



SALZBURG SEMINAR

2001 President's Report *(Edited for the Internet)*

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SALZBURG SEMINAR

"I am aware of no other educational organization in the world that probes the challenging issues of our time with the depth and scope that the Salzburg Seminar does. Because of the educational effect the Salzburg Seminar has on the lives of individuals from across the globe, who have the potential to help shape our future, I have been an enthusiastic supporter of the Seminar for many years."

Roy Huffington

The Salzburg Seminar is one of the world's foremost international educational centers committed to global understanding through 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 and experience 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 for a wide range of sessions at the Seminar's magnificent facility at Schloss Leopoldskron to discuss political, social, and cultural issues of universal concern. It is the Seminar's belief, confirmed by fifty-three years of experience, 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

The Salzburg Seminar recently concluded its fifty-third year as a higher education organization. The Seminar began as and remains, in many ways, an extension of the American higher educational community. Our academic programs are at the nexus of scholarship and public policy, and they attract a preeminent international faculty. But the Salzburg Seminar is more than a think tank. We are driven by a deep commitment to promoting individual responsibility, global understanding, and enlightened world leadership. The spirit of reconciliation, in which the Seminar was founded in the aftermath of World War II, continues to be a constant thread running through our work.

In the course of each year, some 1000 individuals come to Schloss Leopoldskron seeking personal contact with their peers from around the world and the tools to bring about positive

change in their own communities. What happens while they are in Salzburg is often a catalyzing process. It is our hope that the world is a better place because of this shared experience of so many able and talented people.

This exceptional educational experience would not be possible without the leadership of the Salzburg Seminar's Board of Directors. The Seminar's Board is intimately and continuously involved in the process of planning our academic program. They are the guiding vision behind the Salzburg Seminar, and they play a pivotal role in our ongoing programming. At our Board meetings, held biannually, we look eighteen to twenty-four months out into the future so the topics we decide to explore are timely but not necessarily urgent. They are not meant to be today's headlines, but the issues that will continue to challenge the world in the decades to come. Moreover, the Board not only actively and regularly participates in the program planning process, but in the Seminar sessions themselves, as chairs and faculty members. Accordingly, throughout this

Report, we have taken the opportunity to share the perspectives of some of our Board members on the Seminar's mission and academic program. We feel tremendously fortunate for the Board's commitment to this organization, and only regret that space limitations mean we were

"The Seminar's Board is intimately and continuously involved in the process of planning our academic program. They are the guiding vision behind the Salzburg Seminar..."

not able to include comments from all of our esteemed Board members.

Also featured in the following pages is an overview, in the form of a timeline, of our 2000 academic program. The events that are highlighted along the timeline 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. Many of the highlighted events are parts of a series of sessions, as we have determined that much of our thematic work is better explored over multiple years.

We are also proud to showcase our 2001 academic program, and the renovation of the Meierhof, which is nearly complete and will dramatically transform our academic space and programming capacities. Photos can be found on page 28 in the Campaign section, along with the announcement of a new programmatic endeavor focused on performing arts organizations, thanks to the generosity of the philanthropist Alberto Vilar.

Finally, as ever, we are profoundly grateful to all those individuals and organizations who have supported the Seminar this past year and who have helped to make our work possible.



Roy Huffington
Chairman of the Board



Olin Robison
President

Roy M. Huffington Olin Robison

Salzburg Seminar Board of Directors

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Clemens Heller, Co-Founder,
Salzburg Seminar; and Former
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New York, New York

W. Peter Cooke,
Advisor, World
Regulatory Advisory
Practice, Pricewater-
houseCoopers, LLP;
London



Patricia Derian,
Former Assistant
Secretary of State
for Human Rights;
Miami, Florida

Alice Emerson,
Senior Advisor,
Andrew W. Mellon
Foundation;
Arlington,
Massachusetts



The Salzburg Seminar's Board of Directors is a diverse and accomplished group of individuals from across the world. Since the Seminar's early years, the Board has played a central role in overseeing the affairs of the Seminar, in guiding the organization's mission, and in planning and participating in the Seminar's academic program. Most members of the Board have been on the faculty of a Seminar session, many having served multiple times. Some members began their association with the Seminar as Fellows, and went on to become faculty and session chairs, and then Board members. This high level of involvement in the organization is distinctive, and is responsible, in large part, for the way in which the Seminar has been able to evolve so successfully in a changing world.

The full Board of Directors convenes twice each year: in June the Board meetings have traditionally been held in Salzburg, and the November meetings take place at a location in the United States. Several committees of the Board meet more frequently. In 2000, the November Board meeting was held at Morehouse College in Atlanta, Georgia. It was hosted by



"The strength of the Salzburg Seminar's Board lies in its breadth, which allows it to guide the organization with a truly global vision."

Nancy and Herbert Gleason



Anne Watts, associate vice president for Special Academic Programs at Morehouse College, introduces a group of Morehouse students who shared their "defining moment" in the classroom with the Seminar's Board and professors who inspired them.



Salzburg Seminar Board members gather with Morehouse College students and faculty, and Seminar alumni and staff at the November Board meeting.

Walter E. Massey, president of Morehouse College, and his wife Shirley A. Massey, both of whom are members of the Board.

Spanning three days, Board meetings are intensive and stimulating events comprised of planning discussions,

lectures and panel presentations by Board members and invited guests, and social gatherings. Featured on these four pages are highlights from the 2000 Board meetings.

Anne Ginevan, David Ginevan, Alberta Arthurs, and Bailey Morris-Eck (l to r) at a planning discussion.



"Hosting the November Board meeting at Morehouse College was a highly rewarding experience. It enabled us to expose Morehouse to the world, and to bring the world to Morehouse..."

Walter and Shirley Massey



Olin Robison presented Walter and Shirley Massey with a photo of Schloss Leopoldskron in gratitude for hosting the November Board meeting.



John C. Fontaine, Partner, Hughes Hubbard & Reed LLP; New York, New York

Bathsheba A. Freedman, Counselor; Author; Cambridge, Massachusetts

James O. Freedman, President, American Academy of Arts and Sciences; and President Emeritus, Dartmouth College; Cambridge, Massachusetts

Daniel R. Fung, Senior Counsel, Hong Kong Bar; Hong Kong

Anne V. Ginevan, Former Vermont State Representative; Middlebury, Vermont

David W. Ginevan, Executive Vice President of Facilities Planning, Middlebury College; Middlebury, Vermont

Nancy Gleason, Senior Social Worker, Stone Center Counseling Service, Wellesley College; Cambridge, Massachusetts

Wilhelmine Goldmann, Director of Privatization, Österreichische Industrieholding AG; Vienna

Toyoo Gyohten, President, Institute for International Monetary Affairs; and Senior Advisor, The Bank of Tokyo-Mitsubishi, Ltd; Tokyo



Heather Sturt Haaga, Artist; and Former President, Marketing Management, Inc.; La Canada, California

Paul G. Haaga, Jr., Executive Vice President and Director, Capital Research and Management Company; La Canada, California

Kathryn Hall (ex-officio), Ambassador of the United States to Austria; Vienna



James Oliver Horton, Benjamin Banneker Professor of American Studies and History, Department of American Studies, George Washington University; Washington, DC

Shirley M. Hufstедler, Senior of Counsel, Morrison & Foerster; and Former United States Secretary of Education; Los Angeles, California

Raoul F. Kneucker, Director General, Scientific Research and International Affairs, Austrian Federal Ministry of Education, Science and Culture; Vienna

Lee Hong-koo, Former Ambassador of the Republic of Korea to the United States; and Former Prime Minister of the Republic of Korea; Seoul

Klaus Liebscher, Governor, Österreichische Nationalbank; Vienna



Otto C. C. Lin, Vice President for Research and Development, Hong Kong University of Science and Technology; Kowloon, Hong Kong



Shirley A. Massey, First Lady, Morehouse College; Atlanta, Georgia



Walter E. Massey, President, Morehouse College; Atlanta, Georgia

Khotso Mokhele, President and Chief Executive Officer, National Research Foundation; Pretoria

Hisashi Owada, President and Director, Japan Institute of International Affairs; Tokyo



Peter Moser (ex officio), Ambassador of Austria to the United States; Washington, DC



Eng Fong Pang, Ambassador of the Republic of Singapore to the Court of St. James's; London

Guna S. Mundheim, Assistant Dean, College of Arts and Sciences, University of Pennsylvania; New York, New York

Robert H. Mundheim, Of Counsel, Shearman & Sterling; New York, New York

Raymond D. Nasher, President, Raymond D. Nasher Company; Dallas, Texas



Eva Nowotny, Director General for European Integration and Economic Affairs, Ministry of Foreign Affairs; Vienna

Usha Prashar, First Civil Service Commissioner; and Member, House of Lords; London

Irmtraud Richardson, Commentator and Feature Writer, German Public Radio; Washington, DC

John B. Richardson, Deputy Head of Delegation, Delegation of the European Commission in Washington, European Union; Washington, DC

Vijay Sharma, Principal of Vijay Sharma Solicitors; London

Isabel Carter Stewart, Executive Director, The Chicago Foundation for Women; Chicago, Illinois

Bernard Ostry, Owner, ImagiNations Unlimited, Inc.; Toronto

Sylvia Ostry, Distinguished Research Fellow, Centre for International Studies, University of Toronto; Toronto

At the June Board Meeting in Salzburg, the keynote speaker, Board Member Dominique Moïsi, deputy director of the French Institute for International Relations, and Editor in Chief of *Politique Étrangère*, set the stage for a weekend conversation on *Challenges to Democracy* with the following introduction:

“In the world before globalization, humanity was like blind people following certain well-guarded paths. We were very restricted, but in many ways it was very safe. And suddenly we have seen the light and we are, so to speak, blinded by the light. We have too much information. The world has invaded us and we have lost our points of reference. We don’t know where to go because there are so many directions we could be taking. Everything has to be reconsidered and reinvented beyond the classical concepts, which were the framework of our lives. Territory, sovereignty, state-controlled limitations have nearly all disappeared or at least are greatly challenged.



