



Salzburg Seminar
2003 PRESIDENT'S REPORT

Established in 1947, the Salzburg Seminar is an international, non-partisan, educational organization dedicated to next generation leadership recognition and development. The work of the Seminar brings together women and men from all parts of the world, primarily at its historic facilities in Salzburg, Austria, to promote wide-ranging explorations and discussions on topics of global importance.

For more information

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

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SALZBURG SEMINAR

MESSAGE FROM THE CHAIRMAN AND PRESIDENT



We are pleased to present our President's Report for 2003, and to extend greetings to the thousands of Salzburg Seminar supporters around the world.

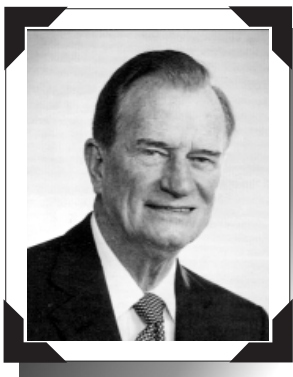
The Seminar benefited greatly from the economic boom of the 1990s, a period during which our programs expanded and significant improvements were made to our historic facilities. Our current circumstances are more challenging. The present economic downturn is unhappily placing serious restraints on what the Seminar can do even as the worldwide need for the work of the Seminar increases.

This organization was begun by a few extraordinary people who, though very young, were visionaries and possessed of a certain boldness born of exceptional optimism, and we are saddened by the loss of the last of our founders, Clemens Heller, who passed away last August. Back in 1947, Clemens, along with Richard Campbell and Scott Elledge, created the Salzburg Seminar as a means of bringing together young people from war-torn Europe and the United States. Their vision and belief that dialogue, debate, conversation, and discussion were essential ingredients in establishing lasting peace and shaping a better world continue to underpin the Seminar's work today.

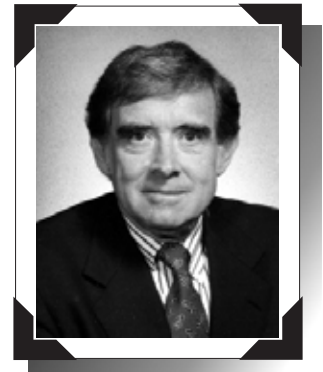
That vision, which in 1947 was transatlantic, presents us today with a global challenge, i.e., how to bridge seemingly insurmountable divides between individuals from different ethnic, religious, and cultural backgrounds. This has taken on special meaning in the past year as the need for dialogue between "the West" and "Islam" has become a particular focal point of much public discussion. The Seminar is proud to count among its alumni more than 2000 individuals from countries which are members of the Organization of the Islamic Conference.

We believe that the Seminar's ever-growing network in the Islamic world and the types of programs we offer can build a cornerstone for greater understanding among peoples from around the globe. Today, one of our tasks is to find funding and support to expand the kinds of programs that will usefully and productively bring together individuals from predominantly Islamic countries with their counterparts from other parts of the world.

In presenting this year's Report, therefore, we want to review some of the ways we conducted our work in 2002, especially as that work engaged people from different, cultures, backgrounds, and traditions.



Roy Huffington,
Chairman of the Board



Olin Robison, *President*



At the same time the framework or motif for this report celebrates both our special place, Schloss Leopoldskron in Salzburg, and its former owner, Max Reinhardt. The year 2003 marks the 60th anniversary of the death of Max Reinhardt. Reinhardt owned, restored, and embellished Schloss Leopoldskron in the early 20th century and brought to it innovative artistic and cultural entrepreneurs of the time. He loved the Schloss, indeed it became his stage. It was for the twenty years in his care an international gathering place for artists, especially performing artists, and, in many ways, he set the stage for the Salzburg Seminar (see pages 23 and following for more on Max Reinhardt).

The Schloss that Reinhardt so enhanced and the Seminar that Heller helped to found now welcome more than 1000 individuals each year from cultures and countries all over the world. At the Seminar they find a place and a context open to engaging differences, to looking honestly at subjects and issues of global concern, and to seeking new ways of approaching the many challenges we all face in the future.

We conclude with words of Clemens Heller as he spoke to well-wishers upon the Seminar's 40th anniversary:

...the important thing about the Seminar is the communal experience; it is not a teacher-pupil experience. It is an exchange of experience, of modes of thinking. It is a dialogue...I think the need for a Seminar which expresses this mutual curiosity, this mutual dialogue, this feeling of joint responsibility is as urgent today as it ever was.

We would not be able to do this work without the great support of so many organizations and individuals who remain committed to the Seminar and the special work that transpires here. We are deeply grateful.

Please visit us in Salzburg or at www.salzburgseminar.org.

Ray M. Huffington

John Adams

Clemens Heller 1917–2002

At the age of eighty-five, Clemens Heller, the last of the Salzburg Seminar's three founders, died in Lausanne, Switzerland, on August 31, 2002. It is to Clemens that the Seminar owes both its conception and its location.

Born in 1917, the son of a Vienna publisher—Sigmund Freud was among several esteemed authors published by his father—Clemens studied acting at the Max Reinhardt School with the intention of going into theater. Following the German occupation of Austria in 1938, Clemens emigrated to America, where he earned an undergraduate degree at Oberlin College, before entering graduate school at Harvard University. It was there, in the immediate postwar years, that Clemens conceived the idea of creating a forum to reestablish intellectual dialogue among young people separated by years of war.

Through his association with the Reinhardt family, Clemens was able to secure the use of Schloss Leopoldskron for the first session in 1947.

Although Clemens went on to found another major intellectual center, the Maison des sciences de l'homme in Paris, he always maintained a particular affection for his first creation, the Salzburg Seminar, sometimes called the Marshall Plan of the mind. Across the decades, he remained an intellectual touchstone, assisting with identifying Faculty and Fellows, providing ideas for sessions and new initiatives, and occasionally returning to the Schloss for visits, the last time in 1996.

Clemens Heller is gone but his spirit and ideas endure, leaving the Salzburg Seminar as a testament to his belief in the possibility of a better world.

Bridging Conflicts



2002 in Review

Max Reinhardt not only lived in Schloss Leopoldskron and brought to it luminaries of the time, he used it as a stage for dramatic performances. In this year that we remember the 60th anniversary of Reinhardt's death, we present our program in review as scenes in the fifty-fifth annual production of the Salzburg Seminar.



Fellows continue discussion following the morning plenary in the Schloss Great Hall.

THE SETTING: *Influence, Values, and Professional Responsibility in the News Media* (Session 396), March 20–27, 2002

PARTICIPANTS: 47 Fellows from 26 countries; 8 Faculty co-chaired by Jim Amoss, *The Times Picayune*, New Orleans, and Ana-Mercedes Gómez-Martínez, *El Colombiano*, Colombia

THEMATIC SYNOPSIS: The session began with a comparative exploration of the impact of September 11th on the freedom of the press in several countries, in particular, the United States and Pakistan. Special attention was also given to press freedom and responsibility in reporting on conflict situations in the Balkans, the Middle East, India, Afghanistan, Latin America, and South Africa. The session also explored issues such as censorship and financial pressure on the quality and content of news information.

A SCENE: The Gallery, Schloss Leopoldskron

How can the news media balance economic and political pressures with the needs of free, accurate, and fair reporting?

