



Leading Towards Greater Global Engagement



“In today’s increasingly interconnected world, global engagement is essential: it makes our cities more economically resilient, socially integrated, and capable of attracting the kind of talent and innovation that will drive us into the future. Leadership – at all levels and in all sectors—is critical to ensuring a city is globally engaged. Leaders must be strategic, have a strong vision for global engagement, and find ways to make it happen.”¹

Mayor Michael Hancock (MMF ’00)

Mayor of Denver, Colorado, U.S.

“Bilbao’s urban transformation succeeded in creating a new urban identity, generating the international attention it has received since the mid-1990s. Bilbao emerged from a post-industrial economic crisis by creating an innovative civic leadership and engagement ecosystem that continues to drive the city today — and will shape the future.”²

Deputy Ibone Bengoetxea

Deputy of Public Administration & Institutional Relations, Government of Biscay



What do we mean by “global engagement”?

The comfort and fluency of local leaders in engaging in global issues is more critical now than ever before. A comprehensive global engagement strategy allows city, state and regional leaders to leverage successes achieved at the local level to capture new audiences and markets to bolster the economy. In turn, international success circles back to provide the resources and opportunities to support development at the local level.

Why does global engagement matter?

The peaceful and prosperous future of both American and European communities lies with their ability to recognize and leverage the trend towards increased global connectivity.

A number of factors suggest the importance of global engagement. Trade ties, use of natural resources, increased labor mobility, and wide scale demographic change – all impact a community’s economic health, number of jobs, ability to create thriving schools and cultural centers for diverse populations, and their ability to innovate.

Recent data underscore the economic case for global engagement:

Thriving economies capitalize on global investment opportunities.

- The average large metro area in the U.S. contains foreign direct investment (FDI) from 33 different countries and 77 different city-regions worldwide. ³
- Similarly, the EU is the largest recipient in the world of foreign direct investment, at approximately **\$US 246 billion**. ⁴

Jobs depend on global economic links.

- Foreign-owned U.S. affiliate companies directly employ some **5.6 million** workers spread across every sector of the economy. ⁵
- In the European Union, **14% of the total working population** is employed by foreign-controlled enterprises. ⁶

Wide-scale demographic change is reshaping the U.S. and Europe—making global engagement both an imperative and a reality:

Increased mobility of populations means that communities are increasingly diverse.

- In the United States, 9.2 percent of public school students — approximately **4.4 million students** – are learning English as a second language. ⁷ In large U.S. cities, students come from hundreds of different language backgrounds; the New York City Department of Education reports that there are 180 different languages spoken in the homes of students citywide. ⁸
- In the EU at large, an estimated **33.5 million** people born outside the EU now live in an EU member state. ¹⁰

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EU residents were born outside the EU

Globally engaged communities that are inclusive, recognize the realities of demographic change and encourage global economic ties demonstrate the highest rates of growth, lowest unemployment, and highest rates of social stability.

- Salt Lake City, Utah, has an unemployment rate of **3.3%** compared to the **5.3%** overall unemployment rate in the United States,¹¹ while accommodating an increasingly diverse citizenship; minorities represent approximately one fourth of the population, with **17.2%** of the population foreign-born, and **26.1%** speaking a language other than English at home.¹²

- Copenhagen, an innovator in Europe on diversity and inclusion policies, boasts a dynamic economy with a **4.7%** unemployment rate, significantly lower than the EU average of **11.1%**.¹³

Natural resources worldwide are becoming scarcer, and global threats faced by all nations—such as climate change—heighten the importance of global engagement:

- Climate change either impacts – or is impacted by– global issues, including poverty, economic development, population growth, sustainable development and resource management. At the very heart of the response to climate change, the UN argues, lies the need to reduce emissions. In 2010, governments around the world agreed that emissions need to be reduced so that global temperature increases are limited to **below 2 degrees Celsius**.¹⁴

- As natural resources diminish and the dangerous effects of emissions become apparent, nations are increasingly working together to develop renewable energy resources. Major expansion of solar installations and record investments in offshore wind projects helped propel global 2014 investments to **\$270 billion**, a 17 per cent surge from the 2013 figure of **\$232 billion**.¹⁵

- Water scarcity is a problem facing communities around the world. Only 3% of the world's water is fresh water, and two-thirds of that is frozen in glaciers or otherwise unavailable. As a result, some **1.1 billion** people worldwide lack access to water, and a total of **2.7 billion** find water scarce for at least one month of the year. Many of the water systems that keep ecosystems alive and feed a growing human population are stressed. At the current consumption rate, by 2025, two-thirds of the world's population may face water shortages.¹⁶

Both U.S. and European foreign policy now emphasize the importance of global engagement at the local and regional levels:

- In the U.S. State Department's 2012-2016 Action Plan, Secretary of State John Kerry affirmed that "America's contributions and influence are not limited to formal cooperation with governments and international and regional organizations...our diplomats and development professionals must focus on strengthening partnerships with civil society, citizen movements, faith leaders, entrepreneurs, innovators, and others... we conduct community diplomacy through strategic dialogues with civil society organizations, as well as with governors, mayors, and other leaders at the subnational level."¹⁷

- The Organization for Security and Cooperation in Europe (OSCE) has taken a similar position. "In today's world," says Lamberto Zannier, OSCE Secretary General, "challenges to peace and security are increasingly complex and multi-dimensional. Addressing these threats calls for a comprehensive approach. Regional organizations can play a key role, particularly in conflict prevention and peacebuilding when dealing with insecurity and instability at the local level... Civil society actors have also increasingly showed their added value in tackling contemporary and emerging threats to security together with national governments and international organizations."¹⁸

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2.7 billion

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"Challenges to peace and security are increasingly complex and multi-dimensional."

