SALZBURG GLOBAL

CHRONICLE

BRIEFING
ARCHITECTURE OF IMPACT
PAGE 6: Our programs seek to create lasting impact. How? Through strategic convening and the help of selected partners and remarkable people.

PROFILES
15 FACETES FOR THE FUTURE
PAGE 8: Every year Salzburg Global brings emerging leaders to Schloss Leopoldskron. We present our most exceptional young Fellows.

FEATURE
POWER OF PARTNERSHIP
PAGE 14: Our programs would not happen without our partners. But what do our partners get from working with us?

RE-ENVISIONING SALZBURG GLOBAL SEMINAR
Since 1947, our mission has been to challenge current and future leaders to tackle issues of global concern. Today, we use a "triple lens" to find the most powerful solutions that are simultaneously imaginative, sustainable and just.

A DISTINCT HISTORY, A UNIVERSAL MESSAGE
PAGE 16: For three days, at a palace once home to the local Nazi party leader, experts from across the globe considered the value of Holocaust education in a global context as a means to prevent future genocides. They proved the Holocaust is more than just a European or Jewish experience.

GROWING RIGHTS YET PERSISTENT PERSECUTION
PAGE 20: Increased rights for lesbian, gay, bisexual and transgender people are moving up the global agenda. In some countries equality is increasing, yet elsewhere persecution continues. At the first Salzburg Global LGBT Forum, a truly global conversation was started on how to advance LGBT rights the world over.

CREATING THE NEXT GENERATION OF MEDIA CHANGE MAKERS
PAGE 24: Every summer, students of the Salzburg Academy on Media and Global Change come from diverse regions, bringing their already extensive experience to Salzburg and returning to their home countries further empowered to be change agents now and in the future.

AN UNLIKELY CONSTELLATION OF PARTNERS
PAGE 26: Historically Black Colleges and Universities and members of the Appalachian College Association serve very different student populations. But this did not stop them from coming together to transform their schools into sites of global citizenship through the Mellon Fellow Community Initiative.
01  We have re-envisioned our program around three core programmatic clusters: Innovation, Sustainability and Justice. These clusters are not ideas, but they help illuminate critical questions and points of leverage where concerted action can achieve transformational impact. They serve as a “ triple lens” through which we view all our programs. In our view, the most powerful solutions are interdiscursively informed, sustainable, and just. As an extension of our mission, we challenge current and future leaders, as individuals and through their institutions, to tackle issues of global relevance. Our 40+ programs examine education across the lifespan, asking how and why science can inform strategies that enhance human potential and encourage innovation. Our health and environment programs are grouped under sustainability and health, where the solutions can support meaningful work at scale. With our Justice cluster, we explore relationships among democracy, economic and rule of law, asking how societies can operate in the fairest and just as well as sustainable ways. You can read more about our model of strategic convening and architecture of impact on page 15.

02  We have strengthened our global presence with fellowships coming from 136 countries, new scholarship schemes with partners in Europe and Africa, and programs ranging from two continents. In Europe, we have programs not only in Salzburg, but also in Italy, the Hague, London, Strasbourg and Vienna. In North America, programs were held in Boston and Washington, DC, in addition to our Apollo Community Adviser initiatives in Georgia and West Virginia. In Asia, we offered our first-ever full-length session in India, a keynote by Nobel Laureate Kailash Satyarthi, and our first-ever academic program in China, our “next-generation leadership for Asia”. We continue to explore our current projects and the potential to extend our Salzburg experience. You can find excerpts from that conversation on page 24. We also launched the N. Cutler Law Fellows Program in honor of long-serving board member, super lawyer and mentor Lloyd N. Cutler, bringing together some of the brightest young legal minds from top US law schools to consider the future of private and public international law (page 28). As well as our student programs, our young leadership programs now include our Young Global Innovators Academy, a new two-year program that will foster those working to bring about urban environments and broaden cultural access in five “meta-urban” countries.

