The Salzburg Seminar, established in 1947, is an international, nonpartisan, educational organization dedicated to the recognition and development of tomorrow’s leaders. As an American institution devoted to international issues, the Salzburg Seminar brings together individuals from all parts of the world, primarily at its historic facilities in Salzburg, Austria, to explore topics of global importance through intense dialogue and the open exchange of ideas.

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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This report is dedicated to the memory of Antonie T. Knoppers, Life Member of the Salzburg Seminar Board of Directors, 1968–2003, and Chair of the Board, 1975–1984.
CONTENTS

About the Salzburg Seminar
2

Letters from the President and the Chair
4

2003 in Review
6

Conference Center
16

2004 Calendar
18

Global Network
20

Board of Directors
22

Recognition of Our Supporters
24

Salzburg Seminar Staff
inside back cover
In July of 1947, 111 young people from Europe and the United States arrived at the Schloss Leopoldskron for a six-week session on American studies. Across Europe, whole cities lay in rubble. Salzburg was a military zone under the control of the United States Army. Food was scarce. The once magnificent rococo palace had been expropriated and then abandoned by the Nazis, entire banks of windows blasted out in Allied bombing. The young people and Faculty slept on a motley assortment of cots scavenged from the Red Cross and army surplus and ate at makeshift tables. Former Resistance fighters, Wehrmacht officers, survivors of death camps and brutal interrogations, POWs, émigrés, and exiles were now gathered to discuss the history, political science, economics, sociology, and literature of America. It was, as inaugural Faculty member Margaret Mead put it, an “experiment designed in hope and faith.” Both were sorely needed. In his keynote address, the great scholar F. O. Matthiessen invited these erstwhile enemies to live and learn together on this “island of peace in a storm-tossed sea” and to “enact anew the chief function of culture and humanism, to bring man again into communication with man.”

Today the rococo splendor of the Schloss Leopoldskron has been restored. Thanks to a major renovation campaign, the Schloss and the adjacent Meierhof now house a state-of-the-art meeting facility, complete with lecture halls, seminar rooms, library, reading rooms, computer facilities, modern office space, dining hall, and living areas. Since that first summer, the Seminar has
hosted over 24,000 participants from 156 countries. The focus on American studies has expanded to global perspectives on law, international relations, economics, development, arts and culture, the media, education, healthcare, and a variety of social concerns.

In its 57-year history, the Salzburg Seminar has grown and changed, but its mission remains the same: a deep commitment to promoting reconciliation and tolerance amongst the world’s peoples by bringing emerging leaders into dialogue with each other. And as in 1947, the primary means of carrying out this mission is the seminar: a place for intellectual vitality, the free exchange of ideas, and intense debate in an environment that respects difference and promotes understanding.

Most sessions meet for one week, led by world-renowned Faculty, who, like Mead, Matthiessen, and all Faculty since then, still donate their time and expertise. Mornings are devoted to plenary lecture and discussion; afternoons to small working groups. Fellows also participate in panel discussions and can make informal presentations on their own work. Most sessions are attended by 55 to 60 Fellows, selected not only from diverse countries but from different cultures, professions, and disciplines. The Seminar seeks midcareer professionals who demonstrate leadership potential and show exceptional promise in their chosen fields. They leave with new insights and broadened outlooks, new approaches to problem solving, and lasting networks of like-minded colleagues from around the globe—inspired and energized to create change.

Other sessions follow much the same format but convene senior-level participants, who are invited to the Seminar to address a particular issue in their area of expertise. In 1994, the Seminar created the American Studies Center, which convenes sessions in American studies with an additional focus on pedagogy. Since 1994, the Schloss Leopoldskron Conference Center has provided services to organizations whose goals are consonant with those of the Seminar.

In 2004, the Seminar is launching two new initiatives: the International Study Program brings students and faculty from American campuses to Salzburg to study issues of global citizenship; educational study tours of Salzburg provide a cultural and historical exploration of the city and its environs for travelers of all ages.

New programs, updated and expanded facilities, new session topics, new regions of the earth brought into the global network of Fellows, new and emerging geopolitical realities that will themselves determine the Seminar’s direction in the many years to come, but the mission remains true to the original intent. In the words of cofounder Clemens Heller, “There is a whole new conversation going on. . . . 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. . . . Let it go on.”
LETTER FROM THE PRESIDENT

In late 1991, when I became president of the Salzburg Seminar, it was clear we were nearing the end of a century of bloodshed and brutality such as the world had scarcely known. And—with the collapse of the Berlin wall only two years earlier and the sudden and sweeping changes throughout the former Soviet Union—it seemed possible that we might be entering a new era of peace and cooperation, one in which there might be less need for the Seminar and its work of building international understanding, tolerance, and reconciliation.

I was wrong. World events soon supplied the corrective to my optimism. New struggles surged onto the international stage, new conflicts arose, and old wounds erupted, and it became clear that in this “new world order” the work of the Seminar was as indispensable as in the old. And, lest anyone was still wondering, the events of September 2001 showed us that we are very much in an as yet uncharted era of conflict, instability, distrust, chaos, change, and hope.

I am absolutely convinced that in today’s world the Salzburg Seminar is just as necessary as it has ever been.

More than anything else, the Salzburg Seminar is a forum for dialogue across differences: a place where individuals engage each other in issues of mutual concern, a place where minds are changed and hearts are opened, a place where people from different places don’t just talk; they listen—to each other, to themselves, to new ideas and possibilities. Members of groups who cannot seem to talk to each other in their day-to-day context come here, meet as individuals, and the walls come down, at least for a time. And I do not mean they all start to agree. Most Fellows seem to benefit greatly from the intensity of their disagreements and the discussions that grow from those disagreements. We say at the beginning of every session that we want Faculty and Fellows to be hard on ideas but easy on each other. And they are.

Part of what enables this free exchange of ideas is the Seminar’s mix of Old World elegance and American informality. Schloss Leopoldskron itself, our prince archbishop’s palace, is as distinctive a meeting place as any anywhere. Yet, for all its grandness, it is
LETTER FROM THE CHAIR

It is a pleasure to join with Salzburg Seminar President Olin Robison in presenting to you the 2004 President’s Report. We had a very successful year in 2003, and this report provides information about our many programs and activities at our splendid facilities in Salzburg, and also at special events in numerous cities across Europe, including Oslo and Moscow.

