



# SALZBURG SEMINAR

2002 President's Report *(Edited for the Internet)*

## *After September 11, Messages of Hope*

**V**ery shortly after the September 11, 2001 attacks on New York City and Washington, D.C., email messages began arriving at the offices of the Salzburg Seminar. Written and sent by people in nations around the world, these messages expressed heartbreak and condolences even as the writers urged us to continue our work.

Within a few days, Olin Robison, president of the Salzburg Seminar, sent out a message to more than 10,000 alumni and other friends of the Seminar all those for whom we had email addresses. Olin offered his own thoughts about the tragedy, and he assured everyone that, indeed, our sessions had not been interrupted, and would not be; that our planned programs would proceed.

Olin's message brought many more responses. We were so moved by these expressions from all over the globe that we decided to offer an edited selection of them here, in the pages of this President's Report. We have not included the names of the senders but have indicated where, in each case, the message came from.

So throughout this report you will find messages that we received from Seminar Fellows, Faculty, supporters, and others. We hope they are as moving and thought-provoking to you as they have been to us.

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# SALZBURG SEMINAR

*I am really pleased that, in spite of your national tragedy, you proceeded with the Salzburg Seminar session. As an alumnus, I appreciate the Salzburg Seminar's mission to bring professionals and specialists from different parts of the world to gather in Schloss Leopoldskron to better understand difficult topics, exchange ideas, and reformulate new strategies towards a better world. I think that we need the Salzburg Seminar today more than before.*

**Fellow, Egypt**

**T**he Salzburg Seminar is an independent educational institution committed to global understanding through broadening the perspectives of tomorrow's leaders. With principles of reconciliation and intellectual inquiry central to its activities, the Seminar is dedicated to promoting the free exchange of ideas and experience in a multi-disciplinary, cross-cultural environment. During the course of each year, some 1,000 professionals of exceptional promise from more than 100 countries gather at the Seminar's historic facility at Schloss Leopoldskron for discussion of political, social, and cultural issues of universal concern. It is the Seminar's belief, confirmed by a tradition of fifty-five years, that intensive interaction among peers from diverse backgrounds in a neutral forum will expand viewpoints, facilitate the establishment of worldwide professional networks, and lead to enlightened change in the future.



## Message from the Chairman and the President

On September 11, 2001, for our organization as for so many others, this abruptly became an exceptionally challenging, emotional, extraordinary year.

On that day, in the final months of our fifty-fourth year as an educational organization devoted to promoting cross-cultural understanding, we were twenty-four hours from beginning a new session at Schloss Leopoldskron in Salzburg. This particular international gathering, one of 21 we would convene in 2001, was to be a symposium of our Universities Project, at which higher education leaders from Europe and the U.S. would discuss The Social and Civic Responsibilities of Universities. A few participants had already arrived.

The American participants in the session had planned to fly out of the U.S. that day but now all flights were grounded. Hastily, in transatlantic phone calls, we had to decide: Should we go forward with the symposium?

We decided that, indeed, we should. We adapted the program slightly, to begin with a plenary discussion on responding to crisis situations; and we went ahead, even though several Americans who had planned to participate could not come. Since then, we have made the same decision about virtually all the activities, planning, and outreach efforts of the Salzburg Seminar. We have gone forward with our work.

Certainly there have been challenges, some of them day-to-day, others larger and longer-term. For our staff and for program faculty and participants, travel has sometimes been difficult yet almost everyone who has wanted to attend a session has been able to do so. And certainly, because everything we do centers on connecting people, sharing viewpoints, ideas, and expertise, and building bridges that cross all kinds of distance in the world, we now share a heightened sense of the meaning of our work, as of the issues, the changes, and the challenges we all face in these times.

The longer-term question for the

Salzburg Seminar is, essentially, How shall we respond? Should we do things differently, and if so, how?

We recently visited the Web site of the Organization of the Islamic Conference. Comparing its list of member states with our alumni database, we were pleased to find that we have more than 2,000 alumni from these countries. We want to find ways and resources to make that number even greater, and we know that the Seminar has a large and strong base of support on which to build.

A word about the contents of this President's Report: In this of all years, we felt it was most important to highlight the continuing impacts of the Salzburg Seminar. We therefore decided to feature a series of articles about relationships about some of the continuing, productive connections, both personal and profes-

*I do not pretend to fathom the depth and breadth of pain. I am in awe of the collective response to it, here and abroad. I am apprehensive of what lies ahead. This has all torn the world apart, and at the same time, drawn it together.*

*Till we see each other,  
a warm saludo.*

### Faculty, Costa Rica

sional, that so many Seminar alumni from all across the world maintain.

The fruits of these friendships and collaborations among Seminar participants are many, they are quite varied, and they are often rich in content and impact. In the few examples that we chose to profile, these outcomes range from a creative book idea about grass-roots democracy to an upcoming U.S.-Guatemalan marriage; from a new Center for Romanian-American



**Roy Huffington**  
Chairman of the Board

**Olin Robison**  
President

Academic Interaction to a campaign that aims to build a new network on women and conflict in Central Asia.

As we searched for Seminar friendships to profile, we asked our program staff and some alumni for ideas. We got back dozens of suggestions, many more than we could possibly portray here. And we know, of course, that the relationships discussed herein are but a tiny percentage of what in fact exists. In a time of some darkness, these anecdotes of fellowship and partnership from all over the world seemed to us a rainbow of light, as did the many post-September 11 expressions of support that we also received.

Our work does indeed go on. In the weeks after that grim day in September, we have been most heartened to learn how much the Salzburg Seminar has meant, and continues to mean, to so many people in so many situations around the world. Now more than ever, we know that, in truth, we all go on all of us together who are doing what we can for this world that we share. And we remain committed to the proposition that the work of the Salzburg Seminar is as important as, maybe even more important than, ever before.

*Roy M. Huffington*  
*Olin Robison*

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*I was there three  
summers ago along with  
Indian and Pakistani  
journalists and treasure  
the experience. It is the  
spirit of the Seminar.  
This is a spirit that will  
prevail.*

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both celebrate ten years of service to the Seminar in 2002.

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in 1997, in the Seminar's 50th Anniversary  
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service.*

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# LEARNING THAT LEAPS OCEANS



With his university in China seeking to offer active-learning alternatives to traditional classroom work, in March 2000 English professor Yang Jincai attended American Studies Center session 25, American Drama: Text and Performance.

The faculty chair was John Blair, an American who had taught in China and had been professor of American literature and civilization for 30 years at the University of Geneva in Switzerland. At the session, says John, Our point claim was that plays were not written to be read by readers but by production companies: actors, costumers, lighting technicians, directors. Hence the appropriate academic approach to plays is through performance.

The session centered on Our Town, Thornton Wilder's celebrated 1939 play. To the faculty chair, Yang Jincai seemed an attentive and congenial participant who clearly ingested a lot of new perspectives on drama and

performance.

Indeed he did, as John Blair was to discover for himself.

After the session, the two English professors kept in touch. When John returned to China last September for a teaching stint at Beijing Foreign Studies University, he took an overnight train ride to pay a visit. At Nanjing University, he gave a lecture.

Then Yang showed him a videotape.

It was a segment of a play, as costumed, staged, performed, and recorded by Yang's English students, working in groups to fulfill a relatively new university initiative that focuses the month of June on creative, hands-on learning through projects that relate to students' classroom work.

The play whose segment Yang's students performed: Thornton Wilder's *Our Town*.

This is really a teach-and-learn project, Yang explains. Usually I choose about 25 students, and divide them into five groups. The groups then create costumes, locate a stage (typically outdoors, says Yang), do blocking, camera, and sound, and perform the piece for

## 2001 IN REVIEW

### FEBRUARY

February 14–18  
Universities Project 16th Symposium  
**The Social and Civic  
Responsibilities of the University**

February 22–27  
Special Session  
**South Asia Regional Conference:  
Shaping and Influencing the  
Regional Policy Agenda**

### MARCH

March 10–17  
ASC 27  
**Ethnicity, Race, Religion,  
and American Identity**





Professor Yang Jincai with drama students.

has clear educational value.

What we are doing is both experimental and innovative, Yang

video cameras. The students used several cameras one owned by the university, others borrowed from their families. They then worked together to convert their recording to video disk.