LETTER FROM THE PRESIDENT

Salzburg Global Seminar is a modest, globally connected foundation with institutional outsize influence. The following pages illustrate how this is accomplished. Questions about our impact are best answered by the people who contribute to and benefit from our programs, and by examples of how our strategic sessions shift the terms of debate and lead to actions that create change at scale.

Those we serve include leaders of all ages and institutions of all sizes – communities and coalitions from local to global scale. What we provide for them is precious – undisturbed time and a safe place to think differently about what they do and how they do it; the means to connect and collaborate across borders, sectors and cultures; insights and tools useful in making change and for realizing bold dreams.

Our story began in one of those moments when destruction led to opportunity – the immediate post-WWII period when three young men dreamed of a “Marshall Plan for the Mind” and organized Salzburg Seminar Number One. Their founding vision of an architecture of support is captured in Europe and beyond – built on their belief that progress is do and how they do it; the means to connect and collaborate across borders, sectors and cultures; insights and tools useful in making change and for realizing bold dreams.

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03  We have renewed and expanded our commitment to young leadership under the new umbrella of the “Salzburg Global Academies.” The long-running International Study Program became the Global Citizenship Program. It has always been a program that helps college students, faculty and administrators to develop a greater understanding of their personal and institutional roles in global citizenship, the same role we seek to foster.

04  We are now well into the second year of our 2022-2024 strategy, “The Magic and the Mind.” Now is the time for a snapshot of our progress, for how we are responding to the unique moment in time, the moment we are in; how we are engaging the present moment; and how we are creating the future. As we continue to lead our students to make change, we are grounded in our strategy, in the moment, and in the future we are creating. As we continue to lead our students to make change, we are driven by the promise of the next generation.

05  President’s Report 2022 - 2023

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Salzburg Global Seminar has been more than just a transatlantic-focused organization. Today, Salzburg Global Fellows come from all the world’s regions—which is where Salzburg Global programs can be found, too.

The Schloss’s pre-WWII owner. In addition to its main programs, Salzburg Global brings in many other partners to this inspiring idyll.

Executive Director John Huisken and CEO Manfred Meier are also passionately committed to education. We all, a global network launched in 2007 to expand educational opportunities and address educational disparities that exist in classrooms and beyond, in the field of social entrepreneurship, and within local communities. 

Citizenship, Media and Global Public International Law.

The first ever full Salzburg Global session was held in Asia to mark 25 years of partnership between Salzburg Global Seminar and Sogang University, Seoul, Session 509. A weekend-long program was held in Cairo, Egypt.

In Europe, events were not only held in Salzburg but in London, UK; Vienna, Austria; Moscow, Russia; The Hague, The Netherlands; Athens, Greece; and Berlin, Germany.

In North America, fellows gathered in Washington, DC; San Jose, CA; Boston, MA; Philadelphia, PA; and the debacle followed, which was broadcast as a special edition of Asian Voices on NHK World, the Japanese public broadcaster’s English-language channel, hosted by Salzburg Global Fellow Akio Ohara.

In 2012, Salzburg Global Seminar launched a new scholarship scheme to award full scholarships to specially selected candidates. Salzburg Global Board Member, Claudia R. Garamszegi also piloted several scholarships, welcoming fellows to travel from Mexico.

In Asia, the first ever full-length session was held in Tokyo, with a public forum in Tokyo, to mark 25 years of partnership between Salzburg Global and The Nippon Foundation.

With Walter Osnabrugge and Wendy Kep, head of Teach for Austria and founder of City of Teach for Americ and Teach for All respectively, and both Salzburg Global Fellows, Schloss Leopoldskron and Salzburg Global seminars were a fitting venue and host for the graduation celebrations of the first two cohorts of Teach for Austria.

Teach for Austria

In 2013, Salzburg Global Seminar launched a new scholarship scheme with the Kame Foundation, providing full tuition and travel to specially selected candidates. Salzburg Global Board Member, Claudia R. Garamszegi also piloted several scholarships, welcoming fellows to travel from Mexico.
Fellowship

With the Salzburg Global Fellowship comes a lifetime of leadership at the intersection of their fields and a new field leadership position - in business, international and national government, media, academia, civil society organizations, science, work and across all global regions. We connect this extraordinary human capital through our Salzburg Global Fellowship. Online and in-person events around the world, Salzburg Global nurtures an ongoing array of relationships and engagement, and fosters robust cross-sector discussions on the challenges of the day. Salzburg Global’s program is now designed around three cross-cutting clusters that reflect the values underpinning everything we do.