Lamberto Zannier

The transatlantic community remains the most interconnected worldwide—which means global engagement opportunities should be sought across the Atlantic:

- Total U.S. investment in the EU is three times higher than in all of Asia.
- EU investment in the U.S. is around eight times the amount of EU investment in India and China together.
- The transatlantic economy generates close to **\$5 trillion** in total commercial sales a year and employs up to **15 million** workers in mutually “onshored” jobs on both sides of the Atlantic.

Transatlantic economy generates

**\$5 trillion
per year**

Effective global engagement strategies are essential for any leader and community that aspires to remain at the cutting edge of international trends for the coming decades. Additionally, as the U.S. State Department continues to extend climate change, clean energy and security diplomacy beyond capitals, direct engagement with subnational leader, such as Mayors, Governors and State Legislators will become more crucial to ensuring these reforms are enacted on the ground.

Leaders can increase their communities' global engagement through 8 Assets

The ability to leverage the 8 assets below enable leaders to shift their perspectives from the local to the global. We encourage any community, city, state or region to undertake a strategic reflection on their capacity to leverage the following 8 elements to engage globally.



Through strategic enhancements and effective use of resources and people across these 8 elements, regions and leaders can maximize their ability to link their communities to global agendas. The following leadership development exercise guides you to identify the practical strategies, tactics, and tools to enhance global engagement. The relative importance of each of these elements will differ from city-to-city, state-to-state, and region-to-region. After careful reflection, we invite you to approach these in the order that most suits your community – which might then lead you to undertake a deeper Global Engagement Opportunity Scan. To start, this guide will help to organize your assets and empower you to convey how they will make a difference.

1. Business and Labor

Business and labor are the twin engines of every thriving economy. Both economic opportunity and job growth hinge on the ability of business and labor to come together to understand the global forces shaping the economy. Economic development underpins the health of all regions, and provides a clear and vital link to other areas of the globe.



Janet Lamkin,
President of the Bank of America in California,
San Francisco, CA, U.S.

“Both the innovative company and the globally engaged city must define and solve problems from a customer-centric point-of-view in order to create engaged ecosystems that nurture innovation. Encouraging a globally minded and innovative culture requires defining a strategy that encompasses business, NGOs, education, government, and leadership from the wider civil society — all of which must tap the potential of diversity and the next generation through deliberate engagement programs...we need to make sure that the people who are going to be the future are ready for the future.”



Reiner Hoffmann (MMF '09),
President, German Trade Union Confederation,
Berlin, Germany

“The debate on TTIP [Transatlantic Trade and Investment Partnership] highlights the differences between labor and business. The crucial part is the framework of such a trade agreement, which is not only about providing more free trade, but also about how can we guarantee fairness for workers. Trade is a key driver of globalization. It must be as fair to people in firms. Globalization is a reality, but the experiences as a result of globalization are more and more unfairly distributed. So the question is how we can shape the process of globalization.

“The lessons the unions have learned in this respect is that we can no longer act only in our national borders, that we have to become more and more international in order to get a fairer deal when it comes to globalization for all citizens and not just businesses. Given an example from now, we have organized a petition for the German Bundestag to push Telekom [Deutsche Telekom AG, a German telecommunications company] to accept the same workers' rights not only in Europe and in Germany, but that they have to accept the same rights for the workers in the United States. We know the German Telekom is a big corporation in Europe as well as the United States, but it is very important for us, and for American trade unions, too. We are cooperating intensively with American trade unions in order to push Telekom to recognize trade union rights in the U.S. as well as they do in Germany.”

KEYSTOMAKING AN IMPACT

To create effective global engagement, business and labor need to create joint strategies through open and transparent negotiations. Public-private partnerships, such as apprenticeship models that encourage workforce development, benefit the wider community. All global engagement strategies for business and labor must demonstrate a clear return on investment, both in terms of the bottom line and in terms of social responsibility.

Guiding Questions

Capacity Scan

Capacity Scan:

Where are my region's international business and labor connections strongest (geography, sectors, relationships)?

Vision

Vision:

How can we best expand and strengthen these connections, drawing on existing partners and also identifying new avenues?

Synergies

Synergies:

Where are international connections already happening organically in other sectors that can be expanded to include the business and talent sector, and vice versa?

2. NGOs/ Civil Society Organizations

Where government, business, and other institutions cannot or do not act, a non-governmental organization (“NGO”) can step in and play a vital role in creating cross-sector collaboration. Civil society organizations provide neutral spaces for business, government and labor to come together and discuss shared interests. World Affairs Councils, Sister City programs, Rotary Clubs, religious communities, ethnic associations, and arts and culture societies create connections both within a community and to other networks around the world.



