



SALZBURG
GLOBAL

Salzburg Global *Diversity, Equity, and Inclusion Report*



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Foreword from the *President & CEO*



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Foreword from the *President & CEO*

Over the past 76 years, Salzburg Global has been committed to peace, reconciliation, and renewal. To meet our aims, we have always sought to embrace diversity and allow for an “all-in” exchange. We believe that peace and reconciliation can only happen in an atmosphere of understanding, recognition and true appreciation of different perspectives and opinions. To this end, Salzburg Global has sought to embrace the principles of diversity, equity, and inclusion (DEI) throughout its history.

Needless to say, our understanding of DEI has expanded and deepened over time. It is a journey that unfolds day-by-day and step-by-step, as we continue to learn from our Fellows, our partners and our friends and supporters around the world.

We want to learn, but we also want to share our history, vision, and our future aspirations. We are therefore now creating a series of reports that describe both our history and our future ambitions. We have looked back to see how over the past 76 years the principles of diversity, equity, inclusion, justice, and belonging have been part of our institutional fabric. We are also trying to understand where we have been amiss, and how, as an organization, we can continue to incorporate DEI into our future work.

With these reports, we hope to achieve four goals:

- 1 To continue emphasizing DEI as a strategic priority for Salzburg Global.
- 2 To foster a culture of communication and dialogue.
- 3 To document to Fellows, partners, and supporters the commitments and milestones of Salzburg Global’s DEI journey and enable a vehicle for feedback.
- 4 To always be a leader when it comes to the evolution of DEI policy and practice and to be an active partner of the global movement for DEI.

These reports could not have happened without considerable support. I want to thank and recognize those who have helped develop these reports and our work related to DEI. This includes our Chairman and Board of Directors, the Chair and members of our DEI Working Group and our DEI Taskforce, as well as our Fellows and institutional partners who have shared their insights and feedback. A special thanks goes to Litha Sokutu who serves as our DEI Strategic Specialist and has provided valuable leadership in authoring this report. I hope you will find the information herein as useful as I have. Let’s continue to talk with each other, listen to each other and shape a better world together.

Best,

A handwritten signature in dark ink, appearing to read 'Martin Weiss', with a stylized, flowing script.

Martin Weiss

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Purpose & *Background*



2

Purpose & Background

On Saturday, October 21, the final day of Salzburg Global's 2018 program of the Cultural Innovators Forum, Salzburg Global staff were made aware that several protest posters had been put up in the Venetian Salon* of Schloss Leopoldskron. The posters were a protest against a set of historic Commedia dell'arte paintings, which were installed in 1930 by Max Reinhardt and are a main feature of the Venetian Salon. Specifically, Fellows were protesting to raise concerns about the paintings and their link to blackface and racial prejudice.

Salzburg Global and Schloss Leopoldskron have been fundamentally changed by the protest and the questions it raised. Since the protest, Salzburg Global and its staff have worked tirelessly to better understand its organizational history as well as the history of its facilities in Salzburg in new and deeper ways. They have consulted with numerous experts and external specialists to change their institutional understanding and practice in ways that better reflect the values they hold and the diversity of and experiences of their Fellows.

Some of these changes include the creation of an internal Diversity, Equity, and Inclusion (DEI) Taskforce in 2019 and the development of a DEI Board Working Group, including representation of Salzburg Global Fellows as of July 2020. Salzburg Global is now developing a series of four DEI reports to invite Fellows and other stakeholders to better understand the organization's DEI journey. These reports will cover several topics related to DEI at Salzburg Global, including the historical context and DEI initiatives that focused on its people, its program, and its place.



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The Historical Overview of *Salzburg Global* & *DEI*



3

The Historical Overview of Salzburg Global & DEI

Over the past 76 years, Salzburg Global has experienced a continuous and profound evolution in how its staff, programs, and physical space have responded to and infused DEI principles in its work. This section catalogues the inflection points that have influenced how Salzburg Global engages with DEI issues. Additionally, this section provides an overview of the philosophy underpinning the founders' vision for Salzburg Global in 1947, as well as more recent milestones that have shaped the organization's institutional priorities.

The insights in this section are based on both internal and public documents as well as interviews conducted with a variety of stakeholders such as current and former staff, Fellows, partners, and members of Salzburg Global's Board of Directors.



“If there was anything we wanted to do... I would say it was to promote the idea of individual responsibility, the idea that the individual could make a difference.”

Clemens Heller Remarking On The Origins Of Salzburg Global, 1997

SCHLOSS LEOPOLDSKRON AND SALZBURG SEMINAR

The “Salzburg Seminar in American Studies” (as it was first known and is still labeled on the front door of the Schloss) was founded in 1947 by one Austrian, Clemens Heller, and two Americans, Scott Elledge and Richard Campbell, all of whom were young graduate students and teaching assistants at Harvard University. As an Austrian Jew whose family was forced to flee Austria in 1938, Heller wanted to locate the first “Salzburg Seminar” in Austria in 1947 both to contribute to its post-war reconstruction and also to show that reconciliation was possible in a former Axis country under military occupation. The fundamental idea of the Seminar's founders was to create an international center for dialogue and reconciliation as a means to show that the peaceful reconstruction of the international order required not only physical and economic investments, but investments in the intellectual, cultural, and humanistic connections between people as well – particularly young people. As a framing for their idea, they chose to focus on American Studies for two important reasons. First, the choice of American Studies ensured that those joining the first seminar would be proficient in English and thereby ensure a common language. Second, and more importantly, the choice of American Studies would give the first Fellows of the Salzburg Seminar a means to engage openly on issues including economics, literature, law, sociology, and culture, among others, and in so doing provide an opportunity to critique the post-war structures of economic and political power. As the archives state, the first Salzburg Seminar in American Studies program “offered not only education on American literature, art, history, and culture, but also a beautiful, calm setting... appreciated by those from countries long at war.” The inaugural session of the Salzburg Seminar in American Studies took place in the summer of 1947 over the course of six weeks, bringing together 112 young “Fellows” from all over Europe with a prestigious group of American “Faculty”. As the historical records note, participants ranged from a Czech man “imprisoned at Buchenwald; an Austrian who had joined the Nazi party... a Dane who had been arrested by the Gestapo; and a woman who had seen her mother shot at Auschwitz.” The first session was chaired by Harvard literary critic F.O. Matthiessen and Margaret Mead, a renowned American scholar often referred to as the “mother of social anthropology.” In his opening remarks, Matthiessen, who would later be canonized as an important figure in LGBT* history, underscored the importance of diversity in Salzburg's program and stated that one of the key objectives of the Seminar was to “penetrate to deeper levels of understanding [and] to probe again to the nature of man ... in ways that break down the barriers of ignorance and hate.”

As the years passed and as a greater variety of sessions were incorporated into its annual program, the Seminar continued to be guided by the philosophy that creating opportunities for engagement and dialogue among diverse groups of people, with divergent and even conflicting views, could help bridge divides and create the conditions for more just, inclusive, and peaceful societies. From its earliest days, the use of Schloss Leopoldskron as the home of the Salzburg Seminar had a profound influence on its ability to create the conditions for dialogue and reconciliation among people with different backgrounds, experiences, viewpoints, and ideas. Over the Seminar's first decade, Schloss Leopoldskron had become such an important part of its mission and its programs that it was officially purchased as the institutional home of the Salzburg Seminar in 1959.



“The Salzburg Seminar plan was a product of the sort of cross-national thinking on which it will be necessary to rely in constructing a more closely knit and more mutually intelligible world.”

Margaret Mead, Co-Chair Of The Inaugural Salzburg Seminar, 1947

A more detailed historical overview of the institution's history is [here](#).

