



SALZBURG GLOBAL CHRONICLE

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The testimonials of Salzburg Global Fellows on the front cover are featured in our 70th Anniversary video.

To view the video, please visit: 70.SalzburgGlobal.org

PRESIDENT'S REPORT 2017

# LETTER FROM THE PRESIDENT



Salzburg Global Seminar was born in the aftermath of a devastating war. The first session in summer 1947 sought to heal divisions among previous enemies and to imagine how a peaceful Europe might be built and sustained. Schloss Leopoldskron became the crossroads at which young Europeans with disparate loyalties and ideologies could search for common ground. Among them were former Austrian *Luftwaffe* officers, a young Czech Communist, and a Romanian Jew who had survived Auschwitz.

Over successive years, our Fellows drove government reforms in Eastern Europe, helped bring peace to Northern Ireland, and improved health care systems in Africa. What began as the Salzburg Seminar in American Studies expanded geographically and programmatically to become Salzburg Global Seminar.

Today, the international order is in flux. Political tension, cultural division, and economic disparity have fractured societies and reduced faith in the ability of local, national and global institutions to find solutions.

Just as in 1947, Salzburg Global Seminar continues to gather together remarkable people to bridge divides and tackle the most complex global challenges. These individuals join a global network of Salzburg Global Fellows and partner institutions driving transformative change across the world.

What happens in Salzburg has always mattered because of the insights and ideas the experience kindles in our Fellows and for what they make happen later on the ground. The going out of our gates is more important than the coming in.

The following pages offer examples of thoughtful, committed and courageous citizens – thinkers, innovators, organizers – who have leveraged their experience and relationships gained at Schloss Leopoldskron to make the world a better place. In this 70th Anniversary year, we salute the power of their ideas, the strength of their resolve and the impact of their lives.

STEPHEN L. SALYER,  
PRESIDENT & CHIEF EXECUTIVE OFFICER

TIMELINE

# 70 YEARS OF CHANGE-MAKING

From a summer project called the “Salzburg Seminar in American Civilization” to a well-established and internationally-renowned NGO, Salzburg Global Seminar has fostered change-makers for 70 years.



### The Sound of Music

Twentieth Century Fox offer \$10,000 for use of the Schloss for filming of *The Sound of Music*. The Seminar declines tearing disruption of its programs and tax-exempt status. Publishing company, Bertelsmann, then owners of the Meierhof, offer use of their grounds for filming.

### Paul M. Herzog

is elected the first full-time president and adopts a “common problems” approach to sessions, moving the Seminar away from its “American studies” origins.

### The Seminar buys the neighboring Meierhof building.

First Fellow from Mexico comes to the Schloss.

### First Fellows come from Palestine, attending sessions alongside Israelis.

### Bradford Morse

former US Congressman and UN Under-Secretary-General, is elected president, and sets his sights on expanding the Seminar’s outreach to Asia. A large grant from the Nippon Foundation helps bring Fellows from the Far East.

### The American Studies Center is established.

S. 321 – *Transitioning Economies: Comparative Models*

Fellows from emerging Asian economies and post-USSR countries share learning.

### The Universities Project launches.

The program is followed by the Visiting Advisors Program in 1998, to help strengthen higher education institutions in post-Soviet states.

### Olin C. Robison

former president of Middlebury College, is elected president and introduces a strong programmatic emphasis on European integration, higher education and non-governmental organizations.

Peace Symposium: *Defining Peace in the Contemporary World*

### The Meierhof is renovated.

After the first phase was completed in 1988, which saw the addition of a second floor and 55 bedrooms, the second phase is finally completed, overhauling the public areas.

### The Salzburg Seminar American Studies Association (SSASA) is founded.

### The International Study Program is established.

Operated by Salzburg Global Seminar until 2015, the Global Citizenship Program (as it became in 2013) successfully developed into an independent organization, the Global Citizenship Alliance.

### Stephen L. Salyer

former head of Public Radio International and the first Salzburg Fellow to lead the organization, is elected the eighth president, stressing a problem-solving and social innovation orientation.

### A new name for a new era

After adoption of a new Strategic Plan – including revamped mission, outcome-oriented focus and operating structure – the Board approves a new name: *Salzburg Global Seminar*.

### The Salzburg Academy on Media and Global Change is launched

### Rule of Law

Lloyd N. Cutler Center for the Rule of Law established to honor the Seminar’s longtime chairman and to provide an ongoing platform for lectures and programs on law and justice.

### New multi-year series are launched

2010 sees the launch of *Health and Health Care Innovation in the 21st Century and Holocaust Education and Genocide Prevention* with the Salzburg Global Forum on Finance in a *Changing World* launching the following year.



### Celebrating partnerships

In celebration of 25 years of partnership, Salzburg Global Seminar and The Nippon Foundation convene in Kyoto the first full-fledged Salzburg Seminar to be held in Asia.

### Hotel Schloss Leopoldskron opens.

The Meierhof undergoes another significant renovation, including guest rooms, café and reception, culminating in the opening of Hotel Schloss Leopoldskron – a boutique hotel of 55 bedrooms and 12 Schloss suites.



### YCI Forum is launched

The *Young Cultural Innovators Forum* is launched with 10 “hub” city partners on five continents (expanding to 19 hubs by 2017).

### Sciana – The Health Leaders Network is launched

A multi-million euro collaboration is launched between Salzburg Global Seminar and the Health Foundation, Careum Stiftung and the Robert Bosch Stiftung.



### First Session

The *Salzburg Seminar in American Civilization* brings 97 students from 18 European countries with an American faculty to Schloss Leopoldskron for six weeks.



S. 32 – *American Legal Thought and Institutions* marks the beginning of the *Rule of Law* series that continues today with the annual *Cutler Lecture on the Rule of Law* (est. 2009) and the *Cutler Fellows Law Program* (est. 2012).



S. 58 – *Race and Minorities*

### The Seminar buys Schloss Leopoldskron.

After two years of protracted negotiations, the Seminar buys Schloss Leopoldskron from the City of Salzburg for \$92,350 (equivalent to \$1m in 2017) and commits a further \$20,000 for the first round of renovations.

### Alumni Associations

Alumni from an urban planning session establish SCUPAD – the Salzburg Congress on Urban Planning and Development.

### Fellows return from “behind the Iron Curtain.”

Two years of diplomacy leads to the first Fellows from “Behind the Iron Curtain” since 1949 being able to come to Schloss Leopoldskron: four Czechs came for Session 102, *The American Economy and International Economic Affairs*. They were followed in 1967 by Fellows from Hungary and Bulgaria, and in 1968 by Fellows from Romania.



### John “Jack” W. Tuthill

former US Ambassador, is elected the fourth president and begins extensive outreach to the Middle East, specifically Saudi Arabia, Kuwait, Jordan, Israel and Egypt. Fellows from this region numbered over 300 by the end of his tenure.

### Thomas H. Eliot

is elected president and continues Herzog’s less American and more global approach. First Fellows from Africa come to the Schloss.

S. 107 – *Urban Planning*; S. 109 – *The Mass Media*; S. 110 – *The Social Impact of the New Technology*

### Arthur S. Adams

retired naval officer, is elected president.

### Cold War Crossroads

### A Globalizing World

### People and Power

1947

### A Marshall Plan for the Mind

June 1947 The European Recovery Program a.k.a. The “Marshall Plan” is drafted.

Dexter Perkins is elected as the Seminar’s first president.

Papers signed. “The Salzburg Seminar in American Studies” is incorporated in Massachusetts, USA.

European Association for American Studies is founded at Schloss Leopoldskron.

1949

1957 European Economic Community is founded.

1955 Occupation of Austria ends and Austria declares itself “permanently neutral.”

1950

1953

1954

1958

1959

1962

1963

1965

1966

1967

1964 Civil Rights Act signed in the USA.

1971

1973

1973 Yom Kippur War.

1977

1984

1985 Schengen Agreement is signed, allowing for passport-less travel in Europe by mid-1990s.

1986

S. 266 – *AIDS: Confronting an Epidemic*

S. 278 – *The New Revolution: The USSR in Transition*

1988

1989

1989 Berlin Wall falls, revolutions sweep Eastern Europe.

1991

1991 USSR dissolves.

1993

1995 Austria joins the European Union.

1994

1995

1997

1998

1998 Good Friday Agreement is signed in Northern Ireland.

2001

2001 9/11 attacks happen in USA

2003

2004 EU expands to include countries in Eastern Europe and former Yugoslavia.

2004

2005

2006

2007

2008 Lehman Brothers collapses, sparking global financial crisis.

2009

2010

2011

2013

2014

2015

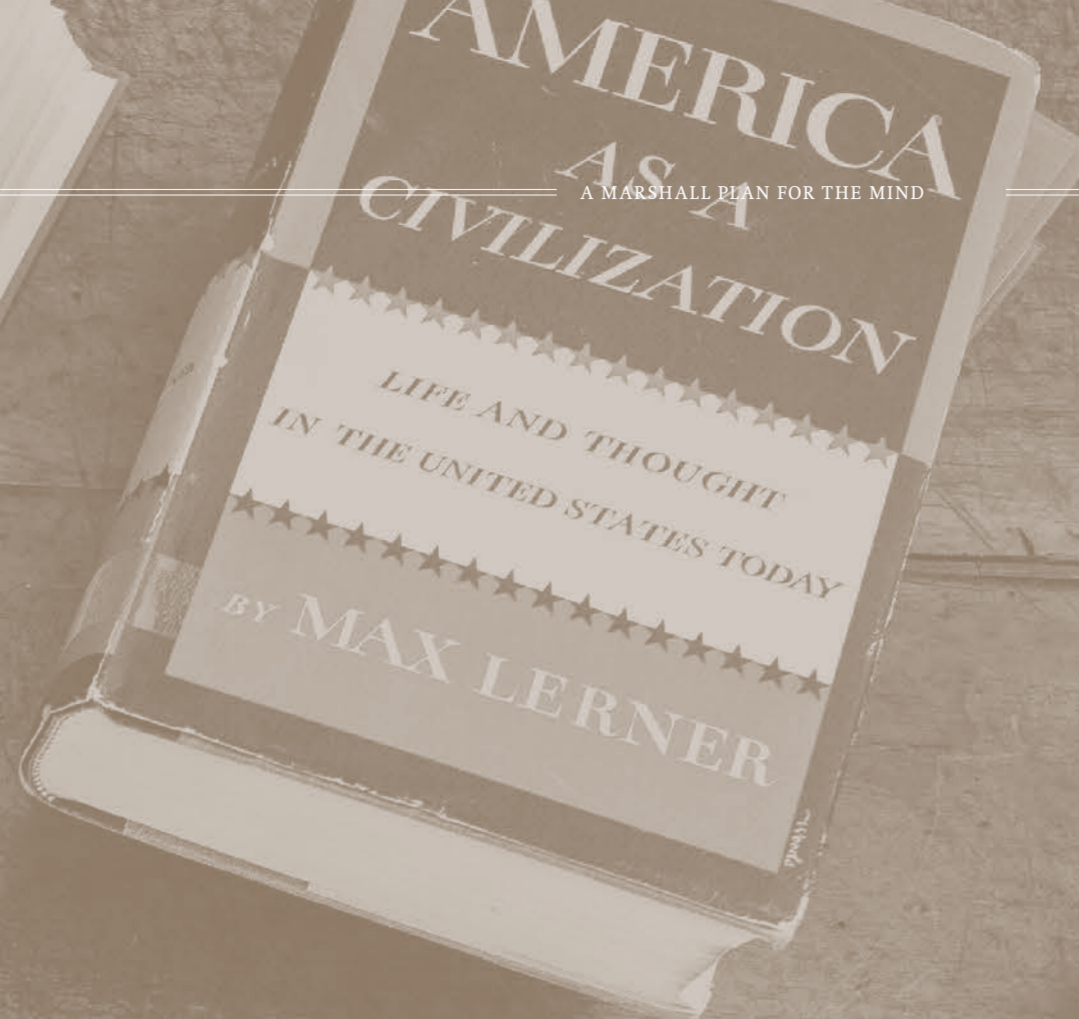
2016 Voters in the United Kingdom vote to exit the European Union.

2017



1947 - 1961

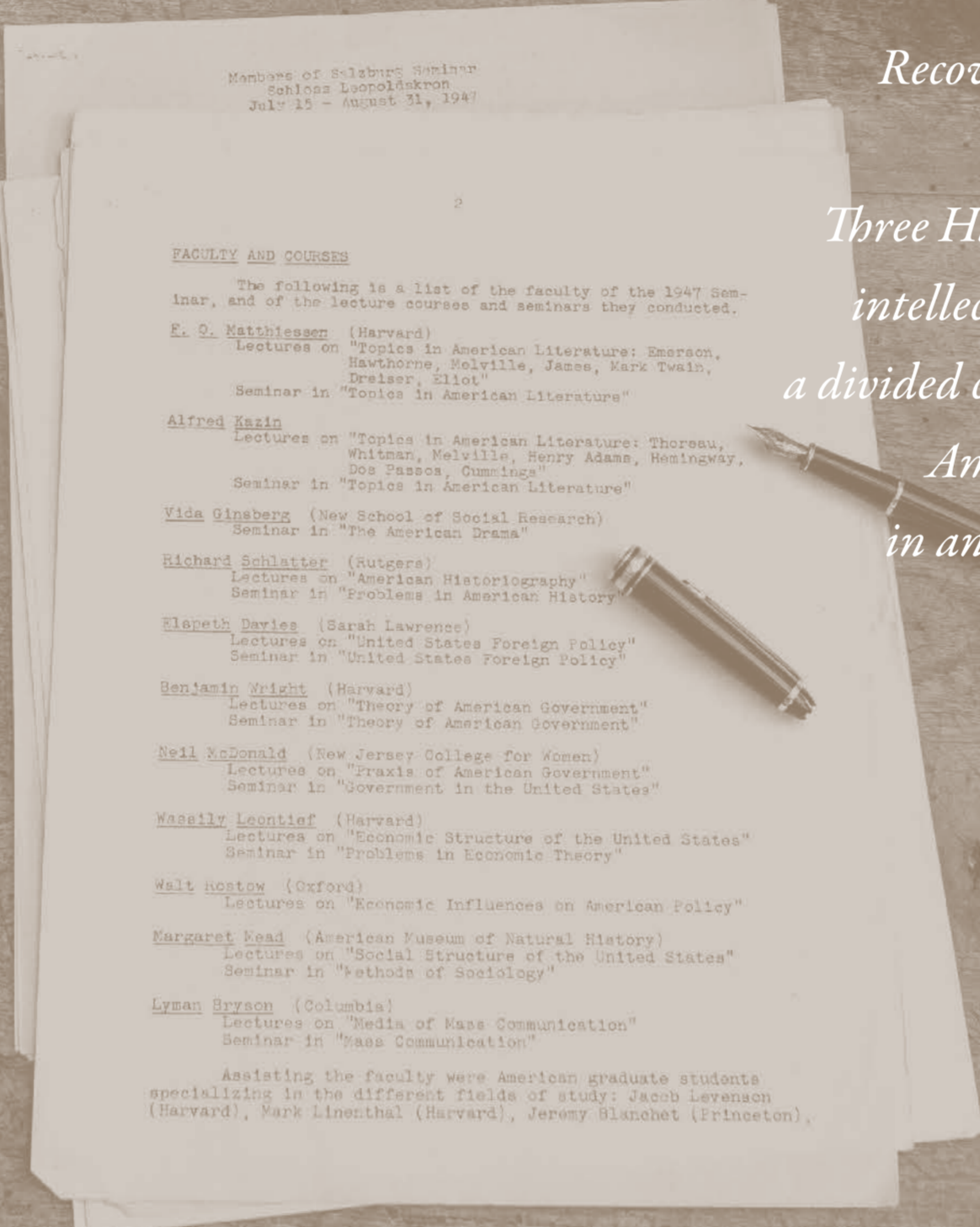
# A MARSHALL PLAN FOR THE MIND



*Recovery from the devastation of World War II took massive economic rebuilding.*

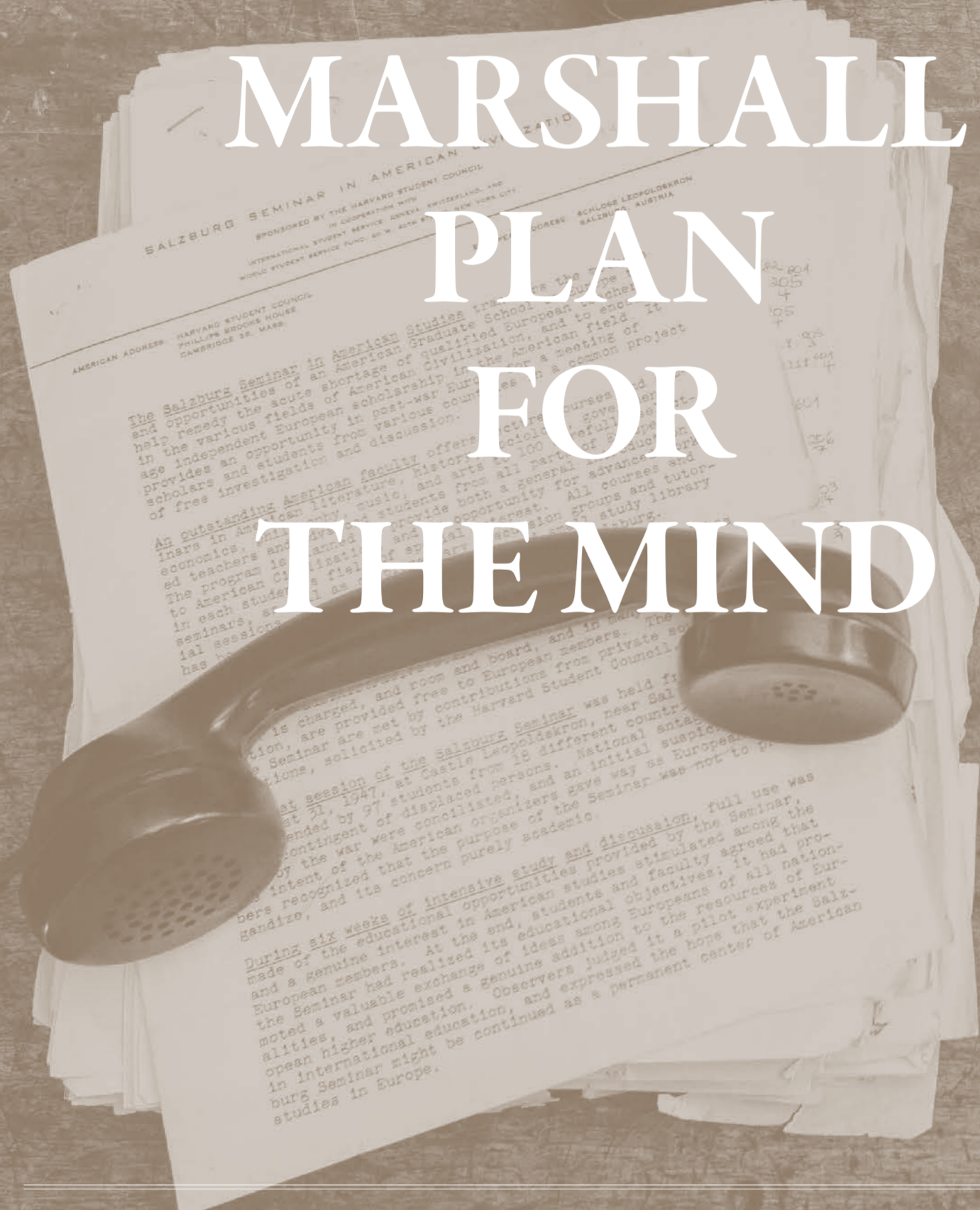
*Three Harvard men believed that Europe also needed intellectual reconstruction and envisaged bridging a divided continent through dialogue on a neutral topic -*

*America and its culture and institutions - in an inspiring location: Schloss Leopoldskron, Salzburg, Austria.*



Members of Salzburg Seminar  
Schloss Leopoldskron  
July 15 - August 31, 1947

- FACULTY AND COURSES**
- The following is a list of the faculty of the 1947 Seminar, and of the lecture courses and seminars they conducted.
- E. O. Matthiessen** (Harvard)  
Lectures on "Topics in American Literature: Emerson, Hawthorne, Melville, James, Mark Twain, Dreiser, Eliot"  
Seminar in "Topics in American Literature"
  - Alfred Kazin**  
Lectures on "Topics in American Literature: Thoreau, Whitman, Melville, Henry Adams, Hemingway, Dos Passos, Cummings"  
Seminar in "Topics in American Literature"
  - Vida Ginsberg** (New School of Social Research)  
Seminar in "The American Drama"
  - Richard Schickel** (Rutgers)  
Lectures on "American Historiography"  
Seminar in "Problems in American History"
  - Elspeth Davies** (Sarah Lawrence)  
Lectures on "United States Foreign Policy"  
Seminar in "United States Foreign Policy"
  - Benjamin Wright** (Harvard)  
Lectures on "Theory of American Government"  
Seminar in "Theory of American Government"
  - Neil McDonald** (New Jersey College for Women)  
Lectures on "Praxis of American Government"  
Seminar in "Government in the United States"
  - Wassily Leontief** (Harvard)  
Lectures on "Economic Structure of the United States"  
Seminar in "Problems in Economic Theory"
  - Walt Rostow** (Oxford)  
Lectures on "Economic Influences on American Policy"
  - Margaret Mead** (American Museum of Natural History)  
Lectures on "Social Structure of the United States"  
Seminar in "Methods of Sociology"
  - Lyman Bryson** (Columbia)  
Lectures on "Media of Mass Communication"  
Seminar in "Mass Communication"
- Assisting the faculty were American graduate students specializing in the different fields of study: Jacob Lerenach (Harvard), Mark Linenthal (Harvard), Jeremy Blanchet (Princeton),



SALZBURG SEMINAR IN AMERICAN STUDIES  
SPONSORED BY THE HARVARD STUDENT COUNCIL  
INTERNATIONAL STUDENT SERVICE, SWITZERLAND, AND  
WORLD STUDENT SERVICE FUND, INC., U.S.A.