Ivo Daalder,

President, Chicago Council on Global Affairs,
Chicago, IL, U.S.

“The Chicago Council on Global Affairs aims not only to bring together leaders from our local Chicago based constituency, but to build partnerships with other leaders around the world. Our research and data helps stimulate new thinking on how leaders can use global connections to address our challenges locally. This is best done with skill and expertise. Not all ideas that you see around the world are necessarily replicable, especially on the global cities conversation. What might work in Singapore doesn’t necessarily work in Chicago. What might be a great idea in Paris isn’t going to necessarily apply in Istanbul. So it can be very challenging to translate the best practices and ideas around the world. ‘Don’t think you have to start from scratch’, we often tell leaders. You are likely to find that someone else in your city already has relationships to help facilitate those interactions.

“This is why we hosted the Global Cities Initiative. It brought in over 600 leaders from various backgrounds from over 25 countries. Our aspiration from this work is that in twenty years from now people will use the term ‘global city’ very naturally and no longer ask us what this project is about...that teachers will use it in their curriculum at the university level, politicians will think differently, and the State Department will think differently about the role of national government, of foreign policies, and their major cities within their country—that will be evidence of the impact of our work.”



Mateu Hernández (MMF ‘06),

CEO, Barcelona Global,
Barcelona, Spain

“Today, cities are the key engine for economic success in the world. If we want to be globally competitive, we need to put our cities on the world map as a magnet for talent. The role of non-profits like Barcelona Global in creating global cities is to build networks of professionals from different backgrounds and sectors who are highly committed to making their city more globally engaged. Our goal is to connect international talent in our city – researchers, innovators and professionals – with members of the local community, in order to foster greater global ties.

“To facilitate these connections we ask our local members to host dinners for those who have recently moved to the city. We have held more than 40 dinners over the past year, creating over 400 connections between locals in Barcelona and international talent. We have also created the Barcelona Global International Council to connect our city to our members living abroad. We are committed to making Barcelona a global city. For a non-profit looking to forge greater global engagement, it is crucial to have a clear objective, a clear story to tell. Ours has been the importance of cities, the importance of Barcelona and the importance of its legacy.”

KEYSTO MAKING AN IMPACT

Leaders looking to increase global engagement must access the infrastructure and tools provided by NGOs, which include shared learning opportunities, convening, and opportunities for civic partnership. Some communities that cannot support a large NGO network may resort to consortia consulting, or reach out to regional or religious institutions to leverage their networks. Awareness and support of NGOs and their extensive networks can unlock unprecedented global-mindedness across a community.

Guiding Questions

Capacity Scan

Capacity Scan:

Which actors in our civil society ecosystem are most active internationally (trade and professional associations, clubs, global affairs councils, faith based organizations, advocacy groups...) – where and in what ways?

Vision

Vision:

How can these civil society relationships best be leveraged and shaped to strengthen our whole community's international engagement? Is there a need for a new organization or a consortium approach?

Synergies

Synergies:

What are the synergies for the international work of civil society with other sectors, and what are some effective ways to maximize these synergies?

3. K-12 Education

Creating a community culture that is receptive to global engagement begins in and around K-12 (primary/secondary school) curriculum. School districts, particularly those with multilingual capabilities, can offer dynamic educational opportunities for students and bring global realities to life across multiple disciplines. Leaders and their communities should strive to create an educated student body that understands the connectivity between their local and global realities.



Jay Chen (MMF '14),

Member and former President, Hacienda La Puente Unified School District, Hacienda Heights, CA, U.S.

"If you want to build global engagement at the K-12 level, there is nothing better for a student than to meet a student from across the ocean. Sister-school relationships can help achieve this objective. So too can shared technology. We need to break out of our comfort zone and we need that initial introduction and facilitation so our students will feel comfortable with fellow classmates in places like Berlin. International Students Programs are also key. Our district admits exchange students, mostly from China, partly because so much of the population in our school district is Chinese-American. Things like Model UN also provide a fantastic experience — it forces you to put yourself in the shoes of these countries and think about issues that are not always what you think of. Ultimately, it's in everyone's long term interest, especially business, to have a more diversified workforce with these global experiences."



Stephan Dorgerloh (MMF '03),

Minister of Education for Saxony-Anhalt, Magdeburg, Germany

"Sachsen-Anhalt values good education, and this means providing students with an international context, even at the elementary school level. That is where the seed for cosmopolitan education is planted. Not only learning foreign languages, but also direct contact between students from Germany and students living around the world help develop intercultural competence. The schools in our country understand the importance of cultural exchange. That is why they have been so committed to nurturing their partnerships with numerous international schools over many years."

"Since 2011, the number of international partnerships has significantly grown. Currently, Sachsen-Anhalt can account for 140 schools with international partnerships with 305 schools in 53 countries all around the world. The exchange happens on many levels, through pen pals, email communication, study projects and personal encounters. In many cases Sachsen-Anhalt has made use of the EU-Program COMENIUS, which funds two year cooperation projects with schools all around the world. There is also a focus on communication and cooperation within the schools. During class, students are encouraged to discuss social development and global challenges. By doing so they contribute to defining a society geared towards Freedom, Justice and Solidarity in "One World."

