



Salzburg Seminar

2000 President's Report (edited for the Internet)

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salzburg seminar

"In the context of an increasingly globalized world economy and society, the Salzburg Seminar is extremely effective in terms of illuminating contrasts in perspectives and experiences. It provides the platform for nurturing mutual understanding of shared and disparate problems confronting the world and hopefully, in doing so, will enable us to generate acceptable solutions to those problems."

Fellow, Malaysia

The Salzburg Seminar is one of the world's foremost international educational centers committed to broadening the perspectives of tomorrow's leaders. With the principles of reconciliation and intellectual inquiry central to its activities, the Seminar is dedicated to promoting the free exchange of ideas, experience, and understanding in a multi-disciplinary, cross-cultural environment. During the course of each year, some 1,000 professionals of exceptional promise from more than 100 countries gather at the Seminar's magnificent facility at Schloss Leopoldskron for discussion of political, social, and cultural issues of universal concern. It is the Seminar's belief, confirmed by a tradition of fifty-two years, that intensive interaction among peers from diverse backgrounds in a neutral forum will expand viewpoints, facilitate the establishment of worldwide professional networks, and effect enlightened change in the future.



Message from the Chairman and the President

As this historic year unfolds, we at the Seminar, like much of the world, have been thinking about our future and, in particular, the role we play in helping individuals to meet the challenges of the twenty-first century. We are thankful for the opportunity to foster global citizenship and are inspired by the dedication and vision of our Fellows and Faculty. Our commitment to diversity and reconciliation is steadfast, and we will persevere in our efforts to promote tolerance and understanding.

This past fall, the Seminar was pleased to launch our new website located at www.salzburgseminar.org, which incorporates enhanced web features and dynamic content. The Seminar continues to develop better ways to use technology to promote expanded communication among its ever-widening network of participants. We are excited by the activity on many of our post-session listservs, and by the potential for our new video-conferencing capability,



PHOTOGRAPH BY DENNIS O'BRIEN

which we are planning to introduce this year.

The Seminar is also happy to have embarked on a new phase in renovating the Meierhof, which dates from the seventeenth century and is located on the grounds of the Schloss. It houses the Seminar's main lecture hall, the American Studies Center, the computer lab, staff offices, and accommodations for Seminar participants. This undertaking represents the completion of a renovation project begun eleven years ago and will dramatically transform Salzburg Seminar academic space and operations.

What follows in this Report is an overview, in the form of a timeline, of the 1999 academic program. We are proud of our multifaceted program: *Core Sessions* have formed the basis of the program since its inception; *Special Sessions* convene senior level professionals and enable us to form partnerships with like-minded organizations; the *Universities Project* advances higher education reform; and the *American Studies Center* provides a venue for the teaching of American Studies. The events that are featured in the

following pages are meant to be representative of what takes place during any given year at the Seminar, and they reflect thematic areas that are recurrent in the Seminar's academic program: non-governmental organizations, international affairs, sustainable development, the arts, university reform, and Asia. They are also meant to reflect the intellectual depth

"The Seminar has long brought young men and women from all over the world together in Salzburg for educational programs that embrace the values held dear in civil society."

and scope of the Salzburg Seminar program, and the important contribution that we believe we are making to the building of a better world.

We are also pleased to showcase our 2000 academic

program, and the diverse accomplishments of our Faculty and Fellows, highlighted in the Retrospective section of this Report. And finally, we acknowledge with deep and profound gratitude all those who have supported the Seminar this past year. Many individuals and organizations have given generously to make the work of the Seminar possible. The Seminar has long brought young men and women from all over the world together in Salzburg for educational programs that embrace the values held dear in civil society. We celebrate what can be achieved by the broadest-possible inclusiveness, and we invite people everywhere to join us in affirming these values.



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Roy M. Huffington

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Olin C. Robison
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Robert Whitman, Professor Emeritus, Department of English, University of Pittsburgh; Ann Arbor, Michigan

Robert P. Youngman, President, Hovey, Youngman Associates, Inc.; New York, New York

Vitaly Zhurkin, Director, Institute of Europe, Russian Academy of Sciences; Moscow

The Seminar's Board of Directors is actively involved in planning the Seminar's academic program. Most members of the Board and the Council of Senior Fellows (at right) have been on the Faculty of a Seminar session; some have served multiple times.

COUNCIL OF SENIOR FELLOWS

The Council of Senior Fellows was established in 1997, in the Seminar's 50th anniversary year, to honor former members of the Board of Directors. The Seminar is grateful for their exceptional service.

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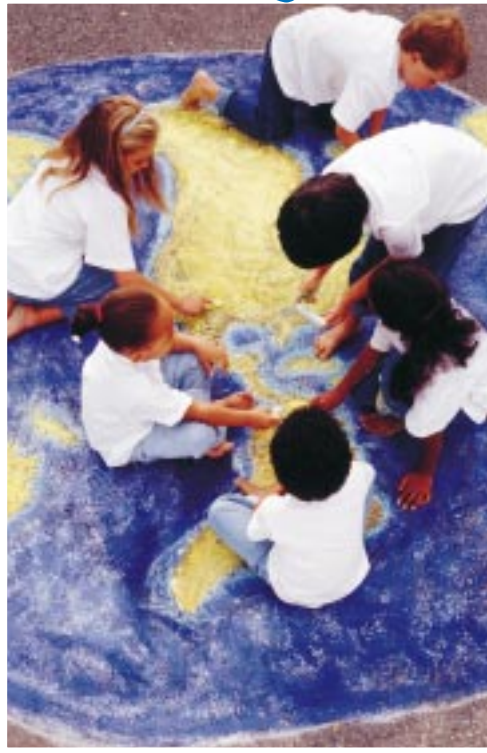
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William R. Polk
Maxwell M. Rabb
John E. Reinhardt
Walter Roberts

The Salzburg Seminar mourns the passing of these members (past and present) of the Board of Directors and Council of Senior Fellows:

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Rudolf Kirchschläger
Edward H. Levi
Robert K. Mueller
Elliot L. Richardson
Hans A. Wuttke

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Barbara L. Zinsser

Non-Governmental Organizations



CHILDREN COLLABORATING ON GLOBAL PROJECT © THE STOCK MARKET INC.

Session 364
**The Independent Sector:
Building on the Past and
Looking to the Future**
February 6–13

During the last decade, the importance and number of non-governmental organizations (NGOs) around the world have increased dramatically. They have become vital in the building and sustaining of democratic societies. During the same span of time, the Salzburg Seminar has established itself as a leader in this field, having convened more than ten sessions relating to civil society. In 1997, a special session on *The Long-Term Sustainability of the Third Sector in Eastern Europe and the NIS*, at which Emil Constantinescu, the president of Romania, was the keynote speaker, brought together fifty individuals from Central and East Europe and the NIS for a session proposed and developed by representatives from this region. *A Decision-Maker's Guide to the Third Sector*, a handbook published in eleven languages, was one outcome of this session.

Designed to encapsulate the learning from the ten years of sessions the Salzburg Seminar has conducted in partnership with the W.K. Kellogg Foundation in the area of the independent sector, Session 364 broke new ground as a core session in terms of its format. A significant number of the Fellows and Faculty had previously attended an NGO session and therefore could draw upon their prior experience. During the course of the week, Session participants explored the myriad changes that have taken place within the independent sector over the last decade, considered the evolving relationships between the independent sector and the public and private sectors, and tried to predict what some of the trends might be in this new century.

In a panel discussion moderated by Usha Prashar (foreground, photo at right), Fellows from Mexico, the Philippines, Uganda, and Yugoslavia explored the theme *Values Base of Civil Society and Their NGO Sectors*. Former director of the National Council for Voluntary Organizations in the United Kingdom, Ms. Prashar expressed these ideas:

"Civil society is a society which values and encourages organized public expression, a society where issues can emerge, get discussed, and influence outcomes; a society which accepts debate, disagreement, compromise, and negotiation; a society which enables participation and expression of different views; a society which draws strength from networks that enable this process....

In tomorrow's world, forces such as increasing globalization, technological changes, growing interdependence, and changing relationships between the sectors are more likely to push NGOs toward more intersectoral alliances and



1999 in Review January

Universities Project
Plenary Convocation
January 23–27



In an effort to capture better the learning from the Session, Faculty member Diana Arsenian, art director and senior consultant with The Grove Consultants International, depicted the live dialogue in a visual form, as is illustrated in the Global Trends Map, reproduced at left. This experimental aspect of the Session proved to be highly effective in synthesizing ideas and furthering the collaborative process among Fellows and Faculty.

REFLECTIONS FROM SALZBURG SEMINAR ALUMNI

During the course of the Session, more than 50 percent of the Fellows gave a formal presentation. In a panel presentation, Fellows who had previously attended a Salzburg Seminar NGO session were given the opportunity to share how their experience had influenced them professionally.

Cecilia Asogwa, founder and executive director of Development Education Center, the largest grassroots NGO in Nigeria devoted to women's issues, and an alumna of Session 351, reflected on her experience and how it has affected her work with women's advocacy groups:

"My participation in the Salzburg Seminar opened up many avenues and enhanced my belief in the idea that NGOs can do a great deal in the building of a civil society, especially in the case of Nigeria.... The Seminar is a place for reflection, and for connection with those who have made it and those who are trying to make it.... And it doesn't stop there. We continue to share experiences together."

