Hosted by and in cooperation with

THE AMERICAN UNIVERSITY IN CAIRO

Next Generation Leadership for Egypt

9-10 June 2012, Cairo
Dear Friends,

Welcome to AUC!

Since February 2011, Egypt’s agenda is described as anything but static. The take-over of the supreme military council over the running of country, the recent presidential elections, and the increasing growth of political Islam, pose many questions on Egypt’s transition, or perhaps lack of transition, towards democracy. In such a critical stage, dialogue, sound debate, tolerance, and openness and acceptance to other mindsets and opinions, are a quintessential necessity; not a choice.

The Salzburg Global Seminar is holding a seminar on “Next Generation Leadership” at the state-of-the-art AUC New Cairo campus. Stemming from AUC’s commitment to the community, we hope that the end result is a compilation of ideas and discussions that open the audience’s perspectives to wider approaches for purposes of comparison, deliberation, and to set guidelines to the audience on how Egypt’s future could/should look like.

AUC is an independent, nonprofit, apolitical, non-sectarian and equal-opportunity institution, fully accredited in Egypt and the United States. AUC’s academic program is rooted in liberal education. In our increasingly globalized society, AUC offers a vital bridge between the cultures of East and West, linking Egypt and the region to the United States and the rest of the world through scholarly research, study-abroad programs and partnerships with academic and research institutions. Our nearly 5,000 undergraduates come from every corner of Egypt and from 113 countries around the world. As they graduate, they join a worldwide network of more than 30,000 AUC alumni, who are leaders in finance and commerce, law and engineering, politics and culture, community service and computer science.

We thank you and wish you a successful seminar.

Amr Sharaawi
Dean of Graduate Studies
Professor of Physics
The American University in Cairo
Dear Friends,

The mass protests that were triggered in Cairo and other Egyptian cities on January 25, 2011 soon became a revolutionary movement that resulted in toppling the president of the republic 18 days later. The movement was a vivid expression by the Egyptian people of their wish to introduce major transformations in their political and economic systems. It essentially was an indication of the Egyptian people’s determination to be the masters of their present and future.

Mass and peaceful demonstrations in Tahrir Square soon seized the imagination of the whole world. Tahrir Square became the icon of protest against injustice and of aspirations for a better world everywhere.

The School of Global Affairs and Public Policy (GAPP) at AUC has closely followed the revolutionary movement in Egypt and the process of change it has engendered. As part of its commitment to the community, it embarked on a set of initiatives and activities aimed at creating spaces for discussion and for sharing ideas among different sectors of society. Inspired by Tahrir Square, we set up a series of “Tahrir Dialogues” that have proved a success. In the Tahrir Dialogues, politicians, militants, academics, researchers and opinion leaders debate different subjects, events and facets of the process of change. In June 2011, GAPP organized a major international conference on comparative democratization and change processes. Today we are happy to host the Salzburg Global Seminar’s on New Generation Leadership for Egypt and to welcome the participants in this session. The discussions in the next two days will bring a global context to the discussions of the future of Egypt.

You may be interested to know that GAPP prepares its graduates to take the lead in shaping the future of their nations and the world at large, with a strong belief in the interaction of international and public affairs, an unwavering commitment to ethics and the rule of law, and a recognition of the unique role that the media play in shaping public policy. Our core disciplines in law, media and journalism, and public policy and public administration provide our graduates with solid professional and analytic competencies based on a multidisciplinary academic foundation.

Once again, you are most welcome on AUC campus. We are pleased to wish you a successful and enjoyable seminar.

Nabil Fahmy, Ambassador
Dean, School of Global Affairs and Public Policy (GAPP)
Professor of Practice in International Diplomacy
Ambassador in Residence
The American University in Cairo
PROGRAM

Saturday, June 9

10:00 Registration

10:30 Welcome and Introductions

Lisa Anderson was appointed president of The American University in Cairo in January 2011. A specialist on politics in the Middle East and North Africa, Anderson served as the University's provost from 2008 to 2010, and was responsible for shaping and implementing AUC's academic vision and building the size and quality of the faculty. Prior to joining AUC in 2008, Dr. Anderson was the James T. Shotwell Professor of International Relations at Columbia University in New York and where she had also served as dean of the School of International and Public Affairs, chair of the political science department, and director of the Middle East Institute. Dr. Anderson has led a number of organizations as president, chair, or board member, including the Middle East Studies Association, the Carnegie Council on Ethics in International Affairs, Human Rights Watch, and the Council on Foreign Relations. She earned a Ph.D. in political science from Columbia University, an honorary doctor of laws from Monmouth University, and an M.A. in law and diplomacy from the Fletcher School at Tufts University.

Clare Shine was appointed vice president and chief program officer of the Salzburg Global Seminar in January 2012. A firm believer in multi-disciplinary thinking, her own background spans law, business, sustainability and the arts. Ms. Shine is a UK-qualified barrister bilingual in French with 20 years' experience as an international environmental policy analyst for the UN and regional organizations, governments, the private sector and NGOs. Her work and publications have focused on biodiversity and ecosystems, international trade, transboundary cooperation and conflict prevention, and she has extensive experience of governance and capacity-building across Europe, Africa, South-East Asia and the Austral-Pacific. Clare has played an influential role in biosecurity strategy development since 1999, working as legal adviser to the Global Invasive Species Programme/World Bank, the European Union, the Council of Europe and the Convention on Biological Diversity. She began her career in industry and the media after studying literature at Oxford University and has written regularly for the Financial Times arts section since 2003.

11:00 What Makes an Egyptian a Leader Today?

In Egypt's rapidly changing climate, what qualities are most needed in today's leaders? What sorts of actions propel them and their causes to prominence? What are some of the most common hurdles they must overcome? What support do they need and want from local, regional, and international partners? And what attributes of the old system or entrenched traditions need be avoided?

Moderator

Laila El Baradei is associate dean for the School of Global Affairs and Public Policy and visiting professor of public administration at the Public Policy and Administration Department of The American University in Cairo. She is also a tenured professor of public administration at the Faculty of Economics and Political Science of Cairo University. Her areas of teaching include strategic management, development management, international cooperation management, organizational behavior, human resource
management and research methods for public administration. In addition to her research on a wide variety of topics, Dr. El Baradei was a member of the authors’ team responsible for Egypt’s Human Development Reports in 2010, 2008 and 2004; Egypt’s Millennium Development Goals Second Country Report in 2004, and the World Bank’s Country Environmental Analysis for Egypt in 2005. Over the years, she has provided consultancy services to organizations such as the World Bank, USAID, UNDP, DANIDA, Center for Development Research in Bonn, the Economic Research Forum in Egypt, and Ford Foundation. Dr. El Baradei holds a B.A. in business administration and an M.B.A. from AUC as well as a Ph.D. in public administration from Cairo University.

Panelists

Mohammed EL DAHSHAN is a professor of development economics at Ain-Shams University in Cairo and an independent consultant in international development, writer, and journalist. In his consultancy role, he has worked with international organizations, national governments, think tanks, and research centers to develop policy oriented research that gives special attention to post-conflict countries and focuses primarily on issues of private sector development, investment promotion, and entrepreneurship. He has been published in Egyptian and international media and is the co-author of Tahrir Diaries, a collective memoir of the 18 days of the Egyptian 2011 revolution. Mr. El Dahshan is a graduate of Cairo University and holds an M.P.A. from Harvard University’s Kennedy School of Government in Cambridge, Massachusetts, USA and an M.A. in international economic relations from Science Po in Paris, France.

Ghada SHAHBAZDAR is an activist for political reform and human rights in Egypt. Member of the Board of the Egyptian Organization for Human Rights, amongst her many activities, she has been a poll monitor in recent elections and is a frequent commentator in both Egyptian and international media. She is a Human Rights Advocate and an AUC Alumni with a B.A. in Mass Communication and an M.A. in TEF. Recipient of the 2011 James Lawson Award for Nonviolent Achievement.