KEYS TO MAKING AN IMPACT

Leaders, policy-makers, teachers, and community members can encourage curriculum and initiatives that increase students' global awareness. Travel and study abroad opportunities, initiatives such as the International Baccalaureate Curriculum, and programs such as "Gotta Go Global" can act as a springboard for foreign language education and training. Skills training, including language classes and social and emotional learning sessions, increase students' ability to navigate a rapidly shifting global economy, and help ensure the wider community values diversity and cooperation.

Guiding Questions

Capacity Scan

Capacity Scan:

What curricular and extra-curricular activities take place in our schools to increase the 'global EQ' of the next generation (for example, International Baccalaureate, language immersion, study abroad, virtual exchange programs...)?

Vision

Vision:

How do we take full advantage of the diversity of our schools' students, faculty, and staff and the organic connections already in place to strengthen international understanding? What are some targets we can set in terms of advancing international understanding?

Synergies

Synergies:

How can our schools most effectively draw on the international activities in other sectors to enhance international learning, and together, make a convincing case for global engagement?

4. Higher Education

Universities, technical institutes, and other centers of higher education bring together diverse teams that lead to the highest levels of innovation—which then feed into the world of patents, incubators, and invention, and move forward science and technology achievements. At the same time, these institutions offer stable employment and growth opportunities for local communities, positioning a city or region to be globally competitive. Higher education systems are international hubs of students, international faculty and staff experts, and places for the community to gather and learn together.



Ron Daniels,
President, Johns Hopkins University,
Baltimore, MD, U.S.

“The Maryland E-Innovation Initiative is a new partnership between the state and its research universities to leverage our individual resources and reputations to cultivate a shared community of internationally recognized research scientists. By offering a state funding match to private philanthropy raised for endowed chairs, the partnership will attract world-class entrepreneurial faculty to Johns Hopkins, the University of Maryland and the state’s other institutions of higher education. As highly talented faculty in the areas of science, technology, engineering and mathematics converge in Maryland to pursue cutting-edge research with commercial potential, the partnership will advance this state’s standing as an international hub for high-tech investment and business, and as a destination for global talent.”



Frédéric Mion,
President, Sciences Po - Paris Institute of Political Studies,
Paris, France

“In a global world, we believe in the fundamental importance of sharing knowledge. Excellence will be built on cooperation between the world’s universities. That’s why I will continue to reinforce and develop Sciences Po’s international dimension, reaffirming its position at the heart of the institution. I value all of the partnerships Sciences Po has developed throughout the world.

“Our development model is partnership, through our agreements with 450 universities around the world. We do not think that our role is to impose our model in countries that have their own academic culture, but to create bridges with their institutions, as we have done, for example, with the National University of Singapore, with which we have a dual bachelor project.”

KEYS TO MAKING AN IMPACT

Leaders both within and outside of universities should view these institutions as tools to foster greater cultural and political understanding. Knowledge transfer from the university to the community is key. University faculty members can offer lectures, coursework, and public programs that take up global themes through shared learning and structured coursework that engages the community. Institutional leaders can work to forge alliances with local business, labor, NGO, and cultural bodies, maximizing learning outcomes and economic growth for the entire community.

Guiding Questions

Capacity Scan

Capacity Scan:

How robust is the international engagement of the higher education sector in my city/state/region (international students, departmental connections, research, campuses abroad...)?

Vision

Vision:

What should it look like for my city/state/region if higher education leaders and relationships were fully woven into our international engagement strategy?

Synergies

Synergies:

What would be the avenues to leverage higher education connections and include higher education leaders for the international engagement of my region?

5. Elected Leadership

As an elected official, it is essential to be aware of and connected to the global forces that are reshaping local communities, and to be a voice for the community in global affairs. Political leadership is crucial to shaping policies that create a climate and infrastructure that supports and encourages global engagement. Elected leaders also possess the unique ability to serve as ambassadors for their communities, forging broad links through face-to-face dialogue.

KEY TO MAKING AN IMPACT

To make an impact as an elected leader, you must identify local, state and regional resources and leverage them to augment your global engagement strategy. You must establish networks to gather credible data and information that is relevant to your city, state or region's global engagement; bolster and develop your experience in sub-national diplomacy to represent your region abroad; and ensure that your vision for increased global engagement is supported by the government mechanisms that guide international cooperation. To realize this vision, you must then find a framework to communicate the importance of global engagement to your constituency in a way that engages them in their new reality – a world which is increasingly and irreversibly interconnected.

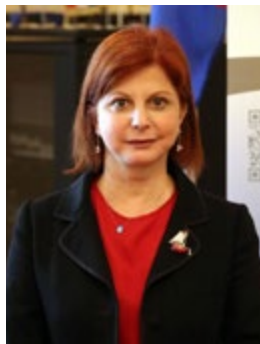


Mayor Ralph Becker,

Mayor of Salt Lake City, Utah and President of National League of Cities, Washington, DC, U.S.