Argentinian Fellow Roberto Senderowitsch previously attended Session 360. A regional civil society consultant with the World Bank, Latin America and Caribbean Region, he shared these words about how his experience at the Salzburg Seminar has affected him:

"The Salzburg Seminar challenged me to question my beliefs. It offers an opportunity to understand how other people think, through informal conversations with people from diverse backgrounds in a friendly and honest atmosphere.... The Seminar is a powerful, transformative experience. After attending Session 360, I became part of an international network of Fellows. At least once a day I receive a couple of messages through the Session listserv."



Session 364

**The Independent Sector:
Building on the Past and Looking to the Future**
February 6–13

partnerships, and perhaps even toward taking on more market-based models for their work.

Against this background, how can NGOs maintain their values base and assert into sectoral dialogues and partnerships values for which they stand?"

February

"The first Salzburg Seminar session devoted to NGOs, held in 1986, has been directly responsible for the introduction and establishment of NGOs in Central and East Europe. I instantly became the nonprofit expert in Hungary as a result of my two week experience at the Seminar."

Miklós Marschall, Founding Executive Director of CIVICUS: World Alliance for Citizen Participation; and Faculty, Session 364



EUROPEAN PARLIAMENT, BRUSSELS, BELGIUM © FPG INTERNATIONAL LLC

International Affairs

Political, social, and economic dynamics are being redefined around the world by the combined forces of globalization, democratization, technological change, privatization, and expanding market capitalism. As the world enters the twenty-first century, the roles of government, business, and civil society are transforming and dramatically affecting the lives of citizens. The Salzburg Seminar has long been regarded as a leading forum for free and open dialogue on such issues of global concern. This standing is due in large part to its esteemed Faculty, whose diverse professional and geographic backgrounds, and illuminating lectures and guidance of the Fellows, contribute greatly to the shape of each session.

The Transatlantic Agenda at the Turn of the Century, which analyzed transatlantic relations against the changing backdrop of the post-Cold War order, brought together a former United States secretary of state, a European Commission negotiator, Austria's ambassador to London, and the chief corporate economist for DaimlerChrysler. *Costs and Benefits of the Free Market System*, which examined the unprecedented spread of free market values across the globe and sought to identify the costs and benefits of this phenomenon, convened the former prime minister of the Czech Republic, a vice president of Nike, Inc., the former president of the United Steelworkers of America, and the former president and director general of Keidanren, Japan.

"For a woman from a developing country, interaction such as is found at the Salzburg Seminar is not usually possible. The Seminar has enabled me to understand the transatlantic partnership from a much clearer and broader perspective."

Fellow, Session 365, Pakistan

Session 365

The Transatlantic Agenda at the Turn of the Century March 20–27

In the Henry Brandon Memorial Lecture on Contemporary European History, Eva Nowotny, ambassador of Austria to the Court of St. James's, offered these ideas in her lecture entitled *Are We Entering a Transatlantic Century?*:

"It is difficult to find a rational justification for the fears and misconceptions on both sides of the

Atlantic, and the only explanation which comes to my mind is more an emotional than a rational one: that the Americans have not overcome the basic ambivalence of clamoring for a stronger and more independent European partner, willing and able to exert a role and an influence in global leadership, and the fear of a serious rival in their own global interests; and that the Europeans tend to view every



Eva Nowotny and Fellows Philip Budden, United Kingdom, and Paul Fenton, United States, discuss points from her lecture during a reception on the Schloss terrace.

American move and reaction as contemptuous of their achievements and their interests, and fear that they

March

Session 365
The Transatlantic Agenda at the Turn of the Century
March 20–27

April

Universities Project
Symposium
April 10–14

American Studies Center
Salzburg Seminar–Smithsonian Institution Symposium on Public History and National Identity
April 17–22



During Session 365, Lawrence Eagleburger (right), former United States secretary of state, leads a working group discussion on Political Issues at the Turn of the Century.

Session 367 Costs and Benefits of the Free Market System May 9–16

Václav Klaus, president of the Czech Parliament and former prime minister of the Czech Republic, expressed these words in his lecture entitled *The Transition from a Communist to a Market Economy*:

"Transition is a process—not a single act. Transition is not one decision. It is a series of measures, changes, crossroads. It is a sequence of many distinct choices over time, on separate components of an overall reform plan.... Transition from communism or from shallow, weak markets is not done in a vacuum—politically, socially, or culturally.... It is not done by enlightened monarchs as in the eighteenth century. There are human interests, ambitions, dreams, prejudices, fears, and hopes that are part of the story. Simply, it is not a theoretical laboratory exercise....

The real challenge today is how to reconcile the fragility and vulnerability of newly born democracies and market economies with the innocent openness of some of those countries to the rest of the world, and, at the same time, with the merciless behavior of strong and powerful market players from the developed countries, in the globalized world economy."



Faculty member Masaya Miyoshi, former president and director general of Keidanren, co-leads a working group discussion during Session 367 with Václav Klaus.

are malevolently pushed back into the position of a quantité négligeable and a player of no great significance.

If it were so, it would be not only wasteful, but also dangerous. The world economic and financial situation is in dire need of strong leadership and of decisive and farsighted action, as last year's turmoils—the Asian crisis, Russia, Brazil—have clearly demonstrated. And who could bring this leadership and undertake the necessary action, if not the US and Europe, acting jointly

and as partners, sharing their responsibility as partners for global leadership? So enough of Euro-bashing on the one side and deriding the American lone ranger on the other—the world economy and the international financial system are much too volatile and too risky to permit these petty games of distrust and the search for hidden mischief.

...These differences must not be allowed to become a clash of religions, nor should they be exploited in an aggressive or derogatory

fashion for the sake of political expediency in a political game show going down well with home audiences. And we should, in the final analysis, be conscious and respectful of the fact that what binds us together is stronger, more durable, and more important than what separates us."

The Henry Brandon Memorial Lecture was established in 1994 by Mabel Brandon Cabot to honor the memory of award-winning journalist Henry Brandon, longtime friend and supporter of the Salzburg Seminar.

"The Fellows and Faculty were intellectually active and my interaction with those brilliant minds was tremendously stimulating to my thinking and my own work."

Joseph Ha, Vice President, Nike, Inc.; and Faculty, Session 367

Session 366
Urban Youth
April 25–May 2

May

Session 367
**Costs and Benefits of
the Free Market System**
May 9–16

SCUPAD Congress
May 21–24

Special Session
Freeman Foundation
**East Asia–The United States: A Search
for Common Values**
May 31–June 6

Partnership with EARTH University



PHOTOGRAPH COURTESY OF EARTH UNIVERSITY

Special Session Sustainability, Education, and the Management of Change in the Tropics August 22–27

"Discussion at the Seminar Special Session was very deep and detailed, and the follow-up networking among participants is excellent. I have put into action within my university program various recommendations from the Symposium, such as incorporating entrepreneurship into curriculum, and fostering partnerships with industry and the private sector."

Aman Wirakartakusumah, Rector, Bogor Agricultural University, Indonesia; and Participant, Special Session

As the new millennium begins, tropical regions of the world face tremendous challenges. Higher education will play a crucial role in international efforts to stop the destruction of the tropical resource base and improve the quality of life for the regions' people. Traditional educational programs, however, have not evolved quickly enough to prepare graduates to deal effectively with these complex problems.

Among the successes of the past decade in the tropics of Latin America has been the creation of EARTH University in Costa Rica. Inspired by the need for agricultural practices that conserve rather than destroy natural resources, EARTH is an institution that is uniquely prepared to produce graduates able to become catalysts for important and lasting change.

In August 1999, the Salzburg Seminar, in partnership with EARTH University and with the collaboration of Noragric (Center for International Environment and Development Studies at the Agricultural University of Norway), launched a series of five special sessions entitled *Sustainability, Education, and the Management of Change in the Tropics*. The Seminar's fifty-two year history of convening international educational seminars makes it an organization ideally suited to join with EARTH University to advance the discussion of the sustainable development of the tropics. The project involves five weeklong seminars to be held around the world, the first of which took place in Salzburg in August 1999. The second will be held at EARTH University in August 2000. The third and fourth sessions will take place at as yet undetermined sites in Africa and Asia in 2002, and the final session will be in Oslo, Norway, in 2003.

Alvaro Umaña, professor and founder of the Natural Resources Management Program at the Instituto Centroamericano de Administracion de Empresas (INCAE) in Costa Rica, shared these ideas in his lecture focusing on *Sustainable Development: Globalization and Its Consequences*:

"When the history of the twentieth century is finally written, one of its saddest chapters will inevitably

deal with the tropical forests and the massive extinction going on there.... The disappearance of forests, among them tropical ones, represents the largest land-use change since Homo sapiens evolved....

Given the drama faced by developing countries, characterized by a vicious circle of poverty and rapidly rising population, it is inevitable that most of the difficult battles will be

waged in the tropics themselves.... It is necessary to focus on the challenges of sustainable production under tropical conditions so that people may achieve acceptable livelihoods without destroying the resource base....



During a reception in the Venetian Room, Alvaro Umaña pauses with participants Amel Dirar from the Sudan (left) and Nerie Sanz from Belize.

June

Session 368
Scientific Development and
the Democratic Process
June 16–23



July

Universities Project
Symposium
July 2–7

"Some of the areas of innovation that make EARTH's learner-centered curriculum unique include development of entrepreneurial capabilities, teamwork and group problem-solving, the importance of communication skills, vertical and horizontal integration of the curriculum, fostering social sensitivity and community development skills, and institutional commitment to sustainable development irrevocably linked to responsible stewardship of the planet's natural resources."

