

FORCES *of* CHANGE



SALZBURG GLOBAL SEMINAR
2008



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PRESIDENT'S
REPORT

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SALZBURG GLOBAL SEMINAR

THE PRESIDENT'S LETTER:

SALZBURG IDEAS— Forces of Change



Stephen L. Salyer

At the close of my second year as president of the Salzburg Global Seminar, the opportunity arose to shift my base of operations from Washington to Salzburg for the 2007-2008 academic year. Beyond an unforgettable experience for my family, living and working at Schloss Leopoldskron gave me the chance to participate in a wide range of our seminars and policy meetings and allowed me to consider more deeply two core questions:

Why do Salzburg Fellows tell us they find their experience transformative?

Beyond a beautiful, inspiring place, what differentiates Salzburg's approach — to education, leadership development and the search for global solutions?

We know from the written record that these questions were in the minds of the founders, faculty and participants attending the Seminar's first session in the summer of 1947. But I believe, after a year's reflection and observation, that the answers — the "ideas" — to what is unique about Salzburg have dynamically evolved over the last 60 years.

So what are these *Salzburg Ideas*?

1. START WITH A PROBLEM

How do people and nations engage across boundaries — especially when those boundaries used to be the frontlines of war? In 1947, three young men from Harvard University, led by an Austrian, Clemens Heller, decided to launch a "Marshall Plan of the Mind" to reconstruct Europe and the United States. The problem for Heller and the others: Could Europeans imagine a shared future? Their solution: Build intellectual alliances and create connections across academic disciplines.

Today, each session we convene takes as its starting point a problem of global scope and importance. Sometimes the problem is crystallized by an event that unsettles the world and demands attention. Salzburg's work on balancing rights and security in an age of terrorism and on reconciling Islamic and international law are good illustrations. Other times the problem has reached a tipping point — a technological, demographic or cultural shift either tests traditional behavior or brings new opportunities into view. Salzburg's continuing attention to women's full participation in all parts of society, and to their growing power as entrepreneurs, peacemakers and leaders, is a prime example.

2. IDENTIFY YOUR ADVANTAGE

The difficulty posed by big problems is that they are often so complex and there are so many players vying for leverage that it can be difficult, as Archimedes said, to find where to stand in order to move the world. As a result, before bringing an issue onto our agenda, we here at Salzburg ask a few questions: What can we do that's different? Where can we stand so that our lever can budge the problem and create room for change? How can we make our approach transparent and understandable to others?

Letter from the President *Continued*



“In difficult discussions there is a temptation to skirt major issues that appear irreconcilable... Salzburg has never avoided the difficult issues.”

~ Stephen L. Salyer
President and Chief Executive Officer

The subject of climate change is a case in point. In 2007, Salzburg leveraged our strength in convening cross-sector participants to address *Making Green Pay* — a session on fashioning incentives to spur private sector initiative. In 2008, we tapped institutional partners in diverse regions of the world to identify powerful local initiatives from which repeatable lessons could be drawn. In 2009, we are capitalizing on relationships with university leaders on five continents to develop concerted strategies to make climate leadership and sustainable futures a part of higher education’s institutional DNA.

3. REACH BEYOND THE USUAL SUSPECTS

When governments, international organizations and the media discuss problems, they usually “round up” what Claude Rains in the classic film *Casablanca* called “the usual suspects.” But when only the obvious players are gathered, the conversations unfold in the same old ways. New ideas and younger actors need to be brought to the table.

Today as well as 60 years ago, Salzburg brings together global elites as well as unknown rising stars. Diverse stakeholders are interviewed before a session and given a voice in shaping the agenda and nominating participants. After each session, stakeholders are briefed and asked to comment on critical outcomes. Social networking technology is used to share content and allow for continuing development of ideas. Meetings remain critical points for expanding perspective and networks, and for seeking breakthroughs. But increasingly they are elements of a longer-term process, not ends unto themselves.

4. CHALLENGE ASSUMPTIONS

More than 30 years ago, the Salzburg Global Seminar began regular sessions on the rule of law. On occasion, “mock trials” would be held to test legal precepts. In an effort to influence an outcome, one contending side might attempt to “lead the witness,” asking questions beginning “Wouldn’t you agree that...?” Opposing counsel, of course, would object.

Today, Salzburg encourages giving voice to considered objections across the breadth of our programming. Participants challenge assumptions, illuminate critical distinctions and seek ways of articulating questions that allow new thinking or consensus to develop.

The 2007 session on the *Global Nexus of Animal and Public Health*, for example, attacked the bureaucratic history and assumptions that separate animal and human health institutions — the threat of pandemics that cross these lines has made it essential that professionals on both sides collaborate to identify vulnerabilities and solutions.

5. FIND COMMON GOALS

In difficult discussions there is a temptation to skirt major issues that appear irreconcilable in favor of minor concerns where there may be room for agreement. Salzburg has never avoided difficult issues. In fact it has found that by removing people from their normal contexts, mixing together participants from diverse fields and considering a longer-term time frame, common values and goals can be discovered.

Scenario planning along with the building of possible models (“charettes”) are among the techniques utilized to create room for shared interests to emerge. For example, one major issue we all face: There’s never enough money for the world’s problems. Our common goal? We’re working with far-sighted philanthropists and social innovators to imagine how donors and entrepreneurs can synergistically work together. Another initiative is asking public and private donors what it would take to accelerate development of independent media worldwide.