"We live in a moment of transformation locally, nationally and globally – a time that calls for our community to evaluate our extraordinary assets and focus on how we can use them wisely to sustain ourselves with health and prosperity for our children and future generations. Climate change, for example, is a global crisis that impacts the security of the world's nations; but many of the natural resources, public health and infrastructure impacts associated with climate change will ultimately need to be addressed on a local community level.

"As President of the National League of Cities, I recognize the importance of leading by example, and have called on the NLC membership to engage the international community and the federal government to assist and support state, local and tribal action on climate change. Our future depends on enlightened citizens and elected leaders who are motivated to engage with local and global issues and have a voice in how they affect our cultural, political and economic livelihood."



Dr. Hande Bozatlı,

President, Assembly of European Regions (AER), Strasbourg, France

"Although the challenges we all face have a global impact, nations need the regions to combat them successfully. This is where the Assembly of European Regions (AER) plays an increasingly important role as an enabler for regional policies and politicians. Our perspective of regional policy-making is grounded in the territories, cultures, histories and lives of the citizens. We work to support and improve political place-based policy-making – leadership in its broadest sense. Some regions are too small to make their voice heard or they do not have the resources to invest in lobbying the European Union institutions or to organize themselves study visits to see what is being done in other places. By amalgamating their expertise and defending their common concerns, AER works as a great influencer.

"A good example of the return on investment for regional leaders to be members of AER is the European Commission directive on airports. Were it not for the intervention of AER, the directive would have killed half of the regional airports in Europe by cutting their rights to benefit from public subsidies. In short, there are no local-only political issues. All challenges must be dealt with, combining local and regional, as well as national and global measures."

Guiding Questions

Capacity Scan

Capacity Scan:

How strong is the international fluency of elected decision-makers in my city/state/region (e.g. do they easily connect global trends to what is impacting the local community? Do they participate in international dialogues about cities, foreign policy, or subnational diplomacy? Do they actively welcome and go out to meet international officials for business, learning, and cultural exchange? Do they keep informed about international news and trends?)

Vision

Vision:

How could the global engagement of elected leaders in my city/state/region improve our competitiveness?

Synergies

Synergies:

How can leaders in other sectors help our elected leaders to make the case for international engagement, including international trade and investment?

6. Social and Civic Inclusion

Social and civic inclusion is essential to leaders in every sector. We are entering a period of widespread demographic change, with unprecedented movements of population. Today's most economically successful cities and regions are those that are working across cultural lines to integrate and leverage the talents and skills of their culturally diverse communities.



Mayor Kasim Reed (MMF '00)

Mayor of Atlanta, GA, U.S.

"Atlanta must never shy away from its responsibilities as a global city. We lead by welcoming immigrants. Atlanta has the second-fastest growing foreign-born population in the United States by percentage, which is one of the reasons I've committed Atlanta to lead the charge on immigration—joining the Welcoming America Initiative creating the Welcoming Atlanta Working Group, and being a vocal supporter of federal action in this realm. As Atlanta positions itself to be a global leader, attracting and retaining talent is imperative. The Welcoming Atlanta initiative builds upon the existing priorities for the city – public safety, welfare, economic development, civic engagement and education – and in so doing, will not only create an environment that is welcoming to new arrivals, but a stronger community for all Atlantans."



Bilkay Öney (MMF '09),

State Minister for Integration for Baden-Württemberg,
Stuttgart, Germany

"Integration is equal parts wanting to, being able to, and being allowed to integrate. People must, on both sides, want integration to be successful and then actively contribute to the process. Motivation and engagement of the immigrants themselves is important. They must be able to integrate through education and training. And they must be allowed to integrate without barriers being placed in their way. Here, politics begins to play a role. We need structured conditions that prevent discrimination, but we also need a commitment within our society against discrimination and racism. The goal of integration must be to enable all people to participate in society with equal access to opportunities."

KEY TO MAKING AN IMPACT

Leaders must first be attentive to any shifts in cultural diversity within their community, and then be able to identify the different cultures and communities that exist within their constituencies or networks. Leaders must ensure that both traditionally underrepresented groups and new diaspora communities are connected to a larger global engagement strategy. Leaders must also develop the language to frame increased cultural diversity as an asset to their vision for global engagement, as well as empower diaspora communities to build language and cultural nodes that will help to further economic, political and cultural ties between the local and international communities.

Guiding Questions

Capacity Scan

Capacity Scan:

How is the demography changing in my city/state/region and are we maximizing the benefits of our diversity?
Are these groups represented in regional decision-making and policy-making?

Vision

Vision:

What new growth could there be for our city/state/region if diverse communities were fully engaged to strengthen our international connections across sectors?

Synergies

Synergies:

What is an example of a diaspora community that is making a significant positive impact in my city/state/region, and where is the untapped potential for this to happen across communities? What type of social capital exists between “New” Americans or Europeans and other populations that have been traditionally underrepresented, which all stand to gain from global engagement?

7. Arts and Culture

At the grassroots level, any community with a background in migration or resettlement can celebrate its rich artistic and cultural histories. At an institutional level, the traditional museums and exhibits, as well as symphonies and operas, educate the public through cultural means—which means it is particularly important to ensure that these cultural institutions are inclusive and accessible to all. Cities and regions with a thriving “creative class” are consistently rated as the most profitable and successful. They attract talent in a globally competitive climate, and rich arts and cultural hubs develop regions that understand, appreciate, and enjoy the world and its diverse cultures.



