



PRESIDENT'S REPORT • 2018

SALZBURG GLOBAL SEMINAR YEARBOOK

HIGHLIGHTS AND IMPACTS
FROM THE PROGRAMS OF 2017

Contents

Foreword	Courage: 70 Years of Salzburg Global	03
SESSION NO.	PROGRAM TITLE	
573	The Art of Resilience: Creativity, Courage and Renewal	04
Cutler Fellows 5	Salzburg Cutler Fellows Program: Future of Public and Private International Law	05
553	Toward a Shared Culture of Health: Enriching and Charting the Patient-Clinician Relationship	06
574	The Child in the City: Health, Parks and Play	07
575 & 585	Sciana — The Health Leaders Network	08
578 & 579	Home: Safety, Wellness and Belonging	09
576	In the Spotlight: How Can the Public Sector Excel Under Changing Dynamics?	10
June Board Meeting	70 th Anniversary Gala Board of Directors Weekend: Courage	11
580	Global Challenges, Regional Responses: How Can We Avoid Fragmentation in the Financial System?	12
SAC 11	Voices Against Extremism: Media Responses to Global Populism	13
581	Driving the Change: Global Talent Management for Effective Philanthropy	14
SSASA 15	Life and Justice in America: Implications of the New Administration	15
582	The Courageous Director: Can Corporations Better Serve People, Planet, and Profit?	16
583 & 577	Salzburg Global Forum for Young Cultural Innovators	17
591	The Asia We Want: A Clean and Green Asia	20
Cutler Lecture 7	The Lloyd N. Cutler Lecture on the Rule of Law: Trust, Media, and Democracy in the Digital Age	21
589 & 590	Learning from the Past: Sharing Experiences Across Borders to Combat Extremism	22
588	Leadership for Inclusive Futures in Hong Kong	23
587	Changing Minds: Innovations in Dementia Care and Dementia-Friendly Communities	24
592	Building Healthy Communities: The Role of Hospitals	25
586	Springboard for Talent: Language Learning and Integration in a Globalized World	26
Multi-Year Series		30

Courage: 70 Years of Salzburg Global



When Salzburg Global Seminar’s three founders looked across the Atlantic to war-torn Europe in 1947, courage underpinned their vision for a “Marshall Plan of the Mind.” Seventy years on, as Salzburg Global renewed its mission to challenge current and future leaders to shape a better world, “courage” became the natural theme for our 70th Anniversary program.

In recent years, cracks have widened in societies and institutions across the planet, compounded by a mix of insecurity, disillusionment and isolationism. Authoritarian leaders are on the rise. The rule of law and representative democracy face new threats. Progress on complex global challenges is too slow and too fragmented.

Still, the world is in a better position than ever before to tackle these critical issues. There is an open marketplace for ideas, innovation and invention. The capacity to leverage big data and apply artificial intelligence to every walk of life has enormous potential if handled responsibly.

Opportunities to engage and collaborate across borders have never been greater.

In Salzburg, we are privileged to meet people with courage from all walks of life. People who lead countries, cities and companies. People who speak truth to power, express artistic voice and freedom, develop breakthrough technologies, build coalitions for change and see through tough choices. In divided societies, people need courage to stay true to their beliefs. Together, we need courage to rekindle our collective imagination to rebuild society from the bottom up and the top down.

Our 2017 Yearbook draws these rich strands together. It provides an overview of our activities and partnerships in Salzburg and around the world, highlighting our multi-year program goals and the concrete outcomes driving short and longer-term impact. We wish you good reading and look forward to working with you in the future.

CLARE SHINE,

VICE PRESIDENT & CHIEF PROGRAM OFFICER

The Art of Resilience: Creativity, Courage and Renewal

Today's world is disrupted by manifold sources of shock, violence and conflict. The complexity and sheer speed of change are testing the limits of people, place and community. Increasing social inequality, accelerating urbanization, unprecedented migration flows, rapidly evolving technologies and climate-related changes are generating physical, virtual and cultural challenges that have no precedent in recent history. To add to the complexity, these trends are playing out against a backdrop of exceptionally low trust and widening polarization in societies worldwide.

Efforts to understand resilience — the capacity of nature and of humankind to withstand shocks and to adapt and renew in the face of adverse conditions — have typically focused on technological, scientific, physical, socio-political or economic responses. This program, however, focused instead on the creative sector. Artists and cultural innovators are uniquely positioned to envision positive change and foster collaborative engagement and empowerment across sectors and scales. This program asked: How can their strengths, talents and imaginative power help us re-imagine the possible and enhance the resilience of our shared planet?

PARTICIPATION

- 51 participants spanning performance arts, cultural heritage, the media, civil society and policymaking from local, national, regional and international organizations, as well as independent practitioners, from 28 countries.

HIGHLIGHTS

- The United Nation's Framework Convention on Climate Change (UNFCCC), in partnership with Julie's Bicycle, launched a new project

to highlight a climate change-related arts initiative every week in the run up to the UN Climate Conference in Bonn in November 2017.

- Kok Heng Leun, nominated Member of the Singaporean Parliament for the arts community, referenced the program in his impactful maiden speech in the budget debate.
- Mary Ann DeVlieg was commissioned by Aine O'Brien of Counterpoints Arts to conduct a Europe-wide arts and refugee mapping exercise.
- Three Fellows — Prairie Rose Seminole, Mary Ann DeVlieg and Anida Yoeu Ali — were invited by Marina Barham to the first conference of the Palestinian Performing Arts Network on "The Impact of Arts on Communities and Societies" in Al-Bireh, Palestine.

MEDIA

- Media coverage of the program included a dedicated episode of *Reality Check* on Austria's FM4 radio station.
- Report published in July 2017: SalzburgGlobal.org/go/573/report

DATE

February 7 to 12, 2017

SESSION NUMBER

573

LOCATION

Salzburg, Austria

SALZBURG
GLOBAL
SEMINAR

CULTURE, ARTS
AND SOCIETY

PARTNER

- Edward T. Cone Foundation

FIND OUT MORE

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SalzburgGlobal.org/go/573

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Salzburg Cutler Fellows Program: Future of Public and Private International Law

International legal frameworks established after World War Two have fostered the flow of ideas, goods and services around the world, but today's lawyers must also address the multitude of challenges that have emerged since.



Lloyd N. Cutler, counselor to two US Presidents and long-time Chairman of Salzburg Global Seminar, firmly believed in supporting young lawyers committed to public service. The Salzburg Cutler Fellows Program, established in 2012, helps outstanding law students explore ways to forge careers in international law that can help shape a better world. The program is a one-of-a-kind networking platform for graduate students from eleven top US law schools who intend to pursue careers in international law, legal practice and public service. Students had the opportunity to connect with peers and to hear from and directly engage with leading law school faculty and lawyers working in public service as they explored traditional and nontraditional career pathways and fostered a lasting network.

PARTICIPATION

- 56 students from 26 countries, including Australia, China, Cote d'Ivoire, Ecuador and Iran made this the most international group thus far.

HIGHLIGHTS

- Keynote speakers included Kristalina Georgieva, Salzburg Global Fellow and CEO of the World Bank, and Jared Genser, founder of Freedom Now, a non-profit organization aiming to free prisoners of conscience around the world.
- Students workshopped research papers with top law school faculty, tackling issues in international law ranging from human rights to monetary law.
- Mentors including Michael Bahar, general counsel for the US House Permanent Select Committee on Intelligence, and Gomiluk Otokwala, counsel at the IMF, discussed both traditional and nontraditional pathways into careers in international law and public service.
- A scholarship to attend the summer's *Salzburg Global Finance Forum* was offered to the best research paper on financial regulation and monetary law. Casey O'Grady of Harvard Law School was selected.

