



GLOBAL DIALOGUE GLOBAL PERSPECTIVES

GLOBAL CHANGE

SALZBURG SEMINAR
2005 President's Report

This report is dedicated
to the memory of
EDWARD T. CONE
*Faculty member,
Board member,
generous patron,
and friend.*

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inside back cover

Salzburg Seminar Staff

*Fellows from the first session in
1947 come together to learn and
forge new alliances out of the
scars of World War II.*



The
**SALZBURG
SEMINAR**
is an international
organization

dedicated to developing the global perspectives of tomorrow's leaders.

At the Seminar, we believe that dialogue inspires mutual understanding, that the exchange of perspectives fosters enlightened decision-making, that differences among values and ideas should be respected, and that committed individuals can create positive change in their societies, organizations, and institutions.

Founded in 1947, the Seminar was the idea of three young Harvard men who recognized the importance of bringing people of different cultures and backgrounds into dialogue with one another to shape the future. That first summer a hundred young people came from across Europe and the United States for a six-week session in American Studies to erase the scars of war by engaging their minds and spirits—and each other.

Today more than 25,000 participants from 156 countries have attended Salzburg Seminar programs. Though vastly expanded in programming, its core remains the same: a week-long gathering of outstanding Fellows and Faculty drawn from widely different cultural



Today's sessions focus on international issues and aim to deliver impact on institutions and communities.

and professional backgrounds who convene and engage in intense, candid dialogue on critical issues of global concern. Topics in 2004 included ethics and journalism, women and political power, multicultural health, libraries in the 21st century, and China and the global economy. Participants come away as part of an international

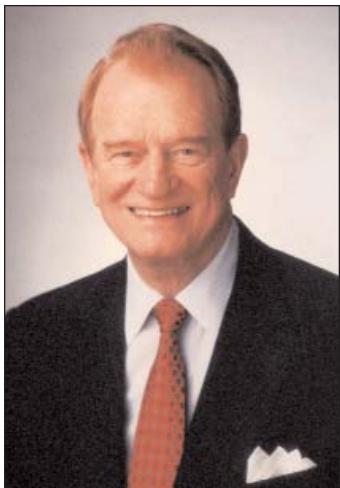
network of committed professionals, better equipped to deal with the complex challenges of our contemporary world.

Alongside these core sessions, the Seminar has continued to promote its goals of global dialogue, global perspectives, and global change through new and innovative programming in such areas as justice and reconciliation, higher-education

reform, strengthening cultural institutions, sustainable agriculture, and global citizenship. These programs take many forms—symposia, workshops, ongoing Alumni events, international study and travel programs, site visits—and can be located at the Seminar's home at Schloss Leopoldskron or at locations throughout the globe.

LETTERS

from the Chair



On behalf of the Board of Directors of the Salzburg Seminar, I am pleased to share with you this report on the Seminar's 2004 activities.

As most of you know already, Seminar President Olin Robison announced his plans to retire at our November Board meeting in Dallas, and we have been actively engaged in our search for a new leader to carry this dynamic and distinguished organization forward. What began as an initiative to bring together young people from across a war-torn Europe in the aftermath of World War II has gone on to become one of the world's most vital forums for creating greater international understanding by fostering global dialogue and global perspectives to bring about global change—the themes of this year's President's Report. The creative and energetic people who make up our Fellows, Faculty, and other participants come away from our seminars and

symposia inspired to build a better world, person by person, through continued work in their institutions and communities and through continued contact with each other.

I want to thank Olin personally for his extraordinary service and leadership, which has steered the Seminar successfully into a new century and a new millennium. Olin's tenure at the Salzburg Seminar has been characterized by great vision, vigor, and unyielding attention to the changing and challenging times we live in. When he took the helm, the Seminar was a transatlantic institution defined by the cold war. Today it is global in outlook, reach, and impact. His legacy to us includes the renovation of our home at Schloss Leopoldskron and the Meierhof, expanded and innovative programming, increased participation in terms of both numbers of Fellows and regions of the world, and a larger and more stable endowment. The Board and the Seminar's thousands of alumni and supporters in more than 150 countries owe him a tremendous debt of gratitude.

At this time of transition, the Seminar looks forward to the changes that will inevitably come with new leadership and to the continuities—anchored in the core values of fostering dialogue, promoting global perspectives, and building tomorrow's leaders—that have characterized this institution since its earliest days.

Our thanks to our many friends and supporters who make this work possible.

We invite you to join with us as we carry the important work and mission of the Salzburg Seminar into a new era.

A handwritten signature in blue ink that reads "Roy M. Huffington".

Roy M. Huffington
Spring 2005

Dear Friends
of the Salzburg Seminar,

I will be stepping down from the presidency of the Salzburg Seminar during the course of 2005. It has been, as they say, a good run.

There is a temptation at such a time to list or catalog as many of the things we have done as possible but it is a temptation I would like to resist. I would like instead briefly to dwell on some of the continuities that sustain the Seminar.

The core continuities of the Seminar—past, present, and future—are based in a fundamental optimism about our shared hopes, aspirations, and prospects as we all move forward in today's world. Sure, there is, at any given moment, much about which to be depressed or pessimistic. But the Salzburg Seminar has consistently acted on a deep faith in human goodness, on a lasting hope for constructive policies—both within nations as well as between them—

and on an optimistic belief that, over time, that which is constructive and hopeful will prevail.

The very creation of the Seminar in the middle of Europe in the immediate aftermath of World War II was such an act of optimism.

Another notable continuity over the past 58 years of the Seminar's work has been and continues to be the impressive talent and creativity that comes to us in the Fellows who come to join our seminars. Spend any week in session at the Seminar and this is immediately obvious. These are women and men who have made and continue to make the world a better place for all of us. The Seminar has long been committed to this faith that those who come to us are among the most talented and the most promising from all over the world. The Seminar has now been around long enough to see this faith justified.

Another continuity we celebrate is the ongoing generosity of so many people and organizations without which none of this would be possible. None.

Not everything is eternally rosy, of course. The most disconcerting discontinuity of the moment is that philanthropy both in the United States and elsewhere has become more domestic and less international in orientation than has been the case in the recent past. This is discouraging but we all hope that it will be of relatively short duration.

That is why the Seminar's Board of Directors and I so shamelessly seek the support of every friend of our special organization. It matters because the work of the Seminar matters—which, in turn, is important because sustaining this faith and optimism matters.

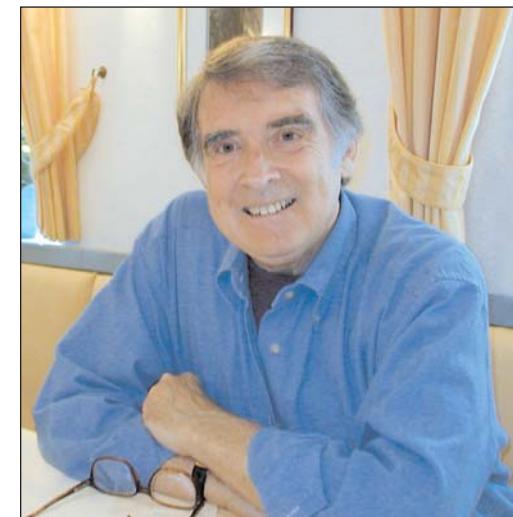
This 2005 President's Report is a testament to our optimism and the work that flows from it, in support of which we cordially invite you to join us.