Because of the filming, it was an introduction to television as a medium, as well as to American drama, John Blair says of the project. The project

reflects. The whole teaching reform won a National Award for Excellence in English Teaching last summer. The overall project-month plan has won Nanjing University a commendation from the Ministry of Education for its contribution to educational reform.

What I am doing here with the teaching of American drama is largely attributed to the knowledge I learned from my Seminar teachers, says Prof. Yang. Never could I have thought of the idea of Text and Performance. I feel especially grateful to the Salzburg Seminar for offering me this opportunity.

Adds Prof. Blair: Congratulations all around.

***What I am doing here with the teaching of American drama is largely attributed to the knowledge I learned from my Seminar teachers, says Prof. Yang.***



## Salzburg Seminar in American Studies

The small brass plate on the door of Schloss Leopoldskron bears the Seminar's legal name: Salzburg Seminar in American Studies. In the Seminar's early decades after World War II, subjects in "American Studies" were numerous in the curriculum. In 1994, the Seminar purposely reclaimed its roots and created the American Studies Center as a program designed for university teachers and teacher trainers around the world who are devoted to fields in American studies. These sessions are among the most popular each year.

The 2001 ASC session, "Ethnicity, Race, Religion, and American Identity," is an example of the important work of these sessions. Before leaving Salzburg, a German Fellow at the session commented, "The faculty members were all outstanding, brilliant scholars, whose lectures and leadership provided great insights, raised a lot of important questions, and challenged us to approach concepts and construction of ethnicity, race, religion and identity in the United States—but also in our own native countries—in a new way."

Schloss Leopoldskron - Library

March 19–23  
Visiting Advisors Program  
University of Rijeka, Croatia

March 21–28  
Session 385  
Europe in the Global Community:  
Economics, Diplomacy, and Security

March 26–29  
Salzburg Seminar/ EARTH University Project  
Sustainability, Education, and Management of Change in the Tropics  
Africa Advisory Team Meeting & Workshop, Uganda



# UNIVERSITIES AND COMMON GROUND

*we need forums  
where we can come  
together, and talk and  
argue and then work  
together*

Good friends Peter Magrath, an American, and Dumitru Ciocoi-Pop, a Romanian, have both been university presidents. But only Dumitru has also been a prisoner of the state.

The two met in 1991, when Peter was leading the University of Missouri and Dumitru had become vice rector of the Lucian Blaga University of Sibiu, Romania, not long after surviving a decade of internal exile. A

longtime professor of British and American studies, Dumitru was imprisoned by the Ceausescu dictatorship for 13 months in 1980-81, much of it in severe conditions and solitary confinement, for refusing to renounce educational and cultural links to the West. He was then forced to work eight years at a scales factory.

I was not allowed to do anything else but that

work, says Dumitru, who today is rector, or president, of Lucian Blaga University. But I kept on hoping, because I refuse to collapse or surrender.

After meeting the American University of Missouri president, Dumitru wrote to him. He did not expect a letter back. There I was, a perfectly anonymous East European, and he was a man who would be in ten locations at once super-active, Dumitru says. But to my great surprise, he answered.

In fact, Peter well remembered meeting Dumitru, who had written two books of poetry in prison: *Doubting Certainties* and *Love Never Fails*.

I really liked him, Peter recalls. He just struck me as incredibly intense and determined, and passionate about the importance of universities and higher education.

The two have developed a close friendship and a collaboration on the Seminar's Universities Project, to which Peter now president of the National Association of State Universities and Land-Grant Colleges, and a Seminar Board member avidly



(Left) Dumitru Ciocoi-Pop and Peter Magrath.

APRIL

April 2-5

Salzburg Seminar/ EARTH University Project  
Sustainability, Education, and Management of Change in the Tropics  
Asia Advisory Team Meeting & Workshop, Thailand

April 3-8

Universities Project 17th Symposium  
The Regional Role of Russian  
Universities and Their Contribution  
to Social and Civic Development

April 23-27

Visiting Advisors Program  
University of Latvia, Latvia

recruited his Romanian colleague. Both have joined teams of the Visiting Advisors Program; and they spent a memorable several days together at Schloss Leopoldskron for the February 2000 UP symposium, *The Impact of Globalization on Higher Education*.

We had opportunities to meet and talk and discuss everything under the sun, Dumitru recalls.

There is so much more to tell: how, in 1999, Peter brought about 15 American university presidents to Sibiu for the first-ever conference of U.S. and Romanian higher-education executives. How the conference setting has been renamed the C. Peter Magrath Center for Romanian-American Academic Interaction. How, last year, Peter helped persuade a reluctant Dumitru to stand for an unprecedented third term as his university's rector to which the distinctively progressive leader, who has championed women's leadership and student-teacher interaction at the university, was elected almost unanimously.

My personal relationship with Dumitru Ciocoi-Pop, and with others from Eastern and Central Europe that I've become quite close to, ultimately tells me there is a brotherhood, and a sisterhood, of men and women, Peter reflects.

But we need forums where we can come together, and talk and argue and then work together often on very mundane and small projects that ultimately are the ones that pay off.

Adds Dumitru: I will always stick to my decision to be a promoter of American values by which I mean American culture, civilization, love of freedom, and self-respect. This interest in self-respect is something that Peter takes a great interest in, too. Not arrogance, not complacency; but human dignity, which one should fight for. Even if circumstances should act as a deterrent.

## The Universities Project: Strengthening Higher Education

When the Universities Project began in 1997, the first enthusiasm about East Europe's momentous political changes had already started to fade, and the hardships of transitioning to democracy and market economies were becoming increasingly manifest. This was a timely moment for the Seminar to begin a project focused on strengthening the institutional underpinnings of higher education in this part of the world.

Even though many external assistance programs had provided timely and useful support for individual scholars during the first period of transition in East Europe, the challenges that institutions of higher education faced in managing the difficult, often complex process of self-renewal remained largely unaddressed. The Universities Project has been able to meet some of these needs by creating a forum for sustained dialogue about pertinent issues on institutional reform; and by establishing professional networks that connect university leaders from East Europe and the Russian Federation with their peers from North America and West Europe.

Making all this possible have been the generous grants, totaling \$4.5 million, of **The William and Flora Hewlett Foundation**.

*The city of Salzburg*

MAY

April 25–May 2  
Session 386

**Patient Safety and  
Medical Error**

May 16–23  
Session 387

**Museums in the  
21st Century**

May 20–23

Visiting Advisors Program

**Masaryk University, Czech Republic**

JUNE

June 1–6

Special Session

**East Asia–The United States:  
A Search for Common Values**



# ACTING FOR BETTER BUSINESS —IN PAKISTAN

**T**ogether in Salzburg for the 1996 seminar *The Power of Theater*, which featured playwrights Arthur Miller of the U.S. and Andr Brink of South Africa, Sohail Malik (photo at right) and Nicholas Palliser took a walk around the lake outside Schloss Leopoldskron.

We got to chatting, Nick recalls and that's how it all sparked off.

Sohail was one of many theater people from around the world that Nick, an actor from London, had met at the seminar. For 25 years, nearly half his country's existence, Sohail and his Karachi Drama Circle have been striving to build a tradition of theater in Pakistan. In a city with virtually no professional venues for live drama, Sohail stages one or more plays nearly every year, generally to packed houses. Most are English or American hits translated into Urdu, Pakistan's national language.



I keep working on productions, the Pakistani producer explains. I feel there is a tremendous reservoir of people who would like to have a theatrical experience once in a while.

He's quite remarkable, really, says Nick. He's a tiger in that place.

What Sohail wanted now was a real West End play with a London theater company coming to Pakistan to perform it. Nick had just co-created an infant production company. Could the two make this happen?

At first I thought it was completely ludicrous! Nick laughs. But in time, after continuing contacts with Sohail,



June 6–8

Salzburg Seminar/ EARTH University Project  
Sustainability, Education, and Management of Change in the Tropics  
Mid-Term Planning Meeting, Oslo, Norway

June 10–17

Visiting Advisors Program  
Buryat State University,  
Russian Federation

June 12–19

Session 388  
Sustaining Democracy in  
the Modern World

who visits London often as a flight engineer for Pakistan International Airlines, the project got started. Nick, his business partner, and a director flew to Karachi in early 1998, and with Sohail spent several weeks finding sponsors for their production.

Then Pakistan exploded a nuclear test device and in the economic fallout that followed, the production imploded. But out of it, remarkably, came something else.