After a full day of plenary sessions and discussions Fellows and Faculty are invited to pull up a chair in the Gallery on the third floor of the Schloss and listen to an informal presentation. This evening two Fellows: Mohammad Darawshe, an Arab Israeli public relations director of the Arab-Jewish Peace Center north of Tel Aviv, and Ilan Leiserovich, a well known Israeli journalist who reports on events in the Palestinian Authority, present their viewpoints on the media role in the Middle East. The room full of Fellows and Faculty listen to them relate their experiences and work. There follows an absorbing dialogue about different perspectives for peace.



A working group tackles the subject in depth each afternoon during the session.

Nine Fellows participating in Session 396 were supported by the Seminar's **Knight Foundation Fellowship Program**. The Knight Foundation established the Knight Fellows Program in 2001 to provide an international experience for American journalists, thereby broadening their perspectives on global issues. Knight Fellow Mae Gentry of The Atlanta Journal-Constitution wrote in an article for her paper, "Conversing and comparing notes so intensely with journalists from all over the world was exhausting, exhilarating, enlightening. I came away with a new perspective on my work and an appreciation of the freedom I take for granted. Through the Internet, I remain connected to my friends around the globe."

REVIEWS:

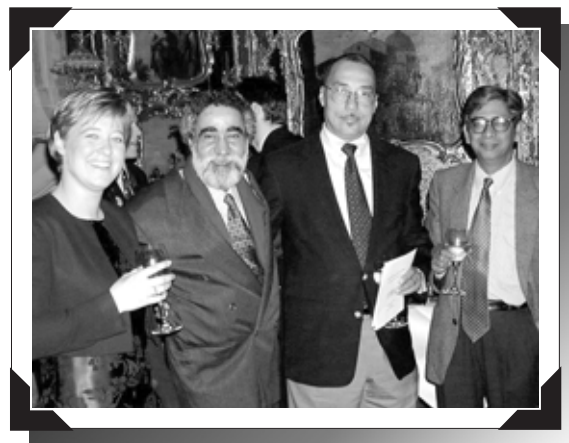
Fellow, Saudi Arabia: *"Personally I admit I'm learning more about other cultures and actually getting closer to becoming a citizen of the world as we all should."*

Fellow, Kosovo: *"The biggest freedom is to give the chance also to the others to talk."*

Fellow, Italy: *"A true multi-cultural experience, a fabulous opportunity for human and professional enrichment."*

Fellow, Belgium: *"In the so-called 'Digital Age,' meeting people and talking to each other still remains the most effective communication."*

Fellow, Pakistan: *"The Seminar was... like a preview of the Global Village we are fast moving into."*



Left to right: Karen LaLiberte (Fellow, USA) Syed Hassan Shafiq Jaffery (Fellow, Pakistan), Jay T. Harris (Faculty, USA), and Ashis K. Chakrabarti (Fellow, India) at a reception in the Venetian Room.

MARCH

February 18–22
Visiting Advisors Program
Adam Mickiewicz University,
Poland

February 23–March 2, 2002
ASC 29
The Continuing Challenge of
America's Ethnic Pluralism

March 4–8
Visiting Advisors Program
Babes-Bolyai University of Cluj,
Romania

March 6–13
Session 395
Improving Access to Healthcare and
Human Services: Elements of Success

Building Sustainable Reforms in



THE SETTING: *Trends and Innovations in Health Professions Education: Building Comprehensive and Sustainable Reforms* (Session 400), July 3-10, 2002

PARTICIPANTS: 58 Fellows from 28 countries; 8 Faculty co-chaired by Laura Feuerwerker, Federal University of Minas Gerais, Brazil, and Arthur Kaufman, University of New Mexico, Albuquerque

THEMATIC SYNOPSIS: The necessity for health professions education reform is evidenced by failing healthcare systems, new demands brought by increased globalization, and by the current systems and structures not meeting new challenges. Issues include the exchange of information concerning healthcare systems, and the education of health professionals to fulfill the real needs of communities. In particular, healthcare professionals face the challenge of how to make healthcare more responsive to the needs and demands of today's society and better anticipate the needs of tomorrow.

A SCENE: Parker Hall, the Meierhof... and beyond...



Fellow Paprap Mankeekar (India) asks a question during a plenary discussion.

The final day of the session. The participants have had an intense week discussing strategies for creating substantive and sustainable changes in health professions education during plenary sessions, working group meetings, and informal presentations. By this day it is clear that a new community has been formed: a community of dedicated individuals who have not only communicated their knowledge and experience to each other, but are now eager to cooperate together in devising long-term sustainable reforms in healthcare systems and education. There is a sense in the room that Fellows will be returning home with new ideas and refreshed energy.

Beyond Salzburg, their contact continues. A group of Fellows—healthcare professionals, public health administrators, university

Healthcare

professors, researchers, and medical students—agree to highlight their countries' challenges, and formulate solutions and relevant procedures to sustain change in a book. Fellows from Brazil, India, Indonesia, Japan, Macedonia, Nigeria, Pakistan, Trinidad and Tobago have already submitted chapter synopses, and a tentative table of contents is taking shape. Many are still in active discussions, others are reaching out to potential publishers, and some are seeking to develop a Web site.

REVIEWS:

Fellow, Philippines: *"The Salzburg Seminar experience has inspired me to work towards change in my country. That we are not alone, that it is a global phenomenon, and that SOMETHING CAN BE DONE—this is what I will take with me."*

Fellow, USA: *"The Salzburg Seminar presents a unique opportunity for individuals from different countries and cultures to come together...and ultimately to become leaders and risk takers in their own countries and across country boundaries and continents to work globally and bring about change for the health of the people of the world."*

Fellow, Honduras: *"Once in a lifetime are opportunities available to us to learn and teach with equal value. This Salzburg Seminar provided such opportunity."*

Fellow, Nigeria: *"There is indeed more that unites all people of the world than that which divides us."*



Barbara Stilwell talking with a Fellow.

In its decade-long partnership with the **W.K. Kellogg Foundation**, the Salzburg Seminar has joined with the Foundation to offer numerous sessions on a vast array of subjects on helping people improve their communities, institutions, and societies. Issues have included youth, leadership, healthcare, sustainable food systems, race and ethnicity, education, and managing and sustaining non-governmental organizations.

The Salzburg Seminar recognizes with gratitude the support of the **W.K. Kellogg Foundation** in pursuing the goal of fostering dialogue among individuals from different cultures who are dedicated to building a better world.



Session Faculty left to right: Nancy Smith (Session Director), Francisco Tancredi (Brazil), José Gonzalo Cervantes (Colombia), Barbara Stilwell (United Kingdom), Arthur Kaufman (USA) Laura Feuerwerker (Brazil), Ricardo Komatsu (Brazil), Barbara Solarsh (South Africa), and Gilles Dussault (Canada).