Ndey-Isatou Njie, Chairperson, SSC Africa Panel on Sustainable Development Policies and Practices, The Gambia; and Participant, Special Session

There are a number of powerful myths that still hold widespread acceptance among people living in the tropical world. Often these myths are the basis for current behavior. Many of them are rooted in beliefs that originated in earlier times when populations were small compared to their resource base. Others appear rooted in common sense, but are tragically false. Before one can embark on a constructive and analytical discussion about how to implement sustainable development

solutions in the tropics, it is necessary to consider and debunk some of these myths. At the same time, it is necessary to introduce a few important facts about the significance of the tropics and the extent of the losses, the role the forests play, and how to design 'win-win' or positive sum strategies to improve development opportunities while preserving the forests.

Traditionally, the debate surrounding sustainable development has been waged in abstract and

Through the use of a slide presentation, NASA Astronaut Franklin Chang-Díaz showed how the effect of human activity on the planet is seen clearly from space.

EIGHT MYTHS ABOUT TROPICAL FORESTS

- ❖ Tropical forests are infinite.
- ❖ The forest is the enemy of the peasant.
- ❖ Land is the only valuable resource.
- ❖ If the forest is so lush, the soil must be good for agriculture.
- ❖ Sustaining the environment is a luxury that only the rich can afford.
- ❖ Sustainable development is complex and costly.
- ❖ Sustainable development is dependent on foreign aid.
- ❖ Sustainable development is dependent on either northern "clean" technology or solely on indigenous knowledge.

ideologically laden terms. Rather than continue on this course, which has not proven particularly useful, this effort seeks to focus on specific strategies and solutions. There are numerous opportunities for positive sum solutions. Our task is to find them."



PHOTOGRAPH COURTESY OF NASA

"The future of the forests is critically linked to the future of sustainable agriculture. And the future of sustainable agriculture is critically linked to the future of education. At EARTH University, we have a new model for transmitting these issues that combines sustainability, community development, science, and entrepreneurship. These four key elements are the basis for adaptation of this model to different parts of the world."

Alvaro Umaña

August

Session 369
The Challenges of an Aging Society: The Intergenerational Contract
(Postponed)

Session 370
Personal Responsibility of Judges
July 31–August 7

LAWSS
Symposium
August 7–9

Special Session
Sustainability, Education, and the Management of Change in the Tropics
August 22–27



SANKOFA DANCE AND DRUM TROUPE PHOTOGRAPH BY MARK JOHNSON

The Arts

In the increasingly fast-paced and technological world, the arts are more important than ever in terms of helping individuals to understand the depth and diversity of cultural expression and of providing a shared language that speaks to human nature in a fundamental way.

The arts have been integral to the Salzburg Seminar since its inception in 1947; indeed, the Seminar's home, Schloss Leopoldskron, was lovingly restored in the early twentieth century by Max Reinhardt, the renowned theater director and co-founder of the Salzburg Festival. Early sessions focused on American literature, music, and theater; as the Seminar has expanded its geographic reach, the arts sessions have diversified as well, and have established the Seminar as an innovative forum for the probing exploration of various art forms and their cultural implications.

Each year, the Seminar holds an arts session. At *The Arts, Religion, and the Shaping of Culture*, seventy participants gathered to consider the relationship between religion and the arts, and their impact on culture at the end of the twentieth century. In addition, throughout the year, the Seminar hosts and sponsors art exhibits, readings, concerts, and other events, which in 1999 included the symposium *The Future of European Thinking in a Globalized World*.

Session 371
The Arts, Religion, and the Shaping
of Culture
September 4–11

"I never doubted that there are exceptional scholars and artists all over the world, but I didn't know I would have the chance to meet so many of them at the Salzburg Seminar. The scholarly experience so generously shared, the variety and vividness of the discussions, the opportunity to take part in many artistic events, and the chance to meet such brilliant, sensitive people—will remain unforgettable."

Fellow, Session 371, Romania

In his lecture entitled *A Case Study of Religious Music and Dance in Ghana*, J. H. Kwabena Nketia, director of the International Center for African Music and Dance in Ghana, and professor emeritus at the University of Ghana, Accra, shared these words:

"The shaping of culture can be viewed from two complementary angles. First, it can be viewed from the perspective of traditional societies in Ghana, that is, societies in which linkages established on the basis of

ethnicity, kinship and other systems of affiliation, language, and religion form the basis of social and cultural life. Here one would take into account the reciprocal relations that indigenous religious beliefs, systems of thought, and customary practices establish between social and political institutions on the one hand and creative expressions on the other.

Second, it can be viewed from the perspective of contemporary society in Ghana, that is, society in which linkages beyond ethnicity form

the basis of social and cultural life, linkages established by membership in new religions such as Christianity and Islam, educational institutions, trade unions, professional associations, new forms of voluntary associations, and so on. Here one would consider ongoing processes of change that create tensions between tradition and modernity as Christian churches in Ghana confront the challenge of cultural identity and as traditional religion and related institutions, festivals, and ceremonies

September

Session 371
The Arts, Religion, and the
Shaping of Culture
September 4–11

Special Session
HRH The Prince of Wales's
European Business and the
Environment Programme
September 19–23



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During the 1999 Salzburg Festival, the Salzburg Seminar co-sponsored, along with the Austrian Foreign Ministry and Bildungshaus St. Virgil, the symposium The Future of European Thinking in a Globalized World. It was conceived based on the perception of a need for more opportunities to discuss the cultural component of European integration.

founded on indigenous belief systems and practices find ways of building bridges between the old and the new, indigenous and foreign.”

Sam-Ang Sam, professor of Ethnomusicology at the Royal University of Fine Arts in Cambodia, presented these ideas in his lecture entitled *Religion and the Arts in Khmer Life: A Question of Continuity and Challenge*:

“In Cambodia, there is a slogan: ‘Religion and the arts reflect the society.’ If this is true, Khmer religion and the arts are precisely the mirror reflecting the Khmer society. They are the foundation of culture. Angkor has been the proud national symbol for the Khmer across racial and political tendencies, be it mainstream or ethnic, communist, socialist, republican, or monarchy. It has appeared on every flag of every regime in Cambodia flying and waving proudly in Cambodia’s sky. Besides the Angkor Vatt Temple, Khmer court dance is nationally and racially perceived to be the symbol of the Khmer national pride and identity.

Khmer politics cannot bring every party to the table, but the arts can, as they provide a common language in a complex national culture. And on the more abstract level, they are a proven strategy for healing, reconciliation, prevention, and empowerment. The arts are integrating, not confronting. They represent and symbolize a common heritage, unity, and nationality....

Fellow Shrivatsa Goswami from India and Faculty member Alberta Arthurs, former director of Arts and Humanities at the Rockefeller Foundation, continue the discussion following her lecture in Parker Hall.

Moly Sam, along with the musical accompaniment of her husband Sam-Ang Sam, performs a traditional Cambodian dance in the Great Hall.



PHOTOGRAPH BY SALZBURG SEMINAR STAFF MEMBER

As we are approaching the new millennium, in the context of the computer age and technology, a new chapter will be written on religion and the arts, and the shaping of Khmer culture. It will be an interesting challenge for the traditional culture vis-à-vis the cultural identity and cultural continuity. In my opinion, it is the responsibility of any present and future generations to keep alive the culture of their forebears. Progress and evolution begin by looking back and studying the traditions, and understanding them. Being traditional is not backward, and being modern is not necessarily advanced. To be current, we do not have to break away from tradition, but to find a contemporary way to express it....

Whatever path we might choose to take, we want to be sure that we give to our body a soul—a vital spirit.”

“If it is true that we are looking beyond economics and beyond politics, if we are increasingly in search of something inspiring to guide us in the quest for better human conditions, it is also true that art and religion are the two dominant domains of the imagination, the inspiration, the faith, or the spirit that we are looking for.”

Alberta Arthurs, Former Director of Arts and Humanities, Rockefeller Foundation, New York; and Faculty, Session 371



American Studies Center
Information Technology
and the Future of
Education
September 25–October 2



The paintings of Michael Maislinger were featured in the fall of 1999 in a Salzburg Seminar art exhibit, one of three such exhibits held each year. Born in Salzburg, Mr. Maislinger has exhibited widely in Austria and abroad.

© MAISLINGER



PHOTOGRAPH COURTESY OF JAGIELLONIAN UNIVERSITY, KRAKOW, POLAND

Universities Project

lobalization has many faces. To some, it stands for uncontrollable, even subversive, economic forces and the threat of cultural homogenization; to others, it represents freedom and empowerment by virtue of almost unlimited flows of information, products, and people. But whatever one's view may be, there is little doubt that globalization is a pervasive phenomenon that penetrates the lives of nation-states, companies, institutions, and individuals alike.

The Salzburg Seminar, by its history and its mission, has come to consider itself an agent for engendering globalization in that it promotes the cross-cultural exchange of knowledge and experience. In this light, the Seminar chose as the focus for the 1999 series of Universities Project Symposia *Globalization and the University* in an effort to explore, through the prism of the Project's established five themes, the implications of the globalization process for participating institutions.

The Seminar is grateful to the William and Flora Hewlett Foundation, the W.K. Kellogg Foundation, and the Austrian Federal Ministry of Science and Transport, which have generously funded the Universities Project.