6. GIVE TRIUMPH A CHANCE

Often those who expect transformation are seen as dreamers. Every group wants to find “deliverables”— the question is how to encourage results that support genuine breakthroughs, not get in the way. Salzburg seeks to build into its programming the capacity to support powerfully innovative ideas and to support individuals and groups who want to create projects that use today’s building blocks but put those components together in out-of-the-box ways. By bringing diverse peoples together — across regions, disciplines and professions — we incubate inspiration. And we have found that radical innovation is an astonishing motivator, exciting those involved to continue the work started at Salzburg.

These six *Salzburg Ideas* explain why the Salzburg Global Seminar changes so many lives so profoundly every year. Working on carefully selected problems with partners drawn from among the world’s leading institutions — think tanks, universities, foundations, businesses, governments and NGOs — we are making a difference that is strikingly disproportionate to our size.

Sincerely,



Stephen L. Salyer
President and Chief Executive Officer

AFFIRMING THE RULE OF LAW in an Uncertain Age



In the wake of World War II, the world's leaders gathered in Geneva, Switzerland, to reconsider the existing system of international norms and to work together to ensure that future violations of human rights and international law would be prevented. Their deliberations produced the Geneva Conventions of 1949 – a set of international treaties promoting, protecting and enforcing minimum standards of human decency in times of war. During the second half of the 20th century, these conventions and their subsequent acts served as a critical guideline for the implementation of international law and for the protection of human rights around the world.

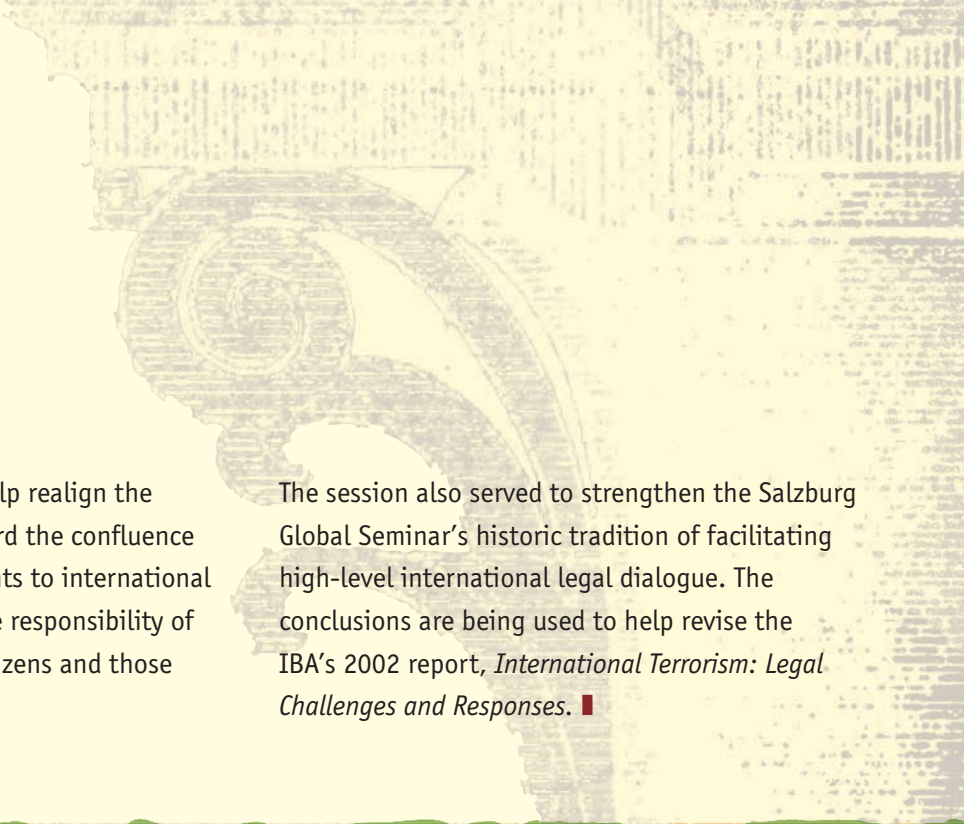
However, September 11, 2001, and the United States' reaction to it, presented this system with a new challenge. By demonstrating that democratic governments, facing new international threats, are sometimes willing to undermine the protections of the Geneva Conventions, the United States created a pervasive and destabilizing international fear that the system of human rights, democratic values and international legal standards formulated at Geneva might be irreversibly damaged.

On September 6, 2007 – just days before the sixth anniversary of the attacks – legal experts from 25 countries met in Salzburg to examine the repercussions of these reactions, and to explore how the world's democracies could face the security challenge directly and responsibly, while at the same time protecting international legal conventions, fundamental rights and minimum standards of human decency.

The resulting session, *An International Rule of Law: Balancing Security, Democracy and Human Rights in an Age of Terrorism*, convened judges, law professors and practicing lawyers; policymakers and members of law enforcement agencies; and representatives of governments and international organizations in an intense five-day dialogue. Conducted in partnership with the International Bar Association (IBA), the session debated the responses of the United States and other nations to terrorist acts, and examined what lessons could be learned.

“We need a different and new approach – a war of ideals and values – if we're going to succeed in stopping this arc of extremism and violent action.”

~ Lord Peter Goldsmith, Former Attorney General of England and Wales; Salzburg Faculty, *An International Rule of Law: Balancing Security, Democracy and Human Rights in an Age of Terrorism*



The ultimate objective was to help realign the international legal agenda toward the confluence of international law, commitments to international human rights paradigms and the responsibility of nations to protect both their citizens and those captured during wartime.

