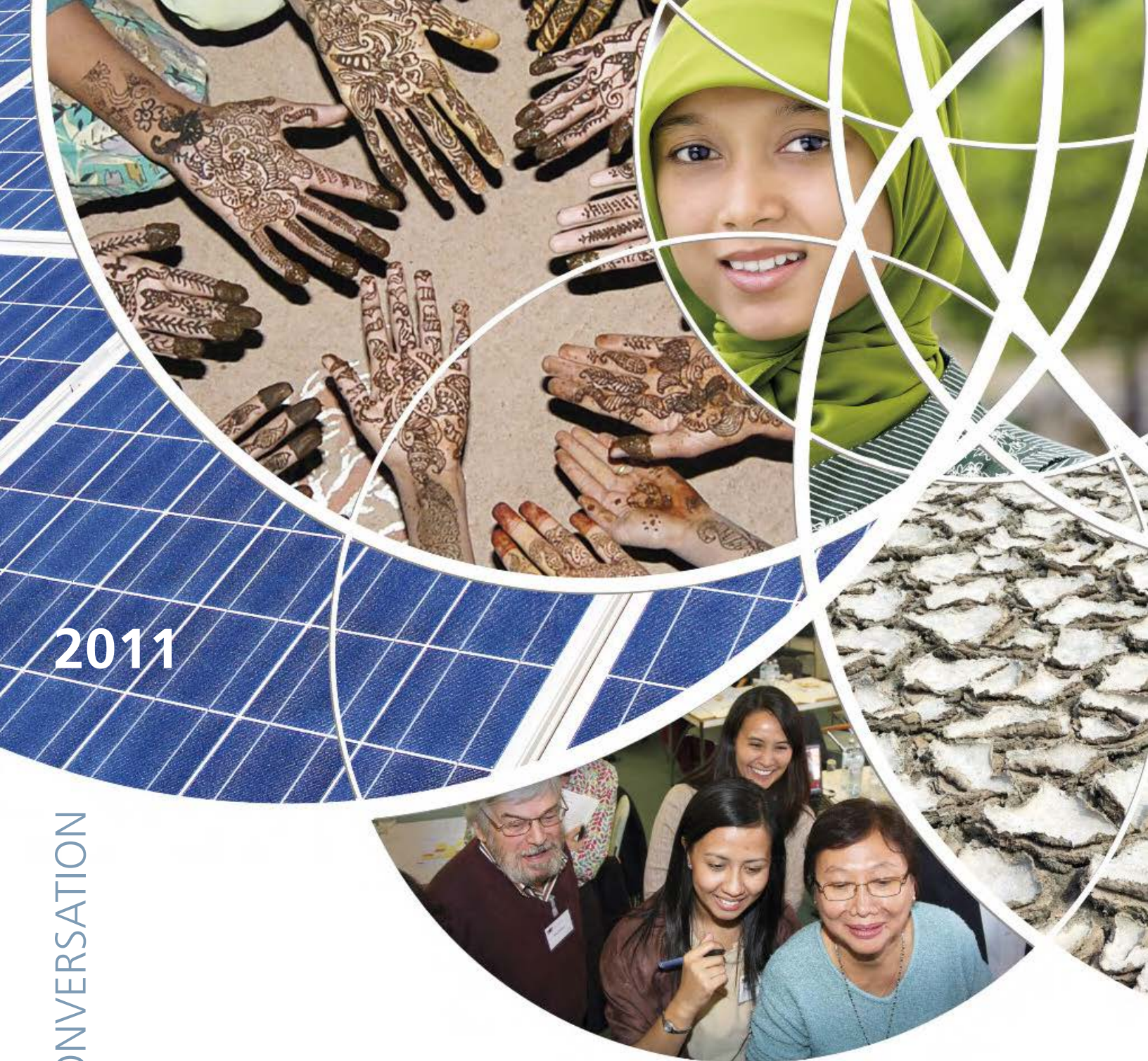


2011

LEADING THE CONVERSATION



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 secluded and serene setting, creates an environment where ideas matter, where differences are respected, and where those seeking a better world find common ground.

“Behind the idea of the Salzburg Seminar was a whole conception of human responsibility. And for me...the great experience above all was that suddenly you learned you had responsibility, you could do things.”

Clemens Heller, Co-founder of the Salzburg Global Seminar

L EADING THE CONVERSATION

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HE PRESIDENT'S LETTER

This is a time of constant recalibration; leaders in every field must make sense of complex situations – and fast. How can the leaders of today and tomorrow prepare for this challenge? Building on our 65-year history as a cross-cultural and strategic meeting place, in 2011 Salzburg Global Seminar offered a wide-ranging program, coupled with an ever-expanding international network, empowering our Fellows to enact real change in the 2.0 world.



■ We live at a time of almost constant recalibration. Shifts in technology, the economy, politics and the arts occur on an ever shorter cycle, frustrating attempts to plan and placing extraordinary demands on those who seek to govern. Leaders in every field are challenged to make sense of complex situations amidst popular distrust and a growing demand for transparent decision making. Is there a way to turn upheavals and pressures into opportunities? How do rising leaders gain perspective and practical knowledge relevant to the challenges they face?

For 65 years, the Salzburg Global Seminar has stood apart from think tanks and university centers as a profoundly cross-cultural, strategic meeting place – connecting theory and practice, the long view and the need for action. It has demonstrated a remarkable ability to identify issues before they reach center stage, engage young leaders on their way to influence, and advance the conversation on problem-solving strategies and implementing structures.

Future leaders will rely less on planning and control, and instead, more on learning and adapting. They will depend on external networking for ideas and feedback, and use convening to test concepts and attract support. Many of the young leaders from across sectors and regions who have participated in our Seminars frequently comment on how traditional education and training does not provide them with what they and others like them need to be effective.

The Seminar is revising its programs to better address this still emerging paradigm, by selecting arenas where there are abundant

opportunities to advance thinking and action, facilitating the development of innovative solutions, and empowering our Fellows to create real change. Through this revision of our program, we also aim to only select topics where we, together with our financial partners, can make a multi-year commitment to achieving measurable results and impact.

To this end, 2011 saw the continuation of our Salzburg Media Academy and International Study Program, as well as the launch of our 'Optimizing Talent' sessions, looking at closing the gap between education and social mobility. In addition, we have also continued the 'Health and Health Care' series of Seminars, looking at how global communities can foster innovation which enhances the value of health care. Over the past year, our sessions focused on the role of women in economic development, philanthropy, sustainability, and the rule of law. The Seminar and its staff, together with our global network of Fellows, have garnered a wide range of knowledge and expertise over the years, as well as developing strong working relationships with a variety of intellectual and funding partners; the topics of our sessions held in the past year reflect this.

Our Fellows consistently tell us that our seminars stimulate new thinking and help them build global networks of lasting value. Most express the desire to continue the process begun in Salzburg, to share more of what they heard with colleagues and to have help in applying the lessons taken away. Since 2009, we have ensured the continuation of these connections formed in Salzburg through our alumni organization – the Salzburg Global Fellowship.

In addition to events in Boston, San Jose and Amman, Jordan, we also held our first "Salzburg Seminar on wheels" in 2011; 18 Fellows joined Salzburg Global Seminar staff on a study tour of several Chinese cities to see the effects of urbanization and the development of sustainable cities. Looking ahead, we hope to capitalize on our global network of Fellows to carry forward the work begun in Salzburg on a regional basis, and to test with them ideas for future seminars – tying our Fellows more closely to our core program at Schloss Leopoldskron.

Our 'off-the-record' atmosphere encourages participants to speak freely; however, as a result, not enough of the intellectual value created reaches interested audiences across the world. To meet this challenge, we are testing better ways to share our content – conducting brief interviews with experts on-site, tweeting 'on-the-record' sessions, and potentially producing webinars on selected policy topics.

The Salzburg Global Seminar is a small institution that thinks big. Building skills essential in a 2.0 world is a vital part of solving problems of global reach and proportion. Yet nothing in the digital world replaces the chance to spend time with others who care passionately about solving your problem, and with those who are poised to play outsized roles. The world needs far more innovators, entrepreneurs, and collaborators. Salzburg Global Seminar's mission is to support those whose ideas will move the conversation, and whose courage will carry the day.

Stephen Salyer
President & Chief Executive Officer





CCLICK, LOOK AND LISTEN

"Scientists and musicians alike agree that music offers an additional avenue for cognitive development in young people; there is also the added dimension and value in studying music, that of learning a language very different from verbal language, a language that combines opposites, a language that transcends the barriers separating different tongues in different countries..."

