the knowledge, skills, values, and commitment to:

- Understand the nature of globalization, including its positive and negative impacts around the world, and realize how it is transforming human society;
- Appreciate the diversity of humanity in all of its manifestations, from local to global, and interact with different groups of people to address common concerns;
- Recognize the critical global challenges that are compromising humanity's future and see how their complexity and interconnections make solutions increasingly difficult; and
- Collaborate with different sets of stakeholders, by thinking globally and acting locally, to resolve these critical challenges and build a more equitable and sustainable world.

The session format includes lectures and discussions with an international faculty as well as formal and informal work in small groups. Topics addressed in plenary lectures and discussions include globalization and global responsibility; the social, economic, and political aspects of migration; the historical legacy of the Holocaust, human rights, humanitarian intervention; sustainable development; and the implications of the United States' influence around the world.

Participants will consider how these issues relate to their current situations and future personal, educational, and professional plans. They will also have the opportunity to develop projects and activities related to the session topic that can be implemented at their colleges and universities, in their local communities, and beyond.

Multi-Year Program:
Global Citizenship
Program 64 & 65

SALZBURG ACADEMIES

Education for Global Citizenship: What, Why and How?

SALZBURG, JULY 6 TO 13 AND 13 TO 20, 2014

Colleges and universities are vital institutions for addressing political, social, and economic concerns, be they at a local, national, or global level. While embedded in their communities, they contribute substantially to a nation's competitiveness and operate within an increasingly international environment that links people and institutions together across borders. Colleges and universities are arguably the most resilient and the most sustainable institutions not only for advancing modernization and prosperity but also for ensuring the foundation and continuance of civil society. As such, they are gateways to a future that is in our own hands.

Globalization poses new educational challenges. Higher education institutions are obliged by their missions to prepare people for life in the 21st century – people who are consciously prepared to live and work in the complex interdependent society and contribute to improving the common global welfare of our planet and its inhabitants.

This session will convene professors, administrators, and staff from higher education institutions seeking to place global education at the core of student learning. They will explore factors that support or restrain comprehensive approaches to global education at colleges and universities. Key questions to be addressed include:

- What role do colleges and universities have in preparing their students as leaders in the 21st century?
- What knowledge, skills, and values do students need to be active global citizens?
- What are the most effective ways of teaching and learning for global citizenship?
- How can those committed to global education learn from and support one another?

As they address these questions, participants will develop strategies and action plans for projects to implement at their respective colleges and universities. The projects are intended to strengthen existing institutional activities or to develop new and innovative approaches to education for global citizenship.

FACULTY 2013

Darci Arnold

Academic Researcher, Business
Consultant and Former Vice President
of Global Marketing, Seagate,
San Jose, California, USA

Michael Daxner

Project Leader, Impact of Interventions
in Afghanistan,
Free University of Berlin
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Saskia Fürst

External Lecturer,
University of Innsbruck,
Innsbruck, Austria

Farid Hafez

Researcher and Lecturer,
Department of Oriental Studies,
University of Vienna;
Muslim Teachers Training College,
Vienna, Austria

Charles Hopkins

UNESCO Chair,
York University,
Toronto, Canada

Yolanda Moses

Professor of Anthropology;
Special Assistant to the Chancellor for
Excellence and Diversity;
Vice Provost for Conflict Resolution,
University of California, Riverside,
California, USA

Champa Patel

Head of Activism,
Amnesty International UK,
London, UK

William Reckmeyer

Professor of Leadership and Systems;
International and Extended Studies
Senior Fellow;
Director of the SJSU Salzburg Program,
San Jose State University, California, USA

Hedy C. Rose

Former Director of Education Studies,
Wesleyan University,
Middletown, Connecticut, USA

Peter Rose

Senior Fellow, Louise W. and Edmund
J. Kahn Liberal Arts Institute; Sophia
Smith Professor Emeritus of Sociology
and Anthropology,
Smith College,
Northampton, Massachusetts, USA

**Isabelle Schulte-
Tenckhof**

Professor of Anthropology,
Graduate Institute of International
and Development Studies,
Geneva, Switzerland