The session also served to strengthen the Salzburg Global Seminar's historic tradition of facilitating high-level international legal dialogue. The conclusions are being used to help revise the IBA's 2002 report, *International Terrorism: Legal Challenges and Responses*. ■

An *International Rule of Law: Balancing Security, Democracy and Human Rights in an Age of Terrorism* and its 2006 predecessor, *European Response to Terrorism — the Costs of Public Security*, are extensions of the Salzburg Global Seminar's long-standing commitment to issues of national and international law.

The Seminar is now developing that commitment even further, making “peace, justice and security” a pillar of its continuing program.

Toward that end, the Seminar developed a session for October 2008 focused on a critical component of justice in much of the world: Islamic law. When the current system of international legal conventions and treaties was formulated in the late 1940s, the rich heritage of Islamic legal thought, including the Sharia tradition, was largely neglected.

Consequently, many Westerners have an image of the Sharia as a rigid, religious code designed to repress social dissent and levy harsh punishments.

Again organized with the International Bar Association, this session on *Islamic and International Law: Searching for Common Ground* seeks to identify complementary principles, doctrines and means of adjudication that can help reconcile the Sharia legal heritage within modern international legal systems, and to recognize Islamic law as a rich and diverse tradition and a fertile source of ideas for resolving international problems.

Both the Seminar and the IBA hope the meeting will lead to a sustained international dialogue and help set an agenda for predictable and consistent legal norms accepted in both Western and Islamic cultures.

OPTIMIZING THE ROLE of Women



Women make up just over half the world's population and hold the right to vote in nearly all nations. Yet they occupy less than 20 percent of nationally elected offices. The situation in big business is not very different: more women are moving into decision-making and oversight positions in corporations and on boards, but women are still grossly underrepresented. Why aren't more women in seats of power and leadership? And does it matter?

The answer to the latter is a resounding “yes.” Over the past 30 years, numerous research studies have pointed to the benefits of more fully engaging women in all aspects of government and industry. In government, research has shown that the full participation of women correlates with increased attention to the health, education and well-being of citizens. A World Bank study has shown that political corruption drops when more women are active in political parties. And a report by *Catalyst* demonstrates a correlation between higher numbers of women executives and both higher profits and higher shareholder returns among U.S. Fortune 500 companies.

“Every social movement progresses from the unthinkable to the impossible to the inevitable. We have to hurry history.”

~ Laura Liswood, Secretary-General of the Council on Women World Leaders; Co-Chair, Salzburg Global Seminar, *Breaking the Glass Ceiling: Women in Politics and Business*

Despite such studies — as well as numerous international treaties, accords and other instruments designed to bring women into full participation — the pace of change remains slow. What mechanisms can accelerate change? The Salzburg Global Seminar's 2007 session, *Breaking the Glass Ceiling: Women in Politics and Business*, posed that question to a group of high-achieving women from developed and developing nations.

Hailing from over 20 countries, participants' views and personal experiences were varied. Yet they all agreed that increasing women's decision-making power and achieving “shared leadership” was important not just for their own purposes or as a principle, but for the very practical reasons of achieving better outcomes in the areas of policy, business and social development.

Females in many countries still receive less education, and often of a poorer quality, than males and almost universally earn less for the same work.

In most societies, women disproportionately shoulder the responsibilities for child-rearing and caring for elderly or sick relatives. Violence against women and girls remains an issue in all countries. The “feminization of poverty” and lack of financial independence that many women face further inhibit women’s ability to fully control their own lives or care for their families.

Together, these obstacles form perhaps the greatest limitation to future progress: Only through investing in women’s and girls’ development can poverty and inequality be effectively addressed. Achieving a “critical mass” — which the United Nations defines as 30 to 35 percent of women in decision-making positions — can bring significant improvement in the lives of individuals, families, communities and nations.

To advance a change agenda, the Salzburg Global Seminar will publish the outcomes of recent sessions on women and power including a handbook focusing on successful tactics and strategies employed in a variety of organizations and government institutions to increase women’s political participation. Contemporary case studies from countries as far-flung as Northern Ireland, India and Morocco highlight how women have made a positive difference in the politics and policies of their nations.

Through these and similar efforts, the Salzburg Global Seminar strives to promote new ways of thinking, to guide creative approaches to problems and to identify frameworks that can enable the world to move faster toward equality. ■

In 2008, the Salzburg Global Seminar looks at another area where women’s full participation can make a significant difference. *Peace-Making and Peace-Building: Securing the Contributions of Women and Civil Society* examines ways to increase the coherence and effectiveness of conflict resolution and reconciliation efforts by more fully engaging women, political minorities and civil society organizations. Discussions will focus on the progress of individual states in following the United Nations Security Council Resolution on including women in all peacekeeping and peace-building measures, with special attention given to specific mechanisms that can close the gaps between rhetoric, policy and implementation.

ENGAGING MUSLIM COMMUNITIES *in the West*



An estimated 15 to 20 million Muslims reside in Europe; another 3 to 6 million live in the United States. As new generations of Muslims are born and raised in Western societies and immigration from predominantly Muslim countries increases, questions related to the presence of Islam in the West have become more salient. Policymakers are increasingly focused on issues of identity, integration and security.

The current debate over illegal immigration notwithstanding, the United States and Canada are, and have historically been considered, countries of immigrants. Their laws and policies allow legal non-natives to pursue citizenship, with all its rights and responsibilities, and, with rare exception, those born inside those countries automatically receive those same rights, irrespective of their parents' origins or status.

By contrast, Europe is often perceived as "a 'club' with unspoken rules," author and professor Ian Buruma told the audience assembled for the 2007 Salzburg Global Seminar session *Immigration and Inclusion: Rethinking National Identity*. "If you're not a 'member,' integrating into a European community can be very difficult."