DATE

February 24 to 25, 2017

SESSION NUMBER

Cutler Fellows 5

LOCATION

Washington, DC, USA

SALZBURG GLOBAL SEMINAR

SALZBURG CUTLER
FELLOWS PROGRAM

PARTICIPATING SCHOOLS

- Columbia Law School
- Duke Law School
- Georgetown Law Center
- Harvard Law School
- New York University School of Law
- Stanford Law School
- University of Chicago – The Law School
- University of Michigan Law School
- University of Pennsylvania Law School
- University of Virginia School of Law
- Yale Law School

FIND OUT MORE

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SalzburgGlobal.org/go/cutlerfellows5

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Toward a Shared Culture of Health: Enriching and Charting the Patient-Clinician Relationship

In 1998, Salzburg Global Fellows met at the program, *Through the Patient's Eyes: Collaboration between Patients and Health Care Professionals*, calling for patients to have “complete access to their medical record and urged also to... write in it – elaborating, tracking and explicating problems, correcting mistakes, prioritizing needs and at times suggesting both diagnoses and treatment plans.”

Nearly 20 years later, new approaches to medical records have spread rapidly, as millions are granted access to their medical notes, not only improving transparency but also increasing co-creation. Patients' self-care combined with team care and broad-based efforts at collaboration, within families and communities as well as between individuals and their clinicians, are gaining new currency and understanding. This follow-on program asked whether a transformation of the traditional medical record could become a central part of an individual's management of health and illness? Could collaborative records become an integral part of the patient-clinician relationship? And how could such an approach transform not only the health of individuals but also communities?

PARTICIPATION

- 47 participants from 12 countries, representing cross-sectoral mix of health professionals, providers, policymakers, patients, commentators and journalists.

HIGHLIGHTS

- Program built on Salzburg Global's historic work in patient-centeredness and patient engagement.
- Veteran trailblazer, Tom Delbanco

from Harvard Medical School, chaired the program. He previously chaired Salzburg Global programs on tackling alcohol abuse and addressing the growing global AIDS epidemic in the 1980s, as well as *Through the Patient's Eyes*.

- Strong focus on the “digital revolution” and how this is impacting different countries at differing stages of development, and how lesser-developed countries can “leap-frog” forward, with middle-income countries such as India seen to be industry leaders.
- Project proposals included: a “Global Health xChange (GHx)” and apps to help patients in tracking their treatment and empowering their self-care.
- Fellows continue to engage regularly via program's Listserv, exchanging learnings around innovations and systems breakthroughs in their own countries and beyond.

MEDIA

- Media coverage of the program included a series of blogs on the website of the *British Medical Journal (BMJ)*.
- Three issues of the Salzburg Global Newsletter: SalzburgGlobal.org/go/553/newsletters

DATE

March 10 to 16, 2017

SESSION NUMBER

553

LOCATION

Salzburg, Austria

SALZBURG
GLOBAL
SEMINAR

HEALTH AND
HEALTH CARE
INNOVATION

PARTNER

- [OpenNotes](#)

FIND OUT MORE

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SalzburgGlobal.org/go/553

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The Child in the City: Health, Parks and Play

Urban parks and public green spaces have practical and symbolic value for healthy and inclusive cities. Parks function as open spaces where people from different backgrounds can have fun and build bonds. Nature promotes physical, mental and spiritual health and wellbeing, through better air quality and by encouraging movement, discovery and calm amidst urban chaos. Urban parks and green spaces also play a critical role in promoting climate resilience.

In 2014, Salzburg Global launched the Parks for the Planet Forum to explore the critical intersections between nature and human development. The Forum's third meeting examined these issues from a child's perspective. Playing freely enables children to strengthen their self-confidence and curiosity. Experience of nature in childhood is essential to generate a lifelong sense of connectivity to the environment. This program asked what action needs to be taken and what coalitions need to be built between different sectors and actors to improve children's access to nature.

PARTICIPATION

- 52 Fellows from 24 countries, representing different generations and sectors, including city planners, nature conservationists, early childhood

development specialists, policymakers and grassroots/community activists.

HIGHLIGHTS

- Fellows jointly issued the *Salzburg Statement on the Child in the City: Health, Parks and Play*, later translated into five languages — Arabic, Japanese, Korean, Italian and Spanish.
- The Statement has been adopted by grassroots groups, including one in Lima, Peru, which used it in their fight against the building of a parking lot under their local park.
- The Statement has been presented at international conferences including the 15th World Congress on Public Health, Melbourne, Australia; the UN Climate Change Conference in Bonn, Germany; the Child in the City International Seminar in London, UK; and the European Urban Green Infrastructure Conference in Budapest, Hungary.

MEDIA

- Two issues of the Salzburg Global Newsletter: SalzburgGlobal.org/go/574/newsletters
- Impact report published in November 2017: SalzburgGlobal.org/go/574/report

DATE

March 18 to 22, 2017

SESSION NUMBER

574

LOCATION

Salzburg, Austria

SALZBURG
GLOBAL
SEMINAR

PARKS FOR
THE PLANET FORUM

SERIES PARTNERS

- IUCN — International Union for the Conservation of Nature
- Huffington Foundation

PROGRAM CONTRIBUTORS

- Parks Canada
- National Korea Parks Service

PROGRAM SPONSOR

- W.K. Kellogg Foundation

FIND OUT MORE

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SalzburgGlobal.org/go/574

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Sciana — The Health Leaders Network

What are the greatest challenges facing the health and health care sectors today — and how might those challenges change over the next 20 years? These are the questions facing members of Sciana, the Health Leaders Network, a newly-formed, groundbreaking international initiative, bringing together health care leaders from the UK, Germany and Switzerland to address challenges and improve health and health care across Europe and beyond.



Through Sciana, health professionals who share a deep commitment to quality, sustainability, universal coverage and patient and community-centered care can share successes — and failures — in their own countries, consider the similarities and differences of each country's systems and ultimately seek collaborative solutions that can produce transformative systems change. Their vision and collaboration is critically needed to respond to common issues, such as fiscal constraints, demographic shifts, chronic diseases and migration.

These first two meetings laid a basis of understanding and experience sharing between the first cohort of members, who will meet again in Salzburg in 2018.

PARTICIPATION

- First cohort of 18 members met twice in Salzburg, in April and November 2017.

HIGHLIGHTS

- Specialist speakers were drawn in from the broader network of Fellows from the Salzburg Global *Health and Health Care Innovation* series — Kanol Kanav from India and Sara Riggare from Sweden — to provide insights on technological innovations and patient-led self-care, respectively.
- The nature of the ongoing series of meetings allows for iterative program planning, working with the members on developing their own goals and collaborations both at and in between meetings.
- Between Salzburg meetings, Sciana members have held online and in-person meetings, including a “hackathon” in Switzerland.
- Sciana members have also conducted site visits to each other's countries and beyond, including Israel and the USA.
- Future topics for discussion at the 2018 meetings include implications of behavioral science for health, and innovation and change management.

DATE

April 26 to 29, 2017

November 9 to 12, 2017

SESSION NUMBER

575

585

LOCATION

Salzburg, Austria

Salzburg, Austria

SCIANA | THE HEALTH LEADERS NETWORK

PARTNERS

- Careum Foundation
- The Health Foundation
- Robert Bosch Stiftung

FIND OUT MORE

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sciana.org

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Home: Safety, Wellness and Belonging

Being part of family is a fundamental human condition as well as a human right. All of us long to feel at home with the families of our birth, in the families of our choosing and in the families we raise. Equally, we all have the right to live safely within the cultures and countries in which we are raised. This sense of belonging, connection and wellbeing is what we call feeling “at home.”

While there has been much progress in addressing the human rights of LGBT people and communities, many are still subjected to exclusion from their families, cultures and home countries. Legislative discrimination, social alienation and hate speech can all affect the safety of LGBT people, their wellbeing and their sense of belonging. The fifth program of the *Salzburg Global LGBT Forum* focused on three key themes of family, LGBT migration and refugees, and safety and security, providing a safe space for human rights defenders and other committed citizens to come together, share their experiences and join forces.

PARTICIPATION

- 55 participants, including grassroots activists, artists, policymakers, academics and ambassadors, spanning 35 countries on six continents.