The Universities Project focuses on the following themes:

- ❖ University Administration and Finance
- ❖ Academic Structure and Governance within the University
- ❖ Meeting the Students' Needs, and the Role of Students in Institutional Affairs
- ❖ Technology and Higher Education
- ❖ The University and Civil Society

"Globalization is an uncontrollable fact of life. This new borderless world is one of turbulent change that will provide opportunities for some universities and threats to others. The Universities Project provides a singular opportunity for leaders from East and West Europe and North America to step back and reflect on this turbulent environment."

Madeleine Green, Vice President of the American Council on Education; and Universities Project Advisory Committee and Visiting Advisor

Universities Project Symposium October 2–6

The October Symposium brought together forty-two senior university administrators, from eighteen different countries of West and East Europe and the United States, for an exploration of the implications of the process of globalization for higher education institutions.

In a panel addressing *Globalization and the Academic*

Disciplines, Martin Potucek, director of the Institute of Sociological Sciences at Charles University in Prague, Czech Republic, expressed these ideas:

"To understand better global issues, we should not rely on capacities of single disciplines; indeed they are often unable even to recognize problems.... We should stimulate an equal dialogue among the representatives of various disciplines from various professional and social backgrounds. This equality of access

to such dialogue is crucial. Furthermore, we desperately need innovative, holistic approaches able to process the bulk of partial information, to select relevant pieces of it, and to offer scientifically legitimate explanations of the world in which we live."

Universities Project Symposium November 18–23

At the November Symposium, discussion built upon themes raised at

October

Universities Project
Symposium
October 2–6

Session 372
Race and Ethnicity: Social Change
through Public Awareness
October 9–16

November

THE VISITING ADVISORS PROGRAM

In the fall of 1998, the Salzburg Seminar launched the Visiting Advisors Program (VAP) in order to apply, on the level of individual institutions, the concepts discussed at Universities Project symposia. Designed to enhance institutional and personal relationships begun in Salzburg, the VAP consists of consulting visits by educators from North America and West and Central Europe who volunteer their time and expertise to assist colleagues and institutions in the process of institutional self-assessment and change. The teams spend approximately four days advising and supporting university leadership in developing new approaches to concerns expressed by the requesting institution. Individual team members also encourage professional connections and foster institutional linkages. Since the announcement of the VAP, nearly 100 Universities Project participants have volunteered their services to travel to host institutions to advise on matters of higher education reform. By the end of 1999, thirteen consulting visits had taken place in Central and East Europe and Russia.

A visit to Novosibirsk, Russia, in October 1999 was illustrative of how universities in the region are using the VAP to make global connections. Novosibirsk State Technical University (NSTU) invited a team consisting of colleagues from East and West Europe and the United States to examine a process currently underway to develop an institutional capacity for self-evaluation of academic quality. Anatoly Vostrikov, rector of NSTU, described the visit and its outcome in this way:

"The work with the independent experts of the Salzburg Seminar made it possible for us to evaluate better the position that NSTU occupies in the context of international tendencies in higher education and to correlate our own view of the problems of evaluation of educational quality with the points of view that have taken shape elsewhere in the world....

Although only two months have passed since the visit, we have already published, as a direct result of that visit, a report on educational quality and presented it to the Ministry of Education. The report has been recognized as the best among many others, and will be sent to all Russian institutions of higher education as a model for annual reports on educational quality."

the January, April, and October symposia, but with a new emphasis. Rather than focus on issues of immediate concern to present university leadership, the Symposium looked at the implications of current trends for the future of higher education. Reflecting the new emphasis, and marking a new direction for the Project, Faculty led the forty-six Fellows—chosen from the ranks of the next generation of university leaders—through

an intensive program of plenary sessions and working groups.

László Frenyó, president of the Higher Education Research Council in Budapest, Hungary, and member of the Universities Project Advisory Committee, shared his views on *The Central European Perspective*:



Transition within a Transition in a panel presentation:

"Globalization has many implications, even for the latecomers such as in Central and East Europe (CEE). One impact will be on the traditional binary system with no interface between the college and university systems. The new competitors—for-profit, virtual, corporate, transnational, etc.—will force this system to change. We must reshape our

mentality to place first those whom we serve—students, their parents who pay the bills, and, more broadly, the taxpayers and the state that fund higher education in CEE. This change requires a cadre of professional managers, rather than a deeply conservative academic collegium resistant to change and without management skills. Universities that are able to embrace these changes rather than resist them will be the successful institutions of the future."

Universities Project
Symposium
November 18–23

Peter Magrath, president of the National Association of State Universities and Land-Grant Colleges, USA; László Frenyó; and Daniel Matuszewski, president of the International Research and Exchanges Board (left to right).



HONG KONG, CHINA © THE STOCK MARKET, INC.

Session 373
China and the Global Community
 December 4–11

"I have attended many symposia on China related topics, but the presentations and discussions at Salzburg challenged both emotionally and intellectually many of the beliefs I firmly held previously. . . . The network of alumni will become a new source of ideas and support that I can rely on in the future."

Lan Xue, Vice President, Development Research Academy for the Twenty-First Century, and Associate Dean, School of Public Affairs, Tsinghua University, China; and Fellow, Session 373

The Seminar in Asia

As the Seminar's final session of the year, indeed of the century, *China and the Global Community* was a fitting occasion by which to celebrate the very goals that the Seminar strives to achieve, and to look toward its future. Just as the Salzburg Seminar promoted dialogue and understanding in war-torn Europe fifty years ago, the Seminar views increased dialogue with Asia on challenging issues as a priority for the twenty-first century.

Since launching its Asian Initiative in 1993, more than 350 East and Southeast Asians have participated as Fellows or Faculty in Seminar sessions; prominent individuals from Hong Kong, Japan, Korea, and Singapore have served on the Seminar's Board of Directors; and alumni associations in Japan, Korea, the Philippines, Singapore, Thailand, and Viet Nam have joined the Seminar's growing network.

Closely following the celebration of the fiftieth anniversary of the People's Republic of China, and the United States–China WTO discussions, Session 373 brought together fifty-nine Fellows, including eleven from China, to consider China's domestic affairs and its emerging relationship with neighboring countries and other global powers. Guided by Chinese and American co-chairs, Fellows shared views and forged relationships that will assist this next generation of leaders in confronting the challenges yet to come.

Wang Jisi, senior researcher and director of the Institute of American Studies at the Chinese Academy of Social Sciences, and president of the Chinese Association for American Studies, expressed this view in his lecture entitled *China's Relations with the United States: Past and Present*:

"China–US relations today are characterized by four phenomena. First, each side is more realistic and disillusioned about the other side, and both sides cast few illusions about their future relationship. On the

Chinese side, there is the realization that the differences in political systems, ideology, and culture pose an insurmountable obstacle. People are convinced that the Americans will never welcome the rise of China, and never stop their activities in meddling with Chinese internal problems, including Taiwan. On the American side, a comparable realization is evident that the Chinese Communist leadership will persist, and that China will not change its anti-hegemonist position aimed at reducing American global and regional influences.

The mutual disillusionment makes it inevitable that the future relationship will be marked by bitter political quarrels, back-and-forth accusations, and negative mutual images. Meanwhile, both sides also realize more clearly their common interests, including the common preference to seek a peaceful solution to the Taiwan issue. A head-on confrontation would be too costly to both sides to consider.

The second phenomenon is that domestic factors will be even more

December

Session 373
China and the Global Community
 December 4–11



Co-Chairs of Session 373, Harry Harding, dean of the Elliott School of International Affairs at George Washington University (right), and Yang Chengxu, president of the China Institute of International Studies and former Chinese ambassador to Austria (center).

I was impressed by the importance the Salzburg Seminar has attached to free discussion. . . . I was also pleased to get to know a lot of friends and look forward to keeping in touch with them to promote our mutual understanding."

Yang Chengxu, President, China Institute of International Studies, and Former Chinese Ambassador to Austria; and Co-Chair, Session 373

assertive in the bilateral relationship. The United States Congress, the media, trade protectionists, the military-industrial complex, human rights activists, the religious right, and other interest groups will use the China issue for their own purposes. The Clinton administration, and perhaps the next administration in Washington, will often be held hostage to domestic pressures in policymaking regarding China....

The third phenomenon is a sharp contrast and incompatibility between 'low politics' issues and 'high politics' issues. Such 'low politics' issues as trade, investment, technological transfer, environment issues, and educational exchanges require closer linkages and cooperation. They serve as cushions against disastrous disruption. However, broadened personal contacts and more extensive engagement between the two societies in 'low politics' areas do not necessarily result in deeper mutual understanding and trust in 'high

politics' issues like arms control, Taiwan, and human rights....

The fourth phenomenon, which may partly explain the third, is the contrast between the high political temperature inflamed by public statements and the working atmosphere sustained by practical considerations in both governments. In the past few years, working relationships between various levels of the two governments and the so-called 'Track II' dialogues between policy analysts from the two countries have effectively tackled difficult

problems. In this sense, the frequent exchange of barrages, sensationally publicized by the media, could be somewhat confusing and misleading.

I would like to conclude with cautious optimism about the future of China-US relations. Chairman Mao Zedong had the famous saying that 'the future is bright, and the road is tortuous.' But I don't think this applies to China-US relations. The road is certainly tortuous, but the future is not bright. What we should and could do is not to let the tortuous road lead to a dangerous abyss."