Addressing directors and guests at the June Board meeting, Dominique Moïsi is joined by Timothy Ryback, Olin Robison, Roy Huffington, and Michael Palliser (l to r).

It is in some ways a challenge of complexity: a huge chance and a huge risk for democracy. Because a global economy does not create a global society. Because a mar-

ket economy does not in itself create a market society. Because we are in a global world without global values, without clear rules of the game, and without a clear arbiter....”

“Individuals of promise from throughout the world who come to the Salzburg Seminar gain a unique global educational experience that will help them become better leaders of tomorrow.”

Otto Lin



James Horton (left) and John Richardson.

Council of Senior Fellows

"Since its inception, the Salzburg Seminar has provided diverse groups of Fellows, reaching from Asia to Latin America, with a neutral and nonconfrontational forum for open discussion of a broad variety of issues. In view of the rapid globalization, this is perhaps more important today than it has ever been. As a Fellow, as a Faculty member, as a Board member, I have had insights and formed personal contacts which are most rewarding and for which I will always be grateful."

Eva Nowotny



Heather Sturt Haaga and Paul Haaga, and Mikio Kato.

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.

Robert E. Herzstein,
Co-Chair
Elspeth Davies Rostow,
Co-Chair

Andreas M. van Agt
Alberta Arthurs
Douglas J. Bennet
Frank Boas
Martyn A. Bond
Laurens Jan Brinkhorst
Harvey Brooks
Konrad Busse
Silvio B. Caflisch
Hodding Carter
Chan Heng-Chee
Umberto Colombo
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Wyche Fowler, Jr.
John Hope Franklin
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Ivan L. Head
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François Heisbourg
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Anthony Lester
Flora Lewis
Roger Lort
William H. Luers
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Whitney MacMillan



Vijay Sharma and Amy Hastings.

John D. Maguire
Bob G. Marbut
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Charles M. Mathias, Jr.
Jack Matlock
Manfred Meier-Preschany
Martin Meyerson
Dominique Moisi
Bailey Morris-Eck
Edward L. Morse
Josephine A. Morse
Steven Muller
Merlin E. Nelson
Herbert Oberhansli
Yoshio Okawara
R. Spencer Oliver
Ronald L. Olson
Henry Owen
A. Eduard Pannenberg
Roswell B. Perkins
Marilyn Perry
William R. Polk
Maxwell M. Rabb
John E. Reinhardt
Walter Roberts
Walt W. Rostow
John Sailer
Il SaKong
Maria Schaumayer



Alice Emerson, Robert Mundheim, and Guna Mundheim (l to r).

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

HERBERT WECHSLER
BARBARA L. ZINSSER

Gabrielle Seefried
Giuseppe Maria Sfigiotti
Stephen Stamas
Arthur R. Taylor
Monte C. Throdahl
Arthur D. Trottenberg
Helmut Tuerk
René Villarreal
Rocio Ramos de Villarreal
Roger Windham Wallace
John H. Watts, III
Richard B. Webster
George Weidenfeld
Gregory Wendt
Karl-Heinz Westarp
Harold M. Williams
Erna Wodak
Otto Wolff von Amerongen
Robert Youngman

Donald M. Stewart,
President and
Chief Executive
Officer, The
Chicago
Community Trust; Chicago,
Illinois



Randal C. Teague,
Partner, Vorys,
Sater, Seymour
and Pease LLP;
Washington, DC



Jan Urban, Former
Publisher, *Transitions
Magazine*,
Institute for
Journalism in
Transition;
Prague



Melvyn I. Weiss, Senior
Partner, Milberg
Weiss Bershad
Hynes &
Lerach, LLP;
New York, New
York



Marina v.N. Whitman,
Professor of Business
Administration and Public
Policy, University of
Michigan; Ann Arbor,
Michigan

Robert Whitman, Professor
Emeritus, Department of
English, University of
Pittsburgh; Ann Arbor,
Michigan

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



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Higher Education

The Salzburg Seminar envisions itself as a direct extension of the higher education community. The Seminar's long history of involvement in issues pertaining to higher education throughout the world is currently carried on in its *Universities Project*. Having completed its fourth year of programming at the end of 2000, the Universities Project is a major initiative of the Salzburg Seminar and has made a significant contribution to higher education reform in Central and East Europe and Russia.

In 1998, the Salzburg Seminar launched its innovative *Visiting Advisors Program* (VAP). Designed to enhance institutional and personal relationships begun in Salzburg, the VAP consists of consulting visits by senior 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. At the request of the host universities, the teams spend several days advising and supporting university leadership in developing new approaches in response to areas identified by the host institution.

Since the announcement of the VAP, more than 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 2000, twenty-three VAP visits had taken place in Central and East Europe and Russia. Highlights and commentary from the VAP visit to the Budapest University of Technology and Economics (BUTE) in April 2000 are featured on these pages.



VAP team members and BUTE administrators engage in candid dialogue.

The Salzburg Seminar acknowledges with gratitude the generosity of the WILLIAM AND FLORA HEWLETT FOUNDATION and the W.K. KELLOGG FOUNDATION, which are funding the Universities Project and the Visiting Advisors Program respectively.

Vice Rector of BUTE, Professor George Horvai comments on some of the lasting effects of the VAP visit to BUTE:

"During the past three years of my vice rectorship, we have had several consulting and advisory

visits here, mostly concluding in advice on how we could further cut our spending. The VAP team was among the few to show possible ways and means of potentially increasing our income.

In contrast to the rigid academic structures of the

traditional European universities, and the almost frozen state of the Eastern Bloc due to decades of bureaucracy, the free atmosphere and initiation of a mobile, managerial spirit from the team members have been very encouraging.

2000 in Review

February

February 2-6
Universities Project
Symposium

February 23-March 1
Core Session
Shakespeare Around the Globe

March

March 11-18
American Studies Center
American Drama: Text and
Performance

THE VAP IN 2001

While continuing to plan visits to universities which have requested visits by a Visiting Advisors team, the VAP will begin follow-up visits to selected host institutions. The purpose of the follow-up visits is to assess the degree to which the team's recommendations have been implemented, and to provide continuity to the working relationship already established during the first visit between the host institution and the team members. The first such visit is planned for May of 2001, at which time the four original team members will return to Masaryk University in the Czech Republic for a four-day visit.

Moreover, our meetings in Salzburg at various events of the Universities Project have helped to reestablish loosened contacts with colleagues from Russia, from other countries of the former Soviet Union, and even with university leaders from our closest neighbors, such as Slovakia and Romania...."

VAP Team Leader Thomas A. Bartlett, chairman of the United States-Japan Foundation and former chancellor of the State University of New York System, shares his thoughts on the experience:

"I can think of no experience in higher education that hour for hour teaches one more about contemporary universities than being part of a Visiting Advisors team outside one's home region. For the

team, the visit to BUTE was a fascinating challenge, in part because it made all of us think fundamentally about what is happening in many universities regardless of national borders or region. I believe we all felt that we were serving a purpose beyond our parochial concerns, higher learning itself...."

Back row, l to r: VAP Team Member Jochen Fried, director of the Universities Project; Tibor Szabó, secretary-general of BUTE; George Horvai, vice rector of BUTE; and VAP Team Member Piotr Ploszajski, head of the Department of Management Theory at the Warsaw School of Economics; front row, l to r: VAP Team Member Erita Hill, chancellor emeritus of Indiana University, Kokomo; VAP Team Leader Thomas A. Bartlett, chairman of the United States-Japan



Foundation; Ákos Detreköi, rector of BUTE; and VAP Team Member Clara Yu, C.V. Starr Professor of Linguistics at Middlebury College, Vermont.

"Today, universities in the East and West are in transitory stages. The Visiting Advisors Program opens up new opportunities for meaningful change in higher education institutions in Central and Eastern Europe and Russia. Experts from all countries can freely debate their professional experiences."

Raoul Kneucker



Among the goals of the VAP are to provide international expertise to the host institution in areas in need of reform as identified by the university leadership, and to increase the host institution's awareness of more efficient techniques and strategies for addressing issues. Several of the recommendations contained in the Visiting Advisors' final report to the Rector of BUTE have been successfully implemented, as described below by Vice Rector Horvai:

Strategic Planning: The process that had only begun when the team was in Budapest has been vigorously continued, with committees at work on the technical details

Leadership: A small "innovation fund" to support and provide incentives for good ideas wherever they emerge on campus has been realized, and the first awards have been received by winners of an internal competition

Financial Planning: The Council of Deans has prepared the 2001 budget according to ideas set forth by the VAP team

External Affairs: The University hired an experienced senior advisor for international affairs who is actively coordinating the hitherto dispersed activities in this field

Relations to Private Sector: Meetings have been organized to bring together potential Hungarian and international sponsors with university professors active in the same field

March 22-29
Core Session

European Paradox:
Integration and Disintegration

April

April 3-8
Visiting Advisors Program Visit
Budapest University of
Technology and Economics,
Hungary

April 5-12
Core Session
The Social and Economic
Determinants of the
Public's Health

April 15-19
Universities Project
Symposium

Biotechnology



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“The Salzburg Seminar is a sophisticated exercise in democracy.... Based on my experience there, I hope to build a regional and world network for furthering the discussions carried out in Salzburg, and to work on disseminating the new ideas I acquired to the general public.”

Fellow, Brazil

The Salzburg Seminar has long been committed to pursuing topics that are both timely and that pose important and enduring questions for humanity. It is clear that the ethical, legal, and social implications of developments in the field of biotechnology are such topics. Last summer's Session on *Biotechnology: Policy Issues and Regulatory Frameworks*, almost two years in the planning, took place a few days after the announcement in Washington and London that a “working draft” of the human genome sequence was complete.