The Seminar could not do what it does without the generosity of the many organizations and individuals who support us. Primary among them are those who serve as our Faculty. Since 1947, all Faculty members have donated their time and expertise. This generosity of intellect and spirit is a gift of immeasurable value, and I extend the gratitude of the Board of Directors to all those, past and present, who have served the Seminar in this way.

I would also like to add a special word of thanks and appreciation to the Seminar’s dedicated staff. Many of them have now served this organization for more than a decade, and we benefit tremendously by such deep and sustained commitment.

Finally, our contributors, both large and small, make the Seminar’s work possible. As a completely independent, nonprofit institution, we rely on our alumni and friends around the world who believe in the “Salzburg experience.” I especially wish to acknowledge the ongoing support of the W.K. Kellogg Foundation, which remains the Seminar’s largest benefactor and partner.

That’s how it happens. Over and over again. People come from all over. Minds meet. Ideas clash and flow and come together. Fellow after Fellow comes away saying, “If peace is possible at the Leopoldskron, then peace should be possible in other parts of the world.”

We are not a think tank or a policy institute, at least not in the conventional sense. We are an educational organization: our mission has always been and remains the individual. We want those who come here to take what they have learned—which is as likely to be about the mode of exchange as the content of the session itself—and go out and create a better future for us all.

And, my colleagues and I are happy to report, that is what we believe happens here.
In 2003, the Salzburg Seminar brought together 1,184 participants from 109 countries in a variety of seminars, symposia, and regional activities. The Universities Project, which held its first symposium in 1997, concluded with its 24th symposium in March; its work will continue with the Russian Higher Education Program, which held its first two symposia in Moscow and Salzburg, and with the Visiting Advisors Program. The multiyear series Sustainability, Education, and the Management of Change in the Tropics held its fifth and concluding symposium in Oslo. The Seminar celebrated the 50th anniversary of its sessions on law and legal institutions. The year 2003 also saw the launching of three new lectureships: the Jacques Delors Lecture on the State of the European Union, delivered by former Austrian Chancellor Franz Vranitzky in conjunction with the Common Interest Forum; the Ithiel de Sola Pool Lecture on the Impact of Communications and Technology on Society, delivered by José María Figueres, chair of the UN ICT Task Force and former president of Costa Rica, in conjunction with session ASC 32 on digital inclusion; and the Clemens Heller Lecture on Culture and Public Policy, delivered by Barbican Centre Managing Director John Tusa at the Seminar’s June Board of Directors meeting in Salzburg.

FETZER INSTITUTE/SALZBURG SEMINAR LEADERSHIP PROJECT

Private Reflection and Public Life: Leadership from Within
February 1–6

Larry Yarbrough (Chair)
Tillinghast Professor of Religion and Chair, Department of Religion, Middlebury College

Clayton Lillienfeld
Fellow, National Endowment for Democracy, International Forum for Democratic Studies, Washington, DC

David Sluyter
Senior Advisor to the President and to the Board of Trustees, Fetzer Institute, Michigan

This fourth and final session in the Leadership Project series examined the moral, ethical, and spiritual aspects of leadership for those in public service. The 16 participants—from countries including Guatemala, Bosnia and Herzegovina, the United States, Ghana, and the Netherlands—engaged in a series of discussions and activities, as they reflected on their own journeys as leaders and explored aspects of good leadership across cultures.

“This has never thought about the question, ‘Why lead?’ so thoroughly before. It is a question I will ask myself again and again. Attendance at this session comes at a time when I am contemplating whether to step up or back from public life. I was able to learn ways of processing my decision-making from our discussions.”

— Fellow, Jamaica
SESSION 406

The Role of NGOs in the Health of Communities: Creative Partnerships
February 26–March 5

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

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

Sixty Fellows from 32 countries—the greatest proportion being from Africa—met to grapple with the many and varied challenges of creating successful partnerships. Throughout the session, Faculty and Fellows shared experiences and generated new ideas for creative partnerships that would improve the health of their communities. A number of the participants continue to work on creating a new network for global exchange of information related to HIV/AIDS. While primarily from the NGO sector, participants also came from the ranks of business, government, education, and research.

Session 406 was made possible by a generous grant from the W.K. Kellogg Foundation.

“During this seminar I reflected with sadness that in our world of immense technology and globalization, crucial issues regarding the health of communities, such as clean water or immunization, remain unresolved in so many countries. And yet there is hope if the fellows attending this seminar are representative of leaders in civil society worldwide. There was so much understanding, commitment, and knowledge present that there must be a solution in our hands.”

— Fellow, South Africa

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

Igor Ovtchinnikov
Deputy Director, Golubka Training Center; Founder and Board Member, InterTraining, Moscow

Kaytura Felix Aaron
Senior Advisor for Minority Health, Agency for Healthcare Research and Quality, United States Department of Health and Human Services

Carmen Barroso
Director, Population and Reproductive Health Area, John D. and Catherine T. MacArthur Foundation

Margaret Masenda Simbi
Director, Development Associates, Zimbabwe

Fellows continue their discussion during lunch.

UNIVERSITIES PROJECT
24TH SYMPOSIUM
Similarities, Differences, and Points of Convergence: Transatlantic Perspectives on Higher Education
March 12–16

Olin Robison (Chair)
President, Salzburg Seminar

The 24th and concluding symposium of the Universities Project convened 44 participants from 19 countries in Eastern and Western Europe and the United States. Launched with a January plenary convocation in 1997, the Universities Project was designed to assist institutions of higher education in Eastern Europe and Russia as those countries navigated the challenges and transitions of the post-Soviet era and to foster a renewal of communication between universities from Vladivostok to Los Angeles. More than 800 individuals representing 300 institutions and universities from 50 countries participated over the Project’s six years. The Universities Project Final Report, published in the spring of 2003, includes numerous articles by UP participants, documenting outcomes of the Project.

The UP’s work will continue through the Visiting Advisors Program, the Russian Higher Education Program (newly launched in 2003), and through the nascent Higher Education Forum.