In discussions with the British Council, Nick and Sohail had mentioned another idea: that they offer workshops to Pakistani corporate leaders on using the actor's skills in business.

That seemed to click; they liked the idea, Sohail says. So on a second, three-week visit in 98, Nick joined Sohail in preparing and presenting their workshop the first of its kind for Pakistan in Karachi, Lahore, and Islamabad.

The participants were top executives from Pakistani multinationals the corporate elite, says Sohail.

And the workshops were a hit.

The skills that an actor is taught, and develops, are enormously useful to people in any sphere of business, Nick explains. The interactive program covered characterization, preparation, stress management, fluidity of speech, and body language. Sohail and Nick required that both men and women be permitted to attend all the sessions, which were all full.

I think a lot of people got a lot out of it, Nick says. He and Sohail have since talked about doing the workshops again and about Sohail's latest idea, which is that they do a movie, set in both England and Pakistan.

The Seminar really launched something, the actor says. It would be great if it carries on.

*The skills that an actor is taught, and develops, are enormously useful to people in any sphere of business, Nick explains.*

### Exploring Arts and Culture

Long committed to the humanities in its broadest sense, the Seminar has been the beneficiary in recent years of an anonymous foundation, whose generosity has expressly supported an annual session in themes of arts and culture. "The Power of Theatre" was such a session. Others have focused on literature, film, music, and the arts and religion.

In the increasingly fast-paced, technology-driven world of the 21st century, the Seminar is committed to making possible ongoing opportunities for artistic and cultural exploration. Session concerts, art exhibits, literature readings, and special lectures, along with the sessions devoted to the arts and culture, are integral to the "Salzburg experience."

Joining the anonymous foundation, recent funders of arts and culture programs at the Seminar have included the Samuel Kress Foundation, the Trust for Mutual Understanding, and Mr. Alberto Vilar.

Schloss Leopoldskron - The Judge Carl McGowan Room

JULY

June 11-15  
Visiting Advisors Program  
Jagellonian University,  
Poland

June 18-23  
Visiting Advisors Program  
Bashkir State University,  
Russian Federation

June 27-30  
Special Session  
Dartmouth College Session on  
Globalization and Higher  
Education

July 7-10  
Special Session  
Higher Education in Emerging  
Economies: Patterns, Policies &  
Futures into the 21st Century





*It's a wonderful idea! Leonora says.*

*In Africa, civil society is very fragile and new and we are trying to find ways to enhance it.*

# STIRRING THE POT OF TRUE

This is the story of an idea for a cookbook of democracy that was planted in Salzburg and popped up in the Australian bush, then zipped over to Ghana and to Tennessee. Three women in these places hope their inspiration may become a book of true stories about grass-roots democracy connected to food, families, and communities that could inspire and nourish practical idealists around the world.

That's the idea. It came to Toshi Knell, (photo above), an American who has long lived in Australia, after she came home from Seminar session 388, Sustaining Democracy in the Modern World, in June 2001.

There is, Toshi reflects, great cynicism about democracy

around the world, as corruption and/or big money takes away many hopes for genuine representation. But, she urges, Instead of being cynical about it, let's look at ways that



democracy can work.

From a little valley called Jerrawangala in the bush south of Sydney, Toshi and her South African husband Rob maintain more than a half-dozen Web sites

promoting the ideas of their tiny organization, Ratifiers for Democracy, which proposes new national bodies of appointed citizens empowered to accept or reject federal legislation in stable democracies. Toshi wondered if anyone was listening, and had begun to despair, when she was accepted by the Seminar to attend Session 388.

It was the best thing I ever did, she says. When I found that there were actually people who felt idealistic but realistic like we do, it really changed my life.

In Salzburg, Toshi listened to and shared meals with activists, academics, and others from around the world, including Beth Vanlandingham, (photo right), a history professor from Carson-Newman College in Tennessee, and Leonora Awua-Kyerematen, (photo above right), the good governance program manager at the National Institutional

# DEMOCRACY

July 11–18  
Session 389  
Linking Theory and Practice in Nonprofit  
Leadership and Management

July 25–29  
Salzburg Seminar–Alberto Vilar Project  
Critical Issues for the Classical Performing Arts:  
Opera

AUGUST

August 1–8  
Session 390  
International Legal  
Perspectives on Human Rights

Renewal Program in the office of the President of Ghana. Beth's attendance was made possible by a Mellon Fellowship, Leonora's by an Elizabeth S. MacMillan Fellowship.

Says Beth: One of the magical things about the Seminar is that you actually sit down and eat with people. In this, there's hospitality and at a certain level, you cannot have democracy without hospitality.

Back home, still inspired, Toshi had her idea. She wrote an email to Beth, saying the book she suggested it be titled *Stirring Up Democracy from the World's Kitchens* could include stories from Seminar participants that convey the gut feeling of pride and success when we-the-people exercise our democratic will or



succeed in our universal need of freedom. Beth wrote back, saying the book could also have memories, photographs, and even recipes that celebrate the triumphs of democracy, small and large.

Toshi phoned Leonora, who was just as excited. It's a wonderful idea! she says. In Africa, civil society is very fragile and new and we are trying to find ways to enhance it.

Here in Ghana, and in other parts of Africa, we

have something where you put everything into one dish, she adds. For me, it's that kind of thing: all the goodies go into one pot.

So far, it's just an idea. Toshi wants it to be not one person's, or three people's, but everybody's. Beth hopes it can show that honest democracy is making a difference where you live. Leonora simply says, I would be happy to be part of this wonderful cooking!

In a real sense, she already is.



## Seminar Fellowships: Investing in Individuals

Leonora Awua-Kyerematen and Beth Vanlandingham are just two among a large and growing number of Fellows who were able to attend a session of the Seminar because of the generosity of people and organizations who believe in and value the contributions of individuals to building a better world.

Betty and Whitney MacMillan established the Elizabeth A. MacMillan Fellowships through a major gift to the Seminar's endowment. Their gift underwrites the participation of women from developing regions of the world.

In 1996, the Andrew W. Mellon Foundation of New York created the Mellon Fellows Program at the Seminar to support the participation of academics from Historically Black Colleges and Universities and Appalachian Colleges. More than 125 Mellon Fellows have now participated in Salzburg sessions.

In their reports to the Seminar, many Mellon Fellows tell us their course offerings have been affected by the international experience in Salzburg; they have developed lasting friendships and professional associations with colleagues around the world; and several visits by Fellows to these American schools have enriched campus life.

Schloss Leopoldskron - View from the Terrace

SEPTEMBER

August 10-17  
Visiting Advisors Program  
Yakutsk State University,  
Russian Federation

September 4-9  
Salzburg Seminar-Fetzer Institute  
Leadership Project I



# WOMEN, CONFLICT, AND CENTRAL ASIA



**I**t was sort of natural that we started talking, says Nicola Macbean of her introduction to Alla Kuvatova at Session 364, The Independent Sector: Building on the Past and Looking to the Future, in February 1999.

Nicola is an Englishwoman who works from Paris with nongovernmental organizations, or NGOs, that help protect human rights in China; and she is very interested in the neighboring Asian nations of the former Soviet Union. Alla chairs the Sociology Department at the Academy of Sciences in Dushanbe, Tajikistan, where she is president of a women's NGO, Traditions and Modernity.

She asked me about our NGO, recalls Alla and she made suggestions to cooperate.

After the Seminar session, Nicola organized and found funding for a 10-day trip that brought Alla and two women colleagues to the UK, where they visited more than 20 women's organizations, advocacy groups, political

parties, and public programs. The trip included a couple of days in Northern Ireland.

It struck me that, Tajikistan having fairly recently gone through civil war and the post-conflict reconstruction and stresses, Nicola explains, perhaps it would be interesting to see how women's organizations in Northern Ireland were addressing issues of conflict.

It was. Alla was very struck by what she heard and learned in Belfast: she felt a strong sense of identification with women who had been working for the cause of peace and democracy amidst such entrenched attitudes. She responded by suggesting that she and Nicola organize an international conference that could create a new network on women and conflict in Central Asia.

The idea was prompted by the recognition that women from a background of conflict have much to share, Alla explains. In Central Asia, she adds, women's groups need to develop solidarity and information-networking abroad, and be active in their own states.