The Salzburg Global Seminar is carefully examining key issues of inclusion, exclusion and policy responses to immigration and integration, with a particular focus on Muslim populations in Europe. Among our objectives is helping to ensure that minorities, and Muslims in particular, can assume their full role as equal and engaged citizens in Europe.

The session on *Immigration and Inclusion* used case studies from Europe and facilitated the exchange of experience from around the world to explore how different nations have approached the challenges and benefits of immigration. Participants from more than 20 countries looked at national and local policies that have helped or hindered inclusion; how competition between immigrants and native-born citizens for jobs, housing and other resources can increase distrust, discrimination and alienation; the shifting nature of "identity" in a multicultural world; and how media reports impact public perceptions of minority communities. A key question was how to translate research findings into effective, practical

“Many Europeans feel dislocated, abandoned. If the nation and national identity mean nothing anymore, who are we? What are we?”

~ Ian Buruma, Author, *Murder in Amsterdam: The Death of Theo Van Gogh and the Limits of Tolerance*; Salzburg Faculty, *Immigration and Inclusion: Rethinking National Identity*

solutions that promote civic engagement for newcomers, second- and third-generation minorities alike.

Shortly thereafter, the Seminar hosted a related conference that examined the latter issues in some detail. *Muslim Youth and Women in the West: Source of Concern or Source of Hope?*, organized by New York University's *Dialogues: Islamic World-U.S.-The West*, gathered experts, community leaders and policymakers to explore the sources of economic and socio-cultural tensions and the role of policy to help surmount them.

Early in 2008, the Seminar again collaborated with NYU, along with the Slovenian Centre for European Perspective (CEP) and the Institute for Strategic Dialogue, to organize an informal high-level meeting of European policymakers, experts and Muslim community leaders. The program was organized at the request of Slovenia's Foreign Minister, Dr. Dimitrij Rupel, to consider the possibilities of new guidelines for inclusive citizenship in Europe, and aimed to ensure that "new minorities" — particularly Muslims — can play their full part as equal citizens of the European Union and its member states.

In November 2008, the Seminar, in conjunction with the Institute for Strategic Dialogue, is facilitating a special workshop for European Muslim professionals, convening young entrepreneurs and social innovators from across Europe to create proposals and business plans that address core strategic issues these communities face. Key goals of the workshop

include seeding a small number of strategic initiatives, and launching a European Muslim Professionals Action Network that can support the initiatives and increase professional development opportunities for emerging leaders.

As globalization, political changes and a lack of economic opportunities in many countries continue to rise, immigration is only likely to increase — placing pressure not only on new and established immigrants, but on existing minority communities in countries receiving large inflows. Through its efforts, the Salzburg Global Seminar hopes to promote greater mutual understanding across communities and cultures, between Muslims and non-Muslims; to help leaders find frameworks that allow disparate communities to live together harmoniously; and to support a more effective and equitable world order. ■

“Integration... [also] means not to be a guest in a society but rather to have one's center of life in this society, to participate and contribute to shaping it.”

~ Ursula Plassnik, Foreign Minister of Austria;
Opening Remarks, *Muslim Youth and Women in the West*

SHAPING TOMORROW'S Journalists



*“Judges and
journalists play critical
and parallel roles in
securing freedom.
They are both people
who know the value and
power of words.”*

~ **Anthony Kennedy**, Associate Justice,
United States Supreme Court;
Opening Remarks, Salzburg Academy on
Media and Global Change

Today, the networked information economy is creating dramatic changes in how news is produced and organized, and these changes are fundamentally reshaping the way information and knowledge are created and shared among individuals, groups and societies. Within this new networked economy, the media's ability to shape public opinion may be stronger than ever. But the worldwide proliferation of digital media and blogs, corporate mergers and acquisitions, and government-controlled outlets all raise important issues of quality, responsibility and independence.

In 2008, the Salzburg Global Seminar embarked on a multiyear, three-pronged initiative to develop new global leadership programs that improve international news coverage, media development, journalism education and news literacy. Launched in cooperation with the John S. and James L. Knight Foundation, the Salzburg Media Initiative brings several areas of the Seminar's current work under one umbrella, both streamlining and reinforcing this critical program area.

Taken together, the key components of the initiative will help rising young editors increase international coverage within their news outlets; develop a new global network of international journalism deans; and demonstrate increased interest in and support for international journalism among media development funders, new media investors and individual philanthropists.

The Salzburg Academy on Media and Global Change — a cornerstone of the initiative — was launched on July 29, 2007, in celebration of the Seminar's 60th anniversary and with United States Supreme Court Associate Justice Anthony Kennedy delivering the opening remarks. The Academy attracted 52 students from some of the world's top journalism programs on five continents for an intensive three-week summer program led by a distinguished international faculty. The goal was to create better educated and more informed future journalists with a sharp and critical interest in international affairs.

Students were asked to examine:

- how the news media affect views of individuals, communities and societies;
- how the world's most important stories are covered in different countries and regions and by different types of media; and
- how global problems and possible solutions can be reported more effectively.

Student discussions also shaped the creation of an online, international journalism curriculum, designed to promote better communication across cultural, social and political divides. The curriculum, when complete, will be available free online, and will make a significant contribution to the emerging field of global media literacy.

Another key component of the initiative — *Strengthening Independent Media* — seeks to mobilize philanthropists, investors, publishers, media development donors and other interested partners to ensure a positive future for independent media worldwide. Through a series of six international leadership meetings scheduled between 2008 and 2010, *Strengthening Independent Media* will examine how to enhance quality news coverage and access

to it; build a groundswell of leadership and financial support for global media development; and initiate a new era of streamlined investment, technical innovation and supportive public policy.