Dalia ZIADA is executive director of the Ibn Khaldun Center for Development Studies, one of the oldest and largest nongovernmental organizations advocating human rights and civil freedoms in Egypt and the Arab World. Before joining the Center, Ms. Ziada worked for the American Islamic Congress (AIC) as the founding director of its Cairo-based Middle East and North Africa Bureau. In this role she focused on projects to educate citizens in the Muslim World about human rights, civil freedoms, nonviolent conflict, and religious tolerance. She has also served several local and regional NGOs including Tharwa Foundation, Softcopy Translation Center for World NGOs, and Arabic Network for Human Rights Information. Following Egypt’s 2011 revolution, Ms. Ziada co-founded a political party and ran for parliament. Ms. Ziada holds an M.A. in international relations from the Fletcher School for Law and Diplomacy of Tufts University in the USA.

Plenary discussion

13:00 Lunch
14:00 What Matters Most to You?
In small groups, participants share stories of the causes and issues facing their country that mean the most to them. Within these stories, what are the greatest opportunities to be seized in building Egypt's future? What gives these issues personal relevance and what are the main challenges to be overcome? Key points will be noted poster-style for display in the afternoon and evening so that small groups on Sunday can convene around common interests.

15:00 Coffee/tea break

15:30 What has Inspired You?
Speakers will recount stories of their own leadership experiences as well as those they have observed first hand from across the range of private, public, and civil society sectors. These inspiring stories will not only serve to motivate but also point out lessons learned and additional needs of society and its leaders. A moderator will help to distill these lessons and highlight opportunities for action and personal development for further discussion.

Moderator

Barbara Ibrahim is founding director of the John D. Gerhart Center for Philanthropy and Civic Engagement, established in 2006 at the American University in Cairo. She served for fourteen years as regional director for West Asia and North Africa for the Population Council and before that as a program officer at the Ford Foundation regional office in Cairo. She has held visiting scholar residencies at the Center for the Study of Philanthropy at The City University of New York, the Center for Contemporary Arab Studies at Georgetown University, and the Center on Philanthropy at Indiana University. Currently she serves on the board of WINGS, the Worldwide Initiatives for Grantmaker Support and the Ibn Khaldun Center, Cairo. Her book (with Dina Sherif) From Charity to Social Change: Trends in Arab Philanthropy was published by AUC Press in 2008 and in Arabic in 2010. In 1999 she was inducted into the International Educators’ Hall of Fame. She received the Lifetime Achievement Award of the Association of Middle East Women’s Studies in 2003. Dr. Ibrahim holds an M.A. in sociology from the American University of Beirut and Ph.D. in sociology from Indiana University.

Panelists

Omar Ashour is a co-founder of “Masrena”, a pro-revolution Egyptian political pressure group and both lecturer in the politics of the Arab world and director of the M.A. Program in Middle East studies at the University of Exeter in the United Kingdom. Dr. Ashour’s current research is focused on the de-radicalization processes and programs of armed Islamist movements and factions in the Middle East, Central Asia and Europe. He is also working on two other projects, one regarding the causes of radicalization/de-radicalization in the developed world (particularly United Kingdom and Canada) and the other on democratic transition and ending authoritarianism in the North Africa. His published works have appeared in Terrorism and Political Violence, International Affairs, Studies in Conflict and Terrorism, Middle East Journal, and others and he is a regular contributor to media outlets including the BBC, CBC, CNN, Sky News, Fox News, al-Jazeera, al-Arabiya, and al-Hurra.
Hossam Bahgat is the founder and director of the Egyptian Initiative for Personal Rights (EIPR), a Cairo-based independent organization defending human rights in Egypt. Since 2002, the EIPR has used research, advocacy and litigation to promote and defend the rights to privacy, religious freedom, health, and bodily integrity. Since the 2011 revolution that ended the rule of Mubarak, the EIPR has expanded its scope of work to include transitional justice, the protection of civil liberties and political rights, the promotion of economic and social justice and reform of the criminal justice system. With training in political science and international human rights law, Bahgat is also a Board member of the International Network for Economic, Social and Cultural Rights (ESCR-Net), and a member of the Board of Directors of the Fund for Global Human Rights. In 2010 Bahgat received Human Rights Watch’s Allison Des Forges Award for Extraordinary Activism.

Ethar El-Katatney is an award-winning journalist, a blogger, and an author. She has worked as a staff writer at Egypt Today, the leading current affairs magazine in the Middle East, and at its sister magazine, Business Today Egypt. She was also a contributor to Muslimah Media Watch, a website that critiques how Muslim women are represented in the media and popular culture. She has won acclaim in recent years for her articles “Dangerous Blood” on Hepatitis C in Egypt, “The Business of Islam”, and “Identity Crisis 101” and authored Forty days and Forty nights in Yemen. Ms. El-Katatney holds a B.A. in business, and M.B.A., and an M.A. in television and digital journalism from the American University in Cairo.

Plenary discussion

18:00  Evening social walk and dinner: Khan El Khalili, “Naguib Mahfouz” Restaurant

Sunday, June 10

10:00  Registration

10:30  Revolutionary Risk and Reward

Though it is certainly impossible to mitigate all the risks associated with revolutionary change, leaders must be skilled at anticipating and confronting risks, both on the societal and personal levels. What advice can be given on protecting oneself from known risks? And how can one assess the degree of risk acceptable for a given cause? This conversation will seek to focus on lessons from personal insights rather than on shock-stories.

Moderator

Saad Eddin Ibrahim is credited with playing a leading role in the revival of Egypt’s contemporary research-based civil society movement. For most of his professional career he was a professor of sociology at the American University in Cairo. He is the founder of both the Ibn Khaldun Center for Development Studies in Cairo and the Arab Organization for Human Rights. He is currently the Wallerstein distinguished visiting professor at the Drew University Center on Religion, Culture & Conflict in Madison, New Jersey. Mr. Ibrahim has been a speaker at Salzburg Global Seminar several times, most recently at the Board of Directors Meeting in June 2011.
Panelists

Ibrahim El Houdeiby is a senior researcher at House of Wisdom Center for Strategic Studies, an instructor on Islam and politics for AMIDEAST, and a freelance columnist and researcher focusing on democratization, Islamic movements, political philosophy and development studies. Formerly associated with the Egyptian Muslim Brotherhood, he is a former Board member of ikhwanweb.com, the Brotherhood's official English website. Mr. El Houdeiby writes a weekly column for the Arabic daily Shorouk, and is a freelance columnist in English language for Al-Ahram Online. He holds a B.A. in political science from the American University of Cairo, where he is currently pursuing an M.A. in professional development and comparative politics, and holds a diploma in Islamic studies from the High Institute of Islamic Studies, where he is pursuing an M.A. in Shariah.

Bothayna Kameel is a television anchor, activist, and former Egyptian presidential candidate. Her work in journalism has included hosting the radio program “Nighttime Confessions” from 1992 to 1998, was a news presenter on Egyptian state television, and hosted “Please Understand Me” on the Saudi-owned Orbit satellite network. An advocate or pro-democracy activities in Egypt, she took part in the Kefaya movement in 2005 and took an active role in the 2011 revolution. She became the first and only female candidate for president in the 2011 election though she was forced to withdraw in the spring of 2012.

Nadine Mourad Sika is an assistant professor of political science at The American University in Cairo, Egypt. Before joining AUC, she was visiting scholar at the Political Science Institute of the University of Tübingen in Germany and assistant professor of political science at the Future University in Egypt. She is currently consultant to the UNDP; a member of the Board of Directors of Partners in Development, an independent Egyptian think tank; and a contributing author to International Democracy Watch’s “First International Democracy Report” in 2011. Dr. Sika received a Ph.D. in comparative politics from the University of Cairo.

Plenary discussion

12:00 Gathering Like Minds: Thematic Focus Group Lunch
Based on the results of interests expressed in small groups on Saturday, new groups are formed around similar areas of concern. Over lunch, these groups quickly review those “most important issues” and discuss the greatest hindrances toward progression. Group members then begin brainstorming potential solutions, the resources necessary to implement these solutions, and appropriate partners (to be continued).