The Universities Project was made possible by a generous grant from the William and Flora Hewlett Foundation.
VISITING ADVISORS PROGRAM

The Visiting Advisors Program sends consulting teams of senior-level administrators and experts in higher education from North America and Europe to host universities in the Russian Federation and in Central and Eastern Europe. The host university, which itself initiates the visit, also defines the agenda and undertakes a rigorous self-analysis prior to the visiting team’s arrival. Since the VAP’s inception in 1998, 61 visits have taken place, and nearly 200 senior university administrators and experts in higher education have participated as VAP team members.

Eleven VAP site-visits took place in 2003. The first, in March at the University of Nis, in Serbia and Montenegro, was followed by successive visits to

University of Rijeka, Croatia
International Independent Ecological-Political University, Russian Federation
St. Petersburg Electrotechnical University
Matej Bel University, Slovak Republic
Academia Istropolitana Nova, Slovak Republic
Taganrog State University of Radio Engineering, Russian Federation
Kalinigrad State University, Russian Federation
University of Wroclaw, Poland
Belarussian State Medical University
Kazan State Technological University, Russian Federation

The Visiting Advisors Program was supported in 2003 by generous grants from the W.K. Kellogg Foundation and the Carnegie Corporation of New York.

SESSION 407
Professional Responsibility in the News Media
March 19–26

Faculty
Robert Giles (Chair)
Curator, the Nieman Foundation for Journalism, Harvard University

Jay Harris
Founding Director, Center for the Study of Journalism and Democracy, and Wallis Annenberg Chair in

SESSION 408/ASC 31
Contemporary American Literature: Cultural Diversity and Aesthetic Continuities
April 2–9

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

Marc Chénetier
Professor of American Literature, University of Paris VII–Denis Diderot

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

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

The 46 Fellows represented a wide range of professional activities from the news media—including print journalists, broadcast editors, legal experts, government officials, and academics—and came from 26 countries. Faculty presentations included the annual Henry Brandon Memorial Lecture, delivered by Jay Harris.

Faculty and Fellows responded to the war in Iraq, which broke out the first full day of the session, by using it as a case study in journalistic practice, watching and critiquing BBC and CNN coverage. Faculty members Thabet and Sesno also held daily 10-minute conversations on news coverage of the war, which were then posted to the Seminar’s Web site.

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

SESSION 407 explored how journalists can counter attacks on press freedom by establishing standards for ethical and professional behavior.
Fifty-eight scholars and writers from 28 countries gathered in Salzburg to discuss themes of multicultural identity in recent American literature. This session was the latest in a series of American studies sessions organized by the Salzburg Seminar since the creation of the American Studies Center in 1994. Throughout the week the tension between aesthetic and social considerations prompted lively debate. Among the highlights of the session was an evening of readings by Fellows and Faculty from their own works.

Session 408/ASC 31 was made possible by a generous grant from an anonymous donor.

“I have learned so many things, faced different critical perspectives, and gotten to know other experiences and life stories. I emerge from Session 408 being fuller, more aware of my own assumptions and values.”

— Fellow, Italy

FREEMAN FOUNDATION SYMPOSIUM

East Asia—the United States: A Search for Common Values
June 1–6

Olin Robison (Co-Convenor)
President, Salzburg Seminar

Ronald Takaki (Co-Convenor)
Professor of Ethnic Studies, University of California, Berkeley

The sixth Freeman Foundation Symposium brought together 27 Fellows from the United States and East and Southeast Asia to examine the many ways in which culture shapes story. Fellows looked at differing perceptions about values, the role of the media, the rule of law, issues of national identity, and globalization. Created to forge closer ties between Salzburg alumni from American and Asian universities, since its inception in 1998 the Freeman series has brought together 179 Fellows from the United States, China, Hong Kong, Indonesia, Viet Nam, Thailand, Singapore, the Philippines, South Korea, Japan, Taiwan, and Malaysia.

This session was made possible by a generous grant from the Freeman Foundation.

“I am a specialist in African American literature and I have rarely studied Asia, even its simple geography, in spite of the fact that three-fifths of the world’s people live there. Despite my critical sensibility toward my American heritage, born out of the suffering of my ancestors who were slaves, I too have indulge in the incalculable arrogance that is misperceiving and ignoring the fullness of the modern globe.”

— Fellow, United States

“The walls of fear, insecurity, ignorance, and prejudice have been replaced by the sense of coming together to accept each other’s humanity, individuality, and culture.”

— Fellow, Thailand

SESSION 409

Migration, Race, and Ethnicity in Europe
June 17–24

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

Michael Cox
Professor of International Relations, London School of Economics

Bertel Haarder
Minister for Refugees, Immigration, and Integration; former 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, Bogazici University, Istanbul

Rita Süssmuth
Member and former President, Bundestag, Berlin

Convened less than a year before the European Union’s slated expansion in 2004, Session 409 offered a much-needed opportunity to address issues of cultural change, public policy, and European identity in the face of changing
demographics. The 50 Fellows came from 28 countries and from a wide diversity of backgrounds. Working groups assessed the session’s complex web of issues from their various legal, cultural, political, and economic perspectives. Throughout the week Faculty and Fellows delved into the linguistic complexities surrounding the very terms of the debate.

“I learned more in one week than I would have learned in weeks, and even months, spent in the library. I am leaving with more questions and ideas than I brought, yet the questions will guide and inspire my intellectual endeavors for years to come.”

— Fellow, Bulgaria

**SESSION 410**

**Capitalizing on Our Differences: Leadership Across Cultural Boundaries and Geographic Borders in a Global Society**

*July 2–9*

**Faculty**

**Kumi Naidoo (Co-Chair)**
Secretary General and Chief Executive Officer, CIVICUS: World Alliance for Citizen Participation; Johannesburg and Washington, DC

**Freddye Webb-Petett (Co-Chair)**
Coordinator, Mid South Delta Initiative, W.K. Kellogg Foundation, Michigan

**Krzysztof Czyzewski**
Founder and President, Borderland Foundation, Poland

**Lynn Huntley**
President, Southern Education Foundation, Atlanta

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

**Stewart Kwoh**
President and Executive Director, Asian Pacific American Legal Center, Los Angeles

**Emily Gantz McKay**
Founder and President, Mosaica: The Center for Nonprofit Development and Pluralism, Washington, DC

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

Recent world events underscore the need for leaders from all walks of life to adopt ways of thinking and operating that capitalize on difference, rather than dismissing or exploiting it. Session 410 convened 62 Fellows from 27 countries to explore various challenges to leadership against this backdrop of globalization. The week’s investigations were greatly enriched by Fellow presentations on such topics as the role of storytelling in creating community, the education of indigenous peoples, and a question and answer session on Palestine.

