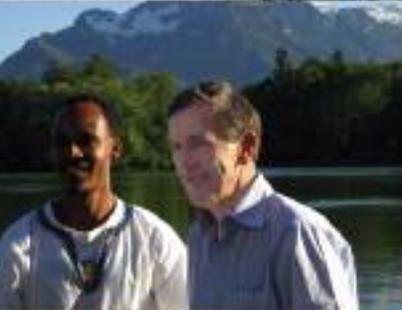




2009



ENABLING TRANSFORMATION  
...in public policy, education and the arts



SALZBURG GLOBAL SEMINAR

## ABOUT THE SEMINAR

Founded in the wake of World War II, the Salzburg Global Seminar was started as a means of encouraging and facilitating intellectual exchange among Europeans and Americans. Over the subsequent six decades, it has evolved into a global institution that brings together emerging and established global leaders to broaden thinking, challenge perspectives, enlarge horizons and lay the groundwork for future cooperation.

Without adopting any political agenda of its own, the Seminar asks critical questions on the most pressing topics of our times – from climate change to the legacy of conflict, and from trade barriers to the obstacles that impede the circulation of cultural objects. Its ability to spark thought-provoking discussions, along with its serene setting, creates an environment where ideas matter, where differences are respected and where those seeking a better world find common ground.

“The Seminar’s mission has remained constant: to help people come together across their differences to find common ground.”

**Hillary Rodham Clinton**

Special Guest Lecturer on the occasion of the Seminar’s 50<sup>th</sup> anniversary, July 14, 1997, at the session on *Educating Youth: Challenges for the Future*  
Op-ed for *The Washington Times*, July 17, 1997



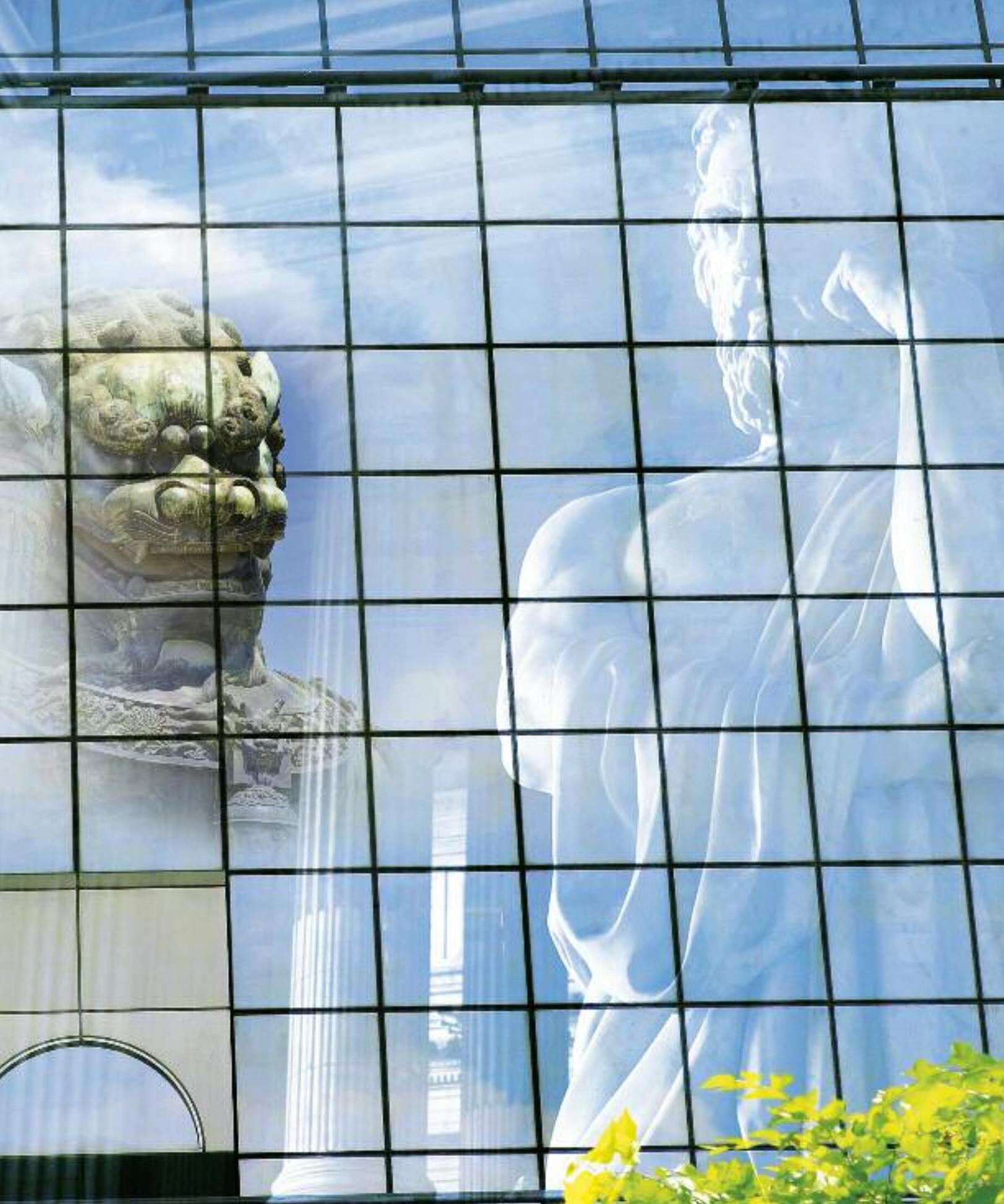
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## NABLING TRANSFORMATION