AMERICAN ADDRESS: HARVARD STUDENT COUNCIL  
PHILIPPS BROOKS HOUSE  
CAMBRIDGE 38, MASS.

The Salzburg Seminar in American Studies is a program of the Harvard Student Council and the International Student Service, Switzerland, and the World Student Service Fund, Inc., U.S.A. It is designed to help remedy the acute shortage of qualified European students in the various fields of American civilization, and to provide an opportunity for post-war European students to study in the United States. The program is open to students from various countries who have completed secondary school and who are interested in the study of American history, literature, and culture. The seminar provides an opportunity for free investigation and discussion of American problems and ideas. An outstanding American faculty offers lectures, seminars, and discussions in American literature, history, and art. The program is designed to provide both a general education and a specialized study in American history, literature, and culture. The seminar is held at Schloss Leopoldskron, near Salzburg, Austria, from July 15 to August 31, 1947. The seminar is open to students from 15 different countries. The seminar is a unique opportunity for European students to study in the United States. The seminar is a permanent center of American studies in Europe.

1947

# INTELLECTUAL RECONSTRUCTION



Margaret MEAD. The “mother of anthropology” was the co-chair of the first session. She wrote a resoundingly positive review of the “experiment,” declaring it a success and urging the Harvard Student Council to support it in its second year.



Three FOUNDERS. The Salzburg Seminar in American Civilization (as it was initially called) was the brainchild of (LEFT TO RIGHT) Clemens Heller, Richard “Dick” Campbell and Scott Elledge.



Shared DORMITORIES. Unlike today’s Fellows who stay in private hotel rooms, in the first years the Fellows shared large dormitories (now the Seminar Rooms and Robison Gallery), with as many as thirty sleeping in one room.



Helene THIMIG. The widow of Austrian theater impresario Max Reinhardt offered use of his palace, Schloss Leopoldskron, for the first session. The Seminar purchased the Schloss in 1959.



Food RATIONS. The “mental nourishment” might have been in abundance, but food shortages in Europe necessitated the delivery of provisions from abroad.



F.O. MATTHIESSEN. The renowned literary critic (LEFT) co-chaired the first session. A professor at Harvard, he helped convince colleagues to also serve on the faculty.



Near-ABANDONMENT. Occupied but not well-maintained by the Nazis during World War Two, the grounds were unkempt and the Schloss in dire need of repairs in 1947.

“The Harvard Student Council has quietly organized the first general experiment in international education in postwar Europe... It is organized to provide for the most immediate physical and intellectual need of European students and scholars... Their stay at Leopoldskron should strengthen these young men and women in their faith in a reconstruction of Europe on a democratic basis.”

Thus was the audacious plan of three Harvard men – graduate student Clemens Heller, college senior Richard “Dick” Campbell and young English instructor Scott Elledge – in the summer of 1947. That same year, the US government had announced the European Recovery Program, a.k.a. the Marshall Plan, to rebuild Europe economically. Theirs was a plan to

*In the summer of 1947, for the second time in just thirty years, Europe was in the midst of recovering from a devastating conflict. Economic rebuilding was desperately needed, but three young visionaries believed that intellectual reconstruction was also vital.*

rebuild Europe intellectually – a “Marshall Plan for the Mind.”

Originally conceived as a one-off summer program, the “Salzburg Seminar in American Civilization” was to be an opportunity for a divided Europe “to see who one was, what one believed in, what others believed in and to create a basis for

future collaboration.” The subject matter to be discussed was American studies – encompassing economics, politics, literature and sociology – a neutral topic for the former adversaries to examine, debate and dissect.

To bring their vision into fruition, the three founders needed faculty,

funding, a location and participants.

The faculty came mostly from Harvard University: Literary historian F.O. Matthiessen was the first to join, and helped recruit others including Nobel Prize-winning economist Wassily Leontief, government professor Benjamin F. Wright and acclaimed Italian historian Gaetano Salvemini. Heller’s connections helped bring on board the “mother of anthropology” Margaret Mead, who agreed to co-chair the ten-strong faculty alongside Matthiessen.

The Harvard administration, however, was less enthusiastic. Harvard President James B. Conant remarked: “I wouldn’t touch it with a ten-foot pole.” Support and partial funding came instead from the Harvard Student Council. Private donors, spurred by the founders’

tenacity, provided the rest.

Originally from Austria and a well-connected family, Heller sought an Austrian location. Serendipitously, that winter, he encountered an old family friend on the New York subway: Helene Thimig, the widow of Austrian theater impresario Max Reinhardt. Thimig had recently had Reinhardt’s property, including Schloss Leopoldskron, restituted after its Nazi Aryanization in 1938, but had little desire to return to the palace following her husband’s death in exile during the war. Impressed by Heller’s passion, she loaned Schloss Leopoldskron, in Salzburg, part of the American occupied zone, for the first session.

Participants were recruited by Heller and Elledge, who travelled across Europe in the spring. Campbell, confined to a wheelchair

after an almost-life-ending accident in high school, was the operation’s chief letter writer. The “Fellows” were advanced students who were teaching, had entered public life, or were intending to do so, and selected “on the basis of past scholarly achievement, with no regard to political, religious or racial considerations.”

Finally arriving in Salzburg, they found a Schloss in near-abandonment. Neither the indoor plumbing nor the electric lights were working. Windows had been shattered, chandeliers destroyed, exterior stucco and interior walls riddled with shrapnel. To ready the Schloss for the arrival of 97 Fellows from 18 countries, window panes were sourced from Czechoslovakia, plumbing supplies from Italy, and mattresses, iron cots and blankets

from the Red Cross and the occupying American army, together with food parcels from World Student Relief-International Student Service in Switzerland. Books were brought by the American faculty and student-administrators or loaned by the US Information Service libraries in Europe. The Americans were also encouraged to bring supplies such as razor blades to share with the Europeans.

The community of Fellows brought together that summer was war-weary and wary of each other. Only two years earlier, many had been bitter enemies – now they were to study and live together for six weeks. What began with some tension became, as Matthiessen put it, “an island of peace in a storm-clouded sea.”

Opening the session, Matthiessen reassured the Europeans and

Americans gathered, “none of our group has come as imperialists of Pax Americana to impose our values on you.” Instead the program would consider not only the strengths of America, but also its “excesses and limitations.” The food may have been mostly potatoes and cucumbers, but, as an Italian Fellow said: “intensive mental nourishment was superabundant.”

“What we did was not done with the intention of creating an institution,” admitted Heller decades later. So sure were the founders that this would be a one-off that Fellows were encouraged to take away the collected library books. But the “risky experiment” was recognized as such a success that it was decided the “Salzburg Seminar in American Studies” must be “continued as a permanent center.”

## THE EARLY YEARS

FROM IDEALIST  
EXPERIMENT  
TO EMINENT  
INSTITUTION

*It may not have been the founders' original plan, but the 1950s saw their idealistic experiment become a fully-fledged institution, attracting people of prominence and promise from Europe and America to learn from each other across diverse fields.*



**1 SCHLOSS LEOPOLDSKRON.** Built by a Prince-Archbishop in 1736 and restored by Austrian theater impresario Max Reinhardt in the inter-war years, the palace has been home to the Seminar and its Fellows since 1947.

**2 TRANSATLANTIC.** In the early years of the Seminar, all faculty came from the USA with Fellows coming primarily from Western Europe.

**3 REINHARDT LIBRARY.** The Schloss Library was installed by Max Reinhardt in 1926-27.

**4 RELAXATION.** Sessions in the early years lasted for up to six weeks, with Fellows living onsite for the duration. Encouraged to make Schloss Leopoldskron their home, Fellows relax in the sunshine on the Schloss Terrace.

**5 GROUP PHOTO.** Since 1947, Fellows have gathered on the Schloss Terrace for the now-traditional group photo.

**6 LEADING FACULTY.** Members of the faculty have always been well-respected leaders in their fields such as literary critic Ralph W. Ellison (right), who attended in the 1950s.

**7 AMERICAN STUDIES.** In the 1950s, the Schloss library housed one of Europe's most extensive collections on contemporary American studies.

**8 SECLUDED SETTING.** The location of Schloss Leopoldskron, in the Austrian Alps on the edge of Salzburg, provides a secluded, retreat-like and inspirational place.

After three summer sessions, the experiment was deemed successful enough to legally incorporate in 1950 as a Massachusetts non-profit – the Salzburg Seminar in American Studies. The Seminar was now an institution, complete with an advisory board, staff and a (part-time) president – Dexter Perkins, a history professor at the University of Rochester and later Cornell. They had offices in Cambridge, MA, and a home (albeit not yet permanent) at Schloss Leopoldskron. Most importantly, there was the vision shared with the three founders: to bring together Americans and Europeans, across post-war divides.

Margaret Mead had written a glowing review of the first summer's program, and later coined the phrase: *"Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has."* This was embedded in the Seminar's ethos from its beginning.

Despite the success of their first summer, not all the founders returned. Elledge gained a teaching post at Carleton College, MN, USA. Campbell did return for the second session but in a reduced role due to ill health. The biggest absence was that of Heller. The driving force behind the project was refused travel papers to return to US-occupied Salzburg on the grounds that he was a "dangerous red." They did, however, remain engaged from overseas.

In their place, new administrators were appointed. In 1949, one successful applicant was

Harvard student Herbert P. Gleason. As clerk of the Seminar after his graduation in 1950, "Herb" was a signatory of the original incorporation papers and remained a member of the board of directors until 2010. Gleason, among others, was an early advocate of expanding the program of studies. Grants from the Commonwealth Fund and the Rockefeller Foundation enabled the Seminar to grow from an annual summer program to several sessions a year, which in 1950 focused on sociology, social relations, literature, music, and theatre, in addition to the *General Session in American Studies*. While more specialized, these early sessions were still all based in the study of America and its culture and institutions, with faculty coming from the US and Fellows primarily from Western Europe. (Between 1950 and the mid-1960s, diplomatic relations made recruitment from Eastern Europe almost impossible.)

The program continued to diversify and the summer of 1953 saw the establishment of one of the Seminar's longest-running series – *American Law and Legal Institutions* – which ran every summer for decades, bringing in prominent American jurists and legal scholars, including a great number of US Supreme Court judges – both on the bench and prior to their appointment.

The participation of those who showed great promise alongside those who were already prominent in their field was not only the case of the law sessions but across all programs. Many Seminar alumni thus rose to prominent positions of their own.

Notable faculty members of the period included Nobel Prize-winning author Saul Bellow; then-Harvard professor and leading Nuremberg prosecutor Benjamin Kaplan; diplomat and Yale

president Kingman Brewster Jr.; political scientist Hans Morgenthau; poet laureate Robert Lowell; literary critic Ralph W. Ellison (who was the first African-American to serve on the faculty); and renowned historian Henry Steele Commager. Scott Elledge returned as faculty in 1953, as did many other early Fellows.

By the mid-1950s, the Seminar was well-established and gaining an eminent reputation, but its home at Schloss Leopoldskron was by no means secured. There were several scouting parties to other locations in Europe as the future of the Schloss looked uncertain. Finally, after two years of protracted negotiations, the Schloss was sold by Thimig to the City of Salzburg, which in turn sold it to the Seminar in 1959 for \$92,350 (equivalent to \$1m in 2017).

Throughout his tenure, Perkins was determined to keep American studies at the center of the Seminar. However, with his retirement and the appointment of retired naval officer Arthur S. Adams as president in 1962, a shift began.



## PROFILES

## THE FOUNDERS

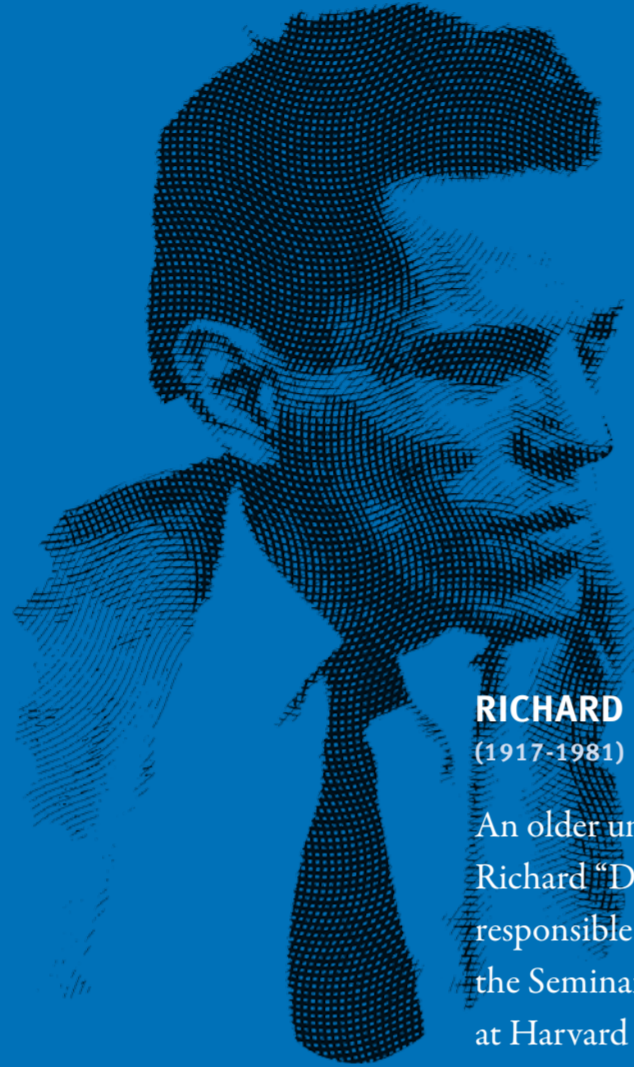
*Despite all the obstacles, the vision and perseverance of three Harvard men – an underclassman, a graduate student and a young lecturer – brought the Salzburg Seminar into being. A fellow Harvard student helped steer that vision of a “Marshall Plan of the Mind” for decades to come.*



“Behind it was a whole concept of human responsibility, of personal responsibility... The great experience above all was that suddenly you learned you had responsibility, you could do things.”

**CLEMENS HELLER**  
(1917-2002)

Austrian-born Clemens Heller fled to the US with his family in 1938. As a graduate student at Harvard, he was the driving force behind the foundation of the Seminar. Through his family’s connections he was able to secure the use of Schloss Leopoldskron for the first session in 1947. Falsely labelled a “dangerous red” and refused permission to return to US-occupied Salzburg in 1948, Heller nevertheless remained engaged, serving on the European Advisory Council and offering advice on faculty selection and new initiatives. He went on to head the Maison des sciences de l’homme in Paris.


**RICHARD CAMPBELL**  
(1917-1981)

An older undergraduate in 1947, Richard “Dick” Campbell, Jr. was responsible for securing funding for the Seminar by leading a food drive at Harvard and writing to the World Student Relief-International Student Service in Geneva. As “administrative secretary”, he laid the foundations for a permanent center of intellectual discussion in Europe. Despite being paralyzed in a serious accident aged 18, Campbell was considered a dynamic, charismatic man with great energy and mature judgment. Campbell travelled back for the second session but his ill-health hindered his later return. He remained involved from the US until the early 1950s when he took over his family’s telecommunications business.

“We hope to create at least one small center in which young Europeans from all countries, and of all political convictions, could meet for a month... and to lay the foundations for a possible permanent center of intellectual discussion in Europe... It is not at all our intention to propagate American ways and politics.”



## NOTABLE FELLOWS

From its earliest years, the Seminar has brought those who are of prominence and who show promise in their fields. Arriving early in their careers, some Fellows went on to become ministers, renowned academics and industry leaders – and returned as faculty.

**Ann Bradshaw**

S.1 (\*47)  
British student; later BBC diplomatic correspondent and editor at the WHO

**Ralf Dahrendorf**

S.45 (\*56)  
German sociologist; later Director of the London School of Economics and described by Angela Merkel as one of Europe’s “most important thinkers and intellectuals”

**Elsa Gress**

S.10 (\*50); S.11 (\*51)  
Danish essayist, novelist and dramatist; later co-founded Decenteret, a collective cultural center for art, literature, theatre

**R.J.L. “Bob” Hawke**

S.40 (\*55)  
Rhodes Scholar, later Prime Minister of Australia

**Stanley Hoffman**

S.10 (\*50); S.227 (\*84)  
French Student; later founded Harvard’s Center for European Studies

**Carl Kaysen**

S.1 (\*47); S.123 (\*69); S.197 (\*80)  
Harvard Ph.D. student; later professor at MIT, notable economist, and advisor to John F. Kennedy

**Marcel Marceau**

S.9, (\*50)  
Unknown artist; later world famous mime and award-winning actor

**Göran Ohlin**

S.2 (\*48); S.143 (\*72); S.210 (\*82); S.282 (\*90)  
Swedish research assistant; later Assistant Secretary General of the UN

**Hendrik Witteveen**

S.1 (\*47)  
Young economist; later Dutch Finance Minister and Chairman of the International Monetary Fund

**Max van der Stoep**

S.45 (\*56)  
Staff member for Dutch think tank Wardi Beckman Stichting; later Dutch Foreign Minister and OSCE High Commissioner on National Minorities


**SCOTT ELLEDGE**  
(1914-1997)

Scott Elledge, a distinguished scholar and writer, was a young English instructor at Harvard when he became the third founding member of the Seminar. Elledge travelled Europe scouting Fellows and spreading news of the Seminar prior to the inaugural session. By the second session he had started a new career at Carleton College but would later return as a faculty member for Session 24 in 1953. He went on to become a professor of English literature at Cornell University and was the author of a critically acclaimed biography on essayist E.B. White, published in 1984. He was made an honorary life member of the Salzburg Seminar Board of Directors in recognition of his commitment and generous spirit.

“Avoid zealots...who already know the answers to the big questions. Just try to find highly intelligent, well-informed, thoughtful, articulate, cosmopolitan people who have learned to live with themselves as well as with others.”

**HERB GLEASON**  
(1928-2013)

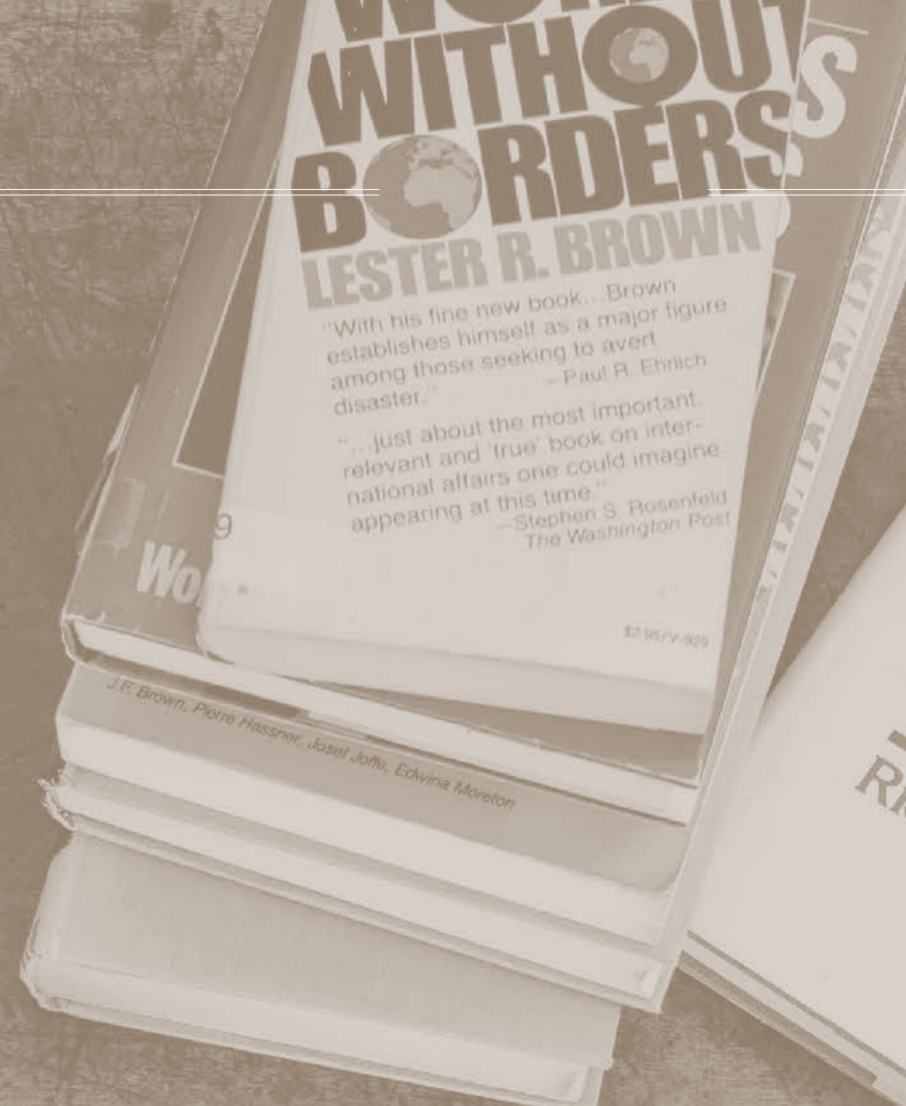
Herbert “Herb” Gleason, now considered to be Salzburg Global Seminar’s “Fourth Founder,” arrived at Schloss Leopoldskron in 1949 as a Harvard undergraduate to help administer the third session. As the then editor of the Harvard Crimson, Gleason was responsible for publicizing the six-week-long program. After graduating in 1950, he became the Seminar’s Assistant European Director before starting his long legal career. Gleason remained an active member of the Seminar community, serving on the Board of Directors for more than 60 years, including a spell as Acting President in 1986. He encouraged the broadening of the curriculum, particularly in the area of health – an area he felt passionately about, working in public health himself in Boston, USA. At the 50<sup>th</sup> anniversary of the Salzburg Seminar, original founder, Scott Elledge singled out Herb praising his dedication in driving the institution forward.