Triple Lens Thinking

We use these clusters – Imagination, Sustainability and Justice – to support triple lens thinking to shift narratives and lay the foundations for global citizenship. The most powerful solutions are simultaneously imaginative, sustainable and just. Imagination is needed to find solutions to the immense challenges we face. If one finds fiction to be viable and prosperous for the next generation, we must find sustainable solutions to these challenges. And to ensure that prosperity for all, and not just for the privileged few, these imaginative, sustainable solutions must also be fair and just.

IMAGINATION

Imagination lies at the heart of human development, opportunity and the capacity for resilience – and will inspire the global transition to a sustainable economy. We work with partners to redefine and redesign their education, culture and media practices, and foster science and entrepreneurship to create inclusive, knowledge-based communities of the future.

SUSTAINABILITY

The most basic necessity in any society is human safety and well-being. We work to empower individuals to see and understand the forces driving international trends and events, and to help them shape the future in ways that are equitable, sustainable and just. We ask how societies can combine and build upon social programs and industrial innovation to support triple lens thinking to shift societies and lay the foundations for global citizenship.

JUSTICE

An energy is dispersed in a multipolar world, shifts in allegiance and identity are triggering radical shifts in relationships between individuals and institutions. We ask how societies can redefine responsibilities, rights and cooperation between citizens, business, governments and nations in line with conditions for peace and prosperity.

Academies

To scale up innovation and reach young adults outside current elite structures, Salzburg Global Seminar expands the reach of our program through the Salzburg Global Academies. Launched ten years ago, our Academies are built in collaboration with elite institutions and organizations around the world – are not only Salzburg or adapted to the needs of other regions – are used to develop, test and implement creative global curricula, pedagogy and research. Salzburg Global Academies, covering Global Citizenship, Media and Global Change, and the Future of International Public and Private Law, involve faculty and students from both elite institutions and those typically underrepresented in leadership positions. Through our programs we prepare outstanding young people from all backgrounds to live as global citizens with the skills to drive change.

BRIEFING

SALZBURG GLOBAL VISION

Originally founded in 1947 to encourage the revival of intellectual dialogue in post-war Europe, Salzburg Global Seminar today is a game-changing catalyst for global engagement on critical issues in education, health, environment, economics, governance, peace-building and more.
15 FACES FOR THE FUTURE

Salzburg Global Seminar’s mission is to challenge current and future leaders to tackle problems of global concern. To this end, Salzburg Global brings young, emerging leaders to Schloss Leopoldskron, not only for Academies programs, but for every Salzburg Global session. Nearly 500 leaders to tackle problems of global concern. To this end, Salzburg Global brings young, emerging leaders to Schloss Leopoldskron, not only for our Academies programs, but for every Salzburg Global session.

**FELLOWSHIP**

**SALZBURG GLOBAL FELLOWSHIP**

**15 FACES FOR THE FUTURE**

**PAGE 08**

**PAGE 09**
A 10-YEAR COMMITMENT

In this age of austerity, the arts and culture sector is woefully under-resourced. Through a decade-long project, Salzburg Global will help hundreds of young Fellows to find innovative solutions to sustaining the arts and supporting society at large.

"Money coming from government, foundations, and international donors is getting less and less," explains Salzburg Global Fellow, YCI strategic and academic director Lydia Varbanova. "Therefore artists and cultural managers require strategic, entrepreneurial thinking and actions.

Over the course of the next decade, the development of the YCI Forum will be central to Salzburg Global’s imagination cluster program, as part of its new strategic vision and “triple thinking.” Salzburg Global is committed to making the YCI Forum an ongoing, vibrant focal point for innovative exchange, emergent leadership, and innovation in the cultural sector," says Salzburg Global Program Director for Culture and the Arts, Susanna Seidl-Fox.