Maria Majno, Vice President, Mariani Foundation for Child Neurology, Milan;
President, European Mozart Ways



Ethan Zuckerman



Jeanne Bourgault



Odile Gakire Katese

STRENGTHENING INDEPENDENT MEDIA

■ Across the world, digital media are transforming the production, distribution and consumption of news and information. More than five billion mobile phones, the rise of social media and an ever increasing number of “apps” on tablet computers have opened up a new dimension to news consumption that is changing the way we perceive current events and make sense of our world.

The Seminar’s 2007–2010 series, Strengthening Independent Media (SIM), supported by the John S. and James L. Knight Foundation and the Global Forum for Media Development, assembled representatives from organizations that invest in media plurality and independence, using communications to support grassroots development and citizen reporting to hold governments accountable. Underlying the SIM conversation was the dual conviction that greater funding for media development and coordinated action among investors will cause more ventures to progress towards sustainability.

As the SIM conversation unfolded, donors who rationalize their support for media development in diverse ways came to agreement on core elements critical to success in the fast-changing digital era. These included:

- :: greater tolerance for risk-taking and failure in order to stoke innovation;
- :: long-term sustained investment to allow initiatives time to mature;
- :: flexibility for grantees to reallocate funds as conditions change on the ground;
- :: openness to collaborate and co-invest with other donors to achieve scale;
- :: transparency on grant priorities, criteria and processes to encourage a wider range of applicants; and,
- :: originality in the way start-up awards are made to encourage individual entrepreneurs and non-traditional media applications.

Obstacles to effective media development tend to be long-term, complex and inter-connected. Several that received particular attention through the Salzburg meetings were:

- :: the tendency to accentuate the local in new media content and communications, and an absence of cross-cultural facilitators;
- :: limitations in real time language translation capability on the web, reinforcing stereotypes and pre-existing prejudices;
- :: reliance on traditional grantmaking and the absence of loans and investment funds at crucial stages in media development;
- :: declining capacity for serious investigative journalism as media business models weaken, while new methods for pooling support are still infant; and,
- :: threats to journalists safety and the absence of legal protections.

In terms of media research, the SIM conversation assigned a high priority to understanding how news is actually being created and consumed in specific places and how media literacy efforts advance civic participation.

SALZBURG ACADEMY ON MEDIA AND GLOBAL CHANGE

■ Can we transform the way that we teach and learn about media, cutting across national and cultural borders? This is the aim of the Salzburg Global Seminar’s annual Academy on Media and Global Change.

Over the past five years the Academy has brought together 250 students and forty faculty members from twenty-six countries on five continents.

The sessions have created an impressive Media Literacy Curriculum downloaded in 114 countries – i.e., learning modules, lesson plans and short films available under the headings of Agenda-Setting, Framing, Conflict, Freedom of Expression and Social Media.

The Academy has also launched a global study, “Unplugged,” documenting dramatic changes in media use and its effects among college students on five continents, and is developing the first “global social media news index” to demonstrate how the blogosphere is changing how and what we consume as “news.”

Students in 2010 heard from several guest speakers including The Honorable Richard Goldstone, who talked about his experience of working with the media during his inquiry in South Africa in the early 1990s and his role later that decade as the First Chief Prosecutor of the United Nations International Criminal Tribunal for the former Yugoslavia and for Rwanda from August 1994 to September 1996. In 2011, Washington Post Pulitzer Prize-winning reporter Dana Priest discussed “getting people to talk with you” and how to use publicly available online sources to discover and document facts powerful people want to suppress. Charlie Sennott, managing editor of GlobalPost.com, helped students understand how digital news opened new opportunities while creating new challenges in terms of financial sustainability.

Having established itself as a unique comparative journalism program and hub for global media literacy resources, the Academy is extending its reach to include collaborative research, online exchange of resources and opportunities for news innovation and internships on an international scale.

INSTRUMENTAL VALUE: THE TRANSFORMATIVE POWER OF MUSIC

THE SOUND OF MUSIC

■ What is it about music that transcends all boundaries? What are its collective and communal powers? How can music help to unleash and nurture the talents of young people? What is the link between music and neurological development?

These questions were at the core of “Instrumental Value: The Transformative Power of Music” a session fittingly convened at Schloss Leopoldskron, birthplace of the world famous Salzburg music festival. The co-chairs of the session were Sir Nicholas Kenyon, Managing Director of the Barbican Art Centre in London, and Sarah Lutman, President and Managing Director of the St. Paul Chamber Orchestra in Minnesota.

With generous support from the Edward T. Cone Foundation, the session brought together sixty musicians, composers, scholars, presenters, educators, policymakers, patrons and neuroscientists from twenty-three countries, to analyse how music contributes to individuals, societies and cultures, and to explore how societies might benefit more powerfully from music’s intrinsic and instrumental value.

Plenary discussions focussed on the relationship between performers, performance and audiences, spirituality, music and the brain, the creation of new music, and youth development through music. Compelling examples of high-impact social projects around the world included the work of the Fundacion Batuta in Columbia, reaching more than 40,000 underprivileged children, the Santa Marcelina Cultural project for youth in Sao Paulo, the El Sistema program in Canada, and the European outreach program Live Music Now. These case studies illustrated just how transformative music can be.

The participants expressed universal concern that strained public budgets would further reduce already limited access to music education. They drafted and issued a statement asserting their belief that music “is a proven gateway to engaged citizenship, personal development and well-being” and that “inspiration and rewards unleashed by music are universal benefits that must be available to all as a human right.”



WEALTH AND POWER

"Women are really the key to economic growth, for companies and for countries... it's still hard for men to play an up-front role on gender issues and we have to change that."

Linda Tarr-Whelan, Distinguished Senior Fellow, Demos, New York, NY



Jennifer Adebajo and Poonam Barua



Franziska Seraphim and Julio Amador



Fellows in Parker Hall

“Investing in women is smart economics... one of the major challenges for women in developing countries is making the leap between school and the economic world.”

Otaviano Canuto, Vice-President, The World Bank, Washington, DC

WOMEN AND ECONOMIC GROWTH

■ Inspired by an article in The Economist, that stated, “Forget China, India and the internet: economic growth is driven by women” the Salzburg Global Seminar organized a session on “Women and Economic Growth: Making Investments Count for the Future.” Forty-five participants from twenty-seven countries—representing academe, the private sector, national, international and non-governmental organizations—examined the role and participation of women in economic growth from a number of different perspectives. The session chair, Linda Tarr-Whelan, a former Ambassador and U.S. Representative to the United Nations Commission on the Status of Women, said that the women’s movement must shift its platform from human rights to economic prosperity. And while the current movement has celebrated the value of women, there are still significant obstacles to their advancement – gender wage gap, traditional and stereotypical roles and an increased percentage of women in poverty.

Ursula Plassnik, Member of the Austrian Parliament and Special Envoy for International Women’s Issues, offered that women must step away from the “women’s corner” and change their mindset. She noted that women are the only majority that is being treated, and is acting, like a minority. Power structures are inherently male, acting as what Dr. Plassnik called a “male spam filter” and presenting a strong barrier against women’s achievement. Success could only be reached by breaking this barrier through institutional policy change and outreach.

To support a global shift in the role of women, international and local policy makers must provide access to the social and economic resources that empower women – health, information, education, finance, and law.

Otaviano Canuto, Vice President for Poverty Reduction and Economic Management at The World Bank said that in developing countries gender equality in households, markets and societies and increases in health status and access to educational advancement strongly correlate with economic productivity.

Denice Kronau, Chief Diversity Officer, Siemens AG, described Siemens’ diversity strategy that rests on three principles:

- :: create a competitive edge for the best and brightest in every position,
- :: allow talented people to realize their fullest potential and include opportunities for them to have a diversity of experience and interactions, and,
- :: promote a diversity mindset that allows every individual to feel valued and is encouraged to contribute to their fullest capability.

The group agreed that men cannot be left out of the equation; they are a crucial part of any change strategy and must understand the payoff for the organization as well as for society as a whole.

THE FUTURE OF ASIAN INTEGRATION AND SECURITY

■ Can Europe serve as a model for Asian Integration and Security? “No” was the answer favored by most participants in a session on “The Future of Asian Integration and Security: Sharing Experience on Multilateralism and Institution-Building from Europe.”

Most participants felt that Asia was too diverse for its constituent countries to adopt common policies. While bilateral cooperation was possible between nations, the greater region was too large for regional cooperation on the scale of the European Union (EU) to be effective.