HIGHLIGHTS

- The documentary film *Family is...?* A Global Conversation, compiled over three years of interviews with *Salzburg Global LGBT Forum* Fellows premiered during the program. The film is a free resource and available for sharing at private viewings and public festivals: SalzburgGlobal.org/go/lgbt/film

- The 200-page publication *Building a Global Community – Salzburg Global LGBT Forum: The First Five Years*, was produced in October 2017. The publication chronicles the stories shared, issues addressed and impact delivered in the first five years of the Forum: SalzburgGlobal.org/go/lgbt/report
- The International Day Against Homophobia, Biphobia and Transphobia (IDAHOT) was marked on May 17 in partnership with the World Bank, uniting both organizations behind the 2017 IDAHOT message: “family is love.” Salzburg Global and the World Bank also jointly marked IDAHOT 2018 in Vienna.
- The German Federal Ministry for Family Affairs, Senior Citizens, Women and Youth hosted a public event with several Fellows in Berlin, screening the film, *Family is...?*

MEDIA

- Media coverage of the program included BBC World Service, FM4 and various LGBT-focused online outlets.
- Report published in November 2017: SalzburgGlobal.org/go/578/report

DATE

May 14 to 19, 2017

May 19, 2017

SESSION NUMBERS

578

579

LOCATION

Salzburg, Austria

Berlin, Germany

SALZBURG GLOBAL SEMINAR

**SALZBURG GLOBAL
LGBT FORUM**

PARTNERS

- German Federal Ministry for Family Affairs, Senior Citizens, Women and Youth
- Archangel Michael Foundation
- M • A • C AIDS Fund
- Open Society Foundations
- Stiftung EVZ
- Austrian Development Cooperation
- UNDP's Being LGBTI in Asia Project
- Canadian Embassy in Vienna

FIND OUT MORE

Visit:

SalzburgGlobal.org/go/578

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In the Spotlight: How Can the Public Sector Excel Under Changing Dynamics?

Rapid global transformations place governments under intense pressure to perform to ever-higher expectations at a time of shrinking public budgets. Populations are aging, countries are urbanizing and technology is transforming the future of work. Citizens have increasingly lost trust in the ability of public officials to cope — let alone to excel — under these changing dynamics. How can governments transform their culture and operations to address these challenges and disruptions?

This program was the first in a new multi-year partnership with the Abu Dhabi Crown Prince Court, focusing on key megatrends, including the digital revolution, education for a new age, future of work and fintech, and what this means for central strategists in national governments, business leaders and experts. Participants explored questions including: what is the role of government in helping to change mindsets and prepare citizens for the new normal? And what radical changes lie ahead for the design, delivery and funding of core public services?



PARTICIPATION

- 27 participants, including high-level government officials, and civil society and academic thought leaders, from Abu Dhabi, Australia, Colombia, Estonia, Hong Kong, India, Ireland, Kenya, Korea, Portugal, Singapore, South Africa and the UK, as well as from the OECD and the World Bank.

HIGHLIGHTS

- Urgency, trust and complexity were highlighted as the main concerns for the public sector.
- During the program, it was agreed to transform the partnership from a standalone annual meeting into a year-round *Public Sector Strategy Network*, to build a mutually-supportive coalition of engaged individuals and institutions better equipped to be at the cutting edge of public sector strategy, innovation and forward planning.

MEDIA

- Report published in September 2017: SalzburgGlobal.org/go/576/report

DATE

June 10 to 12, 2017

SESSION NUMBER

576

LOCATION

Salzburg, Austria

SALZBURG GLOBAL SEMINAR

PUBLIC SECTOR
STRATEGY
NETWORK

PARTNERS

- Abu Dhabi Crown Prince Court
- apolitical

FIND OUT MORE

Visit:

SalzburgGlobal.org/go/576

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70th Anniversary Gala Board of Directors Weekend: Courage

“Courage doesn’t always roar. Sometimes courage is the little voice at the end of the day that says I’ll try again tomorrow,” said Mary Anne Radmacher. Courage is critical to face today’s challenges. The courage to speak truth to power, to tackle vested interests, to express artistic voice and freedom, to build coalitions for change and to see through tough choices. In divided societies, people need courage to stay true to their beliefs. Leaders need courage to curb their exercise of power. Together, we need to remind ourselves that progress is often incremental and have the courage to persist until each problem has a solution.

For seven decades, Salzburg Global Seminar has typified that little voice, trying each day to help solve some of the world’s most complex challenges. As Salzburg Global celebrated its 70th anniversary, staff, board members, Fellows, friends and invited guests explored what courage means in today’s world.

HIGHLIGHTS

- The inaugural Salzburg Lecture was delivered by Thuli Madonsela, former Public Protector of South Africa, entitled “Beyond Just Us: Crossing the Rubicon of Hope through Justice-Centered Leadership.”
- Special edition of the Salzburg Global Chronicle was published, chronicling 70 years of Salzburg Global Seminar: SalzburgGlobal.org/go/chronicle2017
- Short film on Salzburg Global featuring recent and historic footage was premiered: SalzburgGlobal.org/go/70thvideo
- Art installations for the weekend included a mini exhibition of the history of Salzburg Global and a flock of “Blue Sheep for Peace” by Bertamaria Reetz and Rainer Bonk.

- Concert commemorating the centennial of Edward T. Cone — a long-serving board member whose estate continues to support Salzburg Global Seminar’s *Culture, Arts and Society* series — was held at Schloss Frohnburg.
- Salzburg Cup awarded to outgoing Chair of the Board Heather Sturt Haaga and her husband Paul G. Haaga Jr. for their long-standing support for Salzburg Global Seminar.

MEDIA

- Media coverage included a full-page interview with Salzburg Global President, Stephen L. Salyer in the *Salzburger Nachrichten*, and several interviews with speakers in the *Wiener Zeitung*.
- Transcript of lecture published: SalzburgGlobal.org/go/salzburglecture2017

DATE

June 22 to 25, 2017

LOCATION

Salzburg, Austria

FIND OUT MORE

Visit:

SalzburgGlobal.org/go/juneBM2017

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Global Challenges, Regional Responses: How Can We Avoid Fragmentation in the Financial System?

Nearly a decade since the financial crisis, much has been done to strengthen financial systems around the world. However, new challenges are mounting: weak economic growth prospects, protectionism, low interest rates, diverging policy stances among major jurisdictions, high levels of global debt and uncertainty about the full impact of reforms and implementation challenges. At the same time, regulators are now shifting their attention to data security, data privacy and cybersecurity. As new signs of fragmentation emerge, better coordination among regulators and supervisors will be critical.

The seventh program of the *Salzburg Global Finance Forum* explored the emerging risks to the financial system and potential solutions; reviewed obstacles to global coordination and cooperation in the light of increasing fragmentation; and assessed progress in implementing the regulatory reform agenda against the backdrop of ongoing realignment in the global economy as well as outlining priority steps to strengthen diversity, trust and openness of the financial system.

PARTICIPATION

- 59 senior participants and young leaders, including policymakers, regulators, financial services firms and alternative financial intermediaries, consultants and academics from 22 countries.

HIGHLIGHTS

- The Forum was co-chaired by Ranjit Ajit Singh, Executive Chairman of the Securities Commission Malaysia and Sylvie Matherat, Chief Regulatory Officer and Member of the Management Board of Deutsche Bank.

- Jerome Powell, who was later appointed as the new chair of the US Federal Reserve, delivered remarks that were featured in multiple news reports as commentators tried to grasp his possible future policy directions.
- During the Forum, Securities Commission Malaysia signed an Innovation Cooperation Agreement with the Australian Securities and Investments Commission (ASIC) to further promote innovation in financial services
- Securities Commission Malaysia hosted a Finance Forum event in Kuala Lumpur following the World Capital Markets Symposium (February 7 to 8, 2018) to discuss how technology is changing the financial services industry.