...in public policy, education and the arts

### TABLE OF CONTENTS

THE PRESIDENT'S LETTER .....	3
THINKING AHEAD .....	7
BRIDGING DIFFERENCES .....	9
MEDIA MATTERS .....	13
UNITED STATES IN THE WORLD .....	15
PROMOTING CHANGE: AFRICAN AGRICULTURE .....	17
ACHIEVING THE FREER CIRCULATION OF CULTURAL ARTIFACTS .....	19
BUILDING A SUSTAINABLE FUTURES ACADEMY .....	21
INTERNATIONAL STUDY PROGRAM – GLOBAL CITIZENSHIP .....	22
PROGRAMS 2009 .....	23
SALZBURG GLOBAL FELLOWSHIP .....	25
DEMOCRACY AND SUSTAINABILITY IN EMERGING ECONOMIES .....	27
MESSAGE FROM THE CHAIR .....	28
BOARD OF DIRECTORS .....	29
FINANCIAL PERFORMANCE .....	31
PHILANTHROPIC PARTNERS .....	32
STAFF LISTING .....	36



# N

## EW STRUCTURES FOR NEW TIMES

### PRESIDENT'S LETTER



How can institutions be better governed, understand and manage risk, and create sustainable long-term strategy? In this era of worldwide financial crisis, with daily failures of institutions large and small, these questions resonate across all sectors. For those trying to operate at global scale, they are central to survival and impact.

In normal times, historic missions, power arrangements and operating imperatives conspire to perpetuate the status quo. Only the presence of crisis makes fundamental rethinking inescapable and brings fundamental change into view. At times such as these, the challenge to leaders worldwide is to get the questions and the solutions right.

The Salzburg Global Seminar is bringing these questions of governance, risk and sustainability to bear on such areas as rebalancing the world monetary system, reconciling Islamic and international law, strengthening independent media, and enabling cross-border philanthropy. In these and other arenas, Salzburg helps imagine and design institutions sufficient to meet global demands. In the pages that follow, we highlight some of this work and the outcomes being produced.

Just as our seminars and policy initiatives examine how other institutions must change to meet today's challenges, Salzburg is addressing its own institutional structures and methods to maximize the value we add to global problem-solving.

To that end Salzburg and the 21<sup>st</sup> Century Trust are joining our programs for emerging leaders and raising our profile in diverse regions of the world. The Trust, founded by Sir David Wills, also the founding patron of the Ditchley Foundation, has for twenty years offered issue-oriented seminars to young leaders from across the world. Realizing the similar nature of our

missions and excited by the opportunity to increase impact by joining forces, the two organizations announced a strategic alliance in January 2009. As part of the new arrangement, we are merging the 1,700-member 21<sup>st</sup> Century Fellowship and the 20,000-member Salzburg Alumni to create the Salzburg Global Fellowship. An ambitious program of regional meetings and on-line interaction is already underway. Fellows in 160 countries are nominating future participants for Salzburg seminars, education academies and policy initiatives. They will soon contribute regional web reports and issue-related commentary. Fellows are helping develop and host mini-seminars in key cities around the world – in 2009 alone, New Delhi, Tokyo, Beijing, Vienna, Brussels, Strasbourg, Washington and Minneapolis are scheduled, and the list growing.

Another example of the Seminar changing form to maximize function is incorporation in The Hague of the Institute for Historical Justice and Reconciliation (IHJR). Founded in 2004 by Elazar Barkan and Timothy Ryback as a program of the Salzburg Global Seminar, the IHJR has built a track record of projects that utilize the search for a common history to draw into direct dialogue antagonists from conflict or post-conflict societies. Creating an atlas of 1948 that documents the movement of people, location of settlements and commitment of atrocities, for example, has drawn together Israeli and Palestinian scholars in the neutral setting of Schloss Leopoldskron, the Seminar's historic home in Salzburg.

Despite the importance of the IHJR's work, and generous support by private donors, resources were never sufficient to fully sustain the institute's ambitious agenda. An opportunity presented itself when the Dutch government offered to provide multi-year support for the IHJR in return for an agreement to relocate in The Hague. In response, Salzburg's leadership and the IHJR Advisory Board agreed to reconstitute the IHJR as an independent NGO, and, in May 2009, IHJR formally opened its offices at the Peace Palace in The Hague. With vigorous program ties and continuing use of the Seminar's inspiring, private location for meetings, the IHJR is well-positioned to advance the cause of truth and reconciliation.

Salzburg has taken additional steps to enhance its position as a highly unusual *global* policy center and leadership network – one that enables creative people from across cultures, sectors and ideologies to have their voices heard in the fashioning of global solutions. But as important as it is, inclusiveness isn't enough. To build credibility, Salzburg insists on the continuous questioning of assumptions, challenging of evidence and proposal of alternatives. This culture is driven by the active involvement of directors, issue advisors, staff, faculty and fellows, and takes fullest advantage of their diverse ideas and experience. To that end, Salzburg has:

- :: prioritized the election of international directors, whose numbers have grown even as the size of the Salzburg Board has shrunk from more than 50 to about 30 directors;



- :: established active, issue-oriented advisory groups in fields of concentration ranging from African Agriculture to the Arts; and,
- :: engaged as partners in each of its major initiatives those who are willing to make significant, multi-year investments – e.g., the International Bar Association in our work on reconciling Islamic and international legal systems, and a coalition of private and public donors to address the strengthening of independent media across the world.

Gaining greater visibility for ideas coming from Salzburg's programs is also vital. To draw attention to outcomes, the Seminar includes in its sessions editorial gatekeepers from traditional and new media organizations, produces video and web reports and enters partnerships such as one with the *Financial Times* in 2009 to evaluate the international performance of the Obama Administration over its first 100 days. Employing our global network of more than 20,000 fellows as a substantive resource, we are able to present comparative perspectives, vet policy proposals and identify next generation leaders.



Building a global institution also depends on a path to financial sustainability that supports an independent, non-ideological stance. This requires assembling, at each stage in our work, unusual coalitions of individuals, foundations, corporations, NGOs and governments. Special inspiration this year has come from groups of individuals who have coalesced to support core Seminar programs and needs.

- :: Friends of the late Sir David Gore-Booth – the British diplomat and Salzburg faculty member – joined forces to renovate a suite at Schloss Leopoldskron in his honor.
- :: Following a regional meeting of the Salzburg Global Fellowship in Delhi, a group of Indian Salzburg Fellows committed to raise an annual seminar fellowship.
- :: An international group is establishing an endowment for the Seminar's Rule of Law Program and to honor a former Salzburg chairman, Lloyd N. Cutler. In November 2009, the first annual Cutler Lecture will be held at the United States Supreme Court in Washington, DC and in 2010 the first Cutler Symposium will convene in Salzburg.