Jane Golden,

Founder and Executive Director, City of Philadelphia Mural Arts Program, Philadelphia, PA, U.S.

“Artists are international ambassadors for their community and their work. The Mural Arts Program works with artists to install public art around Philadelphia that transform places, individuals, communities and institutions. The organization empowers artists to be change agents who build bridges of connection and understanding that promote values of equity, fairness, and progress.

“Global engagement through arts and culture projects such as the Philadelphia Mural Arts Program can unite a community. The visual impact of arts and culture, particularly through a global engagement framework, yields an equally strong impact on the community, enriching and deepening understanding across borders. Cross-sector connections that arise to create arts projects can also set the stage for cooperation in business and development. In an ideal outcome, engaging globally through arts and culture transforms all of the actors involved—the artists, the facilitator, and the community—in both ordinary and extraordinary ways.”



Antonella Parigi,

Assessor of Culture, Piedmont Region, Turin, Italy

“Arts and culture undoubtedly represent a long-term investment for local administrators. Piedmont—and Turin in particular—has been projecting for decades a quite limited and very one-sided image, as a manufacturing hub, the Italian ‘motor city.’ Through greater global engagement in the arts and culture, we have first of all tried to develop a new narrative, and a new image for both the city and the region. The region years ago made the bold decision to devote to the restoration of its cultural and artistic heritage a sizable portion of the European structural funds devoted to the restructuring the local economy. This has had a major impact. The royal residences of the House of Savoy, together with the Sacri Monti, have been recognized as UNESCO World Heritage Sites. This has not only increased their global visibility but also strongly enhanced a sense of pride and ‘ownership’ among local communities. A stronger sense of identity and pride have emerged at the local level as a consequence of international recognition.

“But then numbers speak for themselves. While Italy has struggled to preserve its position on the global tourism market, Piedmont has seen a constant increase, from the 8 million overnight stays in 2000 to more than 13 million in 2014. Foreign visitors now represent 40% of the total, up from the 25% in the late 1990’s. I think we can confidently say that the strategy has worked.”

KEY TO MAKING AN IMPACT

Cultural connections that span the globe already exist in every city, and new cultural products emerge as a result of global interaction across these communities. To tap into the energy created in this process, cultural dollars must reach across generations, across different communities, and throughout all artistic media to maximize impact. Vibrant artistic and cultural creations bring cities and regions to life and encourage a visceral identification with the values of global engagement. Space for cultural groups at the “strategy table” is essential to fully leverage all assets.

Guiding Questions

Capacity Scan

Capacity Scan:

Is the rich cultural mix of my city/state/region vibrantly reflected in arts and cultural institutions? How can this process best be strengthened?

Vision

Vision:

What could the cultural scene look like if diverse creatives who inhabit this city/state/region were fully empowered to innovate and create in a way that recognizes roots and also opens avenues to the future?

Synergies

Synergies:

Are young people tapping into my locality's rich diversity to innovate and generate new artistic products, and are we able to attract, retain and develop a creative class?

Media—both traditional news outlets, as well as social media—play a key role when developing a globally-engaged community. Local news outlets both bring global news to communities, as well as broadcast an image of a city or region outwards, shaping its image. A robust media culture that includes a variety of ideological perspectives signals that a community is open to diverse perspectives, and provides citizens with the means to create their own channels of global engagement.



Sandy Close,

Executive Editor and Director, New America Media,
San Francisco, CA, U.S.

“Ethnic media serves as a global-local connector that is highly valuable for city and regional leaders to access. Trained communicators lead the ethnic media, and understand the broader experience of their communities. When you listen, you are at the same time giving them a stake in continuing to share insights, and give weight to the issues you need them to address. Your investment is not just in that moment, but also engaging in a way that will lead to an ongoing flow of accurate and insightful information, and hence improve civic engagement for the community.

“Local and regional leaders need to understand the speed and intensity of information exchange between U.S. neighborhoods and diaspora communities’ home countries, and how powerful this feedback link really is. As just one example, ethnic media have been among the speediest and most effective collectors of disaster relief to address international crises. I recommend convening the ethnic media regularly. Explore with them how to improve communication between and among immigrant communities. This will build communication and trust within the civic realm, in the broader community, and also in their home countries.



Jenny Kleeman (MMF '13),

Documentary Filmmaker and Journalist,
London, UK

“In a globalized world, there is a powerful interplay between local communities and broader global narratives, and the media plays an essential role in connecting them. Local communities must have access to quality news and comprehensive coverage of international issues to engage fully with the global community, while international news outlets must seek out and feature local stories and cultures to enrich the global community with their unique perspectives. Local stories can be just as revelatory as broader narratives when it comes to posing questions about how we all live today. I have spent my career reporting from across the globe, finding and telling local stories that would otherwise not be heard by international audiences. For example, while I was traveling through the United States as a Marshall Memorial Fellow, I learned of a Native American tribe that gives its kids \$200,000 – which they call “18 Money” – when they turn eighteen and graduate from high school. I made a documentary on 18 Money for the UK’s Guardian website which has been viewed internationally, allowing me to share this story across the world. Media outlets have the unique power to amplify local stories, draw out the global in the local, and deepen global connections. If engaged strategically, the media can be a vital resource for any leader looking to increase global engagement.”