ORGANIZATIONAL MISSION TODAY



“In its early history, our organization developed a reputation for being a center for international dialogue and reconciliation on issues critical to post-war reconstruction. In that context, Austria, as a neutral country in the heart of Europe, had a very specific and important role to play. While it started as a neutral bridge between East and West, as the speed of globalization increased and new collective global challenges emerged, Salzburg Global expanded its scope and developed a greater focus on programs focused on international justice, equality, and prosperity around the world, while building connections and collaborations on these issues among our Fellows.”

Benjamin Glahn, Deputy CEO of Salzburg Global, 2022

Seventy-six years later, the organization continues to draw on the principles of its founders, while ensuring that these values can adapt to different moments in history. Over successive decades and generations, this adaptation has been made possible thanks to the continuing engagement of the diverse cohorts of Fellows and changemakers that join its programs each year. With a global network of over 40,000 Fellows across more than 180 countries, Salzburg Global has always encouraged its Fellows to “speak back” to the institution and to help co-create programs that meet contemporary challenges. This notion of “speaking back” to the organization is a critical motif in fully appreciating the DEI journey of Salzburg Global.

“Recognizing that the global dynamics of representation, influence, and power were changing, beginning in the early 1970s and into the 1980s, Salzburg Global began actively engaging partners, donors, and Fellows in the Middle East, South Asia, and China, Korea, and Japan to increase the global representation of its Fellows. During this period of rapid globalization and expanding movements for democracy and social justice, its intergenerational and interdisciplinary bridge building function continued to be a critical part of its mission and purpose, now applied at a larger global scale. In that context, and as the world moved toward an ever-greater degree of interdependence, the organization reinvented itself to focus increasingly on issues of social change and social justice.

Over that time, the organization developed new approaches to address these global challenges, specifically building new programs and networks to foster deeper connections and collaborations among its globally diverse Fellows.”

Benjamin Glahn, Deputy CEO of Salzburg Global, 2022



THE ROLE OF INSTITUTIONAL PARTNERS & DONORS IN THE DEI PROCESS

As an independent, not-for-profit institution, Salzburg Global has always been supported through partnerships, grants, and generous individual donations. The support of **institutional partnerships** and **individual donors** is an essential factor in assessing the strategic priorities of Salzburg Global and DEI-related issues historically. While Salzburg Global has always been fully independent, like any non-profit organization the priorities of donors and institutional partners have influenced the direction and priorities of Salzburg Global over time.

From its earliest days, Salzburg Global has relied on the support of private, independent donors for its development and growth. Beginning in the 1960s, as Salzburg Global expanded its mission to “address common problems” and expanded the global representation of its Fellows, it was private donors and foundations that made this expansion possible. Starting with support from the W.K. Kellogg Foundation in the 1960s, Salzburg Global was able to expand its recruitment efforts outside of Europe and the United States and begin the process of global expansion and representation. As Salzburg Global’s international reach grew, additional foundations and supporters joined in these efforts. Among the US-based foundations that supported this expansion were the Ford Foundation, Mellon Foundation, and Rockefeller Foundation. In the mid-1980s, Asian-focused programs and recruitment of Fellows was accelerated by a \$3 million dollar contribution to Salzburg Global’s endowment by The Nippon Foundation and Sasakawa Peace Foundation. In the 1990s, as part of Salzburg Global’s 50th anniversary celebrations and in one of the most significant developments in the history of the organization, a new and expanded relationship with the WK Kellogg Foundation was established, enabling Salzburg Global to implement a series of programs in the 1990s and early 2000s focused on issues of global development and equity. In addition, the WK Kellogg Foundation provided a \$10 million endowment gift to Salzburg Global in 1997, enabling the further expansion of its global Fellowship. Over the next two decades, nearly 3,000 Salzburg Global Fellows from every corner of the world would be supported by these transformational funds provided by the WK Kellogg Foundation. Then, in the 1990s and 2000s, the Mellon Foundation began providing scholarship support for the inclusion of Fellows from Historically Black Colleges and Universities (HBCUs) and the Appalachian Colleges Association (ACA) to attend its programs. This support over more than a decade has enabled Salzburg Global to support hundreds of Fellows from these underserved colleges and to initiate the Global Citizenship Program, which eventually established the first formal partnerships and collaborations between HBCUs and ACAs.

More information about the history of Salzburg Global programs and donors will be provided in a future report focused on Programs.



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Fellow Participation in the *Salzburg* *Global DEI Journey*



4

Fellow Participation in the Salzburg Global DEI Journey

Contextualizing DEI as it relates to Salzburg Global is not a simple, linear process. One's definition of what falls under the categories of "Diversity," "Equity," or "Inclusion" will undoubtedly influence any appraisal of the DEI work of Salzburg Global to date. Later sections in this report deal explicitly with Salzburg Global's view of DEI and how the organization has arrived at that approach over time. Over the years, and as Salzburg Global has evolved and grown, there have been coordinated internal efforts at Salzburg Global to increase the diversity profile of its Fellows and enable greater inclusion of underrepresented people, sectors, communities, and regions. The effectiveness and consistency of these efforts are subject to scrutiny, and understanding this history should ideally lead to stronger and better approaches in the future. Intentionality is also a critical variable to assess. Over the history of Salzburg Global, there have been some historical milestones and inflection points that were not part of a coordinated strategy to prioritize inclusion or bring about equity, but were the result of incidental, one-off engagements that aligned with current understandings of DEI. Other milestones were caused by Salzburg Global Fellows who challenged the progress of DEI issues within Salzburg Global or Fellows who expressed irritation with the institution's pace of change. Ultimately, the organizational approach to topics such as systemic racism, gender equality, sexual identity or global inequalities over the past 76 years reflects a mix of institutional priorities, the staff at the institution, program focal areas, and the types of Fellows recruited for programs. A hindsight analysis of programs shows that while certain programs may have been progressive for their time, they did not always aspire to a truly inclusive global perspective and could have done more to push the envelope on diversity, equity, and inclusion issues. As a function of time, organizational development, a widening of thematic program areas, and more diverse Fellows speaking back to the organization, however, Salzburg Global's approach to these topics has evolved significantly, particularly over the last four decades of its history. Most importantly, and as this report highlights through interviews with staff, Fellows, and external partners, there continues to be a great deal of work to be done and Salzburg Global remains committed to learning and adapting to the constant evolution of DEI principles and practice.

"I personally think that much heritage is historically charged with meaning from different periods of time. It is not only here in Salzburg, Europe, or Austria, but everywhere around the world. The point is, what you do with that history and how you carry it forward. I think the programs of Salzburg Global are, by themselves, a proof of commitment of a more fair and equal future."

Salzburg Global Fellow (Anonymized), Speaking on The Venetian Room Protests, 2018

The November 2019 booklet entitled "Schloss Leopoldskron: **"Contested Histories and Cultural Heritage"** details some of the key historical elements, artifacts, and contested symbols within Schloss Leopoldskron that relate to Salzburg Global's institutional culture and its engagement with and understanding of its home. The booklet states that its primary aim is "to ensure that everyone that visits [Schloss Leopoldskron] now and, in the future, – whether... Fellows of Salzburg Global Programs, or guests of Hotel Schloss Leopoldskron – are provided with information about the complex 14 Salzburg Global | Diversity, Equity, and Inclusion Report history of the building and the difficult and sometimes contested historical and cultural layers that are part of this place."



“[Schloss Leopoldskron] is a complicated space. I think it’s also complicated in that I don’t think we often appreciate the different contexts that people come into the space with.”