Through its programming, partnerships and advisory structure, the Salzburg Global Seminar frames questions and models solutions for a changing world. Using virtual and physical spaces, we supply room for tomorrow's leaders to test ideas, explore underlying values and seek common ground. With the support of friends around the world, these goals will remain the pivot of all we do.

*Stephen L. Salyer*  
**President & Chief Executive Officer**  
 Salzburg Global Seminar



# T HINKING AHEAD

"By bringing together leaders and thinkers from different cultures and institutions...the Salzburg Global Seminar helps devise creative solutions for the political, economic and social challenges that our planet faces today."

Benita Ferrero-Waldner, European Commissioner for External Relations and European Neighborhood Policy, European Union

The world is now paying the price for decades of ill-judged risk-taking, particularly in the financial sector but also in the areas of climate change and energy investment, where mounting evidence of risk has been too often minimized or brushed aside. A new course must now be charted, and new ideas are badly needed. The Salzburg Global Seminar seeks to stimulate those ideas, and also to facilitate their incubation by bringing thinkers and practitioners together from different countries and professional backgrounds.

**1. FINANCE:** for several years running Salzburg has brought together central bankers and other policymakers to consider financial and monetary imbalances and how to deal with them. In 2008, just days after the collapse of Lehman Brothers, a group guided by former U.S. Federal Reserve Chairman Paul Volcker (whom President Obama has since tapped to chair his Economic Recovery Advisory Board) developed a set of Generally Accepted Principles and Practices for Sovereign Wealth Funds. And in April 2009, Salzburg convened a special conference on *The Search for Stability: Financial Crisis, Major Currencies and a New Monetary Order*. Our aim – find and promote more effective ways to govern the global financial system, moving from crisis management to a vision for long-term stability.

**"If only we had been able to get some of these financial leaders who had their heads in the sand to come out to Salzburg for a few days then recent history could have been very different."**

Douglas Graham, author of "Ideation – the Birth and Death of Ideas"; founder and CEO, IDDEX (Enabling the Innovation Economy)

**2. CLIMATE:** here Salzburg's approach is to "connect the dots" between different global actions addressing different areas where progress needs to be made. Working across separate geographies, sectors and disciplines, we aim to:

- :: Build networks of corporate leaders;
- :: Connect local and regional governments looking to create public-private partnerships;
- :: Enlist forward thinking universities to revolutionize curricula, institutional practices and community policies; and,
- :: Create a next generation of world leaders with the understanding and tools to find solutions to climate change.

Since co-chairing a Salzburg Global Seminar on regional approaches to clean energy development, Christiane Egger, Deputy Manager of the Upper Austrian Renewable Energy Agency, has led a group of Austrian renewable energy companies for talks with American public and private counterparts. In Georgia, New York, Connecticut, Massachusetts and New Hampshire they leveraged contacts built in Salzburg to discuss ideas for energy efficient initiatives and collaborations.

**3. SOCIAL INVESTMENT:** Salzburg has been instrumental in assembling a consortium of philanthropic leaders and thinkers to examine how institutional impediments can be overcome and new structures established to optimize private global investment for public good. The multi-year project is exploring legal and regulatory changes to enable cross-border philanthropy, means of better correlating resource flows and social outcomes, and how to rethink the deployment of philanthropic assets to support growth of civil society in diverse cultures and at various stages of institutional maturity. In addition, Salzburg is seeking to include social investors in each of its policy discussions, and asking what particular value non-government, non-profit capital can uniquely add.



INCO RADIO  
93.9 FM

# B RIDGING DIFFERENCES

At the Salzburg Global Seminar people engage with others they might never otherwise have met. Issues are examined across sectors, generations, geographical and political boundaries. Conventional wisdom and institutional strategies are challenged. As a result, a rich understanding of global issues transforms discussion into action.

As critical global issues multiply, Salzburg's work becomes more urgent. In the complex environment created by globalization, professional and political divides can jeopardize the bringing together of the world's greatest talent, knowledge and resources to address global challenges. Thus Salzburg's ability to set the agenda and shape multi-disciplinary international policy debates is of crucial importance. Our work shows the power of bridge-building in action.

*“As a young woman in her early thirties, attending the Seminar was very meaningful to me. ... It was there when I first formed relations with associates from Arab countries, an important element that enhanced the Seminar's significance to me.”*

Yehudit Inbar, Director, Museum Division at Yad Vashem, the Holocaust Martyrs' and Heroes' Remembrance Authority, Jerusalem

For example:

## CEDAR (Connecting European Dynamic Achievers and Role Models) – the first pan-European network of Muslim professionals

Together with the Institute for Strategic Dialogue in London, Salzburg is spreading a culture of leadership and success in Muslim communities across the continent. CEDAR is helping move these communities, and outsiders' perceptions of them, from a narrow focus on "Muslim" issues towards strategies whereby individuals from within the community can achieve professional success. This involves:

- :: widening the choice of career options;
- :: participation in public discourse; and,
- :: interaction in professional, political and social networks.

## THE COMMON GROUND PROJECT – identification of common ground between Islamic and Inter- national Law

In partnership with the International Bar Association, in October 2008 Salzburg convened a group of 60 experts from 25 countries to look for complementary principles that might facilitate harmonization between these different legal traditions. The project continues: a select group of scholars, jurists, legislators and practitioners will publish a book on key areas of commonality and difference, and how the latter can be reconciled in practice.

“There are few venues in the world more strategically positioned to promote international dialogue than the Salzburg Global Seminar. ... It is a testimony to the vision and strength of the Seminar that the International Bar Association has partnered with it to undertake several influential programs on international law.”