Increasing Understanding

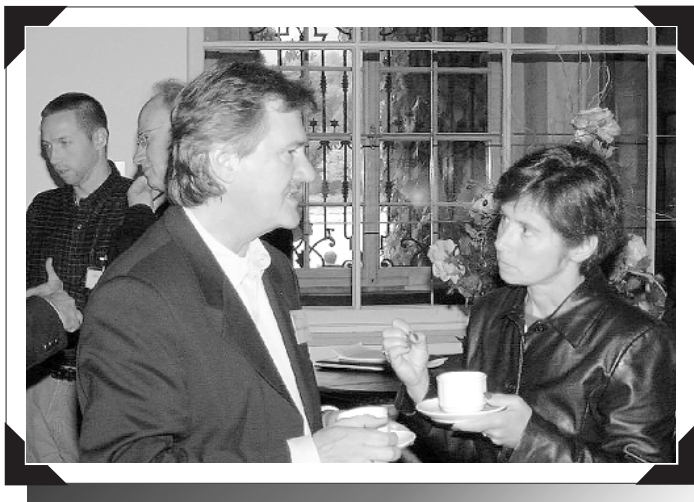


THE SETTING: *The Politics of American Popular Culture: Here, There, and Everywhere* (ASC 30), October 2–9, 2002

PARTICIPANTS: 41 Fellows from 19 countries; 4 Faculty co-chaired by Lewis Erenberg, Loyola University Chicago, and Reinhold Wagnleitner, University of Salzburg, Austria

THEMATIC SYNOPSIS: Americans today are increasingly preoccupied with how the rest of the world perceives them. Post 9/11 America is more conscious than ever before about the reception of its popular culture in different parts of the world. While American popular culture is often credited as being one of the most decisive cultural, economic, social, and political causes for change during the 20th century, in many areas around the world, American cultural products are considered among the most disruptive cultural forces of the early 21st century.

A SCENE: Seminar Room 3, Schloss Leopoldskron



Cynthia Schneider talking with co-chair Reinhold Wagnleitner during a coffee break.

Fellow Cynthia Schneider, former U.S. Ambassador to the Netherlands, raises the question of whether the United States would benefit from creatively using popular culture to increase understanding of American life and society. As an example she recounts some of the measures she took while she was ambassador to try to increase Dutch understanding of American culture. By sponsoring a wide range of cultural events,

through Culture

including concerts, art exhibitions, and building connections to local musicians, she believes that “cultural diplomacy” might work in some instances far more effectively than political diplomacy.

REVIEWS:

Fellow, Austria: *“The Salzburg Seminar in this session has provides a week of intense, substantive, and focused debate as I have never experienced it before.”*

Fellow, China: *“It’s the most marvelous, memorable, and informative week I have ever spent in my life.”*

Fellow, India: *“I feel very privileged to be a part of such a diverse and erudite network of scholars.”*



The salty Dixie Ramblers, a local Dixieland band, provide evening entertainment for Fellows and Faculty.



Fellow Susan Stamberg and Session Director Marty Gecek. In February 2003, Marty retired after more than 36 years of service to the Salzburg Seminar.



Supporting Young Leaders in



THE SETTING: *Academic Career Patterns* (UP22), September 17–22, 2002

PARTICIPANTS: 50 from 17 countries

THEMATIC SYNOPSIS: Since 1999, the Universities Project (UP) has departed from its usual focus on senior-level university administrators by offering one symposium annually focused on the next generation of university leaders. This session convened to discuss academic career patterns, a topic well suited for comparative assessment. The participants discussed the pathways, steppingstones, crossroads, and bottlenecks that rising academics in different countries face.

SCENE 1: Parker Hall, the Meierhof

A participant from Belarus stands to address the group and says:

“When a good musician—say Paul McCartney or Bono—performs good material with passion, people will come regardless of whether the venue is a small club or a huge stadium. A teacher must likewise be a passionate performer and have good material to deliver. However, the musician does not always write his own songs and the teacher does not necessarily have to develop his or her own material. Although few of us can be a Keynes or a Leontiev, we need to know what the great researchers have been doing. We need good teachers who are capable of delivering the latest scientific results to the students.

Researchers are often not the best people to do that. Thus, our own research is the way to ‘understand what good music is’ and what should be included in our ‘concert’.”

The challenge of balancing teaching and research is a reality that faces most of the participants in the room and many express their



Fellows and Faculty work together to create their model of the university and the academic of the present and the future.

Education

thoughts on how to deal with the dilemma.

SCENE 2: Same room, three days later



Cardboard constructions of the university and academic models are presented to the session participants.

The plenary discussions culminate in a lively and interactive session in which teams of Fellows and Faculty are asked to build models of the university of the present, the university of the future, the academic of the present, and the academic of the future out of ordinary office materials. The “constructions”—using cardboard, paper, marker, glue, and any other materials at hand—creatively illustrate a common vision of the workplace of the future as a complex and challenging, yet attractive and stimulating workplace.

REVIEWS:

Participant, Hungary: *“The most important conclusion at which I arrived is that an academic career is not only about pushing the frontiers of knowledge. It is not only about the administrative career of successfully managing large institutions. It is something deeply rooted in human contact. Teaching is not only a way to transmit knowledge; it is also a way to show the next generation that we are facing problems and that we are responsible for their solution. Without this role model, higher education is reduced to mere training programs.”*

Participant, Russian Federation: *“After returning from the UP symposium I applied, with good results, some techniques in my classroom I learned in Salzburg. I think the Salzburg Seminar provides understanding and vision more than simply knowledge. This is its true value and is most useful for careers, for research, for professional relationships, and for teaching.”*

Participant, Yugoslavia: *“Even though I’ve spent a lot of time in West European and North American countries I feel I understand better my colleagues from North America now. That mutual understanding is one of the most valuable things I brought from Salzburg.”*

During the mid 1990s, as Central and East Europe (CEE) and the Russian Federation (RF) were in the midst of a difficult transition to democracy and open market economies, universities, like other institutions, were looking at redefining their relationships to their relevant groups at the national, regional and international levels. Significant support was made available to provide assistance and exchanges with students and faculty. At a deeper level, however, there was need for systematic, institutional reforms of higher education, in terms of institutional administration, governance, academic structure, and finance.

It was to address these concerns that the Salzburg Seminar introduced the Universities Project in 1996. An advisory committee was formed, bringing together outstanding men and women in higher education, from all of Europe and the United States. Consequently, universities in the CEE and RF sought to develop ties with their western counterparts to adopt new practices and concentrate on issues important to all universities around the world. Making this project possible has been a generous multi-year grant from **The William and Flora Hewlett Foundation** of Menlo Park, California.





Advancing Change in

Sustainability, Education and the Management of Change in the Tropics

In July 1996, Dr. José Zaglul, President of EARTH (Escuela de Agricultura de la Region Tropical Humeda) University in Costa Rica, was a faculty member at the Salzburg Seminar's session 338, *Sustainable Agriculture*, and shared EARTH's educational model with the group of international participants. EARTH's program and curriculum are intended to generate agents of change with the leadership qualities and commitment needed to transform agriculture and natural resources management in Latin America. Many participants at the session expressed interest in exploring the EARTH model further and felt there was a need to disseminate innovative models of agricultural higher education as a means of fostering sustainable development in other parts of the world, particularly in Africa and Asia.

THE SETTING: *Sustainability, Education and Management of Change in the Tropics*, May 13–18, 2002 (Session III: Uganda); September 29–October 5, 2002 (Session IV: Thailand)

PARTICIPANTS: 57 Fellows from 24 countries (Uganda); 62 Fellows from 24 countries (Thailand)

THEMATIC SYNOPSIS: The ongoing direction of this partnership initiative is based on widespread recognition of the need for change in higher education in the areas of agriculture and natural resources management. There is consensus among participants that the current system of agricultural education has not been sufficiently effective in meeting the needs for sustainable development.