Olin Robison

Spring 2005

from the President



WE SEEK a world in which

Cultures and societies understand
one another

Justice and reconciliation are
inspired by dialogue

Education and leadership
respond to local, national, and
global needs

Leadership is informed by cross-
cultural perspectives
and enriched by viewpoints from
civil society, research, government,
and business

OUR MISSION is to influence

the next generation of leaders
with programs that

Build bridges

Foster understanding

and that

Demonstrate practical impact on
institutions and communities

OUR WORK and program

Focuses on regions of the world
that are central to today's
challenges

Identifies and recruits current and
future leaders

Convenes practitioners and
policymakers to learn and share
best practices

Connects expertise and resources
among program participants to
create practical impact and
intellectual product

Sustains multicultural networks via
ongoing alumni activities

UN: Respect for hu

THE STRAITS TIMES

Manila goes on high terror alert
Sino-Japanese gas field tussle escalates
Competition for water will hit EU industries

Kofi Annan

The Moscow Times

Chechnya Abductions 'Crime Against Humanity'

Frankfurter Allgemeine
ZEITUNG FÜR DEUTSCHLAND

New controversy between Airbus and Boeing
Rwanda: As We Waited for Death

South China Morning Post
SCMP

Taiwan's military pleads for missiles
Patents — a deadly weapon in e

THE DAILY STAR
REGIONAL

Viol
esc

human rights treaties eroded

Le Monde

*deplores the persistence of the
“virus of racism”*

ty' **GLOBAL**

export war

ence against Syrians
alates amid tensions **Kremlin Reasserts Hold on
Russia's Oil and Gas**

Increasingly, we face challenges that can only be solved through greater international understanding and cooperation. The Salzburg Seminar brings people from different countries, different cultures, and different areas of expertise face to face for

DIALOGUE PERSPECTIVES CHANGE

The following five stories bring to life ways in which the Salzburg Seminar has been a catalyst for building stronger institutions and communities, by promoting Global Dialogue and Global Perspectives to bring about Global Change.

The New York Times
ON THE WEB

In 2001, when noted immunologist Daniel Rukavina accepted the post of interim rector, Rijeka University (RIU) was in deep crisis. Croatia was still suffering from the effects of civil war, which had torn apart the former Yugoslavia claiming an estimated 100,000 to 300,000 lives, creating over 2.7 million refugees, and leaving a bitter legacy of human rights violations.

The aftermath of war was not Rijeka University's only problem. **Croatia's isolation** in the 1990s had had a chilling effect on its universities. Like many others, RIU had stagnated. Low morale and old-fashioned teaching habits contributed to a student attrition rate of up to 70 percent in some subjects. Many of the academic programs duplicated each other; while others had glaring gaps. The University was seriously underfunded. And to make matters even more complex, RIU was literally fragmented: a loose confederation of semi-independent schools scattered across four cities.

One of Rukavina's first actions upon becoming interim rector was to call on the Visiting Advisors Program of the Salzburg Seminar. Rukavina had an ambitious plan to modernize his university, but knew he first needed review and validation from the outside.

"He wanted us to come right away," recalls VAP Director Jochen Fried, "and I said, 'No, we are already committed for the next six months.' He said, 'I need you now.' So we found a way. We put a team together and within five weeks we came to Rijeka."

"The report that they delivered one month later was an outstanding analysis of the strengths, weaknesses, and challenges of RIU," says Rukavina. "It presented many new approaches but also strongly supported our activities, strengthened our self-respect, and enhanced our confidence in achieving our potential."

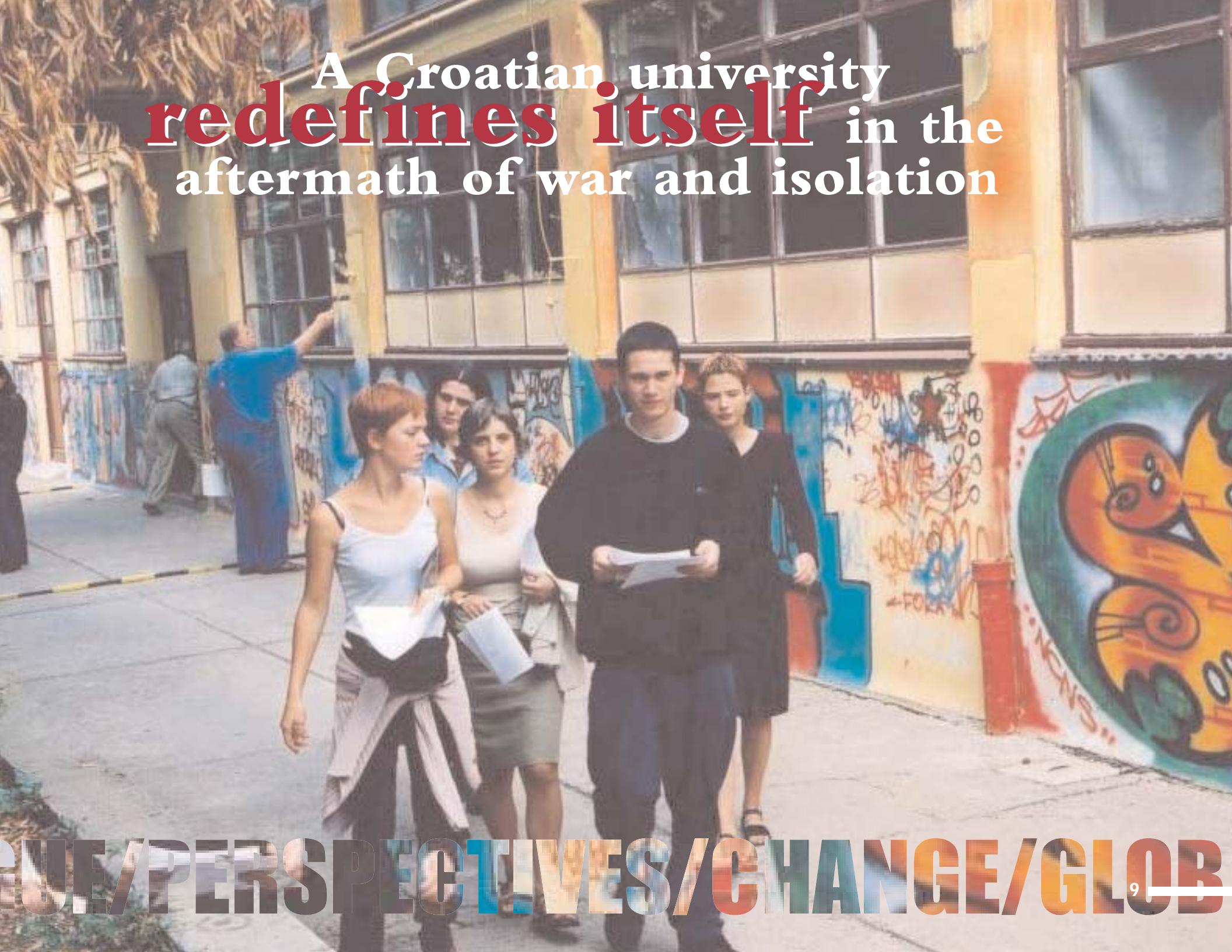
The VAP has visited Rijeka University twice: first in March 2001; then in April 2003. Since that first visit, RIU has seen **enormous changes**—many of them in response to the recommendations of the two VAP reports. The university has invested in student housing and in new information and communications equipment. It has created a University Foundation and forged relations with the local business community. In place of low morale and complacency is a renewed commitment to teaching and enthusiasm for learning. RIU has signed new **collaboration agreements** with other universities internationally and has taken vigorous steps to modernize its academic programs, thus contributing to the country's aspiration to take the fast track towards accession to the European Union.

Perhaps most impressively, RIU has reached an agreement with the national government that gives the university a large property for building a new, central campus. On December 8, 2004, Rector Rukavina and Minister of Science Dragan Primorac, alongside Croatian President Ivo Sanader, cosigned a loan of approximately 90 million dollars to fund the first phase of construction: the largest investment in higher education in Croatian history.

"The recommendations and support of the VAP team" says Rukavina, "have been essential to our progress."