Overall, the Salzburg Media Initiative's objectives are to focus international leadership at a key moment in journalism history by helping to train young, diverse editors and news managers; improve the flow of resources into media development with better coordination between donors and grantees; start a new, high-level global network of journalism educators; and build and deliver a global news literacy curriculum. Undertaken in cooperation with Salzburg's long-time partner, the John S. and James L. Knight Foundation, the Seminar hopes to set the standard for future excellence and independence in journalism as a vital force for civil society worldwide. ■

“There were moments when I felt we were actually sort of a microenvironment of the globalized world, with all of its problems and contradictions, but also with the possibility of developing what makes us more human: Empathy.”

~ Gaspar Segafredo, Student, Università di Bologna, Italy; Participant, Salzburg Academy on Media and Global Change

CREATING A SUSTAINABLE Global Economy



“It is not realistic to base future economic models on our current levels of Western resource consumptions projected to developing nations like China and India. A new dialogue is needed to find worthwhile and effective new solutions.”

~ Sasha Müller-Kraenner, Senior Policy Advisor and European Representative for The Nature Conservancy; Salzburg Faculty, *Making Green Pay: Designing Incentives to Support Environmental Sustainability*

Rising energy and food prices, climate change, new pandemics: No country can tackle these on its own. Never has the need been greater for nations to work together to confront such global challenges. The Salzburg Global Seminar seeks to contribute to this process, focusing both on the wider context of global institutions and on specific substantive issues such as the search for a “green revolution” in Africa.

Over the course of the last year, the Seminar has invested significant time and energy in addressing the challenge of global sustainability. In May 2007 it conducted two seminars, *From Lab to Market* and *Making Green Pay*, looking at ways to ensure that market forces favor innovation and successful eco-investment strategies. The former is now being developed into an annual Global Innovation Forum, while the latter continued with *Combating Climate Change at Local and Regional Levels: Sustainable Strategies, Renewable Energy*, a more tightly focused session on successful regional and state level approaches to sustainable energy implementation in July 2008.

In addition, amid concerns about the robustness of the global financial system, in 2008 the Seminar looks at *Sovereign Wealth Funds: Risks and Opportunities for Global Financial Markets*. This session is aimed at exploring the impact of cross-border asset allocations and developing sensible policy responses. And in December 2008, it will hold a session on *The Global Energy Fulcrum: Asian Development and International Response*, which will build on our long-standing relationship with the European Commission’s Directorate General for External Relations and continue our decade-long series of sessions focusing on critical issues of Asian development and growth.

In 2009, the Seminar plans to look at *The Euro: A Role Beyond Europe?* and at *Asia’s Emerging Powers: Rivalry and Global Responsibility* — sessions which will take a new approach to global governance and multilateral institutions. These sessions will highlight Europe’s responsibilities in the economic and monetary arenas along with Asia’s in the United Nations and other political as well as economic forums.

SALZBURG INITIATIVE: TOWARD A GREEN REVOLUTION IN AFRICA?

Against a background of the unfolding global food crisis, Kofi Annan, chair, Alliance for a Green Revolution in Africa (AGRA), reminded world leaders that the crisis could halt the significant progress achieved by African countries over the last decade. During his keynote address at the Salzburg Global Seminar's *Toward a Green Revolution in Africa?* (April 30 – May 2, 2008), Mr. Annan called for major new investments to support Africa's own efforts to accelerate growth in agriculture and strengthen economic recovery.

"We need to work together to turn things around on this continent," the former United Nations Secretary-General said, urging the assembled experts to "engage with the farmers and to remain engaged, not only in seminars and discussion rooms but in action on the ground."

Louis Michel, European Union Commissioner for Development and Humanitarian Aid, also warned that emergency food aid "does not provide any response to the structural and chronic causes" of the food security problem. "In the longer term, food security can only be ensured by giving priority to agriculture."

Additionally, the landmark conference launched a multiyear Salzburg Global Seminar initiative in partnership with the Institute for Development Studies (IDS) and the Future Agricultures Consortium (FAC), which will facilitate the articulation of a uniquely African approach to a "green revolution" and help build alliances that advance an African agenda.

Conference participants — representing governments, NGOs, farmers' organizations, the private sector and philanthropic groups — vigorously debated the nature and precise meaning of a "uniquely African green revolution" (Mr. Annan's phrase). They reached agreement that farmers' organizations and better coordination between the African stakeholders now engaged in agricultural reform must be central to these efforts.

Following the conference, a special seminar session was held to identify workable strategies for implementation. The Salzburg Global Seminar, IDS and FAC will continue to focus on building stronger alliances, ensuring fuller participation of farmers — especially women — and on organizing regional African workshops to engage African farmers, those involved in the production and marketing of agricultural products, and additional stakeholders. ■

“To address poverty at its core, particularly in light of the growing threat of climate change, we need a uniquely African green revolution. Our farmers need better seeds, soils and prices for what they sell. They need access to water, markets and credit. They need policies that accelerate rural economic growth, investment and job creation.”

~ Kofi Annan, Chair, AGRA; Former Secretary-General of the United Nations; Keynote Speaker, *Toward A Green Revolution in Africa?*

MESSAGE FROM *the* Chair



Walter E. Massey

Like many others before and since, I became enamored of the Salzburg Global Seminar upon my introduction to it in 1995. At the time, I was invited to a special board-sponsored weekend where I experienced, firsthand, what I had only heard about previously. I was hooked. The Seminar's ability to convene rising leaders of different backgrounds, from different parts of the world, and to challenge them to engage deeply with one another on critical subjects was — and remains — unparalleled. I was subsequently invited to join the Board of Directors, and accepted without hesitation.