FOREWORD: The weeklong sessions were facilitated by educators and professionals from EARTH University and the Salzburg Seminar along with experts from the regions. Fellows gathered in plenary sessions and small working groups to address the climate for change in agricultural higher education and the obstacles and possibilities that currently exist. And, in both sessions participants were joined by representatives of the local community who provided perspectives on the external environment.



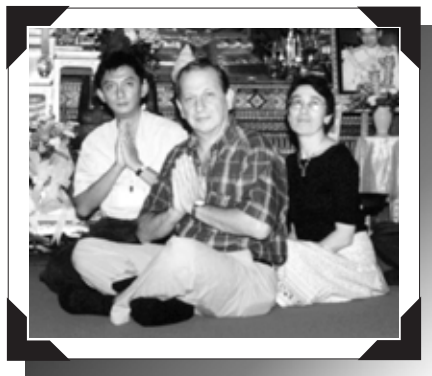
Session III participants assemble in Jinja, Uganda.

SCENE 1: Jinja, Uganda

In Uganda a banker, a commercial contract farmer, a representative of a Uganda farmer's association, and a representative from a private sector farm inputs center offer their thoughts on the type of agriculture professional

Higher Education

needed today, and the extent to which existing institutions in Africa are producing graduates with the appropriate skills and education. Panel members essentially agree that the “new” agricultural professional needs to be more market-oriented, have strong interpersonal skills, open to learning and adapting, able to solve problems and be innovative, able to listen and communicate, and committed to their organizations and communities.



EARTH University President José Zaglul (center) visits a local temple in Thailand during Session IV.

SCENE 2: Chiang-Mai, Thailand

In a similar panel in Thailand, the president of a seed trading company in the Philippines comments that the field experience for agricultural students needs to be substantially increased. He argues that just like medical students, students of agriculture should spend 40 percent of their study time in clinical settings. A trained academic and businessman from Indonesia agrees and highlights the need for more exchange opportunities between the business community and the universities to share information, ideas, and experience.

POSTSCRIPT: *Recognizing the need for change was unanimous in both sessions; creating clear steps to ensure that change occurs was agreed to be the more difficult challenge. The sessions themselves served as important opportunities to develop networks among individuals committed to transforming their institutions by reshaping educational curricula, revising the procedures for selection and admission of students, and emphasizing the critical need to foster connections to their local communities. “An Inventory of Good Practices, Innovations, and Models” was also developed by participants for Africa and Asia documenting educational programs advanced in the change process.*



A task force met at EARTH University in 1998 to discuss the objectives and possible outcomes of a seminar series focusing on the challenges faced by the world’s tropical regions and how innovative models of higher education in agriculture can contribute to the resolution of these problems. A funding proposal was submitted to **NORAD (the Norwegian Agency for Development Cooperation)** and the **W.K. Kellogg Foundation**, and, as a result of their generous support, the five-year seminar series was officially launched in 1999.

The series is co-sponsored by EARTH University and the Salzburg Seminar in collaboration with Noragric (the Center for International Environment and Development Studies of the Agricultural University of Norway). It is guided by an international Executive Committee and two Regional Advisory Teams (one for Africa and one for Asia) responsible for developing and reviewing the contents and scope of the project.

The mission of the seminar series: *“Foster leadership and change in the tropics through innovative models of higher education in agriculture and natural resources relevant to our common social, economic and environmental needs.”*

For more information:
www.changetropics.org.

Searching for Shared Values



THE SETTING: Salzburg Seminar/Freeman Foundation Symposium: East Asia—The United States: A Search for Common Values, June 1–6, 2002

PARTICIPANTS: 32 Fellows—17 from 10 countries of East and Southeast Asia, 15 from the United States

THEMATIC SYNOPSIS: This fifth Salzburg Seminar/Freeman Foundation Symposium brought together Seminar alumni from East and Southeast Asia partner universities with Seminar alumni from American universities. As in previous symposia, the purpose was to provide a forum for open exchange on issues of mutual relevance for East Asian academics and their American counterparts, thereby encouraging ongoing ties between them.

A SCENE: Parker Hall, the Meierhof

Setting the tone for the discussions is the keynote presentation by Ronald Takaki, professor of ethnic studies at the University of California, Berkeley, as he describes the evolution of a “master narrative” of American history. He insists that a revision of the history of the United States from a comparative and multicultural approach is necessary to deepen and broaden the understanding of American ethnic and racial diversity. In his effort to reexamine history, Professor Takaki emphasizes the critical importance for America, as well as other countries in Latin America, Europe, Asia, and Africa, to think about their “master narratives” and embrace their ethnic diversity as a cultural value.

Learning about one’s own origins and ethnic diversity is an important step in celebrating differences and appreciating various cultural values. Drawing from his book, *A Different Mirror*, Takaki summarizes: “Will Americans of diverse races and ethnicities be able to connect themselves to a larger narrative? Whatever happens, we



Plenary discussion follows the morning lecture in Parker Hall.



A working group discussion takes place on the Meierhof Terrace.

can be certain that much of our society's future will be influenced by which 'mirror' we choose to see ourselves. America

does not belong to one race or one group...and Americans have been constantly redefining their national identity from the moment of first contact on the Virginia shore. By sharing their stories, they invite us to see ourselves in a different mirror."

REVIEWS:

Fellow, Jakarta: *"The Salzburg Seminar is unique, as it allows us to discuss problems and issues in a reflective and informed manner. The unique environment here enables us to not only exchange views and arguments, but also to learn to see things from a different cultural perspective."*

Fellow, Manila: *"The insights I learned from this experience will shape my thinking about many important personal and social issues in the future. These days at the Salzburg Seminar will sustain my motivation to continue doing good work and seeking collaborative ties and activities with my colleagues from Asia, North America, and other parts of the world."*

Fellow, Bangkok: *"The multicultural integration at the Freeman Foundation Symposium is one of a kind with clear, clean objectives and recognizable outcomes. Discussions of values, perceptions, and misperceptions with linkages to education and sustainable development were provocative and in fact connected the participants both academically and spiritually."*

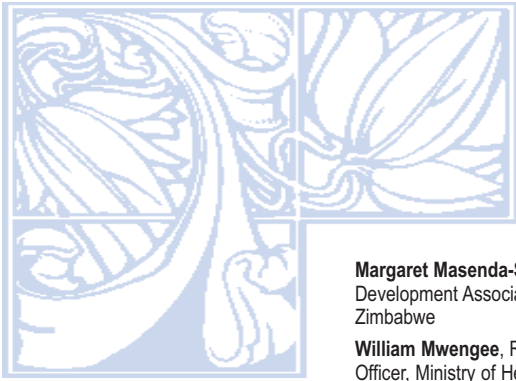
Fellow, United States: *"This experience has without any doubt been one of the most intense, informative, meaningful, and life-changing events of my life. My sense of the complexity of the world and of East Asia in particular has broadened and deepened tremendously."*

Fellow, Singapore: *"We live in a time of conflict and misunderstanding. At the Salzburg Seminar, one's shared humanity comes to the forefront. I have made friends, and I have learned so much in such a short time."*



Ronald Takaki responds to Fellows' comments.