Supported in part by the AUSTRIAN FEDERAL MINISTRY OF EDUCATION, SCIENCE AND CULTURE, this Session gathered as Faculty leading scientists and legal experts from all over the world, including Dr. James Watson, co-discoverer of DNA; Dr. Michael Morgan, chief executive of the British Wellcome Trust Genome Campus; Judge Pauline Newman from the US Court of Appeals for the Federal Circuit in Washington, DC; and Dr. Huanming Yang, director of the Human Genome Center at the Chinese Academy of Sciences in Beijing. The global forum, which is the hallmark of the Salzburg Seminar, proved to be an ideal setting for dialogue on a topic that is truly global in its reach and controversial in its implications.



Huanming Yang raises a question during his working group discussion on *Biotechnology and Its Global Impacts*.

At the end of the Session, participants resolved by consensus to create a statement as an affirmation of their confidence in the potential benefits of this advance in human knowledge, as a recognition of what they had learned during the Session, and as an acknowledgement of potential problems that need to be addressed. To read the statement, please visit the

Seminar's website at www.salzburgseminar.org and locate *Academic Programs, Academic Core Sessions, 2000, Session 380*.



This Session introduced a new area of focus for the Seminar, one that the Seminar is considering exploring as a major series. A second Session, *Biotechnology: Ethical, Legal, and Social Issues*, will take place in October 2001.

Working group discussions provide Fellows with the opportunity to consider session-related themes in a small group setting.

May

May 1-5
Visiting Advisors
Program Visit
University of Zagreb, Croatia

May 5-12
Core Session
*Who Will Control
the Food System?*

May 19-25
Visiting Advisors
Program Visit
Novgorod State University,
Russian Federation

May 26-29
SCUPAD
Congress

June

June 1-6
Special Session
Freeman Foundation
Symposium on East
Asia—The United States:
A Search for Common Values

June 5-10
Visiting Advisors Program Visit
Lucian Blaga University of
Sibiu, Romania

In his lecture entitled *Regulating the Genome: Is It Possible? Where Do We Start?*, Michael Kirby, justice of the High Court of Australia, and member of the International Bioethics Committee of UNESCO, and of the Ethics Committee of the Human Genome Organization, shared these ideas:

"Generalities such as 'The genome is the common property of humanity' are not without value in the sense that they do express an aspiration, but they don't give very much detailed guidance as to what flows from that decision. Similarly, 'You can only use the genome compatibly with human dignity'—now, what is human dignity? Different courts take different views of this.... Different countries and different cultures will have

different views. We can, in international meetings, agree on general statements, but giving them application in our own society will lead to, necessarily, different postulates of what they imply....

There is a need, with such an important issue as regulation, for all of our species, recognizing our cultural and religious differences, to come together and share information, to share experience with lawmaking and regulation, and to look at this as a global issue, and not just an issue of isolated jurisdictions....

Olin Robison stands with Faculty members: Alan Colman, Huanming Yang, James Watson, Session Chair Michael Morgan, Michael Kirby, and Pauline Newman (l to r).



Above all we need information—better journalism and access of our citizens to knowledge about these developments.... how exciting they are; how they are not alien to us; how they present us with wonderful opportunities, but some challenges. We have to hope that we have the human wisdom to grasp the opportunities and to solve the problems. That's the challenge before us."

"Biotechnology is a critical issue in the twenty-first century. The Salzburg Seminar must continue to provide a global forum for discussion of the challenging questions surrounding this issue."

Ernest Bates



Dolly, the first mammal to be cloned from an adult cell, was created by the collaborative efforts in Edinburgh, Scotland, of Faculty member Alan Colman and his team at PPL Therapeutics, together with Ian Wilmut and his team at the Roslin Institute. Researchers at PPL are using the new and controversial techniques to enhance their research into cures for various human diseases including cystic fibrosis, hereditary emphysema, and diabetes.



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Pauline Newman (at right) leads her working group discussion on *Biotechnology in the Courtroom* in the McGowan Room.



June 13–20
Core Session
The Entrepreneurial City

July

July 1–8
Core Session/Universities Project
Alternate Systems and Structures for Higher Education: Public Needs and Institutional Response for the 21st Century

July 9–14
Visiting Advisors
Program Visit
Tomsk State University, Russian Federation

July 12–19
Core Session
Biotechnology: Policy Issues and Regulatory Frameworks

Law and Legal Institutions



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“The cultural exchange and cooperation that took place at the Salzburg Seminar was very enriching. I formed friendships and valuable contacts with Fellows and Faculty from all over the world and from various professional backgrounds.”

Fellow, Singapore

ver the decades, the Salzburg Seminar has developed a number of thematic concentrations, with legal studies as the longest-standing program area. More than two thousand lawyers, judges, and legal experts, including six of the current American Supreme Court justices, have participated in the annual law session, which was initiated in 1953 by faculty members from the Harvard Law School. Seminar law sessions have addressed issues as diverse as constitutional reform, corporate law, and human rights.

The Seminar’s most recent law session, *Transnational Perspectives on Intellectual Property and Communications Law*, gathered policymakers, lawyers, educators, and businesspeople from across the globe to examine the rapidly changing landscape of intellectual property and communications law in the Internet age. The Session was co-chaired by Board Member and former Chairman of the Board Lloyd Cutler, senior counsel to Wilmer, Cutler & Pickering and former counsel to presidents Carter and Clinton, and by Zoë Baird, president of the Markle Foundation.

Internet governance is at an important crossroads, and the Seminar brought its strengths in facilitating multi-disciplinary, cross-cultural dialogue to a topic that is currently posing complex questions to the world, questions that will continue to evolve as the online world evolves.

Faculty Members Viktor Mayer-Schönberger, assistant professor of public policy at the John F. Kennedy School of Government at Harvard University; Sherry Liu, vice president of Motorola, Inc., Beijing; Marc Pearl, partner and head of the e-commerce/technology government relations practice at the Washington, DC, law firm of Shaw Pittman; and Timothy Ryback, director of the Salzburg Seminar (l to r).



Session Co-Chairs Lloyd Cutler and Zoë Baird.



August

August 2–9
Core Session

Transnational Perspectives on
Intellectual Property and
Communications Law

Andrew Shapiro, a writer, lawyer, and consultant, is co-founder of the Technorealism Foundation, which endeavors to raise public awareness about the impact of technology on society. In his lecture entitled *Internet Governance: New Institutions*, Shapiro offered this perspective:

"The major impact of the Internet on society has to do with power and control. It's about control of resources; control of

"The Seminar creates a wonderful forum for people from different cultural backgrounds, who normally would not be together, to share and exchange their unique values and perspectives. This will then lead them to see the world from a more objective perspective, thus helping to reduce bias and misunderstanding."

Sherry Liu, Vice President, Motorola, Inc., Beijing; and Salzburg Seminar Faculty

experience for us as individuals, as communities, and as nations; and it's ultimately about who controls decisions in society, decisions that affect the individual and that affect our larger groupings....

Internet governance will remain tenuous and complicated for a good many years to come. It is likely to be carried out by a mix of actors, some local, some international, on a basis that is somewhat bottom-up, but also somewhat top-down, with beginners and experts from both the public and private sectors. What we need to do, however, is embrace the new....

We need novel forms of governance. They're inevitable, and they're going to be necessary for this society that is so easily transnational and transbordered. We need experimental institutions like ICANN [currently holding the first ever global, on-line, at-large election to elect half of its Board of Directors], ones that are open to criticism and tinkering.... We need institutions that are decentralized just like the Internet; institutions that are expert and mission-specific

"The Salzburg Seminar is well-regarded in the legal world for its long history of bringing together legal experts from across the globe, and for the intellectual vitality of its sessions."

Shirley Hufstедler



in terms of their approach to problem solving.

At the same time, however, we need to respect public values; we need to respect the institutions that have always guided us in our lives. We have to build public values into these new institutions. Why? Because without public values there is no way that they will be legitimate. They will fail and we will probably see a backlash from governments, from large, powerful institutions that are concerned about the lack of order, the lack of rules, the lack of accountability...."

In March 2000, the Seminar began to administer the Internet Corporation for Assigned Names and Numbers (ICANN) Travel-Support Project. ICANN was established to manage the many vested interests in Internet domain names and related developments.

But some of those interests, especially commercial, have a greater voice in ICANN policymaking. Non-profit, educational, research, and public-interest

organizations are underrepresented at ICANN's international meetings. The Seminar's Project, funded by the MARKLE FOUNDATION and the FORD FOUNDATION, supports selected leaders from these underrepresented organizations with travel and accommodation grants to attend ICANN's meetings. Several Seminar alumni have participated in this Project. For more information, please see the Project's website at www.icann.saltzburgseminar.org.



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Fellows Frank Poon of China and Ida Azmi of Malaysia enjoy sunshine on the Schloss terrace during a break from the day's events.

August 5-12
Special Session
Symposium on

*Sustainability, Education, and the
Management of Change in the Tropics
(Costa Rica)*

August 10-13
LAWSS Symposium

Salzburg Seminar—W.K. Kellogg Foundation Partnership



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As an organization long-committed to the idea that individuals throughout the world can make a difference in their institutions, their communities, and their societies, the Salzburg Seminar was a likely partner for the W.K. KELLOGG FOUNDATION, well-regarded for their work devoted to “helping people help themselves.”

The Kellogg Foundation has provided assistance and funding for a great many Salzburg Seminar sessions, beginning as early as 1965. These sessions have focused on issues as varied as sustainable agriculture, public health, race and ethnicity, and education. But these programs have all shared the common goal of fostering dialogue among individuals dedicated to the building of a better world.