Cultural innovators with this kind of skillset are an absolute force to be reckoned with.”

In his role as a key representative of the YCI Forum, Geoffrey Sin describes the need for programs that support entrepreneurs who are working in the arts and cultural industries and bringing about transformative change.

"We really believe in and have many years of programming around the transformative potential of the arts to improve livelihoods and quality of life, to revitalize the way we educate, and to leverage completely untapped cultural opportunities into the future decade," says Clare Shine, Salzburg Global Vice President for Program, as part of its new strategic vision and “triple thinking.”

"Salzburg Global is committed to making the YCI Forum an ongoing, vibrant focal point for innovative exchange, emergent leadership, and innovation in the cultural sector," says Salzburg Global Program Director for Culture and the Arts, Susanna Seidl-Fox.

"CULTURAL INNOVATORS ARE AN ABSOLUTE FORCE TO BE RECKONED WITH."
WHY AMERICA STILL MATTERS

The world has changed since the Salzburg Seminar in American Studies was first convened in 1947 – so too has the organization. But although now more “global” in outlook, Salzburg Global Seminar still recognizes the importance of American Studies.

When the first session of the Salzburg Seminar in American Studies was convened in the summer of 1947, the world was a very different place – as was the United States’ place within it. Europe was devastated by World War less than three decades earlier. Scholars living postwar itself the type of the war; relations between and within nations was new and untested. Even at that point, the future of the United States’ role in the world was yet to be determined. Today, the world looks very different. The Cold War between the United States and the Soviet Union has ended. The United States’ role in the world today is far different from what it was in 1947.

So too has the organization. But although now more “global” in outlook, Salzburg Global Seminar still recognizes the importance of American Studies.

The world has changed since the Salzburg Seminar in American Studies was first convened in 1947 – so too has the organization. But although now more “global” in outlook, Salzburg Global Seminar still recognizes the importance of American Studies.
Salzburg Global Seminars’ programs would not happen without our partners. Partners provide not only the intellectual capital and input to drive the session forward but often the much-needed financial capital necessary to bring Fellows and faculty to Salzburg. What do partners get out of working with Salzburg Global?

Global is to support the development of a science of delivery for health care that moves the need and voices of people and populations,” explains Al Maley, director of the Dartmouth Center for Health Care Delivery System. “Since 2014, we’ve convened over 300 faculty and Fellows from 160 countries, and in 2012 and 2013, the WHO supported our partnership by co-sponsoring two sessions to explore the relevance of emerging principles of delivery science to rights-based approaches to health care.”

What makes Salzburg Global so distinct from other sorts of events, which are usually far more different yet more from their daily lives and more deeply involved in community with the other people they’re with, however diverse the group may be? One answer: “Salzburg is not only a beautiful place but a place where people can come and examine their own assumptions and come to a much better understanding of others’.”

Global’s health-related programs bring together 60 participants from an average of 23 countries on five continents and include not only practitioners but also health care policy makers, academics, and representatives from governments and providers; two patient-advocacy groups, matching partners to harness input, expertise, and experience from a broad global spectrum. But most of all, Salzburg Global’s health care programs enable partners to extend their global networks.

“Salzburg is somewhere where you open up a degree of trust and understanding. During the five days we spend together we’re building ‘you–you’ community. And that’s why people love Salzburg. They feel much more in common with the other people they’re with, however diverse the group, than they do anywhere else. All sorts of people have their assumptions and come to a much better understanding of other people’s assumptions and on an individual and on an institutional level.”

The Statement was featured broadly, including in WHO statements on the Strengthening, Sustainability and Equity of Health Systems. It was also regularly used as part of evidence for the 2012 World Health Organization Patient Safety Summit in Geneva and the World Health Assembly in May 2013, and is still regularly used in health care and drafted in practice of “quality improvement” and health care delivery.

GLOBAL IMPACT
Salzburg Statements
What do the House of Commons in London, the World Health Assembly, the Summit on Global Health in Accra, Ghana, February 2009, and the G8 meeting in L’Aquila, Italy, among others, have in common? They are all major events that have “Salzburg Statements” at their core. These statements have been presented to governments, are widely reported, and promoted by the Salzburg Global Fellowship themselves, the institution that created the “Salzburg Statement on Shared Decision Making.”