14:00 Pooling Strengths and Building Partnerships
Three presenters speak on the roles they foresee for themselves and their organizations in cooperating with Egypt’s new leaders. They will also highlight opportunities they know of within their broader sector for various types of partnership support including grants, consultancy, investment, training, capacity building, media use, etc.
PROGRAM - SUNDAY, JUNE 10

Moderator

Ibrahim Awad is a professor of practice in public policy in the School of Global Affairs and Public Policy of The American University in Cairo, where he also serves as director of the Center of Migration and Refugee Studies. Prior to joining AUC, Dr. Awad held positions with a number of regional and United Nations organizations, most recently with the International Labour Organization and the United Nations Economic and Social Commission for Western Asia, and has published widely on topics including political economy, employment, international labor migration, human and labor rights, international relations, international organization and regional integration. He is a graduate of the Faculty of Economics and Political Science at the University of Cairo and earned his Ph.D. in political science from the University of Geneva in Switzerland.

Panelists

Noha El-Mikawy serves as representative for the Ford Foundation's Middle East and North Africa Office in Cairo, where she oversees the foundation’s grant making in the region. Dr. El-Mikawy’s work concentrates on issues of equity, inclusion and civic engagement by supporting transparency, integrity and accountability; social, economic and cultural rights; creative arts; media; and higher education. Before joining the Ford Foundation, she served as a team leader for democratic governance at the UNDP’s regional center in the Arab States Region and led Middle East-focused comparative research on political economy and institutional analysis at the Centre for Development Research at the University of Bonn in Germany. Dr. El-Mikawy holds a Ph.D. and M.A. from the University of California, Los Angeles.

James Moran is ambassador and head of the Delegation of the European Union to Egypt and former acting head of the EU Delegation in Libya. He has also served as director for Asia in the Directorate General for External Relations of the European Commission and formerly headed the China and Southeast Asian units at the Commission. Since joining the European Commission in 1983, Mr. Moran has served in various posts in Brussels and in EU Delegations in Ethiopia, Jamaica, and Jordan, heading the latter two missions. His work on Asia includes the initiation of the July 2003 EU strategy for its ties with Southeast Asia and the production of the European Commission's September 2003, and October 2006 policy papers on EU-China relations. He was educated at Keele, Harvard and London Universities.

Ahmed Naguib was a prominent mobilizer in the 2011 revolution and played a leading role in organizing those taking part in protests by forming committees on security, food and tent distribution, hygiene, political and media coordination which came to be known as “Trustees of the Revolution”. In cooperation with other coalitions, he helped launch the Coordination Committee of the Masses, formed to mobilize public opinion and put pressure on the interim government and Supreme Military Council to ensure the fulfillment of the popular demands of the revolution. Mr. Naguib is the former advising and exchanges director for AMIDEAST in Cairo, where he directed and managed the EducationUSA Center, the ORASCOM Onsi Sawiris and Ford Foundation International Fellowship Programs, and AMIDEAST’s Study Abroad program in Cairo.

Plenary discussion
**PROGRAM - SUNDAY, JUNE 10**

15:30 Coffee/tea break

16:00 **Thematic Focus Groups (continued)**
Thematic focus group members continue brainstorming potential solutions, the resources necessary to implement these solutions, and appropriate partners. A representative of each group will make a short presentation of one such issue in the following session. In this presentation, each group explains in 5 minutes their 1. chosen issue; 2. main obstacles to overcome; 3. proposed solution; 4. necessary resources; and 5. potential partners.

17:30 **Plotting the Course Ahead: Group Reports and Conclusion**
Each thematic focus group presents and has a short time for Q&A.

19:00 **Networking Reception and Dinner**
Participants are invited to enjoy refreshments and continue building the relationships begun over the past two days.
Ghada M. Abdel Hafeez is a professor of English literature and head of the English Department at Minia University. She is also a senior consultant trainer for the Education Reform Program and for the Ministry of Education in Egypt. A Salzburg Global Fellow, Dr. Abdel Hafeez attended Session 408 on Contemporary American Literature in 2003.

Mohamed Abdel Raouf is a national member of the Egyptian Medical Students’ Association, Cairo.

Ahmed Mohamed Ahmed Abdel-Azeem is a mycologist with particular interest in the ecology, taxonomy, biology, and conservation of fungi, and specialization in members of the phylum Ascomycota. He published a full review of the history of mycology in Egypt, together with a checklist of 2281 species of fungi for the country and an assessment of future perspectives for mycology in Egypt. He is a member of the IUCN Species Survival Commission Specialist Group for Cup Fungi, Truffles and their Allies, and is the founder member of the International Society for Fungal Conservation. Dr. Abdel-Azeem holds a Ph.D. and an M.A. from the Faculty of Science at the University of Suez Canal.

Ibrahim Ali Abdo Ali Gaber is the networks arm director for the Egyptian Medical Students’ Association, Cairo.

Randa Achmawi-Whitley is a journalist and commentator on MENA region politics and inter-cultural affairs based in London and Cairo. After sixteen years as diplomatic correspondent of Al Ahram Hebdo, a weekly edition of the Egyptian media group, living in Cairo, and a brief spell as a correspondent to the UN in New York in 2010, she moved to London in 2011 to focus on in-depth analyses of issues related to the future of the MENA region. She is a campaigner for greater inter-faith understanding, religious tolerance, and women’s rights. Ms. Achmawi writes for scholarly publications on Mediterranean and Middle Eastern issues and has participated in European Union initiatives to promote the role of the media in the European region.

Iman Ahmed is a programme assistant at UN Women, Cairo.

Abdul Salam Aldharie is a manager in the 6th of October Governorate.

Mohammed Alsayed Mohammed is a medical student at Ain Shams University in Cairo. He is studying to become a plastic surgeon. He is Egyptian, but is originally from Kuwait. Mr. Alsayed Mohammed enjoys and believes in volunteering work and is a national member at Egyptian Medical Student Association (EMSA).
**Lamah Anas Mostafa Kamel** is an executive manager at the Egyptian Directors and Governance Association. She was served a number of non-profit organizations including work on outgoing exchange for the National Executive Board of AIESEC Egypt and on a study on the limitations of access to healthcare for patients in the prenatal period for the Maternity Health Network of Midi-Pyrenees. She holds a B.A. in international and European business law from both University of Cairo and Paris I Pantheon Sorbonne, as well an M.A. in French health law from the University of Toulouse in France.

**Azmi Ashour** has served as managing editor of *Al-Dimuqratia* (Democracy Review) in Cairo since 2010. Previously, he was an assistant researcher at the Al-Ahram Center for Political and Strategic Studies. Mr. Ashour has published his first book *The Modernization*, in 2007 and is the author of several chapters including *Cultural Dualism and Setting up Totalitarianism in the Arab State; Minding Egypt’s Constitutional Roots, and Social Circumstances and the Process of Civilization in the Arab World*. Mr. Ashour attended the Salzburg Global Seminar most recently in 2011. He is currently preparing for a M.A. in political science at Cairo University.

**Nagwa Abdel-Zaher Mohammed Baker** is a curator in the new National Museum for Egyptian Civilization. Previously, she served as the curator at the Egyptian Museum and before that was an inspector of archeology at the pyramids of Giza. Ms. Baker’s other activities include lecturing on prehistory for undergraduates at Ain Shams University and The American University in Cairo, and preparing items for exhibits abroad.

**A. Bakir** is a packaging area manager for P&G in Cairo.

**Fatma Bakkar** is a curator at the National Museum of Egyptian Civilization in Cairo.

**Marie Therese (Inas) Barsoum** is an associate dean at the Arab Academy for Science, Technology, and Maritime Transport in Cairo, where she previously served as head of the Languages and Humanities Department. Dr. Barsoum has also been assistant professor of English language and literature at Ain Shams University and co-chair of the Education Technology Special Interest Group of EgyptTESOL. Dr. Barsoum holds a Ph.D. in English from Ain Shams University in Cairo. She is a Fellow of, *Digital Inclusion: Confronting the Information Gap*, in 2003.

**Diego Cardona** is a senior adviser in the Center for Strategic Thinking in the Colombian Ministry of Foreign Affairs in Bogota. He became a Salzburg Global Fellow in 1991.