Lessons could be learned, the participants agreed, from the European experience with economic growth, with free markets and freedom of movement among people patterns worth emulating. Other common policies would be much more difficult to adopt. There remains in Asia a strong legacy of past wars, an emphasis on territorial disputes and a much higher level of chauvinistic nationalism. Unlike in Europe, there are no shared values such as democracy and human rights to which all countries in the region are committed.

In Europe, the Cold War was primarily “cold”; in Asia, it remains somewhere between warm and “hot,” with many long-running regional conflicts that could flare up at any time. Asia has the highest number of active armed conflicts in the world, most of which are territorial disputes. It needs greater cooperation on arms control and a greater level of exchange between military staff from different nations to help defuse mutual distrust. However, the experience of the Association of South East Asian Nations (ASEAN) is demonstrating that it is possible for Asian countries to overcome past conflicts and learn to cooperate.

Non-traditional security challenges in Asia—including natural disasters, infectious diseases, drug trafficking, smuggling and transnational crime—present other opportunities for collaboration. The mechanisms for such collaboration are still rather weak, and thus far most problems are tackled nationally rather than regionally.

Looking at market-led integration and institutional regionalism, a number of challenges were identified that limit market-led integration and moves toward institutionalized regionalization. Key internal factors include growing polarization in income distribution within nation states, rivalry between China and Japan, and tensions arising from long-contested areas such as the South China Sea. External issues include growing protectionism, pressures on Asian currencies to appreciate and stemming Asia’s headlong growth. Market-led integration will require taking slow steps to promote growth, lifting non-tariff barriers and creating more transparency.

HARNESSING THE POWER OF PRIVATE WEALTH FOR PUBLIC GOOD: INITIATIVE ON OPTIMIZING INSTITUTIONAL PHILANTHROPY

■ Immense challenges demand commensurate responses. Although the philanthropic sector commands fewer resources than either government or business, it is capable of catalyzing and demonstrating solutions, and of encouraging innovation and scaling up by others. Private philanthropy provides the fuel to civil society

and when these actors work in concert for the public good, the impact is undeniable.

PRIMACY OF DATA

SGS Fellow and philanthropy consultant Lucy Bernholz believes that “data are the new platform for change.” Where good data exist, it can provide a means by which a philanthropist can judge where resources are most needed and potentially where opportunities exist for effective cross-border collaboration. Most donors, however, rely on incomplete, often impressionistic data to fashion investment strategies. Inconsistent definitions used in diverse cultural contexts, poor research methodology, and infrequent updating of information and analysis mean that the “new platform for change” is rarely the powerful tool it should be in transnational philanthropy. SGS, in cooperation with The Philanthropic Initiative, Inc., has convened a working group of experts in the field of international philanthropic research to address this problem working with, among others, Barbara Ibrahim, Director, John D. Gerhart Center for Philanthropy and Civic Engagement, American University of Cairo, Egypt; Wilmot James, Member of Parliament, South Africa; Lawrence T. McGill, Senior Vice President for Research, Foundation Center, USA; Bhelinkosi Moyo, Program Director, TrustAfrica, Senegal; Volker Then, Managing Director, Centre for Social Investment, University of Heidelberg, Germany; and Priya Viswanath, Independent Consultant and Board Member, Asia Pacific Philanthropy Consortium, India.

THE FREEMAN SYMPOSIUM

■ For fifteen years, the Freeman Foundation has sponsored an annual symposium in Salzburg dedicated to increasing cooperation and understanding throughout the Asia-Pacific Region. Organized and hosted by the Salzburg Global Seminar, the most recent event began with a broad assessment of economic outlook across the Asia-Pacific region, including trade and investment policies and regional economic and financial integration. Special attention was given to China’s strengths and vulnerabilities, and to their influence on China’s willingness to play a growing role in global and regional



“We are laying the foundation for another kind of bubble in the emerging economies.”

Michael Lim, Senior Fellow, Social, Economic and Environmental Research Institute, Penang, Malaysia



governance. The symposium encouraged a multi-polar perspective on cooperation and competition in the region, as well as likely future scenarios for how China's growing economic strengths and interests would affect its behavior toward its neighbors. Both the 2010 and 2011 Freeman symposia were chaired by Charles Morrison, President of the East West Center in Hawaii.

Salzburg Fellows across the world mourned the passing of Buck Freeman, whose commitment to bettering US-Asia understanding made these annual symposia among the top venues for cross-cultural exchange in the world. We welcomed his life-long partner and widow, Doreen Freeman, back to Salzburg to greet this year's Freeman Fellows and to participate in their interchange. In recognition of the exceptional contribution the Freeman family and The Freeman Foundation have made to the Seminar, the Chinese Room in Schloss Leopoldskron has been renamed the "Freeman Chinese Room."

In his opening lecture, Dr. Nowotny identified lessons to be learned from the crisis for financial stability and monetary policy, including notably the importance of macro-prudential policies in addressing systemic risk and excessive build-ups of risk in the banking sector, as well as taking into account interconnectedness in financial systems.

There was general agreement that the latest "Basel III" proposals for banking sector regulation were an improvement on their predecessors (Basel I and II), but not enough, as they still rely on risk-weighted assets. There was strong but not universal sentiment that credit expansions and leverage should be dealt with wherever they arise so that regulatory safeguards should be applied to "shadow" banking as well.

One of the most controversial issues was the problem of systemic risk and "systemically important financial institutions" – SIFIs. While there was agreement that it was imperative to improve the loss-absorbing capacity of SIFIs, it was not easy to determine how much additional capital they should be required to hold. It was felt that there was a pressing need for cross-border coordination to ensure supervision of large financial institutions.

NEW RULES FOR GLOBAL FINANCE

■ Ever since the subprime crisis in 2008, governments in the US, Europe and around the world have been struggling to devise stronger regulations for banking and finance that could reduce the risk of another crisis on that scale. The Salzburg Global Seminar began its exploration of the topic in late September 2008—less than two weeks after the collapse of Lehman Brothers—when Paul Volcker gave the first rendition of what was to become his celebrated diagnosis of the causes of the crisis at a Salzburg session previously scheduled on the workings of sovereign wealth funds. In 2009, we convened two further sessions – one on "The Search for Stability: Financial Crisis, Major Currencies and a New Monetary Order," and another on strategies for resisting protectionist pressures in the wake of the crisis, as well as a Fellowship Event in Brussels on "Stress-testing the European Union: The EU and the Global Financial Crisis."

So it was appropriate that the first Seminar session in 2011, hosted in Vienna by Governor Ewald Nowotny of the Austrian National Bank, was devoted to "New Rules for Global Finance" and brought together a formidable group of experts on that topic.

Western participants found it particularly interesting to hear how these issues looked from the perspective of East and South-East Asian countries, where the banking sector went through substantial restructuring, with significant changes in the regulatory framework, after the 1997 Asian crisis. Not surprisingly, perhaps, panel experts from the Asian countries considered the Basel III recommendations to be too exclusively focused on the problems of western financial systems.

All participants agreed that new regulations needed to be consistent, and that to be effective enforcement requires greater attention and resources. They expressed concern that fiscal austerity coupled with increased regulatory requirements might seriously inhibit effective implementation. They also thought it all too likely that, as with previous "Boom and Bust" crises, lessons learned from the current predicament will before long be forgotten. One safe prediction is that there will be more financial crises in the future.



“Ratings are one tool to help people understand what sort of investments they should make... they are no crystal ball.”

Barbara Ridpath, Chief Executive Officer, International Centre for Financial Regulation, London



Left column:
Maya Morsy
Sanjay Bijwe
Fellows in Parker Hall

Right column:
Avivah Wittenberg-Cox
Meherun Ahmed
Clifford Smout



A BC AND BEYOND

"In 2010 we are still living in an age where too many people are isolated from high quality forms of formal and informal education... it is becoming imperative for children to attain a high quality education to be able to function in this society, the way it is advancing. So it's not just a matter of whether it's fair or not; it's a necessity for all of us."

Michael Nettles, Senior Vice President, Educational Testing Service, Princeton, NJ



Simon Schwartzman and Karen Prager



Fellows at the Great Wall on the China Study Tour



Gloria Oster

“The itinerary was well chosen and the price was kept affordable. I would certainly recommend that you continue this program.”