Fellows and Faculty were also featured in the Mainstream Media Project’s four-part radio program, “Leadership Across Boundaries.”

Session 410 was made possible by a generous grant from the W.K. Kellogg Foundation.

“Providing this kind of opportunity, to gather together people with different backgrounds in every sphere around the world, is the first and maybe the main step toward peace and humanity in the world.”

— Fellow, Iran

**SESSION 411**

**The Cultural, Civic, and Economic Purposes of Higher Education**

*July 12–19*

**Faculty**

**C. 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, College Board, New York

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

**Eduardo Marçal Grilo**
Member, Board of Trustees, Calouste Gulbenkian Foundation, Lisbon
Does the university exist as an engine of economic growth, a promoter of civic values, or as a preserver of culture? Session 411 brought together concerned members of the higher education community, along with representatives from governments and NGOs, to address these and related questions. The 51 Fellows came from 27 countries.

Among the topics examined were the forces of globalization, the economic implications of higher education in the fields of science and technology, and the role of higher education in creating citizens capable of functioning effectively in a democracy. Fellow presentations included academic freedom, the place of women in higher education in the Middle East, and fundraising (jointly presented by Fellows from Iran, the United States, and Kyrgyzstan).

“Through this session, I came to truly appreciate just how global and international higher education is.”

— Fellow, Canada
Ko-Yung Tung
former Vice President and General Counsel, World Bank

Social and Economic Dimensions of Human Rights marked the 50th anniversary of the Salzburg Seminar’s sessions on law and legal institutions, the longest-running academic program at the Salzburg Seminar. To date, more than 2,500 lawyers, judges, and legal experts have participated in Seminar law sessions—including 11 members of the US Supreme Court—exploring issues as diverse as constitutional reform, corporate law, international law, and human rights.

The fourth in an ongoing series on legal aspects of human rights, Session 412 looked at judicial enforcement and other mechanisms affecting social and economic conditions, and the relation of such implementation to fundamental concepts of human dignity and democracy. The 54 Fellows from North America, Africa, Europe, Asia, the Middle East, and Latin America grappled with notions of rights-based entitlement to healthcare, food, and shelter, as well as gender-based human rights issues.

Immediately following Session 412, the Legal Alumni Web of the Salzburg Seminar held its annual gathering, August 14–17 at the Schloss. This fourth LAWSS symposium, “Trade and Finance Law in a Global World,” featured keynote speaker Peter Eigen, chairman of Transparency International. Other speakers included Elizabeth Joyce of the UN Global Programme Against Money Laundering, London barrister Michael Patchett-Joyce, and Nico Plasier, projects director, Ministry of Foreign Affairs, the Hague.

“This world needs better cooperation, tolerance, and exchange of ideas—and the Salzburg Seminar has provided that.”
— Fellow, Ghana

Salzburg Seminar/EARTH University Symposium

Sustainability, Education, and the Management of Change in the Tropics
Oslo, Norway
September 2–5

Olin Robison (Co-Chair)
President, Salzburg Seminar

José Zaglul (Co-Chair)
President, EARTH University

The year 2003 saw the culmination of the five-part series Sustainability, Education, and the Management of Change in the Tropics (SEMCIT), co-sponsored by EARTH University (Escuela de Agricultura de la Region Tropical Humeda) and the Salzburg Seminar in collaboration with the Center for International Environment and Development Studies at the Agricultural University of Norway. SEMCIT was initiated to address the need for a new kind of training for agricultural and natural-resource-management specialists, one that would help create proactive leaders committed to sustainable development and the rural poor.

In the four years since the opening session at the Schloss Leopoldskron, the series has brought together nearly 250 people from over 60 countries and some 170 institutions in Africa, Asia, Latin America, Europe, North America, and the Middle East. While the majority of participants have come from higher education, participants have also come from business, NGOs, the government sector, and others. Farmers, entrepreneurs, natural resource consultants, advocates for women and indigenous peoples have all joined this growing network for change. For more information visit www.changetropics.org.

The Sustainability, Education, and the Management of Change in the Tropics series was made possible by generous support from the Norwegian Agency for Development Cooperation and additional assistance from the W.K. Kellogg Foundation.

“If you are planning for a week, plant rice. If you are planning for a decade, plant trees. If you are planning for a lifetime, educate people.”
— Hilde Frafjord Johnson, Minister of International Development, Norway, from a Chinese proverb

ASC 32

Digital Inclusion: Confronting the Information Gap
September 3–10

Faculty

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

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

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

Bill Edwards
Director, Office of the e-Envoy, Cabinet Office of the Prime Minister, London

Roselyn Payne Epps
Senior Program Advisor, Women’s Health Institute; Professor Emerita, Howard University, Washington, DC

Nii Narku Quaynor
Chairman and Chief Executive Officer, Network Computer Systems Limited; Chairman, OAU Internet Task Force, Ghana

“If you are planning for a week, plant rice. If you are planning for a decade, plant trees. If you are planning for a lifetime, educate people.”
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Senior Program Advisor, Women’s Health Institute; Professor Emerita, Howard University, Washington, DC

Nii Narku Quaynor
Chairman and Chief Executive Officer, Network Computer Systems Limited; Chairman, OAU Internet Task Force, Ghana
With only 6 percent of the world’s population connected to the Internet, the digital divide is truly a chasm. While not itself the answer to the pressing needs of developing communities, information and communications technology (ICT) nevertheless has the potential to help facilitate solutions and act as a force to lessen the socio-economic divides between regions, nations, and cultures. This session brought together 52 Fellows from 30 countries to review ICT progress and promote best practices among individuals and organizations dedicated to digital inclusion.