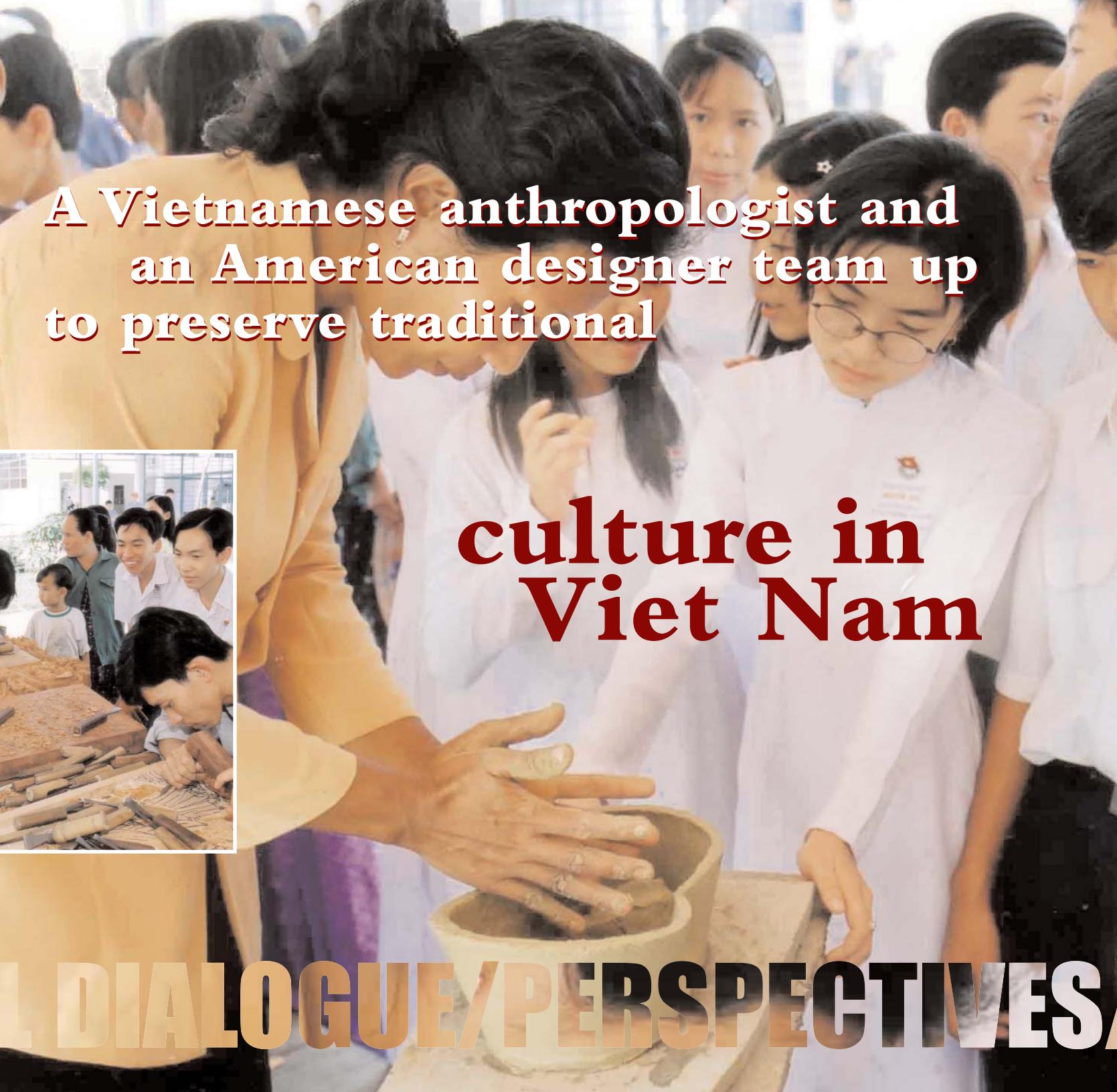
The Visiting Advisors Program began in 1996 as a hands-on component of the Salzburg Seminar's Universities Project to send teams of high-level university administrators and higher education experts from Europe and North America to universities in the Russian Federation and throughout Central and Eastern Europe. Over the past six years, the VAP has conducted 70 site visits throughout 17 different countries, engaging more than 4,000 individuals at the host universities, and benefiting from the expertise of 114 volunteer advisors. To learn more about the VAP, go to salzburgseminar.org/vap.



A photograph of a group of young people walking down a street. The street is lined with buildings that have large, colorful murals painted on them. One mural on the right features a large orange bird. The people are dressed in casual summer clothing. The overall atmosphere is one of a vibrant, creative community.

A Croatian university
redefines itself in the
aftermath of war and isolation

9
CUE/PERSPECTIVES/CHANGE/GLOB



A Vietnamese anthropologist and
an American designer team up
to preserve traditional

culture in
Viet Nam

GLOBAL DIALOGUE/PERSPECTIVES



War, domestic conflict, the long history of colonialism, and the current drive towards economic expansion that has made Viet Nam's economy one of the fastest-growing in the world have taken their toll on the traditional cultures of this diverse nation of more than 81 million. Yet even as Viet Nam presses towards modernization, in countless villages daily life goes on with practices, occupations, and seasonal rhythms that stretch back through generations.

Preserving the **rich cultural heritage** of Viet Nam's 54 ethnic groups is central to the Hanoi-based Vietnam Museum of Ethnology (VME) and the driving passion behind its director, Nguyen Van Huy, a second-generation anthropologist and a Fellow of the Salzburg Seminar.

Huy came to the Seminar in 2001 for Session 387, Museums in the 21st Century. There he met co-Fellow Barbara Fahs Charles, of the Virginia-based independent design firm Staples & Charles, who had herself worked recently in Viet Nam as a consultant to the Ha Long Bay World Heritage site, a project Huy knew well. During a brief visit to Hanoi, Charles had been impressed with the VME. As so often happens at the Seminar, the two welcomed the opportunity to meet and talk shop.

When it came to staffing a workshop on exhibition design and planning—part of a two-year training project for museum staff from the VME and from museums throughout the Mekong Delta region—Huy enthusiastically welcomed the participation of Charles and partner Bob Staples, whose work is internationally recognized.

"Huy's remarkably committed to getting his staff trained at home and abroad," says Charles. "He wants to upgrade the level of **expertise in museums** not just at the VME but throughout Viet Nam."

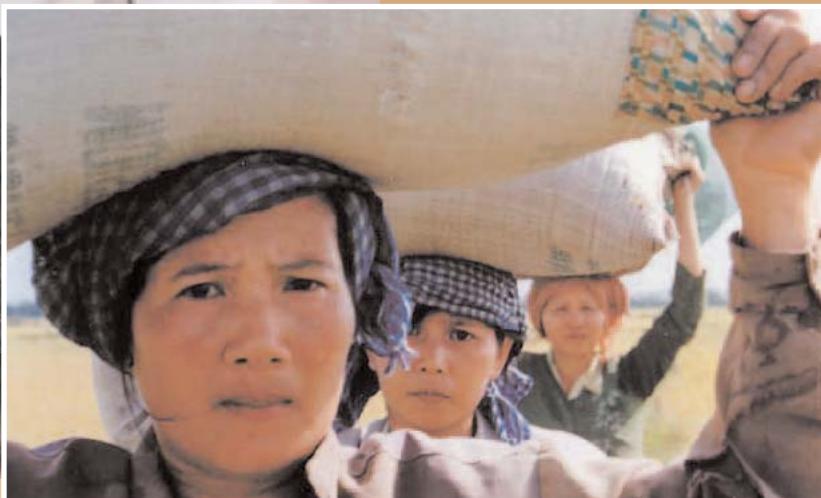
A collaboration among the VME, the Smithsonian Center for Folklife and Cultural Heritage, and An Giang University, the training project also included workshops in interviewing, collecting artifacts, photo-documentation, and videography, and culminated in the exhibition *Mekong Lifeways: The Stories of Six Communities*, which toured Viet Nam in 2004. *Mekong Lifeways* **documents local traditions** of pottery making, weaving, calligraphy, agriculture, shrimp aquaculture, wedding traditions, and Buddhist rituals.

"This project was a way of extending recognition to underdocumented communities and of giving them an opportunity to represent themselves," says Charles. "That was an important concept for the participants in creating the exhibit. It's a philosophy that's very current in the museum world. You don't come in as the know-all scholar and tell the local people what they're doing.