Shortly before his death in 2013, Gleason returned to Schloss Leopoldskron to witness the unveiling of a bust of his likeness, which now stands outside Parker Hall. Commenting on the sculpture, Gleason said, “This allows me to always keep my eye on things.”

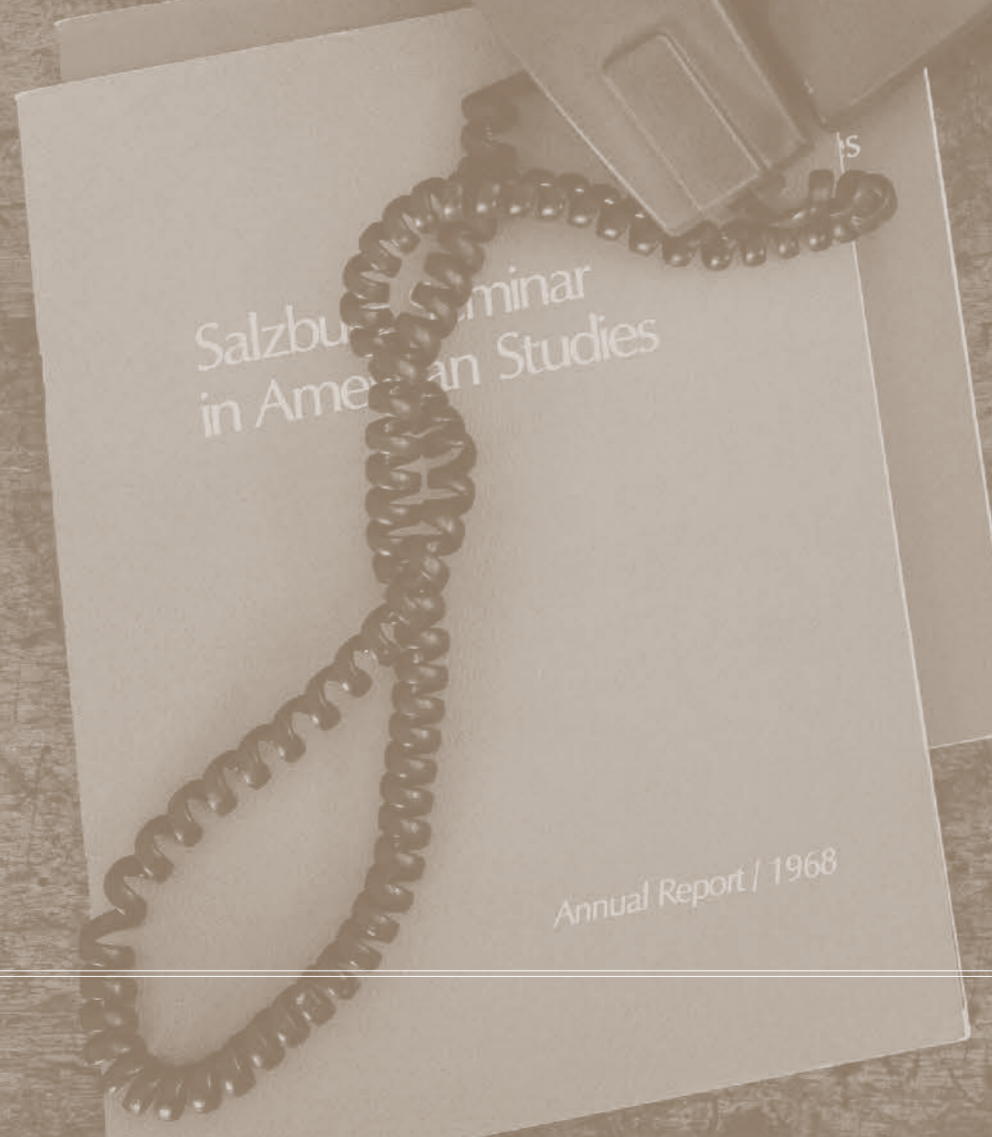
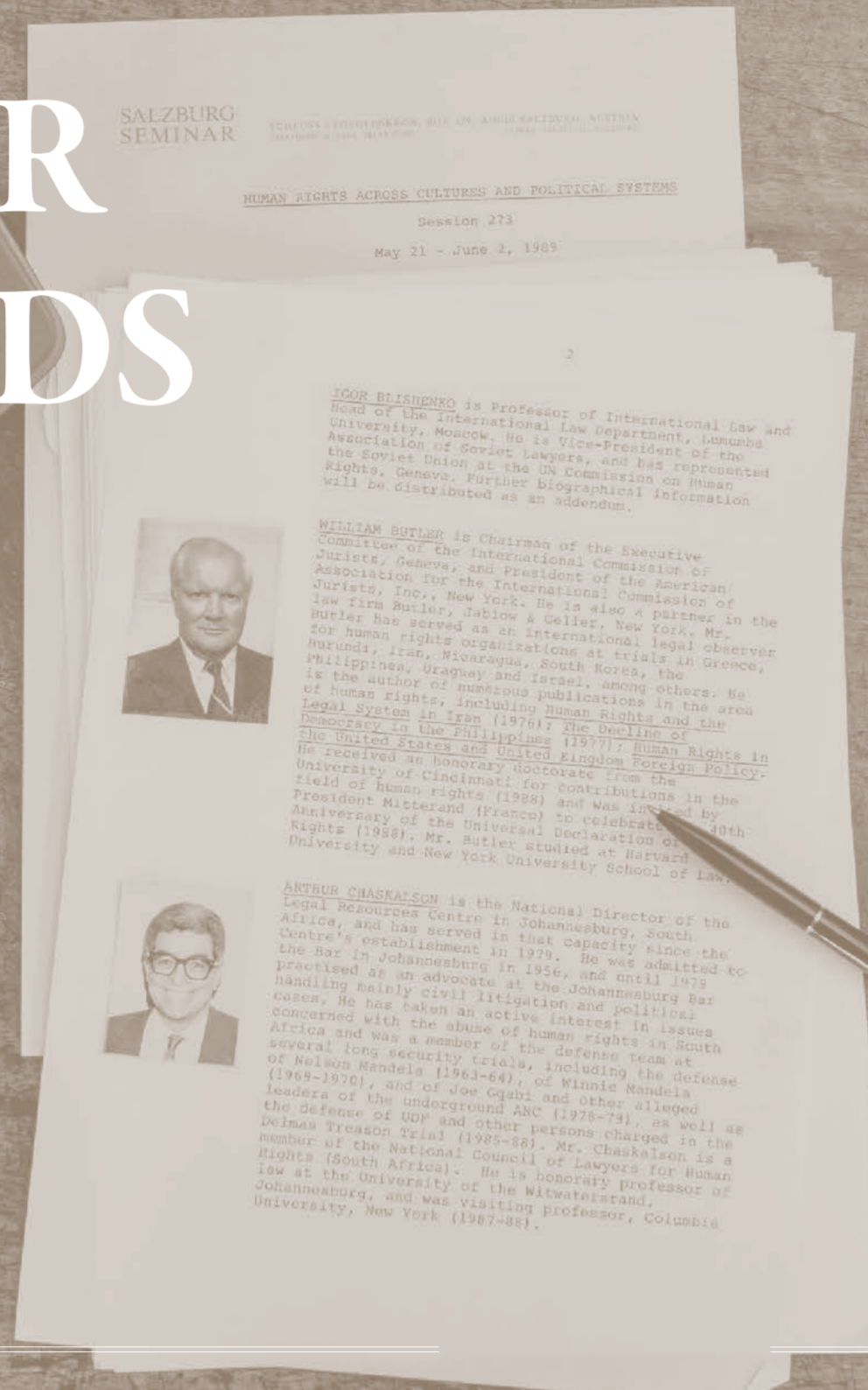


1962 – 1989

# COLD WAR CROSSROADS



*Located in Austria on the frontier of Western Europe, the Salzburg Seminar had a prominent role in bridging Cold War divides, leading cutting edge conversations on free markets, democratic transition and civil society. Recognizing the role to be played in bridging other divides, the Seminar also expanded – both geographically and thematically.*



1962 – 1989

# BRIDGING DIVIDES AND EXPANDING HORIZONS

*The Cold War period saw the Salzburg Seminar grow in importance as a neutral space in the heart of Europe. The era also saw the Seminar grow thematically, with the adoption of a “common problems” approach; geographically, with recruitment of Fellows from Eastern Europe, the Middle East and Asia; and physically, with the purchase of the Meierhof.*

With Austria seen as a crossroads between Eastern and Western Europe, the Salzburg Seminar provided a natural place to bridge Cold War divides. Diplomatic pressures had made the recruitment from Eastern Europe almost impossible from 1949 onwards. As successive presidents expanded the Seminar geographically and thematically, however, openings appeared. Through efforts initiated by Seminar president Arthur S. Adams, and augmented significantly by his successors Paul M. Herzog (the Seminar’s first full-time president), Thomas H. Eliot, John “Jack” W. Tuthill and Bradford Morse, the Seminar recruited Fellows from further afield and began to address topics beyond the study of America, its culture and institutions.

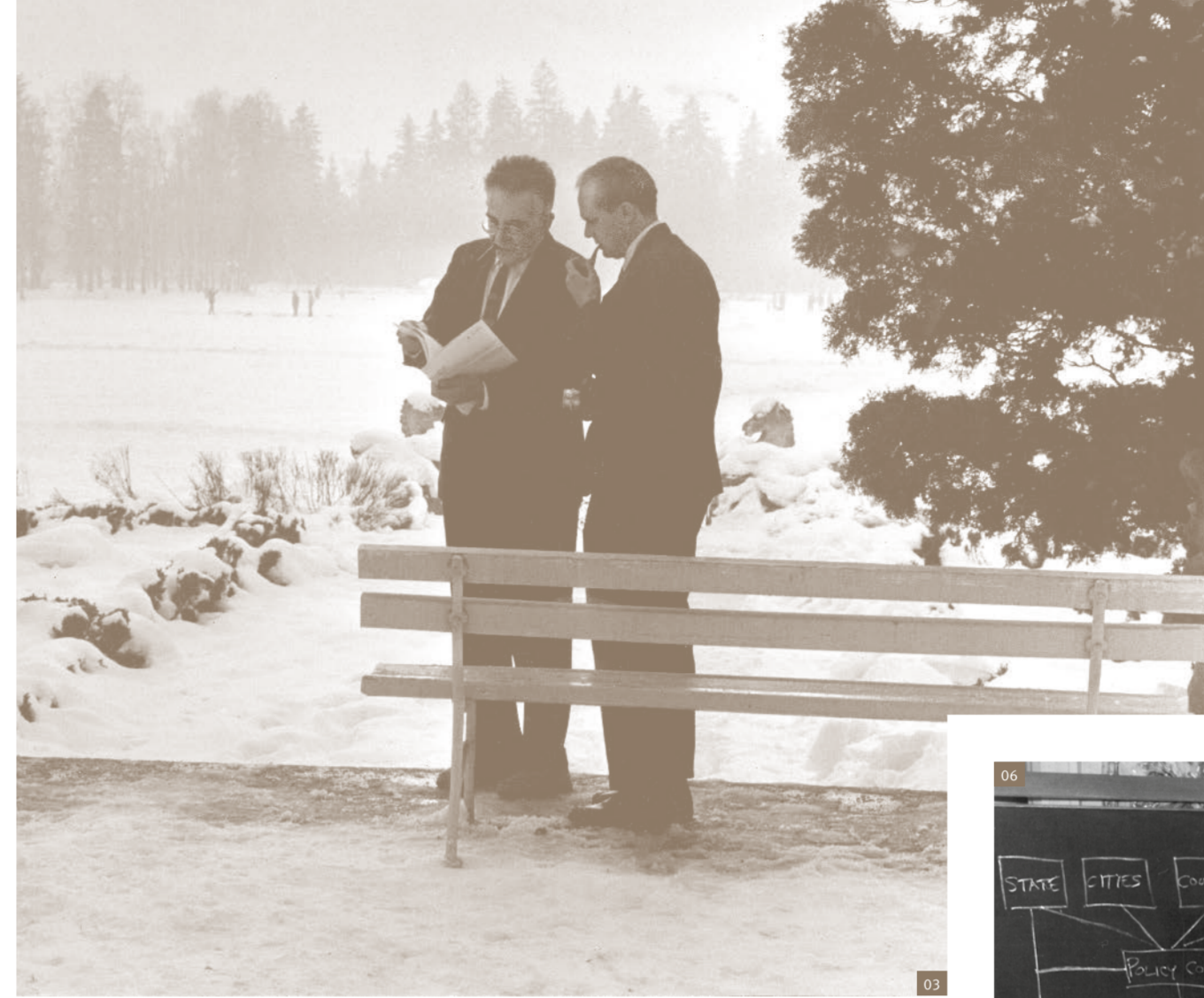
Geographic expansion was aided primarily by private foundations, starting with the W.K. Kellogg Foundation and their \$100,000 for staff travel to recruit Fellows. Before the age of online applications, session recruitment was done largely face-to-face through connections at leading universities, government ministries and embassies. Thanks to Adams’ efforts, Fellows started to come from Greece, Turkey and Spain. Under Herzog, two years of diplomacy finally enabled Fellows to travel from “behind the Iron Curtain” in 1966. Those four Czechs were followed in 1967 by Fellows from Hungary and Bulgaria, and in 1968 by Fellows from Romania.

The 1970s saw the first Fellows come from Central America and Africa, but it was in the Middle East and later Asia that the Seminar made its most concerted recruitment efforts. Previously a US Ambassador, Tuthill recognized that the Middle East could benefit from the same neutral meeting place as former European enemies had in 1947, and thus launched an extensive outreach program, specifically to Saudi Arabia, Kuwait, Jordan, Egypt, Palestine and Israel. By the mid-1980s, Palestinian and Israeli Fellows were attending programs together. As a Jordanian Fellow wrote in 1979, *“If the world recognized the extent of affection and understanding that can be generated by human interaction, it would denounce and abandon forever wars and hatred. The Salzburg Seminar is a forum whereby such a realization can be easily obtained.”*

Asian recruitment was accelerated as former UN Development Programme (UNDP) head Morse took over the presidency in 1986. This was greatly aided by a million-dollar contribution to the Seminar’s endowment by the Japanese Shipbuilding

Industry Foundation (today known as The Nippon Foundation). Several other philanthropic organizations, including the Ford, McKnight and Mellon Foundations, also contributed greatly to help bring more Fellows from further afield. Financial support also came from both the US and Austrian governments.

Support from private individuals has long been of central importance to the Seminar, dating from the initial funding contributed by students at Harvard University. In 1973, board members, alumni, and the widow of former Vice President Amory Parker rose to meet another challenge: the purchase of the neighboring Meierhof building. The additional property, which required extensive renovations over



1 GROUP PHOTO. Fellows of the 1985 session *European-American Relations with the USSR* gather for a group photo inside the Schloss.

2 RULE OF LAW. US Chief Justice Warren Burger presides over a “mock trial” – the traditional conclusion to the law sessions.

3 COLD WAR CONNECTIONS. Two faculty members go “into the cold” for a quiet discussion beside the frozen Leopoldskroner Weiher.

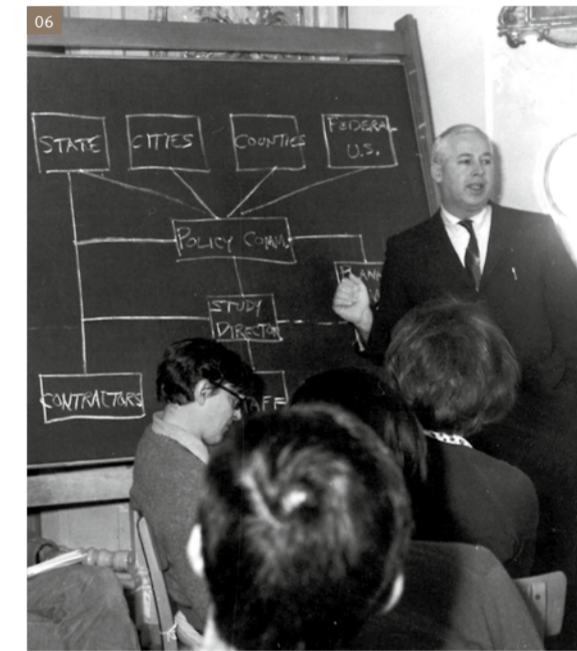
4 THEMATIC EXPANSION. The 1960s saw an expansion of topics beyond American studies. Fellows gather for a discussion in the gardens at the 1968 session *The Social Impact of the New Technology*.

5 GEOGRAPHIC EXPANSION.

Fellows from Sweden, Syria, Turkey, India and Cyprus enjoy a break during the 1987 session *The International Negotiation Process*.

6 ALUMNI ASSOCIATIONS. Fellows often launch their own initiatives. Fellows in the 1960s founded the *Salzburg Congress on Urban Planning and Development* (SCUPAD), which continues today.

7 COMMON PROBLEMS. The 1988 session *AIDS: Confronting an Epidemic* is a typical “Salzburgian” example of addressing global issues of common concern.



two decades, provided the Seminar with a large conference room in a space that had once served as the apartment for Max Reinhardt’s brother and business manager, Edmund. Aptly named Parker Hall, the Seminar now had a central place for major lectures and plenary sessions.

The expansion of the Seminar’s reach was accompanied by the expansion of its session themes. Originally a forum where Europeans could learn about, debate and dissect America, in the 1960s the Seminar adopted a “common problems” approach. Rather than focusing on American studies, Fellows came together *“to exchange experiences, to explore differences, to seek out consistent – though rarely identical – solutions for problems that plague and*

*puzzle men on both sides of the Atlantic,”* as Herzog explained in 1966.

Long-studied subjects such as literature, politics and education began to lose the “American” from their session titles (*American Law and Legal Institutions* remained steadfast). More non-American experts were introduced to the faculty, bringing new perspectives. Innovative sessions such as *The Social Impact of the New Technology* and *Planning and Development of the Urban Community* were held. (The latter birthed the *Salzburg Congress on Urban Planning and Development* (SCUPAD), which continues to hold annual conferences at Schloss Leopoldskron.) Recurring session topics were established, covering

international trade, health and health care, civil society and gender issues.

By the end of the Cold War, the Salzburg Seminar had become a vital place for leading cutting edge conversations on free markets, democratic transition and civil society. For many Fellows, attending a Salzburg session was a crucial juncture in their professional development en route to becoming leading figures in their own countries. As maps were redrawn post-1989, political institutions overhauled, and new systems of societal engagement established, the Seminar was there to play, as the then-Chairman of the Board, Lloyd N. Cutler said, its *“small but unique and catalytic”* part.

## PROFILES

## THE RISERS

*Founded as a place for young Europeans to learn about America, Salzburg Global Seminar has a long history of identifying not only those of prominence in their field, but also those of great promise.*

*During the Cold War years, the Seminar served as an important juncture on many Fellows' professional journeys, especially for those who would take on roles in their countries' democratic transitions.*



**JUTTA LIMBACH**  
(1934-2016)

Jutta Limbach attended a law session in 1961 as a trainee lawyer. She later credited her participation with helping to shape her thinking about law and federalism and noted that, as a German, it was the first time she had interacted with the international community. She returned over 30 years later for the session *Personal Responsibility of Judges*, by which time she had become the first woman to head Germany's highest court. After stepping down from the constitutional court in 2002, she led the Goethe Institute, a government body promoting German language and culture around the world, and from 2003 until her death, she headed the Limbach Commission, which settled disputes over art seized by the Nazis.



## NOTABLE FELLOWS

The Seminar has always sought to bring together both those who are of prominence and those who show promise in their fields. Many Fellows who showed promise in their early years have since rose to prominence – and maintained their connection to Salzburg by returning as faculty.