Louise Hallman, Former Director of Communications at Salzburg Global Seminar, 2022

The “Schloss Leopoldskron: “Contested Histories and Cultural Heritage” booklet provides a number of valuable insights into the story of DEI at Salzburg Global. The booklet gives a detailed account of how Salzburg Global Fellows spoke back to the institution, including on October 21, 2018, during the Cultural Innovators Forum and what is now known as the Venetian Room Protest: “Salzburg Global... staff discovered that posters had been taped to the paintings in the Venetian Room as a protest against a number of the Commedia dell’arte paintings and indicated that these images are representations of blackface.”

This moment shows the critical role that Fellows have in helping mold the cultural and institutional fabric of Salzburg Global. To quote from the booklet, “Since the protest, [Salzburg Global has] tried hard to understand the history, objects, and images located here in deeper and in new ways, and we have consulted with numerous experts and external specialists to better understand how to change our institutional understanding and practice in ways that better reflect the values we hold.”



“If we’re fighting racism... one of the first things [we need to understand] is the construct of whiteness and how whiteness has been oppressive.”

Nic Aziz, Salzburg Global Fellow, who was present at The 2018 Venetian Room Protests, 2023

A key outcome of the Venetian Room Protest was that in 2020, and with the support of the Kress Foundation, Salzburg Global hired two consultants (both Salzburg Global Fellows) to work with the organization on a set of recommendations, specifically focusing on the Venetian Room and other contested elements of the Schloss Leopoldskron’s history. Joy Davis, a Baltimore-based 2019 YCI Fellow and founder of the Waller Gallery was asked to join as a consultant. Davis, alongside Raina Lampkins-Fielder, a curator and cultural programmer for the Souls Grown Deep Foundation steered the process of providing recommendations concerning the Schloss’ history, including the cultural objects it houses and their representations. A future report focusing specifically on Salzburg Global as a “Place” will detail the various recommendations, initiatives, and DEI commitments relating to reimagining and re-curating the Schloss.

“Salzburg Global [and] Hotel Schloss Leopoldskron must challenge itself. Saying it is contested does not holistically acknowledge the history of enslavement and visual subjugation through art. This conversation goes beyond these two factors and, though different, informs the potential interpretive links in the ‘Chinese’ room.”

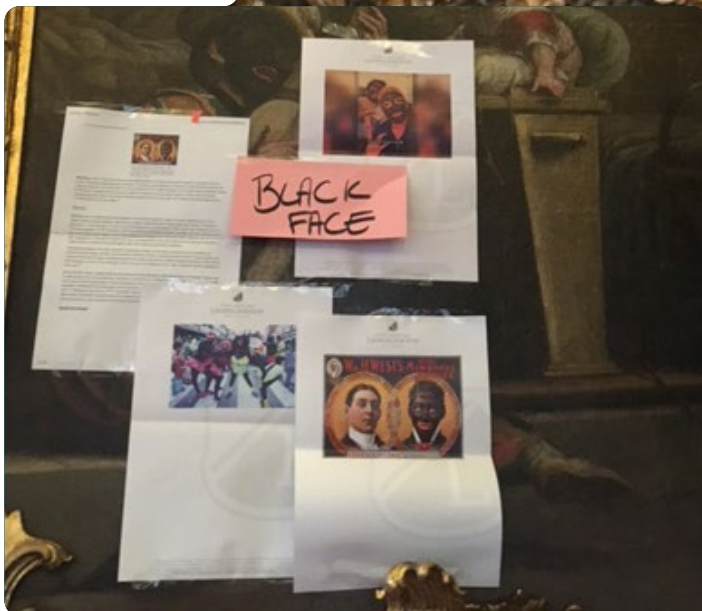
Joy Davis and Raina Lamkins-Fielder, Kress Foundation Contested Histories and Cultural Heritage, 2021



The Venetian Room Protest also led to the formation of the DEI Task Force, comprised of Salzburg Global employees in Salzburg and Washington, D.C. The Task Force was instituted to discuss Salzburg Global culture, highlight employee priorities and recommendations, and develop initiatives to address internal issues. The Task Force covers a wide range of topics that include fostering cohesion between staff groups, infusing racial equity into Salzburg Global programs, and advocating for the allocation of funds to increase the accessibility in the Schloss for Fellows with physical disabilities or with visual impairments.

“The Venetian Room protest fundamentally changed the way we think about our culture and our mission, our place in the world, and maybe more importantly - our responsibility to the kind of organization that we want to be.”

Benjamin Glahn, Deputy CEO of Salzburg Global, Reflecting On The Impact Of The Venetian Room Protests, 2022



5

June 2020 and the *Global Racial Reckoning*



5

June 2020 and the *Global Racial Reckoning*

The 2018 Venetian Room Protest most certainly increased the level of racial awareness of Salzburg Global. The year 2020 and the global upswell of protests against the murders of George Floyd, Breonna Taylor, Ahmaud Arbery (to name but a few of the victims) at the hands of the police in the United States, was an external catalyst for Salzburg Global to once again reflect on their institutional priorities and how DEI fits into their mandate. 2020 pushed organizations from all industries to find an active part to play in alleviating racial inequity and infusing this into their operations. As a US 501c3 non-profit organization with deep roots in the United States, including an office in Washington, D.C., and many American staff, Fellows, donors, and institutional partners, the events of 2020 underscored the need for the organization to reflect on its position in this global racial reckoning. As a result, the clarion call for Salzburg Global was unambiguous: for an institution that describes its mission as challenging current and future leaders to shape a better world, Salzburg Global needed to challenge itself to prioritize racial equity across its institutional strategies and to create a series of intersectional DEI initiatives that could permeate throughout the organization.

In June 2020, Salzburg Global released a statement on the global reckoning which included the following:

“Salzburg Global... born out of conflict in 1947, challenges current and future leaders to shape a more creative, just, and sustainable world. Through this commitment, we reaffirm the radical vision and values that underpinned our founding.

We challenge ourselves to look inward and outward to deliver our mission. We have already begun to embed action against injustice and racism across all our programs and to address structural issues within our organization and facilities. We commit to listen to and amplify voices that may go unheard, and to work with our Fellows and partners to transform systems for true equity in the United States and around the world.”

The public nature of this statement – communicated to staff, Fellows, partners, and patrons of Salzburg Global – was significant in that it invited various people to join Salzburg Global in its DEI journey. By doing this, multiple stakeholders can hold the organization accountable in its promise to “transform systems for true equity in the United States and around the world.”



“I think Salzburg Global - with the way that they’re tapping into culture, and people and thinkers - has the ability to be a part of some shape shifting [initiatives]...and I think the Fellows can be leaders in [those] movements.

Nic Aziz, Salzburg Global Fellow, who was present at
The 2018 Venetian Room Protests, 2023

The 2020 moment also led to concerted board involvement in issues of DEI. The Board Working Group – a committee comprised of Salzburg Global senior management, Board members, and Salzburg Global Fellows – was formed in 2021 to discuss how best to integrate DEI into Salzburg Global from a governance perspective, focusing mainly on the key pillars of People, Program, and Place. Later chapters of this report will delve deeper into the function, activities, and philosophical approach of the DEI Task Force and the Board Working Group.



“As a board member... I want to continue to have Salzburg Global adopt best practices in the field [of DEI] and also create their own best practices such that I’m sharing the Salzburg approach with the other organizations that I’m working with.”