Freeman Fellowship Program

A generous grant from the Freeman Foundation has enabled the Seminar to establish strong relationships with eighteen partnership universities in eleven East and Southeast Asian countries. Among the most prestigious institutions of higher education in Asia, these universities nominate, from among their faculty, rising leaders to attend Salzburg Seminar sessions. In 1999, forty-one individuals were nominated.

In addition, a series of three special sessions, the second of which was held in 1999, focuses on shared cultural values. Entitled *East Asia-The United States: A Search for Common Values*, these symposia bring together an equal number of Freeman Fellows and Seminar alumni from selected American universities to build on the relationships and ideas begun during their initial Salzburg Seminar experience and to encourage ongoing ties between them.

Houghton Freeman, president of the Freeman Foundation, and his wife Doreen enjoy talking with a group of Freeman Fellows during a coffee break at Session 373.



In her working group discussion, Fellow Abhinya Rathanamongkolmas from Thailand addresses the theme China and Its Asian Neighbors.

2000 Academic Program

"The quality of the lectures was exceptional and even more so was the possibility of talking with Faculty members at any time and in a very relaxed way about complex issues"

Fellow, Spain

UNIVERSITIES PROJECT SYMPOSIUM

February 2-6

SESSION 374 Shakespeare Around the Globe

February 23-March 1

Faculty

Robert Whitman (Chair), Professor Emeritus, Department of English, University of Pittsburgh, Pennsylvania

Richard Eyre (Guest Lecturer), Former Director, Royal National Theatre, London



Dennis Kennedy, Samuel Beckett Professor of Drama, Trinity College, Dublin

Welcome Msomi, Chairman and Chief Executive Officer, Naledi Ya Afrika, Pretoria

Blake Robison, Producing Director, National Shakespeare Company, New York

Shen Lin, Director, Institute for Studies in Theater Art, The Central Academy of Drama, Beijing

Zdenek Stribny (Resource Person), Professor Emeritus, Department of English and American Studies; Director of Graduate Studies, Charles University, Prague

Habib Tanvir, Director, Naya Theatre Company, Bhopal, India

AMERICAN STUDIES WORKSHOP American Drama: Text and Performance

March 11-18

SESSION 375 European Paradox: Integration and Disintegration

March 22-29

Faculty

Loukas Tsoukalis (Co-Chair), Eleftherios Venizelos Chair in Contemporary Greek Studies, European Institute of the London School of Economics and Political Science; Professor, University of Athens

Helen Wallace (Co-Chair), Director, Sussex European Institute, University of Sussex, United Kingdom

Peter Corterier, Former Secretary General, North Atlantic Assembly; Former State Secretary, German Ministry of Defense, Karlsruhe

Ahmet Evin, Dean of Arts and Social Sciences, Sabanci University, Istanbul

Tuomas Forsberg, Director, Finnish Institute of International Affairs, Helsinki

Klaus Gretschmann, Chief Economic Advisor to German Chancellor Schroeder, Berlin

Ivan Krastev, Director, Centre for Liberal Strategies, Sofia, Bulgaria

Eva Nowotny (Guest Lecturer), Director General for European Integration and Economic Affairs, Austrian Foreign Ministry, Vienna

Michel Petite, Member of the Cabinet of the President, European Commission, Brussels

Nikolai Schmeliev, Director, Institute of Europe, Russian Academy of Sciences, Moscow

SESSION 376 The Social and Economic Determinants of the Public's Health

April 5-12

Faculty

Ronald David (Co-Chair), Chief Medical Officer, Public Benefit Corporation, Washington, DC

Mary Hlalele (Co-Chair), Program Director, Health, Africa Region, W.K. Kellogg Foundation, Belgravia, Zimbabwe

Camara Phyllis Jones, Department of Health and Social Behavior, Department of Epidemiology, Harvard School of Public Health, Cambridge, Massachusetts

Edna Roland, President, FALA PRETA, Sao Paulo

Faith Smith, President, NAES College, Chicago

Gloria R. Smith, Vice President for Programs, W.K. Kellogg Foundation, Battle Creek, Michigan

W. Donald Weston, Vice Chancellor, Health Services, University System of West Virginia, Charleston

Erio Ziglio, Regional Advisor, Health Promotion and Investment for Health, World Health Organization, Copenhagen

UNIVERSITIES PROJECT SYMPOSIUM

April 15-20

SESSION 377 Who Will Control the Food System?

May 5-12

Faculty

Sandra Batie (Co-Chair), Elton R. Smith Professor in Food and Agricultural Policy, Department of Agricultural Economics, Michigan State University, East Lansing

Kimseyinga Savadogo (Co-Chair), Dean, School of Economics, University of Ouagadougou, Burkina Faso

Walden Bello, Co-Director, Focus on Global South, Chulalongkorn University, Bangkok

Simeon Ehui, Coordinator, International Livestock Research Institute, Livestock Policy Analysis Project, Addis Ababa, Ethiopia

Manuela Gut-Rella, Responsible Food Chain Project, Basel, Switzerland

Richard Harwood, C. S. Mott Foundation Chair of Sustainable Agriculture, Crop and Soil Sciences Department, Michigan State University, East Lansing



Jules Pretty, Director, Centre for Environment and Society, University of Essex, Colchester, United Kingdom

SPECIAL SESSION

Freeman Foundation Symposium on East Asia-The United States: A Search for Common Values

June 1-6

SESSION 378 The Entrepreneurial City

June 13-20

Faculty

Robert R. Kiley (Chair), President and Chief Executive Officer, New York City Partnership and Chamber of Commerce, New York

Katalin Pallai, Counsellor to the Mayor of Budapest

Carole Rakodi, Professor of City and Regional Planning, Cardiff University; Convenor, Urban Policy Study Group, Development Studies Association, Wales

Jaime Ravinet de la Fuente, Mayor, City of Santiago

Saskia Sassen, Professor of Sociology, University of Chicago; Centennial Visiting Professor, London School of Economics

Kurt L. Schmoke, Former Mayor, City of Baltimore, Maryland

Zhang Yunling, Professor; Director, Institute of Asia-Pacific Studies, Chinese Academy of Social Sciences, Beijing

SESSION 379/UNIVERSITIES PROJECT**Alternate Systems and Structures for Higher Education: Public Needs and Institutional Response for the 21st Century**

July 1–8

Faculty

Dennis O'Brien (*Co-Chair*), President Emeritus, University of Rochester, New York

Jairam Reddy (*Co-Chair*), Former Vice-Chancellor, University of Durban-Westville; Former Chair, National Commission on Higher Education, South Africa

Joseph Duffey, Former President, University of Massachusetts and American University; Senior Vice President and Chairman, International Universities Initiative, Sylvan Learning Systems, Baltimore, Maryland

David Gardner, President Emeritus, University of California; President Emeritus, University of Utah

Andrew Gonzalez, Secretary, Department of Education, Culture, and Sports, Manila

Luis Riveros, Rector, University of Chile, Santiago

Akilagpa Sawyerr, Director of Research, African Association of Universities, Accra; Professor of Law, and Former Vice-Chancellor, University of Ghana

Ludmilla Verbitskaya, Rector, St. Petersburg State University

Wang Sheng-hong, President, Fudan University, Shanghai

SESSION 380**Biotechnology: Policy Issues and Regulatory Frameworks**

July 12–19

Faculty

Michael Morgan (*Chair*), Chief Executive, The Wellcome Trust Genome Campus at Hinxton, Cambridge, United Kingdom

Alan Colman, Director of Research, PPL Therapeutics, Edinburgh, Scotland

Michael Kirby, Justice, High Court of Australia; Member, International Bioethics Committee of UNESCO; Member, Ethics Committee, Human Genome Organisation, London

Kim Nasmyth, Director, Institute for Molecular Pathology, Vienna

Pauline Newman, Federal Judge, United States Court of Appeals, Washington, DC

James D. Watson, President, Cold Spring Harbor Laboratory, Cold Spring Harbor, New York

Huanming Yang, Director, Human Genome Center, Institute of Genetics, Chinese Academy of Sciences, Beijing

SESSION 381**Transnational Perspectives on Intellectual Property and Communications Law**

August 2–9

Faculty

Zoe Baird (*Co-Chair*), President, Markle Foundation, New York

Lloyd N. Cutler (*Co-Chair*), Senior Counsel, Wilmer, Cutler & Pickering; Former Counsel to United States Presidents Carter and Clinton, Washington, DC

Joel Klein, Assistant Attorney General, Antitrust Division, United States Department of Justice, Washington, DC

Sherry Liu, Senior International Counsel, and Director, Asia Pacific Law Department, Motorola Asia Pacific Ltd., Motorola (China) Electronics, Beijing

Viktor Mayer-Schönberger, Assistant Professor of Public Policy, John F. Kennedy School of Government, Harvard University, Cambridge, Massachusetts

Marc Pearl, General Counsel and Senior Vice President, Government Affairs, Information Technology Association of America, Arlington, Virginia

David Perkins, Chairman, Intellectual Property Department, Clifford Chance, London

Andrew Shapiro, Senior Advisor, The Markle Foundation, New York

George Vradenburg, Senior Vice President for Global and Strategic Policy, America Online Inc., Washington, DC

SPECIAL SESSION**Symposium on Sustainability, Education, and the Management of Change in the Tropics (Costa Rica)**

August 5–12

SESSION 382**Youth and Civic Participation: Models for Engagement**

September 6–13

Faculty

Joyce Ladner (*Chair*), Senior Fellow, Governmental Studies, The Brookings Institution; Professor of Sociology, Howard University School of Social Work, Washington, DC