**Shoshana Berman**

S.192 ('79); S.235 ('84); S.535 ('14)  
Judge, Trial Court, District of Rehovot; later Judge on the District Court of Appeals in Tel Aviv

**Jolanda Brunetti Goetz**

S.92 ('64); S.321 ('95)  
Political science student; later first woman in Italy to be admitted to the Diplomatic Service

**Robert Butler**

S.223 ('83); S.357 ('98); S.369 ('99)  
Director, National Institute of Aging and Nobel Laureate; coined the term "Productive Aging" at the Seminar

**Colette Flesch**

S.125 ('69); S.347 ('97)  
Young MEP for Luxembourg; later Deputy Prime Minister of Luxembourg and Director-General of the European Commission

**Brendan Gill**

S.155 ('74); S.205 ('81)  
Author, film and drama critic for *The New Yorker*; later chair of the Andy Warhol Foundation for the Visual Arts

**Anker Jørgensen**

S.50 ('57); S.208 ('81)  
Trade unionist; later Prime Minister of Denmark

**Alois Mock**

S.64 ('59); S.208 ('81)  
Civil servant; later Foreign Minister of Austria

**Ewald Nowotny**

S.98 ('68); S.462 ('09); S.478 ('11); S.492 ('12)  
Doctoral student; now Governor of the Austrian National Bank

**Jacek Saryusz-Wolski**

S.281 ('90); S.303 ('93)  
Associate professor, University of Lodz; later first Polish plenipotentiary for European integration and then an MEP and Vice President of the European Parliament

**Dries Van Agt**

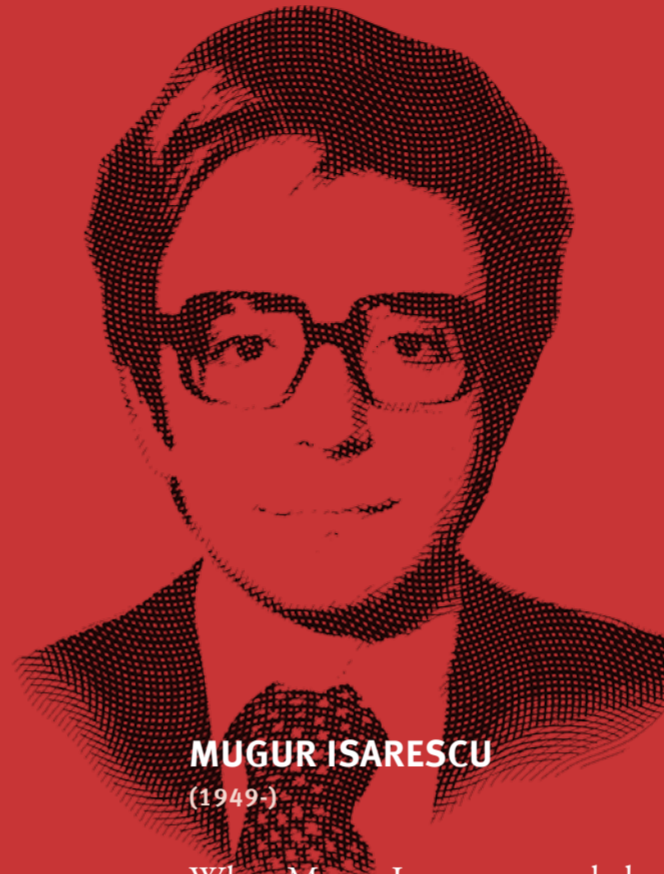
S.99 ('65); S.156 ('74); S.290 ('91)  
Lawyer and civil servant; later Prime Minister of the Netherlands (1977-1982)

**Ladislav Venys**

S.282 ('90); S.322 ('95)  
Senior urban planner, Czechoslovak Institute for Regional and Physical Planning; later executive director of the Center for Democracy and Free Enterprise in Prague.

**Franz Vranitzsky**

S.86 ('63); Peace Symposium ('98)  
Junior staff member, Austrian National Bank; later Chancellor of Austria



**MUGUR ISARESCU**  
(1949-)

When Mugur Isarescu attended sessions on economics in 1975 and 1981, it is unlikely he could predict what future awaited his country, Romania, or himself. Like many other Fellows, Isarescu has played a key role in his country, post-Communism. He has served as the Governor of the National Bank of Romania continuously since 1990 (with the exception of 11 months as Prime Minister in 1999), and describes his Seminar experiences and connections, gaining access to information on free-market economies, as being “absolutely critical” in his work to transform Romania into a free-market system. Speaking about his experience, Mugur said: *“Everything I knew about Western economic systems I had learned at the Salzburg Seminar.”*

**MIKLOS MARSCHALL**

(1953-)

Communist Europe had few non-governmental organizations (NGOs) when Miklos Marschall attended one of the Seminar's first sessions on the role of NGOs in 1986 as a young lecturer from Hungary. Marschall became an early advocate of the third sector in region, and credits the Seminar as being *“directly responsible for the introduction and establishment of NGOs in Central and East Europe.”* He founded CIVICUS: World Alliance for Citizen Participation, and returned to the Seminar as faculty and chair of other civil society-focused sessions. From 1991-1994 he served as deputy mayor of Budapest, where he founded a number of programs to promote activities in culture and education. He now works for Transparency International and serves on the boards of several non-profits.



## JUDICIAL CONNECTIONS

The Seminar has enjoyed a long relationship with the United States Supreme Court, with several sitting justices serving on the faculty of law sessions. Two current judges, Ruth Bader Ginsburg and Stephen Breyer, also attended prior to their appointments to the bench. US Supreme Court judges who have served on the Salzburg faculty include:

**Ruth Bader Ginsburg**

S.232 ('84); S.359 ('98); Cutler 5 ('14)  
Associate Justice, 1993 onwards

**Harry Blackmun**

S.177 ('77); S.276 ('89)  
Associate Justice, 1970-94

**Warren E. Burger**

S.136 ('71); S.199 ('80); S.215 ('82)  
Chief Justice, 1969-86

**William J. Brennan Jr.**

S.263 ('87)  
Associate Justice, 1956-90

**Stephen Breyer**

S.184 ('88); S.264 ('87); S.307 ('93); S.349 ('97); S.370 ('99); Cutler 2 ('11)  
Associate Justice, 1994 onwards

**Anthony Kennedy**

S.269 ('88); S.293 ('91); ISP 09 ('05); ISP 15 ('06); SAC 01 ('07); ISP 28 ('08); ISP 34 ('09); ISP 59 ('13); GCP 64 ('14); Cutler 6 ('16)  
Associate Justice, 1988 onwards

**Sandra Day O'Connor**

S.224 ('83); S.299 ('92); S.443 ('07); Cutler 1 ('09); Cutler 2 ('11); Cutler 3 ('12)  
Associate Justice, 1981-2006

**William Rehnquist**

S.192 ('79)  
Associate Justice, 1972-86; Chief Justice, 1986-2005

**Potter Stewart**

S.118 ('68)  
Associate Justice, 1958-81

**Byron White**

S.130 ('70)  
Associate Justice, 1962-93

Since 2009, many of these Salzburg Fellows have continued to show their support through membership of the advisory council of the *Lloyd N. Cutler Center on the Rule of Law* and hosting the annual Cutler Lecture in the Court.

1990 - 2004

# A GLOBALIZING WORLD

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Edited by Michael S. Linder, Linda S. Peter, Peter Webb, John Young  
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**THE WORLD**  
Notes

The author wishes to acknowledge that the chapter benefited from workshops and discussions with several colleagues, including the members of the European Business Task Force, especially Elizabeth Freeman, Salka Olschberg, Derek Lee, Harry Harding, Andrew Nathan, and Robert...

**GERMANY AND EUROPE TRANSFORMED**  
A STUDY IN STATECRAFT  
ZELIKOW & RICE

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ZELIKOW & RICE

**GERMANY AND EUROPE TRANSFORMED**  
A STUDY IN STATECRAFT  
ZELIKOW & RICE

*The end of the Cold War saw democracies flourish, economies boom and new concerns such as the environment and sustainable development come to the fore. It was clear that a globalizing world would need a globalized Salzburg Seminar, which continued to expand eastwards to Asia and southwards to the tropics and Africa.*

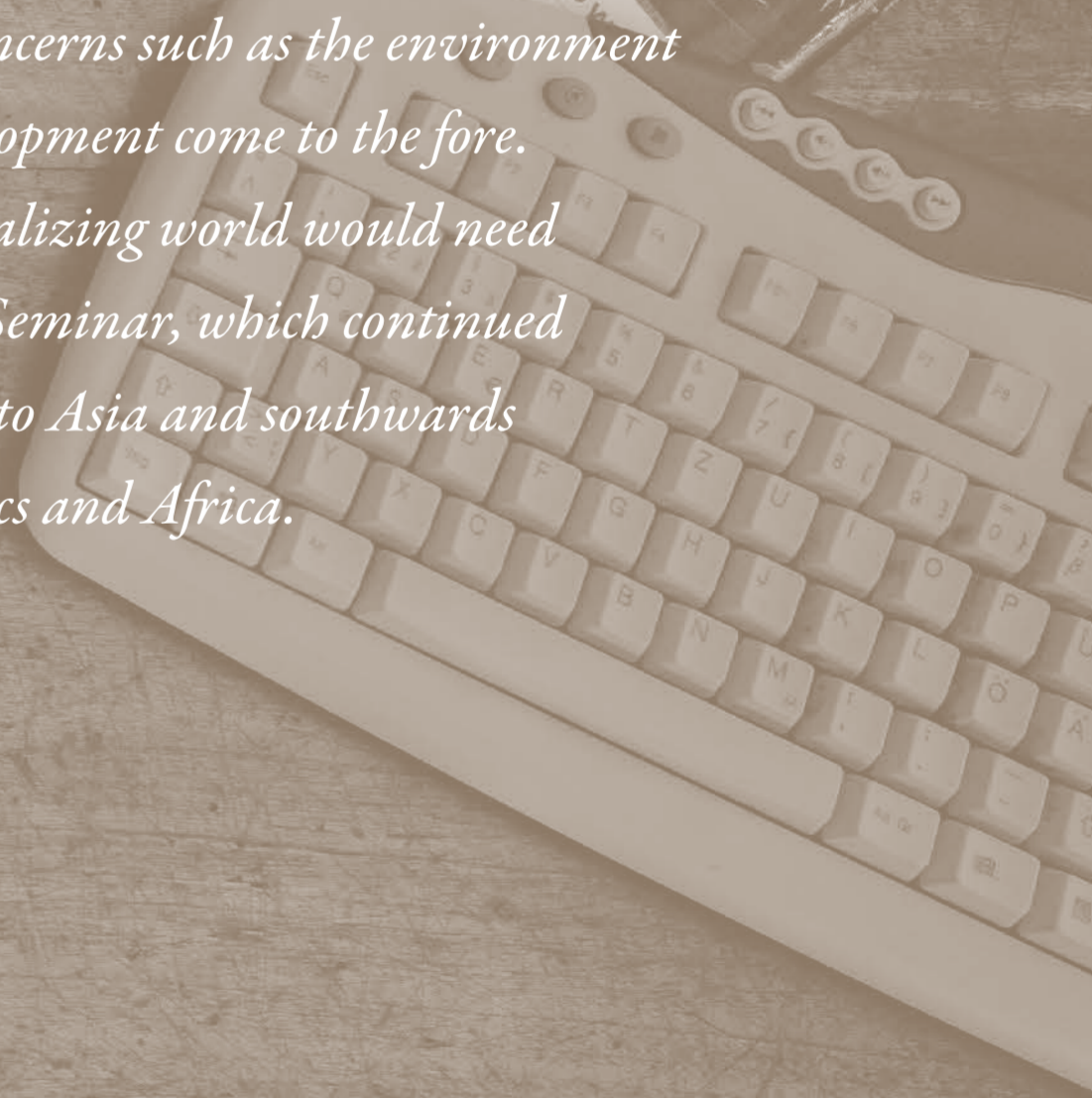
**SALZBURG GLOBAL SEMINAR**  
Session 447  
**BREAKING THE GLASS CEILING: WOMEN IN POLITICS AND BUSINESS**

**DIRECTORY**

**FACULTY**

**Laura LISWOOD (Chair)** co-founded the Council of Women World Leaders, located at The Aspen Institute in Washington, DC, in August 1996, together with President Vigdís Finnbogadóttir of Iceland. Ms. Liswood is the secretary general of the Council, which is composed of women presidents, prime ministers, and heads of government. In 2001, she was also named managing director of global leadership and diversity for Citigroup. Ms. Liswood is a senior advisor to the firm. In 1997, Ms. Liswood co-founded The White House Project dedicated to electing a woman president in the United States. From 1992 to 1996, as director of the Women's Leadership Project, she interviewed fifteen current and former women presidents and prime ministers, which is chronicled in her book and video documentary, *Women World Leaders*. Ms. Liswood holds a J.D. from Harvard Business School in Cambridge, Massachusetts, and a B.A. from California State University, San Diego.

**Anita BROWN-GRAHAM** was named director of the Institute for Emerging Issues (IEI) at North Carolina State University in Raleigh in January 2007. As director, she leads IEI's programs of work around public policy initiatives that include healthcare, economic development, tax and finance modernization, energy and the environment, and higher education. Before joining IEI, Ms. Brown-Graham served as a professor of law and government at the University of North Carolina, Chapel Hill's School of Government where, for twelve years, she provided significant training for state and local officials, and wrote books and articles focused on developing the economic base of distressed communities. She has authored and contributed to numerous publications including *Best Practices in Small Town Economic Development*, *30 case studies*, *Affordable Housing for Economic Development Partnerships*. Ms. Brown-Graham received a J.D. from the University of California, Davis, an M.B.A. from Harvard Business School in Cambridge, Massachusetts, and a B.A. in criminal justice and carried out graduate study in criminal justice at Louisiana State University in Baton Rouge.





01



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08

1990 – 2004

## SUPPORTING TRANSITIONS AND TRANSFORMATIONS

*A globalizing world called for a globalizing Salzburg Seminar. No longer focused on American Studies, the Seminar moved eastwards and southwards, tackling common concerns from economics and education, to the environment and peace-building.*

As the velvet revolutions of 1989 ushered in a new era, the Salzburg Seminar's focus shifted eastwards, towards the burgeoning democracies of Eastern Europe and the fast-rising economies of Asia, and southwards to post-Apartheid South Africa and the sustainable development of the tropics.

The Seminar sought to support these transitions by building networks among Fellows to aid their professional growth and by designing programs and initiatives that applied Salzburg-based learning to progress on the ground.

Alongside regular sessions, such as *Economies in Transition* and *European Integration After the Cold War*, the Seminar organized dedicated programs supporting post-Cold War reforms. One historic example came in 1990 when the Seminar was asked to assist the Czechoslovakian government draft a new constitution. In typical Salzburg fashion, the resulting session brought together not only Czechs and Slovaks but also leading statesmen and constitutional experts from the US, Western Europe and Asia.

As the former president of Middlebury College and US government advisor on Soviet relations, Olin Robison, who assumed the presidency in 1991, envisaged a role for the Seminar in re-establishing the intellectual capacity of higher education institutions in Central and Eastern Europe and the former Soviet Union. Supported by large grants from the Hewlett and Kellogg Foundations, the *Universities Project* and *Visiting Advisors Program* brought senior academics, administrators and government ministers from the region together with their counterparts from Western Europe and North America for practical discussions on university administration, governance and finance. These discussions were held in symposia in Salzburg and through on-site visits across the region. These were not academic conferences but rather gatherings of peers from both East and West, discussing issues of common concern and building lasting networks.

Recognizing the opportunity for shared learning between the reforming economies of Eastern Europe and the emerging economies of Asia, the *Asia Initiative* was launched in 1993. In 1997, the Freeman Foundation initiated what became a 15-year project to convene rising Asian and American academics to discuss topics such as foreign policy and trade relations.

The Global South also became a greater focus for the Seminar. The end of Apartheid in South Africa saw increasing numbers of Fellows from that country and from the wider Southern African region. A partnership with EARTH University in Costa Rica produced five annual special sessions entitled *Sustainability, Education, and the Management of Change in the Tropics*, held in Salzburg, Costa Rica, Uganda, Thailand and Norway, as well as additional practical workshops

in Uganda, Senegal, Thailand and Indonesia. EARTH university's founding president, José A. Zaglul credited the partnership with "internationalizing EARTH" and making it an early leader in rethinking agriculture to support environmental sustainability.

True to its post-war roots, the Seminar continued as a place of post-conflict bridge-building. A one-off "Peace Symposium" in 1998, brought Fellows from conflict-ridden countries, including those involved in ongoing peace negotiations. A powerful moment came when a known Irish Republican made an earnest plea for reconciliation that "left the room in a stunned silence." He then went on to talk privately at length with his British Unionist adversary. The groundbreaking "Good Friday Agreement" was signed mere months later. Taking another approach, the *Institute for Historical Justice and Reconciliation* (IHJR) brought together historians from opposing sides of conflicts, such as Israel-Palestine, Rwanda and the former Yugoslavia, to try to craft shared historical narratives. The IHJR was spun off and became an independent organization in 2009.

The Seminar's historic ties to America were not forgotten during this period: The *Salzburg Seminar American Studies Center* (ASC) was founded in 1994. Funded by an agency now part of the US State Department, seven years of sessions were held covering topics as diverse as American literature, foreign policy, and IT's role in education. The *Salzburg Seminar American Studies Association* (SSASA) was subsequently established in 2004. Originally aimed at ASC alumni, SSASA has since expanded its programs' outreach and is now a leading member of the American Studies Network, an association of 17 independent centers for American Studies in 11 European countries.

The Seminar's American origins coupled with an increasingly global outlook were exemplified by the founding of the *International Study Program on Global Citizenship* (ISP) in 2004. The ISP brought together students (not early or mid-career professionals) from population groups underrepresented in leadership echelons. These participants, identified as future leaders by their universities, attended a week-long program at the Schloss examining America's place in an increasingly globalized world. Additional programs for faculty and administrators helped turn whole campuses into sites of global citizenship.

The world of 2006 would have been unrecognizable in 1989: the ubiquity of the Internet, the increasing tension between the West and the Islamic world, the expansion of international fora like the European Union and ASEAN to include formerly communist neighbors, illustrated a seismic shift. But as the world changed, so too did the Salzburg Seminar.

1 **TIMES OF TRANSITION.** Fellows continue discussions over coffee in the Great Hall at the 1990 session *International Coordination of Financial Markets*.

2 **ARTISTIC EXPRESSION.** Since its beginnings, the Seminar has held sessions on the importance of the arts. Here, two Fellows act out a scene at the 2000 session *Shakespeare Around the Globe*.

3 **ASIA INITIATIVE.** Launched in 1993, the *Asia Initiative* sought to bring greater numbers of Fellows from Asia to sessions such as *China and the Global Community* in 1999.

4 **GLOBAL SOUTH.** As well as the Far East, the Seminar increased its recruitment from the Global South during this era. Here, Fellows from Ghana and India enjoy a drinks reception in the Venetian Room during the session *The Arts, Religion, and the Shaping of Culture*.

5 **GLOBAL NETWORK.** Fellows from Egypt, Senegal, South Africa, Kenya, Zimbabwe and Jamaica gather in front of the lake and Untersberg mountain.

6 **DIPLOMATIC RELATIONS.** Vietnamese diplomat Phong X. Nguyen attended *Japan, Europe and North America: Toward A G-3 World?* and later went on to help re-establish diplomatic relations between Vietnam and the USA.

7 **RETURNING FELLOWS.** Maya Kurent first attended *New Priorities for Health Care* in 1991. After establishing Croatia's Office of Refugees and Displaced Persons, she returned with new knowledge for the 1995 session *Involuntary Migration*.

8 **GLOBAL CITIZENSHIP.** The *International Study Program* ran from 2004 to 2015, introducing American college students to the concept of global citizenship.

## PROFILES

## THE GLOBALIZERS

*It began with the aim to help Europeans learn about America and re-engage with each other, but over the decades, the Salzburg Seminar became Salzburg Global Seminar as our Fellows came from ever further afield and took their experiences out into the wider world.*



Doden is regularly highlighted as an active advocate for changing the working culture for women in Japan, and globally. "I don't think it was a coincidence that the first session I attended was *Peace Building and the Role of Women*. Salzburg Global Seminar is always a little ahead of time in identifying the issues that matter."

**AIKO DODEN**  
(1965-)

From 1998, the Freeman Foundation funded a 15-year series to help strengthen connections between academics and young leaders in the US and Asia. One such Fellow was Japanese journalist Aiko Doden. Named one of Japan's most influential women in 2017 by the US Council on Foreign Relations, Japanese broadcast journalist Doden has attended multiple Salzburg sessions and now co-chairs the Seminar's Japanese Advisory Council. She has made use of her Salzburg connections to expand her journalistic focus and a rich array of sources, becoming a familiar commentator on international affairs for the NHK network. In 2013, during the Seminar's first full-fledged session in Asia, Doden produced and hosted a panel discussion and accompanying documentary that was aired by NHK worldwide.


**KRISTALINA GEORGIEVA**  
(1953-)

Rising from the position of a researcher in Bulgaria to Chief Executive Officer of the World Bank, Kristalina Georgieva has said, "Salzburg defines who I am." Georgieva attended the session *Negotiation Theory and Practice* in 1990 – an experience she says was her "first exposure to the world." There she met a professor at MIT and made the connection that launched her career. She moved to the US as a Fulbright scholar and undertook research which led to a 20-year career at the World Bank. In 2010 she joined the European Commission as Commissioner for International Cooperation, Humanitarian Aid and Crisis Response before returning to the World Bank in 2017. Georgieva remains involved with Salzburg Global, most recently attending as a keynote speaker in February 2017 at the fifth annual *Cutler Fellows Program* in Washington, DC.