Discussion throughout the week looked at ways to increase access through sustainable models, the challenges and solutions of working with local culture, ways for business to spur ICT development, and the role of governments in ensuring access. In conjunction with this session José María Figueres, chair of the UN ICT Task Force and former president of Costa Rica, delivered the inaugural Ithiel de Sola Pool Lecture on the Impact of Communications and Technology on Society.

“After engaging with 50 new colleagues from around the globe in the most beautiful and intellectually stimulating setting I could possibly imagine, and exploring topics of critical importance and significance to the future of our world, I returned home realizing that the planet felt smaller but my universe of ideas became larger.”

—Sherri Bealkowski, Microsoft Corporation

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Cultural Institutions in Transition: Making the Case for Culture

October 3–7

Thirty-one participants gathered to address approaches to long-term development in the cultural sector, tools for adaptive leadership, and strategies for cultural advocacy in Russia, as its cultural institutions confront the deep political, economic, and social changes of the post-Soviet era. Representatives from such organizations as the Hermitage, the Peter the Great Museum of Anthropology and Ethnography of the Russian Academy of Sciences, the Tsarkoe Selo State Museum, the Krasnoyarsk Museum Centre, the Moscow Dance Agency and Festival, and the Bolshoi Theatre, along with others from Russian government ministries and universities, met for five days with their counterparts from Western Europe.

This session was made possible by a generous grant from the J. Paul Getty Trust and with additional assistance from the Arts and Culture Network of the Open Society Institute.

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RUSSIAN HIGHER EDUCATION PROGRAM

Russian Universities in a Global World: Issues and Challenges of Becoming a Part of the European Higher Education Area

Moscow, Russian Federation

October 7–12

Symposium Leaders

Augustine Gallego
Chancellor, San Diego Community College District; former Chairman, American Council on Education

Aleksandr F. Kiselyov
First Vice Minister of Education, Moscow

C. Peter Magrath
President, National Association of State Universities and Land-Grant Colleges, Washington, DC

Olin Robison
President, Salzburg Seminar

Fifty-five higher-education leaders from Russia, Europe, and North America convened in Moscow for the first symposium of the Russian Higher Education Program, a joint venture of the Salzburg Seminar and the Ministry of Education of the Russian Federation. An outgrowth of the Universities Project, the RHEP is designed as a five-year partnership promoting the exchange of knowledge and best practices between the higher education leadership of the Russian Federation and their counterparts from Europe and North America. Two symposia per year will take place in Salzburg and in Russia, bringing together representatives of universities, higher education organizations, governmental structures, and others. The symposia will be complemented by site-visits to selected Russian universities.

Significant support for the Russian Higher Education Program is provided by the Eurasia Foundation, the Flora Family Foundation, the Ford Foundation, the William and Flora Hewlett Foundation, and the Russian Ministry of Education.
SESSION 413
Engaging Youth in Community Development
October 22–29
Faculty
Jane Foster (Co-Chair)
former Chief Operating Officer, CIVICUS: World Alliance for Civic Participation, Johannesburg
Leon Galindo-Stenutz (Co-Chair)
Founder and Chief Executive Officer, NetOrganiX, Virginia
Farida Allaghi
Senior Advisor to HRH Prince Talal Bin Abdulazez Al Saud; President, Arab Gulf Program for the United Nations Development Organization

Session 413 examined the many ways youth are actively engaged in promoting social change and the organizations that support them. Participants had the opportunity to share their own experiences; to learn about the work of local, national, and international organizations; and to consider and create new approaches for increased participation in community-development initiatives. As befits a session on youth leadership, approximately one-third of the participants were 30 years old or younger.

Session 413 was made possible by a generous grant from the W.K. Kellogg Foundation.

“The Salzburg Seminar 413 has really put more fire in my bones to continue my work with youth.”
— Fellow, Nigeria

SESSION 414
Environmental Policy and Public Dialogue
November 16–23
Faculty
Thomas Heller (Chair)
Shelton Professor of International Legal Studies, Stanford Law School, Stanford University
Jeremy Bird
former Coordinator, United Nations Environment Programme Dams and Development Project

Vo-Tong Xuan and Fellow Varaporn Punyawadee

Session 414 examined ways to improve dialogue among scientific experts, environmental advocates, corporate leaders, and policymakers as the world struggles to find ways to safeguard environmental quality. Fifty-three Fellows from 31 countries investigated alternative models for promoting better cooperation among those groups and for the development of environmentally responsible public policy.

Session 414 was made possible in part by generous support from the Austrian Federal Ministry of Education, Science, and Culture.

“Session 414 was a dialogue and a direct contact between people from the North and from the South. Such a dialogue clearly shows us that there are more commonalities than differences among all peoples, and that each of us can clearly benefit from the other’s experience.”
— Fellow, Egypt
Session 415
Changing Concepts of Security in East Asia
December 3–10

Faculty
James T. Laney (Co-Chair)
former Ambassador of the United States to the Republic of Korea

Lee Hong-Koo
(Chairman)
Chairman, Seoul Forum for International Affairs; former Prime Minister of the Republic of Korea

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

Charles L. Pritchard
Visiting Fellow, Foreign Policy Studies, Brookings Institution; former Ambassador to and Special Envoy for Negotiations with the Democratic People’s Republic of Korea

Seiichiro Takagi
Professor, School of International Politics, Economics, and Business, Aoyama Gakuin University, Tokyo

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

Yuan Ming
Director, Institute of International Relations, and Professor of International Relations, Beijing University

Session 415 focused on the new realities of security in East Asia. Fellows took a comprehensive look at the evolving roles of China and the United States, especially China’s rise as a new power broker in the region, its current use of “soft diplomacy,” as well as its emergence as an economic power. Discussion also focused on the Taiwan Straits challenge and on the in-depth analysis of the North Korean nuclear crisis, including US policy, South Korean and Japanese perceptions and roles, Beijing’s more proactive posture, and the current six-party talks. Fifty academics, government officials, journalists, and representatives of private business and NGOs from 22 countries participated as Fellows, with 48 percent coming from East Asia, 10 percent from South and Central Asia, 24 percent from Eastern and Western Europe, and 18 percent from North America.