Alicja Derkowska, Co-Founder and President, Education Society for Malopolska; Consultant for Civic Education Programs in Eastern Europe and the NIS, Nowy Sacz, Poland

Alison Byrne Fields, Campaign Director, Rock the Vote, Los Angeles, California

Buffy Sainte-Marie, Founder, The Cradleboard Teaching Project;

Songwriter and Recording Artist, Kapaa, Hawaii

Hank Sanders, Member, Alabama State Senate; Co-Founder, 21st Century Youth Leadership Movement, Selma

SPECIAL SESSION**HRH The Prince of Wales's European Business and the Environment Programme**

September 17–23

UNIVERSITIES PROJECT SYMPOSIUM

September 23–27

SESSION 383**Mass Media in the Age of Globalization**

October 11–18

Faculty

George Krimsky (*Co-Chair*), President, International Media Services, Washington, DC

Francis Pisani (*Co-Chair*), Technology Correspondent, *El País*, *Le Monde*, *Reforma*, and *Spider*; Lecturer, University of California, Berkeley, and Universidad Iberoamericana, Mexico

Jim Amoss, Editor, *The Times-Picayune*, New Orleans, Louisiana

Denise Caruso, Principal, Technology and Media Group; Columnist, *The New York Times*, San Francisco, California

Peter da Costa, Regional Communications Advisor, United Nations Economic Commission for Africa, Addis Ababa, Ethiopia

Kevin Klose, President and Chief Executive Officer, National Public Radio, Washington, DC

Lizeka Noxolo Mda, Executive Editor, *The Star*, Johannesburg

Dusan Reljic, Head of Department, Media and Democracy Program, The European Institute for the Media, Düsseldorf, Germany

Anuradha Vittachi, Director, OneWorld International Foundation, Chinnor, Oxon, England

AMERICAN STUDIES WORKSHOP Political Leadership and Media Democracy

October 21–28

UNIVERSITIES PROJECT SYMPOSIUM

November 25–30

SESSION 384**Asian Economies: Regional and Global Relationships**

December 2–9

Faculty

Ronnie C. Chan (*Co-Chair*), Chairman, Hang Lung Development Company, Ltd., Hong Kong

Frank G. Wisner (*Co-Chair*), Vice Chairman, External Affairs, American International Group, New York

Isher Judge Ahluwalia, Director and Chief Executive, Indian Council for Research on International Economic Relations, New Delhi

W. Bowman Cutter, Managing Director, E. M. Warburg, Pincus & Co., LLC, New York

Rauf Diwan, Managing Director, Emerging Markets Partnership, Singapore

Takatoshi Kato, Advisor to the President, Tokyo-Mitsubishi Bank; Former Vice Minister of Finance for International Affairs, Tokyo

Kwak Sang-Kyung, Professor of Economics and Dean, Graduate School of International Studies, Korea University; Former Member, Federal Reserve Board, Seoul

Justin Yifu Lin, Director, China Center for Economic Research, Peking University, Beijing



Global Network

"The Salzburg Seminar is a real forum for dialogue among nations and regions that normally would not communicate with one another or be part of the same network, but in the incomparable atmosphere of Salzburg, people open up. They review previous assumptions and prejudices, and share ideas freely."

Fellow, Hungary

11 Fellows, Faculty, and other participants in Salzburg Seminar academic programs become part of the Seminar's global network, now numbering more than 20,000 individuals from 150 countries and regions. Supported by electronic communication, the Seminar serves as a locus of information and connection among its alumni, thereby extending the Salzburg experience throughout their professional lives. The Salzburg Seminar is in the process of developing better ways to use technology—including exploring various Internet-based technologies, incorporating enhanced web features on its website, and facilitating activity on discussion boards—to promote improved communication among its expanding network of participants.

Afghanistan	1	* Belgium	336	Congo, Democratic Republic of the	2	Gambia	1
* Albania	24	Belize	1	Costa Rica	18	* Georgia	51
Algeria	23	Benin	2	* Croatia	248	* Germany	1,961
Angola	2	Bhutan	1	Cuba	3	* Ghana	37
* Argentina	82	Bolivia	4	Cyprus	35	* Greece	214
* Armenia	23	Bosnia and Herzegovina	30	* Czech Republic	294	Guatemala	7
Australia	62	Botswana	9	Denmark	385	Haiti	2
* Austria	753	* Brazil	70	Dominica	1	Honduras	3
Azerbaijan	12	Bulgaria	242	Dominican Republic	8	* Hungary	308
Bahamas	1	Burundi	2	* Ecuador	15	Iceland	11
Bahrain	15	Cambodia	2	* Egypt	364	* India	256
Bangladesh	26	Cameroon	7	Eritrea	1	Indonesia	26
Barbados	1	Canada	82	Estonia	80	Iran	16
* Belarus	29	* Chile	30	Ethiopia	18	Iraq	1
		China	105	Fiji	1	* Ireland	281
		Colombia	19	* Finland	420	* Israel	420
				* France	815	* Italy	1,309
						Ivory Coast	3



Jamaica	6	Namibia	2	Sudan	34
* Japan	102	Nepal	9	Suriname	1
* Jordan	148	* Netherlands	945	Swaziland	4
Kazakhstan	27	New Zealand	8	* Sweden	571
* Kenya	34	Nicaragua	4	* Switzerland	376
* Korea, Republic of	41	* Nigeria	101	Syrian Arab Republic	11
Kuwait	7	* Norway	445	Taiwan	21
Kyrgyzstan	24	Oman	10	* Tajikistan	44
* Latvia	62	* Pakistan	83	Tanzania, United	
Lebanon	36	Palestinian Authority	71	Republic of	14
Lesotho	6	Panama	4	* Thailand	51
Liberia	5	* Peru	17	Trinidad and Tobago	12
Lithuania	60	* Philippines	39	* Tunisia	59
* Luxembourg	33	* Poland	621	Turkey	382
* Macedonia, FYR	70	* Portugal	177	Turkmenistan	6
Madagascar	1	Qatar	3	* Uganda	21
Malawi	1	* Romania	311	* Ukraine	97
Malaysia	28	* Russian Federation	315	United Arab Emirates	8
Mali	2	Rwanda	3	* United Kingdom	1,585
* Malta	107	Saudi Arabia	28	* United States	2,957
* Mauritania	6	Senegal	13	Uruguay	7
Mauritius	3	Sierra Leone	4	* Uzbekistan	23
* Mexico	68	* Singapore	29	Venezuela	7
Moldova, Republic of	13	* Slovakia	90	* Viet Nam	29
Mongolia	9	* Slovenia	159	Yemen	8
Morocco	39	Somalia	2	Yugoslavia	246
Mozambique	1	* South Africa	158	Zambia	5
Myanmar	1	* Spain	421	Zimbabwe	40
		Sri Lanka	28		
		St. Vincent and the			
		Grenadines	1		
					21,271

*"The Salzburg
Seminar fosters inquiry
and solutions to issues
of common concern. . .*

*My world view has
been broadened into a
new landscape."*

Fellow, China



LISTSERVS

Beginning in 1999, all participants in Salzburg Seminar academic programs leave Salzburg with the opportunity to maintain contact via a listserv with the other participants from their particular session. Thus far, more than forty listservs have been established; they are active forums not only for continuing conversations begun in Salzburg, but also for collaborating on projects and publications, and for providing members with information about possible jobs, conferences, and other networking possibilities. As in Salzburg, individuals are able to discuss issues in freedom, and although not everyone may agree, all members are tolerant of others' differences.

The American Studies Center Workshop in October 1999 marked the first time a listserv was established prior to a Seminar session. This approach was so successful that the Seminar plans to replicate it for all future sessions. The Seminar also has plans to create a series of listservs based on professional groups, thereby extending the Seminar network beyond the participants in a particular session.

* Indicates that an alumni organization exists in this region or country. Details may be found on the Seminar's website at www.salzburgseminar.org/alumni.cfm.

Salzburg Seminar Alumni

"The network established during the Salzburg Seminar is invaluable as an important source for international research and a first step towards mutual cooperation."

Fellow, Singapore

Networking the Globe

Each year, groups of individuals from throughout the world meet at Schloss Leopoldskron for a brief period of intensive dialogue in the hope of bringing about positive change. Although this experience usually lasts no more than a week, professional relationships spanning the globe have been formed that sometimes endure for a lifetime. More than sixty Regional Alumni Associations activate and maintain a network of alumni within their own countries. In addition, three Professional Alumni Associations link alumni throughout the world who work in a particular field. All of these associations are independent, not-for-profit entities, and organize their own meetings and projects. Volunteer leaders serve to maintain a mutually productive relationship with the Seminar and to meet the interests of their affiliated members.

LAWSS

The first activity of the *Legal Alumni Web of the Salzburg Seminar (LAWSS)*, whose purpose is to create a professional network of Seminar alumni engaged in the legal profession, was a symposium held at Schloss Leopoldskron from August 7 to 9, 1999. The

symposium, attended by forty alumni from fifteen countries, focused on the theme *The Lawyer in Society*.