Elizabeth Pond, Freelance Journalist, Berlin, Germany

OPTIMIZING TALENT: CLOSING EDUCATIONAL AND SOCIAL MOBILITY GAPS WORLDWIDE

■ We live in a desperately unfair world, where the accident of birth can predestine a child to a healthy life of comfort and opportunity or to one of hunger, poverty and disease. Among the tools at our disposal for redressing this injustice, education is by far the most powerful. Those born to plenty have a good education thrown in, while those born in poverty are lucky if they spend even a year or two at school.

Changing this was the focus of a planning meeting—Optimizing Talent: Closing Education Gaps Worldwide—that was convened in Salzburg with the support of the Educational Testing Service and the Lumina Foundation. Thirty-three education experts from North America, Latin America, Europe, Africa, Asia and the Middle East shared information about existing educational gaps in their countries and regions, identified examples of best practices in addressing them and developed a framework for a fuller exploration how such gaps could be substantially closed.

The experts agreed that access to education is key to improving a child’s prospects for success, but also stressed that access is not enough. Children also need a higher quality of education to complete their schooling and attain degrees. Illiteracy and drop-out rates, especially among girls in developing countries, remain much too high. In addition, skills attained need to match the needs of the labor market so that young graduates do not face unemployment and that societies benefit from the return on investment in education.

Several factors were seen as critical: good quality teaching, support during transition periods, especially during the transition from home to pre-school and from the “learning to read” to the “reading to learn” stage.

The experts recommended that the Seminar tackle these questions over the course of two sessions – the first focusing on pre-school,

primary and secondary education and the second on post-secondary, vocational and tertiary education. Both sessions would address the need for better research and data, focus on ways to influence educational policymaking and assess the linkage between training and labor market needs. Participants will be asked to compile an internet database of successful policies, programs and practices around the world, and setting up a system for sharing inexpensive methods that have worked well at the local level. A goal of the project is to create an international advocacy network to spotlight the key issues and solutions identified at the sessions, and bring them on to the agendas of relevant national and international organizations.

“The more we link education to employment, the more parents can see the benefit of education... as a result they will want to send their children to school, to keep them in school.”

Mary Rihani, Senior Vice-President,
Academy on Educational Development, Washington, DC

FELLOWSHIP TOUR OF CHINA – A SALZBURG SEMINAR ON WHEELS

■ It began in Beijing, moved on to cities of Inner Mongolia and ended in Shanghai. The first study tour organized by the Salzburg Global Fellowship (our worldwide participants network) brought eighteen Salzburg Fellows from countries across the world to look at urbanization in China. Tour participants met with Chinese Fellows playing leading roles in environmental protection, cultural preservation, business and economic development, land use and urban planning. Through their eyes, participants got a candid, first-hand look at how challenges are being met.

Professor Zhang Tianxin, a Salzburg Fellow, led a tour of Peking University and the Beijing Urban Planning Exhibition, parts of which he has incorporated into the curriculum of his class of urban planners and landscape architects.

In the region of Inner Mongolia—the largest contributor to China’s astonishing 95% share of the world’s rare earth minerals—Fellows visited the brand new Ordos city district, Kangbashi, the northeast port city of Dalian, and the Dalian Software Park where international technology firms have set up Chinese offices.

In Shanghai the group was visited Xintiandi – a multi-block commercial and residential district in the middle of Shanghai. Several Shanghai Salzburg Fellows joined the group for a tour of the Knowledge and Innovation Community and offered their perspectives on the benefits and costs of rapid development.

The study tour ended at the World Expo where a comparative view of national pavilions helped put Chinese developments in a global context.

The tour’s reliance on local sponsorship and planning, insider access and perspective, and extended time for discussion and site visits contributed to the success of this “Salzburg Seminar on wheels” pilot.

INTERNATIONAL STUDY PROGRAM

■ In the aftermath of World War II, emerging leaders from all over Europe came to the first Salzburg Seminar to learn about America – its politics, economics and culture. Today, college faculty and students come to the Salzburg Global Seminar’s International Study Program (ISP) to learn about the world – international affairs, multi-lateral diplomacy economic and cultural interdependence.

Two prestigious awards were given to institutional partners of the ISP by the Association of International Educators in partnership with the U.S. State Department and by the US Center for Citizen Diplomacy. The Salzburg Program at San Jose State University was named one of the nation’s top ten citizen diplomacy programs, and the Borough of Manhattan Community College was given a Paul Simon Spotlight Award for institutional changes attributed to

its participation in the Salzburg ISP.

The program at San Jose State was created to help drive a more integrated approach to “globalizing the university.” Faculty, students and administrators attend weeklong sessions at the Seminar’s Salzburg campus where they explore global issues and develop strategies for enhancing curricula, research, service, campus life and exchange programs when they return home. Participants then spend the following academic year implementing their plans. The effect of this effort in continuous innovation and community change has helped San Jose State embed global citizenship into the fabric of the institution.

From its experience in Salzburg’s ISP, the Borough of Manhattan Community College developed faculty-led initiatives across disciplines within the college, and an intensive re-examination of how courses should be structured and taught. The College has created a Global Pedagogy Handbook, which highlights techniques for linking global trends and issues across the full curriculum.

These two award-winners are powerful examples of the catalytic role the ISP plays in launching global education initiatives, and of how the transformative experience Salzburg offers extends beyond individual participants to affect institutional strategy and initiative.

“It (the ISP session) was an intensive week. It made us think realistically of what we should try to accomplish at the Borough of Manhattan Community College. From other participants and from colleagues thinking together in new ways, we developed a sense of best practices: of how to take lofty theory about internationalizing the curriculum and practically apply it to what we do...”

Steven Belluscio, Associate Professor of English,
Borough of Manhattan Community College, New York, NY



Students at the media academy



W. Franklin Evans and Wendy Rountree



Melinda Senters

“America is the white whale, onto which people have always projected their hopes and imaginings... it’s the green light across the bay in the Great Gatsby... The moment America is fixed it will lose its attraction, lose its reason for being...”

Christopher Bigsby, Professor, Arthur Miller Center for American Studies, University of East Anglia

SUSTAINABLE FUTURES ACADEMY

■ Climate change and global warming, reckless industrialization, environmental consequences of conflict, damaging and inefficient consumption – these are just a few of the challenges humankind faces as we seek sustainable ways to offer people better lives while protecting the natural resources of our planet.

Sixteen years ago, the environmentalist David Orr observed that those who consume the lion’s share of the earth’s non-renewable resources and do most to damage its ecosystems are not the “ignorant” poor from the global South, but those in industrialized countries who have BAs, MBAs, MScs, PhDs and other such letters after their names.

What do they learn when they study for these degrees? Are today’s universities preparing them for leadership roles in a world facing potentially disastrous environment threats? While awareness has risen considerably since Orr’s pronouncement, in most cases universities are still in the early stages of adapting their curriculum, operations, research and service activities to the degree called for by the scale of challenges we face.

That is why in 2009 the Salzburg Global Seminar brought together experts from universities in twenty countries for a session on “greening the minds,” which gave birth to the idea of a Sustainable Futures Academy (SFA) to engage rising leaders from universities across the world in the consideration of transformative strategies – and to help equip them to carry them out.

Now in advanced planning stage, the Sustainable Futures Academy will bring together rising stars from higher education in the global

South and North to share ideas and create strategies for successfully advancing new thinking and approaches in curricula, research, campus operations and community outreach. It will combine face-to-face meeting with the fullest use of virtual communications to maximize exchange of ideas, learning and experience.

In its first phase, the SFA will offer an Executive Leadership Development Program informed by best practices and best thinking from across the world. We expect an initial group of forty higher education leaders to meet in Salzburg in 2011 and for that gathering to initiate a twelve-month program of peer-to-peer exchange, mentoring and problem solving. This pilot network of leaders in higher education will help design and test sustainability programs appropriate to the location and mission of their institutions, and to provide private coaching and skill-building assistance as required.

We believe that a natural outgrowth of the SFA leadership networking will be the formation of partnerships and exchanges between institutions in developed and developing countries, but we expect the participants to drive that agenda and the SFA to serve as an enabler. The goal is nothing less than to accelerate the process of “driving sustainability into the core business of higher education.”

“When I came here I thought it would be very difficult to reach a common understanding and a common purpose... we reached that common understanding very quickly and we embraced the diversity of regional contexts, cultural contexts.”