The Statement was co-authored by Liam Donaldson, WHO Director for Public Health and Disease Control, as part of his evidence for the 2008 World Health Assembly, where it was presented by the Global Partnership on Capacity Building in Health Delivery and Islamabad-based organization, the Global Partnership on Capacity Building in Health Delivery, and the Salzburg Global Seminar. The Statement was also featured in the “Salzburg Statement on rights-based approaches to health care,” which was presented to the UN Commission on Human Rights in Geneva. It was also used in the development of the Salzburg Global Foundation’s “Statement on the Salzburg Global Foundation’s “Statement on the Strengthening, Sustainability and Equity of Health Systems,” which was presented to the World Health Assembly in May 2013, and is still regularly used in health care and drafted in practice of “quality improvement” and health care delivery.

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There are other histories of suffering, but also other histories of moving beyond trauma.

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THE MAGIC OF SALZBURG SESSIONS

Nestled in the foothills of the Austrian Alps with majestic lake and mountain views, historic Schloss Leopoldskron offers an idyllic retreat, enabling Salzburg Global Fellows to step back from the world, discuss issues in depth and form life-long bonds.

“NEVER DOUBT THAT A SMALL GROUP OF THOUGHTFUL, COMMITTED CITIZENS CAN CHANGE THE WORLD; INDEED, IT’S THE ONLY THING THAT EVER HAS.”

Margaret Mead, American cultural anthropologist and chair of the first ever session of Salzburg Global Seminar

For more pictures, please see: www.SalzburgGlobal.org/go/flickr

What exists in every corner of the world, is illegal in 76 countries by the death penalty? And is punishable in seven countries by the death penalty? "What exists in every corner of the world, is illegal in 76 countries by the death penalty? And is punishable in seven countries by the death penalty?"

The answer: Being gay, lesbian, bisexual and transgender people the human right for which they are fighting in much more basic terms or groups. The answer: Being gay, lesbian, bisexual and transgender people the human right for which they are fighting in much more basic terms or groups."

"**FREE EXPRESSION OF SEXUALITY AND GENDER INCREASINGLY DEFINES THE SOCIETIES IN WHICH WE WANT TO LIVE IN THE 21ST CENTURY.**" "**FREE EXPRESSION OF SEXUALITY AND GENDER INCREASINGLY DEFINES THE SOCIETIES IN WHICH WE WANT TO LIVE IN THE 21ST CENTURY.**"

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"Our goal is to build new alliances, learn from each other and strengthen fundamental human rights for all, regardless of sexual orientation and gender identity."

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Over the 67 year history of Salzburg Global Seminar, many high profile people have attended sessions at Schloss Leopoldskron. Some as Fellows in their early careers, some as faculty, many returning again and again. Here are just ten of our most high profile Fellows, many of whom remain Salzburg Global supporters.

**RUTH BADER GINSBURG**

**THEN:** Judge of the United States Court of Appeals for the District of Columbia Circuit
**NOW:** Senior Justice of the United States Supreme Court
**SESSIONS ATTENDED:** S. 202 – July 1986; S. 310 – August 1994

David Wright first came to Salzburg in 1985 in his role as Secretary-General of the International Organization of Securities Commissions (IOSCO). He returned to Salzburg over 25 years later for the second session of the Salzburg Global Forum on Finance in a Changing World, the advisory committee of which he is a member. He has formed part of the faculty for Finance in a Changing World sessions in its current capacity as Secretary-General of the International Organization of Securities Commissions (IOSCO).

**HEINZ FISCHER**

**THEN:** Member of the Austrian Parliament
**NOW:** President of the National Council of Austria
**SESSIONS ATTENDED:** S. 281 – August 1983; S. 296 – August 1984; S. 385 – August 1987

Ewald Nowotny first came to Salzburg as a doctor student in 1989. He joined the Board of Directors 15 years later and, in addition to attending various Board of Directors events, he has also taken an active role in the Salzburg Global Forum on Finance in a Changing World, attending three Finance-focused sessions. He is currently serving as the Governor of the Austrian National Bank, having previously served as CEO of DZ BANK FLAT, and as Vice President and member of the Executive Board of the European Investment Bank.