Twelve years later, it was my honor and privilege to assume the chairmanship of this venerable institution. Over the next several years, my goal is to work with the dedicated members of the Seminar's board and staff to continue to build upon its legacy.

Our task is stewardship: to assure that we are as effective and efficient as can be in safeguarding the institution's assets, both financial and programmatic. It also means supporting the Seminar's efforts as we move forward to expand our horizons and reach.

As part of this new direction, we hope to widen awareness of what Salzburg has done over the course of its 60-year history, and what it can continue to do in the future. Historically, the Seminar has emphasized confidentiality in all of its sessions as a means to promote candor among highly placed participants. As a result, many of its most valuable contributions have been accomplished behind the scenes, largely unrecognized by others in positions of influence. While confidentiality will remain the rule for sensitive issues, we will more freely share the new thinking and findings that arise from our sessions with those who can put them into practice for the greater good.

In the final analysis, that's what the Seminar is and always has been about: convening the right people, in the right setting, at the right moment, for the benefit of all. In the year ahead, we invite you to join us as a partner or participant and discover what we might accomplish together.

A handwritten signature in blue ink that reads "Walter E. Massey". The signature is fluid and cursive.

Walter E. Massey
Chair, Salzburg Global Seminar

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*“The Salzburg
Global Seminar is a
place where serious
people from every part of
the world can engage in
confidential yet frank
discussions on difficult
international issues, and
then take away ideas
and different perspectives
which may lead to
further progress.”*

~ Michael Palliser
Vice Chair, Salzburg Global Seminar

2008 PROGRAMS



Each year, approximately 1,000 current and emerging leaders from 100 countries participate in the Salzburg Global Seminar's diverse programs, offered at the Seminar's signature Schloss and, increasingly, other sites worldwide. To fulfill our mission — and meet the needs of our constituency — programs are grouped into one of several categories, as follows:

- **Seminars** are issue-oriented international gatherings focused on the exchange of ideas among emerging leaders from government, academia, business and non-governmental organizations.
- **Initiatives** are invitation-only, long-term projects conducted in partnership with other organizations and aimed at finding practical solutions to clearly identified global challenges.
- **Education** programs for students and faculty focus on building innovative curricula on global citizenship and media literacy and supporting the development of higher education institutions around the world.
- **Networks** build on the interlocking relationships of Fellows and alumni through programs, festivals, online forums, regional meetings and special projects.

For more information, or to find out how you can participate, visit www.SalzburgGlobal.org

International Studies Program — Faculty and Administrators Session
January 6–13

International Studies Program on Global Citizenship — Student Session
March 6–13

Russia: The 2020 Perspective
April 5–10

Innovation in Knowledge-Based Economies: Accelerating the Benefits
April 13–18

International Studies Program on Global Citizenship — Student Session
April 19–26

A “Green Revolution” In Africa: What Framework for Success?
May 3–7

Achieving The Freer Circulation of Cultural Artifacts
May 9–14

Salzburg Congress on Urban Planning and Development — Network Session
May 15–18

Special Conference — Science and the Citizen
May 19–20

International Studies Program on Global Citizenship — Student Session
May 22–29

International Studies Program on Global Citizenship — Student Session
May 31–June 7

The Many-Sided Pacific: Structures for Cooperation
Freeman Symposium — By Invitation Only
June 7–12

International Studies Program — Faculty and Administrators Session
July 1–8

Combating Climate Change at Local and Regional Levels: Sustainable Strategies, Renewable Energy
July 9–13

International Studies Program — Faculty and Administrators Session
July 13–20

Salzburg Academy on Media and Global Change
July 29–August 19

Salzburg Global Seminar Alumni — Summer Festival
August 19–26

Peace-Making and Peacebuilding: Securing the Contributions of Women and Civil Society
September 7–12

Sovereign Wealth Funds: Risks and Opportunities for Global Financial Markets
September 27–October 1

Islamic and International Law: Searching for Common Ground
October 25–30

Salzburg Seminar American Studies Alumni Association — Network Session
October 30–November 2

Legal Alumni Web of the Salzburg Seminar — Network Session
November 7–10

**The United States in the World:
New Strategies of Engagement**
November 11–16

**Salzburg Global Seminar Alumni —
Thanksgiving Festival**
November 26–29

**The Global Energy Fulcrum: Asian
Development and International Response**
November 30–December 5

**New Models of Intellectual Property:
Predictability and Openness as Spurs
to Innovation**
December 7–12

**Salzburg Global Seminar Alumni — Christmas
Festival**
December 22–29

**Salzburg Global Seminar Alumni — New Year's
Festival**
December 30, 2008– January 6, 2009

Pulitzer Prize-Winning Authors Draw Spotlight on “Reinhardt Salon”

August 2007 was an historic month for the Salzburg Global Seminar and Schloss Leopoldskron. For the first time since the days of Max Reinhardt, Schloss Leopoldskron served as an artistic salon during the launch of the Writers-in-Residence program. Offered in conjunction with the world-renowned Salzburg Festival, the program is designed as an annual showcase for the world's preeminent authors to share personal and professional experiences, including perspectives on their lives, their thoughts and their craft.

The inaugural session, broadcast by *National Public Radio*, featured two of America's foremost Pulitzer Prize-winning novelists, Jeffrey Eugenides and Richard Ford, in a lively and far-ranging panel discussion entitled *Inside Fiction*. With German literary journalist Michael Naumann as moderator, the two used their most recent books, *Middlesex* and *The Lay of the Land* respectively, as a jumping-off point for topics ranging from whether writing is an inborn talent or a constant process of improvement; the role of fiction in voicing alternative truths;

and the myths and realities of the American melting pot — an issue of deep interest to the Salzburg Global Seminar.