2003 ACADEMIC PROGRAM

SALZBURG SEMINAR/FETZER INSTITUTE LEADERSHIP PROJECT IV: Private Reflection and Public Life—Leadership from Within

February 1–6

THE ROLE OF NGOs IN THE HEALTH OF COMMUNITIES: CREATIVE PARTNERSHIPS

February 26–March 5 (Session 406)

Faculty

Robert F. Ashcraft (Co-Chair), Associate Professor and Director, Center for Nonprofit Leadership and Management, Arizona State University, Tempe

Noeleen Heyzer (Co-Chair), Executive Director, United Nations Development Fund for Women (UNIFEM), New York

Carmen Barroso, Director, Population and Reproductive Health, Program on Global Security and Sustainability, John D. and Catherine T. MacArthur Foundation, Chicago

Kaytura Felix Aaron, Center for Primary Care Research, Agency for Healthcare Research and Quality, Rockville, Maryland

Margaret Masenda-Simbi, Director, Development Associates, Harare, Zimbabwe

William Mwengee, Regional Medical Officer, Ministry of Health, Tanga Region, Tanzania

Igor Ovtchinnikov, Deputy Director, Golubka Training Center; Board Member, InterTraining, International Public Association of Trainers and Consultants, Moscow

UNIVERSITIES PROJECT

24TH SYMPOSIUM

**Similarities, Differences and Points of
Convergence: Transatlantic
Perspectives on Higher Education**

March 12–16

PROFESSIONAL RESPONSIBILITY IN THE NEWS MEDIA

March 19–26 (Session 407)

Faculty

Robert Giles (Chair), Curator, The Nieman Foundation for Journalism, Harvard University, Cambridge; former Editor and Publisher, Detroit News

Jay Harris, Wallis Annenberg Chair in Journalism and Communication; Founding Director, The Center for the Study of Journalism and Democracy, University of Southern California Annenberg School for Communication, Los Angeles

Govin Reddy, Professor and Director, Sol Plaatje Media Leadership Institute,

Rhodes University, Grahamstown, South Africa.

Frank Sesno, Professor of Public Policy and Communication, George Mason University, Fairfax, Virginia; former Washington Bureau Chief and Anchor, CNN

Yasser Thabet, Broadcast Editor, Al-Jazeera Satellite Channel, Doha, Qatar

CONTEMPORARY AMERICAN LITERATURE: CULTURAL DIVERSITY AND AESTHETIC CONTINUITIES

April 2–9 (Session 408/ASC31)

Faculty

Emory Elliott (Chair), Distinguished Professor of English and Director, Center for Ideas and Society, Department of English, University of California-Riverside

Marc Chénétier, Professor of American Literature, University of Paris VII-Denis Diderot/Institut, Universitaire de France

Mae Henderson, Literary Critic and Professor of English, University of North Carolina, Chapel Hill

Shirley Geok-lin Lim, Writer, Poet; Professor of English, University of California, Santa Barbara

Helena Maria Viramontes, Author; Associate Professor, Creative Writing Program, Department of English, Cornell University, Ithaca, New York

SCUPAD–SALZBURG CONGRESS ON URBAN PLANNING AND DEVELOPMENT

2003 Congress

May 15–18

**2002 Session Faculty, Global
Economic Institutions (l. to r.):
Matt Reed (Session Director),
Whitney MacMillan (USA),
Walden Bello (Thailand), Jeffrey
Schott (USA), Kari Tapiola
(Finland), Richard Gardner
(USA), Ryszard Lawniczak
(Poland), Muni Figueres (Costa
Rica), Jim Shultz (USA), Ben
Glahn (Session Program
Associate).**

FREEMAN FOUNDATION SYMPOSIUM ON EAST ASIA–THE UNITED STATES: A SEARCH FOR COMMON VALUES

June 1–6

MIGRATION, RACE, AND ETHNICITY IN EUROPE

June 17–24, 2003 (Session 409)

Faculty

Dominique Moïsi (Chair), Deputy director, Institut français des relations internationales; Editor-in-chief, *Politique étrangère*

M.A. Zaki Badawi, Principal, Muslim College, London; Chairman, Imams and Mosques Council, United Kingdom

Bertel Haarder, Minister for Refugee, Immigration and Integration Affairs and Minister for European Affairs, Copenhagen

Jan Jarab, Commissioner for Human Rights, Prague

Kemal Kirisci, Director, European Studies Center, and Jean Monnet Chair in European Integration, Bogaziçi University, Istanbul; Former Member, External Research Advisory Committee, United Nations High Commissioner for Refugees, Geneva

Rita Süßmuth, Member and Former President, German Bundestag, Berlin

CAPITALIZING ON OUR DIFFERENCES: LEADERSHIP ACROSS CULTURAL BOUNDARIES AND GEOGRAPHIC BORDERS IN A GLOBAL SOCIETY

July 2–9 (Session 410)

Faculty

Kumi Naidoo (Chair), Secretary General and Chief Executive Officer, CIVICUS, Johannesburg and Washington, DC

Krzysztof Czyzewski, President, Borderland Foundation, Sejny, Poland

Lynn W. Huntley, President, Southern Education Foundation, Atlanta, Georgia

Amani Kandil, Executive Director, Arab Network for NGOs, Cairo

Stewart Kwoh, President and Executive Director, Asian Pacific American Legal Center of Southern California, Los Angeles, California

Emily Gantz McKay, President and Founder, MOSAICA: The Center for



Nonprofit Development and Pluralism, Washington, DC

Claire Nelson, Operations Officer, Inter-American Development Bank, Washington, DC; Founder and President, Institute of Caribbean Studies

Javier Vargas Mendoza, President, Vamos Foundation, Mexico City

THE CULTURAL, CIVIC AND ECONOMIC PURPOSES OF HIGHER EDUCATION

July 12–19, 2003 (Session 411)

Faculty

Peter Magrath (Chair), President, National Association of State Universities and Land Grant Colleges, Washington, DC

Molly Broad, President, University of North Carolina, Chapel Hill

Gaston Caperton, President, The College Board, New York

Brenda Gourley, Vice Chancellor, The Open University, Milton Keynes, United Kingdom

Eduardo Marçal Grilo, Member, Board of Trustees, Calouste Gulbenkian Foundation, Lisbon

Jairam Reddy, Senior Research Fellow, Human Sciences Research Council, Durban, South Africa

Chia-Wei Woo, President Emeritus, Hong Kong University of Science and Technology

SOCIAL AND ECONOMIC DIMENSIONS OF HUMAN RIGHTS

50th Anniversary of the Salzburg Seminar's Sessions on Law and Legal Institutions

August 6–13 (Session 412)

Faculty

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

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

Herman Schwartz (Co-Chair), Professor of Law, Washington College of Law, American University, Washington DC

Asbjorn Eide, Senior Fellow, Norwegian Centre for Human Rights, University of Oslo, Oslo

Jonathan F. Fanton, Chairman of the Board, Human Rights Watch, New York; President, The John D. and Catherine T. MacArthur Foundation, Chicago

Wiktór Osiatynski, University Professor, Central European University, Budapest; former Co-director, Center for the Study of Constitutionalism in Eastern Europe, University of Chicago Law School

Sonia Picado Sotela, Member, Legislative Assembly, San Jose, Costa Rica; former Ambassador of Costa Rica to the United States; Co-Founder of the Inter-American Court of Human Rights and the Inter-American Institute for Human Rights

Nancy Rubin, Former United States Ambassador to the United Nations Commissions on Human Rights, Washington, DC

Ko-Yung Tung, Vice President and General Counsel, The World Bank, Washington, DC

LAWSS—LEGAL ALUMNI WEB OF THE SALZBURG SEMINAR

Trade and Finance Law in a Global World

August 14–17

DIGITAL INCLUSION: CONFRONTING THE INFORMATION TECHNOLOGY GAP

September 3–10, 2003 (ASC32)

Faculty

Shahram Amiri (Co-Chair), President and Chief Executive Officer, The Institute for the Study of Digital Inclusion, Stetson University, Deland, Florida

Sherri Bealkowski, General Manager, Education Solutions Group, Microsoft Corporation, Redmond, Washington

Ron Clifton (Co-Chair), University Associate Vice President and Director, Stetson University, Celebration, Florida



A working group meets on the Schloss Terrace.