Youth and Civic Participation: Models for Engagement was one of three sessions conducted in partnership with the Kellogg Foundation in 2000. This Session considered the current state of youth participation in civic processes and explored a series of case studies. Drawing from the



work of Faculty in South Africa, Poland, the United States, and Mexico, the case studies provided concrete examples of ways in which the Session Fellows can improve prospects for the young to take an active role in shaping the civic life of their own countries.

During their working group discussion, Fellows consider *Using the Media and New Technologies to Foster Participation*.

“Thanks to the Salzburg Seminar, I have this wonderful feeling of belonging to a worldwide group of people that care. Now we all are in touch, sharing materials and thoughts—we are linked together. This is a great gift from Salzburg that can’t be overestimated.”

Alicja Derkowska, President,
Education Society for Malopolska,
Nowy Sacz, Poland; and Salzburg
Seminar Faculty

“At the Salzburg Seminar, I gained many new ideas about situations and solutions in other countries, and will try to apply these ideas in my own country.”

Fellow, Palestinian Authority

September

September 6–13
Core Session
Youth and Civic Participation:
Models for Engagement

September 11–16
Visiting Advisors
Program Visit
Novosibirsk State University,
Russian Federation

September 17–23
Special Session
HRH The Prince of Wales’s
European Business and the
Environment Programme

Faculty Member Alison Byrne Field brought her experience as creative director and chief strategist for Rock the Vote to *Youth and Civic Participation: Models for Engagement*. Rock the Vote is a nonprofit organization in Los Angeles, California, dedicated to protecting freedom of expression and helping young people to realize their ability to create change in the civic and political lives of their community.



© ROCK THE VOTE EDUCATION FUND, 2001

Buffy Sainte-Marie, an Academy Award winning songwriter, is the founder and president of the *Cradleboard Teaching Project*, which aims to increase public awareness of Native American culture. In her lecture entitled *The Cradleboard Teaching Project*, Dr. Sainte-Marie shared these words:

“So long as children in the world are taught—even by omission—that the only real governments are those descended from the Roman Empire and presently in suits of power at the UN; so long as children believe

that their only option for having impact on the world is to make a voting choice between a crook and a thief; so long as children are taught that Native American and Maori and African and South Sea Islands governments are basically ‘bone-in-your-nose’ non-governments, then that’s how long we will see children frustrated by



the lack of reality they perceive in their teachers, compared with what they see and experience themselves.... Sometimes educators are just plain wrong; sometimes simply out-of-date. In any case, we are here to try to remedy the situation and to build confidence in one another that we can help teachers to stay current and up-to-date with both technology and content....

We mustn’t be afraid to abandon former examples of hierarchical bad leadership by bullies. We can help our youth to create new paradigms based on tried and tested traditions that managed to keep the peace for 1100 years. As learners and teachers with access to indigenous ways, and global people, and great technology, we can distribute a different Medicine

to the youth of the world.... That Medicine is our human heritage, and these young people are

“I am particularly enthusiastic about the Salzburg Seminar’s growing investment in encouraging and empowering young people who are rising leaders in their communities around the world.”

Isabel Carter Stewart



our life carriers into the future. Even now you are cultivating that Medicine, and partly because of emerging technologies you will be able to finally share it with the youth of a world in need.”



Buffy Sainte-Marie.

September 23–27
Universities Project
Symposium

Fellows take the opportunity to share their views during a working group discussion.



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Globalization

While the world is being transformed by the process of globalization and, relatedly, by the profound impact of the Internet, the Salzburg Seminar is keeping pace by providing a truly global forum for face-to-face discussion of these complex issues. As a neutral, nonpartisan organization, the Seminar brings together people from all corners of the globe to provide them with an opportunity to share meaningful dialogue. This personal contact in an era of rapid globalization enhances all participants' sense of a common humanity.

Supported in part by TIME WARNER INC., *Mass Media in the Age of Globalization* brought together some sixty individuals for an in-depth exploration of the changing role of journalism in the age of the Internet. The Session sought to equip mid-career professionals with innovative ideas and practices on how to use the new media tools to support and advance their work in this transitional period, and to help develop a network of international contacts that will facilitate ongoing dialogue in a global context.

"The Faculty were not only very knowledgeable, but open and generous with their thoughts. The whole atmosphere was one of collegiality, tolerance, and mutual respect."

Fellow, Philippines

In her lecture entitled *Boarding a Moving Globalization Train*, Lizeka Mda, executive editor of *The Star*, the largest daily paper in South Africa, shared this view:

"Poverty and illiteracy are the biggest hurdles to Africa's economic development.... Literacy precedes computer literacy. All our efforts should be directed at ending the poverty and literacy divides that are primary, for us to be able to erode tertiary divides like the digital divide....

Telecommunications and electricity are not in abundant supply in Africa. In fact, there are two telephones for every 10,000 people. Most Africans live in rural areas where they are unlikely ever to make or receive a phone call.... Technological advances operate within set social contexts and, in South Africa's case, that context is the legacy of colonialism and

apartheid. Gender, race, and class discrimination are tenets of that legacy. The Internet (and its applications) perpetuates inequalities between the educated elite and the illiterate masses....

The racial and class divide continues, where schools in the previously disadvantaged communities—which is South African-speak for 'black'—have shortages of textbooks, have no laboratories, and are not going to get computers soon. What kind of citizenship do they hold then in the so-called global village? What chance do they have of competing



Fellows enjoy informal conversation on the Schloss terrace.

October

October 2-7
Visiting Advisors
Program Visit
Perm State University,
Russian Federation

"The whole idea of the news media in an age of globalization seems like such a broad topic, but when you're getting together with people from every continent and so many perspectives, as happens at the Salzburg Seminar, you discover that there are a series of broad divisions among journalists that are nonetheless transcended by similarities...."

Something about the setting of the Salzburg Seminar, and the quality of the participants, allows you to explore topics with a depth and a breadth that is not widely available elsewhere...."

Ralph Begleiter, Distinguished Journalist in Residence, University of Delaware, and Former CNN World Affairs Correspondent; and Salzburg Seminar Faculty

equally in that village?

...So the globalization train chugs on, and seems to leave the poor of the world behind. However, I am confident that they cannot only board it, but with equal opportunities with the rest of the world, they can even drive it."

October 11–18
Core Session
Mass Media in the Age of Globalization

The **Salzburg Manifesto**, signed by the Fellows and Faculty of **Mass Media in the Age of Globalization**, came about from a survey on regulation and censorship that was conducted by participants in one of the Session's working groups. Results of the survey showed that while most of the Fellows work in countries with established or developing democracies, they are often subject to very high levels of censorship. Fellows felt the need to make the public more aware of the real factors limiting freedom of the press. To view the Manifesto on the Seminar's website at www.salzburgseminar.org, locate **Academic Programs, Academic Core Sessions, 2000, Session 383**.

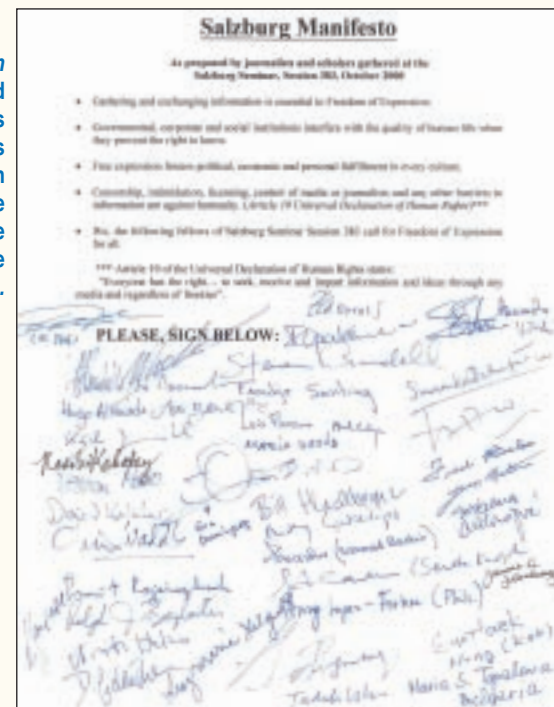
American Studies Center Workshop Political Leadership and Media Democracy October 21–28

American Studies Center sessions provide a forum for dialogue on current issues and themes in American studies teaching and research, and use the latest technologies to support the teaching of American studies. Focusing on the impact of the media on political leadership, this Session examined the American presidencies of the last decades and the changing relationships between political leadership, the media, and public opinion. With the US presidential election taking place just one week after the conclusion of the Session, discussions were timely and animated, and explored not only politics and media issues in America, but also in countries across the globe.

American Studies Center sessions emphasize the use of state-of-the-art technologies to support the teaching of American studies.



October 16–20
Visiting Advisors Program Visit
Klaipeda University, Lithuania



"As an institution that promotes the cross-cultural exchange of knowledge and experience, the Salzburg Seminar is an agent for engendering globalization...."

Irmtraud Richardson



October 21–28
American Studies Center
Political Leadership and Media Democracy



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Asia

Since the Salzburg Seminar launched its Asian Initiative in 1993, sessions devoted to issues relating to Asia have become a significant part of the Seminar's academic program, even as the number of participants from Asian countries has dramatically increased in all Seminar sessions. During this time, more than 400 East and Southeast Asians have participated as Fellows or Faculty in Seminar sessions; alumni associations in Japan, Korea, the Philippines, Singapore, Thailand, and Viet Nam have joined the Seminar's growing network; and prominent individuals from Hong Kong, Japan, Korea, and Singapore have served on the Seminar's Board of Directors.

Supported in part by THE CAPITAL GROUP COMPANIES, INC., the Seminar's most recent session in this series focused on *Asian Economies: Regional and Global Relationships*. The Session analyzed the economic, political, and socio-cultural factors contributing to the Asia-Pacific region's economic crisis and recovery, and considered the status and depth of that recovery and the area's future as a world economic force. A distinguished international Faculty, comprised of experts from China/Hong Kong SAR, India, Japan, Korea, Pakistan, and the United States, guided Fellows in their pursuit of mutual cooperation and common goals.