Mark S. Ellis, Executive Director, International Bar Association

## WOMEN AND LEADERSHIP – a series of programs on women's participation in decision- making in politics, business and non-governmental organizations

Recent and up-coming sessions include:

- :: *Peacemaking and Peacebuilding: Securing the Contributions of Women and Civil Society* (September 2008)
- :: *Smart Change: Investing in Women and Girls – Leveraging Philanthropy for Global Impact* (October 2009)

The Seminar is identifying strategies to improve women's access to leadership roles and create useful alliances to promote their advancement.



Parvin Ali, Founder and CEO of the FATIMA Women's Network, in discussion with participants at the European Muslim Professionals Network



Yoriko Meguro, Professor of Sociology at Sophia University in Tokyo, and former Japanese Representative to the UN Commission on the Status of Women

## CULTURE AND THE ARTS

– a series of programs to foster intercultural dialogue and exchange



Recent and upcoming sessions include:

- :: *Achieving the Freer Circulation of Cultural Artifacts* (May 2008)
- :: *Recognizing and Promoting the Critical Role of Translation in a Global Culture* (February 2009)
- :: *Connecting to the World's Collections: Making the Case for the Conservation and Preservation of our Cultural Heritage* (October 2009).

Our focus on the role that museums and literary translation can play in furthering mutual understanding of diverse histories and cultures has led to recommendations for key stakeholders to:

- :: overcome legal, ethical, political and practical obstacles to exchanges between museums; and,
- :: provide a richer variety of books from all cultures to a worldwide reading audience.

We are also exploring long-term initiatives on museum exchange and on translation from marginalized languages. One partnership already underway involves museum-based Salzburg Fellows in the United Kingdom and in Kenya working together on projects to advance community identity, oral history and work with vulnerable groups.

In all these areas, by opening channels of communication across boundaries of various kinds, the Salzburg Global Seminar is bringing sharper focus to strategies that serve our common purpose and common future.



# MEDIA MATTERS

"If one joint research and development arm for the whole media assistance sector were to be established it would look exactly like this initiative of the Salzburg Global Seminar."

Sasa Vucinic, Managing Director, Media Development Loan Fund Inc.

There is much evidence to suggest that a free and independent media sector is an essential component of equitable economic development and democratization. However, while hundreds of millions of dollars have been invested in international media development projects, there has been very little convergence of strategy among donors, development agencies and education systems. In a world where, by the end of this year mobile phone diffusion will reach 4 billion users and by 2012 global internet use will exceed 2 billion users, there has to be a re-evaluation of how we align strategies for investment, education and reporting. The incorporation of digital media strategies in these areas today presents an opportunity for more equitable and better informed societies tomorrow. The *Salzburg Media Initiative* is working to ensure that such important investments are tightly co-ordinated, target specific global challenges and have maximum impact. The three components of the initiative are:

**1. STRENGTHENING INDEPENDENT MEDIA** – a series of international meetings focused on increasing the scale and effectiveness of funding for media development. There is an increasing consensus among educational, governmental and philanthropic leadership on the vital role media play in good governance, economic development and civic engagement. A strong case can be made for more worldwide investment in independent media. In this regard, recommendations are being crafted to guide future investment and to better link to development agencies, foundations, financial institutions and individual investors.

**2. The SALZBURG ACADEMY on MEDIA AND GLOBAL CHANGE** – working with 19 universities on 5 continents the academy and its partners are examining the roles media play in how we understand major issues and are constructing innovative global media literacy curricula. The academy's educational content is now being used in more than 60 countries. For example, it is being taught in Mexico City high schools, adapted into a media literacy text book in China and disseminated worldwide through partnerships with UNESCO, the UN Alliance of Civilizations, the World Association of Newspapers and Link TV.

**3. The SALZBURG-KNIGHT FELLOWSHIPS** – a program that draws young, diverse editors and news managers to international meetings at the Salzburg Global Seminar, and encourages them to pursue coverage that goes beyond conventional reporting of international issues.





# UNITED STATES IN THE WORLD

In 2009, as the 100<sup>th</sup> day of President Obama in office approached, the Salzburg Global Seminar asked 8 international experts to write a brief evaluation of Obama's performance, based on the goals set out in the memo, and to give his performance a rating, on a scale from A+ to F. The scoring of the 8 areas was summarized in an op-ed piece in the *Financial Times*.

([www.salzburgglobal.org/go/ObamaScorecard](http://www.salzburgglobal.org/go/ObamaScorecard))



Edward Luce, Washington Bureau Chief of the *Financial Times*, addresses participants at the session.



Timothy Wirth, President, United Nations Foundation, introduced the Salzburg "Roadmap for Re-engagement" to the US House Foreign Affairs Committee, November 2008.

Last November, immediately after the United States' 2008 presidential election, the Salzburg Global Seminar brought together leading decision makers and analysts from 26 countries to create a "message from the world" outlining the hopes and expectations of the international community for the new administration as well as exploring what the administration's policies were likely to be. They produced a memorandum – "Roadmap for Re-engagement: The World's Advice to the New Administration" – in which they offered a set of guidelines for the first hundred days of the administration, policy recommendations for the longer term, potential challenges and pitfalls to be avoided. The memo was presented during a congressional briefing on Capitol Hill, November 2008, at the invitation of Chairman Berman of the House Foreign Relations Committee and hosted by the United Nations Foundation.

**"The Salzburg Global Seminar allows everyone to think rationally enough to see the faint chance of the impossible becoming possible, with work and the right will..."**

Toshi Knell, Ratifiers for Democracy

A short video of the Salzburg session, based on plenary sessions, working groups and interviews with participants, offers a succinct "message from the world." ([www.salzburgglobal.org/go/458videos](http://www.salzburgglobal.org/go/458videos))



Louis Michel, European Commissioner for Development and Humanitarian Aid, addressed the conference on its final day.

# PROMOTING CHANGE: AFRICAN AGRICULTURE

*Towards an African Green Revolution*, a Salzburg Global Seminar Initiative, was launched in May 2008 with a keynote address by former UN Secretary-General Kofi Annan. Planned in partnership with the Sussex-based Institute for Development Studies, the meeting in Salzburg attracted more than 100 delegates from across Africa and included major private and public donors active in the region. With the high cost of petroleum aggravating an already difficult situation, the delegates sought ways to increase agricultural production and support related infrastructure development essential to food security and sustainable development.