MEDIA

- Media coverage of Powell's remarks included Reuters; media coverage of the Innovation Cooperation Agreement included *The Star*, Malaysia's biggest English-language newspaper.
- Report published in July 2017: SalzburgGlobal.org/go/580/report

DATE

June 26 to 28, 2017

SESSION NUMBER

580

LOCATION

Salzburg, Austria

SALZBURG
GLOBAL
SEMINAR

**SALZBURG GLOBAL
FINANCE FORUM**

PARTNERS

- EY
- HSBC
- JPMorgan Chase & Co.
- Oliver Wyman

SPONSORS

- Cleary Gottlieb
- Davis Polk
- Deutsche Bank

CO-SPONSORS

- Buckley Sandler
- The Cynosure Group
- Dynex Capital Inc.
- State Street

FIND OUT MORE

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SalzburgGlobal.org/go/580

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Voices Against Extremism: Media Responses to Global Populism

As economic and social disorder contribute to the rise in populism in countries across the globe, populist leaders are using their power to actively subvert the freedom of the press, threatening journalists and hindering free speech. In 1947, young men and women gathered for Salzburg Global Seminar's first program to heal wounds after World War Two. Exactly 70 years later, students of the *Salzburg Academy on Media and Global Change* met to again stand in the face of extremism.



Through inputs from lectures by leading faculty and media practitioners and in small working groups, students brainstormed, conducted research, and identified case studies related to populism and extremism. Their ideas were then transformed into “playable problems” that aim to facilitate dialogue and promote engagement through a product-based approach. Their projects also invited audiences to develop a sense of solidarity and harness the right tools

to stand in the face of oppression in all of its forms.

PARTICIPATION

- 82 students from 21 countries with faculty from 15 colleges and specialist research departments, including the Engagement Lab at Emerson College and the Center for Social Justice at Georgetown University.

HIGHLIGHTS

- Keynote speakers included Justice Anthony Kennedy of the US Supreme Court and Robin Wright, award-winning veteran foreign affairs journalist at the *New Yorker*.
- Students produced projects for an online “DIY playbook”: **reaction. community**. The online publication aims to identify how populism and extremism operate and affect people of different ages, backgrounds and ethnicities around the world.
- Multimedia elements from the playbook included: videos, infographics, e-zines, music playlists, interactive maps, text-based games, comics and data visualizations.

DATE

July 16 to August 5, 2017

SESSION NUMBER

SAC 11

LOCATION

Salzburg, Austria

SALZBURG GLOBAL SEMINAR

SALZBURG ACADEMY

ON MEDIA AND

GLOBAL CHANGE

PARTICIPATING SCHOOLS

- Boumemouth University, UK
- Daystar University, Kenya
- Emerson College, USA
- Fachhochschule St. Pölten, Austria
- Hong Kong Baptist University, China SAR
- Jordan Media Institute, Jordan
- Lebanese American University, Lebanon
- Nevada State College, USA
- The Chinese University of Hong Kong, China SAR
- The University of Texas at Austin, USA
- United States Military Academy, USA
- Universidad Católica Argentina, Argentina
- Universidad Iberoamericana, Mexico
- University of Maryland—College Park, USA
- University of Miami, USA
- University of Ss. Cyril and Methodius, Slovakia

FIND OUT MORE

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SalzburgGlobal.org/go/sac11

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Driving the Change: Global Talent Management for Effective Philanthropy

The global philanthropy sector is on the move in unprecedented ways, popping up in new places, growing in scale and diversifying in form. At its best, philanthropy confronts global challenges with big ambitions, using holistic and innovative approaches to tackle complex issues — from conflict and climate change to education, health and social justice. Yet while the financial resources at stake get major coverage, much less attention is paid to the skills critical to optimize these financial flows for the long-term public good.



Building on a 2013 meeting held in Bellagio, Italy, Salzburg Global hosted a second gathering on global talent management in philanthropy, which included a more diverse range of foundations and human resources professionals to ensure more personal interaction and support deeper individual learning and impact. This program focused on ways to improve perceptions of talent management in philanthropic organizations, from specific skill and leadership training opportunities to expanding the network of talent management professionals in the philanthropic sector.

PARTICIPATION

- 30 human resources professionals and

executive directors of independent, family, corporate, and operating foundations from 19 countries, ranging from small family foundations to some of the world's largest foundations.

HIGHLIGHTS

- The theme of courage and philanthropy was explored: the philanthropic sector can have more courage to provide more transparency, adapting the sharing economy, building personal relationships and being more open to taking risks that other sectors cannot.
- New relationships and networks were formed, sharing ideas for innovative practices in talent management in the philanthropic sector.
- Commitments and plans were made to continue the conversation and further development of a “Talent for Philanthropy Network” over the next five years that would include a broader network of individuals beyond grant-making foundations.

MEDIA

- Three issues of the Salzburg Global Newsletter: SalzburgGlobal.org/go/581/newsletters

DATE

September 17 to 20, 2017

SESSION NUMBER

581

LOCATION

Salzburg, Austria

SALZBURG
GLOBAL
SEMINAR

PHILANTHROPY AND
SOCIAL INVESTMENT

PARTNERS

- Carnegie Corporation of New York
- Ford Foundation
- William & Flora Hewlett Foundation
- Robert Wood Johnson Foundation
- ZeShan Foundation

FIND OUT MORE

Visit:

SalzburgGlobal.org/go/581

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Life and Justice in America: Implications of the New Administration

Life in America is predicated on fair and equal treatment and the expectation of protection by constitutionally-assured rights and justice. Issues such as civil rights, personal safety, pluralism, and access to educational and economic opportunities both challenge and contribute to the quality of life of Americans of every age, gender and ethnicity.

This multi-disciplinary symposium examined what the “American Dream” means in today’s world, including the domestic and global implications of the new administration in a visibly polarized society. Fellows concluded that issues of fairness and justice very much depend on factors such as social status and race. They explored global reactions to the new Trump administration and the disturbing rhetoric that has resulted in confusion around the world about the current reality in America. Concern was expressed about the fragility of America’s standing abroad, and there was debate about whether there could be an eventual return to an attractive American model.



PARTICIPATION

- 57 participants from 25 countries, including academics teaching about America at universities across Asia, Africa, the Middle East, Central and East Europe and the US, and public and private sector professionals.

HIGHLIGHTS

- Speakers included retired federal Judge Nancy Gernter (now teaching at Harvard University) and Lecia Brooks of the Southern Poverty Law Center in Alabama.
- The award-winning play *Dreamscape* was performed by three American actors who traveled from California for the performance. Mixing the elements of beat-boxing, hip hop, dance and poetry, it very effectively and emotionally addressed the issue of the relationship between the African-American community and the police.

MEDIA

- Media coverage of the program included a dedicated episode of *Reality Check* on Austria’s FM4 radio station.
- Report published on anniversary of US President Donald J. Trump’s inauguration, January 2018:

SalzburgGlobal.org/go/ssasa15/report

DATE

September 22 to 26, 2017

SESSION NUMBER

SSASA 15

LOCATION

Salzburg, Austria

SALZBURG GLOBAL SEMINAR

**SALZBURG SEMINAR
IN AMERICAN STUDIES**

DONORS

- United States Embassies in:
 - Berlin, Germany
 - Cairo, Egypt
 - Copenhagen, Denmark
 - Dakar, Senegal
 - Sarajevo, Bosnia and Herzegovina
 - Tel Aviv, Israel and the American Consulate, Jerusalem, Israel
 - Valletta, Malta
 - Vienna, Austria
 - Warsaw, Poland and the American Consulate, Krakow, Poland
- Austrian Association for American Studies
- Clifton Scholarship Fund
- Emory Elliott Scholarship Fund
- Fulbright Foundation in Greece
- HDH Wills 1965 Charitable Trust
- The McKnight Foundation
- United States Air Force Academy

FIND OUT MORE

Visit:

SalzburgGlobal.org/go/ssasa15

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The Courageous Director: Can Corporations Better Serve People, Planet, and Profit?

Cybersecurity breaches, environmental disasters, product recalls and poor working conditions regularly spark public outrage against faceless corporations. Even as private sector leaders achieve fame by engaging socially and championing brands that claim to improve quality of life, consumers, investors and employees increasingly demand that corporations act in ways beneficial to society. Looking forward, boards of directors will need to remain ahead of rapidly-evolving trends and address deceptively simple questions. What does the company seek to achieve, and where does it see its place in society?