You encourage them to express their own ideas about what is central to their lives."

"*Mekong Lifeways*," says Huy, "is one of the many ways we've promoted this philosophy by giving museum workers better tools for letting the culture bearers, the villagers, speak for themselves. It's been a **model project** of cooperation between the VME, local museums, and international museum experts."

In its 58-year history, the Seminar has convened 89 sessions and symposia on arts and culture, focusing on literature, theater, film, religion and the arts, architecture, urban planning, and historic preservation. To learn more, go to salzburgseminar.org/archives.



L DIALOGUE/PERS

ISP Fellows bring
global issues to the
**heart of their
community**



12 PERSPECTIVES/CHANGE/GLOBAL DIALOG

Recent reports document a dangerous deficit of international skills and knowledge among US college students and call for dramatic expansion of opportunities to study abroad. "We desperately need to understand other countries and other cultures," states the *NAFSA Report of the Strategic Task Force on Education Abroad*. "We are unnecessarily putting ourselves at risk because of our stubborn monolingualism and ignorance of the world."

But for many, need and circumstance make a traditional year or semester abroad program about as feasible as flying to the moon.

Enter the International Study Program (ISP), a new initiative of the Salzburg Seminar launched in 2004. Following up on NAFSA's recommendations for innovative ways to make **international education accessible** to all, the ISP provides two lower-cost, short-stay programs of one week each. The student program explores issues of global citizenship; the program for faculty and administrators explores ways to bring global issues to the forefront of undergraduate education. Community colleges—which serve 44 percent of the undergraduate population but represent less than 3 percent of students going abroad—are a special focus.

Among the 43 participants at the pilot session for faculty and administrators, held in Salzburg, July 2004, ten were from Arizona's Maricopa Community College District, which itself serves one quarter million students annually. Half came from the district's largest Mesa campus—a group of colleagues whose commitment to global issues was already borne out in their work and teaching. Before going to Salzburg, Paul Harasha and Shereen Lerner had begun work on an interdisciplinary Certificate of Global Citizenship. Debra Campbell had been instrumental in creating the Center for Global Tolerance and Engagement. Gwen Argersinger's composition courses often incorporated public policy issues to teach basic skills. Naomi Story was at work on developing a larger model for how community colleges could **embrace global perspectives**.

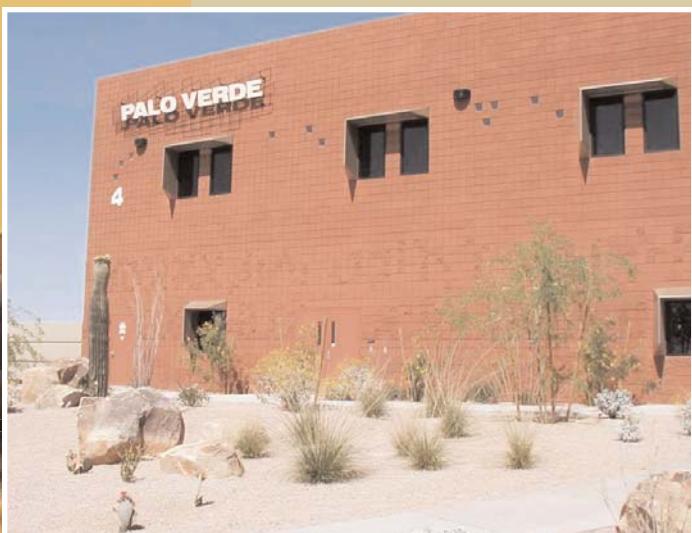
All found the ISP session to be both useful and inspiring.

"To be abroad and to be thinking about these issues and be out of my comfortable context," says Argersinger, "made me want to reach farther, look more, share more."

On their return, Mesa's group of five did just that. They gave a presentation on the ISP to colleagues. They met with Maricopa Chancellor Rufus Glasper to urge him to attend the ISP and to continue sending district faculty and administrators, and then met with the college's governing board to do the same. They invited

ISP faculty member Charles Hopkins, United Nations University Chair on Education for Sustainable Development, to spend three days at the Maricopa campuses. All have revisited their curricula and course offerings to feature global perspectives more strongly. As head of faculty development, Story included the ISP information in training for new faculty and made even **bolder advances** in her out-of-the-box thinking on how community colleges can incorporate global issues.

In its pilot year, the International Study Program brought 80 undergraduates from five colleges and universities, along with 44 faculty and administrators from 17 colleges and universities to Salzburg. Participation is projected to double in 2005. To learn more about the ISP, go to salzburgseminar.org/isp.



ECTIVES/CHANGE/GLOB

"China is so big and complex," said session chair Andrew Sheng, in his opening remarks to session 423, "one person cannot understand it all."

That complexity is what led the Seminar to convene a gathering under the critical topic of China and the Global Economy, a part of the Seminar's larger Asian Initiative, which has since 1991 brought topics of significance for the Asia-Pacific region to Salzburg. The session's six days provided an **arena for decision-makers** from corporate, government, and academic sectors to engage with practitioners from outside their own professions and to momentarily step back for a broader view.

Businesspeople cannot live in isolation," said Fellow Y. K. Pang, a director of the Asia-based conglomerate Jardine Matheson, headquartered in Hong Kong. "You have to understand the community in which you operate, and this community increasingly is a global one. Most businesspeople tend to be immersed in the day to day running of their organizations and whilst it's possible to expand one's knowledge by reading broadly there's nothing like being locked in a room with academics and economists to get a macro view of the world. The **government perspectives** were also very relevant because at the end of the day a lot of international trade and business is driven by government policy."

For Fellow Clare Hammond, China Advisor for HSBC Holdings plc (one of the world's largest financial institutions), the session offered an opportunity to obtain a more long-term perspective. "I think it's fair to say that when bankers, commercial entities, and regulators get together we tend to have more short-term discussions—maybe over a one- to five-year time frame. Many of the academic researchers are looking at a broader developmental scenario over a much longer time frame—maybe 10 or 20 years. Given that my own job is very much a strategy job, it was particularly valuable to have that kind of long-term insight."

"I captured a much wider perspective on the issues," said Uwe Nebgen, one of the session's coterie of central bankers and a senior economist in the International Monetary and Economic Trends Division of the Deutsche Bundesbank, "and that was very important indeed."

Others benefited from the opportunity to engage hard-to-track-down experts in one-on-one conversation and to exchange ideas with frankness not always possible in official contexts.

"Even though we know of many of the Faculty members from their work or from the media, they aren't individuals we'd interact with ordinarily," said Fellow Peter T. Y. Cheung, a political scientist from the University of Hong Kong. "This includes someone like e-business guru Shao Yibo, founder and chairman of Eachnet.com, who represents the **new generation of entrepreneurs** now coming of age in China. As a researcher, to have these really direct contacts with these kinds of busy people who are doing real business in China—not just studying the macroeconomy—is very refreshing."

"The discussion on the Chinese currency was particularly enlightening," said the European Parliament's Thierry Jacob, whose work involves preparing and organizing interparliamentary meetings and delegation visits to China and to other countries in East and Southeast Asia. "We don't usually have this kind of dialogue during official contacts."

In 2005 the Seminar will initiate an ongoing series on the East Asian energy challenge, a direct response to expressed concerns about the region's increased energy needs, combined with its dramatic economic growth and increased geopolitical influence. This issue has been raised repeatedly within the context of other Seminar sessions and by Seminar contacts in governments, corporations, and research institutions throughout the world. The series will provide a forum for representatives from government, the corporate sector, energy suppliers and consumers, as well as the research and non-governmental sectors to share best practices, connect expertise, and create **practical impact**.