The perspectives of participants, points of agreement and recommendations, were captured in the publication *Towards an African Green Revolution* ([www.salzburgglobal.org/go/greenrevolution](http://www.salzburgglobal.org/go/greenrevolution)). The Report, shared widely among African farmer groups and NGOs, African government ministries, research organizations, donors and international agencies, argued for policies that connect improved seeds with better cultivation and infrastructure investment to move Africa once again toward self-reliance in food production.

The Initiative's next phase seeks to make farmers groups full partners in policy formulation through sub-regional meetings across Sub-Saharan Africa, and to develop action recommendations for policy-makers and donors.

**Kofi Annan**, former UN Secretary-General and Chairman of AGRA, gave the keynote address and stayed for the full four days to lead the conference.



# Achieving the Freer Circulation of Cultural Artifacts

What are the obstacles – legal, ethical, political and practical – to the exchange of cultural artifacts between museums?

These were the questions posed at a Salzburg Global Seminar's session in 2008: *Achieving the Freer Circulation of Cultural Artifacts*. Sixty cultural authorities and museum representatives from 29 countries developed recommendations which identified new and better ways to promote the sharing of art and artifacts. These recommendations ranged from virtual access, to practical strategies for expanding loan programs worldwide. The participants also identified 4 areas where further efforts were needed to advance increased exchange among museums:

- :: creation of an international indemnity scheme;
- :: development of an international convention on anti-seizure;
- :: creation of an equitable, international standard of loan procedure; and,
- :: building of a "community practice" to increase the sharing of knowledge through a network of museum partnerships and staff exchanges.

A working group has been formed to pursue work in these areas in a more meaningful way and maximize the impact of these efforts.

As a follow-up to the 2008 session, the Seminar, in partnership with the Institute for Museum and Library Services in Washington, DC, will convene a session in October 2009, *Connecting to the World's Collections: Making the Case for the Conservation and Preservation of our Cultural Heritage*. The focus here will be on optimizing collection conservation in museums and libraries looking at collaboration, advocacy and public awareness, sustainability, risk assessment, new technologies and education and training.



Neil MacGregor, Director of the British Museum, came to Salzburg to co-chair *Achieving the Freer Circulation of Cultural Artifacts*





# BUILDING A SUSTAINABLE FUTURES ACADEMY

The complexities of the climate crisis – depletion of natural resources, a rising population, persistent global economic imbalances – extend far beyond national borders and demand an international response.

There are no easy solutions, and there can be no unilateral agendas. To ensure a sustainable future, there needs to be a broad based and enduring socio-economic transformation. In that context, universities must play a leading role in equipping the next generation of world leaders with the knowledge and skills that they will need to meet these challenges. This will mean finding new ways of deploying knowledge to promote action. Linking progress in higher education with equitable economic and social development is critical to the long-term sustainability of our planet, and a major pillar of the Salzburg Global Seminar's new educational initiative, the *Sustainable Futures Academy*.

Building on the success of the Seminar's other recent higher education programs – the *International Study Program* and the *Salzburg Academy on Media and Global Change* – the Academy will bring together partner universities to design innovative and multidisciplinary approaches that seek specific solutions to the complex challenges of a more sustainable world.

The first meeting of universities to plan the Academy will take place in Salzburg in July 2009. This session – *Greening the Minds: Universities, Climate Leadership and Sustainable Futures* – will set the agenda for the Academy's first phase. The session will also explore new ways for universities to advance both education and practice and will help design an international plan for the official launch of the new Academy in 2010.

# I NTERNATIONAL STUDY PROGRAM – GLOBAL CITIZENSHIP



Since the Salzburg Global Seminar instituted its *International Study Program (ISP) on Global Citizenship* five years ago, more than 1500 university and college administrators, faculty and students have taken part in individual and institutional transformation.



It involves stakeholders at every level, from university chancellors to freshmen students. The ISP has influenced the academic and career choices of students, the ways in which college professors have integrated broader global perspectives into their courses and the approach of institutions to global citizenship.

For example, Tarrant County College has created a new Office for Global Education with the primary purpose of "integrating global awareness throughout the curriculum."

Its Advisory Committee will include faculty, administrators and students who have participated in the Salzburg program. The *Mellon Fellow Community Initiative* brought together Historically Black Colleges and Universities (HBCU) as well as members of the Appalachian College Association for a series of workshops.

Morehouse College, Spelman College and Clark Atlanta University, all participants of the Mellon Fellow Initiative, organized a workshop - *Darfur: a Global Conflict*. Working with ISP faculty member and Sudanese peace activist Najwa Gadaheldam, the participants drafted a white paper outlining ways in which the US government could influence the situation in Darfur. The next steps will include circulating the white paper among State Department officials.

With its ability to involve institutional partners the Salzburg Global Seminar has helped mobilize a growing number of committed and engaged constituents. The International Study Program is having a lasting impact on its partners at the individual, curricula and institutional levels.



# P ROGRAMS 2009

Every year the Salzburg Global Seminar organizes programs on a wide range of cutting edge issues involving more than 1,000 current and emerging leaders from every region of the world. The sessions take place at the Seminar's historic home in Salzburg, Schloss Leopoldskron, and at other sites worldwide. Programs are grouped into four categories:

**Seminars** are in-depth explorations of a single issue with an eye toward incubating possible solutions, led by top leaders and experts and involving emerging leaders from government, academe, business and non-governmental organizations.