José María Figueres, Managing Director, World Economic Forum, Geneva; former President, Republic of Costa Rica, San Jose

SALZBURG SEMINAR—GETTY PROJECT

Cultural Institutions in Transition

October 3–7

ENGAGING YOUTH IN COMMUNITY DEVELOPMENT

October 22–29 (Session 413)

Faculty

Leon Galindo-Stenutz (Co-Chair), Founder and CEO, NetOrganix, Fairfax, Virginia

ENVIRONMENTAL POLICY AND PUBLIC DIALOGUE

November 16–23 (Session 414)

Faculty

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

Thais Corral, Executive Director and Founder, REDEH-The Network for Human Development; Vice President, Women's Environmental and Development Organization, Rio de Janeiro

Alvaro Umaña, Director, Environmentally Sustainable Development Group, United Nations Development Program, New York; former Minister of Environment, San Jose, Costa Rica

Zhou Dadi, Director-General, Energy Research Institute, State Development Planning Commission; Founding Executive Director, Beijing Energy Efficiency Center, Beijing

CHANGING CONCEPTS OF SECURITY IN EAST ASIA

December 3–10 (Session 415)

Faculty

James T. Laney (Co-Chair), President Emeritus, Emory University, Atlanta; former Ambassador of the United States to the Republic of Korea

Lee Hong-Koo (Co-Chair), Chairman, The Seoul Forum for International Affairs; former Prime Minister of South Korea; former South Korean Ambassador to the United States

Harry Harding, Dean and Professor of International Affairs and Political Science, Elliott School of International Affairs, The George Washington University, Washington, DC

Ryosei Kokubun, Professor, Faculty of Law and Politics; Director, Center for Area Studies, Keio University, Tokyo

Kishore Mahbubani, Permanent Representative of the Republic of Singapore to the United Nations, New York (Tentative)

Brent Scowcroft, President and Founder, The Scowcroft Group; Former National Security Advisor to United States Presidents Ford and Bush, Washington, DC

Wang Jisi, Director, Institute of American Studies, Chinese Academy of Social Sciences; Director, Institute of International Strategic Studies, Central Party School, Communist Party of China, Beijing



2002 Session Faculty, *The Global Entrepreneurial City* (l. to r.): **George Iacobescu** (Canada), **Robert Kiley** (USA), **Anda Barr** (Israel), **Gabriele Mueller-Trimbusch** (Germany), **Michael Richardson** (New Zealand).



SALZBURG SEMINAR

GLOBAL NETWORK

Although 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	Cameroon	10	* Germany	1982
* Albania	26	Canada	101	* Ghana	64
Algeria	23	* Chile	37	* Greece	224
* Angola	3	China (Includes Hong Kong SAR)	212	Guatemala	10
* Argentina	110	Colombia	39	Haiti	4
* Armenia	32	Congo–Democratic Republic of	2	Honduras	3
Australia	78	Costa Rica	20	* Hungary	332
* Austria	747	* Croatia	260	Iceland	11
Azerbaijan	16	Cuba	2	* India	337
Bahamas	2	Cyprus	35	Indonesia	47
Bahrain	15	* Czech Republic	297	Iran	17
* Bangladesh	39	Denmark	389	Iraq	3
Barbados	2	Dominica	1	* Ireland	291
* Belarus	40	Dominican Republic	9	* Israel	452
* Belgium	344	* Ecuador	17	* Italy	1319
Belize	1	* Egypt	393	Ivory Coast	7
Benin	2	El Salvador	2	Jamaica	9
Bhutan	1	Eritrea	2	* Japan	123
Bolivia	5	Estonia	89	* Jordan	153
Bosnia and Herzegovina	40	Ethiopia	24	* Kazakhstan	33
Botswana	9	Fiji	1	* Kenya	49
Brazil	106	* Finland	431	* Korea, Republic of	58
* Bulgaria	281	* France	822	Kuwait	7
Burkina Faso	1	Gambia	2	Kyrgyzstan	32
Burundi	3	* Georgia	65	Laos	1
Cambodia	5			* Latvia	73

Seminar's Nippon Foundation Fellowship Program Celebrates Fifteen Years

In 1988, the Nippon Foundation awarded a \$1 million endowment grant to the Salzburg Seminar to establish the Ryoichi Sasakawa Young Leaders Fellowship Fund. The largest gift ever to the Seminar's endowment at that time, income from the Foundation's gift was designated for the support of fellowships for young leaders from East Asia and countries of the developing world to attend Salzburg Seminar sessions. Until that time, Salzburg Seminar Fellows had come almost exclusively from East and West Europe, North America, and the Middle East. The Foundation's generosity helped to set the course for the Seminar to begin a decade-long global expansion.

In 1994, the Foundation made an additional \$2 million endowment grant to the Seminar to establish the Sasakawa Endowment Fund and increase support of Fellows from East Asia and the developing world. In the fifteen-year history of the Nippon Foundation endowment funds, 567 Fellows from 70 countries have participated in Salzburg Seminar sessions thanks to the enormous generosity and vision of the Nippon Foundation.

A Nippon Fellow from the Philippines wrote recently with the following comment on his Salzburg experience: *"My attendance in the Seminar has given me the opportunity to develop new contacts with other professionals working on various aspects of human rights. This is particularly useful since I am working in an international organization. It also gave me the opportunity to learn new things from other participants who are specialists in the area I am also working on (justice systems for children)."*



Daniel Fung (Hong Kong SAR) and Jerome Cohen (USA), Faculty co-chairs for 2002 Session *Law as a Catalyst for Change in Asia.*

A Salzburg Seminar on Wheels

The Salzburg Seminar has been birthplace to many a great notion. Daniel Bell credits the Seminar with inspiring his vision of a “post-industrial society.” Betty Friedan’s thinking about productive aging, which culminated in her book, *The Fountain of Age*, was much influenced by a Seminar session in 1983. The Seminar also provided the impetus for the Project on Justice in Times of Transition, an initiative that for the last decade has been involved in reconciliation around the world, and has been lauded by the likes of Vaclav Havel and Nelson Mandela.