**Karen Colvard** is the program director of the Harry Frank Guggenheim Foundation in USA. She has worked for the foundation since 1978, in positions of increasing responsibility. Her own special interest lies in community conflict in Africa, but she would like to see the program expanding to aid scholars in North Africa and the Middle East. Any study of any type of violence is of interest to HFG. Ms. Colvard has attended two seminars in Salzburg: one meeting of the Historical Memory project involving Palestinian and Israeli historians, and a seminar concerning women and philanthropy. She is a graduate of Bennington College and New York University.

**Mostafa Ehab** is the head of the Cultural Committee of the Student Union at the Faculty of Engineering of Ain Shams University in Cairo.
**DIRECTORY**

Amany Elhab ELSAYED is a former president of the Cairo Branch of the Egyptian Medical Students' Association in Cairo.

Hanan ELBADAWI is a graduate student at The American University in Cairo.

Abdelaziz ELNAGGAR is a member of the Egyptian Medical Students' Association in Cairo.

Samer EZELDIN is a professor of construction engineering at The American University in Cairo.

Islam Badr EZZELDIN MOHAMED is a medical student at Ain Shams University in Cairo. He has began NGO work six years ago when he joined a friend’s family in travelling to countryside with a medical caravan. He has attended various workshops and conferences in medical field and assisted in organizing conferences including “Cardio-Egypt 2012”. Mr. Ezzeldin Mohamed joined the Egyptian Medical Student Association a year ago and is currently its local network director. He was an exchange student at the Yeditepe University in Istanbul in Turkey.

Khaled FARAG MOHAMED is a finance supervisor at the National Museum of Egyptian Civilization in Cairo.

Hend Salah Taha FAYED is a second-year student of at the Faculty of Dentistry at Ain Shams University in Cairo. Since 2011, she has served as vice president of the Student Union, the Social Committee, and the Zad Club, all within the Faculty of Dentistry. Ms. Fayed is also an active volunteer at the Resala Charity Organization.

Mohamed GAD is the international spokesperson for the Egyptian Medical Students' Association in Cairo.

Mohammed GAMAL TAWFIK is a final-year student at the Faculty of Medicine at Ain Shams University in Cairo and is the president of the Cairo branch of the Egyptian Medical Student's Association. An Egyptian citizen, Mohammed lived in Kuwait for eighteen years.

Abdulrahman EL-GARAWANY is a productions director for Axeer Studio in Cairo.

Mahmoud Ibrahim EL GHAZAWY is a sixth-year medical student at Ain Shams University and a national member of the Egyptian Medical Students' Association (EMSA). A serious and ambitious student, he hopes to progress in his research career through his experience in leadership within EMSA and his strong belief in the value of learning, creativity, and collaboration with team members and colleagues. His personal interests lie in sports, music, and traveling.

Asmaa GOWENI is the founder and director of Archimid Architects in Cairo.

Nahla EL-HADDAD served as a member and coordinator of the Political Committee Board of Dr. Aboul-Fotouh's 2012 Presidential Campaign.
Tamer Hafez is a student at The American University in Cairo.

Walid El Hamamsy is an assistant professor in the Department of English at Cairo University. His academic interests focus on popular culture, comparative literature, and gender, and his most recent publications include a co-translation into Arabic of Thomas Jefferson’s *Revolutionary Democracy*, “Epistolar Memory: Revisiting the Traumas of Rape and Civil War in Women’s Writing”, and “BB = BlackBerry or Big Brother: Digital Media and the Egyptian Revolution”. He is the co-editor of *Popular Culture in the Middle East and North Africa: A Postcolonial Outlook*. Mr. El Hamamsy has obtained his M.A. from The American University in Cairo and his Ph.D. from Cairo University.

Hany Hanna is the chair of the Popular Committee of Citizenship and National Unity and a former director general at the Egyptian Ministry of Antiques. Dr. Hanna is the founder and former coordinator for the International Council of Museum-Conservation Committee and is a member of the Council of Trustees of the 25th January Egyptian Revolution, the peer and editing commission on the preparation of its decisions, and a member of the Egyptian Popular Parliament. Dr. Hanna is a Fellow of the Salzburg Global Seminar having attended a sessions on Connecting to the World’s Collections, and Seeking an Interdisciplinary Community for Egypt in 2009 and 2010.

Khaled Elsayed Hassan is an economist and senior statistician at US Naval Medical Research Unit in Cairo. He is a professor of demography at Cairo Demographic Center and a freelance consultant for national and international organizations including the Egyptian Ministry of Health and Population, League of Arab States, International Migration Organization, Arab Labor Organization, UN-Women, and Arab Thought Foundation. His fields of specialization are statistical analysis, clinical trials and epidemiological studies, general demography, and labor force migration studies. Dr. Hassan has a M.Phil. in demography from Cairo Demographic Center and a Ph.D. in economic management from Sadat Academy for Management Sciences.

Ahmed Hassanein is a researcher in National Research Center at The American University in Cairo.

Noura Hosni is a customer service representative at the Dow Chemical Company in Cairo, where she is leading a network for women to help them realize their greatest personal and professional potentials. Previously, Ms. Hosni worked as a quality assurance controller at Logic Consulting. She is passionate about individual’s development and their internal entrepreneurial power to challenge and change the status quo for the better. She has been involved in a number of community service activities. Ms. Hosni graduated from the Faculty of Economics and Political Science majoring in economics.

Somaya Ibrahim works at the National Museum of Egyptian Civilization in Cairo.

Yasser Helmy Ibrahim is a sixth-year medical student at Ain Shams University in Cairo and the vice president and treasurer of the Egyptian Medical Students’ Association. During his two years experience in community work, he has had the opportunity to interact closely with Egyptian society, especially the blind community, and is a project coordinator for an awareness campaign for the blind called Dinner in the Dark. He recently spent two months working in India teaching English to blind children and lecturing on AIDS prevalence and prevention to female sex workers in Punjab.
Maye Kabil is the head of Economic Department of the El Shorouk Newspaper in Giza.

Ahmed Khaled Alzafer is a student at Ain Shams University in Cairo.

Dalia Khalil is the founder and director of the Egyptian Association for Educational Resources (E-ERA), which specializes in youth empowerment and leadership through information and communications technology in education, civic education, professional development, and cross-cultural understanding. Through E-ERA’s strategic partnerships with a variety of stakeholders, Ms. Khalil worked directly with thousands of students and educators across Egypt. She attended the Salzburg Global Seminar in 2010 for a session on the topic of women’s economic empowerment. Dr. Khalil holds an Ed.D. in educational leadership from the University of Phoenix and an M.A. and B.S. from the University of Wolverhampton and Cairo University.

A. Sameh El Kharbawy is a professor at California State University in Fresno.

Seif Allah El Khawanky works for CIPE in Cairo.

Nina Kolybashkina is a governance specialist with UNDP Regional Center in Cairo, focusing on governance assessments, institutional and context analysis, and youth issues. Prior to moving to Cairo in 2011, she worked in Turkmenistan providing technical backstopping for the activities in local governance and poverty reduction portfolios, as well as taking part in the overall program management. She has also worked as a free-lance consultant, with focus on evaluation, and served with UN Volunteer in Kosovo. While studying for her Ph.D. at the University of Oxford, she lectured at Brunel University in the UK, the ILO Training Center in Italy, and Salzburg Global Seminar International Study Program.

Ahmed Magdy Mostafa is a remotely operated vehicles (ROV) night shift supervisor at DeepTech Oil Services, where he is responsible for supervision of the ROV team and mobilization and de-mobilization of the ROV system. Before his current position, he held various positions of increasing responsibility at the Deep Tech Oil Services, including the senior ROV pilot and technician responsible for full preventive maintenance on the ROV, fabrication of brackets, and other mechanical supports. Mr. Magdy Mostafa obtained his B.Sc. degree in mechanical power engineering from the Ain Shams University in Cairo.

Hadi El-Masry is a final-year medical student at Kasr Al-Ainy School of Medicine at Cairo University. Previously, he had a two month training at Quintiles, a pharmaceutical services company offering clinical, commercial, consulting and capital services, where he his role was to check the invoices, review the addresses of clients, and clinical research. Mr. El-Masry attended the Leiden International Medical Student’s Conference as well as a one month course at Children's Cancer Hospital Egypt about research leadership for medical students.