**NOELEEN HEYZER KOFI ANNAN**

**THEN:** Director, United Nations Development Fund for Women (UNIFEM)
**NOW:** Special Adviser of the United Nations Secretary-General
**SESSIONS ATTENDED:** S. 483 – November 2011

Kristalina Georgieva was appointed as the seventh Secretary-General of the United Nations on 1 January 2022. During her tenure, she has worked to tackle the challenges of the 21st century, including the COVID-19 pandemic, climate change, and the need to build a more equitable and just world. Prior to her appointment, she served as Managing Director of the International Monetary Fund (IMF), a role she held from 2019 to 2021. Before that, she was the Managing Director for Europe and Central Asia at the World Bank Group, serving from 2018 to 2019. She also served as the first woman to lead the World Bank’s Middle East and North Africa Department and the IMF’s Executive Board. Georgieva was born in Bulgaria and studied economics at the Sofia University. She has also held various positions at the World Bank, including Vice President and Chief Economist. Georgieva is a citizens of Bulgaria, the United Kingdom, and the United States.

**STEVE SALYER**

**THEN:** Associate Director, The Center for Public Leadership
**NOW:** President and CEO, Salzburg Global Seminar
**SESSIONS ATTENDED:** S. 113 – 1976; S. 117 – 1977

Stephen L. Salyer first came to Salzburg as part of the faculty in 1966. In 1998, when he was judge of the US Court of Appeals for the District of Columbia Circuit, prior to the appointment to the US Supreme Court. Justice Ginsberg returned to Salzburg in 1998 and has remained involved as a member of the Advisory Council of the Joseph N. Cather Center on the Rule of Law. She will host the annual Lloyd N. Cutler Lecture in November 2014.

**KÖFI ANNAN**

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**NOW:** Special Adviser of the United Nations Secretary-General
**SESSIONS ATTENDED:** S. 483 – November 2011

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**NOELEEN HEYZER KOFI ANNAN**

**THEN:** Director, United Nations Development Fund for Women (UNIFEM)
**NOW:** Special Adviser of the United Nations Secretary-General
**SESSIONS ATTENDED:** S. 483 – November 2011

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You’re nearly at the end of your time at the Salzburg Academy on Media and Global Change, what are your thoughts so far?

Tony: For me the Academy is like dropping the idea into a sea. In the sea you have all types of creatures, all manners of looking at things, articulating whatever they understand, and basically, for me, it has changed the way I think. It has taught me to listen rather than talk. I used to talk a lot! I’ve realized that there are people who think better than me. And for that, I’m grateful because, in some ways, I understand who does better than me. I listen to them and pick out something from them. For me, I think it is a way of steering a way to the victory. We are the victorious, truth be told. What we are reading, we are learning within our lecture rooms, back homes. Anything you say today will influence people, 23 different countries. Which other forum will you get to talk directly to the UN officials if not this? I think we, the youth, have the ideas; we just need a forum to voice our views.

Eduardo: I think the term “life changing experience” is thrown around very lightly. But this really is a way to really life changing. It doesn’t just change things like your idea of diversity, it also changes your idea of norms. For example, because I think most of us here are kind of leaders and you’re not really used to working with other leaders. So it happens, as Tony says – you have to shut up for a while and just start listening. And it also changes the idea where you can apply your abilities; I had never thought about working for an NGO before coming here.

What type of projects are you involved in at home?

Patrick: I have always tried to be involved in reporting as a means of tackling injustice and holding power to account. Before I was here, I spent a month in Vietnam making a film about unexploded bombs and how they are still affecting people. There isn’t enough money coming from places like the United States, who can spend billions arming various militias around the world and calling it aid, but at the same time only giving minimal support to Vietnam to clean up some of the landmines they left there, which are still killing people. It’s a very sorry story, really don’t hear about much. That’s the sort of thing I like to be involved in.