**Initiatives** are multi-year projects, conducted in partnership with the world's leading organizations and working with senior

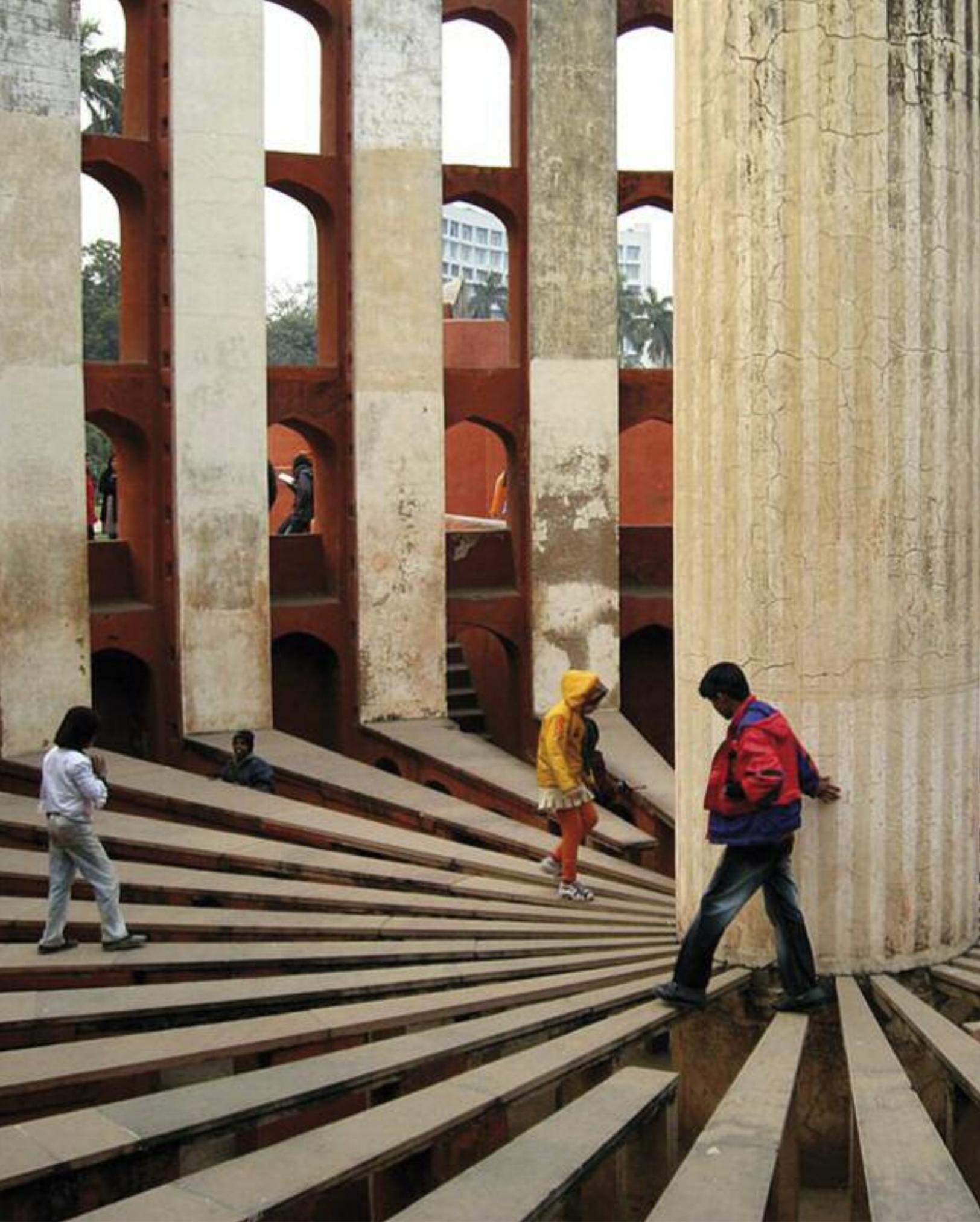
experts, to advance policy objectives and practical solutions to significant global challenges.

**Education programs** offer opportunities for university students, faculty and administrators to incorporate global perspectives and new methods in their studies, teaching, research and public service, both individually and institutionally.

**Networks** support and amplify the interlocking relationships of Salzburg Fellows 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](http://www.SalzburgGlobal.org)

SEMINARS	INITIATIVES <i>(by invitation)</i>	NETWORKS
Traduttore Traditore? Recognizing and Promoting the Critical Role of Translation in a Global Culture February 21–26	African Agriculture Development: Towards an African Green Revolution	Democracy and Sustainability in Emerging Economies: India as a Case Study February 2–4
The Search for Stability: Financial Crisis, Major Currencies and a New Monetary Order April 18–22	European Muslim Professionals Network: CEDAR	Salzburg Congress on Urban Planning and Development – 41 <sup>st</sup> Congress !Lifestyle? versus Life Patterns: Planning for new urban and rural inter-dependence May 14–17
12 <sup>th</sup> Annual Freeman Foundation Symposium: Strengthening Cooperation Between the US and East Asia Freeman Symposium – <i>by invitation</i> June 6–11	Optimizing Institutional Philanthropy	Preventing Genocide and Mass Violence: What can be learned from history? June 12–14
Greening the Minds: Universities, Climate Leadership, and Sustainable Futures July 11–16	Strengthening Independent Media	Salzburg Global Seminar – Summer Festival The Next 200 Years of Darwin: Exploring the Evolving Legacy August 21–27
Confronting Protectionism: How Business and Governments Can Build Support for Open Markets September 29–October 4	Visiting Advisors Program: Strengthening Universities	American Studies Symposium – Globalization and American Popular Culture September 25–28
Smart Change: Investing in Women and Girls Leveraging Philanthropy for Global Impact <i>by invitation</i> October 18–23	<b>EDUCATION</b> International Study Program – Special Mellon Fellows Initiative for ACA and HBCU institutions January 6–13 January 14–21 December 14–21	Stress-testing the European Union: How effectively has the EU responded to the global economic crisis, and how might it be changed by it? September 27–28
Connecting to the World's Collections: Making the Case for the Conservation and Preservation of our Cultural Heritage October 28–November 1	International Studies Program on Global Citizenship – Student Session March 5–12 April 9–16 May 29–June 1	20 Years After: What next for Europe 'whole and free'? October 13
Asia's Emerging Powers: Rivalry and Global Responsibility December 8–13	International Study Program – Faculty and Administrators Session July 1–8 July 17–24	Salzburg Global Seminar – Winter Festival A New Year's Celebration December 27, 2009–January 3, 2010
	Salzburg Academy on Media and Global Change July 26–August 15	



# SALZBURG GLOBAL FELLOWSHIP

"I am delighted by this new arrangement and honored to join the Salzburg Board. It has long been clear that our two organizations were travelling along closely parallel paths ... It's wonderful to think that the Trust Fellowship will from now on be able to consider the incomparable Schloss Leopoldskron as a base for their activities..."