The third program of the *Salzburg Global Corporate Governance Forum* explored the role of the corporation as a good citizen, while assessing techniques to keep boards of directors alert, active and effective in meeting their fiduciary duties in the current and future landscapes. Participants explored how directors might emerge as global thought leaders, to ensure multinational corporations can succeed both in achieving profit and in satisfying the conflicting demands of the jurisdictions and societies in which they operate.

PARTICIPATION

- 36 participants from eight countries, including directors of corporations operating in various jurisdictions, lawyers, academics and representatives of key civil society interest groups. Women represented one third of participation and nine participants were “next generation” rising leaders under the age of 45.

HIGHLIGHTS

- Timely content included case studies on recent corporate scandals: Volkswagen’s emissions test scheme, Wells Fargo’s fake accounts and Google’s anti-diversity memo.
- Chris Lee, member of the Forum’s advisory board and Salzburg Global’s board of directors, was named a “Director to Watch” in *Directors & Boards*, a quarterly journal covering issues surrounding leadership and corporate governance.

MEDIA

- Report published in January 2018: SalzburgGlobal.org/go/582/report

DATE

October 5 to 7, 2017

SESSION NUMBER

582

LOCATION

Salzburg, Austria

SALZBURG GLOBAL SEMINAR

**SALZBURG GLOBAL
CORPORATE
GOVERNANCE
FORUM**

PARTNERS

- Shearman & Sterling LLP
- BNY Mellon
- UBS

SPONSORS

- Barclays
- CLP
- Elliott Management Corporation
- Goldman Sachs
- Teledyne Technologies

FIND OUT MORE

Visit:

SalzburgGlobal.org/go/582

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Salzburg Global Forum for Young Cultural Innovators

Young innovators in the culture and arts sector are providing some of the most imaginative new impulses for social improvement and sustainable economic development around the world today. They change the way we see and interact with each other. Young artists, creative entrepreneurs and cultural leaders demonstrate the creative vision, talent and energy that our societies so desperately need to meet the challenges of the 21st century.

Each year, the *Salzburg Global Forum for Young Cultural Innovators* (YCI Forum) brings together fifty of the world's most talented young innovators from the culture and arts sector from regional or city "hubs" to help them develop the dynamic vision, entrepreneurial skills, and global networks needed to allow them, their organizations, their causes and their communities to thrive in new ways. With more than 250 Young Cultural Innovators now connected in communities around the world, the YCI Forum is a major creative catalyst for innovation, civic transformation, and social change worldwide.



PARTICIPATION

- 52 YCIs from 13 countries, 10 facilitators and five guest speakers representing multiple forms of art and culture from classical music and digital design to contemporary dance and barbering; this year had the largest number of hubs to date, including new hubs in Canada and Malta.

HIGHLIGHTS

- In April 2017, the first offsite regional meeting of the YCI Forum was held in Detroit, Michigan, USA, reuniting YCIs from Detroit, New Orleans and Memphis.
- Project grants were issued to YCIs in Detroit, New Orleans and Memphis to help them launch community activities after the Salzburg and Detroit meetings.
- Grant-supported projects included: an intercultural toolkit, a storytelling kiosk, a skill-sharing workshop on housing issues and an initiative that explores how art could be used to help build healthy communities.

MEDIA

- Report published in January 2018: SalzburgGlobal.org/go/583

DATE

October 14 to 19, 2017

April 27 to 29, 2017

SESSION NUMBER

583

577

LOCATION

Salzburg, Austria

Detroit, MI, USA

SALZBURG GLOBAL SEMINAR

**SALZBURG GLOBAL
FORUM FOR
YOUNG CULTURAL
INNOVATORS**

PARTNERS

- Albanian-American Development Foundation
- American Express Foundation
- Arts Council Malta
- Cambodian Living Arts
- Canada Council for the Arts
- Edward T. Cone Foundation
- Fulbright Greece
- Japan Foundation
- The Kresge Foundation
- Lloyd A. Fry Foundation
- Adena and David Testa
- US Embassy Valletta, Malta
- World Culture Open

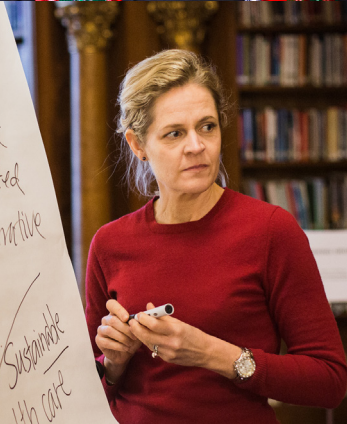
FIND OUT MORE

Visit:

SalzburgGlobal.org/go/583

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The Asia We Want: A Clean and Green Asia

Asia is the world's most vibrant, populous, fast-urbanizing and rapidly changing continent. Its development pathway will be the single largest factor influencing global prospects for growth and stability. Upcoming Asian leaders have the potential to guide sustainable and equitable development for billions of people and to shape the future of global cooperation and planetary health. However, the divergence of policies among countries and the lack of regional coordination weakens the impact of environmental and climate change policies and actions.



The Asia We Want is a leadership development program that seeks to build a dynamic, gender-balanced cohort of rising Asian leaders. The first cohort is rooted in their communities, committed to inclusive progress, and work in fields related to energy and climate, environmental protection and governance, urban planning, technology, culture and media. This program focused on practical ways to scale up community action and cross-border cooperation to advance climate and environmental progress in line with the Sustainable Development Goals.

PARTICIPATION

- 25 young Asian leaders from nine countries of ASEAN + 3 and India;

expert facilitators from both within the region and outside, including the late Surin Pitsuwan, former secretary general of ASEAN.

HIGHLIGHTS

- Fellows wrote op-eds, offering a vision for the Asia they want to see and offering possible strategies and solutions to help achieve these different visions. The 15 articles published online and in the report emphasized the need to urgently address critical environmental issues and to generate innovative ways of effective regional and sub-regional cooperation.
- Project proposals addressed issues from an integrated approach to air quality and pollution; local micro-financing for small-scale projects; waste collection, separation and disposal; and a multi-sector framework for achieving a low-carbon or decarbonized society.

MEDIA

- Report published in March 2018: SalzburgGlobal.org/go/591/report It was dedicated to Pitsuwan who passed away shortly after the program.

DATE

September 17 to 20, 2017

SESSION NUMBER

591

LOCATION

Salzburg, Austria

**BUILDING COMMUNITY
THROUGH REGIONAL
COOPERATION**

PARTNERS

- Japan Foundation
- Korea Foundation
- The Nippon Foundation

FIND OUT MORE

Visit:

SalzburgGlobal.org/go/591

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The Lloyd N. Cutler Lecture on the Rule of Law: Trust, Media, and Democracy in the Digital Age

Throughout history, humans have grappled with how to identify truth, how to control information, how to empower people with knowledge. The Greeks struggled to balance common identity and purpose with free and democratic expression.

From Guttenberg's printing press to the spread of radio and today's online social media platforms, technology has had the power to disrupt and change how citizens are informed and how they engage with government.

Two weeks after executives from Facebook, Google and Twitter testified before US Congress on how Russia used social media to meddle in the 2016 presidential election, former newspaper executive and the current president of the John S. and James L. Knight Foundation, Alberto Ibarguen delivered the seventh *Lloyd N. Cutler Lecture on the Rule of Law*. He spoke of the legal importance of the First Amendment and called on the tech titans to acknowledge their role as "publishers" and take responsibility for the authenticity of the content they disseminate.

HIGHLIGHTS

- Alberto Ibarguen, former publisher of *The Miami Herald* and *El Nuevo Herald* and current president of the John S. and James L. Knight Foundation, delivered the lecture.
- Charlie Savage, Washington correspondent at the *New York Times*, moderated the post-lecture discussion
- The Newseum hosted the event in Washington, DC.