Speaking at the 2017 Cutler Fellows Program, Georgieva told students, "I hope we do not have to learn in the hardest way possible that we are in this world together."

**NABIL ALAWI**  
(1954-)

A fervent supporter of democracy and human rights, Nabil Alawi first became involved with the Seminar in 1995, attending an *American Studies Center* session on literature of ethnicity in the US. He joined a group of distinguished scholars from different countries to explore the session's topic and received additional training on the use of email and the internet, which was still in its infancy. His involvement with the Seminar continued in 2012 when he attended a *Salzburg Seminar American Studies Association (SSASA)* symposium. Alawi, who works in the Department of English at An-Najah University in Palestine, used these experiences to coordinate an American Studies program at his university. He has since identified Palestinian scholars to attend SSASA symposia, working closely with the American Consulate General in Jerusalem to ensure support for his nominees.


**TIMOTHY PHILLIPS**  
(1960-)

After attending a session in 1991, Boston-based Timothy Phillips was so inspired that he decided to found a "Salzburg Seminar on wheels," taking the Seminar's approach to war-torn regions. Founded in 1992 as the Project on Justice in Times of Transition, the resulting conflict resolution and reconciliation initiative "Beyond Conflict" made significant contributions to the Northern Ireland peace process, helped introduce the truth commission concept to South Africa, and fostered national reconciliation in Nicaragua. Phillips returned to the Seminar again a further two times to share his global approach to peace-building. He now also serves as a strategic consultant to early-stage nongovernmental organizations (NGOs) on issues of civil society and conflict resolution.



## NOTABLE FACULTY

Since 1947, all faculty have served voluntarily, taking no fee, including those below who led sessions during our "globalizing" years.

**David S. Broder**  
S.336 ('96); S.388 ('01)  
Pulitzer Prize recipient; former national political correspondent, The Washington Post

**Hillary Clinton**  
S.348 ('97)  
Former First Lady of the United States, US Senator; later US Secretary of State

**Richard Goldstone**  
S.339 ('96); S.359 ('98); S.390 ('01); S.412 ('03); ISP15 ('06); HOL1 ('10); S.535 ('14)  
Former Chief Prosecutor, International War Crimes Tribunal for the Former Yugoslavia and Rwanda

**Noeleen Heyzer**  
S.353 ('98); S.406 ('03); S.433 ('06); S.483 ('11)  
Executive Director of United Nations Development Fund for Women; later UN Under-Secretary General

**Michael Kirby**  
S.243 ('85); S.380 ('00); S.551 ('15); S.556 ('15); S.570 ('16)  
Former Justice of the High Court of Australia; later chaired UNHRC Commission on Human Rights in North Korea (DPRK)

**Václav Klaus**  
S.281 ('90); S.367 ('99)  
Czech economist and politician who served as Prime Minister of the Czech Republic in 1993 and then President between 2003 and 2013

**Pascal Lamy**  
S.333 ('96); S.424 ('05)  
CEO of French bank Crédit Lyonnais; later Director-General of the World Trade Organization (WTO)

**Lee Hong-Koo**  
S.301 ('93); S.415 ('03)  
Former Prime Minister of the Republic of Korea

**Ismail Mahomed**  
S.370 ('99)  
First non-white person to be appointed Senior Council in South Africa; later Chief Justice of South Africa

**Makaziwe Mandela**  
S.330 ('95); S.484 ('11)  
South African businesswoman and director of the Nelson Mandela Foundation

**Vitit Muntarbhorn**  
S.320 ('94); S.366 ('99)  
Thai law professor; now the first-ever UN Independent Expert on violence and discrimination based on sexual orientation and gender identity

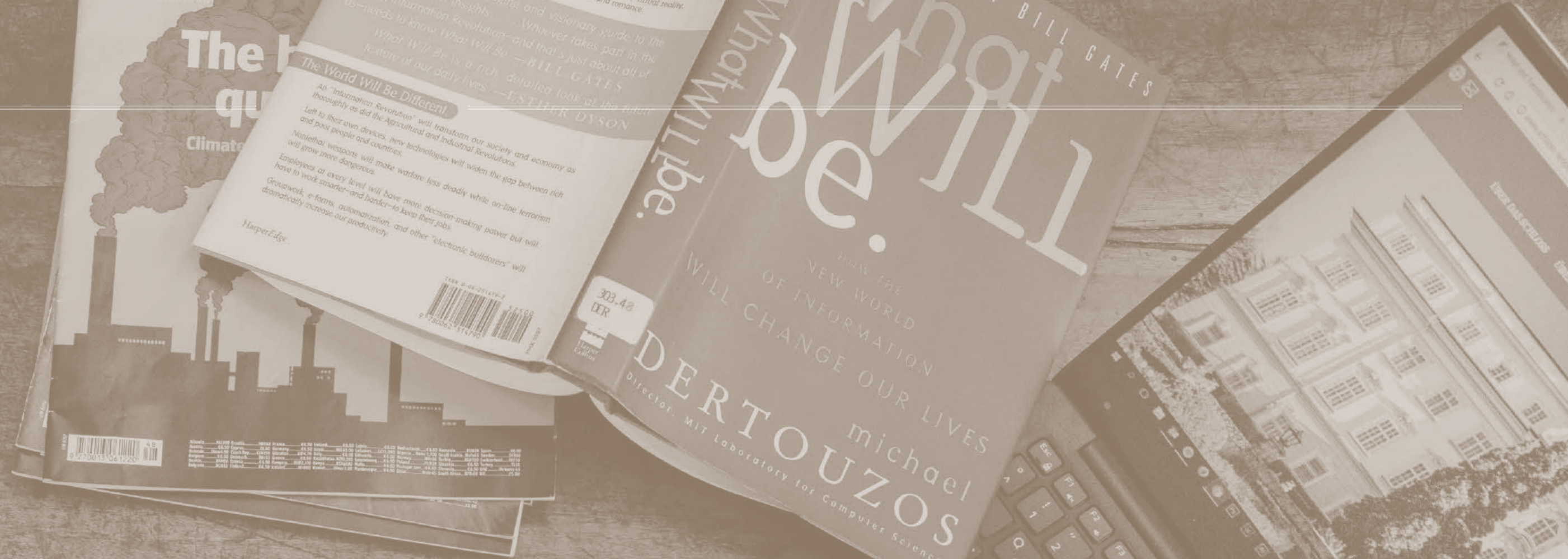
**Olusegun Obasanjo**  
S.281 ('90)  
Former military ruler of Nigeria between 1976 and 1979 who later, as a civilian, served as president between 1999 and 2007

**Mary Robinson**  
S.370 ('99)  
Former President of Ireland; later UN High Commissioner for Human Rights; now member of "The Elders"

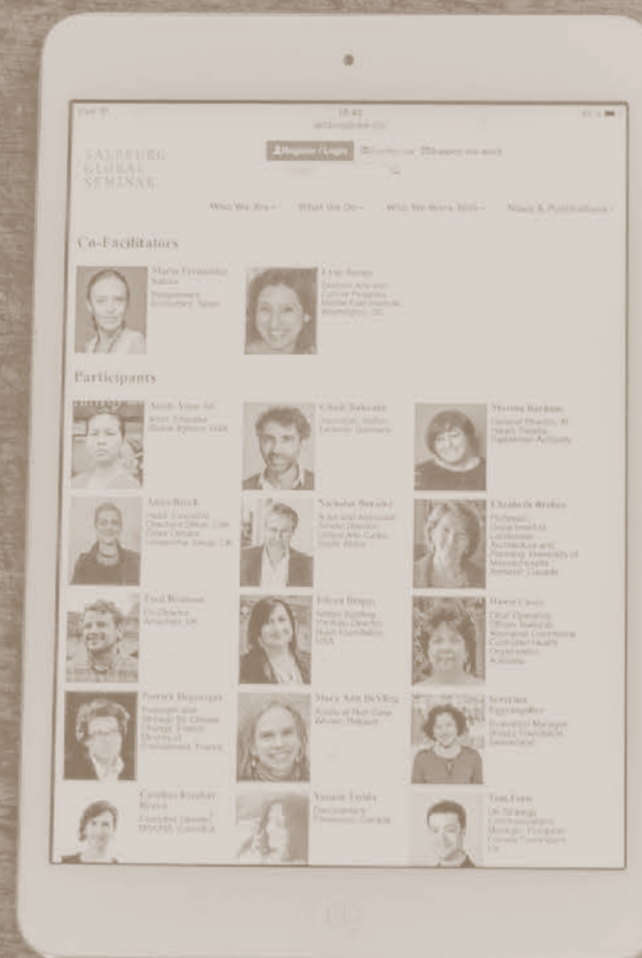
**Vaira Vīķe-Freiberga**  
S.388 ('01); S.543 ('14)  
First female President of Latvia between 1999 and 2007; now serves as President of the Club de Madrid

2005 – today

# PEOPLE AND POWER



*In a world facing climate change, rapid urbanization and technological disruption, citizens seek leaders with answers as well as opportunities to take greater control over their own lives. The work of Salzburg Global Seminar and of our Fellows remains at the forefront of defining and leading global solutions.*



2005 – TODAY

# THOUGHTFUL, COMMITTED AND COURAGEOUS CITIZENS

*Globalization has propelled hundreds of millions out of poverty but capital remains tightly concentrated. As the transformative power of technology intensifies, Salzburg Global Seminar supports innovation that extends the benefits of progress. Reaching across borders and sectors, we engage individuals and institutions who share a commitment in shaping a better world.*

Today's world faces a multitude of challenges that both reach globally and impact locally: from climate change and disruptive technological innovations, to democratic disengagement, rising political extremism and financial crises. To effect positive transformation, the world needs responsible, proactive and innovative global leaders, but also "thoughtful, committed citizens" at all levels of public life and private institutions.

To reflect its increasingly global role and the interconnectedness of the world's challenges, the Salzburg Seminar changed its name in 2006 to Salzburg Global Seminar. Today, Salzburg Global bridges divides between countries as well as among generations, social backgrounds, and sectors. It encourages leaders to accept personal responsibility for finding solutions and opens doors to collaborative thinking and action.

When he was elected president in 2005, Stephen L. Salyer became the first Fellow to serve in the post, having attended *The Social Impact of Mass Communications* in 1974. The former head of Public Radio International in the US, Salyer stressed a problem-solving and social innovation direction for the organization. He received backing from the board of directors to not only change the organization's name but also to introduce a greater outcome-oriented focus, overhaul the organization's operating structure, and revamp its mission: "to challenge current and future leaders to solve issues of global concern."

Salyer established initiatives to strengthen independent media and to optimize institutional philanthropy. As part of the John S. and James L. Knight Foundation-funded Salzburg Media Initiative, a new summer academy was founded in 2007. A decade later, the *Salzburg Academy on Media and Global Change* brings students and faculty from university partners on five continents together with media innovators and journalists to harness media to global problem-solving. Recent topics for the three-week summer program have included *Migration, Media & Global Uncertainty* (2016) and *Voices Against Extremism: Media Responses to Global Populism* (2017).

In addition to the Media Academy, Salzburg Global designs other multi-year programs to foster young leaders. In 2012, the *Cutler Fellows Program* was established to honor Salzburg Global's long-serving board chairman, Lloyd N. Cutler, and his legacy of convening leading judges and rising practitioners from across the world. The now annual program selects outstanding students from top US law schools to explore public and private international law and public service. Meanwhile, in the arts and culture sector, young innovators across the world are providing creative impulses for social improvement and sustainable development. The *Salzburg Global Forum for Young Cultural Innovators* (YCI Forum) was launched in 2014 to engage creative change-makers in the arts and turbo-charge their vision, talent and energy at



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1 FINANCE. The Salzburg Global Forum on Finance in Changing World was launched to address the system challenges following the global financial crisis.

2 EDUCATION. Salzburg Global's multi-year series on education have addressed widening access and the needs of the future work force.

3 LGBT RIGHTS. Launched in 2013, the Salzburg Global LGBT Forum now has members in 68 countries on six continents.

4 HEALTH CARE. The Health and Health Care Innovation series engages Fellows from all levels of the health care system, from community primary caregivers to government ministers.



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5 MEDIA. The Salzburg Academy on Media and Global Change brings students and faculty from university partners on five continents together with media innovators and journalists for three weeks each summer.

6 CULTURE. Fellows of the Young Cultural Innovators Forum are providing some of the most creative solutions for social improvement and sustainable development in 19 city "hubs" around the world.

7 ENVIRONMENT. The Parks for the Planet Forum is a collaborative platform that positions nature at the heart of human health and wellbeing, security and prosperity.

8 GENOCIDE PREVENTION. The Holocaust Education and Genocide Prevention program seeks to bring greater awareness of Holocaust education with the objective of fostering dialogue and promoting tolerance.

the community level. Beyond an annual session held at Schloss Leopoldskron, the YCI Fellows collaborate in their city "hubs," of which there are now 19 on six continents. This community-based approach, wherein Fellows establish local networks and implement projects at city or regional level, is also embedded into another program currently in development and due to launch in 2018 addressing the need for innovation in the public sector.

Salzburg Global engages both present and rising leaders in tackling issues across diverse but often interrelated fields – including education and health care innovation, LGBT human rights, financial regulation, corporate governance, and environmental sustainability. In recent years, Salzburg Global's work on these themes has been channeled into multi-year series designed to transform individual thinking as well as

institutional strategy and performance. These series have the benefit of continuous engagement and support by leading partners, such as the Mayo Clinic (*Health and Health Care Innovation*), Educational Testing Service (*Education for Tomorrow's World*), the US Holocaust Memorial Museum (*Holocaust Education and Genocide Prevention*), and the International Union for Conservation of Nature (*Parks for the Planet Forum*). Funding for corporate-focused series such as the *Forum on Finance in the Changing World* comes from sponsorship consortia that include leading financial services companies, law firms, regulators, consultancies and academic experts.

Philanthropic support from organizations and individuals for Salzburg Global's sessions is today boosted by the highly successful Hotel Schloss Leopoldskron – home to Salzburg Global's core

programs and major convocations, but also a destination venue sought out by individual guests and external clients. In 2014, the Meierhof underwent major renovation and an overhaul of guest services. The result is an award-winning hotel, a unique venue for strategic convening and conscientious stewardship of an Austrian National Historic Monument. Hotel Schloss Leopoldskron is truly an inspirational place where free inquiry and expression abide.

In today's volatile, interconnected world, what Salzburg Global Seminar offers is more important than ever. Its relevance to global problem-solving and development of tomorrow's leaders, and its growing base of individual and institutional supporters, ensures its prominence as a place where "thoughtful, committed citizens" can continue to shape a better world.

## PROFILES

## THE INNOVATORS

Salzburg Global Seminar's mission is to challenge current and future leaders to solve issues of global concern. We bring next generation change-makers to Salzburg to share their own experiences and also to gain insights from peers and potential collaborators and mentors from around the world. But the going out of our gates is more important than the coming in. Salzburg Global aims to turbo-charge these outstanding young leaders in their work to transform their institutions, communities and countries.

**BAO CHAU NGUYEN**  
(1998-)

At 19, LGBT activist Bao Chau Nguyen is one of our youngest Fellows, but he's already a key change-maker in his country and field. Turbo-charged by the connections he made in 2016 at the *Salzburg Global LGBT Forum*, Nguyen founded the Hanoi International Queer Film Week, Vietnam's first legal queer film festival, featuring films from a number of LGBT Forum Fellows. He is now working to expand the reach of NextGEN – an organization working for the LGBT community in Vietnam – out into the wider Asia region.



After taking part in the LGBT Forum, Nguyen said: "I was always the one who followed; I was never the one who leads. After this, I have become the leader of something."


**NAVRAS JAAT AAFREEDI**  
(1978-)

A Fellow of the *Holocaust Education and Genocide Prevention* program, Navras Aafreedi is a trailblazer in India. The assistant history professor has launched the course, "*A History of Mass Violence: 20th Century to the Present*" at Presidency University in Kolkata – the first of its kind in South Asia. The Master's degree program was developed in part thanks to Aafreedi's 2014 participation in Salzburg. Fellows are now creating a similar program in Morocco, which will be the first of its kind in the Maghreb.

Courses such as his are important says Aafreedi because: "Political regimes can't succeed in carrying out their evil designs if scholars do not give them the backroom support for petty gains."


**AYMAN SABAE**  
(1984-)

Multi-time Fellow Ayman Sabae is pushing for better health care in Egypt. Sabae first attended a *Health and Health Care Innovation* session in 2012 while completing his Master's in international healthcare systems management, and has since attended a further three sessions. Following his participation, he has formed an in-country group on healthcare governance and contributed to a detailed plan for palliative care in Egypt. Today he is CEO of Shamseya, an Egyptian social enterprise focused on creating sustainable community-based solutions for health care challenges.

Returning to the Schloss time and again, Sabae says: "It's always this pivotal moment that either turns very broad ideas into something tangible or that it takes something tangible that you are already doing to the next level, and this for me is the big leap forward that makes it worthwhile to attend every single time."

**DOREEN TOUTIKIAN**  
(1985-)

Solving social issues through design thinking and co-creation, Doreen Toutikian first came to Salzburg in 2014 for a session on *Conflict Transformation through Culture*. Toutikian directs the annual festival Beirut Design Week, and after winning a post-session grant in 2016, she brought in a Thai Fellow to share his ideas from South East Asia with the Middle East. Toutikian has also served as a facilitator for the *Salzburg Global Young Cultural Innovators Forum*, helping participants with problem-solving while fostering creative innovation and entrepreneurship.



At the YCI Forum, Toutikian urged participants to be patient in their work: "If your heart is in it and you just take your time and you keep on doing it, somewhere down the line it will work out."


**DEANA HAGGAG**  
(1987-)

Described by *Vogue* as the "woman leading the fight to protect the arts in Trump's America," Deana Haggag attended the *Young Cultural Innovators Forum* in 2015, when she was the director of The Contemporary Museum of Baltimore. She then worked with local YCI Fellows to support the Citizen Artist Baltimore project, leading to the city's first-ever Mayoral Forum on Arts and Culture. She was recently appointed president and CEO of United States Artists, a non-profit organization that provides fellowships to America's most accomplished and innovative artists.

Haggag told *Vogue* that the arts are vital to help bridge divides: "If you can't meet someone day to day who is different from you, if you don't have that in your life, then you can find that through music and the arts and books. That's why we exist."

2017 ONWARDS

# LOOKING FORWARD

*The 70<sup>th</sup> Anniversary of Salzburg Global Seminar is a fitting occasion to reflect upon and celebrate the achievements of our Fellows and the dedicated individuals who have helped this game-changing organization thrive over the years. It also provides the opportunity to look to the future — and imagine what more is possible.*

Schloss STEWARDSHIP. Salzburg Global Seminar will continue to invest in its historic home to ensure it is both an inspiring location for our sessions and a source of income.

Since the very first Salzburg Seminar held in the aftermath of World War II, we have remained true to our mission, bringing together diverse groups to answer questions that are hard to ask elsewhere, to consider new possibilities, to explore solutions and to effect positive change.

In 70 years, our Fellows from around the world have tackled the most complex global challenges in unique and powerful ways — and they continue to do so. Creativity thrives on diversity and by engaging differences — of race, gender, ethnicity, faith, age, nationality, culture, ideas, sexual orientation, sectors of operation, socioeconomic level, life experience and perspectives — our programs break down silos and encourage new thinking. Through participation in our programs, our Fellows forge breakthrough collaborations and coordinate action to bring promising solutions to scale.

The work of Salzburg Global Seminar is as essential today as it was in 1947. Building on those first seven decades as a catalyst for change, Salzburg Global is preparing for its next 70 years of increasing influence and impact. What challenges and opportunities await us — and the world — in the next period of our history? Around the world, political tensions, environmental disasters and rising inequality are triggering insecurity and anger. We draw inspiration for potential solutions from the many current and future leaders who have passed through our gates.

As the organization looks to the future, we are exploring what investments need to be made to propel Salzburg Global forward.

In the coming years, we want to expand our scholarship program and other means of support to ensure that rising stars from anywhere on the planet, regardless of financial means, can participate in Salzburg Global programs and deepen the impact of their work. We aim to strengthen our own staffing to enable us to play a more direct role in fostering post-session engagement, supporting ongoing networking and offering catalytic micro-grants to Fellows to help them translate their ideas into action.

We also seek to build broader and deeper partnerships with the world's leading thinkers and institutions across geographies, disciplines and sectors, to explore solutions to problems of global scale, accelerate positive transformative change and supercharge innovations.

We also need to continue in our stewardship of our home, Schloss Leopoldskron, to preserve its historic qualities so that it can provide both an inspiring and state-of-the-art environment for engagement and also a source of income to secure our financial stability and independence for decades to come.

As Salzburg Global Seminar celebrates its 70th Anniversary this year, we will be reflecting on how best to achieve these aims and what impact that achievement could have on the organization and our future Fellows. As we have from our beginning as the Salzburg Seminar in American Studies through to our transformation into Salzburg Global Seminar, we remain committed to moving the organization forward and investing in people and solutions.