“The desire to change society, improve the living conditions of people, and the ability to manifest it into a tangible reality are essential for the progress of human society. The Salzburg Seminar provides a platform for sharing ideas and getting to know different perspectives. Such platforms are a modern day necessity, and their presence ensures that the flow of new ideas shall not diminish.”

—Fellow, India

Russian Higher Education Program
University Strategic Planning in a Context of Regionalization of Russian Higher Education
December 17–21

Symposium Leaders
Aleksandr F. Kiselyov
First Vice Minister of Education, Moscow

C. Peter Magrath
President, National Association of State Universities and Land-Grant Colleges, Washington, DC

Olin Robison
President, Salzburg Seminar

Forty-five leaders from the world of higher education from Russia, Europe, and North America convened for the December symposium in Salzburg. This second symposium in the newly launched Russian Higher Education Program, a joint project of the Salzburg Seminar and the Ministry of Education of the Russian Federation, explored innovative ideas on setting university strategic directions within a regional context and identifying international best practices, with a focus on three principal issues: why strategic planning matters, how to develop a strategic plan, and how to implement and benefit from a strategic plan.

Significant support for the Russian Higher Education Program is provided by the Eurasia Foundation, the Flora Family Foundation, the Ford Foundation, the William and Flora Hewlett Foundation, and the Russian Ministry of Education.
built for a prince archbishop in the mid-18th century, the Schloss Leopoldskron has been home to an early sponsor of Mozart, two enterprising waiters who tried to turn it into a hotel, King Ludwig I of Bavaria, theatre director and impresario Max Reinhardt, and the Salzburg Seminar. When the Seminar is not conducting its own programs, the Schloss, together with the adjacent 17th-century Meierhof, is made available to organizations and individuals that seek a venue with a difference.

In 2003, 15 universities, corporations, and professional organizations, utilized the Schloss Leopoldskron Conference Center for a variety of seminars, conferences, workshops, and meetings. All took advantage of the distinctive facilities of the Salzburg Seminar’s home:

- Multiple seminar and conference rooms equipped with the latest in technology (all have natural daylight)
- The Schloss Library, which houses more than 10,000 books
- The Vilar Center in the Meierhof and the Schloss Chinese Room, which offer a wide range of periodicals and provide quiet places to read and relax
- The Marble Hall, which can seat up to 140 persons for a formal dinner in a distinctive rococo setting
- The Venetian Room, which offers a more intimate setting for meals with small groups
- Guest facilities, including 8 single rooms, 47 double rooms, and 9 Schloss suites

“...I would like to warmly recommend the Salzburg Seminar as a location that is unsurpassed in our experience as a place in which our delegates can learn and develop deep insights. This is not just because of the stunning location and world-class facilities, but also because the quality of the team at the Salzburg Seminar is outstanding.”

Polly Courtice, Director, HRH Prince of Wales’s Business and the Environment Programme
 Seventeen acres of formal grounds, which look out over a quiet lake and provide sweeping views onto the Austrian Alps.

For more information visit our Web site at www.schloss-leopoldskron.com or contact us at conferencecoordination@salzburgseminar.org.

**IN 2003 CONFERENCE SERVICES WERE PROVIDED TO:**

- Allianz
- American Council on Education and European University Association
- American Austrian Foundation, Salzburg Medical Seminars International
- Baylor University
- Brandeis University
- Center for International Legal Studies
- Frauenklinik
- Freie Universität Berlin
- HRH Prince of Wales’s Business and the Environment Programme
- Infineon Technologies
- Middlebury College
- Salzburg Congress on Urban Planning and Development
- Siemens AG Österreich
- Salzburg University
- USB AG

*The newly restored Chinese Room provides a venue for small-group discussion.*

**AMERICAN AUSTRIAN FOUNDATION’S SALZBURG MEDICAL SEMINARS INTERNATIONAL**

Since the mid-1990s, the American Austrian Foundation’s Salzburg Medical Seminars International have made the Schloss their home. Much like the Salzburg Seminar, Medical Seminars International convenes physicians from Russia, Central and Eastern Europe, and Central Asia together with their colleagues from the United States and Austria, to improve healthcare in former Soviet-bloc countries and foster professionalism and collegiality in the medical community. Medical faculty from the University of Pennsylvania, Cornell, Columbia, and Duke, along with their affiliated hospitals, offer seminars in such areas of medicine as neonatology, internal medicine, public health, and pediatrics. All teach pro bono. Seminars include both lectures and hands-on learning. Since the program’s inception, more than 600 faculty members from the United States and Austria have trained 5,311 physicians from more than 30 countries and regions throughout Central and Eastern Europe, Central Asia, and Russia.
**2004 Calendar**

**Ethics in News Reporting and Editing**
February 18–25 (Session 416)
Faculty
Gavin Reddy (Chair), Professor and Director, Sol Plaatje Media Leadership Institute, Rhodes University, Grahamstown, South Africa
Barkha Dutt, Senior Editor, NDTV 24x7, New Delhi
Helmut Fellner, Managing Director, Fellner Media AG, Vienna
Philip Lader, Senior Advisor, Morgan Stanley International, London; former Ambassador of the United States to the Court of St. James’s
Mark Potts, President, Prestidigitazione Consulting, Falls Church, VA; Co-founder, WashingtonPost.com, Washington, DC
Anne Sloman, former Chief Political Advisor, BBC, London
Yasser Thabet, Broadcast Editor, Al-Jazeera Satellite Channel, Doha, Qatar

**Russian Higher Education Program**
Higher Education Governance in Russia and CIS Countries: Assessing the Alternatives
March 20–24

**Cultural Institutions in Transition: Making the Case for Culture**
March 24–28

**Regional Event, Hong Kong**
March 25

**Regional Event, Beijing**
April 6

**VISITING ADVISORS PROGRAM**

- Site-Visits in 2004
  - University of Novi Sad, Serbia and Montenegro
    - March 15–19
  - Novosibirsk State University, Russian Federation
    - March 21–April 4
  - University of Zagreb, Croatia
    - April 12–16
  - Kaunas University of Technology, Lithuania
    - April 3–7
  - Krasnoyarsk State University, Russian Federation
    - May 10–14
  - Vladivostok State University of Economics and Service, Russian Federation
    - May 15–20
  - Alexandru Ioan Coza University, Iasi, Romania
    - May 17–21
  - National Technical University of Ukraine, Kiev
    - May 31–June 4
  - Sochi Branch RUDN, Russian Federation
    - June 12–17
  - Minsk State University of Informatics and Radio Electronics, Belarus
    - July 3–8