"At the Salzburg Seminar, although we may have different opinions, we can engage in friendly dialogue, trying to reach consensus that is acceptable to us all and to address common challenges we all face in the new globalized community."

Fellow, China

In his Session Summary Remarks, Co-Chair Frank G. Wisner, vice chairman for External Affairs of American International Group in New York, and former ambassador of the United States to India, offered this perspective:

"Globalization is here to stay and on balance it is good for Asian nations. The dynamics of the global economy play to Asia's strengths. The 1997-1998 crisis teaches us that the rules of the market must be respected or

governments, peoples, and corporations will be punished. Certainly, no nation which does not follow market rules will not profit from the wealth generated in the global economy.

Over the decades, the record of Asian governments in achieving sustained economic performance, developing sound policies, and exercising responsible economic management has been mixed. Whatever we think about the role of the state in economic

development in our global era, national governments no longer have all the tools. Government actions decreasingly will determine the future of the world economy. Market forces and transnational official and corporate bodies are growing in strength, and in part because of the example of Korea's experience with state induced

November

November 13-17
Visiting Advisors Program Visit
Kaunas University of Technology,
Lithuania

November 25-30
Universities Project
Symposium

Fellows continue discussion
of the morning lecture over
coffee in the Marble Hall.



T.C. Hsu, president emeritus of the Starr Foundation; Katherine McHugh Lichliter, senior program director and director of Asian Affairs at the Salzburg Seminar; Houghton Freeman, president of the Freeman Foundation; and Olin Robison, president of the Salzburg Seminar (l to r).



capitalism, we recognize the need for a more carefully defined role in governments in national economic management. Of course, states must be wise and honest in their economic actions. They must also face the critically important issue of moral hazards—the habit of governments to bail out what they see as important sectors of the economy, thereby encouraging more irresponsible investment. States need not be developers in the first instance, but they must maintain order, be strong regulators, and be able to fill cultural gaps, particularly in poverty alleviation, environmental protection, education, and health. Moreover, change is dynamic. It does not stop with one round of reform. It requires political institutions capable of reinventing themselves....

The participants of this Session—Asians, North Americans,

Europeans, Africans, and representatives from the Middle East and Latin America—have begun an important dialogue in Salzburg. At the same time, we recognize that there is much more to be done.”

“The Salzburg Seminar plays a crucial role in fostering mutual understanding and solutions to issues of common concern, thus providing human substance to globalization.”

Lee Hong-koo



November 26–December 1
Visiting Advisors Program Visit
Moscow Institute of Physics
and Technology,
Russian Federation

Freeman and Starr Fellowship Programs

Generous support from the FREEMAN FOUNDATION has enabled the Seminar to establish strong relationships with nineteen partnership universities in eleven East and Southeast Asian countries. These universities nominate, from among their faculty, rising leaders to attend Salzburg Seminar sessions.

In addition, a series of special sessions supported by the Freeman Foundation focuses on shared cultural values. Entitled *East Asia–The United States: A Search for Common Values*, these symposia, the third of which was held in 2000, bring together an equal number of Freeman Fellows and Seminar alumni from selected American universities. The aim of this series is to build on the relationships and ideas begun during the participants’ initial Salzburg Seminar experience and to encourage ongoing ties between them.

The Seminar is also grateful to the STARR FOUNDATION, which provides support for ten Fellows from Asia to attend Seminar sessions each year.

Co-Chair Shahid Javed Burki is the chief executive officer of EMP-Financial Advisors, LLC, in Washington, DC, a former vice president of World Bank, and the former economic and financial advisor to the Government of Pakistan. He presented this view on regional cooperation in Asia in his lecture entitled *Projects of East Asia and the Global Economy*:

“Asians should seriously pursue the idea of developing pan-Asia regionalism. This may seem an unrealizable dream when there are so many different intra-regional

problems in Asia: China and Taiwan, India and Pakistan, internal problems in Indonesia, Afghanistan and Central Asia, India and China, Moscow and the peripheral states of Russia. This is a long and formidable list. But to the founding fathers of this European Union when they began the process of regional integration by signing the Treaty of Rome, the conflicts in Europe must have seemed as difficult and insurmountable as do the intra-Asian conflicts of today. We need to put our shoulders to the wheel—perhaps this process could begin at the Salzburg Seminar.”

December

December 2–9
Core Session
Asian Economies:
Regional and Global Relationships

2001 Academic Program

UNIVERSITIES PROJECT SYMPOSIUM

February 14–18

SPECIAL SESSION

South Asia Regional Conference on Shaping and Influencing the Regional Policy Agenda

February 22–27

AMERICAN STUDIES CENTER WORKSHOP

Ethnicity, Race, Religion, and American Identity

March 10–17

CORE SESSION

Europe in the Global Community: Economics, Diplomacy, and Security

March 21–28

Faculty

David Hannay (Co-Chair), United Kingdom Special Representative for Cyprus; Former British Permanent Representative to the European Union and the United Nations

John B. Richardson (Co-Chair), Deputy Head of Delegation, Delegation of the European Commission in Washington

Philippe de Schoutheete, Guest Professor, Institut d'Études Européennes, University of Louvain, Belgium; Former Belgian Permanent Representative to the European Union

Richard Morningstar, Ambassador of the United States to the European Union, Brussels

Eva Nowotny, Director General for European Integration and Economic Affairs, Austrian Foreign Ministry, Vienna

Kazuo Nukazawa, Ambassador of Japan to Hungary, Budapest

R. Spencer Oliver, Secretary General, OSCE Parliamentary Assembly, Copenhagen

UNIVERSITIES PROJECT SYMPOSIUM

April 3–8

CORE SESSION

Patient Safety and Medical Error

April 25–May 2

Faculty

Donald M. Berwick (Co-Chair), President and Chief Executive Officer, Institute for Healthcare Improvement, Boston

Lucian Leape (Co-Chair), Adjunct Professor, Harvard School of Public Health, Boston

René Amalberti, Professor of Physiology and Ergonomics, Val-de-Grâce Military Hospital, Paris; Head, Cognitive Science Department, IMASSA, Brétigny-sur-Orge, France

Maureen Bisognano, Executive Vice President and Chief Operating Officer, Institute for Healthcare Improvement, Boston

Richard I. Cook, Assistant Professor, Department of Anesthesia and Critical Care, University of Chicago

Thomas W. Nolan, Statistician, Institute for Healthcare Improvement, Boston, and Associates in Process Improvement, Silver Spring, Maryland

James Reason, Professor, Department of Psychology, University of Manchester, United Kingdom

Charles Vincent, Professor, Department of Psychology, and Director, Clinical Risk Unit, University College London

CORE SESSION

Museums in the 21st Century

May 16–23

Faculty

Marc Pachter (Chair), Director, National Portrait Gallery, Washington, DC

Chen Xiejun, Executive Director, Shanghai Museum, Shanghai

Mimi Gates, The Illsley Ball Nordstrom Director, Seattle Art Museum, Seattle

Michael Kimmelman, Chief Art Critic, *The New York Times*, New York

Barry Munitz, President and Chief Executive Officer, The J. Paul Getty Trust, Los Angeles

Sandy Nairne, Director of National Programmes, Tate, London

Ray Nasher, Chairman, Nasher Sculpture Center, Dallas; Founder, Nasher Museum of Art at Duke University, Durham, North Carolina

Suzanna Taverne, Managing Director, The British Museum, London

Peter Weibel, Director, The Center for Art and Media Technology, Karlsruhe, Germany

SPECIAL SESSION

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

June 1–6

CORE SESSION

Sustaining Democracy in the Modern World

June 12–19

Faculty

David Broder (Co-Chair), Political Writer, *The Washington Post*, Washington, DC

David Gore-Booth (Co-Chair), Special Advisor to the Chairman, HSBC Holdings plc, London

John Biehl del Rio, Senior Executive, International Institute for Democracy and Electoral Assistance, Stockholm and Santiago; Former Minister of the Presidency, Santiago, and Chilean Ambassador to the United States

Dominique Moïsi, Deputy Director, French Institute for International Relations; Editor in Chief, *Politique Étrangère*, Paris

Jairam Ramesh, Secretary, Economic Affairs Department, All India Congress Committee, New Delhi



Özdem Sanberk, Director, The Turkish Economic and Social Studies Foundation, Istanbul

Vaira Vike-Freiberga, President of the Republic of Latvia, Riga

SPECIAL SESSION

Dartmouth College Session on Globalization and Higher Education

June 27–30

SPECIAL SESSION

Higher Education in Emerging Economies: Patterns, Policies, and Futures into the 21st Century

July 7–10

CORE SESSION

Linking Theory and Practice in Nonprofit Leadership and Management

July 11–18

Faculty

Maria Anna De Rosas-Ignacio (Co-Chair), Adviser to Partnership for Philippine Support

SALZBURG SEMINAR–EARTH UNIVERSITY PARTNERSHIP

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*. Seeking to advance discussion of sustainable development and higher education in the tropics, the series involves five weeklong seminars to be held around the world. The first Session was held in Salzburg in August 1999; the second Session was held at EARTH University in Costa Rica in August 2000. The third and fourth Sessions will take place in 2002 at Makerere University in Uganda, Africa, and at a site still to be determined in Southeast Asia. The series will culminate with a Session in Oslo, Norway, in 2003. For more information, please see the Project's website at www.changetropics.org.