# ALL SESSIONS

*We began with a focus on American studies, inviting Fellows to examine, debate and dissect America, its culture and its institutions. Through the years, we have expanded our sessions to explore “common problems” and today address issues of global concern.*

## SALZBURG SEMINARS

**1947**  
Jul 15–Aug 31: **1** General Session in American Studies; Salzburg Seminar in American Civilization

**1948**  
Jul 15–Aug 31: **2** General Session in American Studies

**1949**  
Jul 17–Aug 27: **3** General Session in American Studies  
Oct 26–Nov 19: **4** General Session in American Studies

**1950**  
Feb 1–28: **5** Sociology  
Mar 1–31: **6** Social Relations  
Apr 1–30: **7** American Literature  
May 1–31: **8** American Music  
Jun 1–30: **9** Modern Theater in America  
Jul 12–Aug 23: **10** General Session in American Studies

**1951**  
Jan 3–Feb 1: **11** American Literature  
Feb 7–Mar 9: **12** American Foreign Policy  
Mar 14–Apr 13: **13** American History  
May 1–30: **14** Economic Theory and Practice in the United States  
Jun 5–Jul 3: **15** Theory and Practice of Social Relations in the United States  
Jul 17–Aug 30: **16** General Session in American Studies

**1952**  
Jan 3–Feb 1: **17** American Poetry and Prose  
Feb 6–Mar 7: **18** Political Science and American Politics  
Mar 19–Apr 17: **19** Political and Intellectual History in the United States  
May 28–Jun 26: **20** Theory and Practice of Social Relations in the United States  
Jul 15–Aug 23: **21** General in American Studies  
Sep 1–28: **22** Economic Problems in American Life

**1953**  
Jan 4–Feb 1: **23** American Political Thought in Domestic and Foreign Policy

Feb 8–Mar 8: **24** Modern American Poetry, Prose and Literary Criticism  
Mar 15–Apr 12: **25** The Atlantic Community: Its Background in American History  
Jun 10–Jul 10: **26** American Legal Thought and Institutions  
Jul 15–Aug 23: **27** General Session in American Studies  
Aug 30–Sep 27: **28** Socio-Economic Dynamics

**1954**  
Jan 3–30: **29** American Politics and Policies  
Feb 7–Mar 5: **30** American Literature: Tradition and Experiment  
Mar 14–Apr 19: **31** The Emergence of Modern America  
Jun 13–Jul 9: **32** American Legal Thought and Institutions  
Jul 18–Aug 13: **33** General Session in American Studies  
Aug 22–Sep 18: **34** General Session in American Studies

**1955**  
Jan 29–29: **35** American Politics  
Feb 6–Mar 6: **36** Art, the Novel and Popular Culture  
Mar 13–Apr 8: **37** Intellectual and Social Background of American Politics  
Jun 12–Jul 9: **38** General Session in American Studies  
Jul 17–Aug 13: **39** The Institutional Framework of American Law  
Aug 21–Sep 17: **40** Labor in America

**1956**  
Jan 8–Feb 4: **41** American Foreign Policy  
Feb 12–Mar 10: **42** Writings and Publishing in American Society  
Mar 18–Apr 4: **43** The American Economy  
Jun 10–Jul 7: **44** American Legal Thought and Institutions  
Jul 15–Aug 11: **45** American Society  
Aug 19–Sep 15: **46** American Education

**1957**  
Jan 6–Feb 2: **47** American Foreign Policy  
Feb 10–Mar 9: **48** Economics and Industry in the United States  
Mar 17–Apr 13: **49** American Politics  
Jul 16–Jul 13: **50** Labor in America  
Jul 21–Aug 17: **51** American Law and Legal Institutions

Aug 25–Sep 1: **52** Literature and Society in America

**1958**  
Jan 5–Feb 1: **53** American Foreign Policy and Politics  
Feb 9–Mar 8: **54** Business and American Society  
Mar 16–Apr 2: **55** Arts, Music and the Theater in America  
Jun 15–Jul 12: **56** American Law and Legal Institutions  
Jul 20–Aug 16: **57** American Literature and Criticism  
Aug 24–Sep 20: **58** Races and Minorities

**1959**  
Jan 4–31: **59** American Foreign Policy  
Feb 8–Mar 7: **60** Literature and Mass Media  
Mar 15–Apr 11: **61** Labor and Industry in America  
Jun 14–Jul 11: **62** American Politics, Economics and Foreign Policy  
Jul 19–Aug 15: **63** American Law and Legal Institutions  
Aug 23–Sep 19: **64** Higher Education in America

**1960**  
Jan 10–Feb 6: **65** American Foreign Policy  
Feb 14–Mar 12: **66** Literature and Mass Media in America  
Mar 20–Apr 16: **67** Art, Architecture and Music in America  
Jun 12–Jul 9: **68** American Law and Legal Institutions  
Jul 17–Aug 13: **69** The American Economy  
Aug 21–Sep 17: **70** Politics in America

**1961**  
Jan 8–Feb 4: **71** American Foreign Policy  
Feb 12–Mar 11: **72** Labor and Industry in America  
Mar 19–Apr 15: **73** American Literature, Thought and Society  
Jun 11–Jul 8: **74** American Law and Legal Institutions  
Jul 16–Aug 12: **75** Education in America  
Aug 20–Sep 16: **76** Contemporary American Society

**1962**  
Jan 7–Feb 3: **77** American Foreign Policy

Feb 11–Mar 10: **78** American Literature and Mass Media  
Mar 18–Apr 14: **79** The American Economy  
Jun 10–Jul 7: **80** Science and American Life  
Jul 22–Aug 16: **81** American Law and Legal Institutions  
Aug 18–Sep 7: **119** The Social Impact of the New Technology  
Aug 19–Sep 15: **82** The Arts in America

**1963**  
Jan 6–Feb 2: **83** American Foreign Policy  
Feb 10–Mar 9: **84** Mass Media of Communications in America  
Mar 17–Apr 12: **85** Labor and Industry in America  
Jun 9–Jul 6: **86** The American Economy  
Jul 14–Aug 10: **87** American Law and Legal Institutions  
Aug 18–Sep 14: **88** Politics in America

**1964**  
Jan 5–Feb 1: **89** Trends in Communication in America  
Feb 9–Mar 7: **90** The American Economy and International Economic Affairs  
Mar 16–Apr 2: **55** Arts, Music and Development of the Urban Community  
Jun 7–Jul 4: **92** The Arts in America  
Jul 20–Aug 16: **57** American Literature and Criticism  
Aug 24–Sep 20: **58** Races and Minorities

**1965**  
Jan 10–Feb 6: **95** American Foreign Policy  
Feb 14–Mar 12: **96** Public Administration in the United States  
Mar 21–Apr 16: **97** Planning and Development in the Urban Community  
Jun 13–Jul 10: **98** Social Issues in the United States  
Jul 18–Aug 14: **99** American Law and Legal Institutions  
Aug 22–Sep 18: **100** Current Trends in American Literature

**1966**  
Jan 9–Feb 5: **101** Urban and Regional Planning  
Feb 13–Mar 18: **102** The American Economy and International Economic Affairs  
Mar 27–Apr 23: **103** American Agriculture  
Jun 12–Jul 9: **104** American Law and Legal Institutions  
Jul 17–Aug 13: **105** The American Political System  
Aug 21–Sep 17: **106** The Literary Arts in America

**1967**  
Jan 8–Feb 4: **107** Urban Planning  
Feb 11–Mar 11: **108** International Politics of the United States  
Mar 19–Apr 15: **109** The Mass Media  
Jun 18–Jul 8: **110** The Social Impact of the New Technology  
Jul 16–Aug 12: **111** American Law and Legal Institutions  
Aug 20–Sep 16: **112** Education

**1968**  
Jan 7–Feb 3: **113** Urban Planning  
Feb 12–Mar 2: **114** American Management Dynamics

Mar 17–Apr 12: **115** Agriculture and Natural Resources  
May 19–31: **116** Linguistics  
Jun 16–Jul 6: **117** The American Theater  
Jul 14–Aug 10: **118** American Law and Legal Institutions  
Aug 18–Sep 7: **119** The Social Impact of the New Technology

**1969**  
Jan 5–Feb 1: **120** Urban Planning  
Feb 9–Mar 1: **121** The Cinema  
Mar 16–Apr 4: **122** American Management Dynamics  
Jun 15–Jul 5: **123** The Social Impact of the New Technology  
Jul 13–Aug 8: **124** American Law and Legal Institutions  
Aug 17–Sep 13: **125** The United States, Europe and the Developing World

**1970**  
Jan 11–Feb 7: **126** Urban Problems and Planning  
Mar 1–21: **127** The European-American Relationship  
Apr 19–May 9: **128** American Management  
Jun 21–Jul 11: **129** The American Theater  
Jul 19–Aug 15: **130** American Law and Legal Institutions  
Aug 23–Sep 12: **131** The Future of University

**1971**  
Jan 10–Feb 6: **132** The City and the Urban Environment  
Feb 21–Mar 13: **133** The Impact of New Technology  
May 2–22: **134** American Management  
Jun 20–Jul 10: **135** The United States, Europe and the Developing World.  
Jul 18–Aug 14: **136** American Law and Legal Institutions  
Aug 22–Sep 11: **137** The Arts and Social Change

**1972**  
Jan 9–Feb 5: **138** Problems of Cities  
Feb 20–Mar 11: **139** The Challenges to American Management  
May 15–Jun 4: **175** Crime and Criminal Justice  
Jun 12–Jul 2: **176** Contemporary American Literature  
Jul 10–Aug 6: **177** American Law and Legal Institutions  
Aug 14–Sep 3: **178** Social and Economic Problems of Post-Industrial Society

**1973**  
Jan 7–Feb 3: **144** Urban Problems and Planning  
Feb 18–Mar 10: **145** Technology, Growth and Environment  
Mar 18–Apr 7: **146** Labor's Relation to Management and Public Policy  
May 20–Jun 9: **147** Religion and the Church in Contemporary Society  
Jun 17–Jul 7: **148** Contemporary American Literature  
Jul 15–Aug 11: **149** American Law and Legal Institutions  
Aug 19–Sep 8: **150** The New Shape of International Relations

**1974**  
Jan 6–Feb 2: **151** Urban Problems and Planning

Feb 10–Mar 2: **152** Multinational Enterprise in the Context of the Common Market and the World Economy  
Mar 10–29: **153** The Social Impact of Mass Communications  
Apr 28–May 18: **154** The Control of Environmental Pollution.  
Jun 6–26: **155** The American Theater  
Jul 7–Aug 3: **156** American Law and Legal Institutions  
Aug 11–31: **157** The United States, Europe and the Developing World

**1975**  
Sep 2–15: **194** Communications, Development and Social Change  
Feb 2–Mar 1: **159** Urban Problems and Planning  
Apr 27–May 17: **161** Manpower Policies and Career Development  
May 9–28: **160** Comparative Views of the American Revolution  
Jun 15–Jul 5: **162** Energy, Population and Affluence: The Future of the Earth's Resources  
Jul 13–Aug 9: **163** American Law and Legal Institutions  
Aug 17–Sep 6: **164** Contemporary American Literature

**1976**  
Jan 11–Feb 7: **165** Urban Problems and Planning  
Feb 29–Mar 20: **166** Toward Social Justice: Policy Options for Income Distribution  
Mar 28–Apr 16: **167** Contemporary American Music  
May 9–29: **168** Global Issues: Food and Population  
Jun 20–Jul 3: **169** Multinational Enterprise  
Aug 15–Sep 4: **171** Continuing Education: New Responses to Adult Needs  
Aug 15–Sep 4: **170** American Law and Legal Institution

**1977**  
Jan 9–Feb 5: **172** Growth, Land Use and Urban Planning  
Feb 27–Mar 12: **173** Management Issues in International Corporations  
Mar 20–Apr 8: **174** The Political Economy of World Resources  
May 15–Jun 4: **175** Crime and Criminal Justice  
Jun 12–Jul 2: **176** Contemporary American Literature  
Jul 10–Aug 6: **177** American Law and Legal Institutions  
Aug 14–Sep 3: **178** Social and Economic Problems of Post-Industrial Society

**1978**  
Jan 22–Feb 4: **179** North-South Relations: The Role of the Multinational Corporation  
Mar 5–23: **180** Mass Media  
Apr 2–15: **181** The Individual, the State and Society  
May 17–Jun 3: **182** Industrial Democracy  
Jun 11–24: **183** The Creative Arts and Contemporary Society  
Aug 22–Sep 10: **217** Technology and Human Relations

**1983**  
Jan 16–29: **218** Interest Rates, Capital Formation, Growth and Employment  
Feb 12–20: **219** European-American Relations

**1979**  
Feb 11–Mar 2: **187** Idealism and Realism in Foreign Policy  
Mar 18–30: **188** New Perspectives for Long-term Growth  
Apr 22–May 5: **189** Musical Ideas and Musical Institutions  
May 13–Jun 1: **190** Health Care: Allocating Resources in Urban Societies  
Jun 10–Jun 29: **191** Energy and the Environment  
Jul 8–27: **192** American Law and Legal Institutions  
Aug 5–24: **193** Nutrition, Food and Population  
Sep 2–15: **194** Communications, Development and Social Change

**1980**  
Mar 16–29: **195** Music and the Arts: Instruments for Industrial and Social Change  
Apr 8–25: **196** International Monetary Instability: How Multinational Corporations Cope  
May 18–Jun 6: **197** Higher Education  
Jun 15–28: **198** The City in Transition  
Jul 12–31: **199** American Law and Legal Institutions  
Aug 9–22: **200** Women in Changing Societies: Education and Employment  
Aug 31–Sep 19: **201** Communication, Development and Social Change

**1981**  
Feb 8–21: **202** Inflation: Its Relationship to Social and Political Change  
Mar 22–Apr 4: **203** Development, Communication and Social Change  
Apr 20–May 2: **204** Energy and Global Security  
May 24–Jun 6: **205** Contemporary Theater  
Jun 15–28: **206** Conflict Resolution  
Jun 30–Jul 5: **207** American Law and Legal Institutions  
Aug 9–25: **208** Paths to Political Power: The Governability of Modern Society

**1982**  
Jan 31–Feb 6: **209** European-American Relations  
Feb 14–27: **210** Industrial Policies and International Trade  
Mar 14–Mar 17: **211** Development, Communication and Social Change  
Apr 18–May 1: **212** Contemporary American Literature  
May 16–May 29: **213** International Worker Migration  
Jun 13–26: **214** The Worldwide Crisis in Retirement Income Systems  
Jul 4–23: **215** American Law and Legal Institutions  
Aug 1–14: **216** The Relationship Between International Organizations and National Foreign Policy Decisions  
Aug 20–May 3: **249** The International Negotiation Process  
May 10–17: **250** World Financial Markets: Assessing Rapid Change  
Jun 1–14: **251** Philosophy and Public Affairs  
Jun 22–Jul 5: **252** The Role of Non-Profit Institutions  
Jul 13–Aug 1: **253** American Law and Legal Institutions

**1983**  
Jan 16–29: **218** Interest Rates, Capital Formation, Growth and Employment  
Feb 12–20: **219** European-American Relations

**1984**  
Jan 14–Jan 22: **227** European-American Relations  
Feb 5–18: **228** Contemporary Urban Issues in the Highly Industrialized and Developing Worlds  
Apr 7–15: **229** New Patterns of Trade and Finance  
Apr 29–May 12: **230** Function and Future of Museums  
Jun 3–15: **231** Communications, Education and Society in an Information Age  
Jul 1–20: **232** American Law and Legal Institutions  
Jul 6–25: **233** Coordinating National Economic Policies  
Aug 11–19: **234** Opera  
Aug 26–Sep 8: **235** Legal Aspects of New Technologies  
Oct 7–20: **236** The Commonality of Cultural Traditions: Christianity, Islam and Judaism

**1985**  
Jan 13–26: **237** European-American Relations with the USSR  
Feb 3–16: **238** Structural Unemployment and Industrial Policy  
Mar 3–16: **239** Organizing Health  
Apr 21–May 10: **240** Computers in Agriculture: Their Use to Enhance Information Availability and the Planning Process for Decision-Makers, with Emphasis on Developing Countries  
May 19–Jun 1: **241** Socio-economic Developments and Shortcomings  
Jun 9–21: **242** Contemporary American Literature: New Perspectives Affecting the Future  
Jun 29–Jul 6: **243** Telecommunications: Policy Issues and Regulatory Practices  
Jul 14–Aug 2: **244** American Law and Legal Institutions  
Aug 10–Sep 17: **245** "Fair Trade" Policies and Procedures: National Differences and Prospects for Harmonization  
Aug 25–Sep 7: **246** Alternative Dispute Resolution

**1986**  
Jan 25–Feb 1: **247** Changing Patterns in European-American Relations  
Feb 16–Mar 1: **248** Abuse of Alcohol: Strategies Toward Control  
Apr 20–May 3: **249** The International Negotiation Process  
May 10–17: **250** World Financial Markets: Assessing Rapid Change  
Jun 1–14: **251** Philosophy and Public Affairs  
Jun 22–Jul 5: **252** The Role of Non-Profit Institutions  
Jul 13–Aug 1: **253** American Law and Legal Institutions

**1987**  
Jan 24–31: **256** Impact of East–West Relations on the Third World  
Feb 8–21: **257** Divided Cities  
Mar 1–Mar 14: **258** Accountability of the Media  
Mar 22–Apr 4: **259** Managing Environmental Risk  
Apr 26–May 9: **260** The International Negotiation Process  
May 17–30: **261** International Finance and Third World Debt  
Jun 27–Jul 4: **262** Entrepreneurship  
Jul 12–31: **263** American Law and Legal Institutions  
Aug 9–Aug 22: **264** The United States Constitution 200 Years Later  
Aug 30–Sep 12: **265** What Makes a Cultural Capital: Vienna 1900

**1988**  
Feb 14–27: **266** AIDS: Confronting an Epidemic  
May 22–Jun 4: **267** Negotiation Theory and Practice: Political Differences  
Jun 18–Jun 25: **268** World Financial Markets: Coping with Competition  
Jul 3–22: **269** American Law and Legal Institutions  
Jul 31–Aug 13: **270** American Politics and the Foreign Policy Process

**1989**  
Mar 6–13: **300** Economies in Transition  
Apr 18–30: **301** Japan, Europe and North America: Toward A G-3 World?  
May 22–29: **302** Perspectives on Federalism  
May 29–Jun 5: **303** European Integration After the Cold War  
Jun 5–12: **304** Non-Profit, NGO Sector: Individuals, Organizations, Democratic Societies  
Jun 13–25: **305** Ethnicity, Cultures and the Making of Nations  
Jul 11–23: **306** Literature as a Political Force  
Jul 25–Aug 6: **307** American Law and Legal Institutions  
Oct 30–Nov 6: **308** Agriculture: Food, Environment, and Rural Development  
Dec 4–11: **309** Economics of the Arts

**1990**  
Feb 4–16: **279** Workforce Re-education: The Key to Economic Growth and Competitiveness  
Feb 17–24: **280** International Coordination of Financial Markets  
Mar 11–23: **281** 1992: Effect on the World Outside the European Community  
Apr 29–May 11: **282** The Changing Economic Climate in Developing Countries  
May 20–Jun 1: **283** American Politics and the Foreign Policy Process  
Jun 3–15: **284** Negotiation Theory and Practice: Environmental Disputes  
Jun 24–Jul 6: **285** Preservation of Art and Architecture

**1991**  
Mar 9–16: **288** Financing Growth: The Role of Private Investment  
Apr 14–26: **289** International Migration: A Challenge for Humanity  
May 5–17: **290** The Transformation of a Continent: Europe in Transition  
May 19–31: **291** Negotiating Trade-offs: Harmonizing Environment and Development  
Jun 16–28: **292** New Priorities for Health Care  
Jul 7–26: **293** American Law and Legal Institutions  
Jul 27–Aug 3: **287** The Global Village and the Media Revolution

**1992**  
Feb 29–Mar 7: **294** Economies in Transition: The Role of the Private Sector  
Apr 5–17: **295** Protecting the Environment in Urban Areas  
Apr 26–May 8: **296** Energy in the 1990s  
May 24–Jun 5: **297** Europe after 1992  
Jun 7–17: **298** Managing Non-Governmental Organizations  
Jul 22–24: **299** Transnational Law and Legal Institutions

**1993**  
Mar 6–13: **300** Economies in Transition  
Apr 18–30: **301** Japan, Europe and North America: Toward A G-3 World?  
May 22–29: **302** Perspectives on Federalism  
May 29–Jun 5: **303** European Integration After the Cold War  
Jun 5–12: **304** Non-Profit, NGO Sector: Individuals, Organizations, Democratic Societies  
Jun 13–25: **305** Ethnicity, Cultures and the Making of Nations  
Jul 11–23: **306** Literature as a Political Force  
Jul 25–Aug 6: **307** American Law and Legal Institutions  
Oct 30–Nov 6: **308** Agriculture: Food, Environment, and Rural Development  
Dec 4–11: **309** Economics of the Arts

**1994**  
Feb 5–12: **310** Economies in Transition  
Mar 12–19: **311** Is Europe Losing Its Way?  
Apr 13–20: **312** The Rise of Industrial Asia and its Implications for the Developing World  
Apr 26–May 4: **311** Themes in Contemporary American Literature  
May 4–11: **Special** Educational Reform in South Africa  
May 11–18: **336** The US Presidential Election Process  
May 29–Jun 7: **312** Interactive Learning: Teacher Roles and Learner Responsibilities  
Jun 20–Jun 27: **337** US Foreign Organizations in Democratic Societies: Roles, Responsibilities, and Obligations  
Jul 24–Aug 4: **318** Transnational Law and Legal Institutions  
Sep 3–10: **319** Environment and Diplomacy