MEDIA

- Transcript published:
SalzburgGlobal.org/go/cutler7/transcript



DATE

November 14, 2017

SESSION NUMBER

Cutler Lecture 7

LOCATION

Washington, DC, USA

SALZBURG
GLOBAL
SEMINAR

LLOYD N. CUTLER
CENTER FOR THE
RULE OF LAW

HOST

- Newseum

FIND OUT MORE

Visit:

SalzburgGlobal.org/go/cutler7

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Learning from the Past: Sharing Experiences Across Borders to Combat Extremism

Xenophobia, racism and violent extremism are ripping at the fabric of societies across the globe. Although contexts and specifics differ, many shared human values do not: the wish to live in peace and security and to ensure a positive future for the next generation. At the same time, where atrocities have occurred, there is a need to commemorate victims and to confront perpetrators without perpetuating a cycle of violence or creating a climate overwhelmed by vengeance.

During a workshop in December 2016, Fellows from Egypt, Morocco, Pakistan, Rwanda, and South Africa devised projects in local approaches to combatting extremism and promoting pluralism. Throughout 2017, Salzburg Global Seminar provided support through peer advisory visits to the focus countries to ensure hands-on expertise and wider impact in each location. In November 2017, these Fellows reconvened with peer advisors and new stakeholders from the focus countries and beyond to learn from each other, collaborate and expand their projects.

PARTICIPATION

- 37 participants from 16 countries, including the five focus countries, bringing expertise from universities, schools, museums, remembrance sites, documentation centers, civil society and religious communities.

HIGHLIGHTS

- Four pilot projects launched in five countries: Change Makers Program, a joint Rwandan-South African leadership program for high school students using case studies from the Holocaust, Apartheid in South Africa and the Rwandan genocide; Civic

Peace Education Initiative, a curricular module at the American University of Cairo, Egypt; Conflict Resolution and Peace Governance, a graduate degree program at International University of Rabat, Morocco; a study circle based at Kohat University connecting students across northwestern Pakistan and a socio-religious identities study by the Renaissance Foundation for Social Innovation, Pakistan (RESIP).

- New project proposals included: the expansion of the Change Makers Program to seven new African countries; a Middle East and North Africa-focused academic conference on conflict resolution; an oral history project focusing on Middle East Jewish history; and a “posternism” (poster-activism) youth engagement campaign in Pakistan.

MEDIA

- Media coverage of the program included BBC World Service.
- Report in published in June 2018: SalzburgGlobal.org/go/HEGPreport

DATE

November 16 to 20, 2017
January to November, 2017

SESSION NUMBER

589
590

LOCATION

Salzburg, Austria
Rabat, Morocco; Cairo, Egypt;
Johannesburg, South Africa &
Kigali, Rwanda; Khyber
Pakhtunkhwa, Punjab &
Sindh, Pakistan

SALZBURG GLOBAL SEMINAR

HOLOCAUST
EDUCATION AND
GENOCIDE
PREVENTION

PARTNER

- United States Holocaust Memorial Museum

FUNDERS

- UK Foreign and Commonwealth Office
- Zukunfts Fonds der Republik Österreich
- Harry Frank Guggenheim Foundation
- Ronald D. Abramson
- Rosa Luxemburg Stiftung

FIND OUT MORE

Visit:

SalzburgGlobal.org/go/589

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Leadership for Inclusive Futures in Hong Kong

Political and socioeconomic polarization is on the rise globally. Hong Kong is no exception, having experienced growing tensions and dissatisfactions among its population. Problems of rising inequality, unaffordable housing, low social mobility and the increased economic, social and political integration with China are causing rifts in Hong Kong's society. Growing mistrust towards governments coupled with cynicism and skepticism about both the private and public sectors is complicated by lack of understanding or appreciation of the role and benefits of the civil society sector.



To respond to rising tensions in the territory and avoid further escalation, Salzburg Global Seminar and the Hong Kong Federation of Youth Groups (HKFYG) are developing a multi-year joint initiative that aims to build next-generation leadership and enhance trust for greater social, economic and political inclusion in 21st century Hong Kong. This first program marked the launch of the HKFYG Jockey Club School of Global Leadership.

PARTICIPATION

- 25 Hong Kong-based young professionals representing local government, financial institutions, corporations, nonprofits and social ventures explored underlying tensions, and developed new channels and approaches for moving forward.

HIGHLIGHTS

- Keynote speakers included Ahmad Alhendawi, the first-ever United Nations Secretary-General's Envoy on Youth.
- The 2017 program was the first step in a multi-year effort to nurture a vibrant cohort of young people in Hong Kong who have the ability to bridge socio-economic, political, and generational divides in the territory, and to drive equitable and sustainable change.
- Project proposals included: Diversity Pioneers Forum, promoting multiculturalism in Hong Kong; Platform for Global Change-Makers, connecting young people interested in "doing good globally"; Future Skills + Curriculum, promoting and teaching skills for the future labor market; and a "community vehicle movement," analyzing a methodology on how to bring about effective change.

DATE

November 17 to 19, 2017

SESSION NUMBER

588

LOCATION

Hong Kong, China SAR

THE HKFYG JOCKEY CLUB
SCHOOL OF GLOBAL
LEADERSHIP
LAUNCH CEREMONY
WITH SALZBURG GLOBAL
SEMINAR

ORGANIZER

- Hong Kong Federation of Youth Groups

FUNDER

- Hong Kong Jockey Club Charities Trust

FIND OUT MORE

Visit:

SalzburgGlobal.org/go/588

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Changing Minds: Innovations in Dementia Care and Dementia-Friendly Communities

Dementia has been identified as one of the most serious and growing health challenges for health care services, social care, and communities and families, especially in countries with aging populations. Traditional health care models often fall short because of the complexity of the co-morbidities experienced in later life and because these models focus primarily on the physical health process and not on the full lived experience.

This program shared knowledge and innovation across borders on how best to support families and allow persons with dementia to maintain dignity, independence and fulfilling relationships at the highest level for as long as possible — to carry on with living in the face of a dementia diagnosis, focusing beyond narrow biomedical needs to ensure the needs and wants of the whole person could be met. Participants explored the significance of earlier diagnosis of dementia, the essential characteristics of a dementia-friendly community and the larger implications for health and social care systems.

PARTICIPATION

- 42 participants from 14 countries, including clinicians, civil society leaders, policymakers and people with dementia who have themselves become activists while in the early stages of the condition.

HIGHLIGHTS

- The program built on 2016's *Rethinking Care Towards the End of Life*, drawing in some insights from the recently-completed “Salzburg Questions” social media campaign.
- A key concern raised by participants was how to evaluate the impact of

dementia-friendly communities so as to enable comparison while being fully respectful of diverse cultural and social contexts.

- Salzburg Statement on *Innovations in Dementia Care and Dementia-Friendly Communities* has been developed on the essential principles of a dementia friendly community: SalzburgGlobal.org/go/dementiastatement
- Further work is underway to formulate recommendations for research priorities on the social and care needs of the burgeoning numbers of people with dementia.

MEDIA

- Media coverage of the program included a series of blogs on the website of the *British Medical Journal (BMJ)*.
- Three issues of the Salzburg Global Newsletter: SalzburgGlobal.org/go/587/newsletters

DATE

November 28 to December 3, 2017

SESSION NUMBER

587

LOCATION

Salzburg, Austria

SALZBURG
GLOBAL
SEMINAR

HEALTH AND
HEALTH CARE
INNOVATION

PARTNERS

- The Dartmouth Institute for Health Policy & Clinical Practice
- Mayo Clinic

FIND OUT MORE

Visit:

SalzburgGlobal.org/go/587

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Building Healthy Communities: The Role of Hospitals

People across the world are living longer but sicker lives, as chronic illnesses soar and health inequities persist. Hospitals need to move beyond simply treating people after they get sick and play a more active role in preventing illness and promoting health for individuals, families and communities. To meet this challenge, hospitals will need to foster cross-sector collaborations, implement institutional changes, engage their local communities and adopt new metrics.

This program was the first in a three-part series seeking to build a cross-sector culture of health, and it laid the groundwork to be expanded upon at future programs which will examine the impact of built environments on the health of individuals and communities, and focus on the specific needs of

children in avoiding and overcoming obesity. Participants explored ways in which hospitals can best address the social determinants of health and reduce the burden on acute services by collaborating better across sectors and with non-profit and for-profit organizations.



PARTICIPATION

- 58 participants from 18 countries representing hospitals, social service institutions, public health and community organizations and policymakers from specific communities.