Anne Gates, Salzburg Global Board Member, and Member of The Salzburg Global Board Working Group on DEI, 2023

6

Contextualizing the Salzburg Global DEI Journey: *Timeline and Key Milestones*



6

Contextualizing the Salzburg Global DEI Journey: *Timeline and Key Milestones*

The events mentioned above provide critical inflection points in the DEI journey of Salzburg Global. However, over the past 76 years, there have been other, smaller moments that may either have been forgotten or not been publicized. They too are important as they detail both how one-off, sporadic DEI-related principles and developments have been a part of Salzburg Global since 1947, as well as the ways in which longer-term institutional priorities and strategies have been consistent with the evolution of DEI principles over time. These events, taken together, provide a collective sense of how Salzburg Global has sought to embody and implement its vision of shaping a better world over time, even though its approach may not have always fallen neatly into today's definition of "Diversity," "Equity," and "Inclusion."

The aim of this timeline is to surface programs and events that relate to the principles of DEI and DEI-related issues, even where they were not explicitly defined under an overarching banner of DEI. Where possible, demographic information has been provided to provide more texture.

A later DEI report focusing explicitly on Salzburg Global programs will delve deeper into how exactly Salzburg Global can understand and infuse DEI into programs while considering the significant complexity around this topic.

Below is a brief snapshot of larger milestones located amongst lesser-known events and programs in the organization's history.



1918

Max Reinhardt purchases Schloss Leopoldskron

1937 - 1938

The exile of Reinhardt and confiscation of Schloss Leopoldskron by the Nazi regime

1945 - 1946

Restitution of the Schloss to Helene Thimig, Max Reinhardt's widow

1947

Formation of Salzburg Global Seminar

- The "Salzburg Seminar in American Studies" was founded by Clemens Heller, Scott Elledge, and Richard Campbell as an international forum for those seeking a better future for Europe and the world.
- As F.O. Matthiessen said at the opening of the first Salzburg Seminar, "we have come to Salzburg to enact anew the chief function of culture and humanitarianism", to communicate with another again in ways that "cut through prejudice and destroy the barriers of ignorance and hate."

1950

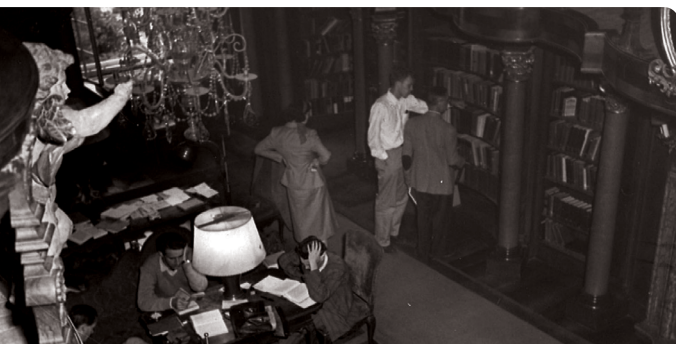
Session 10: "General Session in American Studies"

- Alain Locke, renowned African American philosopher, writer, teacher, and the first African American Rhodes Scholar, served on the faculty of Session 10. During his summer in Salzburg, Locke lectured and held discussion groups in the Venetian Salon of Schloss Leopoldskron.
- Generally regarded as the "father of the Harlem Renaissance" and one of the most influential African American philosophers and public intellectuals of the 20th century, Locke was the first in a succession of prominent African American Faculty and Fellows to participate in Salzburg Seminar programs.
- As Locke wrote to Ralph Ellison several years later, "In the summer of 1950 it was my good fortune to be a member of the instructorial staff of The Salzburg Seminar in American Studies... I regard the experience more and more in the perspective of four years as one of the most rewarding and educative episodes of forty-one years of college teaching."

1951

Session 15: "Theory and Practice of Social Relations in the United States"

- This session was the first that specifically explored engagement on minority issues and evolved the Salzburg Seminar's program into a sustained exploration of topics related to equity and social justice in decades to come. The session "coalesced previous engagement on minority issues that evolved into a sustained exploration of topics related to equity and social justice in decades to come."
- John Hope Franklin, one of the most influential African American historians and civil rights advocates of the 20th century, and author of *From Slavery to Freedom*, served on the faculty and held lectures and group discussions in the Venetian Salon. It was Franklin's first international trip. As Franklin wrote in 1988, "from the time that I taught at the Salzburg Seminar in American Studies in 1951, I have been a student and an advocate of the view that the exchange of ideas is more healthy and constructive than the exchange of bullets."



1954

Session 34: "General Session in American Studies"

- Ralph Ellison, renowned African American novelist, literary critic, and scholar served on the faculty of Session 34. Best known for his novel *Invisible Man*, "a fierce and unsparing chronicle of American racial hatred, prejudice, and malevolent indifference." Ellison wrote, "I am invisible, understand, simply because people refuse to see me."
- During Session 34, Ellison assigned readings that shot to the very core of the history and experience of Black Americans, and books that are still included in the Schloss library. This includes a 1938 first edition of Richard Wright's *Native Son*, a novel about the crushing poverty in Chicago's South Side, and Wright's 1940 *Black Boy*, a searing autobiographical account of racism across America.



1958

Session 58 - "Races and Minorities"

- Chaired by renowned Historian John Hope Franklin, Session 58 was the first Salzburg Global program focusing explicitly on race and minority issues. Topics included "Waspism," "Nationalism," "Patriotism," and the analysis of US Foreign Policy as it relates to the Middle East, Africa, and Southeast Asia.
- After serving as faculty in 1951 and 1958, John Hope Franklin later joined the Salzburg Seminar's Board of Directors and served as both a Director and Senior Fellow.



1959

Salzburg Global purchases Schloss Leopoldskron



1966

Session 102 - Salzburg Seminar welcomes Fellows from "behind the Iron Curtain" for the first time since 1948 and the communist takeover in Czechoslovakia

- Four Czech Fellows were welcomed to the Schloss to attend Session 102: "The American Economy and International Economic Affairs."
- During 1966, the Seminar updates its mission to reflect a more global orientation: "To promote understanding among nations, by arranging for participation of present and future leaders in international education programs. Dealing with American and with other relevant experience, which may help solve the emerging problems of modern society."

1972

Salzburg Seminar Celebrates its 25th Anniversary and Strategizes an Expansion into the Middle East

- Just as after World War II when Fellows from former enemy and allied countries came together in the peaceful atmosphere of Schloss Leopoldskron, the Seminar set out in the early 1970s to include people from the Middle East in its programs. As the Seminar leadership wrote at the time, "As the region grows in influence and power, the Seminar looks to involve Fellows from emerging economies, creating a new multiyear series of programs on "Communication, Development and Social Change."
- Through these efforts around global expansion, the Seminar welcomed its first Fellows from Oman (1975), Saudi Arabia (1976), Iran and Jordan (1978). Social change and social justice became crosscutting themes of the 1970s, along with environmentalism and urban planning, which emerged through programs like "Planning and Development in the Urban Community" (1965), "The Control of Environmental Pollution" (1974), "Energy, Population and Affluence: The Future of Earth's Resources" (1975). In modern days, these themes have become crucial issues of our society.

1983

May | Staff members call for greater female representation at Salzburg Seminar

- After findings from several surveys and analyses of program participants, staff made a call for the Seminar to make a "more concerted effort to increase the number of women attending its sessions" and to ensure that women "account for a larger percentage of our Faculty."
- The appeal was made to a variety of leaders and advisors at Salzburg Seminar.