**1995**  
Jan 14–21: **321** Transitioning Economies: Comparative Models  
Feb 1–4: **Special** Philanthropy: Public and Private Responsibility  
Feb 11–Mar 11: **ASCO4** English for Young Learners  
Feb 26: **ASCO3** Identifying and Teaching Core Themes in American History  
Mar 18–25: **322** The European Union After 1996  
Apr 1–8: **323** Higher Education: Institutional Structures for the Twenty-First Century  
Apr 9–17: **ASCO5** The State of the Art of TESOL  
May 20–26: **325** The Globalization of American Popular Culture  
Jun 16–23: **326** US Foreign Policy in Asia: Adapting to Change  
Jun 22–Jul 8: **ASCO6** Political Processes and Institutions of Government and Politics  
Jul 8–15: **327** Involuntary Migration  
Jul 28–Aug 5: **328** Transnational Law: Intellectual Property Rights  
Sep 3–16: **ASCO7** The Literature of Ethnicity in the United States  
Sep 16–23: **329** The Impact of the Media on Politics, Public Policy and World Events  
Sep 23–Oct 6: **ASCO8** Content-based Instruction  
Oct 6–13: **330** Building and Sustaining Democracies: The Role of Non-Governmental Organizations  
Nov 11–18: **331** Concepts and Challenges of Leadership  
Dec 2–9: **332** Preserving the National Heritage: Policies, Partnerships, and Actions

**1996**  
Feb 3–16: **ASCO9** Reform in American History: Major Movements and Pattern  
Feb 17–24: **333** Europe on the Eve of the Year 2000  
Mar 13–22: **ASCO10** Online Techniques: Sources and Uses for Teaching English  
Mar 23–30: **334** Health Care Partnerships: Meeting the Needs of Underserved Communities  
Apr 13–20: **335** The Rise of Industrial Asia and its Implications for the Developing World  
Apr 26–May 4: **ASCO11** Themes in Contemporary American Literature  
May 4–11: **Special** Educational Reform in South Africa  
May 11–18: **336** The US Presidential Election Process  
May 29–Jun 7: **ASCO12** Interactive Learning: Teacher Roles and Learner Responsibilities  
Jun 20–Jun 27: **337** US Foreign Organizations in Democratic Societies: Roles, Responsibilities, and Obligations  
Jul 24–Aug 4: **318** Transnational Law and Legal Institutions  
Sep 3–10: **319** Environment and Diplomacy

**1997**  
Feb 22–Mar 1: **343** World Trade: Protectionism versus Globalization  
Mar 15–22: **344** Eclipse of the Nation State?  
Apr 9–17: **ASCO17** Distance Education: A Cutting Edge Classroom Resource for English-as-a-Foreign-Language Programs  
Apr 19–26: **345** The Rise of Industrial East Asia and its Implications for the Developing World  
May 11–16: **ASCO18** Approaches to Teacher Education in English as a Foreign Language  
May 17–24: **346** Race and Ethnicity: Models for Diversity  
Jun 10–14: **PHILO2** Philanthropy: The Culture of Giving  
Jun 16–23: **347** Journalism in the Information Age  
Jul 12–19: **348** Educating Youth: Challenges for the Future  
Aug 2–9: **349** Recent Developments in American Law and Legal Institutions  
Sep 3–12: **ASCO19** Neglected Genres in the Classroom  
Oct 11–Nov 18: **350** Europe: Consolidation and Enlargement  
Nov 10–22: **351** Non-Governmental Organizations: Leadership and Civil Society  
Nov 26–Dec 5: **ASCO20** Internet: Networking, Research, and Popular American Culture  
Dec 6–13: **352** Music for a New Millennium: The Classical Genre in Contemporary Society

**1998**  
Jan 31–Feb 4: **Special** Peace Symposium: Defining Peace in the Contemporary World  
Feb 7–14: **353** Sustainable Rural Community Development  
Mar 21–28: **354** The Contemporary Novel  
Apr 24–May 1: **355** Rise of Industrial East Asia and Its Implications for the Developing World  
May 9–15: **ASCO21** Contemporary American Literature as a Reflection of the Changing Social Structure  
May 23–30: **356** Through the Patient's Eyes: Collaboration between Patients and Health Care Professionals  
Jun 1–6: **Freeman01** FreemanFoundation Symposium  
Jun 17–24: **357** The Challenges of an Aging Society  
Jul 7–14: **358** The Social and Political Implications of the Internet and Business

**1999**  
Jan 14–21: **321** Transitioning Economies: Comparative Models  
Feb 1–4: <

*Aug 1 – 8: 359* Human Rights: An International Legal Perspective  
*Aug 29 – Sep 5: 360* Sustaining the Independent Sector: New Roles for Public, Non-Governmental, and Corporate Actors  
*Sep 26 – Oct 3: 361* Higher Education: Leadership and Institutional Reform  
*Oct 3 – 9: ASC22* From Melting Pot to Mosaic: The Changing Role of Immigration in American Life  
*Nov 14 – 21: 362* East Asian Security: The Role and Impact of United States Foreign Policy  
*Dec 5 – 12: 363* The International Impact of the European Monetary Union

**1999**

*Feb 6 – 13: 364* The Independent Sector: Building on the Past and Looking to the Future  
*Mar 20 – 27: 365* The Transatlantic Agenda at the Turn of the Century  
*Apr 17 – 23: ASC23* Public History and National Identity  
*Apr 25 – May 2: 366* Urban Youth  
*May 9 – 19: 367* Costs and Benefits of the Free Market System  
*May 31 – Jun 6: Freeman02* East Asia and the United States  
*Jun 16 – 23: 368* Scientific Development and the Democratic Process  
*Jul 31 – Aug 7: 370* Personal Responsibility of Judges  
*Sep 4 – 11: 371* The Arts, Religion, and the Shaping of Culture  
*Sep 24 – Oct 2: ASC24* Information Technology and the Future of Education  
*Oct 9 – 16: 372* Race and Ethnicity: Social Change through Public Awareness  
*Dec 4 – 11: 373* China and the Global Community

**2000**

*Feb 23 – Mar 1: 374* Shakespeare Around the Globe  
*Mar 11 – 18: ASC25* American Drama: Text and Performance  
*Mar 22 – 29: 375* European Paradox: Integration and Disintegration  
*Apr 5 – 12: 376* The Social and Economic Determinants of the Public's Health  
*May 5 – 12: 377* Who Will Control the Food System?  
*Jun 1 – 6: Freeman03* East Asia and the United States: A Search for Common Values  
*Jun 13 – 20: 378* The Entrepreneurial City  
*Jul 1 – 8: 379* Alternate Systems and Structures for Higher Education: Public Needs and Institutional Response for the 21st Century  
*Jul 12 – 19: 380* Biotechnology: Policy Issues and Regulatory Frameworks  
*Aug 2 – 9: 381* Transnational Perspectives on Intellectual Property and Communication Law  
*Sep 6 – 13: 382* Youth and Civic Participations: Models for Engagement  
*Oct 11 – 18: 383* Mass Media in the Age of Globalization  
*Oct 21 – 28: ASC26* Political Leadership and Media Democracy  
*Dec 2 – 9: 384* Asian Economies: Regional and Global Relationships

**2001**

*Feb 22 – 27: Special* Shaping and Influencing the Regional Policy Agenda  
*Mar 10 – 17: ASC27* Ethnicity, Race, Religion, and American Identity  
*Mar 21 – 28: 385* Europe in the Global Community: Economics, Diplomacy, and Security  
*Apr 25 – May 2: 386* Patient Safety and Medical Error  
*May 16 – 23: 387* Museums in the 21st Century  
*Jun 1 – 6: Freeman04* East Asia and the United States: A Search for Common Values  
*Jun 12 – 19: 388* Sustaining Democracy in the Modern World  
*Jun 27 – 30: Special* Globalization and Higher Education  
*Jul 7 – 11: Special* Higher Education in Emerging Economies: Patterns, Policies and Futures into the 21st Century  
*Jul 11 – 18: 389* Linking Theory and Practice in Nonprofit Leadership and Management  
*Aug 1 – 8: 390* International Legal Perspectives on Human Rights  
*Sep 26 – Oct 3: 391* The Social and Economic Determinants of the Public's Health  
*Oct 6 – 13: ASC28* Technology and the Integrated Classroom  
*Oct 14 – 21: 392* Biotechnology: Legal, Ethical and Social Issues  
*Nov 14 – 21: 393* Environment, Energy, and Economics in Asia  
*Dec 5 – 12: 394* Community Leadership and Policy Change

**2002**

*Feb 23 – Mar 2: ASC29* The Continuing Challenge of America's Ethnic Pluralism  
*Mar 6 – 13: 395* Improving Access to Health Care and Human Services: Elements of Success  
*Mar 20 – 27: 396* Influence, Values, and Professional Responsibility in the News Media  
*Apr 17 – 24: 397* Global Economic Institutions: Change, Dialogue and Public Policy  
*Aug 7 – 14: Special* Global Issues: Roles and Responsibilities of Adult Education  
*Sep 2 – 5: SSASA01* America In Our Time  
*Jun 1 – 6: Freeman05* East Asia and the United States: A Search for Common Values  
*Jun 18 – 25: 399* The Global Entrepreneurial City  
*Jul 3 – 10: 400* Trends and Innovations in Health Professions Education: Building Comprehensive and Sustainable Reforms  
*Aug 7 – 14: 401* The Euro: Implications for Europe, Implications for the World  
*Aug 17 – 22: 402: Globalization and the Development of Transnational Legal Services*  
*Sep 10 – 17: 403* From Page to Screen: Adapting Literature to Film  
*Oct 2 – 9: ASC30* The Politics of American Popular Culture: Here, There, and Everywhere  
*Mar 13 – 20: 404* The Politics of Water: Addressing Fresh Water Scarcity  
*Dec 4 – 11: 405* Law as a Catalyst of Change in Asia

**2005**

*Jan 1 – 8: ISP05* Global Citizenship: America and the World  
*Apr 4 – 8: Special* The Sustainable Food Laboratory: Design Studio  
*Apr 23 – 30: ISP07* Global Citizenship: America and the World  
*May 29 – Jun 5: ISP08* Global Citizenship: America and the World  
*Jun 5 – 10: 424* The World Trade Negotiations: The Politics of Economics and Trade  
*Jun 13 – 18: Freeman08* East Asia and the United States: A Search for Common Values

**2003**

*Feb 26 – Mar 5: 406* The Role of NGOs in the Health of Communities: Creative Partnerships

*Mar 19 – 26: 407* Professional Responsibility in the News Media  
*Apr 2 – 9: 408/ASC31* Contemporary American Literature  
*Jun 1 – 6: Freeman06* East Asia and the United States: A Search for Common Values  
*Jun 17 – 24: 409* Migration, Race, and Ethnicity in Europe  
*Jul 2 – 9: 410* Capitalizing on our Differences: Leadership Across Cultural Boundaries and Geographic Borders in a Global Society  
*Jul 12 – 19: 411* The Cultural, Civic, and Economic Purposes of Higher Education  
*Aug 6 – 13: 412* Social and Economic Dimensions of Human Rights  
*Sep 3 – 10: ASC32* Digital Inclusion: Confronting the Information Gap  
*Oct 22 – 29: 413* Engaging Youth in Community Development  
*Nov 16 – 23: 414* Environmental Policy and Public Dialogue  
*Dec 3 – 10: 415* Changing Concepts of Security in East Asia

**2004**

*Jan 2 – 10: ISP01* Global Citizenship: America and the World  
*Feb 18 – 25: 416* Ethics in News Reporting and Editing  
*Mar 6 – 13: ISP02* Global Citizenship: America and the World  
*Apr 26 – May 3: 417* Strengthening Democracy and Governance: Women and Political Power  
*May 16 – 22: ISP03* Global Citizenship: America and the World  
*Jun 1 – 6: Freeman07* East Asia and the United States: A Search for Common Values  
*Jun 14 – 21: 418* Reinventing the West: Redefining the Transatlantic Relationship  
*Jul 17 – 24: ASC04* Community Colleges as Sites of Global Citizenship  
*Jul 24 – 29: 419* Changing Concepts of International Educational Exchange and Mobility  
*Aug 7 – 14: Special* Global Issues: Roles and Responsibilities of Adult Education  
*Sep 2 – 5: SSASA01* America In Our Time  
*Jun 1 – 6: Freeman05* East Asia and the United States: A Search for Common Values  
*Jun 18 – 25: 399* The Global Entrepreneurial City  
*Jul 3 – 10: 400* Trends and Innovations in Health Professions Education: Building Comprehensive and Sustainable Reforms  
*Aug 7 – 14: 401* The Euro: Implications for Europe, Implications for the World  
*Aug 17 – 22: 402: Globalization and the Development of Transnational Legal Services*  
*Sep 10 – 17: 403* From Page to Screen: Adapting Literature to Film  
*Oct 2 – 9: ASC30* The Politics of American Popular Culture: Here, There, and Everywhere  
*Mar 13 – 20: 404* The Politics of Water: Addressing Fresh Water Scarcity  
*Dec 4 – 11: 405* Law as a Catalyst of Change in Asia

*Mar 19 – 26: 407* Professional Responsibility in the News Media  
*Apr 2 – 9: 408/ASC31* Contemporary American Literature  
*Jun 1 – 6: Freeman06* East Asia and the United States: A Search for Common Values  
*Jun 17 – 24: 409* Migration, Race, and Ethnicity in Europe  
*Jul 2 – 9: 410* Capitalizing on our Differences: Leadership Across Cultural Boundaries and Geographic Borders in a Global Society  
*Jul 12 – 19: 411* The Cultural, Civic, and Economic Purposes of Higher Education  
*Aug 6 – 13: 412* Social and Economic Dimensions of Human Rights  
*Sep 3 – 10: ASC32* Digital Inclusion: Confronting the Information Gap  
*Oct 22 – 29: 413* Engaging Youth in Community Development  
*Nov 16 – 23: 414* Environmental Policy and Public Dialogue  
*Dec 3 – 10: 415* Changing Concepts of Security in East Asia

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*Mar 6 – 13: ISP02* Global Citizenship: America and the World  
*Apr 26 – May 3: 417* Strengthening Democracy and Governance: Women and Political Power  
*May 16 – 22: ISP03* Global Citizenship: America and the World  
*Jun 1 – 6: Freeman07* East Asia and the United States: A Search for Common Values  
*Jun 14 – 21: 418* Reinventing the West: Redefining the Transatlantic Relationship  
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*Jul 24 – 29: 419* Changing Concepts of International Educational Exchange and Mobility  
*Aug 7 – 14: Special* Global Issues: Roles and Responsibilities of Adult Education  
*Sep 2 – 5: SSASA01* America In Our Time  
*Jun 1 – 6: Freeman05* East Asia and the United States: A Search for Common Values  
*Jun 18 – 25: 399* The Global Entrepreneurial City  
*Jul 3 – 10: 400* Trends and Innovations in Health Professions Education: Building Comprehensive and Sustainable Reforms  
*Aug 7 – 14: 401* The Euro: Implications for Europe, Implications for the World  
*Aug 17 – 22: 402: Globalization and the Development of Transnational Legal Services*  
*Sep 10 – 17: 403* From Page to Screen: Adapting Literature to Film  
*Oct 2 – 9: ASC30* The Politics of American Popular Culture: Here, There, and Everywhere  
*Mar 13 – 20: 404* The Politics of Water: Addressing Fresh Water Scarcity  
*Dec 4 – 11: 405* Law as a Catalyst of Change in Asia

*Jun 29 – Jul 4: 425* The European Union: Challenges of Integration and Expansion  
*Jul 5 – 10: 426* Beyond E-Government: Government for the Third Millennium  
*Jul 16 – 23: ISP09* Community Colleges as Sites of Global Citizenship  
*Jul 23 – 29: 427* Architecture and Public Life  
*Sep 1 – 4: SSASA02* American Culture in the US and Abroad  
*Oct 5 – 12: 428* Early Childhood Development: Improving Linkages Between Research, Practice and Policy  
*Dec 3 – 8: 429* The Asian Energy Challenge and Implications for OECD Asia, the United States, and Europe

**2006**

*Jan 1 – 8: ISP10* Global Citizenship: America and the World  
*Feb 23 – Mar 2: ISP11* Global Citizenship: America and the World  
*Mar 21 – 26: 430* European Responses to Terrorism: Costs of Public Security  
*Apr 15 – 22: ISP12* Global Citizenship: America and the World  
*Apr 30 – May 5: 431* Completing the Doha Round: Bridging the Agricultural Divide  
*Jun 1 – 8: ISP13* Global Citizenship: America and the World  
*Jun 9 – 14: Freeman09* East Asia and the United States: A Search for Common Values  
*Jun 29 – Jul 4: 432* The Transatlantic Divide: Myths, Realities, and Business as Usual  
*Jul 15 – 22: ISP14* Community Colleges as Sites of Global Citizenship  
*Jul 26 – Aug 2: ISP15* Colleges as Sites of Global Citizenship  
*Sep 7 – 10: SSASA03* Redefining America: Race, Ethnicity and Immigration  
*Sep 11 – 17: 433* Women, Political Power, and Next Generation Leadership  
*Sep 30 – Oct 6: 434* The Telling of Lives: Biography as a Mirror on Society  
*Oct 7 – 12: 435* The Rule of Law: Reconciling Religion and Culture in a Constitutional Framework  
*Nov 7 – 12: 436* Beyond the University: Shifting Demographics in Higher Education  
*Nov 14 – 19: 437* Public-Private Partnerships: Harnessing Markets to Drive Development  
*Dec 5 – 10: 438* China: The New Global Economic Engine?

**2008**

*Jan 6 – 13: ISP22* MFCI – Colleges and Universities as Sites of Global Citizenship  
*Mar 5 – 11: ISP31* Global Citizenship and Sustainable Development  
*Mar 6 – 13: ISP23* Global Citizenship: Education for Sustainable Development  
*Apr 5 – 10: 450* Russia: The 2020 Perspective  
*Apr 13 – 18: 451* Innovation in Knowledge-based Economies: Accelerating the Benefits  
*Apr 19 – 26: ISP24* Global Citizenship: America and the World  
*Apr 30 – May 3: Special* Toward a "Green Revolution" in Africa? What Framework for Success?  
*May 9 – 14: 453* Achieving the Freer Circulation of Cultural Artifacts  
*May 22 – 29: ISP25* Global Citizenship: America and the World  
*May 31 – Jun 7: ISP26* Global Citizenship: America and the World  
*Jun 7 – 12: Freeman11* The Many-Sided Pacific: Structures for Cooperation  
*Jul 1 – 8: ISP27* Colleges and Universities as Sites of Global Citizenship  
*Jul 9 – 13: 454* Combating Climate Change at Local and Regional Levels: Sustainable Strategies, Renewable Energy

**2007**

*Jan 2 – 9: ISP16* Global Citizenship: America and the World  
*Feb 4 – 7: Special* Broadcast Media in the 21st Century  
*Mar 5 – 12: ISP06* Global Citizenship: America and the World  
*Apr 4 – 8: Special* The Sustainable Food Laboratory: Design Studio  
*Apr 23 – 30: ISP07* Global Citizenship: America and the World  
*May 29 – Jun 5: ISP08* Global Citizenship: America and the World  
*Jun 5 – 10: 424* The World Trade Negotiations: The Politics of Economics and Trade  
*Jun 13 – 18: Freeman08* East Asia and the United States: A Search for Common Values

*Apr 28 – May 3: 441* From Lab to Market: Accelerating Innovation through University, Business, and Government Partnership  
*May 19 – 23: 442* Making Green Pay: Designing Incentives to Support Environmental Sustainability  
*Jun 1 – 8: ISP19* Global Citizenship: America and the World  
*Jun 9 – 14: Freeman10* East Asia and the United States: A Search for Common Values  
*Jul 8 – 15: ISP20* Colleges and Universities as Sites of Global Citizenship  
*Jul 19 – 26: ISP21* Colleges and Universities as Sites of Global Citizenship  
*Jul 29 – Aug 18: SAC01* Media and Global Change  
*Sep 1 – 6: 443* An International Rule of Law: Balancing Security, Democracy, and Human Rights in an Age of Terrorism  
*Sep 8 – 13: 444* New Century, New Challenges, New Dilemmas: The Global Nexus of Animal and Public Health  
*Sep 29 – Oct 3: 445* Challenges to the International Monetary System: Rebalancing Currencies, Institutions, and Rules  
*Oct 20 – 26: 446* Cultural Institutions without Walls: New Models of Arts – Community Interaction  
*Oct 26 – 30: SSASA04* American Approaches to Europe and Beyond: Policies and Patterns  
*Nov 3 – 8: 447* Breaking the Glass Ceiling: Women in Politics and Business  
*Nov 13 – 18: 448* The Dynamic Economies of India and China: What Lessons for Others?  
*Dec 1 – 6: 449* Salzburg Young Leaders Summit: Global Scenarios and Strategies for 2030