Hany Mohamed is a national exchange officer for the Egyptian Medical Students' Association in Cairo.
Mohammad Mohie Eldin is a lecturer of structural engineering at the University of Kafrelsheikh in Cairo. Dr. Eldin serves as the vice-president of the political party "Tomorrow of the Revolution" and he has been active in opposition of the former regime in a variety of ways including organization of revolution in Alexandria on January 25, 2011 and running before the revolution as one of four candidates for president against the then incumbent, President Mubarak. Dr. Mohie Eldin holds a Ph.D. in structural engineering.

Nada Mokbel is an architectural engineer based in Alexandria.

Mohamed Mokhtar is the executive manager of the Arab Democratic Center for Political Studies. He is a political researcher for the Ibn Khaldun Center for Development studies, the Arab Democratic Center for Political studies, the Program of Democracy and Human Rights, and the Arab Orient for Strategic and Civilization Studies. Mr. Mokhtar is a member of the International Commission for Human Rights Studies. Mr. Mokhtar has an M.Sc. in economics and political science from Cairo University in Egypt.

Diaa El Din Morsy is a credit analyst for Dow Chemical Company in Cairo

Mohamed Mourad is a student at the Arab Open University in Cairo

Nourhan Alaa Mourad is a recent graduate of Ain Shams Medical School and an intern at the New Cairo Hospital. She is a member of the Ain Shams Medical School student union, where serves as the head of Arts Committee, and is also a Board member of the Student's Committee Quality Assurance Unit. Ms. Mourad is the head of design and decoration for the Smoke Free Inside (SFI) initiative in her school and a volunteer in a smoking cessation clinic. She organizes seminars on topics such as liver disease, personal development, and the challenges of the blind, deaf, and mute. She is a volunteer at the Resala Charity Organization.

Amgad Mohamed Abdel Hadi Moussa is currently a student at the Faculty of Medicine at Ain Shams University in Cairo. Aside from his studies, he is one of the founding members and the head of the research and development branch at Al-Razi Society for Self Development, which is focused on encouraging medical students and graduate's career and self development. He is also a treasurer and board member of the Egyptian Medical Student Association.

Karim Noor is a veteran environmentalist and the founder and manager of the Deep South diving lodge in Marsa Alam in Egypt. Previously, Mr. Noor managed the New Diving Union and later on became an advisor to the Ras Mohammed National Park, where he assisted in promoting conservation projects and environmental awareness. He has served as diving instructor and operation manager in Sharm El Sheik for many years and has been diving since 1986.

Heba Nosseir is a national coordinator for United Nations Volunteers in Giza.
Sayed Abu Elfadl OTHMAN AHMED is a curator and representative of the Royal Mummies File at the National Museum of Egyptian Civilization. Among other projects, he was a member of the Museums’ Commission responsible for transportation of objects from the Greco-Roman Museum in Alexandria and was a member of the Museum team that found the oldest house of the Umayyad period in the land of Fustat. Mr. Ahmed obtained his B.A. and Pre-M.A. in Egyptology from Cairo University. He also holds diplomas in tourist guiding and museology.

Elizabeth POND is a Berlin-based journalist and author who writes about transitions. Her books examine Germany’s post-World War II and post-1989 transformations, the birth of the European Union, the monetary union in the 1990’s, and the Balkan staggering to qualify for EU membership after the wars of the 1990s. Her magazine articles include reportage on the blossoming of democracy in Central Europe in the 1990’s and twenty-first century, and, most recently, the Chinese peasant’s emergence from stasis, Bo Xilai’s fall from grace, Chen Guangcheng’s journey to a US law school, Serbia's transitional justice, and Switzerland’s feud with German tax inspectors.

Isabelle RAGONESI is a senior lecturer and head of the International Relations Department of the University of Malta in Msida.

Bassem RAOUF MUSTAFA BAHAA is an archeologist at the National Museum of Egyptian Civilization in Cairo and a graduate of the Department of Egyptian Archeology in the Faculty of Art of Ain Shams University. Before his work at the Museum he trained as a traffic officer for Egypt Air. Mr. Raouf speaks French and English in addition to his native Arabic and has completed a number of English language courses through the American University of Cairo.

Claudia RUTA is a governance associate at UN Women Egypt Country Office. Her main interests lie in the fields of human rights, politics, development and poverty reduction. She holds an M.A. in international relations from The American University in Cairo, and a B.A. in intercultural mediation (political science) from the University of Milan. A native Italian, she is married to an Egyptian and has lived in Egypt since 2007.

Nihal SAAD ZAGHLoul works for the non-profit organization, Soliya, which fosters intercultural dialogue online. Ms. Saad Zaghloul is interested in peace building through technology and pursues this through her duties in Soliya’s Information Technology Office. She served a volunteer in her University where she worked in social development and coached a team of twenty to thirty students on how to exercise leadership and achieve better inter-personal communication. Ms. Saad Zaghloul is also an active member in the Egyptian Revolutionary Women’s Coalition.

Ayman SABAIE is the general manager of The Family Clinic in Cairo.

Nourhan SALAH is an architectural engineer for Lancer in Alexandria.
Fatma Mahmoud Saad Salem is an M.A. student in the Faculty of Science at the Suez Canal University. She also works as a mycologist with particular interest in the taxonomy, biodiversity, and conservation of fungi. Recently, she has become interested in the effect of climate change on fungi, especially the impact of ultraviolet light and ozone. Ms. Salem is a member of the European Mycological Association and a founding member of the International Society for Fungal Conservation. Ms. Salem holds a B.A. and a pre M.A. in microbiology from the Suez Canal University in Egypt.

Osama Salem is a recent graduate of the Medical School at Ain Shams University. He began his political career as a member of the Muslim Brotherhood and was the chairman of the faculty branch and a spokesman for Muslim Brotherhood Students. He joined other activists in protesting against the previous political regime and currently leads teams in community service. He was the leader of a volunteer team for the Relief and Emergency Agency at the Arab Medical Union and was secretary of the Families and Activities Committee in the Ain Shams Student Union.

Muhammad Sayed is a dentist associated with Ain Shams University in Cairo.

Haitham Ahmad Sabri Shoman is an independent representative in Q-Net (Network Marketing Company). Currently in his sixth year at the Medical School at Ain Shams University in Cairo, he is a volunteer at the Egyptian Medical Students’ Association and has been elected its president. He is active in projects such as Dinner in the Dark, Splashes of Hope, and Protect Your Child (all with EMSA) and also volunteered in Sheikh Khalifa Medical City and was a delegate of the Cairo International Model United Nations.

Gihan Sami Soliman is the president and founder of International Curricula Educators Association, a lighthouse for educational reform, linking education to environment and sustainable development in Egypt. In her reform efforts, Ms. Soliman has served on many boards and commissions and is affiliated with several academic institutions in Egypt. Ms. Soliman earned a degree in English and received her formal training as an educator at Ain Shams University, where she is also an M.A. researcher at the Institute of Environmental Studies and Research.

Nadia El-Tatawy is the founder of the permanent painting studio and gallery "Zamani" at the Souk Alfustat in Cairo. Previously, she served as the first undersecretary for international cooperation at the Egyptian Ministry of International Cooperation and was founder and director of a private studio and Al-Salamlek Gallery. Dr. El-Tatawy is the author of various books, studies and articles on economics, and serves as a lecturer of economics and as economic consultant. She is a member of the Board of Trustees of Dayra Association for Culture and Arts; the Syndicate of Fine Arts; and the Syndicate of Applied Arts Designers. She holds a Ph.D. in economics and political science from Cairo University.

Racelle Weiman is a senior director for global education in the Dialogue Institute of Temple University in Charlotte, North Carolina.
**Fatma Elzahraa Yassin** works as a documentation analyst at UN Women’s Egypt Country Office. Her experience lies mainly in development, social media and communications, which are key tools used to advocate gender equality and the empowerment of women. Ms. Yassin is dedicated to and passionate about the field of development, especially in gender equality and women’s empowerment. She believes in the integral role of development in Egypt, which is why she moved to the development sector after working in banking for several years. Ms. Yassin has a M.A. in economics and international development and a B.S. in business administration from The American University in Cairo.