September 9–15  
Visiting Advisors Program  
Far Eastern National University,  
Russian Federation

September 12–16  
Universities Project 18th Symposium  
Universities and Social  
Transformation

September 17–22  
Visiting Advisors Program  
National Technical University of Ukraine,  
Ukraine



*The idea was prompted by the recognition that women from a background of conflict have much to share, Alla explains.*

The UK experience has already helped Tajiki women place two representatives in their country's Parliament. And, though it has been set back by the war in Afghanistan, Tajikistan's neighbor to the south, the work on the conference continues. Alla and Nicola have recruited a co-organizer and enlisted support from several British NGOs that work on conflict issues.

We want to explore the

situation in Central Asia, how the potential for conflict is manifest, Nicola says and what women might do to prevent the escalation of conflict, both through organizing at the community level and by taking part in national politics.

Alla says her meetings and email discussions with Nicola always bring new ideas, plans, help in understanding some of our problems, and support in difficult situations. From her British friend and collaborator, she has learned, she says, how to be a strong and active, brave and resourceful, persistent person.

Alla helped inspire me to set up my own organization, responds Nicola, who recently co-created an NGO, The Rights Project, which is helping develop China's juvenile justice system.

I was impressed at her ambitions for her organization despite the difficulties of working in Tajikistan, the lack of funding and so on. If she could do it, so could I.



## Deepening Ties Among NGOs

In 1986, the Seminar convened a session on "The Role of Non-Profit Institutions" that Miklos Marschall, a Fellow of that session, considers to have been "directly responsible for the introduction and establishment of NGOs in Central and East Europe." And since then, sessions devoted to NGOs and non-profit leadership and management have become a regular feature in the Seminar's annual program offerings.

Working with Fellows of a 1997 special session, the Seminar published the handbook *A Decision-Maker's Guide to the Third Sector*, which has been widely circulated in eleven languages in Central and East Europe.

Today, hundreds of NGO professionals around the world are alumni of Salzburg Seminar sessions, and build on the groundwork they laid in Salzburg to advance the development of civil society in their countries.

Schloss Leopoldskron - Terrace and Gardens

September 26–October 3  
Session 391

The Social and Economic Determinants  
of the Public's Health

September 30–October 5  
Visiting Advisors Program  
Ural State Technical University,  
Russian Federation

OCTOBER

October 6–13  
ASC 28

Technology and the Integrated Classroom



# WHAT BEGAN IN THE BIERSTUBE

**R**osa Tock and Jeff Kolnick met in the Bierstube, downstairs at Schloss Leopoldskron, as have so many Seminar participants before them. The next day, after a walking tour of Salzburg, they found themselves standing side by side.

I found her kind of interesting and intriguing, says Jeff.

It was autumn 1999, at Session 372 on Race and Ethnicity: Social Change through Public Awareness. Though they did not know it yet, Jeff, an American, and Rosa, a Guatemalan, shared intellectual and political interests. Both are devoted to what Jeff, an associate professor

of history at Southwest State University in Minnesota, calls small 'd' democratic politics at all levels.

Jeff teaches and writes about the history of U.S. farm and labor movements, and is treasurer of the Fannie Lou Hamer National Institute on Citizenship and Democracy. Rosa was then working as a political analyst on issues in Central America, with a special focus on the struggles of ethnic peoples to be part of Guatemala's emerging democracy.

That evening we danced a few dances in the Bierstube, says Jeff. And talked.

We started by talking about the political and social situation in Guatemala, Rosa recalls. When I talked with him, I found out that Americans could have a very open mind.

They kept in touch, by email and phone. Jeff was on a teaching sabbatical; after finishing a book on U.S. farm and labor coalitions, he asked if he could visit. Rosa said yes, and the relationship began to deepen.

It is still deepening. This spring, Rosa Tock and Jeff

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*I think we really are people that are committed to change, Rosa reflects, and to challenge the way things are. I would say we take risks in questioning situations.*

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## NOVEMBER

October 14–21  
Session 392  
Biotechnology:  
Ethical, Legal, and Social Issues

October 23–26  
Salzburg Seminar/ EARTH University Project  
Sustainability, Education, and Management of Change in the Tropics  
Africa Advisory Team Meeting and Workshop, Senegal

November 7–11  
Universities Project 19th Symposium  
Placing Universities in a  
Social Context

Kolnick plan to be married.

We're constantly learning from each other, and expanding our horizons, Jeff says. I have grown tremendously in my understanding of the world through my relationship with Rosa.

He has visited Guatemala several times.

Her family has been very, very generous and accepting of a gringo whose Spanish is bad, he says. Not even limited, but bad.

Adds Rosa: That's why I was thinking, when we come back to Guatemala, he can spend a month practicing!

Right now she is in the U.S. on a Fulbright fellowship, earning a master's degree in public policy at the University of Minnesota. She and Jeff hope to live and work together in both their countries.

No matter what else we're doing, says Jeff, from my

perspective it's a faith in democratic institutions, and in the masses of people, to chart a course that, if given a chance, would be positive and liberating.

I think we really are people that are committed to change, Rosa reflects, and to challenge the way things are. I would say we take risks in

questioning situations.

It's kind of magical, really, Jeff says of the closeness, personal and professional, that began in the Bierstube.



### The Salzburg Seminar–W.K. Kellogg Foundation Partnership

The Seminar's weeklong Session 372, "Race and Ethnicity: Social Change through Public Awareness" was made possible by underwriting from the W.K. Kellogg Foundation. Since the early 1990s, the Foundation has provided generous and sustained annual support for the Seminar—including a \$10 million challenge grant for the Seminar's endowment, along with yearly grants to help us conduct our regular sessions.

Through this partnership and collaboration between our organizations, the Foundation has expanded its programming onto a global stage, and the Seminar has brought increasing numbers of African and Latin American Fellows into our programs.

*Schloss Leopoldskron - Garden lantern*

DECEMBER

November 12–16  
Visiting Advisors Program  
Warmia and Mazury University,  
Poland

November 14–21  
Session 393  
Environment, Energy, and  
Economics in Asia

December 5–12  
Session 394  
Community Leadership and Policy Change



# 2002

## ACADEMIC PROGRAM

### **SALZBURG SEMINAR/FETZER INSTITUTE LEADERSHIP PROJECT II**

February 2–7

### **UNIVERSITIES PROJECT 20TH SYMPOSIUM**

The Meanings of Autonomy:  
University Governance Reconsidered

February 13–17

### **THE CONTINUING CHALLENGE OF AMERICA'S ETHNIC PLURALISM**

February 23–March 2 (ASC 29)

Faculty

**Peter Rose** (Chair), Sophia Smith Professor of Sociology and Director of the American Studies Diploma Program, Smith College, Northampton, Massachusetts

**Beverlee Bruce**, Program Director, Social Science Research Council, New York

**Rob Kroes**, Chair of American Studies, University of Amsterdam

**Rubén Rumbaut**, Professor of Sociology, Michigan State University, East Lansing, Michigan

### **IMPROVING ACCESS TO HEALTHCARE AND HUMAN SERVICES: ELEMENTS OF SUCCESS**

March 6–13 (Session 395)

Faculty

**Vernice Anthony** (Co-Chair), Senior Vice President, Corporate Affairs and Community Health, St. John Health System, Detroit

**Ligia Malagon de Salazar** (Co-Chair), Executive Director, UNI-Cali, Universidad del Valle, Cali, Colombia

**Orvill Adams**, Director for Health Service Provision, Department of Evidence and Information Policy, World Health Organization, Geneva

**Mesfin Addisse**, Head, Community Health Department, Gonder College of Medical Sciences, Gonder, Ethiopia

**Erve Bottex**, AIDS Family Services Coordinator, Volunteers of America, Hawthorne, New York; Former Community Health Division Director for Rural Haiti

**Ricardo Dios**, Total Quality Management Consultant, Project 2000,

Ministry of Health, Lima; UNI-Trujillo Health Services Development, National University of Trujillo, Peru

**Timothy G. Evans**, Director, Health Equity, The Rockefeller Foundation, New York

**Yan Guo**, Vice Dean, School of Public Health, Beijing Medical University

**David Williams**, Senior Research Scientist, Institute for Social Research, University of Michigan, Ann Arbor

### **INFLUENCE, VALUES, AND PROFESSIONAL RESPONSIBILITY IN THE NEWS MEDIA**

March 20–27 (Session 396)