**2009**

*Jan 6 – 13: ISP29* MFCI – Colleges and Universities as Sites of Global Citizenship  
*Jan 14 – 21: ISP30* MFCI – Colleges and Universities as Sites of Global Citizenship  
*Jan 26 – Aug 14: SAC04* The Salzburg Academy on Media and Global Change  
*Sep 24 – Sep 28: SSASA07* To Honor Emory Elliott: American Literary History in a New Key  
*Oct 3 – 7: 472* Optimizing Talent: Closing Educational and Social Mobility Gaps Worldwide  
*Oct 17 – 22: 473* Women and Economic Growth: Making Investments Count for the Future  
*Oct 22 – 29: Special* Sustainable Futures Academy: Executive Leadership for Sustainability  
*Oct 30 – Nov 6: ISP42* MFCI – Colleges and Universities as Sites of Global Citizenship  
*Nov 7 – 12: 474* Reforming Health Care: Maintaining Social Solidarity and Quality in the Face of Economic, Health and Social Challenges  
*Nov 14 – 19: 475* Islamic and International Law: Searching for Common Ground  
*Nov 28 – Dec 3: 476* The Future of Asian Integration and Security in the 21st Century: Sharing Experience on Multilateralism and Institution-Building from Europe  
*Dec 12 – 17: 477* The Greatest Untapped Resource in Healthcare? Informing and Involving Patients in Decisions about Their Medical Care

**2008**

*Jan 6 – 13: ISP22* MFCI – Colleges and Universities as Sites of Global Citizenship  
*Mar 5 – 11: ISP31* Global Citizenship and Sustainable Development  
*Mar 6 – 13: ISP23* Global Citizenship: Education for Sustainable Development  
*Apr 5 – 10: 450* Russia: The 2020 Perspective  
*Apr 13 – 18: 451* Innovation in Knowledge-based Economies: Accelerating the Benefits  
*Apr 19 – 26: ISP24* Global Citizenship: America and the World  
*Apr 30 – May 3: Special* Toward a "Green Revolution" in Africa? What Framework for Success?  
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*Jul 9 – 13: 454* Combating Climate Change at Local and Regional Levels: Sustainable Strategies, Renewable Energy

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*Jan 26 – Aug 14: SAC04* The Salzburg Academy on Media and Global Change  
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*Jul 29 – Aug 19: SAC02* The Salzburg Academy on Media and Global Change  
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*Oct 30 – Nov 2: SSASA05* Transnationalism and Immigration Shock in American Society and Literature  
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**2009**

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*Sep 24 – Sep 28: SSASA07* To Honor Emory Elliott: American Literary History in a New Key  
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*Jan 3 – 10: ISP43* MFCI Student Seminar on Global Citizenship: America and the World  
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**2011**

*Oct 28 – Nov 1: 466* Connecting to the World's Collections: Making the Case for the Conservation and Preservation of our Cultural Heritage  
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*Dec 14 – 21: ISP36* MFCI – Colleges and Universities as Sites of Global Citizenship

**2010**

*Feb 21 – 25: 468* The Performing Arts in Lean Times: Opportunities for Reinvention  
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- Mexican Business Council
- National Endowment for Democracy (NED)
- National Science Foundation (NSF)
- New Venture Fund
- Oliver Wyman AG
- Open Society Foundations
- OpenNotes
- Parcs Canada / Parks Canada
- Potter Anderson & Corroon LLC
- Red Bull Amaphiko
- Robert Bosch Foundation
- Robert Rauschenberg Foundation
- Robert Wood Johnson Foundation
- Samuel H. Kress Foundation
- Shearman Sterling
- Stanford University
- State of Delaware
- Stavros Niarchos Foundation
- Stichting De Verre Bergen
- The Dr. An and Lorraine C. Wang Foundation
- TIAA-CREF
- Tsao Foundation
- Tse Foundation
- UBS
- UK Foreign & Commonwealth Office
- UNDP – Bangkok
- US Embassy in Slovakia
- USAID ASSIST
- Warburg Pincus

### PARTNERS (Institutions that did not make financial contributions, but assisted with program planning and execution) in 2016

- Buenos Aires Ciudad
- Cambodia Living Arts
- Swedish Embassy
- Vienna
- The US Holocaust Memorial Museum
- (USHMM)
- University Research Council LLC

### HOSTS (Institutions that hosted off-site Salzburg Global events) in 2016

- Cambodia Living Arts, Phnom Penh, Cambodia
- HSBC Group, London, UK
- Johann Wolfgang von Goethe Foundation, Klingenthal, France
- JPMorgan Chase & Co., Hong Kong, China SAR
- NPR, Washington DC, USA
- Supreme Court of the United States, Washington DC, USA

## 2016 UNIVERSITIES AND COLLEGES

### CUTLER FELLOWS LAW PROGRAM

- Columbia Law School, New York, NY, USA
- Duke University School of Law, Durham, NC, USA
- Georgetown University Law Center, Washington, DC, USA
- Harvard Law School, Cambridge, MA, USA
- University of Michigan Law School, Ann Arbor, MI, USA
- NYU School of Law, New York, NY, USA
- Stanford Law School, Palo Alto, CA, USA
- University of Chicago Law School, Chicago, IL, USA
- University of Pennsylvania Law School, Philadelphia, PA, USA
- University of Virginia School of Law, Charlottesville, VA, USA
- Yale Law School, New Haven, CT, USA

### SALZBURG ACADEMY ON MEDIA AND GLOBAL CHANGE

- Bournemouth University, Bournemouth, UK
- Jordan Media Institute, Amman, Jordan
- Emerson College, Boston, MA, USA
- Universidad Iberoamericana, Mexico City, Mexico
- Lebanese American University, Beirut, Lebanon
- Universidad Catolica Argentina, Buenos Aires, Argentina
- Fachhochschule St. Poelten, St Poelten, Austria
- The Chinese University of Hong Kong, China SAR
- University of Maryland, College Park, MD, USA
- University of Miami, Miami, FL, USA
- The University of Rhode Island, South Kingstown, RI, USA
- The University of Texas, Austin, TX, USA
- University of SS. Cyril and Methodius, Trnava, Slovakia
- Nevada State College, Henderson, NV, USA

### MELLON-GLOBAL CITIZENSHIP PROGRAM

- Alderson-Broaddus College, Phillippi, WV, USA
- Bennett College, Greensboro, NC, USA
- Berea College, Berea, KY, USA
- Bethune-Cookman University, Daytona Beach, FL, USA
- Bluefield College, Bluefield, VA, USA
- Brevard College, Brevard, NC, USA
- Campbellsville University, Campbellsville, KY, USA
- Carson-Newman College, Jefferson City, TN, USA
- Clark Atlanta University, Atlanta, GA, USA
- Dillard University, New Orleans, LA, USA
- Emory & Henry College, Emory, VA, USA
- Ferrum College, Ferrum, VA, USA
- Fisk University, Nashville, TN, USA
- Florida Memorial University, Miami Gardens, FL, USA
- Hampton University, Hampton, VA, USA
- Howard University, Washington, DC, USA
- King University, Bristol, TN, USA
- Lee University, Cleveland, TN, USA
- Lees-McRae College, Banner Elk, NC, USA
- Lincoln Memorial University, Harrogate, TN, USA
- Lindsey Wilson College, Columbia, KY, USA
- Mars Hill College, Mars Hill, NC, USA
- Morehouse College, Atlanta, GA, USA
- North Carolina Central University, Durham, NC, USA
- Saint Augustine's College, Raleigh, NC, USA
- Spelman College, Atlanta, GA, USA
- Tusculum College, Tusculum, TN, USA
- University of Charleston, Charleston, WV, USA
- University of the District of Columbia, Washington, DC, USA
- University of Pikeville, Pikeville, KY, USA
- Virginia Union University, Richmond, VA, USA
- Warren Wilson College, Swannanoa, NC, USA
- West Virginia Wesleyan College, Buckhannon, WV, USA
- Wheeling Jesuit University, Wheeling, WV, USA
- Xavier University of Louisiana, New Orleans, LA, USA

### SCHOLARSHIP PROGRAM

- Davidson College, Davidson, NC, USA
- Middlebury College, Middlebury, VT, USA
- University of Delaware, Newark, DE, USA
- United States Air Force Academy, CO, USA

## OTHER GIFTS

### IN-KIND

- WILLIAM C. & DONNA EACHO
- BAILEY MORRIS ECK
- MAX & DOROTHEE SCHLERETH

### MATCHING GIFTS

- Capital Group Companies
- Expedia
- GE Foundation
- Google, Inc.

### LEGACY

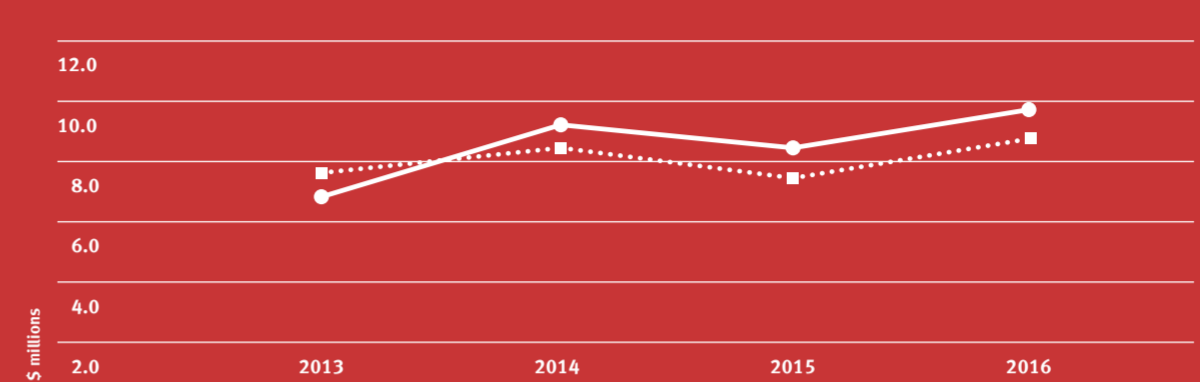
- Anonymous
- Patricia Benton
- Margaret Cook
- Heather Sturt Haaga & Paul G. Haaga, Jr.
- Joann Lewinsohn
- Deborah Howell & C. Peter Magrath
- Wendy & Bruce McKee
- Denver Mullican
- Dennis O'Brien
- Olin C. Robison
- Stephen L. Salyer & Susan Moeller
- Jill Pellew
- Rika & Carl Schmidt
- Cheryl A. Van Emburg
- Marina v. N. & Robert F. Whitman

 WE WOULD LIKE TO THANK YOU!

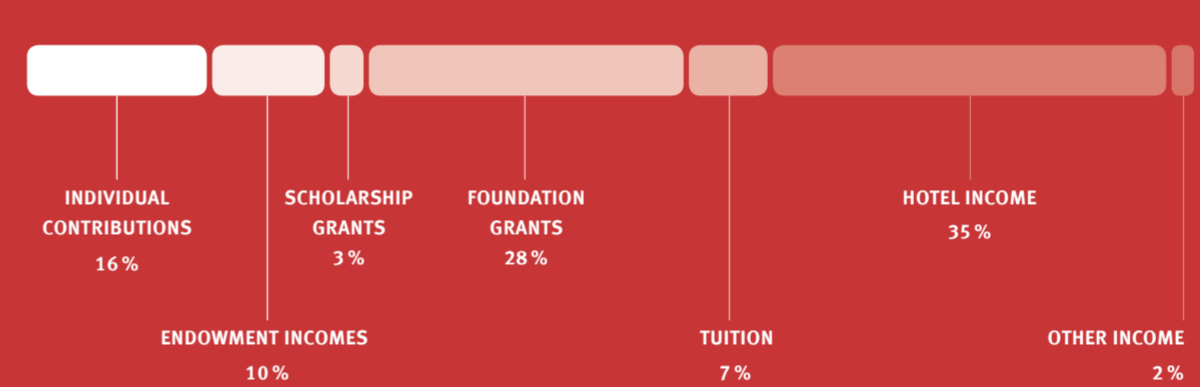
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## FINANCES

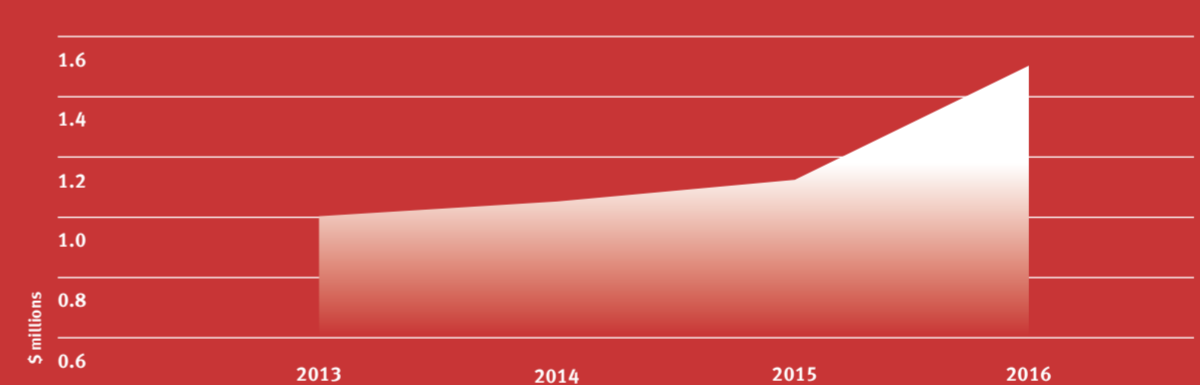
### RESULTS FROM OPERATIONS



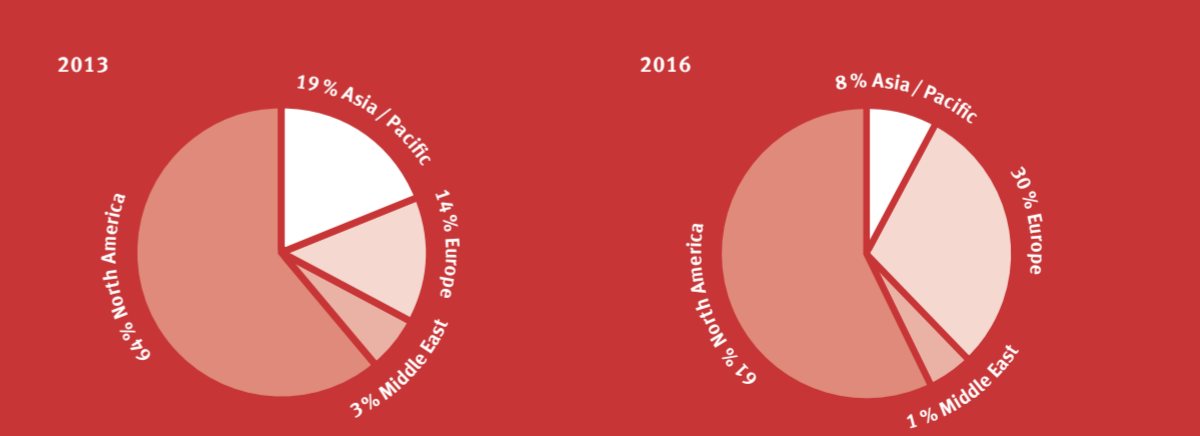
### 2016 OPERATING REVENUE BY SOURCE



### INDIVIDUAL GIVING

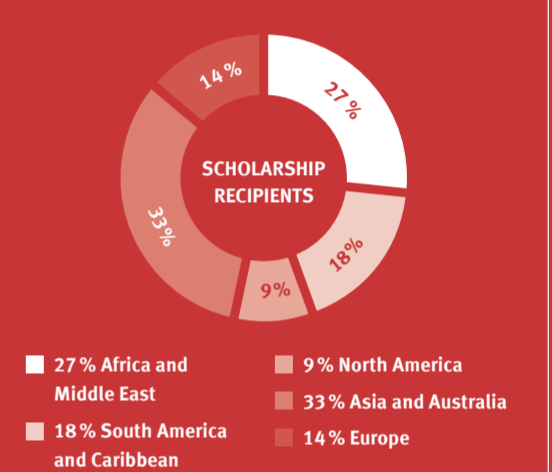
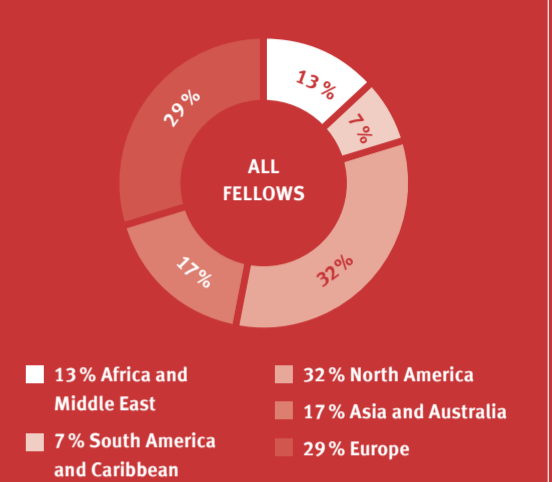


### GEOGRAPHIC DISTRIBUTION OF PROGRAM GRANTS

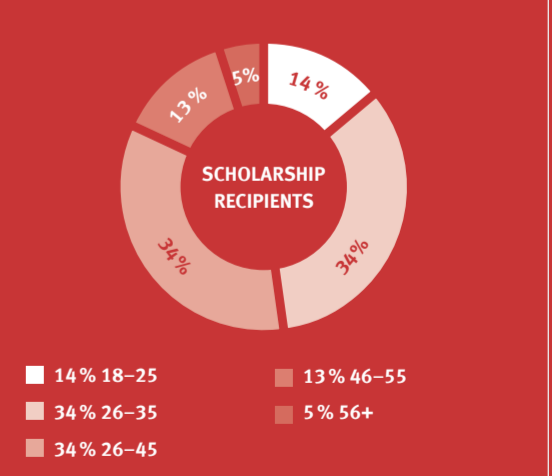
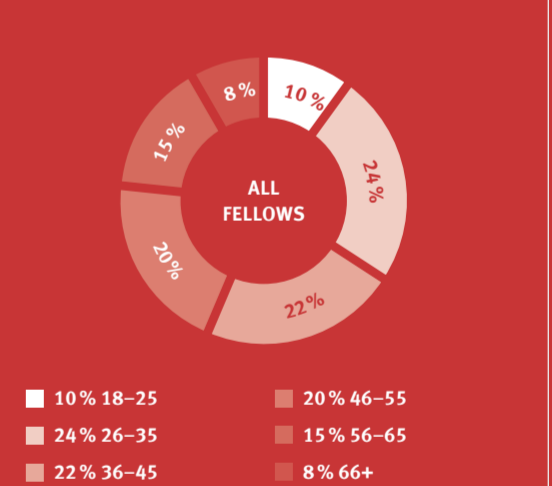


## 2016 FELLOWS

### GEOGRAPHIC DISTRIBUTION



### AGE DISTRIBUTION



## CHAIR'S LAST WORD

# A FOND FAREWELL

Dear Friends of Salzburg Global Seminar,

The title of this column is: "Chair's Last Word" which is very apropos given the fact that I am stepping down as board chair in June 2017. It has been a complicated, exciting, satisfying, wonderful and fun six and a half years.

It has been complicated as we have expanded programming and engaged even more fully with our Fellows abroad. Our staff have developed new skills, become better managers, shown amazing initiative and clearly embraced a shared vision.

It has been exciting as we launched the Palliser lecture in London, the Cutler lecture at the Supreme Court in Washington, DC, and the *Cutler Fellows Program*, where once a year we gather the best and the brightest law students together to be mentored by leading legal scholars. We also launched our *Young Cultural Innovators Forum*, which fosters creative innovation and entrepreneurship, and multi-year series on corporate governance and financial regulation, offering industry leaders the opportunity for candid and fruitful discussion.

It has been satisfying as we continued to be good stewards of our money and our amazing Schloss. Philanthropic dollars seek good investment. People want to know that their money is being used properly and making a difference. We do that!

It has been wonderful to see the vision of the original Seminar become even more important as the world has become a more divisive place. The idea of people coming together, in a neutral and safe place, to engage in civil discourse is the hallmark of Salzburg Global Seminar. It always has been and it always will be.

It has been fun to see people's lives change after experiencing a session at the Schloss, to enjoy walks around the lake and to share lots of laughter and conversation in the Great Hall.

The Seminar is all about people coming together to make a difference. The successes of the past six plus years would not have been possible without a wonderful and dedicated board of directors, an outstanding staff and a tireless president in Stephen L. Salyer. We are fortunate to have such commitment and energy. Leaving the leadership of the board in the capable hands of Victoria Mars will ensure that this devotion to our mission will continue. This makes me happy!

So, it is my last word... but only kind of! I do plan to participate in sessions, to attend the June Board of Directors meeting and to continue to be part of a wonderful organization that is bigger than all of us!

Warm regards,

HEATHER STURT HAAGA,  
CHAIR OF THE BOARD OF DIRECTORS



Heather Sturt Haaga has served on the Salzburg Global Seminar board of directors since 1999 and was appointed its first female chair in 2011. Together with her husband Paul G. Haaga, Jr., she has supported the Salzburg Seminar American Studies Association (SSASA) and the Lloyd N. Cutler Center for the Rule of Law's annual lecture series and helped fund two rounds of renovations to the Meierhof.

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

MARGARET MEAD  
ANTHROPOLOGIST AND CO-CHAIR, SESSION 1, 1947



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GLOBAL SCHLOSS  
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