Chris Patten, Chancellor, University of Oxford

Since the first session of the Salzburg Seminar in 1947 more than 27,000 participants from some 160 countries have invested time, expertise and creativity in discussing ways to bring about positive change in the world. This diverse group of individuals – many of whom have gone on to become leaders across ranging spheres of activity in all regions of the world – has made incalculable contributions to the betterment of communities, nations and the world. Salzburg is now making a more concerted effort to ensure that all who have been involved in its programs have continuing opportunities to contribute to and benefit from this unique worldwide network of Fellows.

That network now also includes the Fellows of the 21<sup>st</sup> Century Trust, which was a small non-profit organization with similar goals and focus to those of the Seminar but a much more active fellowship program. The new joint network formed by the two institutions – the Salzburg Global Fellowship – was launched at the beginning of 2009. Since then John Lotherington, formerly Director of the 21<sup>st</sup> Century Trust, has joined the staff of the Salzburg Global Seminar as Senior Adviser and Director of Seminars. The Trust's former Chairman Chris Patten (Lord Patten of Barnes), and Catherine Wills, daughter of the Trust's founder, Sir David Wills, have joined the Salzburg Board of Directors.

Future possibilities for the Fellowship include interaction among Fellows around the world and a range of conferences in regional centers, as well as Fellows supporting the Seminar personally or forging links with other organizations. By joining programs in Salzburg, at other locations around the world, and on-line, life-long members of the Fellowship can reconnect to the work and mission of the Salzburg Global Seminar and renew the aspirations that attracted them to the Seminar or the Trust in the first place.



The world's largest democracy votes, May 2009

# D

## EMOCRACY AND SUSTAINABILITY IN EMERGING ECONOMIES

In early February 2009 Fellows of the Salzburg Global Seminar and the 21<sup>st</sup> Century Trust came together for the first time as a single entity. Meeting in New Delhi, India, the Fellows applied their knowledge and expertise to issues related to *Democracy and Sustainability in Emerging Economies: India as a Case Study*.



As one of the events attached to the *Delhi Sustainable Development Summit* as well as looking ahead to India's May elections and the *United Nations Climate Conference* in December 2009, Fellows looked at India's many methods, structures and projects intended to combat climate change and promote growth, sustainable socially as well as environmentally, within the world's largest democracy. Keynote speakers included Nitin Desai, Secretary-General of the 2002 World Summit on Sustainable Development; Alan Rosling, Executive Director, Tata Sons Ltd and Rajendra Pachauri, Nobel prize-winning Chair of the Intergovernmental Panel on Climate Change.

Other Fellowship programs planned for 2009 include an event in September at the European Parliament in Brussels, at which Fellows will assess the European Union's response to the current financial crisis, including notably its efforts to reconcile the divergent recovery policies of its member states, the effectiveness of support given to the more vulnerable among them and the extent to which governments have resisted, or yielded to, protectionist pressures.

# M

## ESSAGE FROM THE CHAIR



Debt is not usually thought of as something to boast about – especially, perhaps, in these uncertain economic times. But there is one debt of which the Salzburg Global Seminar is very proud: our debt to hundreds of individuals – many at the most senior levels of their profession – who, over more than six decades, have served us as Faculty, Guest Lecturers or Resource Specialists, or in other ways have offered their insights, leadership and guidance to thousands of Fellows attending our programs.

It's a tradition that goes back to the Seminar's founding in 1947. The three visionary young men at Harvard who persuaded the likes of Margaret Mead, Walt and Elspeth Rostow, Wassily Leontief, F.O. Matthiesen and Alfred Kazin to travel to Salzburg that summer and teach a six-week seminar were in no position to offer any material reward. So they solved the problem in the simplest possible way: they asked these brilliant scholars and practitioners to *donate* their time and services in return for lodging in the war-damaged 18th century Schloss Leopoldskron; feasting on a plentiful diet of bread and potatoes; and the extraordinary opportunity to teach, and learn from, a group of young people whose lives had been irrevocably altered by the Second World War. They accepted, and were soon followed by others no less distinguished, including the late John Hope Franklin, who served as faculty in 1951 and 1958, and later on the Seminar's Board of Directors.

Today the conditions in which our Faculty are housed and fed are considerably improved. But the request we make of every Faculty member we invite remains the same. The fact that each year dozens of highly qualified and very busy individuals – people of the caliber of Kofi Annan and Paul Volcker – continue to accept our invitation reflects their commitment to the core of the Seminar's mission – which is to find common vision and purpose, across cultural, geographic and professional boundaries, for building a better world.

Having been on a Faculty myself, I can state unequivocally that the compensation a Faculty member receives from the Salzburg experience is one that cannot be quantified in any currency. Nonetheless, the Seminar recognizes that the unique experience it offers each year to hundreds of Fellows from all over the world is made possible only by the extraordinary contributions of these dedicated, devoted and self-giving people. In their debt the Seminar will forever remain – and that is the debt of which we are justly proud.