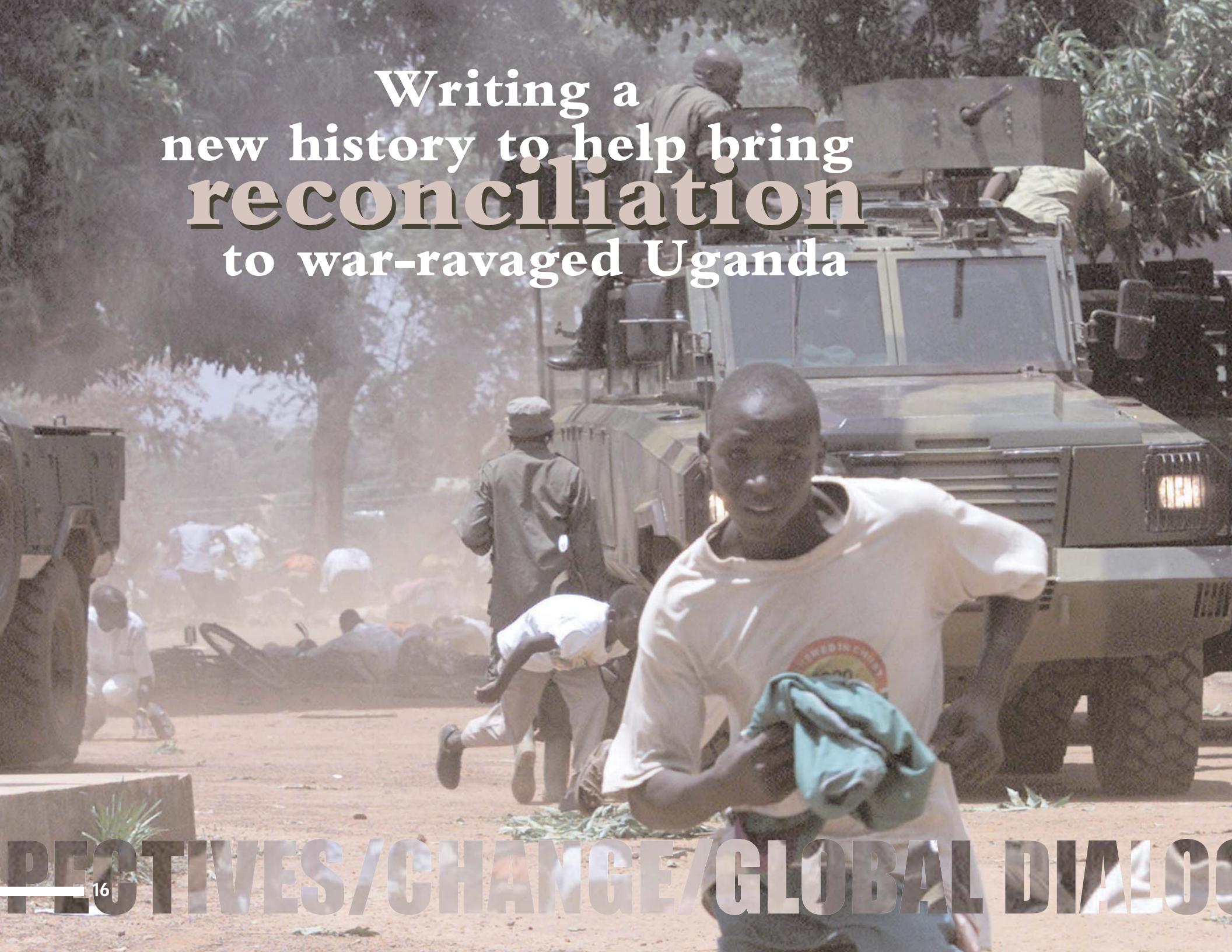
To learn more about The Asian Energy Challenge and Implications for the United States and Europe series, go to salzburgseminar.org/go/session429.



Multidimensional examination of China



/CH
BAL DIALOGUE/PERS
15



Writing a
new history to help bring
reconciliation
to war-ravaged Uganda

PECTIVES/CHANGE/GLOBAL DIALOGUE



Since winning independence from Great Britain in 1962, Uganda's history has been marred by violence. Between Obote's suspension of the constitution in 1966 and Museveni's election as president in 1996, no government achieved power except by force. Rough estimates at deaths resulting from these struggles run from 400,000 to 800,000; alongside them a staggering record of human rights violations. Since 1986 the country has stabilized considerably, and yet for the past 19 years armed conflicts have continued to ravage northern districts, claiming thousands of lives, leading to the displacement of an estimated 1.2 million people, and leaving in their wake a gruesome history of torture, maiming, rape, abductions, and the forced recruitment of children.

Against this background, the Seminar's Institute for Historical Justice and Reconciliation, together with the Kampala-based Centre for Basic Research, an independent and nonpartisan scholarly research institute known for its work on social and economic issues, held the first major gathering of the **Uganda Project** in Jinja, Uganda, July 7–9, 2004.

The 40 participants included scholars and historians, peace and women's activists, human rights workers, representatives from the government, religious leaders, the chairman of the Uganda Amnesty Commission (UAC), and a member of the Human Rights Commission. Some spoke of the psychological trauma associated with human rights abuses, some spoke of the legacy of the colonial past, some spoke of the need to reclaim traditional ways of resolving conflicts, others addressed the problems of empowering women, overcoming militarism, and getting past long-seated tribal disputes over status, resources, and territory. All were buoyed by the urgent sense that their collaboration towards **creating a history** out of disparate and conflicting stories could directly contribute to healing wounds both past and present and bring the violence to an end. In a country that is nominally a democracy but in which the activities of all opposition political parties are severely restricted, the workshop was noted for freedom and outspokenness in the exchange of ideas.

"Conventional methods of **conflict resolution** have not been so effective in bringing about lasting peace in Uganda," said UAC Chair, Justice P. K. K. Onega, officiating at the Jinja workshop's closing ceremony. "That is why alternative methods of conflict resolution such as the IHJR are welcome."

Since July project leaders have synthesized the workshop's lively debate into a rough outline for a new history of Uganda that will cover the pre-colonial, colonial, and modern eras to examine crucial issues behind the country's past half-century of violence. As with all IHJR projects, each chapter will be drafted by a team of historians from differing sides. As part of creating the history, researchers will gather grassroots views from across the country and record the first-hand accounts of those whose lives have been torn asunder by the conflicts. The Uganda Project will continue throughout 2005.

Seated at the Salzburg Seminar since February 2004, the Institute for Historical Justice and Reconciliation promotes reconciliation in societies divided by historic conflicts and human rights abuses through the creation and dissemination of consensus histories. To learn more about the IHJR, go to salzburgseminar.org/ihjr.



The Seminar's program brings together individuals and organizations representing a vast array of concerns, viewpoints, and experiences. The atmosphere allows for discussion, understanding, and progress on often difficult topics.

GLOBAL NETWORK *of Alumni 2004*

Since its beginnings, the Salzburg Seminar has brought together more than 25,000 individuals from 156 countries and regions. Alumni associations in 71 countries and regions now link Salzburg Fellows around the globe.

Four professional alumni associations—the International Society for Contemporary Literature and Theatre (ISCLT), the Legal Alumni Web of the Salzburg Seminar (LAWSS), the Salzburg Congress on Urban Planning and Development (SCUPAD), and the Salzburg Seminar American Studies Alumni Association (SSASAA)—convene regularly, at Schloss Leopoldskron and elsewhere. To learn more about alumni activities of the Salzburg Seminar, email us at alumni@salzburgseminar.org or go to salzburgseminar.org/alumni. Alumni are encouraged to visit the Seminar's alumni-only Web site at salzburgdialogues.net.