Faculty

**Jim Amoss** (Co-Chair), Editor, *The Times-Picayune*, New Orleans, Louisiana

**Ana-Mercedes Gomez-Martinez** (Co-Chair), Director, *El Colombiano*, Medellin, Colombia

**Hameed Haroon**, Publisher & CEO, The DAWN Group of Newspapers, Karachi

**Jay Harris**, Former Publisher, *San Jose Mercury News*, San Jose, California

**Nenad Pejic**, Director, Radio Free Europe/Radio Liberty South Slavic Service, Prague

**Monroe E. Price**, Co-Director, Programme in Comparative Media Law & Policy, Centre for Socio Legal Studies at Oxford College, Wolfson College, Oxford

**Govin Reddy**, Chief Executive, Mail & Guardian Media, Johannesburg

**Jamie P. Shea**, Director, Information and Press, NATO, Brussels

### **SALZBURG SEMINAR/EARTH UNIVERSITY ADVISORY TEAM MEETING**

Bogor, Indonesia

April 8–12

### **UNIVERSITIES PROJECT 21ST SYMPOSIUM**

Implementation of the Reform Strategy in  
Russian Higher Education: Challenges  
and Opportunities

April 9–14

### **GLOBAL ECONOMIC INSTITUTIONS: CHANGE, DIALOGUE, AND PUBLIC POLICY**

April 17–24 (Session 397)

Faculty

**Richard Gardner** (Co-Chair), Professor of Law and International Organization, Columbia Law School, New York;

Member, President's Advisory Committee on Trade Policy and Negotiations, Washington, DC

**Jeffrey Schott** (Co-Chair), Senior Fellow, Institute for International Economics; Editor, *The WTO after Seattle*, Washington, DC

**Kari Tapiola** (Co-Chair), Executive Director, International Labor Organization, Geneva

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

**Claus-Dieter Ehlermann**, Professor of Law, European University Institute, Florence; Former Member, Appellate Body of the World Trade Organization, Geneva

**Muni Figueres**, Former External Relations Advisor, Inter-American Development Bank, Washington, DC and San Jose, Costa Rica

**Whitney MacMillan**, Chairman Emeritus, Cargill Incorporated, Minneapolis

**John Williamson**, Senior Fellow, Institute for International Economics, Washington, DC; Project Director, United Nations High-Level Panel on Financing for Development, New York

### **ACHIEVING FOOD SECURITY THROUGH COMMUNITY-BASED FOOD SYSTEMS**

May 1–8 (Session 398)

Faculty

**Miguel Altieri** (Co-Chair), Associate Professor and Associate Entomologist, Center for Biological Control, University of California, Berkeley; Technical Advisor, CLADES, Santiago, Chile

**Susan Kaaria** (Co-Chair), Senior Research Fellow, International Centre of Tropical Agriculture, Cali, Colombia

**Margarita Barney de Cruz**, President and Co-Founder, Group to Promote Education and Sustainable Development (GRUPEDSAC), Naucalpan, Mexico

**Rajul Pandya-Lorch**, Head, 2020 Vision for Food, Agriculture, and the Environment Initiative, International Food Policy Research Institute, CGIAR, Washington, DC

*What you and your  
collaborators have been  
doing for many years  
needs to be enhanced and  
extended to reach further,  
to bring more people into  
dialogue and, hopefully,  
mutual understanding.*

### **Fellow, Canada**

**Jules Pretty**, Director, Center for Environment and Society, University of Essex, Colchester, England

**Estifanos Tekife**, Consultant, Food Security and Nutrition, Mesk Consult, Nairobi, Kenya

### **SALZBURG SEMINAR/EARTH UNIVERSITY SYMPOSIUM**

Kampala and Jinja, Uganda

May 11–18

### **SCUPAD—SALZBURG CONGRESS ON URBAN PLANNING AND DEVELOPMENT**

2002 Congress

May 23–26

### **FREEMAN FOUNDATION SYMPOSIUM ON EAST ASIA—THE UNITED STATES: A SEARCH FOR COMMON VALUES**

June 1–6

### **THE GLOBAL ENTREPRENEURIAL CITY**

June 18–25 (Session 399)

Faculty

**Robert R. Kiley** (Chair), Commissioner of Transport, London

**Anda Barr**, Head Architect, Shikun Ovdin Ltd., Ramat-Gan

**Eduardo Hecker**, Secretary for Economic Development, Buenos Aires

**George Iacobescu**, Chief Executive, Canary Wharf Group plc, London



**Kathy McHugh Lichliter**, senior program director and director of Asian Affairs, Salzburg Seminar; **Ronald Takaki**, professor, Department of Ethnic Studies, Berkeley; and **Houghton Freeman**, president, Freeman Foundation, at the June 2001 Freeman Symposium.

**Susan Gannon, workshop rapporteur; Omonlara Adjadi, Association pour la Promotion des Femmes dans l'Agriculture et l'Environnement, Benin; Assa Bore Kante, Winrock International, Institut D'Economie Rurale, Mali; and Nancy Smith, program director, Salzburg Seminar, at a workshop in Dakar, Senegal as part of the "Sustainability, Education and the Management of Change in the Tropics" project.**

**Gabriele Müller-Trimbusch**, Deputy Mayor, Stuttgart

**Michael Richardson**, City Manager, Christchurch City Council, New Zealand

**Anthony Travers**, Director, Greater London Group, London School of Economics

#### **TRENDS AND INNOVATIONS IN HEALTH PROFESSIONS EDUCATION: BUILDING COMPREHENSIVE AND SUSTAINABLE REFORMS**

July 3–10 (Session 400)

Faculty

**Laura Feuerwerker** (Co-Chair), Consultant, Uni Program, Federal University of Minas Gerais, Belo Horizonte, Brazil

**Arthur Kaufman** (Co-Chair), Program Director, Department of Family and Community Medicine, University of New Mexico, Albuquerque

**José Cervantes**, Faculty of Medicine, Universidad del Norte, Barranquilla, Colombia

**Gilles Dussault**, Senior Health Specialist (Policy), World Bank Institute, Washington, DC

**Ricardo Shoit Komatsu**, Professor and Associate Dean of Education, FAMEMA-Medical School, Marília, Brazil

**Barbara Sitwell**, Scientist, Human Resources for Health, World Health Organization, Geneva

**Barbara Solarsh**, Discipline Chair, Department of Speech-Language Pathology and Audiology, University of Durban, Westville, South Africa

#### **SALZBURG SEMINAR—ALBERTO VILAR PROJECT ON CRITICAL ISSUES FOR THE CLASSICAL PERFORMING ARTS**

July 31–August 5

#### **THE EURO: IMPLICATIONS FOR EUROPE, IMPLICATIONS FOR THE WORLD**

August 7–14 (Session 401)

Faculty

**Michel Petite** (Chair), Director General, European Commission Legal Service, Brussels

**Leszek Balcerowicz**, President, National Bank of Poland, Warsaw

**Wolfgang Duchatzek**, Director, Oesterreichische Nationalbank, Vienna

**Tony Judt**, Director, Remarque Institute, New York University

**Makoto Utsumi**, President, Japan Center for International Finance, Tokyo

**Paul Volcker**, Frederick H. Schultz Professor of International Economic Policy Emeritus, Princeton University; Former Chairman, Board of Governors of the US Federal Reserve System, New York

#### **GLOBALIZATION AND THE DEVELOPMENT OF TRANSNATIONAL LEGAL SERVICES**

August 17–22 (Session 402)

Faculty

**Robert H. Mundheim** (Chair), Of Counsel, Shearman and Sterling, New York

**Keith Clark**, International General Counsel, Morgan Stanley Dean Witter & Co., London; Former Chairman, Clifford Chance, London

**Michael Fitts**, Dean and Bernard G. Segal Professor of Law, University of Pennsylvania Law School, Philadelphia

**Klaus Kohler**, Former General Counsel, Deutsche Bank, Frankfurt

**Ronald L. Olson**, Senior Partner, Munger, Tolles and Olson, Los Angeles

**Charles O. Prince**, Chief Operating Officer of Administration and Operations and former General Counsel, Citigroup, New York

**Georg Thoma**, Managing Partner, Europe, Shearman & Sterling, Düsseldorf

#### **LAWSS—LEGAL ALUMNI WEB OF THE SALZBURG SEMINAR**

Law, Diplomacy, and Military Intervention  
August 22–25

#### **FROM PAGE TO SCREEN: ADAPTING LITERATURE TO FILM**

September 10–17 (Session 403)