**Strengthening Democracy and Governance: Women and Political Power**
April 26–May 3 (Session 417)
Faculty
Kim Campbell (Co-Chair), Lecturer in Public Policy, Kennedy School of Government, Harvard University, Cambridge; former Prime Minister of Canada
Anne-Marie Slaughter (Co-Chair), Chair, Vital Voices Global Partnership, Washington, DC

**Lawss—Legal Alumni**

**WEB OF THE SALZBURG SEMINAR**

- European Law and Legal Institutions
  - July 4–8
  - Keynote Speakers
    - Vaclav Klaus, President, Czech Republic
    - Klaus Liebscher, Governor, Austrian National Bank, Vienna

**Changing Concepts of International Educational Exchange and Mobility**
July 24–29 (Session 419)
Faculty
Alfred Ebenbauer, Professor and former Rector, University of Vienna; President, Austrian Academic Exchange Service
Patti M. Peterson, Executive Director, Council for International Exchange of Scholars, Washington, DC

**Global Issues: Roles and Responsibilities of Adult Education**
August 7–14
Faculty
Peggy Antrobus (Co-Chair), Founding Member and former General Coordinator, Development Alternatives with Women for a New Era, Christ Church, Barbados

**Freeman Foundation Symposium**
East Asia—the United States: A Search for Common Values
June 1–6

**Reinventing the West: Redefining the Transatlantic Relationship**
June 14–21 (Session 418)
Faculty
Jack F. Matlock (Co-Chair), Lecturer on Public and International Affairs, Woodrow Wilson School of Public and International Affairs, Princeton University; former Ambassador of the United States to the Soviet Union

**2003 Faculty members Elazar Barkan and Jonathan Fanton**
NEW INTERNATIONAL STUDY AND STUDY TOUR PROGRAMS

In 2004, the Salzburg Seminar will extend its commitment to international dialogue to two new constituencies, undergraduates and travelers of all ages, through its newly launched International Study Program and educational study tours. Built around the week-long course Global Citizenship: America and the World, the ISP addresses the increasingly critical need for American undergraduates to understand international affairs, recognize cultural values other than their own, view world events from a variety of perspectives, and assume responsibility as world citizens. A companion program for faculty and administrators includes a pedagogical component. For more information go to www.salzburgseminar.org/isp.

Salzburg: A Cultural and Historical Exploration builds upon the Seminar’s tradition of academic sessions focused on art and culture and is designed for individuals seeking an educational study tour experience. The week-long program includes a lecture/discussion on contemporary geopolitical affairs and will introduce participants to the art, music, history, and culture of Salzburg and its environs. For more information go to www.salzburgexploration.com.

INTERNATE FOR HISTORICAL JUSTICE AND RECONCILIATION: A PROJECT OF THE SALZBURG SEMINAR

Early in 2004, the Salzburg Seminar announced the establishment of the Institute for Historical Justice and Reconciliation, a new project seated at the Seminar. Under the directorship of Professor Elazar Barkan of Claremont Graduate University and Seminar Vice President Timothy Ryback, the IHJR seeks to promote reconciliation in societies divided by historical conflicts and human rights abuses. An advisory committee is being formed under the leadership of Richard Goldstone, co-chair of the International Bar Association’s Task Force on International Terrorism and former justice of the Constitutional Court of South Africa. Initial funding for the IHJR has been committed by the Lisbet Rausing Trust through the Charities Aid Foundation, the Sigrid Rausing Trust, and the Harry Frank Guggenheim Foundation.
GLOBAL NETWORK

The Salzburg Seminar global network of Fellows, Faculty, and symposia participants now numbers more than 24,000 individuals in 156 countries/regions. Seven countries created new alumni associations in 2003—Angola, Bangladesh, Bolivia, China, Colombia, Malaysia, and Tanzania—bringing the number of regional alumni associations to 71. Additionally, four professional alumni associations now link Salzburg participants around the globe:

- **International Society for Contemporary Literature and Theatre (ISCLT)** encourages the writing and study of literature by sponsoring activities designed to increase understanding through production, criticism, and shared experience.


- **Salzburg Congress on Urban Planning and Development (SCUPAD)**, founded by Seminar alumni in 1965, operates as an independent, nonprofit organization. The

### Alumni by Country or Region

<table>
<thead>
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<td>* Kazakhstan</td>
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Fellows develop lasting ties with colleagues from around the globe.

*Salzburg Seminar American Studies Alumni Association (SSASAA)* is the Seminar’s newest professional alumni association. SSASAA will hold its first symposium, “America in Our Time,” September 2–5, 2004 at the Schloss.

For more information about Salzburg Seminar alumni activities contact:

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

Alumni are encouraged to visit the Seminar’s alumni-only Web site at www.salzburg dialogues.net.

* Indicates that an alumni organization exists in the country or region.
The June 2003 Board of Directors meeting in Salzburg celebrated the arts, Schloss Leopoldskron, and former Schloss owner Max Reinhardt. John Tusa, managing director of the Barbican Centre (Europe’s largest multi-arts venue), gave the inaugural Clemens Heller Lecture on Culture and Public Policy, “Making the Arts Possible.”

Board members and their guests were treated to an evening’s celebration of Hong Kong, sponsored by the East-West Strategic Development Commission (Estradev) and the Hong Kong Special Administrative Region Government. Secretary of the Hong Kong Civil Service Joseph Wong delivered remarks for the opening of Hong Kong Vision, a photographic portrait of the city of Hong Kong from the works of Belgian photographer Jean-Dominique Burton. Hong Kong Opera Artistic Director and opera star Warren Mok performed selections from Puccini and Lehár in the Great Hall of the Schloss.

The evening’s events also included a reception in the Schloss’s Chinese Room, newly restored through the generosity of Daniel and Sherilyn Fung and Eduard and Louise Pannenborg.