1980's

Eastward Expansion and Globally Diverse Programs

- As former Resident Director, Timothy Ryback... has said, "it was not until 1966, during a thaw in the Cold War, that Fellows from Soviet Bloc countries began attending again. During this time, programs concentrated on presenting facts rather than preaching (about the free market system) and letting "the facts" speak for themselves. It worked. By 1989, the Seminar had over 1,400 alumni across the Soviet Bloc, with 330 in Poland, 162 in Romania, and 80 in Bulgaria. A page from the Seminar session "guest book" for one 1968 session presented a world without distinction between east and west or even countries, states, or cities: Belgium, Hungary, Romania, England, Texas, Finland, Czechoslovakia, France, Italy, Holland, Belgrade. As one Fellow wrote, "The shortest distance between Washington and Moscow is through the Bierstube."
- The Seminar's efforts to expand its global reach continued as Salzburg Seminar staff held personal interviews in major cities of Western and Eastern Europe, the Middle East and, for the first time, North Africa. This selection and recruiting process was an essential element in the Seminar's ability to attract Fellows of "promise and prominence" from around the world. The Seminar welcomed its first North African Fellows in 1981.
- In 1984, the Seminar continued its recruitment in the Middle East for the session "The Commonality of Cultural Traditions: Christianity, Islam, and Judaism," that had the goal of explaining the common roots of the three traditions and providing a forum for better communication and understanding. This marked the first program attended by Fellows from both Palestine and Israel.

1988

Session 266 – “AIDS: Confronting an Epidemic”

- One of the largest and most diverse groups of Fellows to attend a Salzburg Seminar program to date, with Fellows from around the world and from varied professional fields such as medicine, the military, the church, diplomacy, political science, law, policymaking, education, and journalism. There was also representation from the gay community.
- This was one of the first international gatherings to bring together HIV/AIDS researchers, policy makers, public health officials, doctors, and others to address the global HIV/AIDS epidemic, with many of the Fellows becoming leaders in the field in their own countries.



1992

Salzburg Seminar welcomes the first Fellows from Albania, Latvia, and Ukraine

1993

Launch of the Asia Initiative

- Consistent with Salzburg Global's commitment to becoming a more global institution, a group of officers and Directors held special seminars in Japan and the Republic of Korea, seeking to ensure an increased participation from Asia in terms of programs, faculty, and Fellows.
- By 1999, the initiative brought more than 350 Asian Fellows to Salzburg, with institutional partnerships established in China, Hong Kong, Japan, Korea, Thailand, Singapore, and the Philippines.

1994

July | Session 316 - “Religion, Ethnicity, and Self Identity”



1995

Session 330 – “Building and Sustaining Democracies: The Role of Non-Governmental Organizations”

- One year after Nelson Mandela was elected President of South Africa, his daughter, Makaziwe Mandela, attended Session 330 and led a discussion group on the future of democracy in South Africa in the Venetian Salon.

1996

Education Reform in South Africa

- In 1996, over 50 experts from 18 countries worldwide, including South Africa's Minister of Education, convened to examine the recently issued National Commission on Higher Education report for the integration of higher education in South Africa.
- The meeting in Salzburg, and the recommendations provided by an international group of higher education experts, turned out to be an invaluable step in shaping the higher education reform in post-apartheid South Africa.



1996

Session 334 - "Health Care Partnerships: Meeting the Needs of Underserved Communities"

- Session 334 explored the needs of underserved communities and attempted to identify health care delivery models based on preventive medicine that are designed to directly meet the constraints of specific marginalized populations. The program also discussed the interplay of race, class, ethnicity, and geopolitics in the provision of health care.
- Discussions focused on the factors that contribute to the problems experienced by underserved groups, methods that supported identification of critical intervention strategies, and educational programs that promoted wellness. The session also discussed models for health improvement activities that could be integrated into development programs and replicated in other communities.
- With a geographical spread of 13% Western Europe, 24% Africa, and 20% Middle East, the session contrasted Global North and Global South nations' access to health care.

Session 339 - "Human Rights: An International Legal Perspective"

- Co-chaired by legal experts Lloyd Cutler and Roger Errera, the session brought together justices from the high courts of Germany, France, and India, along with the US former Undersecretary for Human Rights, and Chief Prosecutor of the International War Crimes Tribunals for the former Yugoslavia and Rwanda.
- 51 Fellows from 33 countries were proof of the rich geographical diversity that had become the hallmark of the Salzburg Seminar. After the session, a Fellow from the United States said: "We now have in place a legitimate framework for global communication, heightened respect for the dignity and worth of all human beings, and the hope that mankind can live in lasting peace. (...) Participating in this Salzburg Seminar has equipped me to become an informed and willing participant in the task of making human rights and their protection a reality for people everywhere."

1998

February | Special Peace Symposium - "Defining Peace in the Contemporary World"

- A symposium convening politicians, activists, and peacebuilders who came from nations facing "intractable conflicts".
- This symposium is notable for its participation of Seán MacManus and Jeffrey Donaldson, two men who sat on differing sides of the conflict in Northern Ireland. Both men were integral to the establishment of the Good Friday agreement in Northern Ireland and used the symposium to sit around a fireplace in the Great Hall and "find humanity" in one another as the Salzburg Global 75 Years in 12 Vignettes document states.

1999

October | Session 372 - "Race and Ethnicity: Social Change through Public Awareness"

- Session 372 explored different ways that heightened public awareness of racial discrimination can lead to social progress. The program unpacked the limits of democratic systems to surmount systemic racism.
- Chaired by former University of Cape Town vice-chancellor Njabulo Ndebele, the session also explored mass media's role in shifting social perceptions and unpacked "the pervasive influence and the transformative potential of the media and the arts at all levels of modern society."
- Session 372 also explored "strategies for increasing public consciousness of and sensitivity to minority issues in societies around the world."



2000

April | Session 376 - "The Social and Economic Determinants of the Public's Health"

Salzburg Seminar Board of Directors meet at Morehouse College, a renowned member of the association of Historically Black College and Universities

- Hosted by Board Director Walter Massey, President of Morehouse College, and his wife Shirley, both members of the Salzburg Seminar Board of Directors at that time.
- "Hosting the November Board meeting at Morehouse College was a highly rewarding experience. It enabled us to expose Morehouse to the world, and to bring the world to Morehouse...." Walter Massey



2001

March | ASC27 - "Ethnicity, Race, Religion, and American Identity"



2003

June | Session 409 - "Migration, Race, and Ethnicity in Europe"

- Taking place in the aftermath of the economic and monetary union (EMU), Session 409 looked at the socio-political, economic, and diplomatic implications of the moment and was framed around several key themes including "demographic indicators" which placed "particular concern on issues regarding the labor force, worker mobility, and economic expansion."
- The focus of the section was also on social xenophobia entering the political sphere in the EU, with members of Session 409 faculty highlighting the "recent electoral successes of anti-immigrant candidates and platforms in Europe's most tolerant liberal democracies have exposed deep reservoirs of cultural skepticism about enlargement toward the East, migration from the South, and broader notions of European integration."
- Session 409 was prescient in that it foreshadowed discourse that would become commonplace in Europe a decade later surrounding migrant influx, anti-immigrant social sentiment, as well as right-wing ideologies entering the EU body politic post- World War 2.

2006

September | SSASAA Symposium #3 - "Redefining America: Race, Ethnicity and Immigration"

- The symposium focused on how race, ethnicity, and immigration relate to current social, political, and economic dynamics in the United States.
- Topics included America's relationship with race, from Native American dynamics, the "challenge" of diversity, American exceptionalism, and how best to redefine America with a clear view of the past and sense of a shifting demographics for the future.
- The symposium also included a screening of the Academy Award-winning film "Crash" as well as a keynote from Rubén G. Rumbaut, founder of the International Migration of the American Sociological Association (ASA).

2007

Salzburg Seminar is rebranded as Salzburg Global Seminar

- The name was adopted as part of a larger strategic pivot from the board including a revamped mission, outcome-oriented focus, and operating structure.
- Walter Massey, former President of Morehouse College (a renowned HBCU), becomes the Chairman of Salzburg Global's Board of Directors.