Sarah: In America right now there is a big epidemic of rape and sexual assault on college campuses. As a survivor of sexual assault on a college campus and as a survivor advocate, I have become really involved with working with Emerson College’s faculty and administration. I have also worked with Survival International to get the country to get the White House to take action in creating new laws and in Congress as a national scale to address the epidemic of sexual assault. I have created sexual assault survivor support groups. I have worked with Emerson to change policy, not to victim blame in resources that they have into a sea. In the sea you have all types of people; all manners of those people who do make some change at least. At a very nominal level, one major thing I can say in my daily life that will change is that I will definitely use social media in a very different way than I used to.

Sarah: I think that the biggest takeaway from here is the power of a global network. I don’t think that you can really fly unless you have the other side of the issues and unless you understand what will work in all different countries, for people of all different backgrounds. Now I have connections with people in Mexico, Argentina, Kenya, India. I will be able to use them as resources. I don’t think that would have happened until I came here.

Patrick: I think that the message is “just go.” As the best, try to change the world. Be the voice for the voiceless, be that person who is asking awkward questions to the authorities and who doesn’t let you get away with those responses. I want to be one of those people who have never been in touch with someone openly gay that they are people just like anyone else.

What overriding message will you be taking away from the Academy?

Eduardo: Right now I have two projects; one of them is a website where I put together articles, other one, which is a little bit more advanced, is a website where I put together articles, interviews, videos talking about the situation for the LGBT community right now in Mexico. My aim is to create a community where you can share people who have never been in touch with someone openly gay that they are people just like anyone else.

Sarah: We’ve talked a lot here about the power of a global network and how we can create change. I think the Seminar has given a voice to people who think better than me. And for me, that’s enough money coming from places like the United States, who can spend billions arming various militias around the world and calling it aid, but at the same time only giving minimal support to Vietnam to clean up some of the landmines they left there, which are still killing people. It’s a very sorry story, really don’t hear about much. That’s the sort of thing I like to be involved in.
AN UNLIKELY CONSTELLATION OF PARTNERS

Historically Black Colleges and Universities and the Appalachian College Association, member institutions of which serve predominantly white students, do not seem like the most obvious partners. But this did not stop them from coming together to transform their schools into sites of global citizenship through the Salzburg Global Seminar-led, Andrew W. Mellon Foundation-funded Mellon Fellow Community Initiative.

When in January 2008, the first group of 45 faculty and administrators of the Mellon Fellow Community Initiative convened in Salzburg, it was not anticipated that the seeds were being planted for a much larger and ambitious project than a single-term session. Despite structural similarities between the Historically Black Colleges and Universities (HBCUs) and the Appalachian College Association (ACA) schools—their liberal arts approach, small size, location south of the Mason-Dixon Line, both of the 20th century founding, official muscle and affiliations—and more importantly, their student populations that are traditionally underrepresented in the US higher education system, including many first-generation college students—everyone who entered the meeting room for the first session immediately noticed an unmistakable difference between the teams of participants of the 15 colleges and universities: the difference of race. It may have been less clear in their minds than what they could learn from each other.

This was the starting point of the MFCI, and the question was if and how the existing discussions about a lofty topic such as global citizenship as a cornerstone for 21st century undergraduate education would change the dynamics of the interactions between ACA and HBCU representatives, individually and institutionally.

By the time this five-year-long project had concluded, the lessons to be learned from each other had become abundantly clear: global education had served as a bridge and a force to connect the ACA and HBCU institutions, the work that they do, and the students and communities that they serve.

One of the common misunderstandings about global education is the presumption that being global means to study and work with students from other parts of the world. “Globalization at home” is about teaching and modeling inclusion, diversity and responsibility in the context of how one’s actions create an interconnected and interdependent world. It is almost a must for national or state borders, or about crossing “borders of the mind” by reaching out to “otherness.” As much about crossing national or state borders as it is about the intensity of exchange and mutual learning.