**Bahri Yilmaz** has worked as economic advisor and the head of official representative of the Turkish Chambers of Commerce and Industry in Germany, and as the chief advisor to the Turkish Ministry of State for European Union Affairs in Ankara. He was a visiting fellow at Pembroke College in Cambridge and at the Center for European Studies at Harvard University. Prof. Yilmaz is member of the Business and Industry Advisory Committee to the Organisation for Economic Co-operation and Development, St. Anthony's College in Oxford, Wolfson/Pembroke College, and the European Community Studies Association. He holds a B.A. in economics from Istanbul University in Turkey and a Ph.D. in economics from Bonn University in Germany.

**Ayman Zohry** is an expert on migration studies and the founder and president of the Egyptian Society for Migration Studies. He is an adjunct professor of migration studies at The American University in Cairo and the senior lecturer on demography at the Cairo Demographic Center. Following his early interests in Arab and Egyptian demography, Dr. Zohry’s research interests have shifted increasingly to the study of migration. He is the chair of the Scientific Panel on International Migration and the International Union for the Scientific Study of Population. His current research interests include migration and labor circulation, international migration, illegal and irregular migration, and migration policies in the MENA region and Europe.

**Seminar Staff**

**Ian Brown** is the manager of the Salzburg Global Fellowship, a community of the Fellows of the Salzburg Global Seminar and the 21st Century Trust. Previously, he served the Seminar as head program associate and was involved in coordinating a number of seminars and initiatives in Salzburg and the Russian Federation. He is a former editor and translator for Soulboater International Edition and has also worked as a private Internet and multimedia consultant for clients including the Institute of International Education in New York City and the Russian Department of Middlebury College in Vermont. Originally from Texas, Mr. Brown received a B.A. in Russian from Middlebury College.

**Louise Hallman** is editor at the Salzburg Global Seminar, responsible for online editing and in-house journalism projects, from previews of upcoming sessions to interviews with Fellows, as well as podcasts, social media updates and newsletters. She has worked primarily in the NGO sector as a press freedom advisor/in-house journalist for the International Press Institute in Vienna, a project manager/editor for WAN-IFRA; and intern at various news organizations, including Al Jazeera English, the Press Association and local newspapers and radio stations in Scotland. Originally from England, Louise holds an M.A. in international relations and Middle East studies from St. Andrews and an M.A./P.G.Dip. in multimedia journalism from Glasgow Caledonian.
**Directory**

**Yasmine Ibrahim El-Kammash** is the fellowships coordinator at the Office of Graduate Studies and Research at the American University in Cairo, Egypt. There she coordinates over twenty graduate scholarships, both internationally and externally funded. She previously served as program specialist at AMIDEAST Egypt and as a part-time coordinator at the University of California Education Abroad Program. She has professional and academic experience in development, social mobility and higher education. She is working towards an M.A. in political science, with a specialization in professional development, and a B.A. in mass communication from the American University in Cairo.

**Edward Mortimer** is the senior advisor and former senior vice president and chief program officer at the Salzburg Global Seminar. From 1998 to 2006 he served as chief speechwriter and (from 2001) as director of communications to United Nations Secretary General Kofi Annan. He has spent much of his career as a journalist, first with The Financial Times, where from 1987 to 1998 he was the main commentator and columnist on foreign affairs. Mr. Mortimer has also served as a fellow and/or faculty at several institutions, including Oxford University (where he was a fellow of All Souls College), the Carnegie Endowment for International Peace, the International Institute of Strategic Studies, and (as honorary professor the University of Warwick).

**Nancy Smith** is program director and director of the philanthropy initiative at the Salzburg Global Seminar where she previously held the posts of director of initiatives and senior program director. The majority of her work has focused on social justice and gender equity issues and she has overseen the development of a number of policy-oriented multi-year initiatives as well as issue-focused international seminars. Previously, Ms. Smith served as executive associate and international coordinator at Girls Incorporated, a US-based youth development organization. Ms. Smith earned a B.A. in politics from Mount Holyoke College in Massachusetts and an M.A. in international relations from the University of Lancaster in England.
What can new and emerging leaders in the Middle East and North Africa learn from the experience of democratic transitions in other parts of the world?

Executive Summary

December 16 – 19, 2011
Salzburg, Austria

Background and Objectives:
2011 witnessed a dramatic wave of largely non-violent popular protest across the Arab world. In January and February the Tunisian and Egyptian regimes were both swept away, and almost every other government in the region has since come under intense pressure. The main mobilizing slogans of these movements focused on non-sectarian values such as freedom, individual dignity, democracy and economic justice. Now the region faces the enormous challenge of translating these into practical and sustainable policies and institutions.

A striking feature of the movements for change has been the role played by the younger generation, not only as demonstrators but also, crucially, in providing leadership, notably through imaginative use of new media. These young leaders will continue to have a crucial role to play in the reform processes. With this in mind, the Salzburg Global Seminar (SGS) invited seventeen emerging leaders, decision-makers and opinion-shapers from transition countries in the MENA region - people who are committed to advancing socio-political reform. In addition, experienced leaders who have played significant roles in transitions in their own countries were invited as resources to these young leaders, answering their questions and engaging in open dialogue regarding what processes had – and had not – worked well in their own experience. The object was not be to draw facile analogies or ignore the profound differences between the political, cultural, economic and social contexts of events happening in different countries or continents, but rather to establish a forum in which different experiences can be compared and analyzed, with an eye open for possible lessons to be learnt, good practices to be followed, and pitfalls to be avoided.

Critical Issues:
The seminar was organized around a series of interviews. The young leaders from the MENA region had the opportunity to put questions to their more experienced colleagues from other countries. It was important to ensure that control of the discussion remained in the hands of the MENA youth and enable them to extract the information and make the comparisons of greatest practical value to them. There was considerable time devoted to discussion and to small group dialogue to help the participants in thinking through strategies and actions that they might pursue at home.

The interviews focused on the following critical themes:
1. The strengths and limitations of non-violence for achieving political change – drawing on lessons from South Africa
2. Economic reform and the management of expectations – experiences of Eastern Europe, Brazil and Iran
3. Building new political parties – analyzing approaches in Iraq and Turkey
4. Establishing a “rule of law” culture: contributions of Islamic law – the Indonesian experience
5. Truth, justice and reconciliation processes – the South African model
6. The role of old and new media during and after political change – examining experiences from the former Yugoslavia, Indonesia, and observations from MENA
7. Dealing with the armed forces: ensuring military leadership submits to an elected government – steps taken in South Korea
**EXECUTIVE SUMMARY (continued)**

The discussions focused not only on what had and had not succeeded in these other transition experiences, but the young leaders also probed their colleagues about what they wish they had thought of, or tried, or asked, early in the reform process. They were very focused on processes that would result in more equitable outcomes and broad civic engagement. Each individual took away particular ideas of relevance to her/his context. Participants also reported that they expanded their networks, accessed new resources and knowledge bases, and strengthened their individual capacity.

**Guiding Principles:**
The participants identified a set of principles that they agreed should help guide transition processes:

- Insist on the rule of law as the basis of any new political system; seek to find the common ground between international and Islamic law, maintaining protection of human rights
- Guarantee plurality by integrating all groups of society into the new democratic landscape and political structures while at the same time safeguarding the principles of democracy; seek mechanisms to encourage issue-based political discourse and guard against identity-based politics; regulate financing of political parties
- Address economic challenges by investing in job creation and seek to create more equitable distribution of wealth; privatization is critical, but must be handled carefully to avoid exacerbating problems in the near term
- Seek to reduce the military and ensure civilian control over the security sector (army and police); integrate former security personnel into productive private enterprise
- Initiate a process of reconciliation and transitional justice, documenting violations, providing an opportunity for victims to address perpetrators and seeking fair but **limited** trials.
- Ensure that media – sources for free and public information – are not monopolized by any single group or force; establish legal frameworks to protect freedom of the press

**Proposed Next Steps:**
The participants urged the Salzburg Global Seminar to continue to provide a forum for young leaders from the MENA region to meet with experienced leaders from other regions who had direct experience of reform processes. As one participant from Egypt stated, “We have enough opportunities to confer with colleagues in our regions. What we really need now is to meet and network with those from other regions who have valuable experiences to share with us!” And another participant from Lebanon clarified, “Meeting with international experts from different countries has a significant value in order to form connections, share experiences and help emerging leaders from the MENA region to build and share their own solutions to development challenges.”