Erold Naomab, Acting Head/Lecturer, University of Namibia

SALZBURG SEMINAR AMERICAN STUDIES ASSOCIATION (SSASA)

■ From 1947 the Salzburg Seminar in American Studies (as it was called then) brought Europeans with an interest in learning about American politics, economics, literature, history and culture, and the role of the United States in the world together with some of the leading American scholars of the time. Later—especially from the 1970s—the focus shifted to more global themes, with faculty no longer exclusively American and participants coming from countries beyond Europe (including the US itself). In 1994, a separate American Studies Center was established offering workshops and conferences on American themes. This was followed in 2003, by the Salzburg Seminar American Studies Association (SSASA), which has built on the work of the Center, with annual meetings on themes ranging from Race and Ethnicity to Globalization to Popular American Culture.

In 2010, in cooperation with the European Association for American Studies (founded in Salzburg in 1954), the seminar paid tribute to Emory Elliot, a distinguished Americanist and longtime supporter of the American Studies Program. Sixty participants from twenty-two countries discussed aspects of American literary history, from the role of trans-nationalism in American literary history to the place of American modernism. And this fall SSASA will make a further contribution to the Salzburg Global Seminar’s program with its 2011 session on “Continuity and Change in US Presidential Foreign Policy: Plans, Policies and Doctrines.”

“Dialogue is a particularly American capability...”

Paul Lauter, A.K. and G.M. Smith
Professor of English, Trinity College, Connecticut



Tim McAlpine, Josh Nadel and David Adewuyi



THE SCALE OF JUSTICE

"Since 2008 we've been organizing a book project ...to bring the findings of our scholars to a cross-section of civil society and academics, to test our findings and use the Salzburg Global Seminar as a way of making sure that we are not missing the realities on the ground."

Anver Emon, Professor of Law, University of Toronto



Leila Alikarami



Fellows Muhammad Masud and Shamsul Huda



Gregory Stanton

“I believe strongly that a truly anti-genocidal society has to be one in which women are empowered...”

Gregory Stanton, Research Professor in Genocide Studies, George Mason University, Arlington, Virginia

ISLAMIC AND INTERNATIONAL LAW: SEARCHING FOR COMMON GROUND

■ Can contemporary human rights and humanitarian law be compatible with a legal system based on a 1,000 year-old religious text? Is there any common ground between International and Islamic Law?

The Salzburg Global Seminar, in cooperation with the International Bar Association (IBA), put these questions to a distinguished group of scholars and jurists in 2008. The intellectual vigor and dynamism of their discussions provided the starting point for a further examination of these legal traditions, and the establishment of the “Common Ground Project” bringing together a group of academics, policy analysts, judges and lawyers, to analyze the views of each tradition, and then draft research papers on six topics considered flashpoints of international debate about Islam and the West. The authors presented their initial drafts at a workshop in May 2010 at the Center for Theological Enquiry based in Princeton, New Jersey.

Later in 2010, the Seminar and IBA convened a follow-up session in Salzburg at which fifty-one participants from twenty-one countries reviewed a complete draft text of the proposed book, subjecting it to critical analysis and providing the authors and editors with useful comments and suggestions. As a result, the book was immeasurably enriched and strengthened, and it has now been selected by Oxford University Press for hard and soft cover publication in early 2012.

This effort/achievement is the culmination of an effort sustained over several years by the Salzburg Global Seminar, the International Bar Association, and an international group of scholars, legal professionals and civil society leaders.

LLOYD. N. CUTLER CENTER FOR THE RULE OF LAW

■ Lloyd Cutler, an outstanding lawyer and advisor to several US presidents, was involved for more than thirty years with the SGS – serving as Chair the Board of Directors from 1984 to 1994, and as a Member from 1995 to 2005. But his first role in 1978 was to develop a program of seminars on the rule of law. Cutler believed profoundly in the concept of the rule of law, and the effect that it had on the development of the American republic. He believed that law always came before individuals, and that it was not only a foundation stone of American democracy, but that it was a foundation stone for any democracy. He applied this insight especially to developing countries in whose futures he took a deep interest. He chaired numerous sessions to which he brought legal scholars, practicing lawyers, distinguished judges and people involved in politics, for discussions about—and in some cases an introduction to—the importance of the rule of law.

In recognition of his years of service to the Seminar, establishment of a Center for the Rule of Law at the Salzburg Global Seminar, to bear Lloyd’s name, was authorized in 2009. The first Lloyd N. Cutler Lecture on the Rule of Law was delivered in November of that year in Washington by South African Justice Richard Goldstone and the second by Harold Hongju Koh, Legal Adviser to the United States Department of State, at the US Supreme Court in March 2011.

The first Seminar session held under the Center’s auspices in Salzburg, in August 2011, addressed “The Rule of Law in a Globalized World,” with a special focus on the importance of the rule of law for sustainable economic and social development, particularly in developing, emerging and transition countries. It was chaired by Kenneth W. Dam, Max Pam Professor Emeritus of American & Foreign Law and Senior Lecturer at the University of Chicago Law

School and former US Deputy Secretary of State. The session brought together current and potential future leaders from twenty-nine countries to explore contemporary legal, political and economic issues in the context of globalization. They explored how the very nature of the rule of law and its implications can mean very different things for different nations. Although, as chairman Dam noted, a consensus cannot be reached on what factors are absolutely essential to the rule of law, we can, by examining the core values of each society, establish viable aspirations for the rule of law in both developing and industrialized countries, as well as on a more international level, in a world which contends with the increasing and ever-evolving pressures and challenges of globalization.

“The rule of law affects everybody. You don’t have a particular audience, you don’t say this is for jurists, this is for lawyers or this is for business leaders. You start with a recognition that without the rule of law, there is no society.”

B. Thomas Mansbach, Chair, Advisory Board for the Lloyd. N. Cutler Center for the Rule of Law

PREVENTING GENOCIDE: LESSONS FROM THE HOLOCAUST

■ As part of an agreement between the Republic of Austria and the United States government to provide a series of annual programs on Holocaust Education, the Salzburg Global Seminar, in cooperation with the United States Holocaust Memorial Museum and supported by a grant from the Future Fund of the Republic of Austria, convened in 2010 a conference on “The Global Prevention of Genocide: Learning from the Holocaust.”

International experts from a wide range of backgrounds not only examined key links between Holocaust education and genocide prevention, but also identified further areas for development, including the need for closer cooperation between individuals and organizations working in the field of Holocaust and genocide studies, and those working in the areas of human rights and genocide prevention.

Participants addressed the complex relationship between teaching ABOUT the Holocaust and learning FROM the Holocaust, asking whether, and if so how, Holocaust education can really contribute to understanding how other genocides may happen and how future ones can be prevented, notably by strengthening a culture of genocide prevention and the protection of human rights.

It was agreed that the annual program should initially focus on the integration of Holocaust, other genocides, and human rights, into education materials. Strategies to explore will include how Holocaust museums can incorporate information and/or exhibits about other genocides into their displays, and how the topics of genocide and human rights should be taught in classrooms.

The history of Schloss Leopoldskron and the Salzburg Global Seminar makes them an eminently suitable place and institution for exploring these themes. The legacy of Max Reinhardt, former owner of the Schloss, and Clemens Heller, founder of the Seminar – both Austrian Jews of outstanding talent and culture and driven into exile by the Nazi takeover (Anschluss) in 1938 – has guided the Seminar’s programs since its beginning, inspiring our mission to bring together emerging leaders from different geographical, ethnic, religious and cultural backgrounds so that they can learn to understand each other and work together for a better world.



H

HEALTHCARE, GETTING BETTER

■ The expansion of healthcare in the recent generations has been phenomenal, although there are great and often inequitable variations in different parts of the world. The challenges facing healthcare for future generations are daunting – ageing populations, new risks of chronic illnesses related to environmental degradation, increased cross-border transmission of infectious diseases, to name just a few. The need for better and cheaper care has never been more urgent.

The Salzburg Global Seminar has been asking whether learning across international borders and sectors, and

exchanging experience between different health systems, can come up with some of the solutions. The answer appears to be yes. We can identify new approaches, and cross-fertilize thinking in healthcare system reform. This was borne out at the first two sessions of a series on health-related issues, the first of which was sponsored by a grant from the Nuffield Trust and the second sponsored by a grant from Foundation for Informed Medical Decision Making.

The sessions focused on shared decision making between doctors and patients, practice variation—the unwarranted



Connie Ulrich, Ekaterini Fameli, Christina Ntulo



Parmeeth Atwal, John Lotherington

escalation of medical procedures which do not necessarily improve outcomes—and innovation in healthcare delivery, as well as health-care system reform.

The intention of the series is to build a global network of people who will share their knowledge and ideas, in order to better meet these global challenges. Projects now being planned include a multiyear initiative on European Healthcare Reform, a session on Innovation and Patient Safety in the Developing World, a Fellowship session on health and climate change, and the publication of the “Salzburg Statement on Shared Medical Decision Making.”