Three distinguished speakers gave plenary presentations, followed by lively discussion among those present. Manfred Nowak, director of the Ludwig-Boltzmann Institute of Human Rights in Vienna, spoke on *Human Rights in the Former Yugoslavia*; Sir Sydney Kentridge, Queen's Counsel practicing at the English and South African Bar, led a discussion on *International Criminal Justice*; Richard Webster, who practiced law with Cleary, Gottlieb, Steen, and Hamilton in New York, Paris, and Brussels—and whose association with the Seminar goes back to 1948—delivered a presentation on *Secessionist Claims*. The symposium was organized with

the valuable help of Vijay Sharma, senior partner of Arlingtons Sharmas Solicitors in London, who is serving as alumni leader of LAWSS.

As a result of the overwhelming success of the first activity of LAWSS, the Seminar plans to hold LAWSS symposia on a regular basis, in addition to exploring other ways in which a topical alumni group can provide a resource for alumni in the same profession to communicate with each other.

Featured Speaker Manfred Nowak greets alumna Mira Jovicic-Plessl from Yugoslavia at the opening of the LAWSS symposium in August 1999.



LAWSS Alumni Leader
Vijay Sharma.

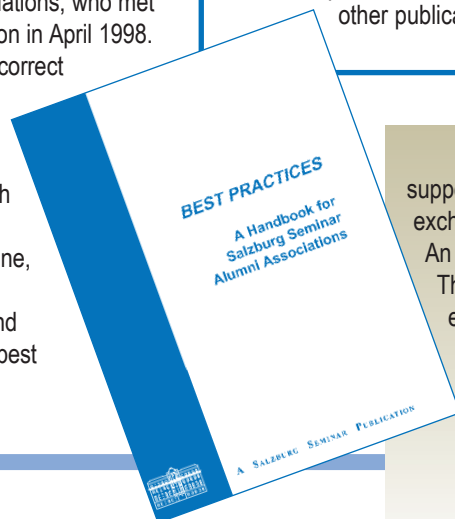


"If anyone wants to evaluate the impact of a session, it should be in terms of the post-session information sharing that goes on among the Fellows."

Fellow, Ghana

ALUMNI LEADERS HANDBOOK:

Best Practices: A Handbook for Salzburg Seminar Alumni Associations was created and distributed in 1999 to all Salzburg Seminar alumni leaders. It is a reference manual based on the experience and advice shared by twenty-three leaders of both long-established and new Salzburg Seminar alumni associations, who met at Schloss Leopoldskron in April 1998. Prescribing no single, correct model for an alumni association, the Handbook offers suggestions from which each group is encouraged to determine, in the context of its particular objectives and constituency, its own "best practices."



OTHER PROFESSIONAL ASSOCIATIONS

ISCLT (*International Society for Contemporary Literature and Theatre*) began as a reunion of the Fellows of Session 148, *Contemporary American Literature*, in 1973, and has met annually ever since in locations in Europe and the United States. Its purpose is to encourage the writing and study of literature by sponsoring activities designed to increase understanding through production, criticism, and shared experience. Its international membership, not limited to Seminar alumni, includes more than 150 individuals engaged in literary, theatrical, and related academic pursuits.

SCUPAD (*Salzburg Congress on Urban Planning and Development*), at www.picced.org/resource/scupad.htm, is an independent, nonprofit organization originating from the Salzburg Seminar. Founded by Fellows from the Seminar's *Urban Planning* Session in 1965, the approximately 200 SCUPAD members, consisting of Fellows and other invited experts in urban planning and development, are based throughout Europe, the Middle East, North America, India, and Northern Africa. SCUPAD's objectives are

- ❖ to maintain contacts among participants of all urban planning and related Seminar sessions;
- ❖ to exchange research results and new concepts and policies in the field of urban planning and development;
- ❖ and to organize an annual Congress that addresses topics of critical relevance to urban planning and development, and to publish its results in the SCUPAD newsletters and other publications.



A participant at the LAWSS symposium joins in the plenary discussion in Parker Hall.

The Salzburg Seminar Alumni Office supports activities and facilitates the exchange of information among the Seminar's Fellows, Faculty, and other participants. An e-mail list is maintained, and alumni are urged to update all address information. The Alumni Office welcomes inquiries about the Seminar's programs and encourages alumni to suggest potential applicants for forthcoming sessions.

For further information on alumni activities and/or organizations:

Salzburg Seminar Alumni Office
Box 129, A-5010 Salzburg, Austria
Telephone: +43 (662) 839830, Fax: +43 (662) 839837
E-mail: alumni@salzburgseminar.org
Internet: www.salzburgseminar.org/alumni.cfm

Faculty & Fellows

1947-2000: A PARTIAL RETROSPECTIVE

"Although an optimist by nature, there have been times during which it seemed to me my generation was failing most significantly even to begin to achieve the dreams for a better world. To see and participate with the young people in the Seminar, to witness a process which encourages, indeed requires, them to face the profound issues of our time, has renewed my hope."

Lynn Williams, Retired President, United Steelworkers of America; and Faculty, Session 367

For more than fifty years, the Salzburg Seminar has brought distinguished leaders from government, law, business, and academia together with exceptional mid-career professionals from around the world. The Seminar takes pride in and would like to recognize all those who have participated in its programs, but space prohibits doing so. This representative list reflects both the prominence of Seminar Faculty members and the diversity and accomplishments of its Fellows. Many of the Seminar's Board of Directors, although not included here, have served with distinction at Seminar sessions; all Faculty have served without compensation.

Rahimah Haji Ahmad, *Fellow*
Professor and Dean, School of Education, University of Malaya

Eloy Anello, *Faculty*
President and Founder, Nür University, Bolivia

Khalid Al Ankary, *Fellow*
Minister of Higher Education, Saudi Arabia

Homero Aridjis, *Faculty*
Writer; President, International PEN, Mexico

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President, The Brookings Institution; Former Ambassador of the United States to Japan

Nancy Landon Kassebaum Baker, *Faculty*
Former United States Senator

Aharon Barak, *Faculty*
President, Supreme Court of Israel

Donal Barrington, *Fellow*
Member, Supreme Court, Republic of Ireland

Saul Bellow, *Faculty*
Nobel Laureate in literature

Shyam Benegal, *Faculty*
Filmmaker, India

Derek Bok, *Faculty*

President Emeritus and 300th Anniversary University Professor, Kennedy School of Government, Harvard University

Malcolm Bradbury, *Fellow*
Author; Professor Emeritus of American Studies, University of East Anglia

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Chairman, President's Committee on the Arts and Humanities; Former United States Representative in Congress from Indiana

Stephen Breyer, *Faculty*
Associate Justice, United States Supreme Court

André Brink, *Faculty*
Author; Professor of English, University of Cape Town

Leon Brittan, *Faculty*
Former Vice President, European Commission

David S. Broder, *Faculty*
Pulitzer Prize recipient; National Political Correspondent, *The Washington Post*

Cai Haoyi, *Faculty*
Deputy Director, People's Bank of China, Research Institute of Finance and Banking

Ján Carnogursky, *Faculty*
Minister of Justice and Former Prime Minister, Slovakia

Warren Christopher, *Faculty*
Presidential Medal of Freedom recipient; Former United States Secretary of State

Harlan Cleveland, *Faculty*
President, World Academy of Art and Science; Former United States Assistant Secretary of State

Emil Constantinescu, *Faculty*
President of Romania

E. Gerald Corrigan, *Faculty*
Managing Director, Goldman Sachs, New York

Ralf Dahrendorf, *Fellow*
Former Director, London School of Economics; Honorary Fellow, St. Antony's College, Oxford

Jean-Louis Dewost, *Faculty*
Director-General, Legal Service, European Communities

Ariel Dorfman, *Faculty*
Playwright; Author; The Distinguished Research Professor of Literature and Latin American Studies, Duke University

Unity Dow, *Faculty*
Justice, The High Court of Botswana, Lobatse

Mohamed El-Baradei, *Faculty*
Director General, International Atomic Energy Agency

Roger Erréra, *Faculty*
Member, Conseil d'Etat, Paris

Franz Fischler, *Faculty*
Commissioner, Agriculture and Rural Development, European Commission

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Former Prime Minister of Ireland

Colette Flesch, *Fellow, Faculty*
Member, European Parliament

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Presidential Medal of Freedom recipient; Historian; James B. Duke Professor Emeritus of History, Duke University

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Ruth Bader Ginsburg, *Faculty*
Associate Justice, United States Supreme Court

Andrew Gonzales, *Fellow, Faculty*
Secretary of Education, Culture, and Sports, Philippines

Anthony R. Gubbay, *Faculty*
Chief Justice of Zimbabwe

Lani Guinier, *Faculty*
Professor of Law, Harvard Law School

Sirkka Hämäläinen, *Fellow*
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Cheryl Henson, *Fellow*
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Frances Hesselbein, *Faculty*
Presidential Medal of Freedom
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Executive Officer, Peter F. Drucker
Foundation for Nonprofit
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Rosalyn Higgins, *Faculty*
Judge, International Court of Justice,
The Hague

Mugur-Constantin Izarescu,
Fellow
Prime Minister of Romania

Franciska Issaka, *Faculty*
Founder, Centre for Sustainable
Development Initiatives, Ghana

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Deputy Director, Federal Office of
Foreign Economic Affairs;
Ambassador and Delegate, Federal
Council for Trade Agreements,
Switzerland

Anker Jørgensen, *Fellow*,
Faculty
Former Prime Minister of Denmark

George Kahari, *Fellow*
Director, National Gallery of
Zimbabwe

Max Kampelman, *Faculty*
Presidential Medal of Freedom
recipient; Vice Chairman, United
States Institute of Peace; Chairman,
American Academy of Diplomacy