Service Agencies, and the Ateneo Center for Social Policy and Public Affairs, Quezon City

Brenda Gourley (Co-Chair), Vice Chancellor and University Principal, University of Natal, Durban, South Africa

Helmut Anheier, Director, Centre for Civil Society, The London School of Economics and Political Science

Robert F. Ashcraft, Director, Center for Nonprofit Leadership and Management; Director, American Humanities Program, Arizona State University, Tempe

Jill Mordaunt, Chair, Public and Nonprofit Management Certificate, Open University Business School, Milton Keynes, United Kingdom

Guillermo O'Donnell, Helen Kellogg Professor of Government and International Studies, University of Notre Dame, Indiana

Susan K.E. Saxon-Harold, Vice President for Research, INDEPENDENT SECTOR, Washington, DC

SPECIAL SESSION

Salzburg Seminar–Alberto Vilar Project on Critical Issues for the Classical Performing Arts: Opera

July 25–29

CORE SESSION

International Legal Perspectives on Human Rights

August 1–8

Faculty

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

Richard Goldstone (Co-Chair), Justice, Constitutional Court of South Africa, Braamfontein; Former Chief Prosecutor, International War Crimes Tribunal for the Former Yugoslavia and Rwanda

Kati Marton, Author and Journalist, New York

Deval Patrick, Vice President and General Counsel, Texaco, Inc., White Plains, New York; Former United States Assistant Attorney General for Civil Rights, Washington, DC

Sonia Picado, Co-Founder, Inter-American Court of Human Rights and the Inter-American Institute for Human Rights; Member,

Legislative Assembly, San Jose, Costa Rica; Former Costa Rican Ambassador to the United States

Nancy Rubin, United States Representative to the United Nations Human Rights Commission, Geneva

Herman Schwartz, Professor of Law, Washington College of Law, American University, Washington, DC

Leila Seth, Member, Law Commission of India, New Delhi; Former Chief Justice of Himachal Pradesh, Noida, India

Laura D'Andrea Tyson, Dean, Haas School of Business, University of California at Berkeley

SPECIAL SESSION

Salzburg Seminar–The Fetzer Institute Leadership Project

September 5–10

UNIVERSITIES PROJECT SYMPOSIUM

September 12–16

CORE SESSION

The Social and Economic Determinants of the Public's Health

September 26–October 3

Faculty

Milivoj Jovančević, Head of the Department, Dom Zdravlja Trešnjevka Pediatrics Health Center, Zagreb

Shan Naidoo, Strategic Executive, Health and Social Development, Southern Metropolitan Local Council, Johannesburg

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

AMERICAN STUDIES CENTER WORKSHOP

Technology and the Integrated Classroom

October 6–13

CORE SESSION

Biotechnology: Ethical, Legal, and Social Issues

October 14–21

Faculty

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

Allen Buchanan, Professor of Philosophy, University of Arizona, Tucson; Advisory Council Member, National Human Genome Research Institute, Washington, DC

Donald Chalmers, Head of School, Law School, University of Tasmania, Hobart, Australia

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

Bartha Maria Knoppers, Professor and Senior Researcher, Centre for Public Law, Université de Montréal; Chair, Human Genome Organization (HUGO) Ethics Committee; Counsel, Borden Ladner Gervais, Montreal

UNIVERSITIES PROJECT SYMPOSIUM

November 7–11

CORE SESSION

Environment, Energy, and Economics in Asia

November 14–21

Faculty

Thomas Heller (Co-Chair), Shelton Professor of International Legal Studies, Stanford University School of Law, California

Christine Loh (Co-Chair), Founder, Civic Exchange, Hong Kong; Former Member, Legislative Council of Hong Kong

Dennis Eklof, Senior Director of Asia-Pacific Energy, Cambridge Energy Research Associates, Cambridge, Massachusetts

Hisashi Ishitani, Professor, Department of Geosystems Engineering, Graduate School of Engineering, University of Tokyo

Yi Qian, Professor, Department of Environmental Science and Engineering, Tsinghua University, Beijing; Academician, Chinese Academy of Engineering

Emil Salim, Professor of Economics, University of Indonesia; Former State Minister for Population and Environment, Jakarta

Priyadarshi Shukla, Professor, Public Systems Group, Indian Institute of Management, Ahmedabad, India

Robert Walvis, Director, Planning, Environment, and External Affairs, Shell International, Ltd., London

En Sup Yoon, Professor, School of Chemical Engineering, Seoul National University

CORE SESSION

Community Leadership and Policy Change

December 5–12

Faculty

Andrew Young (Chair), Co-Chairman, Good Works International, Inc., Atlanta; Former United States Ambassador to the United Nations

Hafsat Abiola, Founder and Director, Kudirat Initiative for Democracy, Mitchellville, Maryland, and Lagos, Nigeria

Astrid Fischel-Volio, First Vice President, Republic of Costa Rica, San Jose

Francisco Guajardo, Executive Director, Llano Grande Center for Research and Development, Edcouch, Texas

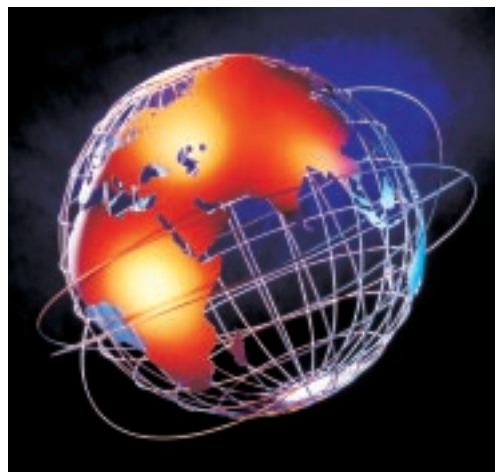
Kate McCullough, Development Officer, Northern Ireland Women's European Platform, Belfast

“For half a century after its inception, the Salzburg Seminar constituted a unique transatlantic forum for bringing spiritual and cerebral nourishment to war-devastated Europe... which sustained an invaluable East–West dialogue throughout the dark days of the Cold War. With the end of that era and the onset of globalization, I am delighted to see the Salzburg Seminar assume a far wider role in initiating a truly global dialogue embracing Asia and the West, North and South, the Old World and the New...”

Daniel Fung



Salzburg Seminar Global Network



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The individuals who participate in Salzburg Seminar programs are, in essence, the Salzburg Seminar. Thus, the professional relationships that alumni maintain long after they leave Schloss Leopoldskron perpetuate the Salzburg Seminar experience. A participant's association with the Seminar becomes not only a resource for information, dialogue, and global collaboration, but more importantly it becomes part of that individual's professional identity. The Seminar's *Global Network*, of which all alumni are members, is an enduring source of inspiration, support, and intellectual challenge.

The Seminar's *Global Network*, numbering more than 20,000 individuals from over 150 countries and regions, as displayed on these pages, includes all Fellows, Faculty, and other participants in Salzburg Seminar academic programs. Supported by electronic communication, the Seminar serves as a locus of information and connection among its alumni, thereby helping to extend the Salzburg experience throughout their professional lives.



"The electronic age and capital flows accelerated the reshaping of the world into a global village. The Salzburg Seminar is more vital than ever in promoting global citizenship, and in building bridges between cultures."

Khotso Mokhele



Afghanistan	1	* Belarus	29	Cambodia	2	* Czech Republic	290
* Albania	26	* Belgium	337	Cameroon	7	Denmark	385
Algeria	22	Belize	1	Canada	87	Dominica	1
Angola	2	Benin	2	* Chile	34	Dominican Republic	9
* Argentina	92	Bhutan	1	China/		* Ecuador	16
* Armenia	24	Bolivia	4	Hong Kong SAR	135		
Australia	61	Bosnia and		Colombia	21		
* Austria	740	Herzegovina	33	Congo, Democratic			
Azerbaijan	12	Botswana	8	Republic of	2		
Bahamas	1	* Brazil	78	Costa Rica	20		
Bahrain	14	Bulgaria	256	* Croatia	248		
Bangladesh	30	Burkina Faso	1	Cuba	2		
Barbados	1	Burundi	2	Cyprus	35		

"After attending the Salzburg Seminar, I know myself, and my world, more truly and with greater depth. The contacts I made there will be lasting bonds promoting worldwide understanding..."

Fellow, Yugoslavia

* Egypt	366	Iraq	1
El Salvador	1	* Ireland	283
Eritrea	2	* Israel	432
Estonia	86	* Italy	1,314
Ethiopia	20	Ivory Coast	5
Fiji	1	Jamaica	7
* Finland	427	* Japan	101
* France	813	* Jordan	151
Gambia	1	Kazakhstan	31
* Georgia	56	* Kenya	35
* Germany	1,978	* Korea, Republic of	48
* Ghana	52	Kuwait	7
* Greece	216	Kyrgyzstan	26
Guatemala	9	* Latvia	66
Haiti	2	Lebanon	37
Honduras	3	Lesotho	6
* Hungary	314	Liberia	6
Iceland	11	Lithuania	68
* India	276	* Luxembourg	33
Indonesia	30	* Macedonia, FYR	71
Iran	16	Madagascar	1
		Malawi	1
		Malaysia	37
		Mali	3
		* Malta	110
		* Mauritania	6
		Mauritius	4
		* Mexico	74
		Moldova	13
		Mongolia	11
		Morocco	40

(continued)



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

ALUMNI ASSOCIATIONS

In addition to the more than sixty *Regional Alumni Associations* that activate and maintain a network of alumni within their own countries, three *Professional Alumni Associations*, described below, link alumni throughout the world who work in a particular field. Volunteer leaders serve to maintain a mutually productive relationship with the Seminar and to meet the interests of their affiliated members.

LAWSS (Legal Alumni Web of the Salzburg Seminar) is the Seminar's newest professional alumni association. Fellows at the 1997 law session created the groundwork for LAWSS to foster contact among alumni who are legal professionals. Its second annual symposium, focusing on the topic *Challenges Facing International Law*, was held at Schloss Leopoldskron in August 2000. LAWSS's objectives are

- ❖ to support LAWSS members in legal research or inquiries;
- ❖ to spread information on matters of legal interest to members through newsletters, publications, and electronic means;
- ❖ and to organize gatherings, seminars, and discussions on legal topics.