Reinhold Wagnleitner

Associate Professor of Modern History,
University of Salzburg,
Salzburg, Austria

PARTICIPATING COLLEGES 2013

Bennett College

Greensboro, North Carolina, USA

**Bronx Community
College**

Bronx, New York, USA

Ferrum College

Ferrum, Virginia, USA

Miami Dade College

Miami, Florida, USA

**Houston Community
College System**

Houston, Texas, USA

King College

Bristol, Tennessee, USA

**Kingsborough
Community College**

Brooklyn, New York, USA

**Louisiana Community
and Technical College
System**

Baton Rouge, Louisiana, USA

**Queensborough
Community College**

Bayside, New York, USA

San Diego City College

San Diego, California, USA

**San Jose State
University**

San Jose, California, USA

**Seminole Community
College**

Sanford, Florida, USA

St. Mark's School

Southborough, Massachusetts, USA

Tarrant County College

Ft. Worth, Texas, USA

**University of San
Francisco**

San Francisco, California, USA

West Valley College

Saratoga, California, USA

SALZBURG ACADEMIES

**Civic Voices:
Justice, Rights and Social Change**

SALZBURG, JULY 20 TO AUGUST 9, 2014

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

The Academy's objective is to lead the creation of global media literacy curricula, multimedia stories, and comparative research, and to become a leading hub for global media education in the 21st Century. The curriculum developed over the past six years has led to the publication of News Literacy: Global Perspectives for the Newsroom and the Classroom by Academy Director, Paul Mihailidis. Students work in international teams and across disciplines. Key questions to be addressed by students include:

- How do news media affect our understanding of ourselves, our cultures and our politics?
- How can we use media to better cover global problems and better report on possible solutions?
- How can media literacy make students more engaged citizens?

Each year, participants build web-based and downloadable lesson modules on how global media cover issues of critical importance. Past topics have included Terrorism, Climate Change, Religion and Civic Voice and Protest.

The over-arching themes in 2014 will be "Civic Voices: Justice, Rights, and Social Change". Students will identify emerging challenges to civic rights and justice in their respective communities and analyze how digital culture and media supporting social progress in a more globally connected world. This work will emerge in the form of case studies of community change, and instances where civic activism helped bring forth the marginalized and oppressed voices around the world. This year, the Academy will be working with the Media for Change initiative launched by the University of Miami and newly formed Global Engagement Lab at Emerson College.

**Multi-Year Program:
Salzburg Academy
on Media and
Global Change VIII**

THE SALZBURG ACADEMY ON
MEDIA AND GLOBAL CHANGE
IS JOINT INITIATIVE BETWEEN
SALZBURG GLOBAL SEMINAR
AND THE INTERNATIONAL
CENTER FOR MEDIA AND THE
PUBLIC AGENDA



MORE info. PLEASE CONTACT
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MediaAcademy

FACULTY 2013

Paul Mihailidis

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Sanjeev Chatterjee

University of Miami, USA

May Farah

*American University of Beirut,
Lebanon*

Megan Fromm

University of Maryland, USA

Roman Gerodimos

Bournemouth University, UK

**Manuel Alejandro
Guerrero**

Universidad Iberoamericana, Mexico

Stephen Jukes

Bournemouth University, UK

Xiguang Li

Tsinghua University, China

George Lugalambi

Revenue Watch Institute, Ghana

Jad Melki

*American University of Beirut,
Lebanon*

Susan Moeller

*International Center for Media and
the Public Agenda (ICMPA), University
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Stephen Reese

University of Texas at Austin, USA

Moses Shumow

Florida International University, USA

Martin Solik

*University of Ss. Cyril and Methodius,
Slovakia*

PARTICIPATING COLLEGES 2013

**American University
of Beirut**

Beirut, Lebanon

**Bournemouth
University**

Bournemouth, UK

**Chinese University of
Hong Kong**

Hong Kong, China SAR

Daystar University

Nairobi, Kenya

Emerson College

Boston, Massachusetts, USA

Jordan Media Institute

Jordan

**Pontificia Universidad
Católica**

Buenos Aires, Argentina

**Southwest University
of Politics and Law**

Chongqing, China

Tsinghua University

Beijing, China

**Universidad
Iberoamericana**

Mexico City, Mexico

University of Maryland

College Park, Maryland, USA

University of Miami

Miami, Florida, USA

**University of St. Cyril
and Methodius**

Trnava, Slovakia

**University of Texas,
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