“The problems people have are in many ways very much in common... and each country has come up with its own solutions... bits of all systems are admirable... countries who are just beginning to establish their health systems should be able to pick and choose from the best.”

Fiona Godlee, Editor-in Chief, British Medical Journal, London



F FROM AMERICAN TO GLOBAL

The Salzburg Seminar began as a six-week course in American Civilization, taught by leading US scholars and attended by rising young leaders of the first post-war generation from all parts of Europe. The following interview with veteran Senior Fellow Herbert Gleason traces the Seminar's development over six decades into a global institution and is followed by reflections of three Fellows.



Hugo von Hofmannstahl, Max Reinhardt, Einar Nilson



Clemens Heller, Richard Campbell, Scott Elledge



Herbert Gleason

HERBERT GLEASON LOOKS BACK ON 60 YEARS AS A MEMBER OF THE SEMINAR'S BOARD OF DIRECTORS

■ In November 2010, Herbert Gleason attended his last meeting of the Salzburg Seminar's Board of Directors – a board he had belonged to for no less than 60 years. In an interview with Edward Mortimer, Herb describes his early years at Schloss Leopoldskron. He first heard about the Seminar in 1948 when he was one of the winners in a competition to pick Harvard undergraduates who would administer the program in 1949.

“We had a six-week summer session. There were lectures and seminars, but the courses were not focused on one particular topic. It was a general session in American studies...literature, economics, sociology...”

As Herb had been editor of the Harvard Crimson (the student newspaper), he was put in charge of publicity. He remembers conditions at the Schloss in those days being quite primitive. “We had open dormitories for eight to twelve people on the top floor. There must have been thirty double-bunk male students boarding. We had common showers that the Seminar had to install because the plumbing facilities were not quite adequate for a group of 120 people.”

Herb describes Clemens Heller, one of the three founders of the first Salzburg Seminar in 1947, as the soul of the Seminar. “His concept of what the Seminar was to be was something of a recreation of the magnificent, intellectual excitement that Reinhardt (co-founder of the Salzburg Festival and former owner of the Schloss) had always generated at Leopoldskron...I did not meet him (Heller) until 1950...and it was really an incarnation, because this virtual spirit had suddenly appeared in the flesh.”

The Salzburg Seminar was incorporated in 1950. Herb became the clerk of the new corporation and was assistant European Director for the next two years. During that time he was determined that the Seminar should broaden its curriculum beyond simply American

Studies and that there should be Europeans on the faculty. At first these ideas were completely rejected, until Paul Herzog was appointed President in 1965. “...a real internationalist, a distinguished lawyer and well-known figure in federal government. The dawn broke, and people were willing to listen to what I had to suggest.”

In the spring of 1952 Herb Gleason was able to get the first Yugoslav fellows to Salzburg but he said it was Clemens who made it possible for fellows from the Soviet Union to participate. “Clemens was the one who opened the Soviet Union to us...the first head of a major institution in the West to cultivate serious relationships and interchange with people from the Soviet Academy of Science.”

When Jack Tuthill became president of the Seminar in the 1970s, he too thought they should go beyond Europe. “The first venture was in the Middle East. It was well-received in Israel. He then went to Saudi Arabia and asked if we could get fellows from there...so that happened. Several judges of the Supreme Court of Israel were former fellows. And it was extraordinary how friendly, how very cordial, the Israeli and Arab fellows were in Leopoldskron. But there was no communication after returning. I suggested at one point that perhaps we could arrange a meeting at a neutral setting, like one of the resorts on the Red Sea, and have former Arab and Israeli fellows get together and see whether they could form some sort of alliance, or at least a working group on the problem. We were never able to bring them together.”

Looking back to the Seminar in 1949, and forward to the future of the Salzburg Global Seminar, Herb refers to Clemens Heller's ambition of re-building civilization: “We're not any longer re-building civilization, but I think we're trying to hang on to civilization. The only way to do that is to put like-minded people in touch with one another...What underlies the Seminar is responsibility, individual responsibility, realizing that you can do things as an individual.”

Although he has retired from the Board of Directors, Herb Gleason's association with the Seminar will continue as a Senior Fellow and also in a new capacity as co-chair of the Salzburg Global Fellowship.

“I have met recently with former fellows who had been in Salzburg within the last year or two. They say it had an enormous impact... I have been urging for so long that we find ways to keep in touch with former fellows—and that becomes particularly urgent it seems to me, when the time they have together in Salzburg is so brief—that we do not lose touch with them, and that they not lose touch with one another, because they are very distinguished people, and this community can be extremely influential in the world.”

SALZBURG GLOBAL FELLOWSHIP

■ In 2009, the Alumni of the Salzburg Global Seminar and Fellows of the 21st Century Trust merged into a single worldwide community – the Salzburg Global Fellowship.

In interviews with some members of the Fellowship, they reflect on their participation in the Seminar and the difference it has made to their lives.

Sir John Tusa, one of the United Kingdom's leading broadcasters and arts administrators, now Chairman of the University of the Arts London, has been a Fellow at three Salzburg Global Seminar sessions—on Symphonies in 2002, Strengthening Independent Media in 2008 and the Performing Arts in Lean Times in 2010—all of which he says were very relevant to his work.

John sees the Seminar as an opportunity to explore and absorb ideas:

“Apart from the general sense of invigoration of being with a group of people with ideas and perspectives which completely refreshed one's own, there is undoubtedly an element of pushing one's thinking, and later one's action, into new directions.”

For John, the most important thing about the Seminar is the range and quality of the participants. “The people who attended sessions were a much broader range than anything any one of us individually would have thought of. There was not just a range of disciplines,

there was a range of nations and countries...and some extraordinary people...the element of surprise from having that collection of people was really very, very special...and that is probably the single most important thing about the seminars.”

Agnieszka Klonoweicka-Milart is an international judge with the European Union Rule of Law Mission in Kosovo. She has been a Fellow at two Salzburg Global Seminar sessions in Salzburg, and one in Klingenthal, France.

Fascinating encounters with the “constellation of experts that [the Seminar] manages to bring as faculty, but also very interesting people as fellows” left a profound impression. “I cannot forget my first session, with the privilege of hearing and interacting with two justices of the constitutional courts of South Africa...unforgettable discourse about the genesis and nature of third-generation human rights.”

Agnieszka describes the Seminar as a “market place for ideas... where discussion and interchange among participants is far greater than in other conferences.” Whereas in many conferences, the presenters are the focus and assumed to be the authority, “in Salzburg the presentations are the starters for the discussions... and much more at the level of discussion among equals, albeit equals with different views, experience, expertise or agenda.”

Tianxin Zhang is an architect and associate Professor at Peking University. He has been a Fellow at four Salzburg Global Seminar sessions, and also contributed to the program of the recent study tour of China. He describes the Seminar as “another home for me in my mind...it is already a part of my life and my body...whenever I find anything or anybody that has a connection with the Salzburg Seminar, I feel the most close intimacy. That is the reason I am so pleased to stay involved.”

As a result of his visits to the Seminar, Tianxin wrote an essay on the city of Salzburg. He states, “This essay was well evaluated and led to my opening a column in an urban planning magazine in Beijing, China. I write an article for it every two weeks and I enjoy it a lot. In this sense, I should say I very much benefited from Salzburg.”