This new cooperation with the Seminar marks a kind of homecoming for the Salzburg Festival, whose founder, Max Reinhardt, owned and lived in Schloss Leopoldskron from 1918 until he was forced to leave Austria by the Nazi takeover in 1938. It was Reinhardt who restored the Schloss and park to their pristine baroque splendor, ransacking the salesrooms of Europe for appropriate fittings, furniture and statuary. Here he entertained the crowned and uncrowned leaders of Europe and America (from Edward VIII and Mrs. Wallis Simpson to Louis B. Mayer), and here, during each year's Festival, he presided over dazzling late-night conversations among artists and writers. This is the atmosphere that the Festival's present-day theater director Thomas Oberender has sought to recreate with his “Reinhardt Salon” in the Great Hall of the Schloss — a new-old tradition to be continued in 2008 and thereafter.

FINANCIAL PERFORMANCE



Over the last three years of its strategic planning period (2006–2008), the Salzburg Global Seminar has focused on strengthening the pillars of its courses, seminars and sessions. Revenue has shown exceedingly strong growth and is budgeted to rise at a rate of 20 percent in 2008. However, program growth has not occurred without corresponding increases in expenses and, together with the weakening of the U.S. dollar, expenses have risen at rates similar to revenue. The next phase of the strategic plan will focus on further diversifying revenue and changes to the business model that respond to currency exposure.

The following table shows the overall revenue and expenses (both actual and budgeted) for the Seminar for the four-year period 2005 through 2008:

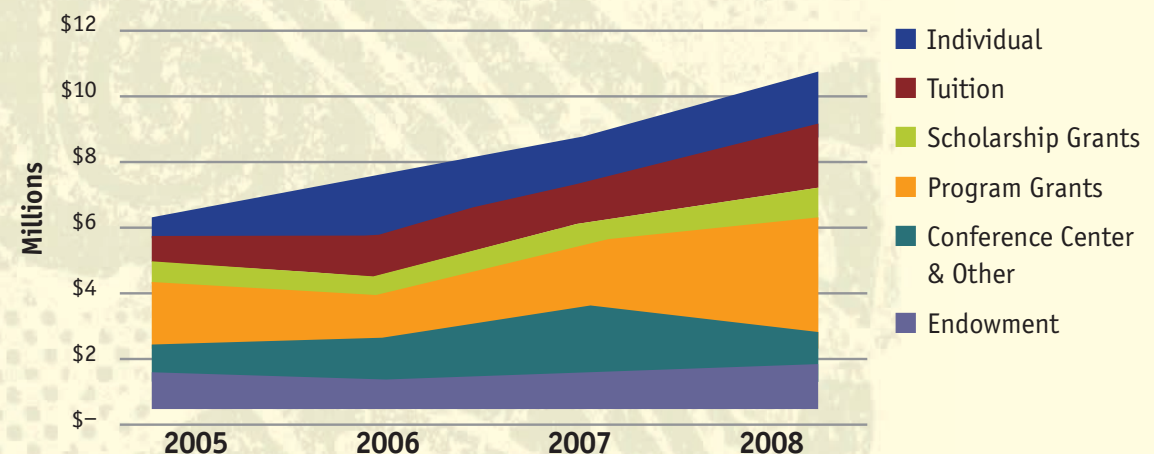
Salzburg Global Seminar Audited Financials (in thousands of U.S. dollars)

	2005 (actual)	2006 (actual)	2007 (actual)	2008 (budget)
Revenue	\$ 5,236	\$ 6,084	\$ 9,021	\$ 9,341
Expenses	\$ 6,803	\$ 7,510	\$ 8,999	\$ 10,132
Foreign Currency Adjustments	\$ (765)	\$ 591	\$ 333	
Unrealized & Realized Gains (Losses) on Investments	\$ (597)	\$ 2,113	\$ 785	
Change in Net Assets**	\$ (2,928)	\$ 1,278	\$ 1,140	\$ (791)

***Budget does not reflect foreign exchange or investment gains or losses.*

As overall operating revenue has grown steadily over the last four years, each component has strengthened, and as a result, the organization is no longer dependent on only one or two sources of income.

Trends in Operating Revenue



Operating Revenue Components (in thousands of U.S. dollars)

Source	2005	2006	2007	2008 (budget)
Individual Giving	\$ 527	\$ 1,685	\$ 1,269	\$ 1,500
Tuition	\$ 691	\$ 1,172	\$ 1,309	\$ 1,927
Scholarship Grants	\$ 629	\$ 565	\$ 515	\$ 814
Program Grants	\$ 1,813	\$ 1,198	\$ 1,872	\$ 3,301
Conference Center & Other	\$ 813	\$ 1,231	\$ 1,900	\$ 895
Endowment	\$ 1,031	\$ 814	\$ 1,068	\$ 1,283
Total	\$ 5,504	\$ 6,665	\$ 7,933	\$ 9,720

Endowment performance remained strong in 2007, generating a 9.84 percent return with foundation support remaining the largest element of the \$22 million endowment balance.

Endowment

Sources of Endowment	12/31/07
Foundation	\$ 17,563,439
Individual	\$ 3,333,411
Government	\$ 1,414,109
Corporate	\$ 339,078
Total Fair Market Value, 12/31/07	\$ 22,650,037

Endowment Performance

2007	9.84%
5-year average	12.51%

To view our most recent audited financial statements, please visit www.SalzburgGlobal.org or request a copy from the Finance Office, Salzburg Global Seminar, 1828 L Street, NW, Eleventh Floor, Washington, DC 20036.