KEYS TO MAKING AN IMPACT

Local media outlets have the editorial power to choose to cover stories that highlight global connectivity, leadership emerging from “new” citizens and residents, and coverage of cultural news and information. These institutions should be involved in the larger global engagement strategy and be shown what is rewarding and engaging in presenting stories of global connectedness. Ethnic-oriented media in particular are a valuable resource that should be encouraged and grown, and can offer insight into what is happening on the ground internationally that affects local communities.

Guiding Questions

Capacity Scan

Capacity Scan:

Where are the strengths in our current media landscape in portraying the rich diversity of this city/region? (Social media, websites, ethnic media, mainstream media?)

Vision

Vision:

How should our city/state/region's global connections best be highlighted and advanced through the traditional and new media, and how can leaders across sectors actively engage the media to make this happen?

Synergies

Synergies:

What connections could be reinforced, and which introductions made, to strengthen synergies between the media and other sectors toward strong global engagement?

Global Engagement Exercise: Capacity Scan

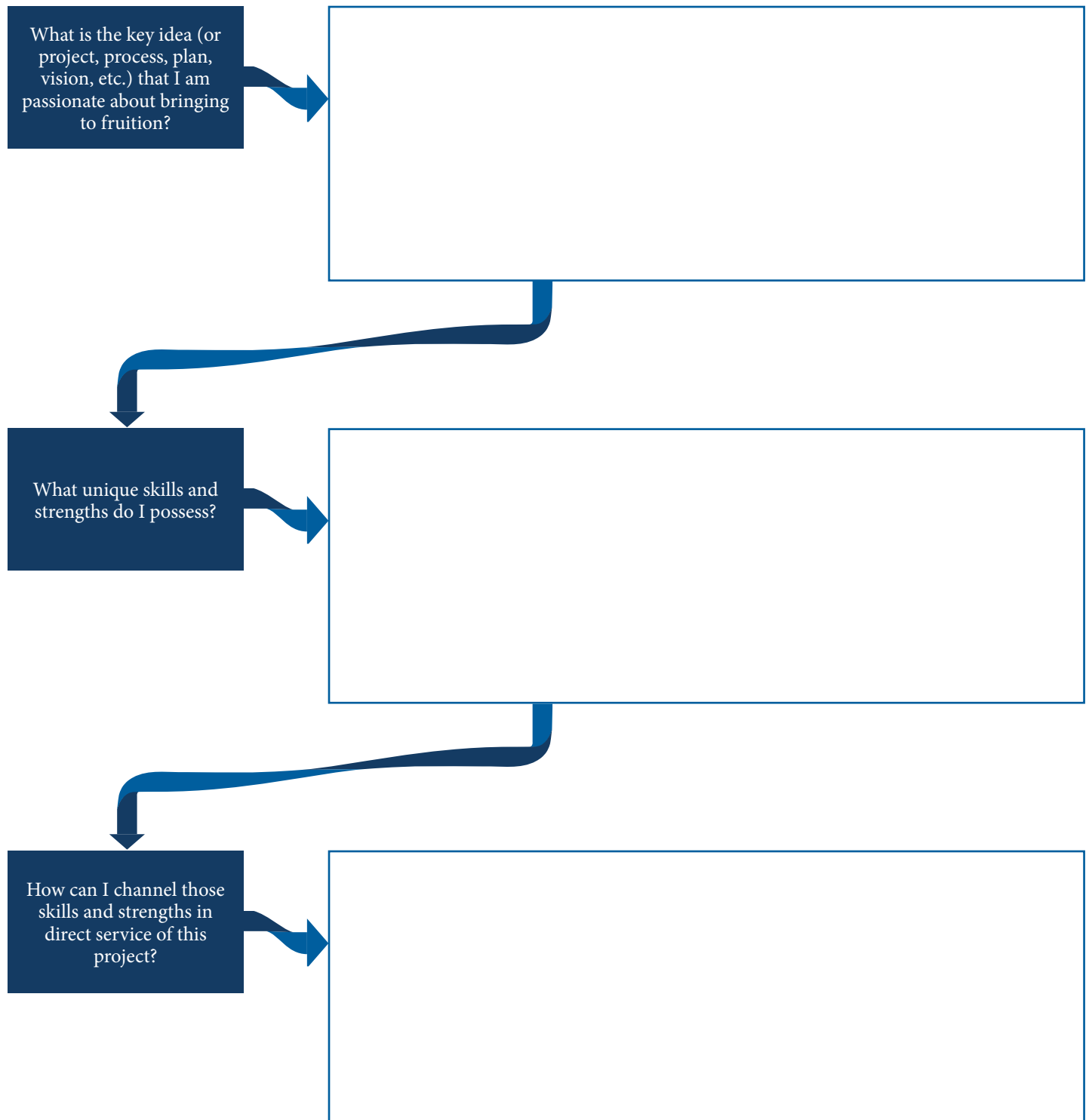
On page 4 we represented the 8 assets of global engagement in a wheel, with each asset given an equal representation in the circle. In practice, your community will have strengths in particular areas that can be best leveraged for greater global engagement.