P ROGRAMS 2011

■ 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

SEMINARS

New Rules for Global Finance:
Which kinds of regulation are useful and
which are counterproductive?
March 8–10

Instrumental Value:
The Transformative Power of Music
April 2–6

Freeman Symposium:
Strengthening Cooperation Between the US
and East Asia
June 17–22

The Rule of Law in a Globalized World:
Why it Matters
August 23–28

Health and Healthcare Series III, Innovating
for Value in Health Care Delivery:
Better Cross-Border Learning, Smarter
Adaptation and Adoption
September 25–October 1

Libraries and Museums in an Era of
Participatory Culture
October 19–23

Economic Growth and Social Protection in Asia:
How will welfare systems best develop in Asia?
What lessons learned can be exchanged
between Asia and the rest of the world?
November 7–12

Transforming Agricultural Development and
Production in Africa:
Closing Gender Gaps and Empowering
Women in Policy and Practice
November 13–17

Optimizing Talent: Closing Educational and
Social Mobility Gaps Worldwide
December 6–11

The Challenges of Transition:
Sharing Experience
December 16–19

INITIATIVES

The Global Prevention of Genocide:
Learning from the Holocaust

Optimizing Institutional Philanthropy

Strengthening Independent Media

EDUCATION

International Study Program – Special Mellon
Fellows Initiative for ACA and HBCU
Institutions
January 3–10
October 30–November 6

International Study Programs on Global
Citizenship – Student Sessions
March 26–April 1
April 16–23
May 21–28
May 29–June 5

International Study Program –
Faculty and Administrators Session
July 9–16

Salzburg Academy on Media & Global
Change
July 24–August 13

NETWORKS

New England Fellowship Gathering
March 30

Global Citizenship and the International
Rule of Law
April 9

43rd Annual SCUPAD Congress
Breaking Patterns – Changing Cities
May 5–8

Learning to Live Together in the 21st
Century:
How can schools best enhance community
relations and inclusion?
June 3–6

Salzburger Festspiele Cooperation 2011 –
Midsummer's Night's Dream
August 7–14

American Studies Symposium:
Continuity and Change in US Presidential
Foreign Policy: Plans, Policies and Doctrines
October 6–10

Gaps in the "Common Spaces"?
The Future of Russia-EU Relations
October 21–22
Moscow, Russian Federation

Health, Healthcare, and Climate Change
November 17–18

Max Reinhardt Invites...
A Masked Ball at Schloss Leopoldskron
December 30, 2011 – January 1, 2012

M

ESSAGE FROM THE CHAIR



Because the Salzburg Global Seminar is now in its 65th year the proper salutation might be "Dear old and new friends". I have found, however, that as I age it is better to say "friends of long acquaintance" and leave out the old part. But the glory of the Seminar is that we DO have old and new friends and all of you are what keep us a vital and exciting and meaningful organization.

From the onset in 1947, the hallmark of the Seminar was volunteerism...professors volunteered to teach, participants volunteered to take time from their busy lives to learn, donors volunteered to give money so the Schloss and Meierhof could be purchased. And today this commitment to giving back, to volunteerism, continues to flourish in Salzburg. Over the past year we have had 214 people come to teach, instruct and share their particular talents. We have had 727 participants attend the Sessions and 476 donors give generously this year to keep the lights on. We are especially blessed to have a committed board of directors, all volunteer, who give continuously to keep the Seminar safe for future generations.

We are also blessed to have a physical plant that is beautiful and glorious in its history. The only problem with old and glorious buildings is their care and feeding which can become quite complicated and quite costly. Our commitment to the future is that every time we make a necessary improvement or change we do it with sustainability in mind and sensitivity to the historic nature of the buildings and grounds. Please come and see the newly restored statues in the park that surround the Schloss and our newly refurbished eight rooms in the Meierhof.

The Salzburg Global Seminar continues to value its past and appreciate all those people that allowed it safe passage until today. We also value our future. And as the world continues to become more and more complicated the value of neutral surroundings, respectful dialogue and young leadership engaged with one another becomes even more critical.

For all of you that have given generously to keep the Seminar safe for future generations we give you our heartfelt thanks. For those of you that would like to steward the future please consider a gift today. And for all of you that have experienced the wonder and connection of the Seminar please know that it is ALL of our responsibility to ensure its continued success. Please come see us soon.

Heather Sturt Haaga
Chair, Salzburg Global Seminar

B

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F

INANCIAL PERFORMANCE

Operating Revenue and Expenses (in thousands of U.S. dollars)					
	2006 (actual)	2007 (actual)	2008 (actual)	2009 (actual)	2010 (actual)
Revenues	\$ 6,509	\$ 7,397	\$ 8,135	\$ 7,708	\$ 7,650
Expenses	\$ 6,601	\$ 8,035	\$ 8,897	\$ 7,645	\$ 7,191
Operating Surplus/ (Deficit)	\$ (92)	\$ (638)	\$ (762)	\$ 63	\$ 459

Salzburg Global Seminar continues to focus sharply on the organization's operating model. We undertook a rigorous analysis of our cost structure and adjusted many of the old modes of operating and conducting our programming. Our cost containment efforts continued in 2010 as the Seminar took steps to consolidate offices, outsource certain functions, and reduce the workforce by approximately 15% organization-wide over the 2008-2010 period. Commitments to approved programs and to most development activities were maintained. The combination of these steps resulted in a break-even budget in 2009 and a healthy surplus in 2010 before debt service payments.

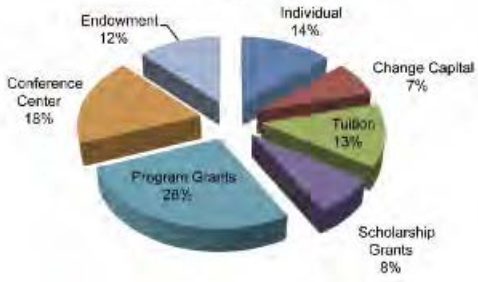
Individual donations in 2010 exceeded \$1M for the first time since 2007. Furthermore, individuals and foundations contributed to the Seminar's change capital campaign which funded several key investments for the organization including further development of the global fellowship program, selected upgrades to the facility, and fundraising support. The table shows the impact in 2009 and 2010 of management's emphasis on addressing its cost structure. While revenues remained flat in 2010, expenses continued to fall – close to a 20% reduction since 2008. This table reflects earnings from the Seminar's core businesses excluding depreciation and debt service.

In 2011, the Seminar expects to increase revenues, yet management will not lose sight of the strides it has made in cost savings to its operating model. In addition, the Seminar will take aggressive steps to address debt service, and to examine additional strategies to hasten progress toward financial equilibrium.

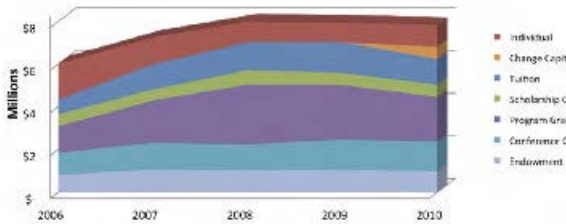
The Seminar's endowment portfolio continued to increase in value by approximately 8% from the low of 2008. As the investment environment becomes somewhat more stable, the Seminar will continue to maintain a diversified portfolio but move toward a slightly greater emphasis on growth. The portfolio will include sufficient income based investments to minimize risk and provide income. This strategy will ensure continued earnings but will provide greater opportunities to increase the value of its endowment.

To view our most recent audited financial statement, please visit www.SalzburgGlobal.org or request a copy from the Finance Office, Salzburg Global Seminar, 1730 Pennsylvania Avenue, NW Washington, DC 20006.

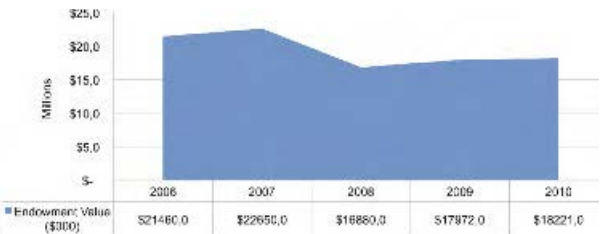
2010 Operating Revenue by Source
\$7.7M



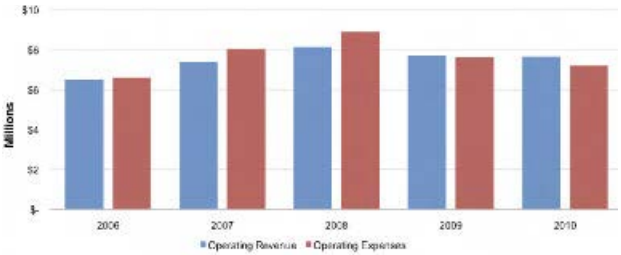
Trends in Operating Revenue



Endowment Portfolio Performance



Trends in Operating Revenue and Expenses



A

ANNUAL FUND – CO-CHAIR INTERVIEWS



Adam de Sola Pool



Maya Morsy

Adam de Sola Pool

Co-Chair, 2011 Annual Fund Campaign of the Salzburg Global Seminar

■ Most of us still remember our first experience at the Salzburg Global Seminar. Imagine forming that first impression of Schloss Leopoldskron when you were just four years old.

For Adam de Sola Pool that visit at age four happened in 1962. His father, Ithiel de Sola Pool, was in residence as a member of the faculty – his second of three times serving as Salzburg faculty. Adam accompanied him and his mother.

“Even though I was so young, I do remember being in Salzburg. The Schloss sticks out in my mind, and I remember hiding in the suits of armor. During our stay we lived on the third floor, and I believe this was before the Seminar acquired the Meierhof. I still remember that it was a fun experience for my mother and me. One of the unique elements of Salzburg in those days was that a family could be in residence together, satisfying their intellectual side in an environment that was very casual.”