Faculty

**Steven Bach** (Chair), Associate Professor, Columbia University, New York; former Senior Vice President, United Artists, Los Angeles

**David Thacker**, Independent Film Director and Producer, London



#### **UNIVERSITIES PROJECT 22ND SYMPOSIUM**

Career Patterns in Academia

September 17–22

#### **SALZBURG SEMINAR/EARTH UNIVERSITY SYMPOSIUM**

Maejo University, Chiang Mai, Thailand

September 29–October 5

#### **THE POLITICS OF AMERICAN POPULAR CULTURE: HERE, THERE, AND EVERYWHERE**

October 2–9 (ASC 30)

Faculty

**Lewis Erenberg** (Co-Chair), Professor of History, Loyola University, Chicago

**Reinhold Wagnleitner** (Co-Chair), Associate Professor of History, Salzburg University

**Elaine Tyler May**, Professor of American Studies and History, University of Minnesota, Minneapolis

**Lary May**, Professor of American Studies and History, University of Minnesota, Minneapolis

#### **SALZBURG SEMINAR/FETZER INSTITUTE LEADERSHIP PROJECT III**

October 5–10

#### **THE POLITICS OF WATER—ADDRESSING FRESH WATER SCARCITY**

October 16–23 (Session 404)

Faculty

**Daniel Mazmanian** (Chair) C. Erwin and Ione L. Piper Dean and Professor, School of Policy, Planning, and Development, University of Southern California, Los Angeles

**Lyla Mehta**, Research Fellow, Institute of Development Studies, University of Sussex, Brighton, United Kingdom

**Barbara Schreiner**, Chief Director, Water Use and Conservation, Department of Water Affairs and Forestry, Pretoria

**David Seckler**, Senior Associate, Winrock International, Arlington, Virginia; former Director General, International Water Management Institute, Colombo, Sri Lanka

**Achim Steiner**, Director General, The World Conservation Union, Gland, Switzerland

**Frank Tugwell**, President and Chief Executive Officer, Winrock International, Arlington, Virginia

#### **UNIVERSITIES PROJECT 23RD SYMPOSIUM**

Funding of Higher Education

November 20–24

#### **LAW AS A CATALYST OF CHANGE IN ASIA**

December 4–11 (Session 405)

Faculty

**Jerome Cohen** (Co-Chair), Professor of Law, New York University School of Law; Senior Fellow for Asia Studies, Council on Foreign Relations; Partner, Paul, Weiss, Rifkind, Wharton & Garrison, New York

**Daniel Fung** (Co-Chair), Senior Counsel, Hong Kong Bar; Former Solicitor General, Hong Kong Special Administrative Region of the People's Republic of China; Founding President, China Law Council, Hong Kong

**P.N. Bhagwati**, Chairman, UN Human Rights Commission; Chancellor, Hyderabad University; Former Chief Justice of India, New Delhi

**Nono Anwar Makarim**, Of Counsel, Makarim & Taira S., Jakarta

**Setsuo Miyazawa**, Professor of Law, Waseda University School of Law, Tokyo

**Sang-Hyun Song**, Professor of Law, Seoul National University

**Wan Xiang**, Justice and Deputy President, The Supreme People's Court, Beijing

**Xia Yong**, Deputy Director, Institute of Law, Chinese Academy of Social Sciences, Beijing



# Salzburg Seminar

## GLOBAL NETWORK

**A**lthough the Salzburg Seminar experience begins in Salzburg, it continues for a lifetime. All Fellows, Faculty, and participants in Salzburg Seminar academic programs become part of the Seminar's global network, now numbering 23,000 individuals from more than 150 countries and regions. Supported by electronic communication, including an alumni Web site, the Seminar serves as a locus of information and connection among alumni, thereby extending the Salzburg experience throughout their professional lives. In addition, seventy-two regional and three professional alumni associations link Seminar participants in their countries and around the globe.

Afghanistan	1	Bosnia and Herzegovina	41
* Albania	28	Botswana	9
Algeria	23	* Brazil	87
Angola	2	* Bulgaria	272
* Argentina	102	Burkina Faso	1
* Armenia	29	Burundi	2
Australia	75	Cambodia	2
* Austria	761	Cameroon	7
Azerbaijan	15	Canada	95
Bahamas	1	* Chile	37
Bahrain	15	China (includes Hong Kong SAR)	176
Bangladesh	37	Colombia	28
Barbados	1	Congo, Democratic Republic of	2
* Belarus	37	Costa Rica	20
* Belgium	342	* Croatia	258
Belize	1	Cuba	2
Benin	2	Cyprus	35
Bhutan	1		
Bolivia	5		



(Left to right) Shelley Buckwalter, deputy director, Fulbright Commission, Spain; Pamela Corey-Archer, public affairs officer, United States Embassy, Spain; Enrique Calderon, Spanish alumni leader and Seminar Fellow (Sessions 198 and 344); Maria-Jesus Pablos, executive director, Fulbright Commission, Spain and Seminar Fellow (Session 271); and Timothy W. Ryback, director, Salzburg Seminar; at a joint gathering of Salzburg Seminar and Fulbright alumni to mark the 35th anniversary of relations between the Salzburg Seminar and the Fulbright Commission in Spain, May 2001.

* Czech Republic	300	* Ireland	290
Denmark	388	* Israel	442
Dominica	1	* Italy	1318
Dominican Republic	9	Ivory Coast	6
* Ecuador	16	Jamaica	8
* Egypt	378		
El Salvador	1		
Eritrea	2		
Estonia	88		
Ethiopia	20		
Fiji	1		
* Finland	429		
* France	819		
Gambia	1		
* Georgia	64		
* Germany	1996		
* Ghana	57		
* Greece	222		
Guatemala	9		
Haiti	4		
Honduras	3		
* Hungary	327		
Iceland	11		
* India	304		
Indonesia	37		
Iran	16		
Iraq	2		

*At the time of the events I was at an international conference, thinking and speaking on the idea of the global village. We at that time didn't know what it was. Now we know: everyone was hurt by these tragic events, and we understand that there is no alternative than to think globally and act globally. Salzburg Seminar was never so actual as after 11 September 2001.*

**Fellow, Netherlands**



Maria-Jesus Pablos addresses Salzburg Seminar and Fulbright alumni during the 35th anniversary celebrations at the Institute Internacional in Madrid.

* Japan	113	* Peru	26
* Jordan	151	* Philippines	78
* Kazakhstan	33	* Poland	548
* Kenya	41	* Portugal	184
* Korea, Republic of	52	Qatar	3
Kuwait	7	* Romania	336
Kyrgyzstan	29	* Russian Federation	417
* Latvia	68	Rwanda	3
Lebanon	38	Saudi Arabia	28
Lesotho	6	Senegal	13
Liberia	5	Sierra Leone	8
* Lithuania	76	* Singapore	32
* Luxembourg	33	* Slovak Republic	100
* Macedonia, FYR	75	* Slovenia	163
Madagascar	1	Somalia	2
Malawi	1	* South Africa	181
Malaysia	37	* Spain	457
Mali	3	Sri Lanka	41
* Malta	118	St. Vincent and the	
Mauritania	6	Grenadines	2
* Mauritius	5	Sudan	37
* Mexico	79		
Moldova	13		
* Mongolia	11		
Morocco	42		
Mozambique	2		
Myanmar	1		
Namibia	4		
Nepal	16		
* Netherlands	958		
New Zealand	9		
Nicaragua	4		
* Nigeria	128		
* Norway	448		
Oman	10		
* Pakistan	105		
Palestinian Authority	80		
Panama	4		

*Peace is a fundamental  
value not easily achieved.  
However, institutions like  
the Salzburg Seminar  
make a huge difference  
to overcome brutality  
and hatred.  
We must strive for it.*

**Fellow, Argentina**

**Marty Gecek, administrative  
director of the American Studies  
Center, Salzburg Seminar (second  
row center) met with Lithuanian  
alumni at the American Center in  
Vilnius, November 2001.**



**Friedrich Höricke, Seminar Fellow (Session 352); Thomas Lo, German  
alumni leader and Seminar Fellow (Sessions 299, 349, 363, and  
LAWSS-2); Karl Beuerle, founder German alumni association and  
Seminar Fellow (Session 2); Andreas Hermes, Seminar Fellow (Session  
339); and Tim Ryback, director, Salzburg Seminar; at an alumni  
gathering at the Kleist Villa in Berlin, May 2001.**

Suriname	1	United Arab Emirates	8
Swaziland	4	* United Kingdom	1608
* Sweden	586	* United States	3232
* Switzerland	379	Uruguay	9
Syrian Arab Republic	12	* Uzbekistan	24
Taiwan	28	* Venezuela	7
* Tajikistan	43	* Viet Nam	42
Tanzania,		Yemen Arab Republic	8
United Republic of	17	Yugoslavia	269
* Thailand	61	Zambia	8
Trinidad and Tobago	14	Zimbabwe	54
* Tunisia	60		
* Turkey	406		
Turkmenistan	7		
* Uganda	24		
* Ukraine	113		

**TOTAL 22,616**

\* Indicates that an alumni  
organization exists in this country  
or region. Details may be found  
on the Seminar's website at  
[www.salzburgseminar.org](http://www.salzburgseminar.org).