Which of the 8 assets are strongest in your community? Using the blank wheel below, divide the wheel into parts and label each section with one of the assets, giving the largest sections to those assets where you are strongest.



Global Engagement Exercise: Idea to Action

Part 1: Capturing Your Idea



What is the key idea (or project, process, plan, vision, etc.) that I am passionate about bringing to fruition?

What unique skills and strengths do I possess?

How can I channel those skills and strengths in direct service of this project?

Global Engagement Exercise: Idea to Action



Mayor Antonio Villariagosa,
Mayor of Los Angeles from 2005-2013

"The future of our local communities is tied closely to our international partners. We must continue to enrich these important global relationships while working to increase investment, trade and tourism in our cities. As we strengthen and build local economies, we must leverage our assets in this global marketplace to create jobs here at home by cultivating an atmosphere that encourages entrepreneurs from all over the world to invest in our city. There is a growing market around the globe and we must be committed to helping our cities take advantage of it."

Part 2: Bringing Your Idea to Action

1. If you were to write a Tweet or Facebook post summarizing your idea, what would it say? Use the space provided to write down your mission statement in one to no more than three sentences. Be clear and concise.

2. Reflect on what you have written. Is it easily understood? Is it authentic to your dreams, talents, and aspirations? Could you share it with someone in an elevator ride in a way they would clearly understand? Turn to the person next to you and practice your pitch. What is their reaction?

Further Recommended Resources on Global Engagement

Books

Erie, S. (2004) "Globalizing L.A.: Trade, Infrastructure, and Regional Development." Stanford University Press.

Lowenthal, A. (2009) "Global California: Rising to the Cosmopolitan Challenge." Stanford University Press.

Articles and Chapters

Cottrell, K. and Doherty, M. (2013) "San Diego Mayor's Resignation and Guilty Plea Overshadow Region's International Leadership." German Marshall Fund.

Cottrell, K., Doherty, M. and Berg, L. (2014) "Leading Growth and Innovation through Demographic Change." German Marshall Fund.

Denanot, J. (2013) "Rurality and regional development: Unlocking our territories' economic and social potential." Assembly of European Regions (AER).

Florida, R. (2015) "The World's Leading Startup Cities." CityLab (The Atlantic).

Matross Helms, R. and Rumbley, L. (2014) "A 'Primer' for Global Engagement." In "Global Opportunities and Challenges for Higher Education Leaders."

Minguet, L., Caride, E., Yamaguchi, T., and Tedjarati, S. (2014) "Voices from the Front Lines." Harvard Business Review.

Yang, C. (2014). "Charting a Course for Global Engagement." CFA Institute.

Peer-Reviewed Journals

Scott, A. (2010) "Globalization and the Rise of City-regions." European Planning Studies.

Volberding, P. (2011) "Engaging Regions in Globalization: The Rise of the Economic Relationship between the San Francisco Bay Area and China." University of California, Berkeley.

Projects and Initiatives

"Global Los Angeles," Pacific Council,

- Report (2015): <http://www.pacificcouncil.org/document.doc?id=639>

"The Chicago Forum on Global Cities," Chicago Council on Global Affairs,

- Press releases: <http://chicagoforum.org/about/press-releases>
- Impact Report (2015): http://www.thechicagocouncil.org/sites/default/files/2015ChicagoForum_ImpactReport.pdf

"Global Cities Initiative," Brookings and JP Morgan Chase,

- "The 10 Traits of Globally Fluent Metro Areas" (2013): <http://centreforlondon.org/wp-content/uploads/2013/10/The-Ten-Traits-of-Globally-Fluent-Metro-Areas.pdf>

"Global Sustainability and Resilience Program," Wilson Center,

- Short write-up on Detroit: <http://www.wilsoncenter.org/article/detroit-planning-for-city-the-future>

Other Publications

Global Engagement Briefing by the American Council on Education (2012)

Tales from Regions: The Brussels Europe Press Club Magazine by the Assembly of European Regions (2015)

Quadrennial Diplomacy and Development Review (QDDR) Report by the U.S. Department. of State (2015)

- Specific page numbers: 9, 11-12, 14, 25, 30-31, 47, 49, 60, 69, 84

GMF's Transatlantic Leadership Initiatives Team

The German Marshall Fund's research and leadership development on "Leading Towards Greater Global Engagement: 8 Elements for Real Policy Impact" is led by members of the Transatlantic Leadership Initiatives team:

Kevin E. Cottrell (MMF '08), Director, Transatlantic Leadership Initiatives

Reta Jo Lewis, Senior Fellow, Transatlantic Leadership Initiatives

Lora Jane Berg, Senior Fellow, Transatlantic Leadership Initiatives

Megan K. Doherty, Ph.D., Transatlantic Fellow, Transatlantic Leadership Initiatives

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The German Marshall Fund of the United States
1744 R Street, NW
Washington, DC 20009 T 1 202 683 2650 F 1 202 265 1662 E info@gmfus.org

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