PHILANTHROPIC SUPPORT



The Salzburg Global Seminar gratefully acknowledges the contributions and commitments of each of its supporters. This list represents all those individuals, foundations, corporations and other organizations whose gifts or grants were received between January 1 and December 31, 2007.

The Salzburg Global Seminar has made every effort to create an accurate listing of all contributors during the 2007 fiscal year. If your name has been inadvertently omitted or incorrectly spelled, please accept the Seminar's sincere apologies. If you would kindly notify the Seminar's office in Middlebury, Vermont, we will happily correct your record. The Middlebury office number is +1 (802) 388-0007.

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Salzburg speaker Kofi Annan, former Secretary-General of the United Nations, and a seminar participant

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Barbara Sloan and T. Randolph Harris of the Edward T. Cone Foundation with Gilbert Omenn, Salzburg Board member, at the annual board meeting in Salzburg

“As an African American and a neurosurgeon, I have been particularly impressed by the Salzburg Global Seminar’s emphasis on Africa, health care and science. I like the exchange of ideas from people from different disciplines, from all corners of the world.”

~ Ernest A. Bates, Board Member, Salzburg Global Seminar

Young Leaders Summit: Planning for the Future

As part of its 60th anniversary celebration, the Salzburg Global Seminar paid tribute to its roots as a “summer school” for young scholars by conducting the Young Leaders Summit, a program designed specifically for the next generation. The Summit attracted 45 rising stars from a range of professions including business, government, science, media, the nonprofit sector and education to consider the world in 2030 and the leadership strategies needed to ensure a positive and equitable future.

Drawn from five continents, the 25- to 35-year-old leaders brought diverse cultural and national perspectives to bear on climate change and the human divide, two of the most pressing challenges facing their generation. Together, they evaluated the major forces driving the next

two decades of development, including both threats and opportunities, and agreed on the most desirable scenario for 2030. In subsequent sessions and working groups, participants then identified leadership strategies and cooperative interventions that could move the world toward that scenario.

The Summit’s overall goal was to catalyze innovative thinking, global networking and imaginative problem-solving among tomorrow’s world leaders. By convening future young leaders’ summits on an annual or biennial basis, the Seminar will continue to build on its core tradition, since helping form the next generation of leaders has been at the heart of its mission from the very beginning.

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Strategies from Salzburg:

The International Study Program Begins Work with the Andrew W. Mellon Foundation, helping to build HBCU and ACA Universities into "Sites of Global Citizenship"

After four successful years of the International Study Program (ISP) and more than 1,000 participants, the ISP is both expanding its curriculum and extending its mission of making colleges and universities "sites of global citizenship." In 2008, working with its partner institutions, the ISP has begun using a new sustainable development curriculum, which not only emphasizes this aspect of global citizenship more strongly, but also broadens the scope of the ISP and presents opportunities for greater synergy with ongoing seminars and initiatives in this area.

In addition, building on the successes of the ISP, the Mellon Fellows Community Program was launched in January 2008. With the support of the Mellon Foundation, the program is designed to create a more sustainable institutional impact on colleges and universities that participate in the Seminar's Mellon Fellowship program. The program, called "Colleges and Universities as Sites of Global Citizenship," is bringing together a total of 15

colleges and universities — seven Historically Black Colleges and Universities (HBCUs) and eight schools belonging to the Appalachian College Association (ACA) — and is modeled on the success of the ISP faculty sessions.

Participating institutions are developing collaborative projects that focus on education for global citizenship and bringing a more international perspective to their classrooms, campuses and communities. During the program, these projects were further revised through a strategic planning process aimed at maximizing the effectiveness of their implementation. The January 2008 program was the first of a two-part series, and throughout this year, institutions will work to implement the action plans. In January 2009, the same institutions, and a majority of the same participants, will reconvene in Salzburg to evaluate progress, highlight successes and their difficulties, and develop the next stage of their project and implementation strategies.

THE SALZBURG GLOBAL SEMINAR



MISSION

The mission of the Salzburg Global Seminar is to challenge present and future leaders to solve issues of global concern.

STRATEGY

The Salzburg Global Seminar convenes imaginative thinkers from different cultures and institutions, organizes problem-focused initiatives, supports leadership development and engages opinion-makers through active communication networks, all in partnership with leading institutions from around the world and across different sectors of society.

VALUES

The Salzburg Global Seminar seeks to magnify the impact of individuals and institutions that bring just and humane values to bear on the global challenges facing their societies and the world.

PEOPLE

The Salzburg Global Seminar is an independent, non-governmental organization with a Board of Directors drawn from diverse regions, backgrounds and fields of expertise. It seeks in its faculty, fellows and staff people of the highest intellectual and leadership capacity from around the world and from all sectors of society, and attempts to benefit from their breadth of experience and perspective across the full range of its work.

SUPPORTING SALZBURG GLOBAL SEMINAR

The Salzburg Global Seminar is a private, not-for-profit organization incorporated under the laws of the Commonwealth of Massachusetts. It is a 501c(3) institution as determined by the United States Internal Revenue Service.

Tax-deductible contributions to the Salzburg Global Seminar may be made in the United States and several European countries. The Seminar has an associated registration in Austria under the name Salzburg Seminar Global Forum to which contributions may be made in euros. For more information on how you can support the Seminar's work, please call +1(202) 467-8825 or e-mail development@SalzburgGlobal.org.