# Faculty & Fellows

## A PARTIAL RETROSPECTIVE

Since 1947, the Salzburg Seminar has become distinctive among international centers of education because of its ability to bring distinguished leaders who serve as Faculty together with mid-career Fellows of exceptional promise in their chosen fields. The work of a Seminar session is conducted in the intense and energetic exchange between the Faculty and Fellows: in formal lectures, plenary discussions, working groups, at the dinner table, and in informal conversation throughout the day and often into the night. This representative list includes individuals who have served as Faculty over the past decade and Fellows who have assumed positions of leadership and service. It is broad in geographic scope, just as most Seminar sessions now typically include participants from all regions of the world.

**Kamel S. Abu Jaber**, President, Jordan Institute of Diplomacy; Former Minister of the Economy and Foreign Affairs

**Rahimah H. Ahmad**, Professor and Dean, School of Education, University of Malaya

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

**Eloy Anello**, President and Founder, Núr University, Bolivia

**Zafar I. Ansari**, Director General, Islamic Research Institute, International Islamic University, Pakistan

**Andris Barblan**, Secretary General, European University Association, Switzerland

**Ralph J. Begleiter**, Distinguished Journalist in Residence, University of Delaware; Former CNN World Affairs Correspondent

**Shyam Benegal**, Filmmaker, India

**Donald Berwick**, President and Chief Executive, Institute for Healthcare Improvement, Boston

**John Biehl del Rio**, Senior Executive, International Institute for Democracy and Electoral Assistance, Stockholm and Santiago; Former

Chilean Ambassador to the United States

**Laurens Jan Brinkhorst**, Minister for Agriculture, Nature Management, and Fisheries, The Hague

**Shahid J. Burki**, CEO, EMP Financial Advisors, LLC; former Vice President, The World Bank, Latin America and Caribbean Region

**Franklin Chang Diaz**, Astronaut, National Aeronautics and Space Administration, Houston

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

**Oidov Enkhutuya**, Founding Member, Mongolian Party for National Progress

**Muni Figueres**, Former External Relations Advisor, Inter-American Bank, Costa Rica

**Astrid Fischel Volio**, First Vice President, Republic of Costa Rica

**Colette Flesch**, Member, European Parliament

**Jaime A. FlorCruz**, CNN Beijing Bureau Chief and Correspondent

**John Michael Forgach**, Executive Vice President, Banco Axial, Sao Paulo

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

**Richard J. Goldstone**, Justice, Constitutional Court of South Africa

**Brenda Gourley**, Vice-Chancellor, The Open University, United Kingdom

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

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

**Mitiku Haile**, President, Mekelle University College, Mekelle, Ethiopia

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

**Masuma Hasan**, Director, National Institute of Public Administration, Karachi

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

**Richard M. Hodes**, M.D., Joint Jewish Distribution Committee, Ethiopia

**Karen B. Hopkins**, President, Brooklyn Academy of Music, New York

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

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

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

**Michael M. Kaiser**, President, John F. Kennedy Center for the Performing Arts, Washington, D.C.

**Takatoshi Kato**, Adviser to the President, Bank of Tokyo-Mitsubishi; Former Vice Minister of Finance

**Anthony Kennedy**, Associate Justice, United States Supreme Court

**Salman Khurshid**, Chairperson, All India Congress Committee; Senior Advocate, Supreme Court of India

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

**Manja Klemencic**, former Secretary General, National Unions of Students in Europe

**Olav Kjørven**, State Secretary for International Development, Royal Norwegian Ministry of Foreign Affairs

**Wilhelm Krull**, Secretary General, Volkswagen Foundation

**Lam Yiu-Tong**, Principal Assistant Secretary (Culture), Home Affairs Bureau, Hong Kong

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

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

**Jutta Limbach**, President, Federal Constitutional Court of Germany

**Lin Justin Yifu**, Founder and Director, China Center for Economic Policy, Peking University



Co-Chairs Lloyd Cutler and Richard Goldstone with Fellows Xin Chunying, China, and Eliska Wagnerová, Czech Republic, looking on during Session 390: *International Legal Perspectives on Human Rights*.



**Fellows Amollo Maurice Ouma, Kenya, and Vel Lewis, Trinidad & Tobago, during Session 387: Museums in the 21st Century.**

**Sherry Liu**, Senior International Counsel and Director, Motorola Asia Pacific, Beijing

**Christine Loh**, Founder, Civic Exchange, Hong Kong

**Jan Willem Loot**, Executive Director, Royal Concertgebouw Orchestra, Netherlands

**Lindiwe Mabuza**, High Commissioner, Republic of South Africa to Malaysia

**David McCullough**, Author; Pulitzer Prize recipient, Massachusetts

**Beverley McLachlin**, Justice, Supreme Court of Canada

**David Moats**, Journalist; Pulitzer Prize recipient, *The Rutland Herald*, Vermont

**Michael J. Morgan**, Chief Executive, The Wellcome Trust Genome Campus, Hinxton, Cambridge

**Yolanda Moses**, President, American Association for Higher Education, Washington, D.C.

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

**Betty Nah Akuyea Mould Iddrisu**, Chief State Attorney, Ministry of Justice, Ghana

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

**Romain Murenzi**, Minister of Education, Science, Technology, and Research, Rwanda

**Masafumi Nagao**, Author; Research Professor, Center for the Study of

International Cooperation in Education in Hiroshima

**Sandy Nairne**, Director of National and International Programmes, Tate, London

**Anwar Nasution**, Deputy Governor, Central Bank of Indonesia

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

**Pauline Newman**, Judge, US Court of Appeals, Federal Circuit

**Kazuo Nukazawa**, Ambassador of Japan to Hungary

**Marc Pachter**, Director, National Portrait Gallery; Acting Director, National Museum of American History, Washington, D.C.

**Katalin Pallai**, Special Counselor to the Mayor of Budapest

**Deval Patrick**, Executive Vice President and General Counsel, The Coca-Cola Company, Atlanta

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

**Michel Petite**, Head of Cabinet, European Commission

**Sonia Picado Sotela**, Congresswoman, Legislative Assembly, Costa Rica

**Darko Polsek**, Deputy Minister for Science and Technology, Department of Higher Education, Croatia

**Eliezer Rivlin**, Supreme Court of Israel

**Mary Robinson**, United Nations High Commissioner for Human Rights

**Karl Rove**, Senior Advisor to United States President George W. Bush, Washington, D.C.

**Nancy Rubin**, Former U.S. Representative, United Nations Commission for Human Rights

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

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

*If there's anything this tragedy is accomplishing, it's the unity of the people of the world who love and defend peace and democracy. May good triumph over evil! Justice and peace will prevail in the end, of that we can be sure.*