In particular, the participants proposed that SGS offer programs on: building a robust civil society and institution building, including independent media; the inclusion of women and minorities in leadership; economic reform and policies to stimulate enterprise development; and, the role of religion in modern democracies. They also suggested that training programs for skills and capacity building would be highly valuable – the opportunity to participate in training outside their region in an international setting could provide important networking opportunities, but working with regional institutions to ensure continuity was deemed highly important. Ultimately, participants agreed that Salzburg’s ability to connect emerging and experienced leaders with diverse but relatable experience was a unique value.
**Background**
Recent political transitions, notably those in the Arab/MENA region, show how exclusion - from decision-making processes, economic opportunity, social equality - lead people, youth in particular, to create new channels to claim their rights. In mass numbers young women and men protested physically and employed social media (using “streets and tweets”), demanding to be heard and for their governments to take their interests seriously. Incremental change would not be sufficient – transformation of political and social systems was required.

Whatever the beginnings of reform processes, sustaining healthy transitions and creating more democratic and equitable societies requires the full participation of women and a robust civil society. A strong civil society includes robust public discourse, engaged citizens, access to information, and an equal voice for all citizens - women, men, young people, and minority populations. Youth, and young women in particular, need to have voice in decision-making processes and be positioned for leadership. As the countries of the Arab MENA region follow their own pathways in this period of regional transition, the Salzburg Global Seminar (SGS), in cooperation with Women’s Learning Partnership, UN-Women and regional representatives, is convening a special seminar to enable intra- and inter-regional dialogue and comparative analysis of political and social reform processes, with a special focus on the role of youth and young women leaders.

**Program**
The seminar will be an intergenerational forum, providing an opportunity for those at the forefront of reshaping their societies to compare experiences and craft new strategies to bolster the potential for youth leadership and women’s full participation, and leading to stronger civil society. This seminar will place emphasis on the Arab MENA region and will focus specifically on two core pillars of creating more open and just societies:

1. Strengthening women’s leadership, with particular focus on young women, and participation in decision-making; and
2. Building linkages for youth engagement and women’s participation to bolster the capacity of civil society, including reform of legal and policy frameworks and institutional capacity building.

The role of civil society in sustaining, if not guiding, reform processes is crucial. It is a key mechanism for public engagement and a (generally) peaceful way to maintain pressure for reform and help to negotiate the difficult challenges of competing priorities and interests that arise in free and open societies. The sector is also an economic stimulant, providing both concrete financial benefits as well as less easily quantifiable benefits. In order for the sector to grow and provide its full range of benefits, there has to be a legal framework within which civil institutions can operate without undue political constraints; many would argue for tax and other structures that encourage support for these institutions and encourage a robust philanthropic sector.

In many countries, women have taken strong leadership roles in civil society and as advocates for greater social and economic justice. Without question, women have been key catalysts in the reform and transformation processes. In order for any society to realize the potential of its resources, women must be fully included and active in decision-making and in leadership in all spheres. Looking to the future, it is especially important to facilitate young women’s leadership. Participants will examine the
UPCOMING IN SALZBURG

intersection of civil society and women’s and youth leadership and will identify strategies to ensure women’s inclusion in decision-making.

This seminar will gather approximately 50 participants from around the globe and focus on comparative analysis and strategy-setting to ensure that policy and legal frameworks are in place to support civil society and women’s roles in leadership and decision-making processes. While experiences and models will be shared from other regions, and a platform provided to stimulate new international partnerships and collaboration, it is clear that decisions need to be driven by and tailored to the specific context, culture and needs of different countries. The Salzburg Global Seminar will help to facilitate a process at the service of and to support stakeholders in the region.

Participants will be encouraged to think beyond the confines of their own professional or national priorities, and to consider critical issues within a broader context, identify new opportunities for joint action, and consider ways to align their efforts. Another element not to be discounted is the particular creative atmosphere and energy provided by the facilities and experience of the Salzburg Global Seminar. This experience has shown that innovative solutions can often be developed when people have time to think more deeply about the issues at hand, and are exposed to different ideas and ways of thinking from those they usually hear.

Participants
Participants will include diverse stakeholders, from the MENA region and beyond, including sector and policy experts, leading thinkers or change makers, senior decision makers and those who can influence such decision makers, and young or emerging leaders. The seminar will draw on insights, ideas, and experiences from representatives of policy, practice and research, reaching across geographic borders and generational divides. In addition to professional diversity, participants will reflect diversity based on geography, gender, age and experience.

Salzburg Global Seminar sessions are not conferences; rather, they are much more interactive and pragmatic. Emphasis is placed on the exchange of good practice and the formation of ideas, issues and solutions rather than static presentations. The seminar will be interactive using a combination of methodologies to fully engage participants and provoke open, critical and constructive dialogue. The agenda will include moderated plenary sessions (combining brief presentations of key themes and related questions, with robust discussion); group work to delve deeper into priority themes and frame recommendations and proposals; possibly a series of round table discussions to ensure that critical issues are well elucidated and engage key stakeholders actively in setting the parameters of the discourse; and a summary session with a moderated panel discussion to extract compelling ideas and articulate recommended directions and action proposals.

Approximately 50 participants are anticipated from 20 or more countries.
ABOUT THE SALZBURG GLOBAL SEMINAR

Founded in the wake of World War II, the Salzburg Global Seminar was established to facilitate intellectual exchange among Europeans and Americans. Over six decades, it has become the foremost global institution that brings together emerging and established leaders from every region of the world to broaden thinking, challenge perspectives, encourage collaboration and build networks that support future cooperation.

Without adopting any political agenda of its own, the Seminar asks critical questions on the most pressing topics of our times – from climate change to the prevention of genocide, and from harnessing technology to improve health to fostering independent media across the world – its programs are designed to move participants beyond their ‘comfort zones’, but also to respect cultural differences. Operating from a secluded setting on the edge of historic Salzburg, the Seminar creates an environment where ideas matter and where those seeking a better world find common ground.

THE PROGRAM

Interdisciplinary programs, focused on issues of global concern, are organized around four pillars:

**Salzburg Seminars** encourage the exchange of ideas among emerging leaders from government, academe, business, and non-governmental organizations, are organized around global issues of high significance, and are led by top experts and decision makers from across sectors and regions of the world.

**Salzburg Initiatives** are multi-year projects that encourage fresh strategy and collaborative response to specific global challenges.

**Salzburg Education** partners with leading universities to drive cooperative research, innovative curriculum, faculty development, and university-private sector collaboration in such fields as global citizenship, journalism education, sustainability and international law.

**Salzburg Networks** extend the impact of the other three programs through regional meetings and on-line projects organized and led by Salzburg’s worldwide Fellowship of more than 21,000 active participants.

THE PLACE

Located on a 17-acre lakeside estate in Salzburg, Austria – Schloss Leopoldskron – the Seminar offers an inspiring environment conducive to genuine engagement and features 15 apartments and suites, 60 guest rooms, library, computer stations and wi-fi, modern lecture and seminar rooms, on-site dining, café, bierstube, exercise room and other facilities. During periods when Seminar programs are not scheduled, Schloss Leopoldskron is available for guest conferences and private visits.
The Salzburg Global Seminar provides an ideal meeting ground for rising leaders to engage with one another in finding solutions to global problems. In recent years, it has expanded its reach to organize joint programs in other regions of the world, often in partnership with local universities, businesses and NGOs. The Seminar is organized as an American non-profit organization, incorporated in the State of Massachusetts, and has affiliated tax-exempt organizations in Austria and the United Kingdom. From its early years as a Trans-Atlantic interchange, it has become a truly global institution with more than 21,000 active fellows in 160 countries. The Seminar is governed by an independent, international board of directors with members currently drawn from 10 countries. From its American-Austrian origins in 1947, the organization carries forward a belief in the importance of the free exchange of ideas and in the power of individuals from highly diverse cultures and systems to find common ground.