HIGHLIGHTS

- Project proposals included a “Salzburg Community of Practice,” a platform connecting peers and their ideas.
- A series of articles in the *British Medical Journal (BMJ)*, expected to be published in Summer 2018, is being collaboratively drafted by several Fellows who seek to extend the debate through the *BMJ*’s worldwide readership.

MEDIA

- Four issues of the Salzburg Global Newsletter: SalzburgGlobal.org/go/592/newsletters

DATE

December 7 to 12, 2017

SESSION NUMBER

592

LOCATION

Salzburg, Austria

SALZBURG
GLOBAL
SEMINAR

HEALTH AND
HEALTH CARE
INNOVATION

PARTNER

- Robert Wood Johnson Foundation

FIND OUT MORE

Visit:

SalzburgGlobal.org/go/592

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Springboard for Talent: Language Learning and Integration in a Globalized World

In today's interconnected world, the ability to speak multiple languages and communicate across linguistic divides is a critical skill. Even partial knowledge of more than one language is beneficial. Proficiency in additional languages is a new kind of global literacy. Language learning needs to be expanded for all— young and old. However, millions of people across the globe are denied the inherent right to maintain, enjoy and develop their languages of identity and community. This injustice needs to be corrected in language policies that support multilingual societies and individuals.



This program brought together some of the world's leading experts in language learning to examine the benefits of multilingualism to societies and the policies that can bring these benefits to realities. They also looked at new approaches to teaching languages and at some new game-changing communications technology.

PARTICIPATION

- 43 participants from 26 countries, representing policy, academia, civil society and business sectors.

HIGHLIGHTS

- Fellows jointly issued the *Salzburg Statement for a Multilingual World* on International Mother Language Day, February 21, 2018.
- The Statement was voluntarily translated into 51 languages by Fellows and their organizations.
- The Statement was circulated widely; several organizations, including UNESCO Asia Pacific and the State of Victoria, hosted events to announce its launch.
- A series of webinars, building on discussions in Salzburg, will be launched over the summer of 2018.

MEDIA

- The Statement was published in both mainstream media and academic journals, including the *European Journal of Language Policy*.
- Summary report from the program published in April 2018: [SalzburgGlobal.org/go/586/report](https://salzburgglobal.org/go/586/report)

DATE

December 12 to 17, 2017

SESSION NUMBER

586

LOCATION

Salzburg, Austria

SALZBURG
GLOBAL
SEMINAR

EDUCATION FOR
TOMORROW'S WORLD

PARTNERS

- ETS
- Microsoft
- Qatar Foundation International

FIND OUT MORE

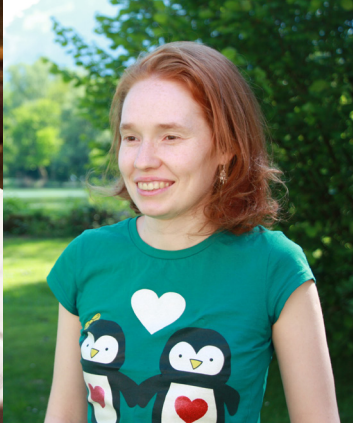
Visit:

[SalzburgGlobal.org/go/586](https://salzburgglobal.org/go/586)

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Salzburg Global Multi-Year Series

Salzburg Global Seminar was founded in 1947 to challenge current and future leaders to shape a better world.

Our multi-year series aim to bridge divides, expand collaboration and transform systems. Here we showcase some of our most recent programs within the series.

SALZBURG ACADEMY ON MEDIA AND GLOBAL CHANGE

The *Salzburg Academy on Media and Global Change* builds digital literacies and engagement around critical challenges for society. Its annual three-week program connects young media innovators across disciplines to produce multimedia tools and reframe curricula and research. Founded in 2007, it has over 1000 alumni and faculty from 60 participating institutions worldwide.

**Re-Imagining Journalism:
News and Storytelling
in an Age of Distrust**
July 15 to August 4, 2018

**Voices Against Extremism:
Media Responses to
Global Populism**
July 16 to August 5, 2017

**Migration, Media and
Global Uncertainty**
July 17 to August 6, 2016

**Civic Voices:
Justice, Rights and
Social Change**
July 20 to August 9, 2015

**Civic Voices:
Justice, Rights and
Social Change**
July 20 to August 9, 2014

SALZBURG SEMINAR IN AMERICAN STUDIES

The *Salzburg Seminar American Studies Association* (SSASA) fosters understanding and debate on America's changing role in the world. With a distinguished track record since 1947, SSASA's annual symposia for professional leaders and scholars address topical questions affecting American culture, society and politics, analyze their global implications and advance applied research.

**Understanding America
in the 21st Century:
Culture and Politics**
September 21 to 25, 2018

**Life and Justice in America:
Implications of the New
Administration**
September 22 to 26, 2017

**Images of America:
Reality and Stereotypes**
September 23 to 27, 2016

**The Search for a
New Global Balance:
America's Changing Role
in the World**
September 24 to 29, 2015

**Defining America: New Writing,
New Voices, New Directions**
September 27 to October 1,
2014

**Sustainability and the City:
America and the Urban World**
September 26 to 30, 2013

SALZBURG GLOBAL FORUM FOR YOUNG CULTURAL INNOVATORS

The *Young Cultural Innovators Forum* empowers rising talents in the creative sector to drive social, economic and urban change. Launched in 2014, it is building a global network of 500 competitively-selected change-makers in "hub" communities who design collaborative projects, build skills, gain mentors and connect to upcoming innovators in their cities and countries.

Adelaide, Australia;
Athens, Greece;
Baltimore, MD, USA;
Buenos Aires, Argentina;
Canada;
Cape Town, South Africa;
Detroit, MI, USA;
Malta;
Manila, The Philippines;
Mekong Delta;
Memphis, TN, USA;

Midwest (MN, SD, ND), USA;
Nairobi, Kenya;
New Orleans, LA, USA;
Plovdiv, Bulgaria;
Rotterdam, The Netherlands;
Salzburg, Austria;
Seoul, Republic of Korea;
Tirana, Albania;
Tokyo, Japan; and
Yekaterinburg, Russia.

CULTURE, ARTS AND SOCIETY

The *Culture, Arts and Society* series harnesses the transformative power of the arts to shape a better world. Through future-focused programs and projects, it raises the profile of culture and the arts in policy agendas, catalyzes exchange across disciplines and sectors and sustains a unique creative community across continents.

The Shock of the New: Arts, Technology and Making Sense of the Future
February 20 to 25, 2018

The Art of Resilience: Creativity, Courage and Renewal
February 7 to 12, 2017

Beyond Green: The Arts as a Catalyst for Sustainability
February 19 to 24, 2016

The Neuroscience of Art: What are the Sources of Creativity and Innovation?
February 21 to 26, 2015

Conflict Transformation through Culture: Peace-Building and the Arts
April 6 to 10, 2014

Power in Whose Palm? The Digital Democratization of Photography
February 23 to 27, 2013

EDUCATION FOR TOMORROW'S WORLD

The *Education for Tomorrow's World* series shapes new approaches to learning, skills and inclusion for radically different societies. Topical programs and regional workshops address emerging challenges and opportunities for education, assessment and the future of work, generating strategic recommendations and practical projects to recalibrate and reform current systems.

Social and Emotional Learning: A Global Synthesis
December 2 to 7, 2018

Springboard to Success: How Social and Emotional Learning Helps Students in Getting To, Through and Beyond College
June 6 to 8, 2018
(Princeton, NJ, USA)

Mainstreaming Innovations in Social and Emotional Learning in the Middle East, North Africa and Turkey

February 26 to 28, 2018
(Amman, Jordan)

Springboard for Talent: Language Learning and Integration in a Globalized World
December 12 to 17, 2017

HEALTH AND HEALTH CARE INNOVATION

The *Health and Healthcare Innovation* series puts people and communities at the heart of systems transformation for healthy societies. Through expanding partnerships, the series works with public and private sector decision-makers to enhance strategic leadership and foresight, prioritizing patients' wants and needs in health care and empowering citizens to lead healthier lives.