“Over five years, the MFCI grew into a strong network of nearly 250 faculty, administrators, and students at 15 institutions engaged in global education activities at and across institutions,” explains Salzburg Global Director of Education, Jochen Fried.

“Although this may not have been part of the original plan, everyone involved in the MFCI quickly recognized its unique potential. As a result of a deep commitment to a common cause and roughly equal doses of intentional design and spontaneity, the initiative acquired a unique potential. As a result of a deep commitment to a common cause and roughly equal doses of intentional design and spontaneity, this initiative, with its modest beginnings, has transformed individuals and left lasting legacies at the institutions involved.”

So what makes the GCP distinct from other study abroad programs? The GCP is not just for a few select students at a few select institutions, and requires the institutions to take ownership and disrupts. But in a globalized world, the power and capital of the traditional political actors to do so is waning.

What makes the ISC come to life in the mind of a student?

The ISC is not a place where students go to gain a degree in a field and disperse. It is a place where students come together to build their understanding of global citizenship and to transform their schools into sites of global citizenship through their own work. It is a place where students come together to build their understanding of global citizenship and to transform their schools into sites of global citizenship through their own work. It is a place where students come together to build their understanding of global citizenship and to transform their schools into sites of global citizenship through their own work.

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The Honorable Harold Hongju Koh held a conversation at the US Supreme Court with Justice of the Supreme Court of the United Kingdom, Lord Justice Lord Neuberger of Newport, on civil liberties and national security, as well as international jurisdiction of international criminal courts.

The lecture series features distinguished speakers or a vital legal issue of international interest. As a lasting tribute to his intellectual brilliance, but for his commitment to advancing respect for the law as a tool for resolving the tough issues of our times. As an illustrious fellow in his legacy, Salzburg Global hosts the Lloyd N. Cutler Lecture on Rule of Law at the US Supreme Court in Washington, DC, annually.

At the annual Lloyd N. Cutler Lecture in November 2013, Associate Justice of the Supreme Court of the United States, as well as the former US Attorney General, led a conversation at the US Supreme Court about the use of drones as a military weapon.

The lecture series was led by Professor Anne-Marie Slaughter of Princeton University and former President Obama's Senior Adviser for Global Women’s Issues. During the lecture, Slaughter discussed the use of drones as a military weapon and its implications for national security.

The lecture was part of the annual Salzburg Global Seminar, which brings together some of the world’s leading experts in politics, business, and civil society to explore global challenges and develop innovative solutions.

The annual Salzburg Global Seminar is funded by the Andrew W. Mellon Foundation, the Ford Foundation, and the Open Society Foundations, among others. It attracts over 200 participants from around the world, including policymakers, business leaders, and civil society activists, to discuss pressing issues such as sustainability, inequality, and global governance.

In addition to the lecture series, the Salzburg Global Seminar offers a variety of programs and workshops for professionals in various fields to learn, network, and collaborate on global challenges.

As a member of the future of international law, it is important to consider how the use of drones as a military weapon impacts national security, human rights, and international law. The lecture series serves as a platform for discussing these issues and finding solutions to complex challenges.

For further information, please visit the website www.SalzburgGlobal.org/go/CutlerFellows.
Salzburg Global Seminar makes a difference: this is what has always appealed to me and to my husband Paul. We have believed in the power of Salzburg Global to change lives, to encourage young leadership, to inform the global conversation. While both of us serve on multiple other boards – both American and international – Salzburg Global Seminar has a special place in our hearts. From the “Magic of the Schloss” to the lively conversations in the Bierstube and contemplative walks around the lake – Salzburg Global allows for respectful engagement on neutral ground. We are pleased to be able to support such a special place and help keep it safe for future generations. Please join us in this important work.

HEATHER STURT HAAGA,
CHAIR OF THE BOARD, SALZBURG GLOBAL SEMINAR
“I have lived in Leopoldskron for eighteen years, truly lived, and I have brought it to life. I have lived every room, every table, every chair, every light, and every picture. I have built, designed, decorated, planted and I have dreamt of it when I was not there. Those were my most beautiful, prolific and mature years... It was the harvest of my life’s work.”

MAX REINHARDT