ISCLT (International Society for Contemporary Literature and Theatre) began as a reunion of the Fellows of the 1973 arts session, and has met regularly 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.scupad.org 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.

Mozambique	1	* Philippines	60	Tanzania, United	
Myanmar	1	* Poland	530	Republic of	16
Namibia	2	* Portugal	181	* Thailand	57
Nepal	9	Puerto Rico	2	Trinidad and Tobago	13
* Netherlands	949	Qatar	3	* Tunisia	59
New Zealand	8	* Romania	319	Turkey	398
Nicaragua	4	* Russian Federation	323	Turkmenistan	8
* Nigeria	114	Rwanda	3	* Uganda	23
* Norway	448	Saudi Arabia	29	* Ukraine	101
Oman	10	Senegal	13	United Arab Emirates	8
* Pakistan	90	Sierra Leone	8	* United Kingdom	1,592
Palestinian Authority	76	* Singapore	31	* United States	3,043
Panama	4	* Slovakia	92	Uruguay	8
* Peru	24	* Slovenia	160	* Uzbekistan	24
		Somalia	2	Venezuela	7
		* South Africa	169	* Viet Nam	38
		* Spain	445	Yemen Arab Republic	8
		Sri Lanka	34	Yugoslavia	256
		St. Vincent and the		Zambia	6
		Grenadines	2	<u>Zimbabwe</u>	<u>46</u>
		Sudan	35	Total	21,710
		Suriname	1		
		Swaziland	4		
		* Sweden	575		
		* Switzerland	379		
		Syrian Arab Republic	12		
		Taiwan	24		
		* Tajikistan	43		

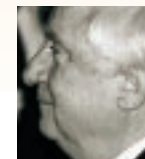
"Solutions to the problems plaguing the world will not emerge from individuals operating in isolation; rather it will be persons with global perspective and cross-cultural understanding, such as is gained at the Salzburg Seminar, who will emerge as leaders in the coming decades."

Fellow, Uganda

A new consolidated database has allowed us to update our records and correct statistics that were previously subject to human error. We are confident that with our new database in place all statistics presented are an accurate reflection of our records.

"Through my long association with the Salzburg Seminar, I am more and more convinced that it is proving itself to be an invaluable and unique resource for making enduring professional connections that span the globe and the time."

Vitaly Zhurkin



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



*"The Salzburg Seminar
opened my mind to the
diversity the world offers.
It also gave me the
opportunity to make
many new contacts, and
offered solutions to help
me tackle the challenges
I face back home."*

Fellow, Malta

Faculty & Fellows

1947-2001: A PARTIAL RETROSPECTIVE

For more than a half-century, the Salzburg Seminar has prided itself on bringing distinguished leaders from government, law, business, and academia together with mid-career professionals of exceptional promise from around the world. The Seminar would like to recognize all those who have participated in its programs, but space prohibits doing so. This representative list of individuals who have participated in Seminar programs within the past two decades reflects both the prominence and the diversity of the Seminar's Faculty and Fellows.

Jaak Aaviksoo, Rector, University of Tartu; Former Minister of Education, Estonia

Mariclaire Acosta Urquidi, Special Ambassador for Human Rights and Democracy, Mexico

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

Khalid M. Al-Angary, Minister of Higher Education, Saudi Arabia

Eloy Anello, President and Founder, Núr University, Bolivia

Homero Aridjis, Author; President, International PEN; Former Mexican Ambassador to Switzerland and the Netherlands

Michael H. Armacost, President, The Brookings Institution; Former Ambassador of the United States to Japan

Aharon Barak, President, Supreme Court of Israel

Andris Barblan, Secretary General, Association of European Universities

Shyam Benegal, Filmmaker, India

Derek Bok, President Emeritus, Harvard University

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

Stephen Breyer, Associate Justice, United States Supreme Court

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

Laurens Jan Brinkhorst, Minister for Agriculture, Nature Management, and Fisheries, The Hague; Former Member, European Parliament; Former Dutch Ambassador to Japan

Leon Brittan, Vice President, European Commission

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

Cai Haoyi, Deputy Director-General, Research Department, People's Bank of China

Ján Čarnogurský, Chairman, Christian Democratic Movement; Minister of Justice and Former Prime Minister, Slovakia

Warren M. Christopher, Presidential Medal of Freedom recipient; Former United States Secretary of State

Emil Constantinescu, President of Romania

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

Jean-Louis Dewost, Director-General, Legal Service, Commission of the European Communities

"The Salzburg Seminar brings together people who have the generosity of spirit, passion, and conviction to start building a world we all envision for the future."

Fellow, South Africa

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

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

Lawrence Eagleburger, President's Award for Distinguished Civil Service recipient; Former Ambassador to Yugoslavia; Former United States Secretary of State

Mohamed El Baradei, Director General, International Atomic Energy Agency

Emory B. Elliott, Distinguished Professor of English, and Director, Center for Ideas and Society, University of California, Riverside

Roger J. Errera, Member, Conseil d'Etat, Paris; Former Member, United Nations Human Rights Committee

Richard Eyre, BBC Board of Governors; Former Director, Royal National Theatre

Franz Fischler, Commissioner of Agriculture and Fisheries, European Commission

Garret FitzGerald, Former Prime Minister of Ireland

Ernest Fleischmann, President, Fleischmann Arts; Former Director, London Symphony Orchestra and Los Angeles Philharmonic

Colette Flesch, Member, European Parliament; Former Director-General, European Commission

Jaime A. FlorCruz, Edward R. Murrow Press Fellow, Council on Foreign Relations; Former Beijing Bureau Chief, *Time Magazine*

Samuel Ruiz Garcia, Former Bishop of San Cristóbal de Las Casas, Chiapas State, Mexico

David P. Gardner, Former President, William and Flora Hewlett Foundation; Former Chancellor, California State University System

Ekaterina Yurievna Genieva, President, Open Society Institute, Russia; Chairperson, Strategic Board, and Director, All-Russia State Library for Foreign Literature

Ruth Bader Ginsburg, Associate Justice, United States Supreme Court

Andrew Gonzalez, Secretary of Education, Culture, and Sports, Philippines

Madeleine F. Green, Vice President for International Initiatives and Director, Centre for Leadership Development, American Council on Education

Klaus Gretschmann, Director-General, German Federal Chancellery

Anthony Roy Gubbay, Chief Justice of Zimbabwe

Lani Guinier, Professor of Law, Harvard Law School

Sirkka Hämäläinen, Member, Executive Board, European Central Bank; Former Governor, Bank of Finland

Cheryl Lee Henson, President, The Jim Henson Foundation, New York

Frances Hesselbein, Presidential Medal of Freedom recipient; Chairman of the Board, Peter F. Drucker Foundation for Nonprofit Management

Rosalyn Higgins, Judge, International Court of Justice, The Hague

Karen Brooks Hopkins, President, Brooklyn Academy of Music

Mugur-Constantin Izarescu, Governor, National Bank of Romania; Former Prime Minister of Romania

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

Arthur Jacobus, Executive Director, San Francisco Ballet

Josef Jarab, President, European Association for American Studies; Former Rector and President, Central European University

Rolf Jeker, Ambassador, Federal Office for Foreign Economic Affairs, Switzerland

George Payne Kahari, Executive Director, National Gallery of Zimbabwe

Michael M. Kaiser, President, John F. Kennedy Center for the Performing Arts; Former Executive Director,

American Ballet Theatre and Royal Opera House, London

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

Thomas Klestil, President of Austria

Kevin Klose, President and Chief Executive Officer, National Public Radio; Former Director, US International Broadcasting; Former President, Radio Free Europe/Radio Liberty

Harold Hongju Koh, United States Assistant Secretary of State for Democracy, Human Rights, and Labor

Rob Kroes, Author; Professor and Chairman, Institute of American Studies, University of Amsterdam

Pascal Lamy, Commissioner for Trade, European Commission

Lan Xue, Professor and Executive Vice President, Development Research Academy for the 21st Century; Associate Dean, School of Public Affairs, Tsinghua University, Beijing

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

Jutta Limbach, President, Federal Constitutional Court of Germany

Justin Yifu Lin, Professor and Founding Director, China Center for Economic Research, Peking University

Jan Willem Looft, Executive Director, Royal Concertgebouw Orchestra, Netherlands

Lindiwe Mabuzza, Ambassador of South Africa to Germany; Former Chief Representative, African National Congress

C. Peter Magrath, President, National Association of State Universities and Land-Grant Colleges; Former President, SUNY, Binghamton, University of Minnesota, and University of Missouri System

Andrei Marga, Minister of National Education, Romania; Rector, "Babes-Bolyai" University, Cluj

John Matshikiza, Actor; Associate Editor and Writer, *Daily Mail & Guardian*, Johannesburg

Federico Mayor, Former Director General, UNESCO





Beverley McLachlin, Chief Justice, Supreme Court of Canada

Arthur Miller, Playwright

Gerard Mortier, Director, Salzburg Festival

Yolanda Moses, President, American Association for Higher Education; Former President, The City College of the City University of New York

Welcome Msomi, Chairman and Chief Executive Officer, Naledi Ya Afrika; Founder, IAM Records; Founder and Director, Izulu Dance Theatre and Music Company, Pretoria

Yoshio Murakami, Board Director, Asahi Shimbun, Japan

Masafumi Nagao, Author; Research Professor, Center for the Study of International Cooperation in Education, Hiroshima; Former Chief Program Officer, Sasakawa Peace Foundation

Njabulo S. Ndebele, Vice Chancellor, University of Cape Town

Olusegun Obasanjo, President of the Federal Republic of Nigeria

Sandra Day O'Connor, Associate Justice, United States Supreme Court

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

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

Park Sung Sang, Senior Advisor, Daewoo Securities Co., Ltd.; Former Governor, Bank of Korea