Regions up to 1963	
Africa	4
C/S America and Caribbean	1
East Asia/Pacific	17
Eastern Europe	190
Middle East	6
North America	538
South/Central Asia	5
Western Europe	4200
Total	4961

The Beginnings (1947-1963)

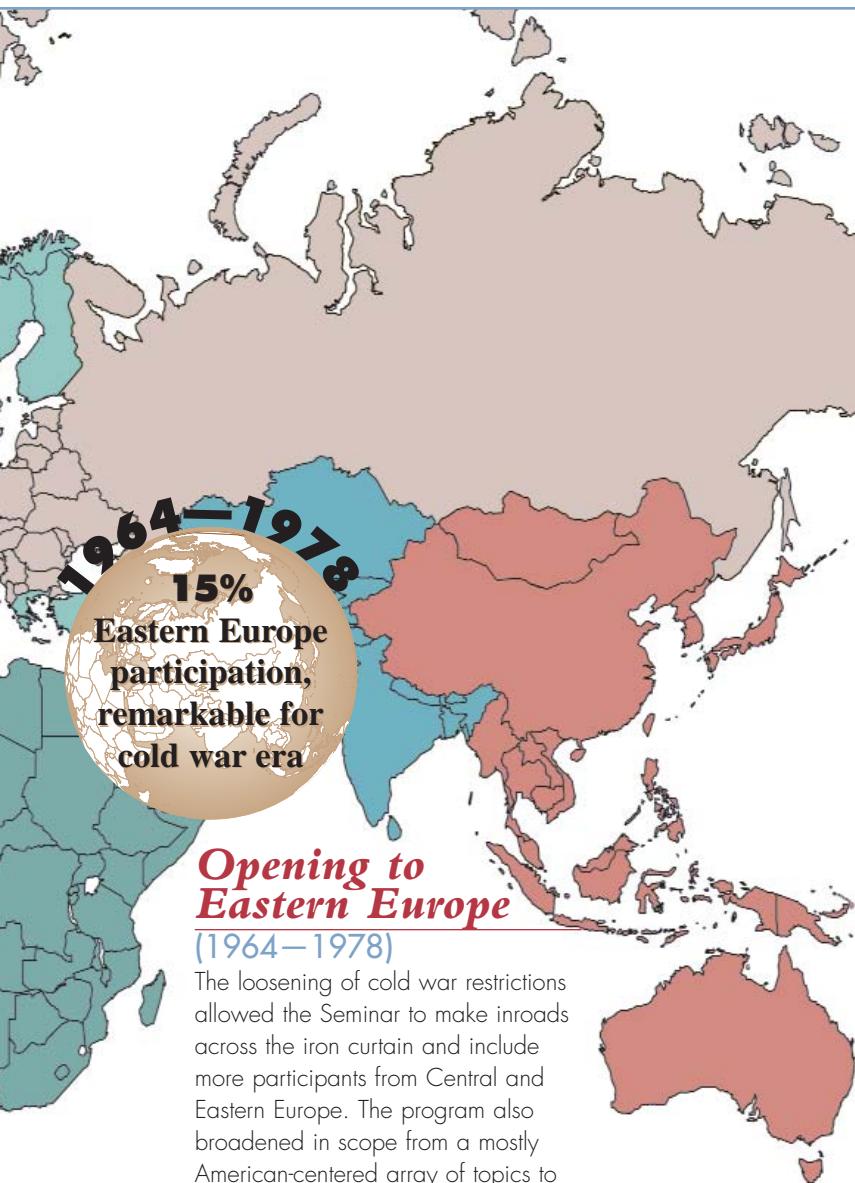
In the aftermath of World War II, our program focused on American Studies, with primarily Western European and American participants. Most sessions had a distinct American focus and flavor.

Sample session titles:

- General Session in American Studies
- American Law and Legal Institutions
- American Literature
- American Foreign Policy
- Labor and Industry in the United States
- Modern Theater in America

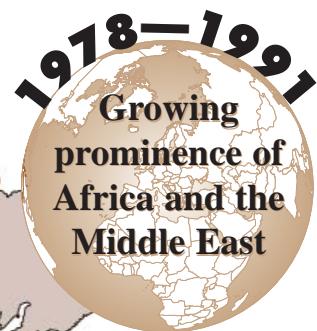
To see a detailed breakdown of alumni by country visit salzburgseminar.org/alumni.





Sample session titles:

- The Control of Environmental Pollution
- Industrial Democracy
- Multinational Enterprise
- The New Shape of International Relations



Regions up to 1991	
Africa	455
C/S America and Caribbean	73
East Asia/Pacific	129
Eastern Europe	1696
Middle East	488
North America	1965
South/Central Asia	140
Western Europe	10372
Total	15318

Further Diversification

(1979–1991)

This era saw a marked expansion toward the Middle East and further diversification of participants. Many sessions focused on international policy and energy issues, and new programming concerning health, women's issues, and conflict resolution, among others, was introduced.

Sample session titles:

- AIDS: Confronting an Epidemic
- Communications, Development, and Social Change: Divided Cities
- The Energy Factor in Foreign Policy Decision
- Nutrition, Food and Population
- Women in Changing Societies: Education and Employment



Olin Robison's Presidency

(1991–2005)

Olin Robison's presidency has brought about an extraordinary expansion of the Seminar's geographic focus, with a marked rise in the participation of Fellows from Asia, as well as an increase in African and Latin American participants. The Seminar's programs have gained a strong emphasis in the role of NGOs, health care, education, Asian issues, and European integration.

Sample Session titles:

- European Integration After the Cold War
- Health Programs at the Community Level
- East Asian Security: The Role and Impact of United States Foreign Policy
- Higher Education: Institutional Structures for the Twenty-First Century
- The Impact of the Media on Politics, Public Policy, and World Events
- Nonprofit, NGO Sector: Individuals, Organizations, Democratic Societies

Regions up to 2004	
Africa	1431
C/S America and Caribbean	547
East Asia/Pacific	1087
Eastern Europe	3955
Middle East	902
North America	4198
South/Central Asia	770
Western Europe	12190
Total	25080

Olin Robison

portrait of a presidency

1991-2005



Olin Robison was officially elected as the seventh president of the Salzburg Seminar at the November Board meeting in 1991. This past November, speaking to the Seminar Board at the Nasher Sculpture Center in Dallas, he announced his plans to retire from the presidency in the summer of 2005. Over the past thirteen and a half years, Olin's leadership has steered the Seminar through one of the most extraordinary periods of growth and expansion in its 58-year history.

Under Olin's leadership, the Seminar has more than doubled the number of academic sessions offered annually and has further expanded its programming into new formats, new projects, and new program areas, including the Universities Project; the Visiting Advisors Program; the Russian Higher Education Program; multiyear initiatives such as Sustainability, Education, and the Management of Change in the Tropics; the International Study Program; and the Institute for Historical Justice and Reconciliation. In 1991 the

PROGRAM

Seminar convened 6 sessions. Today the Seminar typically convenes 30 programs annually.



Between 1991 and 2004, participation at the Seminar

FELLOWS

expanded dramatically, in terms of both the number of Fellows attending annually and the national and regional diversity of participants overall. When Olin took office, more than 90 percent of the Seminar's 16,034 Alumni had come from Europe and North America. Today more than

25,000 alumni from 156 countries—over 30 percent from Asia, Africa, Latin America, and the Middle East—have attended Seminar programs. In 1991 the Seminar drew 391 participants; in 2004 it drew

FUNDING

more than a thousand. Under Olin's leadership, millions of dollars have been raised in gifts and grants, and the endowment has grown from \$1.4 to \$19 million. Major institutional contributors over the past 13 years include the W.K. Kellogg Foundation; the William and Flora Hewlett Foundation; the United States

Department of State; the Edward T. Cone Foundation; the Freeman Foundation; the Austrian Federal Ministry of Education, Science, and Culture; the Nippon Foundation; the Andrew W. Mellon Foundation; and the Capital Group Companies.

In 1991 Schloss Leopoldskron was filled most of the year by commercial users. In 1994 the Seminar

FACILITIES

began offering full-year programming for the first time in the organization's history.

Today, after extensive renovation, the Schloss and the Meierhof have been fully restored as well as modernized



with new guest facilities, new offices, an additional new library and reading center, and equipped with the latest technology.



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*As this Report was in the final
stages of preparation, we
learned of the death of Lloyd N.
Cutler, Life Member of the
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seminar on American and
international law and legal
institutions. A full tribute to his
significant contributions to the
Salzburg Seminar will be made
in next year's Report.*

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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.