In honor of the 60th anniversary of the death of Max Reinhardt—one of the outstanding theatrical geniuses of the 20th century—the June meeting featured performances from Welcome Msomi’s Umabatha: The Zulu Macbeth and an adaptation of Shakespeare’s classic as directed by Blake Robison of the Clarence Brown Theatre Company, University of Tennesee, Knoxville.
The Salzburg Seminar recognizes with sadness the passing of members of the Board of Directors and Council of Senior Fellows:

**Antonie Knoppers**
**Erna Wodak**

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**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.

- Thomas D. Barr
- Douglas J. Bennet
- Frank Boas
- Martyn A. Bond
- Laurens J. Brinkhorst
- Konrad Busse
- Silvio B. Callisch
- Hodding Carter
- Umberto Colombo
- Edward T. Cone
- Lois Eliot
- Wyche Fowler
- John H. Franklin
- Batsheba A. Freedman
- James O. Freedman
- Daniel R. Fung
- Charles W. Getchell
- Arne V. Ginevan
- David W. Ginevan
- Mary E. Glover
- Wilhelmine Goldmann
- James C. Goodale
- Allan E. Gottlieb
- Robert D. Graff
- Henry A. Grunwald
- Charles M. Haar
- Kathryn W. Hall
- R. P. Hanes
- Ulric Haynes
- Ivan L. Head
- Dorothy I. Height
- François Heisbourg
- Robert E. Herzstein
- Stanley Hoffmann
- Frederick L. Holborn
- James O. Horton
- Shirley M. Hufstedler
- Hong-Choo Hyun
- Hans Igler
- John J. Iselin
- Yves-André Istel
- Peter Jankowitsch
- Genevra B. Johnson
- Ann Jordan
- Carl Kaysen
- Kyung-won Kim
- Raoul F. Kneucker
- Douglas M. Knight
- Maurice Lazarus
- Pierre Ledoux
- Anthony Lester
- Otto C. Lin
- Roger Lort
- William H. Luers
- Bruce K. MacLaury
- John D. Maguire
- Bob Marbut
- Leonard H. Marks
- Charles M. Mathias
- Jack F. Matlock
- Manfred Meier-Preschany
- Martin Meyerson
- Edward L. Morse
- Josephine A. Morse
- Peter Moser
- Steven Muller
- Guna S. Mundheim
- Robert H. Mundheim
- Merlin E. Nelson
- Herbert Oberhansli
- Yoshio Okawara
- Bernard Ostry
- Sylvia Osty
- Hisashi Owada
- Henry Owen
- A. E. Pannenborg
- Roswell B. Perkins
- Marilyn Perry
- William R. Polk
- Rocio R. Ramos de Villarreal
- John E. Reinhardt
- Walter R. Roberts
- Elisabeth D. Rostow
- John Sailer
- Il SaKong
- Maria Schaumayer
- Gabrielle Seefried
- Giuseppe M. Sfiggotti
- Stephen Stamas
- Arthur R. Taylor
- Arthur D. Troltenberg
- Helmut Tuerk
- Jan Urban
- Andreas M. van Agt
- René P. Villarreal
- Roger W. Wallace
- John H. Watts
- Richard B. Webster
- George Weidenfeld
- Gregory W. Wendt
- Karl-Heinz Westarp
- Marina v. N. Whitman
- Robert F. Whitman
- Harold M. Williams
- Otto Wolff von Amerongen
- Vitaly V. Zhurkin

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**R. Spencer Oliver**, Secretary General, OSCE Parliamentary Assembly; Copenhagen, Denmark

**Jane Olson**, Chair of the Board, Human Rights Watch; Pasadena, CA

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

**Harold C. Pachios**, Partner, Preti, Flaherty, Beliveau, Pachios & Haley, LLC; Commissioner, United States Advisory Committee on Public Diplomacy; Portland, ME

**Pang Eng Fong**, Practice Professor of Management, School of Business, Singapore Management University; Singapore

**Usha Prashar**, First Civil Service Commissioner, Office of the Civil Service Commissioners; Independent Peer, House of Lords; Worcester Park, United Kingdom

**Irmtraud Richardson**, Commentator and Feature Writer, German Public Radio; New York, NY

**John B. Richardson**, Ambassador and Head of Delegation, European Commission to the United Nations; New York, NY

**Vijay K. Sharma**, Senior Partner, Arlingtons Sharma Solicitors; Worcester Park, United Kingdom

**Rita Süssmuth**, Member, Independent Council of Experts on Migration and Integration; Berlin, Germany

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

**Melvyn I. Weiss**, Senior Partner, Milberg Weiss Benshad Hynes & Lerach, LLP; New York, NY

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**Joseph Wong and Roy Huffington**
The Salzburg Seminar is an independent, nonpartisan international organization that relies on the support of gifts and grants in order to offer the important educational programs for which it is recognized. Many individuals attending our programs, especially from developing regions of the world, require tuition and travel assistance in order to participate. To all who have generously supported the Seminar in the past year, we express deep appreciation and gratitude.

While these pages are devoted primarily to organizations and individuals that have made monetary contributions, the Seminar benefits year in and year out from the generosity of its Faculty members, none of whom are compensated for their service to our academic programs. During 2003, numerous other individuals volunteered service to the Seminar and to each of them we gratefully express appreciation: members of the Universities Project Advisory Committee, members of the American Studies Advisory Committee, members of the Visiting Advisors Program site-visit teams throughout Eastern Europe and Russia, and alumni leaders in 71 countries.

“I have learned new things, but the most important lesson I learned is to listen to the ideas of those with whom I disagree. It is not only a humbling experience but an essential one. Let’s keep the conversation going.”

— Fellow, Philippines
In memoriam, Louise Pannenborg-Stutterheim

Dennis Supplee
Benjamin L. Wilson

Alumni Circle
Gifts of $250 to $499
Branko Beslac
Jane and Dameron Black
Rosvita Botkin
Sharon Stephens Brehm
Levin H. Campbell
Jack and Gertraud Clarke
Virginia Clarke-Laskin
David and Barbara Currie
Linda Henry Dean
Bertrand J. Delaney
Pamela B. Gann
Curt Gasteyer
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Barbara A. Holland
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Frankie Hutton
Mustafa Imamovic
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