Anton Pelinka, Professor of Political Science, University of Innsbruck; Director, Institute of Conflict Research, Vienna

Michel Petite, Head of Cabinet, European Commission

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

Karl Rove, Senior Advisor to United States President George W. Bush

Renato Ruggiero, Former Director, World Trade Organization

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

Jan Sadlak, Director, European Center for Higher Education, UNESCO, Bucharest

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Alexander Schaub, Director-General for Competition, European Commission

Helmut Schmidt, Former Chancellor of the Federal Republic of Germany

Kurt L. Schmoke, Former Mayor of Baltimore

Marc A. Scorca, President and Chief Executive Officer, OPERA America

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

John Shattuck, Chief Executive Officer, John F. Kennedy Library and Foundation; Former United States Ambassador to the Czech Republic

James Sheridan, Film Director and Producer, Ireland

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

Graham B. Spanier, President, Pennsylvania State University

Roberto Subroto, Former Secretary General, OPEC

Yushu Takashima, Vice President, Japan International Cooperation Agency; Former Ambassador of Japan to Austria

Russell Willis Taylor, President, National Arts Stabilization; Former Executive Director, English National Opera

Leo Tindemans, Former Member, European Parliament; Former Prime Minister of Belgium

Joseph Tosovsky, Former Prime Minister of the Czech Republic

Tran Van-Thinh, Former Ambassador of the European Commission to the GATT

Anmol Zul Vellani, Executive Director, India Foundation for the Arts

Edward Villella, National Medal of Arts recipient; Founding Artistic Director, Miami City Ballet

Anuradha Vittachi, Director, One World International Foundation, United Kingdom

Franz Vranitzky, Former Chancellor of Austria

Eliska Wagnerová, Chief Justice, Supreme Court of the Czech Republic

Wang Jisi, Director, Chinese Academy of Social Sciences

Israel Wiener, Senior Producer, Israel TV

Allan M. Winkler, Author; Distinguished Professor of History, Miami University of Ohio

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

Xiong Lee Pao, Member, President's Commission on Asian Americans and Pacific Islanders; Director, Government and Community Relations, Concordia University, St. Paul

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

Vasiliy Zhurakovsky, First Deputy Minister of Education, Russian Federation

"Many Seminar Fellows go on to become leaders in their countries. The contacts they make through the Salzburg Seminar help to broaden their perspectives and equip them for the challenges of the twenty-first century."

Usha Prashar





"The Meierhof embodies the rich traditions of Austrian hospitality and has provided an ideal space for scholarly inquiry, both formally and informally. While the Schloss is the jewel of the Seminar, the Meierhof is the heart. It is critical to support the restoration of this special place and to that end we have committed to make a significant contribution. We encourage all members of the Seminar family to join us in giving."

Heather Sturt Haaga and Paul Haaga



Securing the Future

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 \$10,000,000 endowment grant that the Seminar must match in other commitments. The \$40,000,000 *Campaign for the Salzburg Seminar* calls for raising \$20,000,000 for current operations and \$20,000,000 for the Seminar's endowment. As of August 31, 2000, commitments received for current operations totaled \$21,981,012 and commitments received for the endowment totaled \$15,062,384.

Meierhof Renovation Project

The Meierhof building, dating from the seventeenth century, houses the Seminar's main lecture hall, the reception area, and modern office space and living accommodations. In 1987, the Seminar undertook Phase I of the Meierhof renovation, at a cost of some \$3,000,000, to renovate and remodel the Meierhof in order to construct bedrooms for Fellows on the upper floors.

In November 1999, the Board of Directors unanimously decided to proceed with Phase II, the completion of the renovation.

The Meierhof was suffering from water damage and structural disrepair. The groundwater, less than two meters below the surface, had seeped into many of the walls, causing decay and seriously weakening the building. The estimate for the total Phase II construction and renovation of the Meierhof is just over \$3,000,000.

This final phase of the Meierhof's renovation will not only secure the building structurally, but

will also provide multi-purpose meeting rooms, a library, a state-of-the-art computer center, and additional instruction, office, and residential space. When this work is completed, the Seminar will have invested more than \$7,500,000 in the modernization of its historic facilities.



Renovation and modernization of the Meierhof in progress.

Alberto Vilar–Salzburg Seminar Project on *Critical Issues for the Classical Performing Arts*

The Salzburg Seminar acknowledges with gratitude the generosity of the prominent investor and philanthropist ALBERTO VILAR, president and founder of Amerindo Investment Advisors Inc. Dr. Vilar will fund a multi-year international project at the Seminar on *Critical Issues for the Classical Performing Arts*. The series is dedicated to enhancing the effectiveness, viability, and livelihoods of performing arts organizations and will involve senior executives of leading performing arts organizations, specifically opera, ballet, symphonic music, and festivals. The project will begin in July 2001, when senior level representatives of opera companies will be invited to Schloss Leopoldskron for structured discussions and workshops on issues of governance, management, audience development, marketing and fundraising, technological demands and innovations, co-production and cost-sharing opportunities, and resource management.

Dr. Vilar's generous commitment to the Seminar will

also establish THE ALBERTO VILAR LIBRARY AND COMPUTER CENTER. Located in the Seminar's three-hundred-year-old Meierhof building, The Vilar Center will become the hub of the many seminars, conferences, and symposia that are conducted year-round by the Seminar. Completion of The Vilar Center is scheduled for June 2001.

“The Salzburg Seminar’s international, multi-disciplinary approach is a vital contribution toward civilizing and improving the quality of life for the global community. Music, which is my greatest passion, truly bridges cultural divides and links people together around the world and throughout history.

As a Cuban-American, I have first-hand experience of the differences between freedom and oppression. This, therefore, makes it a great privilege for me to support an educational organization that encourages the free exchange of ideas and international cooperation. It is my hope that when participants unite to explore critical issues for the classical performing arts or to work together in the library and computer center, they will overlook their differences and enjoy their similarities. As people come together to learn and to improve themselves professionally, with respect and admiration for each other and for the arts, international harmony and appreciation of the arts will benefit.”

—Alberto Vilar



OPPORTUNITIES FOR ENDOWMENT GIFTS

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 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 of the Seminar.

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

\$250,000	Renovate the Meierhof Atrium and Gallery
\$150,000	Renovate a Meierhof Faculty/Staff Apartment
\$100,000	Endow a Scholarship/Fellowship Fund
\$85,000	Renovate a Meierhof Faculty/Staff Office
\$50,000	Renovate the Meierhof Courtyard
\$25,000	Endow a Lecture Fund
\$25,000	Renovate a Meierhof Bedroom
\$10,000	Endow a Book Fund
\$10,000	Endow a 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.

For more information

Information and materials about the Salzburg Seminar are available at the Seminar's offices listed below and 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
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Schmidgasse 14
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Middlebury

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

The Salzburg Seminar complies with applicable provisions of state and federal law of the United States that prohibit discrimination in admission or access to its educational programs, activities, or facilities on the basis of race, age, ethnicity, color, religion, national origin, gender, marital status, or sexual orientation, as well as other classifications protected by state or federal laws.

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.

Salzburg Seminar Staff

OFFICERS

Olin Robison, President

Amy Hastings, Executive Vice President

Wendy McKee, Assistant Treasurer and Director of Finance and Administration

Timothy Ryback, Director, Salzburg

SALZBURG

Susanna Fox, Program Director and Academic Program Coordinator

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Martha Gecek, Administrative Director, American Studies Center; Coordinator, Visiting Advisors Program of the Universities Project

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Robert Fish, Internet and Multi-media Consultant

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Christian Rottensteiner, Technology Associate

Marie-Louise Ryback, Special Projects Coordinator

Kathleen Schendl, Assistant to the Director and Senior Program Assistant

Astrid Schroeder, Assistant Librarian

Brigitte Tockner, Admissions Officer

Michaela Wasenegger, Office Services Assistant

Ingrid Wolf-Hattinger, Admissions Officer

VIENNA

Katherine McHugh Lichliter, Director, Asian Affairs; Director, Vienna Office; and Senior Program Director

Ellen Schirenc, Administrative Assistant

MIDDLEBURY

Scott Atherton, Deputy Director, Asian Affairs and Universities Project

Susan Hall, Office Assistant

Meg Harris, Assistant to the President; Special Projects Coordinator

Kevin Hurley, Director of Program Support

John Krueger, Director of Individual Gifts

Helen Maciejewski, Program and Development Associate



The Salzburg Seminar staff mourns the death of our friend and colleague Jean Blodgett. At an important time in the Seminar's history, Jean was the program liaison between the Salzburg and Middlebury offices. She retired in 1997 and passed away in 2000. Jean was a special member of our staff and we miss her very much.

Sheila McGrory-Klyza, Writer and Editor

Lorraine Moyer, Financial Manager

Leslie Purple, Assistant Director of Development

Norma Jean Rollet, Publications Coordinator

Timothy Rollet, Payroll/Benefits Coordinator

Krystal Sewell, Information Technology Associate

Karen Shackett, Information and Resources Coordinator

Stephanie Sheldon, Financial Assistant

Zsolt Tölgyesi, Director of Information Technology

Marlene Vrooman, Office and Human Resources Manager

Cathy Walsh, Program Officer

SCHLOSS LEOPOLDSKRON CONFERENCE CENTER

Manuela Resch, Finance and Business Manager

Richard Aigner, Conference Services Assistant

Ursula Albrecht, Assistant Finance Manager

Simon Ballwein, Food and Beverage Manager

Elisabeth Berner, Head Receptionist
Rudolf Eppenschwendtner, Superintendent

Margit Fesl, Housekeeping Manager

Markus Hiljuk, Conferencing and Banqueting Manager

Ernst Kiesling, Catering Manager

Susanne Schneeberger, Administrative Assistant

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