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EDWARD T. CONE (1917–2004)

Composer, concert pianist, distinguished professor of music at Princeton University from 1947 to 1985, and author of two of the 20th century's most influential books on Western music, Edward T. Cone was also a longtime friend of the Salzburg Seminar whose generosity benefited the organization as Faculty member, Board member, member of the Council of Senior Fellows, and anonymous benefactor.

Ed first came to the Seminar in the summer of 1953 and taught in the General Session in American Studies. He returned in 1976 to serve on the Faculty of Session 167, Contemporary American Music, and again in 1979 for Session 189, Musical Ideas and Institutions. He served on the Board of Directors from 1964 to 1991 and became a charter member of the Council of Senior Fellows when it was formed in 1997 at the Seminar's 50th Anniversary.

As a Board member, he was a forceful and outspoken proponent of the arts and humanities. Since 1993, he has funded a yearly session in the arts and culture through the agency of the Edward T. Cone Foundation. All done anonymously.

The Seminar acknowledged Ed's generosity in a variety of ways. The November 1998 Board meeting included a concert in his honor at the New England Conservatory of Music, with works by Wolfgang A. Mozart and Edward T. Cone. That same year he received the Salzburg Cup, a special award given to individuals whose service to the Seminar is of exceptional note. In 2002—just shy of 50 years since Ed first arrived in Salzburg—the Seminar dedicated the Cone Conference Room in the Meierhof with a plaque that reads as follows:



THE EDWARD T. CONE CONFERENCE ROOM
NAMED IN GRATITUDE FOR THE GENEROSITY
AND DISTINGUISHED SERVICE TO THE SEMINAR OF
EDWARD T. CONE,
FACULTY MEMBER, LONGTIME BOARD MEMBER,
AND SENIOR FELLOW OF THE SALZBURG SEMINAR.

JUNE 29, 2002

ALLIANCES, SUPPORTERS, RESOURCES

The work of the Salzburg Seminar is built on the extraordinary generosity of hundreds of individuals and organizations. In supporting the Seminar they are investing resources in an institution with far-reaching goals and unique capabilities. To all who provided support—whether with gifts of time, talent, or financial resources—we express our deep appreciation. Your contribution is a powerful testament to our common belief that the exchange of perspectives fosters enlightened decision-making, that differences among values and ideas should be respected, and that committed individuals can create positive change in their societies, organizations, and institutions.

The following are some of the important categories of our supporters, accompanied by brief vignettes to illustrate the part each plays in our work.

Institutional Funders

Major funding organizations are critical to enabling the Salzburg Seminar to mount ambitious programs with a truly global reach. Their financial contributions as well as their wealth of expertise, significant networks of contacts, and other resources help us bring together some of the most promising individuals from around the world.

vignette

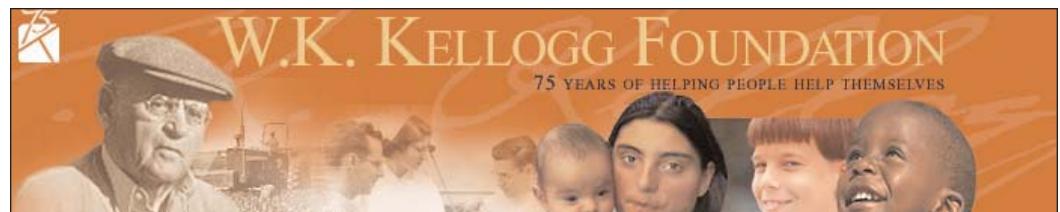
W.K. Kellogg Foundation

In partnership with the W.K. Kellogg Foundation, the Seminar has conducted annual

sessions for next-generation leaders in the program areas of youth and education, food systems and rural development, philanthropy and volunteerism, and healthcare. Over the past decade, these sessions have directly impacted the lives of more than 2,000 Salzburg Seminar Fellows and, in turn, their countries and communities throughout the world. The Kellogg Foundation, in commemorating their 75th anniversary in 2005 featured the Salzburg Seminar in its publications as one of 75 exceptional projects, "chosen because they distinctly represent the Kellogg Foundation's work and mission." You can view the Foundation's tribute at salzburgseminar.org/go/WKKF75.

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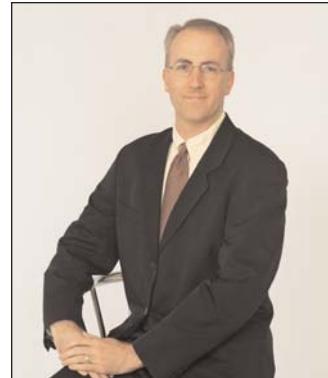
Many committed individuals recognize the value of the Salzburg Seminar's work and provide contributions ranging from small donations to major gifts and bequests. These gifts support the Seminar in a number of ways: assisting with general operating costs, maintaining and improving facilities, strengthening the library, building the endowment, developing and expanding programs, and supporting lectureships and fellowships.



vignette

Andrew Fenniman

Andrew Fenniman epitomizes the Salzburg Seminar Fellow as a next-generation leader who has the potential to make positive change in our world. With a professional background in nonprofit management as Vice President of the Drucker Foundation, Andrew went on to lead the Learning and Leadership Development team at Prudential Financial and is now a partner at the Exetor Group. He brought those experiences to a 1998 NGO session and in 2001 to a leadership-development session. A generous donor to the Seminar, Andrew has underwritten with his gifts fellowships for individuals who would otherwise be unable to participate in a Salzburg program, thereby doing his part to build the Seminar's ever-widening network.



Government Entities

The challenges of international policy, global economy, health care, the environment and a host of other issues are constantly evolving. Meeting these ever-changing challenges requires gathering expertise, viewpoints, and best practices from around the globe and across many different sectors. The Seminar's programs provide government entities a powerful alternative to traditional diplomatic venues for discussing and understanding important issues.

vignette

European Commission

For more than two decades, the Division of External Training of the European Commission has used the Salzburg Seminar's programs as an integral part of its professional development offerings. Competitively selected, the Commission Fellows attend sessions in Salzburg that are of strategic interest to the Commission, including trade, foreign policy, race relations, human rights, environmental policy, and EU enlargement. The EC's Trade Office also helped underwrite the 2004 session on Trade and Aid.

Corporate Supporters

Forward-looking corporations have long realized their vested interest in healthy societies, effective democratic institutions, and sustainable development. They also find it critically important to inform their approach and decisions by using expertise and viewpoints from a variety of sectors—government, NGOs, and research as well as business. Sending participants to the Seminar's programs

affords them just such an opportunity.

vignette

Capital Group

The Capital Group, one of the United States' largest mutual fund companies, has been a generous supporter of Salzburg Seminar fellowships for deserving individuals around the world. The company has also supported the participation of members of its staff in Seminar sessions.

Faculty and Fellows of the 2004 session "Trade, Aid, and Development."



Program Partners

The Salzburg Seminar's unique attributes—its location, facilities, broad international networks and excellent technology infrastructure—make it an ideal candidate for partnership projects with other organizations. Such projects join expertise and resources of the partner institutions to create high-impact programs that reach well beyond what either might achieve on their own.

vignette

Center for Strategic and International Studies

Broadcast Media in the 21st Century—a session convening in early 2005—was a result of formal collaboration between the Seminar and the Center for Strategic and International Studies. CSIS is one of America's premiere research institutions dedicated to providing world leaders with

strategic insights on—and policy solutions to—current and emerging global issues. Building on the program strengths of CSIS and the Seminar's convening power, this session highlighted the value of neutral discussion among broadcasters from the Middle East, Europe, and the United States in an era of global media.

Faculty

In 2004, as in every other year since the Seminar's beginnings, our extraordinary Faculty of world-renowned experts volunteered their time and expertise. Without their continued commitment and generosity, the Seminar



would not exist. Their intellectual vigor, outstanding professionalism, and dedication to creating a better world make each session a dynamic forum for exploring the subject matter at hand, engaging in candid dialogue, and enhancing global understanding.

vignette

Ko-Yung Tung

Best known as the former vice president and general counsel of the World Bank and as an internationally prominent attorney specializing in cross-border mergers, acquisitions, and investments, Ko-Yung Tung is passionate about eliminating poverty and giving voice to the marginalized and vulnerable. As a Faculty member at Session 420, Trade, Aid, and Development: Policy Tools for Poverty Reduction, he worked with an impressive Faculty and a highly qualified group of Fellows to affect the course of equitable development and



sustainable poverty reduction throughout the world.