2012

September | SSASAA Symposium #9
- "Resistance and Readiness: Immigration, Nativism and the Challenge of Ethnic and Religious Diversity in the US and Europe Today"



2013

June | Session 506 - "LGBT and Human Rights: New Challenges, Next Steps"

- Session 506 broke new ground for Salzburg Global as the first program focused squarely on LGBT issues.
- Chaired by Dr. Klaus Mueller, the session focused on key issues for the LGBT community including equal rights, safety, and free expression.
- Session 506 led to the issuance of the Salzburg Statement promoting principles and recommendations to advance LGBT human rights and led to the creation of the multiyear Salzburg Global LGBT* Forum, which has been running since 2013.

2014

October | Session 538 - Inaugural "Young Cultural Innovators Forum"

- The YCI Forum is an annual series of Salzburg Global that supports emerging young artists and cultural actors who are using innovative practices to catalyze urban transformation in their communities.
- Launched in 2014, the program continued for a ten-year period, supporting cultural innovators on five continents through capacity building, mentoring, and global networking to empower the creative sector as a catalyst of transformation in underrepresented communities.
- With the annual program in Salzburg as its cornerstone, the Forum was structured around a network of Cultural Innovators Hubs in cities and regions around the world, including Adelaide, Athens, Baltimore, Buenos Aires, Canada, Cape Town, Detroit, Kenya, Malta, Memphis, New Orleans, Phnom Penh, Rotterdam, Salzburg, Seoul, and Tokyo, and the US Upper Mid-West.



2015

July | Session 556 - "International Responses to Crimes Against Humanity: The Case of North Korea"

- The purpose of the program was to discuss and recommend practical ways in which outside actors—state and non-state as well as local, regional, and global—might realistically aim to help improve the lot of the North Korean population. At the conclusion of the program, participants produced a "Salzburg Statement" that summarized the issues discussed and made recommendations for future action.

July | "Civic Voices: Justice, Rights, and Social Change"

- The Civic Voices Program, created as part of the Salzburg Academy on Media & Global Change brought together over 70 students and a dozen faculty members from 25 countries for three weeks.
- The session counted Red Cross Crescent and the United Nations Development Program as NGO partners. As the program overview states, assisted and directed by "the NGO partners, students and faculty at the 2015 Academy will build MAPs — Media Action Plans — to help understand the affordances and limitations of media for social impact."

2018

October | The Venetian Room Protest at the fifth Young Cultural Innovators Forum

2019

Formation of the Salzburg Global DEI Task Force

2020

June | Salzburg Global Statement on George Floyd Murder and Commitment to DEI at the Organization

2021

Formation of Board Working Group

2022

Salzburg Global's 75th Anniversary



7

Salzburg Global DEI Pillars: *People,* *Program, Place*



7

Salzburg Global DEI Pillars: *People, Program, Place*

WHY PEOPLE, PROGRAM AND PLACE



“ I think you have to work on all three areas and give them all a sense of importance.”

Anne Gates, Salzburg Global Board Member, and Member of The Salzburg Global Board Working Group on DEI, 2023

As Salzburg Global embarked on its most recent phase of its DEI journey, the organization undertook a consultative process, looking to both external and internal resources to help inform its forward-looking strategy. Among the many key takeaways, one salient insight was to develop a set of pillars to help focus on where change should take place. Salzburg Global’s people, program, and place were identified as key in creating change and effectively executing its DEI initiatives.

Each pillar will require an analysis of progress thus far, what DEI commitments and initiatives will be required for each pillar, and which stakeholders within (or outside) Salzburg Global will be needed to implement initiatives. The effective implementation of Salzburg Global’s DEI initiatives will require these three pillars to operate in concert.



PEOPLE



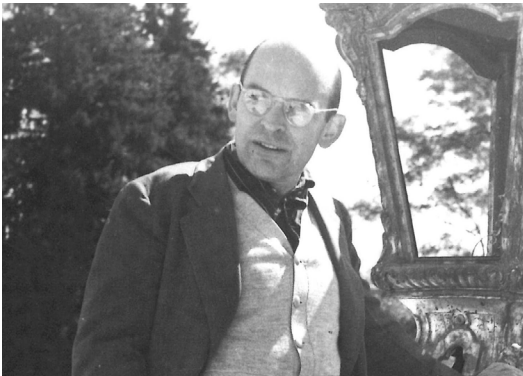
“I think the Seminar has reached out and done a terrific job in increasing not only the number and the geographical distribution, but the quality of the people who have come here.”

Marty Gecek, Chair – Salzburg Seminar American Studies Association (SSASA), 2015

The individuals brought into Salzburg Global are critical to fostering a culture that is not complacent but eager to embody the mission of Salzburg Global more fully. This includes both Salzburg Global staff who are part of the organization’s day-to-day operations, as well as the global network of Fellows who engage with the organization and can provide external, unsentimental insights. Earlier sections of this report highlighted how critical moments in Salzburg Global’s DEI journey were due to Fellows’ “speaking back” to the organization. Fellows have long acted as “critical friends” to Salzburg Global, and through their diverse geographic, intellectual, and social backgrounds have provided an opportunity for Salzburg Global to better live up to its mission and DEI commitments.

One of the exercises in the DEI Vision Workshop in October 2022 included wide-ranging suggestions on the nature of People at Salzburg Global. These suggestions ranged from the need to “reiterate the values & mission of Salzburg Global to staff more consistently”, to including “younger members onto the Salzburg Global board” to “[developing] greater integration of hotel & Salzburg Global [program] staff”.

PROGRAM



“So, beneath the pleasant surfaces of this summer afternoon, there must lie many questions, doubts, even suspicions. But we have not come here to discuss our political problems... but to penetrate to deeper levels of understanding, to probe again to the nature of man,”

F.O. Matthiessen, in his welcoming remarks at the inaugural Salzburg Seminar, 1947

Salzburg Global’s programs, and the Fellows that are a part of them, should be challenged to deeply consider not only how DEI issues and themes cut across Salzburg Global’s programs on Peace & Justice, Education, Culture, Health, and Finance & Governance, but to find common purpose and avenues for collaboration on the questions, blockages, and strategies that will be critical to advancing social justice and DEI priorities in the future.

The ambitions laid out in the DEI Workshop in October 2022 highlighted how Salzburg Global staff may require additional capabilities and skills to augment existing programs in ways that align with these evolving DEI priorities. Resources, training, and other forms of support provided to staff will be key in further deepening Salzburg Global’s approach to DEI in its programs as well as catalyzing Fellows to support the global DEI movement in their own institutions and communities. In addition, continuing to engage its globally diverse network of Fellows in the design and development of its programs will also help to more effectively weave DEI into Salzburg Global programs now and in the future.

PLACE



“The final choice of Leopoldskron as the site had very important implications for the success of the Seminar.... In this setting students arriving to meet other students from the countries of their former enemies, students who had fought on opposite sides, students who have been active in the underground, were able to meet in a mood which combined a sense of distance from real life, and a sense of the importance of the traditions of civilization.”

Margaret Mead, in her evaluation of the inaugural Salzburg Seminar, 1947

Schloss Leopoldskron, in form and function, must strive to reflect the diversity and interests of the people who enter it and contribute to its spaces. As it relates to DEI, a space's evolution can take various forms over many iterations and generations. These kinds of evolution can range from re-curating physical spaces to incorporate Fellows' artwork and create a more diverse fabric of cultural and artistic expression, to the inclusion of more practical additions such as wheelchair ramps, automated doors, and gender-neutral bathrooms. Together, these kinds of investments in the historic infrastructure of Schloss Leopoldskron can help contextualize the values and history of Salzburg Global as well as catalyze future generations to push for new initiatives that will further advance the Salzburg Global DEI mandate.