Healthy Children, Healthy Weight
December 10 to 15, 2018

Building Healthy, Equitable Communities: The Role of Inclusive Urban Development and Investment
October 11 to 16, 2018

Building Healthy Communities: The Role of Hospitals
December 7 to 12, 2017

Changing Minds: Innovations in Dementia Care and Dementia-Friendly Communities
November 28 to December 3, 2017

Toward a Shared Culture of Health: Enriching and Charting the Patient-Clinician Relationship
March 10 to 16, 2017

PARKS FOR THE PLANET FORUM

The *Parks for the Planet Forum* is a ten-year collaboration to reconnect people and nature in an urbanized world. Launched in 2015, it explores critical intersections between nature and human development, catalyzing innovative alliances to tackle the impacts of reduced access to green space upon health, wellbeing, social cohesion and economies.

Nature and Childhood: From Research and Activism to Policies for Global Change
March 6 to 10, 2018

The Child in the City: Health, Parks and Play
March 18 to 22, 2017

The Next Frontier: Transboundary Cooperation for Biodiversity and Peace
November 9 to 13, 2016

Nature, Health and a New Urban Generation
November 8 to 11, 2015

SALZBURG GLOBAL LGBT FORUM

The *LGBT Forum* advances the human rights of LGBT people and communities around the world. Founded in 2013, it has created a trusted 70-country network of LGBT and human rights leaders to facilitate open exchange and collaboration in highly-diverse contexts, spanning government, law, diplomacy, religion, finance, media and culture.

[Family Is...? Film Presentation](#)
May 19, 2017
(Berlin, Germany)

[Home: Safety, Wellness, and Belonging](#)
May 14 to 19, 2017

[The Many Faces of LGBT Inclusion](#)
October 2 to 7, 2016
(Chiang Rai, Thailand)

[Strengthening Communities: LGBT Rights and Social Cohesion](#)
June 14 to 19, 2015

[Creating Long-Term Global Networks to Sustain LGBT Human Rights Organizations](#)
May 18 to 21, 2014
(Berlin, Germany)

[LGBT and Human Rights: New Challenges, Next Steps](#)
June 2 to 7, 2013

HOLOCAUST EDUCATION AND GENOCIDE PREVENTION

The *Holocaust Education and Genocide Prevention* series promotes peace, reconciliation, and pluralist societies. Launched in 2010, it advances structured dialogue, research, knowledge-sharing and cross-border projects, engaging its network of educators, practitioners and museum curators from over 50 countries, many with recent experience of mass violence or rising extremism.

[Learning from the Past: Sharing Experiences across Borders to Combat Extremism](#)
December 2016 to November 2017 (Rabat, Morocco; Cairo, Egypt; Johannesburg, South Africa & Kigali, Rwanda; Khyber Pakhtunkhwa, Punjab & Sindh, Pakistan; Salzburg, Austria)

[Living Arts in Post Conflict Contexts: Practices, Partnerships and Possibilities](#)
March 10 to 12, 2016
(Phnom Penh, Cambodia)

[International Responses to Crimes Against Humanity: The Case of North Korea](#)
June 2 to 7, 2015

[Youth, Economics and Violence: Implications for Future Conflict](#)
April 26 to May 1, 2015

[Holocaust and Genocide Education: Sharing Experience Across Borders](#)
June 21 to 26, 2014

PHILANTHROPY AND SOCIAL INVESTMENT

The *Philanthropy and Social Investment* series supports alignment of global financial flows with sustainable and inclusive development. Through multi-partner collaborations focused on emerging trends and best practices, the series fosters an enabling environment for talent management, diversity and innovation in traditional and corporate philanthropy and in social and impact investment.

[New Horizons in Social Investment: Global Exchange for Action and Impact](#)
October 27 to 30, 2018

[Driving the Change: Global Talent Management for Effective Philanthropy](#)
September 17 to 20, 2017

[Philanthropy in the Global Age](#)
December 4 to 5, 2015
(Hong Kong, China SAR)

[Value\(s\) for Money? Philanthropy as a Catalyst for Social and Financial Transformation](#)
March 6 to 9, 2015

[Philanthropy in Times of Crisis and Transition: Catalyzing Forces of Change](#)
December 1 to 4, 2012

[Value vs. Profit: Recalculating ROI in Financial and Social Terms](#)
October 13 to 17, 2012

SALZBURG GLOBAL FINANCE FORUM

The *Finance Forum* tackles issues critical to the future of financial markets and global economic growth and stability. Created in 2011, its annual meeting convenes senior and rising leaders from financial services firms, supervisory and regulatory authorities and professional service providers and facilitates candid in-depth analysis of strategic challenges and emerging risks.

[The Promise and Perils of Technology: Artificial Intelligence, Big Data, Cybercrime and FinTech](#)
June 24 to 26, 2018

[Salzburg Global Finance Forum at the World Capital Markets Symposium](#)
February 7, 2018 (Kuala Lumpur, Malaysia)

[Global Challenges, Regional Responses: How Can We Avoid Fragmentation in the Financial System?](#)
June 26 to 28, 2017

[Financing the Global Economy: How Can Traditional and Non-Traditional Sources Be Integrated?](#)
June 27 to 29, 2016

[Salzburg Global Finance Forum at JPMorgan Chase](#)
October 21, 2016
(Hong Kong, China SAR)

[The Future of Financial Intermediation: Banking, Securities Markets, or Something New?](#)
June 30 to July 2, 2015

SALZBURG GLOBAL CORPORATE GOVERNANCE FORUM

The *Corporate Governance Forum* enables critical thinking on the changing roles and responsibilities of directors across jurisdictions and cultures. Launched in 2015, its annual meeting explores how corporations can pursue both profit and public good in a fast-moving global environment, taking account of growing risks, disruptions, regulation, and public scrutiny.

**Brave New World:
How Can Corporate
Governance Adapt?**
October 4 to 6, 2018

**The Courageous Director:
Can Corporations Better Serve
People, Planet, and Profit?**
October 5 to 7, 2017

**The Corporate Balancing Act:
How Can Directors Manage
Conflicting Pressures?**
September 29 to October 1,
2016

**Corporate Governance
in the Global Economy:
The Changing Role of Directors**
October 1 to 3, 2015

PUBLIC SECTOR STRATEGY NETWORK

The *Public Sector Strategy Network* helps governments tackle complex challenges through better foresight, innovation and implementation. Co-created with senior leaders around the world, it is building a mutually-supportive coalition of individuals and institutions on the frontline of digital, financial and societal disruption, promoting effective public leadership and strategic communication.

**Mechanics for the Future:
How Can Governments
Transform Themselves?**
May 13 to 15, 2018

**In the Spotlight:
How Can the Public Sector
Excel Under Changing
Dynamics?**
June 10 to 12, 2017

Future of Public Service
October 3 to 5, 2016

SALZBURG CUTLER FELLOWS PROGRAM

The *Salzburg Cutler Fellows Program* develops outstanding talents who will shape the future of the international rules-based order and government and judicial systems. Since 2012, it has convened annual cohorts of graduate students from top US law schools to build leadership skills and networks across law and public service worldwide.

**The Future of Public and
Private International Law**
February 23 to 24, 2018
(Washington, DC, USA)

**Trust, Media and Democracy
in the Digital Age**
November 14, 2017
(Washington, DC, USA)

**The Future of Public and
Private International Law**
February 24 to 25, 2017
(Washington, DC, USA)

Law and the Use of Force
November 20, 2016
(Washington, DC, USA)

**The Future of Public and
Private International Law**
February 19 to 20, 2016
(Washington, DC, USA)

**The Future of Public and
Private International Law**
February 20 to 21, 2015
(Washington, DC, USA)

SALZBURG GLOBAL FELLOWSHIP

The Salzburg Global Fellowship is an international alumni network, spanning 170 countries on six continents. Since 1947, Salzburg Global has welcomed over 36,000 Fellows from across the world. The Fellowship is connected both online via email Listservs and social media platforms, and on the ground through annual events such as Salzburg Global Day.

Visit:
SalzburgGlobal.org/go/fellowship

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