*Walter E. Massey*  
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# B

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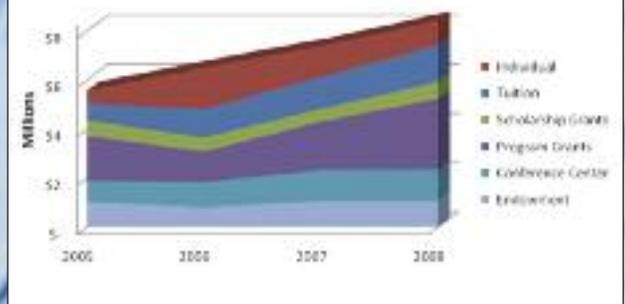
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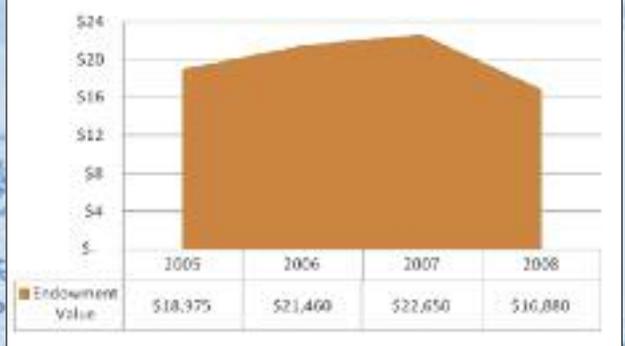
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Trends in Operating Revenue



Endowment Value by Contributed Source



# F INANCIAL PERFORMANCE

Operating Revenue grew in 2008 at the year-on-year rate of 10% despite a dramatic end-of-year slowdown in the world economy. This continues a pattern since 2005 of double-digit annual revenue increases. The difficult financial climate significantly reduced individual giving and endowment earnings, both ending the year substantially below budget and our break-even objective. In response to falling income, management froze hiring and discretionary expenditures in the third quarter of 2008. Anticipating a difficult fundraising climate in 2009, Salzburg further reduced staffing hours, froze wages and benefits and implemented other cost savings. To mitigate budget risk from fluctuations in the Dollar/Euro exchange rate, Salzburg entered into foreign currency hedging contracts.

The following table shows the overall Operating Revenue and Expenses for the Seminar for the four-year period 2005–2008.

<b>Operating Revenue and Expenses</b> (in thousands of U.S. dollars)				
	2005	2006	2007	2008
	(actual)	(actual)	(actual)	(actual)
Revenues	\$ 5,573	\$ 6,509	\$ 7,397	\$ 8,135
Expenses	\$ 6,392	\$ 7,086	\$ 8,596	\$ 9,427

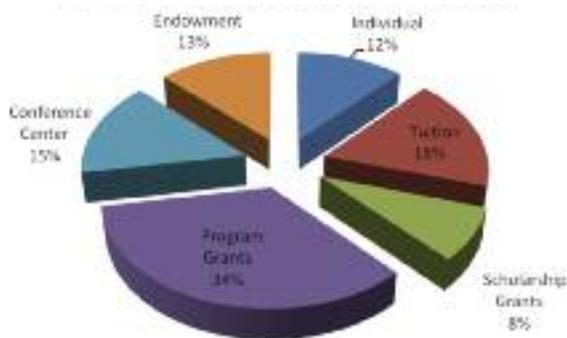
In 2009, revenue is expected to increase, but at a slower overall rate than in recent years. Salzburg has reorganized certain administrative and program functions to achieve greater efficiencies, taken steps to consolidate and reduce debt service and is examining additional strategies to hasten progress toward financial equilibrium.

Since 2005, the dollar value of each revenue source has grown, while the relative shares have remained roughly constant.

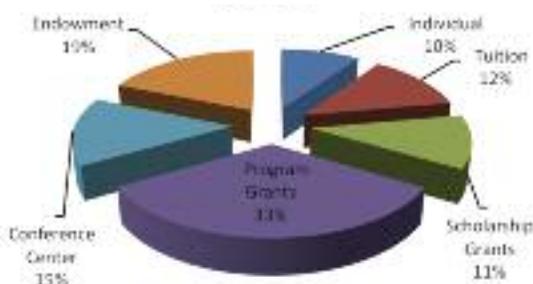
The Salzburg Global Seminar's endowment portfolio was buffeted in 2008 by the same forces reducing the value of most educational and non-profit endowments. The 2008 decrease of some 25% in endowment value will reduce earnings available to spend in 2009, likely in 2010 and perhaps beyond.

To view our most recent audited financial statement, please visit [www.SalzburgGlobal.org](http://www.SalzburgGlobal.org) or request a copy from the Finance Office, Salzburg Global Seminar, 1828 L Street, NW, Eleventh Floor, Washington, DC 20036.

**2008 Operating Revenue – \$ 8,1 M**



**2005 Operating Revenue – \$ 5,6 M**



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The Salzburg Global Seminar has made every effort to create an accurate listing of all contributors during the 2008 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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# HANNA TETTEH

## SALZBURG FELLOW



Each year, the Salzburg Global Seminar asks its Fellows around the world to help others realize the transformative experience of attending a Salzburg Seminar. Our vehicle is an Annual Campaign, designed to boost scholarship funds available to support participation of emerging leaders from all regions of the world. In 2009, three Fellows are taking leadership roles in the annual campaign – Benny Tai, Hanna Tetteh, and Astrid Tuminez.

“One way I can demonstrate my gratitude and staunch support for the Salzburg Global Seminar is to serve as a representative for the Seminar's annual 2009 campaign. It gives me great satisfaction to join the many other volunteers who believe that investing time in securing support for the Seminar is an investment in the future and all who work to create a just and more equitable world.”

Hanna Tetteh, Minister for Trade and Industry, Ghana

Hanna Tetteh was a member of the Ghanaian Parliament when she attended her first Seminar in 2003 on the topic of *Strengthening Democracy and Governance: Women and Political Power*. The following year she returned to the Ghana Agro Food Company Ltd. to head the Administration and Legal Department, and also participated in the session *World Trade Negotiations: The Politics and Economics of Trade*. She came to Salzburg a second time in 2006 for a session on *Women, Political Power and Next Generation Leadership*, then served as a faculty member in 2007 for *Breaking the Glass Ceiling: Women in Politics and Business*.

In Ghana's 2008 presidential election, Ms. Tetteh took on the position of spokesperson for candidate John Evans Atta Mills. Following his victory, President Mills appointed her Minister for Trade and Industry in February 2009.

Hannah Tetteh is a one of many leaders across the world who have benefited from their association with Salzburg. We are deeply grateful for her belief in the Seminar's importance, and commitment to help extend its impact to future generations.

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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.

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