THE DEI BOARD WORKING GROUP

The 2020 moment also led to concerted board involvement in issues of DEI. The Board Working Group – a committee comprised of Salzburg Global senior management, Board members and Salzburg Global Fellows – was created in 2021 to provide insight and advice on long-term DEI goals as well as the best ways to achieve them. Since 2021, Board Working Group’s members have included:



RINA ALLURI
Salzburg Global
Fellow



ANNE GATES
Salzburg Global
Board Member



**BENJAMIN
GLAHN**
Deputy CEO of
Salzburg Global



VICTORIA MARS
Chairman, Salzburg
Global Board



BETH PERTILLER
Managing Director,
Operations of
Salzburg Global



STEPHEN SALYER
Former President
and CEO of
Salzburg Global
[until July 2022]



**DR. ULRIKE
SCHWARZ-RUNER**
Salzburg Global
Board Member



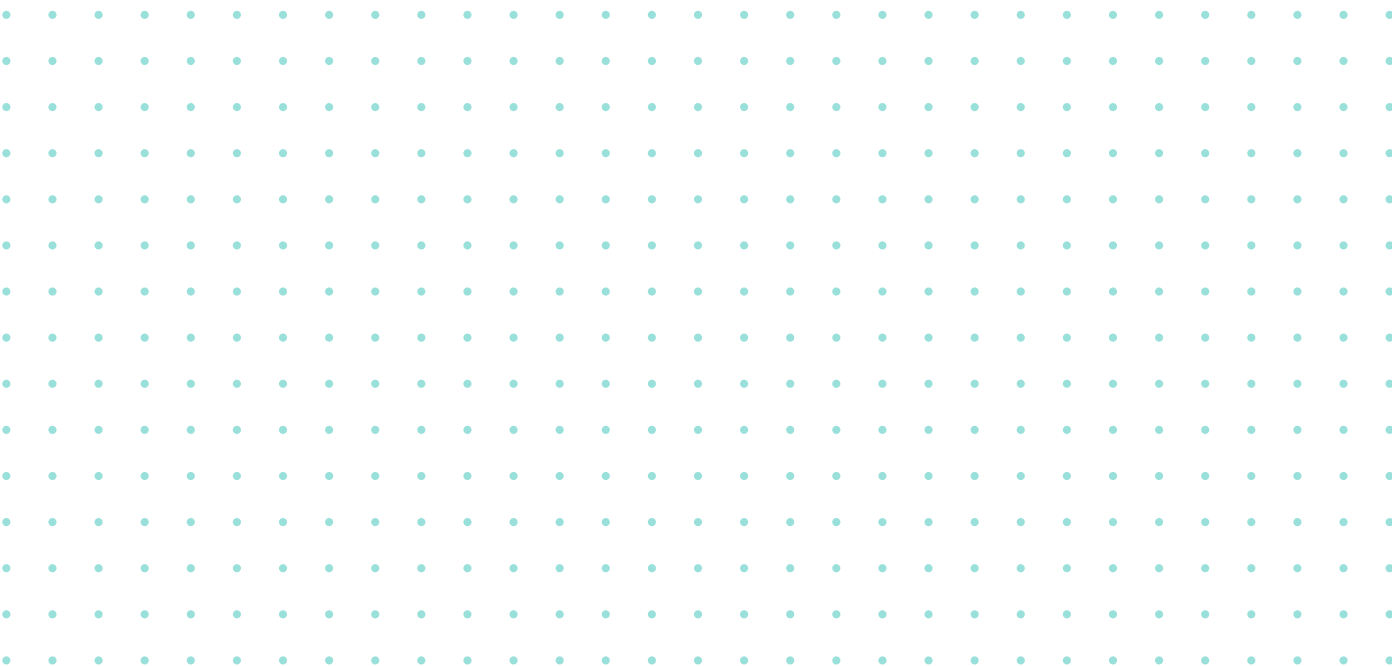
LITHA SOKUTU
DEI Strategic
Specialist,
Salzburg Global



**PETER
WILSON-SMITH**
Salzburg Global
Board Member
[until May 2022]



MARTIN WEISS
President and
CEO of Salzburg
Global [August
2022 onwards]



The group meets on a quarterly basis. The charter of the Working Group is the following:

1. Advise Salzburg Global on making measurable and meaningful progress in building a work environment that is inclusive to staff, hotel clients, and program participants.
2. Advise Salzburg Global on approaches to ensure that Salzburg Global programs are addressing racial and ethnic inequities in its programs
3. Advise Salzburg Global on development and implementation of plans to preserve the history of the Schloss, while integrating the values, integrity, and personality of a diverse, equitable, and inclusive Salzburg Global.
4. Act as a brainstorming partner and advisor with Salzburg Global on groundbreaking DEI initiatives.
5. Advise Salzburg Global on potential funding opportunities (scholarships, marketing funds, etc.) and potential expansion of outreach and engagement opportunities.

Later chapters of this report will delve deeper into the function, activities, and philosophical approach of the DEI Task Force and the Board Working Group.

THE DEI TASKFORCE

In 2019, Salzburg Global incorporated an organizational goal to define diversity goals and implement strategies that could guide recruitment and support a broader institutional diversity approach. To achieve this goal, Salzburg Global created a staff taskforce to research, consult, and draft this strategy. In 2019, the taskforce was developed to be responsible for developing the following:

1. Create a draft definition of diversity as it relates to staffing, including input from staff and external support where available.
2. Draft a diversity, equity, and inclusion statement in conjunction with external support as available.
3. Use existing 10-year signposts and statements, create a multi-year diversity, equity, and inclusion strategy which may include staff training.
4. Review budgetary considerations as part of the strategy.

The DEI Taskforce is comprised of Salzburg Global employees in Salzburg and Washington, D.C. The Taskforce was instituted to discuss Salzburg Global culture, highlight employee pain points, and develop initiatives to address internal issues. It was a direct output of the Venetian Room Protest.

In the four years since its inception, the responsibility of the task force has evolved to incorporate a range of topics that include fostering cohesion between staff groups, infusing racial equity into the Salzburg Global programs, and advocating for the allocation of funds to increase the accessibility of the Schloss for Fellows with physical disabilities or visual impairments.

Since its inception in 2019, the following individuals have at one stage been part of the DEI Task Force:



RACHEL BARCLAY
Former
Development
Manager, Campaign
& Donor Relations



OLISA DELLAS
Manager,
Development and
Evaluation



**KATERYNA
DZHYVIRIAHA**
Program
Manager



**BENJAMIN
GLAHN**
Deputy CEO



LOUISE HALLMAN
Former Director of
Communications



FAYE HOBSON
Program Director



ANDY HO
Former Director
of Development
& Philanthropy



**PAULA
FERREIRA
MARTINS**
Program
Manager



**CHARLOTTE
MÜER**
Program
Manager



**CORINNA
NAWATZKY**
Program
Manager



HELIA NAZARI
Program
Engagement
Manager



BETH PERTILLER
Managing Director,
Operations &
Organizational
Development



**MARY HELEN
POMBO**
Program Director



**MANUELA
RESCH-
TRAMBITSCH**
Managing Director,
Finance & Business
Administration



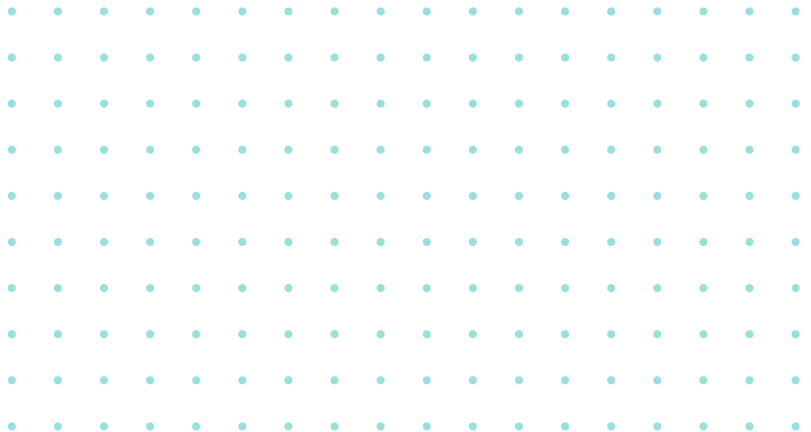
NANCY SMITH
Director of
Development and
Philanthropy



DANIEL SZELENYI
Managing
Director, Schloss
Leopoldskron



**MARISA
TODOROVIC**
Executive
Houskeeper





THE DEI WORKSHOPS

The three DEI Workshops took place in December 2021, May 2022, and October 2022.