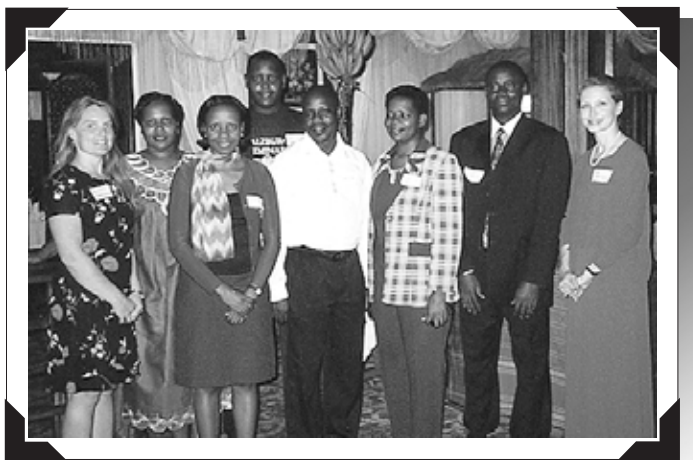
In 1992, Seminar Fellow Timothy Phillips helped organize a special session in Salzburg on justice in societies transitioning from authoritarian to democratic rule. From this session emerged the plan for an ongoing initiative, based on the Seminar model, that would bring individuals from one conflict region of the world together with their counterparts from another region. Thus, an Israeli and a Palestinian might travel to Bosnia to speak with Muslims, Croats, and Serbs about the prospects for and hindrances to the reconciliation process in their own region.

The project has been involved in reconciliation efforts in Latin America, Northern Ireland, Eastern Europe, the Balkans, and the Middle East, and is credited with first introducing the concept of truth commissions to South Africa. Tim Phillips, who remains involved with the Seminar, describes his project as “a Salzburg Seminar on wheels.”

For more information on the Justice Project:
www.ksg.harvard.edu/justiceproject/



A formal reception in the Schloss’s Venetian Room provides Fellows opportunity to develop important personal and professional ties.



Alumni meeting in Kampala, Uganda (l. to r.): Meg Harris (staff), Daisy Owomugasho, Guest, Rugumire Makuza, Augustine Bahemuka, Rebecca Kaziba, Muhammad Mayanja, Amy Hastings (staff).

Lebanon	36	Serbia and Montenegro	283
Lesotho	6	Sierra Leone	8
Liberia	6	* Singapore	35
* Lithuania	79	* Slovak Republic	102
* Luxembourg	33	* Slovenia	163
* Macedonia–FYR	75	Somalia	2
Madagascar	1	* South Africa	198
Malawi	1	* Spain	472
Malaysia	42	Sri Lanka	43
Mali	2	St. Vincent and the Grenadines–W.I.	2
* Malta	121	Stateless	2
Mauritania	6	Sudan	39
* Mauritius	5	Suriname	1
* Mexico	89	Swaziland	5
Moldova	13	* Sweden	584
* Mongolia	11	* Switzerland	380
Morocco	42	Syrian Arab Republic	13
Mozambique	2	Taiwan–China	30
Myanmar	1	* Tajikistan	42
Namibia	3	Tanzania	19
Nepal	20	* Thailand	80
* Netherlands	959	Trinidad and Tobago	15
New Zealand	10	* Tunisia	63
Nicaragua	4	* Turkey	415
* Nigeria	147	Turkmenistan	6
* Norway	454	* Uganda	38
Oman	10	* Ukraine	117
* Pakistan	116	United Arab Emirates	8
Palestinian Authority	81	* United Kingdom	1628
Panama	5	* Alumni Leader in Northern Ireland	
Paraguay	2	* United States	3061
* Peru	32	Uruguay	9
* Philippines	111	* Uzbekistan	25
* Poland	551	* Venezuela	7
* Portugal	185	* Viet Nam	47
Qatar	3	Yemen Arab Republic	9
* Romania	340	Zambia	9
* Russian Federation	420	Zimbabwe	58
Rwanda	3		
Saudi Arabia	29		
Senegal	13	TOTAL	22,922

* Indicates that an alumni organization exists in this country or region. Details may be found on the Seminar’s Web site at www.salzburgseminar.org.



SALZBURG SEMINAR

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Foreign Affairs; Vienna, Austria



Board member **Walter Massey** contributes a comment during plenary discussion at the Board's June 2002 meeting in Salzburg.



Board members Alberta Arthurs and Michael Palliser at the November 2002 meeting of the Board in Pasadena, California.

R. Spencer Oliver, Secretary
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*The Salzburg Seminar recognizes with sadness
the passing of past members of the Board of Directors
and Council of Senior Fellows:*

MARVIN BOWER
FLORA LEWIS
MAXWELL RABB

*Just before this report went to press, we learned of the
death of WALT ROSTOW. In addition to serving on the
Seminar's Board of Directors and more recently as a member
of the Council of Senior Fellows, he was a member of the
distinguished Faculty at the Seminar's first session in 1947.
The session marked not only the beginning of the Salzburg
Seminar, but it was the honeymoon of Walt and his new wife
Elsbeth Davies.*

Council of Senior Fellows

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

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A. Eduard Pannenberg, *Co-Chair*

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Martyn A. Bond
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Heather Sturt Haaga
Paul G. Haaga
Charles M. Haar
Kathryn Walt Hall
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Ulric Haynes
Ivan L. Head
Dorothy I. Height
François Heisbourg
Stanley Hoffmann
Frederick L. Holborn
Shirley M. Hufstедler
Hong-Choo Hyun
Hans Igler
John Jay Iselin
Yves-André Istel
Peter Jankowitsch
Geneva Bolton Johnson
Ann Jordan
Carl Kaysen
Kyung-won Kim
Douglas M. Knight
Maurice Lazarus
Pierre Ledoux
Hong-koo Lee
Anthony Lester
Klaus Liebscher

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Yves-André Istel
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Kyung-won Kim
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Maurice Lazarus
Pierre Ledoux
Hong-koo Lee
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Klaus Liebscher

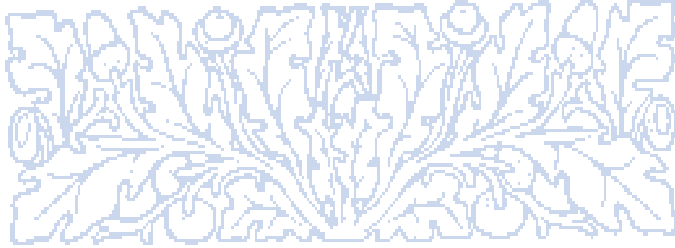
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Max Reinhardt's Schloss Leopoldskron:

A HOME FOR THE SALZBURG SEMINAR

The year 2003 marks the sixtieth anniversary of the death of Max Reinhardt, the founder of the Salzburg Festival, the owner of a series of highly successful theaters across Europe, and a master of the grand gesture who freed theater of its 19th century constraints, opening the stage to dazzling spectacles and dramas of epic proportions. Reinhardt's outdoor staging of Hugo von Hofmannsthal's play *Everyman*, in front of the Salzburg Cathedral, has remained an enduring centerpiece of the Salzburg Festival each August.

Born in Baden near Vienna in 1873, Reinhardt began his career as a stage actor, performing in Vienna and for five years at the Landestheater in Salzburg. In 1894, he joined the cast of the Deutschen Theater in Berlin, and soon thereafter founded Das kleine Theater. In Berlin and Vienna, Reinhardt quickly established himself as one of Europe's leading directors and impresarios.