To this day, Adam retains a memento from his inaugural trip to Salzburg. The memento is a cartoon, penned by a cartoonist in residence during the session. As Adam tells it, one of his jobs was to carry the daily mail upstairs. One time, he brought the mail directly to his father during one of his lectures on negotiation. As young Adam captures the attention of a room full of Salzburg participants, the cartoonist captured the scene and later gave his picture to Adam. To this day the cartoonist has yet to be identified.

It was almost 25 years later when Adam returned to Salzburg, this time via a convening led by the Prince of Wales Foundation, conveniently set at Schloss Leopoldskron.

As Adam shares, in the years from his first trip to his return in 1997, he remembered hearing many stories from his parents about their experiences in Salzburg. They had great respect and

admiration for the Seminar, and clearly Salzburg provided many fond memories to them. Adam’s father died in 1984, and his mother made a contribution to the Seminar in his name, initiating the Ithiel de Sola Pool lecture. She funded the lecture every year until her death in 2001, but made provisions for the lecture to continue through her estate plans. Today, Adam continues his father’s legacy with gifts of support for the lecture each year.

Adam attended the first Ithiel de Sola Pool Memorial Lecture in Salzburg in 1986. Says Adam, “It was wonderful to see how the Seminar linked people together around the current issues of the day. Participants explored issues in a deeper, more intense way than I witnessed with peer organizations. Salzburg may not have the big ‘brand name’ that other organizations carry, however, it offers much more by way of content, understanding, and cross cultural learning.”

The issues have changed tremendously since the early lectures of my father’s years. The Seminar is much less American and much more global – an appropriate shift in this day and age. We face challenging issues that need to be addressed by north, south, east and west. We have many people living in emerging markets that must be at the table. Salzburg is the ideal place for this dialogue. It offers a quiet, intimate setting, outside the glare of media and the spotlight, a place where trust can strengthen the ideas shared and the outcomes. Being in Salzburg always felt like a privilege – listening to people of different cultures, addressing issues thoughtfully and with the time and space to raise “trial balloons,” develop those ideas and modify them taking into account the ideas of their fellow participants. Salzburg is the antithesis of the “Twitter World.” Every idea at Salzburg is expressed in more than 140 characters. Every idea is modified and developed not just re-Tweeted. In our current age Twitter is extremely useful but so is the anti-Twitter that is Salzburg. Many causes and ideas lend themselves to short bits of shared information, but many need fuller discussions, and Salzburg is a place where that can happen.

As Adam observes, many of Salzburg participants are younger than what you might see at other conferences. He believes Salzburg’s advantage is that it offers a forum where up and coming leaders can test their ideas in an environment where ideas are expected to be evolving. At Salzburg, everyone is on an equal playing field. Moreover, the location of the Schloss also offers one a respect for history, without containing you in the past.

Adam offers this perspective on how the Seminar has changed, “In the 1950s and 60s, many of the sessions were about mapping American values in a new European post-war society. Today it’s about mapping solutions to fit the circumstances that reflect from where participants are coming. The issues of today are well analyzed at Salzburg and through its alumni forums.” Recently in Boston Charles Sennott gave the Ithiel de Sola Pool lecture in which he talked about how modern communications technologies help create the uprisings and the dialogues now going on in the Middle East. Adam also notes that Salzburg also has been a leader in raising issues related to the environment and climate change – an area in which he knows the need for such leadership.

A lot has changed in the nearly 50 years since Adam first set foot in Schloss Leopoldskron. Adam went on to a career as a venture capitalist, and has built many companies in Central Europe and serves as the Chief Executive of Environmental Investment Partners III, Central Europe’s leading renewable energy and environmental sector financial investor. He has also served as a Board Member of Continental Wind Partners and Adriatic-Energija Sunca, also energy companies. But for Adam and his family legacy, and for many of us, much about the Salzburg Global Seminar will always remain the same – fond memories of time spent there, deep respect for the Salzburg experience then and now, and a personal commitment to sustaining the Seminar’s work of fostering ideas, encouraging dialogue, and growing the next generation of global leaders.

The Salzburg Global Seminar is honored to have Adam de Sola Pool serve as Co-Chair of the 2011 Annual Fund Campaign.

Maya Morsy

Co-Chair, 2011 Annual Fund Campaign of the Salzburg Global Seminar

■ After Maya Morsy attended the Women and Economic Security session in October 2010, there was no doubt she would be a huge fan of the Salzburg Global Seminar. Maya credits her agency, the United Nations Development Fund for Women (UNIFEM) now UN WOMEN, for nominating her as faculty for her Salzburg session, a place she now refers to as “the most prestigious think tank around Europe.”

As Maya shares, one of the great benefits of the Salzburg experience is a commitment to engaging others on a larger scale. She felt the experience allowed her to return home and reach out to others in Egypt, particularly those who were not already aligned with her ideals. During her session, there was a fascinating discussion about integrating women in the workplace. Maya valued hearing the perspectives of those at the table, where some thought the ideal was creating a harmonious environment, and others felt gender equality or empowerment were the ideal. Having a diversity of participants together in Salzburg translated into greater understanding by those who never thought about an issue like gender within the context of the topic. For Maya, Salzburg demonstrated how people benefit from not having like-minded individuals in the conversation – to learn, to gain perspective, and to introduce and hear new ideas.

And as Maya found, diversity went well beyond the professional roles attached to who was in the room. “We had attendees ranging in age from their 20s, to their 60s. Each younger generation was looking up to their more experienced counterparts to gauge their life lessons on our issues.” She notes that one of the unique elements of Salzburg was that everyone who attended was immediately put on a level playing field. Titles were no longer important, just the ideas and information shared by those around the room. Conversations were directed to one another as people, not as representatives of an entity or group.



Maya believes that the Salzburg Global Seminar offers a tremendous place for emerging professionals to find global role models. She sees the Salzburg environment as dynamic, an “each one teach one” setting. I think about those in their 20s in attendance, and I think that Salzburg is such a gift to them. I can only imagine where I would be today had I had a similar opportunity and platform at that age. In Salzburg, younger generations have an excellent opportunity to see lessons learned early, and it is very important for emerging leaders to be linked to intimate learning environments like the Seminar. I don’t know of any other models in the Arab world like it.

The importance of engaging emerging leaders is not lost on Maya. Her home country, Egypt, gave the world a stunning and impressive reminder this year of the influence of younger generations who are technologically connected and rapidly gaining political saavy.

Maya sees the Salzburg Global Seminar as a tremendous vehicle for engaging younger generations in solving the problems of our day. And, says Maya, “there is a role to play for those with hard-won experience too. We need to give back as Fellows by being speakers, giving of our time and resources, and talking to others about the work of the Seminar. I am personally committed to bringing women’s issues to a broader forum, but each of us has a role to play in strengthening the marketplace of global ideas.”

My time at Schloss Leopoldskron was one of the most wonderful of my whole life. I had a sense in the Schloss of the great history of the place. The ornate rooms, the beautiful paintings – I will never forget them.

The Salzburg Global Seminar is honored to have Maya Morsy serve as Co-Chair of the 2011 Annual Fund Campaign.

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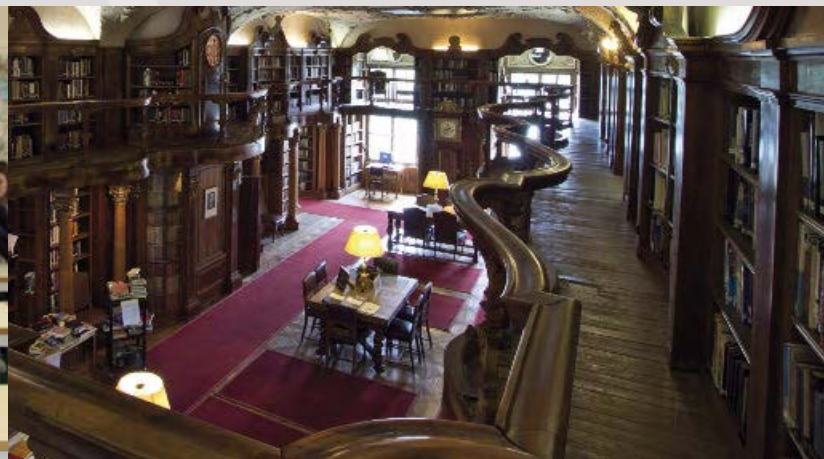
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