### Fellow, Philippines

**Buffy Sainte-Marie**, Artist-in-Residence, Institute for American Indian Arts, Santa Fe, New Mexico

**Camilla Sharshekeeva**, Minister of Education and Culture, Kyrgyzstan

**Richard Smallwood**, Chief Medical Officer, Department of Health and Aged Care, Australia

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

**Madeleine Ströje-Wilkens**, Ambassador of Sweden to Argentina

**Ronald Takaki**, Author; Professor of Ethnic Studies, University of California, Berkeley

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

**Joanne Turnbull**, Executive Director, National Patient Safety Foundation, Chicago

**Srbijanka Turajlic**, Deputy Minister, Serbian Ministry for Education and Sport

**Bui Cach Tuyen**, President, University of Agriculture and Forestry, Vietnam National University

**Laura D'Andrea Tyson**, Dean, London Business School

**Ruben Umaly**, Executive Director, ASEAN Foundation, Jakarta

**Ludmilla Verbitskaya**, Rector, St. Petersburg State University

**Vaira Vike-Freiberga**, President of Latvia

**Franz Vranitzky**, Former Chancellor of Austria

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

**Wang Jisi**, Director, Chinese Academy of Social Sciences

**Wang Shenghong**, President, Fudan University

**James D. Watson**, President, Cold Spring Harbor Laboratory; Nobel Prize recipient

**Frank G. Wisner**, Vice Chair, External Affairs, American International Group, Inc., New York

**Yang Chengxu**, President, China Institute of International Studies

**Yi Qian**, Professor of Environmental Engineering, Tsinghua University; Academician, Chinese Academy of Engineering

**José Zaglul**, President, EARTH University, Costa Rica

**Jozica Maucec Zakotnik**, State Secretary, Ministry of Health, Slovenia



**Fellows enjoy informal conversation on the Schloss terrace.**



# THE GREENING OF THE COURTYARD



**I**n spring 2001, as the staff oversaw completion of the two-year, \$3 million renovation of the Meierhof, the historic 17th century building that houses the Seminar's main lecture hall, living

accommodations, new computer lab, and new Vilar Center multifunction room, there was the question of the courtyard.

The Meierhof embraces this spacious central area, which in modern times had been paved with asphalt for overflow parking. But a number of people imagined the inviting, planted space the courtyard could become.

One of those with a vision was Heather Haaga. A painter from California and a Seminar Board member along with her husband, Paul, Heather had spent a week working closely with the staff and the architect for the Meierhof restoration, which saved the structure from

severe water damage.

People do connect with the buildings here, Heather reflects.

There's a sense of passion about this place that gets down to the bricks and mortar, as well as the program.

For the courtyard, she says, we wanted to create a parklike setting that people would be drawn to.

Her vision was shared by the Seminar's staff. We were convinced that we should plant grass and flowers in the courtyard, says Cheryl Van Emburg, the Seminar's administrative director in Salzburg.

The planners also wanted a fountain, and the Schloss property had once had one photos showed it but almost everyone thought that particular heirloom was gone. Then one day, digging where he thought it might be in the park grounds of the Schloss, Rudi Eppenschwendtner, the Seminar's superintendent, found the fountain, nearly buried but intact.

Paul G. and Heather Sturt Haaga unveil the name plate for the newly landscaped and named "Haaga Courtyard" at the June dedication of the Meierhof.

Says Cheryl: The architect took one look and said, This is perfect!

Rich grass and hedge-enclosed flowers now beautify the space that, at its dedication last June, was named the Haaga Courtyard, for the couple whose

*There s a sense of passion about this place that gets down to the bricks and mortar, as well as the program, Heather reflects.*

generosity made this project possible.

Reflects Heather Haaga: The most engaging part about being involved with the Seminar is the people working with the staff, and knowing that future generations of scholars will be sitting in that courtyard, thinking great thoughts and having wonderful exchanges.

Meierhof - Haaga Courtyard

### Opportunities for Endowment Gifts

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

- \$100,000 Endow a Scholarship/ Fellowship Fund**
- \$ 25,000 Endow a Lecture Fund**
- \$ 10,000 Endow a Book Fund**
- \$ 10,000 Endow a Technology Fund**

If you are interested in more information about named gift opportunities at the Seminar, please contact John Krueger, director of Individual Gifts, at (802) 388 0007 (phone), (802) 388 1030 (fax), or [jkrueger@salzburgseminar.org](mailto:jkrueger@salzburgseminar.org).

### Securing the Future: The Campaign for the Salzburg Seminar \$40 Million Raised

In recent years this report has provided updates on the Salzburg Seminar's five-year \$40 million fund-raising campaign, including both endowment and operating funds. In 2001, thanks to critical financial support from our many friends and partner organizations around the world, the Seminar surpassed its \$40 million campaign goal. This is a truly remarkable achievement for the Seminar, and represents the generosity of hundreds of supporters who made gifts and commitments. We express our very special gratitude to the W.K. Kellogg Foundation of Battle Creek, Michigan, whose extraordinary \$10 million endowment challenge grant in 1995 provided the impetus for launching this campaign. The Kellogg challenge grant is ongoing—more than \$5.2 million has been raised to date—and

fund raising for the endowment remains an important priority.

### The Meierhof Renovation Project

In May 2000, the Salzburg Seminar began a major renovation of the Meierhof building. Completed in June 2001, the renovated space was officially opened during the Salzburg Seminar's Board of Directors meeting late that month. Special recognition was given at that time to several major Seminar benefactors. The Alberto Vilar Library and Computer Center was named in honor of Alberto Vilar, whose recent support has included the creation of the Salzburg Seminar/Alberto Vilar Project on Critical Issues for the Classical Performing Arts. The East Wing of the Meierhof (the side closest to the Schloss) is now called the Huffington Wing in appreciation of Board chairman, Roy M. Huffington. The Haaga Courtyard recognizes the generosity of Board members Heather and Paul Haaga. As a result of these recently completed renovations, the Meierhof has become an even more marvelous complement to the Schloss, providing space for working sessions, for computer training and access, for reading and socializing during sessions, and for our staff to have an enhanced working atmosphere. Fund raising continues to secure the balance of funds necessary for support of the project.



## WAYS OF GIVING

A charitable contribution to the Salzburg Seminar may be made in many ways. Depending upon the contributor's country, tax benefits may derive from each option. A gift may be tailored to the contributor's interests and financial context.

Examples of gifts the Salzburg Seminar seeks include the following:

Restricted and Unrestricted Gifts	Named Gifts
Residences and Real Estate	Other Property
Gifts of Cash	Matching Gifts
Deferred Gifts and Bequests	Pledges
Securities	Life Income Gifts
Charitable Lead Trust	Life Insurance
Gifts of Closely Held Stock	Trusts

The Seminar's Development Staff would be pleased to provide additional information about ways of giving to the Salzburg Seminar. Please contact John Krueger, Director of Individual Gifts, [jkrueger@salzburgseminar.org](mailto:jkrueger@salzburgseminar.org).

## *For more information*

Information and materials about the Salzburg Seminar are available at the Seminar's offices listed below and on the Internet at **[www.salzburgseminar.org](http://www.salzburgseminar.org)**. Session descriptions and Faculty listings are updated regularly. Inquiries about the Salzburg Seminar may be directed by email to **[info@salzburgseminar.org](mailto:info@salzburgseminar.org)**.

### **SALZBURG**

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### **MIDDLEBURY**

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

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

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



# Salzburg Seminar Staff



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## OFFICERS

**Olin Robison**, President  
**Amy Hastings**, Executive Vice President  
**Wendy McKee**, Chief Financial Officer and Assistant Treasurer  
**Timothy Ryback**, Director, Salzburg

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**Martha Gecek**, Administrative Director, American Studies Center; Coordinator, Visiting Advisors Program, Universities Project  
**Matt Reed**, Program Director  
**Nancy Smith**, Program Director  
**Cheryl Van Emburg**, Administrative Director  
**Christoph Dertnig**, Associate Director of Technology  
**Robert Fish**, Internet and Multi-media Consultant  
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**Helene Kamensky**, Coordinator, Russian Program, Universities Project  
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**Astrid Schr der**, Admissions Officer  
**Michaela Wasenegger**, Administrative and Admissions Assistant  
**Ingrid Wolf-Hattinger**, Admissions Officer

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**Katherine McHugh Lichliter**, Director, Asian Affairs; Director, Vienna Office; and Senior Program Director  
**Elena Schirenc**, Administrative Assistant

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**Manuela Resch**, Finance and Business Manager  
**Richard Aigner**, Conference Services Assistant  
**Ursula Albrecht**, Assistant Finance Manager  
**Simon Ballwein**, Beverage Manager  
**Rudolf Eppenschwendtner**, Superintendent  
**Margit Fesl**, Housekeeping Manager  
**Markus Hiljuk**, Conference and Banqueting Manager  
**Ernst Kiesling**, Catering Manager  
**Susanne Schneebauer**, Administrative and Conference Assistant

WRITER DOUG WILHELM

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