Thomas Klestil, *Faculty*
President of Austria

Harold Hongju Koh, *Faculty*
United States Assistant Secretary for
Democracy, Human Rights, and
Labor

Maxine Kumin, *Faculty*
Pulitzer Prize recipient; Former
Poetry Consultant to the United
States Library of Congress

Pascal Lamy, *Faculty*
Commissioner for Trade, European
Commission

Pierre Lellouche, *Fellow*,
Faculty
Diplomatic Advisor to the President
of the French Republic; Member,
National Assembly of France

Lim Soon Lee, *Fellow*
Music Director and Resident
Conductor, National University of
Singapore

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President, Federal Constitutional
Court of Germany

Lindiwe Mabuza, *Faculty*
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Germany; Former Chief
Representative, African National
Congress

Ismail Mahomed, *Faculty*
Chief Justice of South Africa

Marcel Marceau, *Fellow*
Mime

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Supreme Court

Clara Osinulu, *Faculty*
Vice President, International
Federation of University Women;
Chair, Federation of University
Women of Africa; Director and
Program Representative, African-
American Institute, Nigeria

Eng Fong Pang, *Faculty*
High Commissioner for Singapore to
the United Kingdom and Northern
Ireland; Ambassador of Singapore to
the Republic of Ireland

Mari Pangestu, *Faculty*
Executive Director, Centre for
Strategic and International Studies,
Jakarta

Breda Pavlic, *Fellow*
Director, Women and Gender Equity,
UNESCO

Park Sung San, *Fellow*
Senior Advisor, Daewoo Securities;
Former Governor, Bank of Korea

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Consul General of Viet Nam to the
United States

Romano Prodi, *Fellow*
President, European Commission

William H. Rehnquist, *Faculty*
Chief Justice, United States
Supreme Court

Mary Robinson, *Faculty*
United Nations High Commissioner
for Human Rights; Former President
of Ireland

Renato Ruggiero, *Faculty*
Former Director, World Trade
Organization

Jana Ryslinková, *Faculty*
Executive Director, Information
Center for Foundations and Other
Not-for-Profit Organizations, Czech
Republic

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Faculty
Former Director General for
Competition, European Commission

Helmut Schmidt, *Faculty*
Former Chancellor of the Federal
Republic of Germany

Glenn T. Seaborg, *Faculty*
Nobel Laureate in chemistry; Former
Chairman, United States Atomic
Energy Commission

Donna E. Shalala, *Faculty*
United States Secretary of Health
and Human Services

James Sheridan, *Fellow*
Film Director and Producer

M. Hadi Soesastro, *Faculty*
Executive Director, Centre for
Strategic and International Studies,
Indonesia

Roberto Subroto, *Faculty*
Former Secretary General, OPEC

Yushu Takashima, *Faculty*
Former Ambassador of Japan to
Austria

Leo Tindemans, *Faculty*
Former Prime Minister of Belgium

Joseph Tosovsky, *Faculty*
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Former Ambassador of the European
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Simone Veil, *Faculty*
Former President, European
Parliament

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Former Chancellor of Austria

Eliska Wagnerová, *Faculty*
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Czech Republic

Per Wästberg, *Faculty*
Author; Vice President, International
PEN; Member of the Nobel
Committee, Swedish Academy

Shirley Williams, *Fellow*
Public Service Professor of Electoral
Politics, John F. Kennedy School of
Government, Harvard University;
Member, House of Lords, London



PHOTOGRAPH BY ELIZABETH MACMILLAN

**Olin Robison stands with Board
Member Raoul F. Kneucker, director
general of Scientific Research and
International Affairs at the Austrian
Federal Ministry of Science and
Transport. Dr. Kneucker was
awarded the Salzburg Cup in June
1999, an honor bestowed on
individuals who have demonstrated
outstanding service to the Seminar.**

Securing the Future

"I know of no other institution in the world that individually covers the educational field the way the Salzburg Seminar does. Because of what the Fellows learn and carry back to their individual countries, I have been an enthusiastic supporter of the Salzburg Seminar for many years."

Roy M. Huffington

The Campaign for the Salzburg Seminar: The First Hundred Years

In 1995, the W.K. Kellogg Foundation of Battle Creek, Michigan, a long-time supporter, awarded the Seminar an extraordinary \$10 million endowment grant that the Seminar must match in other commitments. All gifts and grants designated for the Seminar's endowment qualify for the match, as do pledges and contributions in the forms of trusts or bequests. Total commitments received at the end of 1999 stood at \$5 million.

In the spring of 1999, Board member Robert Mundheim and Professor Robert Gorman of the University of Pennsylvania Law School began a very successful campaign to establish a Penn Fellows Endowment. Gifts to the Penn Fellows Endowment, which count toward the Kellogg challenge, will support a Faculty member at the annual Law Session. The initial goal for the endowment was \$100,000. Thus far, more than \$118,000 has been raised in cash and pledges. The Seminar is grateful for the support of the Penn Fellows.



PHOTOGRAPH BY JAY VROOMAN

HUFFINGTON CENTENNIAL ENDOWMENT FUND OF THE SALZBURG SEMINAR

In December 1999, the Salzburg Seminar's Chairman of the Board, Roy M. Huffington, established the Huffington Centennial Endowment Fund with a \$1 million gift. This fund will be used to further the educational mission of the Seminar. It is with the greatest pleasure and appreciation that the Seminar acknowledges Ambassador Huffington's generosity. This gift

qualifies for the Kellogg match; as a result, the Seminar is pleased to report that it has met the first two of several deadlines pertaining to the Kellogg challenge and is well on its way to meeting the third one.

"I have greatly enjoyed my association with the Salzburg Seminar. I am delighted by the progress being made in expanding the Seminar's reach into Asia. Seminar sessions give tomorrow's leaders perspective on the larger global issues that will shape the twenty-first century."

Frank Boas



MAJOR COMMITMENTS TO THE ENDOWMENT

The Seminar acknowledges with gratitude estate gifts made to the endowment by Board Member Herbert P. Gleason and by Senior Fellow Frank Boas. Mr. Gleason, a lifetime member of the Board who celebrated his fiftieth anniversary with the Seminar in 1999, made his gift through a charitable remainder trust. Mr. Boas, who served two terms on the Board during the 1980s, made his commitment through a testamentary pledge. The Seminar is grateful to both Mr. Gleason and Mr. Boas.

"I support the Salzburg Seminar because it has given thousands of people a glimpse—sometimes an epiphany—of a civil society and what it takes to build it: hope, responsibility, curiosity, decency, intelligence, and courage. It has changed their lives. They can change the world."

Herbert P. Gleason

GIVING OPPORTUNITIES

The Salzburg Seminar welcomes gifts in support of both the unrestricted and capital needs of the organization. Named gift opportunities are available for many of the capital needs identified in the Seminar's long-range planning process. Named gifts may bear the donor's name or may be named to honor a spouse or other family member, a colleague, a firm, or other persons or organizations deserving recognition. The specific terms of these gifts are determined in consultation with the president.

The following list provides a representative sample of named gift opportunities:

\$6,000,000	Endow an Academic Program Session
\$1,365,000	Renovate a Wing of the Meierhof
\$850,000	Renovate the Meierhof Common Space
\$310,000	Reconfigure Parker Hall
\$150,000	Renovate a Faculty/Staff Apartment
\$100,000	Endow a Scholarship/Fellowship Fund
\$85,000	Renovate a Faculty/Staff Office
\$25,000	Endow a Lecture Fund
\$10,000	Endow a Book Fund/Technology Fund

If you are interested in more information about named gift opportunities at the Seminar, please contact John Krueger, director of Individual Gifts, at (802) 388 0007 (phone), (802) 388 0944 (fax), or jkrueger@salzburgseminar.org.

salzburg seminar staff

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SALZBURG

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For More Information

Information and materials about the Salzburg Seminar are available at the Seminar's offices listed below as well as on the Internet at **www.salzburgseminar.org**. Session descriptions and faculty listings are updated regularly. Inquiries about the Salzburg Seminar may be directed by e-mail to info@salzburgseminar.org.

Salzburg:

Salzburg Seminar
Schloss Leopoldskron
Box 129, A-5010 Salzburg, Austria
Telephone: +43 (662) 839830
Fax: +43 (662) 839837

Middlebury:

Salzburg Seminar
The Marble Works, P.O. Box 886
Middlebury, VT 05753 USA
Telephone: +1 (802) 388 0007
Fax: +1 (802) 388 1030

Vienna:

Salzburg Seminar
Schmidgasse 14
A-1080 Vienna, Austria
Telephone: +43 (1) 4058470
Fax: +43 (1) 4058445

California:

Salzburg Seminar
33 Yosemite Avenue
Oakland, CA 94611 USA
Telephone: +1 (510) 595 8622
Fax: +1 (510) 595 8619



PHOTOGRAPH BY NORMA JEAN ROLLET

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The Salzburg Seminar is a private, not-for-profit organization incorporated under the laws of the Commonwealth of Massachusetts as an institution of higher education, and has 501(c)(3) status with the United States Internal Revenue Service. Charitable contributions are welcome from organizations and from individuals. Tax deductible contributions may be made in the United States and several European countries. For more information, please contact the Development Office in Middlebury, Vermont.

The financial records of the Salzburg Seminar are a matter of public record and as such are available. For a copy of our most recent financial statements audited by PricewaterhouseCoopers LLP, Boston, please contact Wendy McKee at the Seminar's office in Middlebury, Vermont.