For most of the world, Reinhardt is renowned for creating the Salzburg Festival. For the Salzburg Seminar, he is the man who fashioned the setting that became "home" to our enterprise. In 1918, as he prepared to launch the Salzburg Festival, Reinhardt purchased Schloss Leopoldskron, an eighteenth



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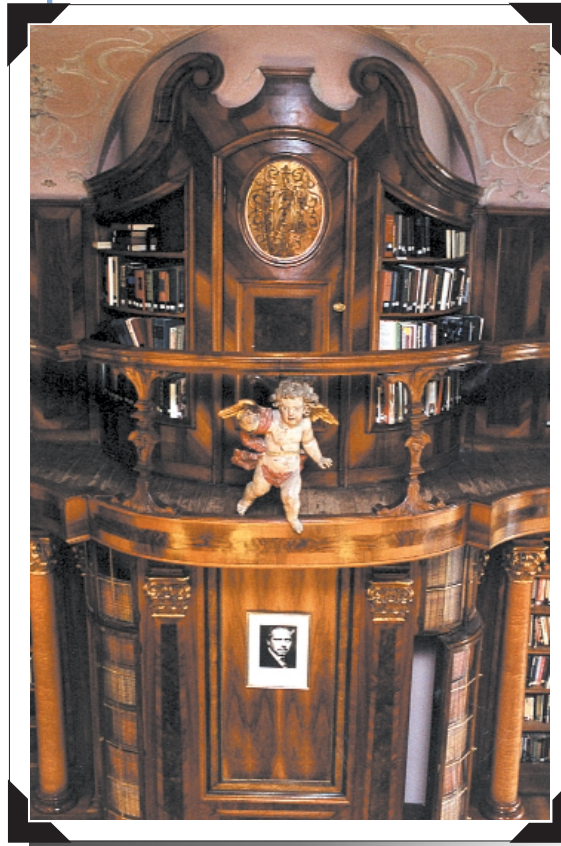
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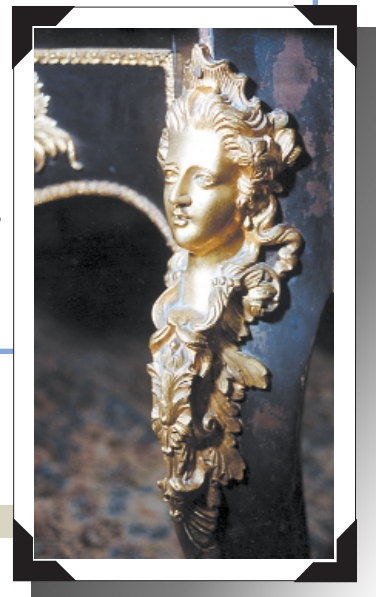
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century rococo palace on the outskirts of the *Altstadt* (old city) of Salzburg. Reinhardt transformed the dilapidated Schloss, turning it into the social and creative heart of the Festival. He designed dramatic interior spaces like the Venetian Room, the Chinese Room, as well as the Schloss Library that was modeled after the monastery library in St. Gallen,

Switzerland. He built an outdoor theater in the Schloss Park, which saw, unfortunately, only a half performance of Shakespeare's *Twelfth Night*—the production was rained out, and Reinhardt vowed never to hold another performance there again.

For nearly two decades, from 1918 until 1938, Reinhardt filled the Schloss with the artistic luminaries of the day, composers ranging from Richard Strauss to Kurt Weill, writers as diverse as Hugo von Hofmannsthal and



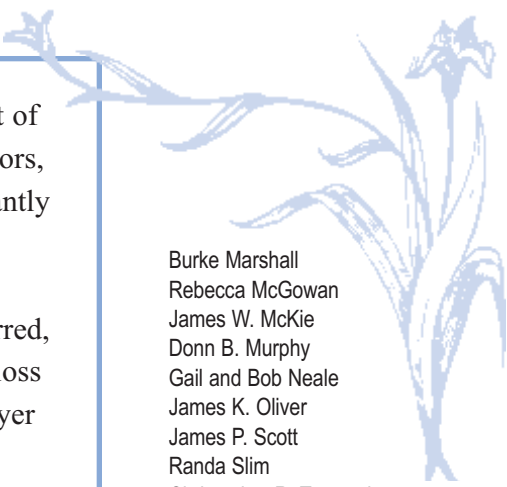


Bertolt Brecht, and a host of theater directors, conductors, and actors, most significantly among them, Marlene Dietrich and Tilly Losch, whose remains were interred, at her request, in the Schloss Park. When Louis B. Mayer visited Schloss Leopoldskron, Reinhardt illuminated the entire Schloss in candlelight, which provoked Mayer, upon his arrival, to remark, "What happened, Max, forget to pay the electric bill?"

In 1938, Schloss Leopoldskron was confiscated by the Nazis. By this time, Reinhardt was already in the United States trying to make a career in Hollywood. Though he directed a classic cinematic interpretation of Shakespeare's *A Midsummer Night's Dream* featuring Mickey Rooney as Puck, he never achieved the success of his earlier years. In 1943, while in New York seeking financial backing for one of his creative ventures, he suffered a heart attack and died a week later. Reinhardt never achieved great success in the United States, and he looked back with nostalgia on his career in Europe and especially on his years at Schloss Leopoldskron. In September 1942, he wrote to his wife, the



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actress Helene Thimig, “I lived in Leopoldskron for eighteen years, truly lived, and I brought it to life. I lived every room,

every table, every chair, every light, every picture. I built, designed, decorated, planted and I dreamed of it when I was not there...It was the harvest of my life’s work.”

After the war, Helene Thimig, who remained in the

United States, was approached by a former theater student of Max Reinhardt’s, Clemens Heller, who was then a graduate student at Harvard University. Clemens was seeking a place in Europe to bring together young Europeans and Americans as a way of healing the wounds of war and reestablishing intellectual dialogue among the next generation of leaders. “You have to use Max’s Schloss in Salzburg,” Thimig allegedly claimed. Thimig allowed the Seminar to hold its first session in Leopoldskron in the summer of 1947, and continued to provide it as a venue until 1958 when she sold the Schloss to the Seminar.

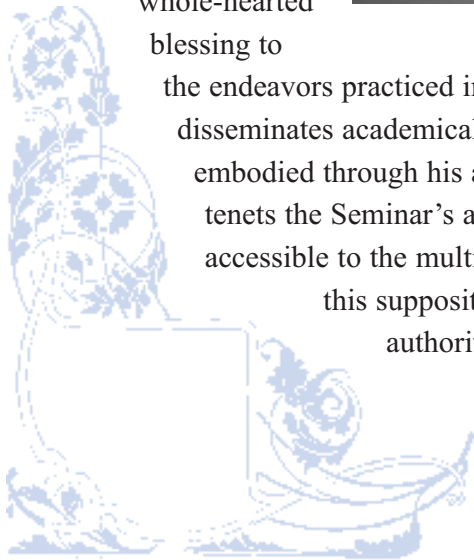
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In the early 1990s, when Reinhardt's son, Gottfried, returned to Leopoldskron after a many-decades absence, and observed a Seminar session, he found his father's spirit very much in evidence. "Fortunately, Max Reinhardt's ineradicable spirit pervading these halls and paths doesn't clash with their posthumous reality," Gottfried wrote following his visit. "On the contrary, I am convinced that he would have given his whole-hearted blessing to



the endeavors practiced in them these days...It disseminates academically what Max Reinhardt embodied through his art: culture. Like his tenets the Seminar's are elitist in standard, yet accessible to the multitude. I venture to aver this supposition on pretty good authority; as son, friend, collaborator and biographer."



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