Facilitated by Salzburg Global Fellow Rina Alluri and Litha Sokutu, the workshops aimed to engage both senior leadership and the DEI Task Force. The workshops aimed to finesse the philosophical understanding and approach of DEI at Salzburg Global as well as to begin the process of developing best practices and a standard operating procedure for the visioning and implementation of DEI-related initiatives.

The first two workshops included surveys for participants asking questions on their view on the current state of DEI initiatives at Salzburg Global and what skillsets they possess that can be incorporated into augmenting DEI initiatives at Salzburg Global.

DEI WORKSHOP 1: DECEMBER 2021

Workshop 1 was a virtual session and comprised of members of the DEI Task Force. The session discussed the following topics:

- The fundamentals of DEI and rise of the discipline
- The different philosophies and approaches to DEI
- Survey outcomes and insights
- Case studies of other DEI journeys
- Key pitfalls and learnings of other DEI journeys

DEI WORKSHOP 2: MAY 2022

Workshop 2 was a virtual session and engaged the Salzburg Global senior leadership. Discussion points were identical to Workshop 1 with the following topics added to the workshop:

- The role of senior leadership in the implementation of DEI initiatives
- The strategy for internal and public facing communication of DEI initiatives and milestones strategies
- The role of the Board Working Group as an advisory committee on DEI matters at Salzburg Global

DEI WORKSHOP 3: OCTOBER 2022

Workshop 3 acted as a consolidation session which brought together the DEI Task Force and senior leadership to chart a common DEI vision and the decision rights regarding implementation. An in-person session held at the Schloss, Workshop 3 focused on finding solutions to four key questions:

- Definition – What approach to DEI will be taken at Salzburg Global, and what is the accompanying vision of DEI within Salzburg Global?
- Commitment – What are the DEI initiatives that senior leadership and the DEI Task Force commit to undertaking in the short and medium term?
- Responsibility – Who owns which DEI initiatives have been committed to?
- Action – How will the above definitions, commitments, and responsibilities come together to enable effective implementation of DEI initiatives?



THE DEI VISION STATEMENTS

After the conclusion of Workshop 3, the different members of the DEI Task Force came together under the respective pillars of People, Place, and Program to develop vision statements that will guide the types of DEI initiatives undertaken at Salzburg Global.

As future DEI reports will showcase, every vision statement will be linked to a practical DEI initiative as well as a Salzburg Global value.

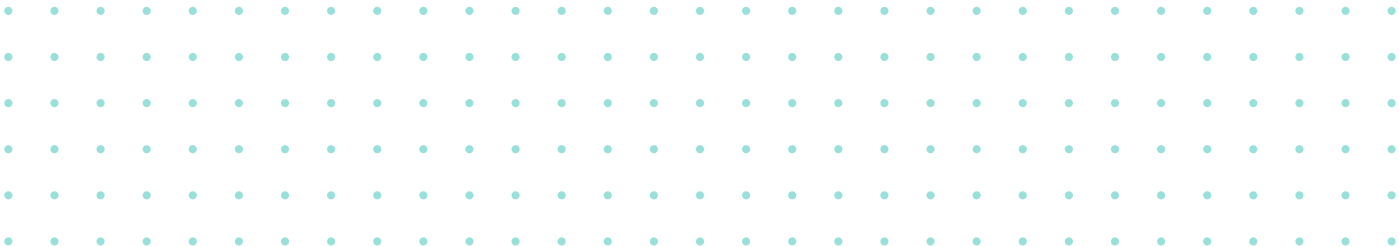
PEOPLE

- Diversity – We aim to reflect the world that we see both internally with staff and the Fellows who partake in our programs.
- Equity – We strive to provide staff access to resources and opportunities for employees, as well as giving the agency for them to flourish in their role.
- Inclusion – We recognize that all people involved with the organization have different needs and we strive to understand the needs of our people and create an equitable environment.
- Belonging – We strive to create a culture of Belonging for all our people to feel included in organization decisions regardless of the role and location they are in.

PROGRAM

- Diversity – We endeavor to assemble a globally diverse group of people to co-create program strategies, develop ecosystems and theories of change.
- Equity – We aim to promote the idea that meaningful change is only made when different voices, including those often marginalized in formal decision-making/policymaking, have agency, and can contribute to the discourse.
- Inclusion – We strive to find or create and implement best practices to give voice, agency, and include the lived experience of the Fellows who attend our programs.

PLACE

- Inclusion – We commit to evolving our understanding of our history and place in a transparent, consultative, additive manner that represents different interpretations and viewpoints.
 - Communication – We strive to communicate the evolution of the Schloss, how this evolution speaks to DEI, and invite participation from all those who engage the space.
 - Access – We aim to become certified wherever possible to Austrian standards as an accessible hotel and convening venue.
 - The Salzburg Global Mission – We strive to use the physical space to facilitate an increased understanding of Salzburg Global, our mission, our Programs, and values by all guests that visit Schloss Leopoldskron
- 

8

The Start of a Journey: *Future DEI Reports*



8

The Start of a Journey: *Future DEI Reports*

This first report represents both a commitment to DEI and the commencement of a larger journey, infusing DEI into the various operations of Salzburg Global. Below is an overview of the upcoming pillar-specific reports. In between these reports, a variety of communications will bring to the surface stories, initiatives, and conversations around DEI at Salzburg Global. The desire to consistently communicate DEI-related developments at Salzburg Global is underpinned by the desire to invite partners, Fellows, and stakeholders to get involved in the journey and “speak back” as a way to improve the efficacy of initiatives.

PEOPLE

A report focused solely on People and DEI will unpack the following themes:

- The Current Landscape of People at Salzburg Global
- The Existing Recruitment Practices of Salzburg Global
- Efforts to Recruit more Diverse Staff and Board Members
- Creating Professional Development Opportunities for Current Staff
- Results and Meta-Analysis of Diversity Atlas Surveys
- DEI Commitments for People pillar

PROGRAM

The Program DEI Report will focus on the following themes:

- The Historical Landscape of Salzburg Global Programs
- Increasing Salzburg Global Program Inclusivity
- Efforts to Diversify External Advisors, Panelists and Fellows
- Accessibility of Salzburg Global Programs
- The Role of Donor Partners in DEI Priorities of Salzburg Global Programs
- Fellow Sentiment on Salzburg Global Programs and DEI
- DEI Commitments for Program pillar

PLACE

The Place and DEI Report will analyze the following themes:

- Historical Developments of the Schloss
- Fellow Perspectives and Influence on the Schloss
- Salzburg Global Representation within the Schloss
- The Current State of Accessibility at the Schloss
- Goals & Commitments to Increase Inclusion at the Schloss
- DEI Commitments for the Place pillar

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