ISSUE-BASED LEADERSHIP DEVELOPMENT

The Seminar exposes emerging leaders from across sectors and regions to in-depth, outcome-oriented seminars. The faculty, speakers and discussion leaders are far-sighted experts and policymakers. Participants leave Salzburg as members of a global network of creative problem solvers, with access to professional and personal networks worldwide.

In 2010 Fellows tackled such topics as involving patients in health care decision-making, Turkey's role in Europe and internationally, the future of Asian security, the reconciliation of Islamic and international law. Over several days of plenary and seminar sessions, and small working groups seeking better strategy and solutions, Salzburg Fellows are challenged to improve their communication and leadership skills. Learning to understand how others think, to communicate with those from other sectors and cultures, and to design strategies that can be sold locally as well as internationally are hallmarks of Salzburg's unique approach to global leadership development.

Whether it is the past Chairman of the U.S. Federal Reserve Bank or the CEO of a leading technology company, the Director of the British Museum or an Indian Nobel Laureate, China’s Ambassador to the United States or a two-term Secretary General of the United Nations, the Seminar exposes young leaders to the world's top talent who serve as conveners, faculty, speakers, and participants in Seminar programs.

The World needs more fora that bring together the next generation of leaders from different regions and professions — business, civil society and the media as well as government — to discuss problems of common concern and help work out solutions. I have seen the Salzburg Global Seminar at work, and can attest that it is a splendid example of such a forum. It deserves the support of all those who hope to see a better and more peaceful world in the 21st century.

— Kofi Annan, former Secretary General of the United Nations

www.SalzburgGlobal.org
The Seminar’s mission has remained constant:

to help people come together across their differences to find common ground.

— Hillary Rodham Clinton, United States Secretary of State
SEMINARS
FISCAL SUSTAINABILITY IN ADVANCED ECONOMIES
8-10 March 2012

MAKING HEALTH CARE BETTER IN LOW AND MIDDLE INCOME ECONOMIES: WHAT ARE THE NEXT STEPS AND HOW DO WE GET THERE?
22 – 27 April 2012

PUBLIC AND PRIVATE CULTURAL EXCHANGE-BASED DIPLOMACY: NEW MODELS FOR THE 21ST CENTURY
28 April-2 May 2012

THE FUTURE OF THE MULTILATERAL TRADING SYSTEM AND THE WORLD TRADE ORGANIZATION
21-23 May, 2012

15TH ANNUAL FREEMAN FOUNDATION SYMPOSIUM: STRENGTHENING COOPERATION BETWEEN THE US AND EAST ASIA
14-19 June 2012

FINANCIAL REGULATION: BRIDGING GLOBAL DIFFERENCES
17-19 August 2012

POLITICAL REFORM & SOCIAL TRANSFORMATION IN THE MIDDLE EAST & NORTH AFRICA: STRENGTHENING THE CORE OF CIVIL SOCIETY AND WOMEN’S LEADERSHIP
09-14 September 2012

OPTIMIZING TALENT- CLOSING EDUCATION & SOCIAL MOBILITY GAPS WORLDWIDE: HIGHER EDUCATION & LIFELONG LEARNING
Schloss Leopoldskron, Salzburg 02-07 October 2012

RETHINKING VALUE PRODUCTION IN BUSINESS & SOCIAL CONTEXTS: LEVERAGING INVESTMENT FOR SOCIAL GOOD THROUGH NEW MODELS
Schloss Leopoldskron, Salzburg 02-07 October 2012

SALZBURG GLOBAL FORUM FOR YOUNG CULTURAL LEADERS
Schloss Leopoldskron, Salzburg 27-October –01 November 2012

CHINA IN THE 21ST CENTURY: WHAT KIND OF WORLD POWER?
Schloss Leopoldskron, Salzburg 09-14 November 2012

RUSSIA AND THE EURO-ATLANTIC COMMUNITY: COMPETING MINDSETS, COMMON INTERESTS?
BREAKING THROUGH BARRIERS
Schloss Leopoldskron, Salzburg 27-29 November 2012

To Register for Programs, please visit: www.SalzburgGlobal.org/go/ApplyIndex.cfm or send an email to: admissions@SalzburgGlobal.org

INITIATIVES (BY INVITATION)

STRENGTHENING INDEPENDENT MEDIA
Supporting a future-directed examination of the strategic investments needed to foster independent media development internationally.

OPTIMIZING INSTITUTIONAL PHILANTHROPY FOR THE 21ST CENTURY
Stimulating creativity and better practice in the field of philanthropy by identifying and catalyzing new approaches and more effective mechanisms to increase impact and support change; addressing the needs of the global "social marketplace" and considering what future needs may define the field.

THE GLOBAL PREVENTION OF GENOCIDE: LEARNING FROM THE HOLOCAUST
The Salzburg Global Seminar is launching a multi-year initiative which will explore these questions and work with educators from targeted regions around the world to develop and implement Holocaust education programs that explicitly link teaching about the Holocaust with an in-depth examination of and confrontation with ethnic conflicts and racism that are experienced at the local level.

For information on Initiatives, contact Clare Shine at: cshine@SalzburgGlobal.org

EDUCATION
THE SALZBURG ACADEMY ON MEDIA AND GLOBAL CHANGE
July 22–August 11, 2012
The Academy is convened in partnership with the International Center for Media and the Public Agenda at the University of Maryland’s Philip Merrill College of Journalism. The three-week program is designed to bring together top undergraduates and graduate students from around the world to study media’s effect on global issues and to build a global media literacy curriculum.

For information on the Academy, contact: Paul Mihailidis at: pmihailidis@SalzburgGlobal.org

INTERNATIONAL STUDY PROGRAM (ISP)
The Salzburg Global Seminar offers week-long programs for American undergraduates and faculty. Programs are designed and offered for two different audiences—students and faculty members—to explore the factors that may either support or restrain a comprehensive approach to global education within universities and colleges and to jointly develop strategies for those teaching within those systems.

2012 ISP GLOBAL CITIZENSHIP PROGRAMS FOR STUDENTS: MARCH 01-08, APRIL 07-14, MAY 12-19, MAY 30-JUNE 6
2012 ISP FOR FACULTY AND ADMINISTRATORS: JULY 08-15

For information on the ISP, contact: David Goldman at: dgoldman@SalzburgGlobal.org

NETWORKS

These programs are designed to engage Salzburg Global Fellows and international opinion-makers and to facilitate the continued intellectual interest and commitment of Fellows in the work begun during their Salzburg experience.

ISLAM IN THE WEST: ALTERNATIVE VISIONS
March 22, 2012
London, United Kingdom

SALZBURG CONGRESS ON URBAN PLANNING AND DEVELOPMENT (SCUPAD)
May 3 –6, 2012
Salzburg, Austria

GOOD BEHAVIORS: THE CRUCIAL CONNECTION BETWEEN HEALTH AND EDUCATION
June 8-11, 2012
Klingenthal, France

NEXT GENERATION LEADERSHIP FOR EGYPT
June 9-10, 2012
Cairo, Egypt

RESISTANCE & READINESS: IMMIGRATION, NATIVISM, AND THE CHALLENGE OF ETHNIC & RELIGIOUS DIVERSITY IN THE US & EUROPE TODAY
September 27 - October 1, 2012
Salzburg, Austria
Contact: mgecek@SalzburgGlobal.org

THE ROLE OF ACADEMIA IN PREPARING A COUNTRY FOR THE GLOBAL ECONOMY
October 2012
Athens, Greece

THE 5 THINGS YOU SHOULD KNOW ABOUT DOING BUSINESS IN CHINA
October 2012
Berlin, Germany

SCREENING AMERICA: FILM AND TELEVISION IN THE 21ST CENTURY
November 15 - 19, 2012
Salzburg, Austria
Contact: mgecek@SalzburgGlobal.org

2012-2013 WINTER FESTIVAL—A NEW YEAR’S CELEBRATION
Join us to celebrate this New Year’s holiday. The festival gives Fellows and Friends of the SGS the opportunity to bring friends and family back with them to Schloss Leopoldskron and to meet new friends with a shared interest in current global affairs.

For more on Networks programs, visit: www.SalzburgGlobal.org/go/Fellowship or contact: lbrown@SalzburgGlobal.org