Advisory Groups

In creating a constantly evolving and relevant program, advisory groups are critical in steering the Seminar's focus and directing its reach. Whether the subject is the modernization of Russian higher education in the post-Soviet era, new approaches to health care in underserved communities, finding grounds for reconciliation in conflict regions, or exploring the possibilities of effective dialogue

between the Middle East and the traditional West, the advisory groups are vital in making Seminar's program timely and effective.

vignette

Richard Goldstone

One of the leading figures in international human rights, IHJR Advisory Committee Chairman Richard J. Goldstone served as the world's first independent war crimes prosecutor for the UN's International Criminal Tribunal for the former Yugoslavia and Rwanda. Prior to that his work on the Goldstone Commission was important to the dismantling of apartheid and South Africa's transition to democracy. Goldstone has served as a Faculty member on several human rights sessions, and as chair of the advisory committee he is taking a crucial role in steering the Seminar's Institute for Historical Justice and Reconciliation.

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The Salzburg Seminar gratefully acknowledges the extraordinary commitment of service in 2004 from all Faculty, all alumni event speakers, all advisory committee members, and all advisors in the Visiting Advisors Program. The Seminar would especially like to acknowledge its alumni leaders—who now serve in 71 countries—and give a special thanks to Marty Gecek, for

The Seminar gratefully acknowledges funding provided by individuals and organizations in support of endowed lectureships in 2004.

In 2004:

Anne Sloman, former chief political advisor, British Broadcasting Corporation delivered the Henry Brandon Memorial Lecture at Session 416, Ethics in News Reporting and Editing

Dominique Moisi, deputy director, French Institute of International Affairs delivered the Jacques Delors Lecture on the State of the European Union at Session 418, Redefining the Transatlantic Relationship

Bill Emmott, Editor, *The Economist* delivered the inaugural Bailey Morris-Eck Lecture on International Media, Economics, and Trade at the June Board of Directors Meeting

her work with the Salzburg Seminar American Studies Alumni Association, and to Vijay Sharma and Thomas Lo for their work with the Legal Alumni Web of the Salzburg Seminar.

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2005 ISP: New additions besides those above

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2004 *in review*

INTERNATIONAL STUDY PROGRAM
Global Citizenship: America and the World
January 2–10

INSTITUTE FOR HISTORICAL JUSTICE AND RECONCILIATION
Israeli-Palestinian Historical Commission
San Diego, California
January 16–18

ETHICS IN NEWS REPORTING AND EDITING (SESSION 416)
February 18–25

Faculty
Govin Reddy (*Chair*), Professor and Director, Sol Plaatje Media Leadership Institute, Rhodes University, Grahamstown

Barkha Dutt, Senior Editor, NDTV, New Delhi

Helmut Fellner, Managing Director, Fellner Media AG, Vienna

Phil Lader, Senior Advisor, Morgan Stanley International, London; former Ambassador of the United States to the Court of St. James's

Mark Potts, President, Prestidigitation Consulting; Co-Founder, WashingtonPost.com, Washington, DC

Anne Sloman, Chief Political Advisor (retired), BBC, London

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

INTERNATIONAL STUDY PROGRAM
Global Citizenship: America and the World
March 6–13

VISITING ADVISORS PROGRAM
University of Novi Sad, Serbia and Montenegro
March 15–19

RUSSIAN HIGHER EDUCATION PROGRAM, 3RD SYMPOSIUM
Higher Education Governance in Russia and CIS Countries: Assessing the Alternative
A Joint Project with the Ministry of Education of the Russian Federation
March 20–24

CULTURAL INSTITUTIONS IN TRANSITION: MAKING THE CASE FOR CULTURE
March 24–28

Sandy Nairne (*Co-Chair*), Director, National Portrait Gallery, London
Corina Suteu (*Co-Chair*), Director, Cultural Management, Institut de l'Homme et de la Technologie, Nantes

REGIONAL EVENT, HONG KONG
Hosted by the Austrian Consul General
March 25

VISITING ADVISORS PROGRAM
Novosibirsk State University, Russian Federation
March 31–April 4

REGIONAL EVENT, BEIJING
Hosted by the Austrian Ambassador to China
April 6

VISITING ADVISORS PROGRAM
University of Zagreb, Croatia
April 12–16

STRENGTHENING DEMOCRACY AND GOVERNANCE: WOMEN AND POLITICAL POWER (SESSION 417)
April 26–May 3

Faculty
Kim Campbell (*Co-Chair*), Secretary General, Club of Madrid; Lecturer in

Public Policy, Kennedy School of Government, Harvard University, Cambridge; former Prime Minister of Canada

Inonge Mbikusita-Lewanika (*Co-Chair*), Ambassador of Zambia to the United States, Washington, DC

Anne Gahongayire, Secretary General, Ministry of Gender and Family Promotion, Republic of Rwanda, Kigali

Laura Guzmán Stein, Director, Center for Research on Women's Studies; Professor, Department of Women Studies and Social Work, University of Costa Rica, San José

John Mathiason, Adjunct Professor of International Relations, Maxwell School of Citizenship and Public Affairs, Syracuse University, New York; former Deputy Director, UN Division for the Advancement of Women

Monica McWilliams, Professor, Women's Studies and Social Policy, University of Ulster; Co-Founder, Northern Ireland Women's Coalition; former Assembly Member of Parliament for South Belfast

Melanee Verveer, Chair and Co-Founder, Vital Voices Global Partnership, Washington, DC; former Chief of Staff to First Lady of the United States, Hillary Clinton

VISITING ADVISORS PROGRAM
Kaunas University of Technology, Lithuania
May 3–7

VISITING ADVISORS PROGRAM
Krasnoyarsk State University, Russian Federation
May 10–14

SALZBURG CONGRESS ON URBAN PLANNING AND DEVELOPMENT (SCUPAD)

The Open City: Its Allies and Enemies
May 13–16

VISITING ADVISORS PROGRAM
Vladivostok State University of Economics and Service, Russian Federation
May 15–20

VISITING ADVISORS PROGRAM
Alexandru Ioan Coza University, Iasi, Romania
May 17–21

REGIONAL EVENT, NEW YORK
Hosted by the Austrian Cultural Forum
May 18

Speakers
Astrid S. Tuminez, Senior Research Associate, US Institute of Peace
Frank G. Wisner, Vice Chairman for External Affairs, American International Group

INTERNATIONAL STUDY PROGRAM
Global Citizenship: America and the World
May 16–22

SALZBURG: A CULTURAL AND HISTORICAL EXPLORATION
May 24–31

VISITING ADVISORS PROGRAM
National Technical University of Ukraine, Kiev
May 31–June 4

FREEMAN FOUNDATION SYMPOSIUM
East Asia-The United States: A Search for Common Values
June 1–6

Alison W. Conner (*Chair*), Professor of Law, William S. Richardson School of Law, University of Hawaii, Honolulu

VISITING ADVISORS PROGRAM
Sochi State University, Branch RUDN, Russian Federation
June 12–17

REINVENTING THE WEST: REDEFINING THE TRANSATLANTIC RELATIONSHIP (SESSION 418)

June 14–21
Faculty

Jack F. Matlock (*Co-Chair*), Lecturer of Public and International Affairs, Woodrow Wilson School of Public and International Affairs, Princeton University; former Ambassador of the United States to the Soviet Union

Dominique Moïsi (*Co-Chair*), Senior Advisor, Institut français des relations internationales; Editor-in-chief, *Politique étrangère*, Paris

A. Michael Hoffman, Managing Partner, Palamon Capital Partners, LLP, London

Stephen Klimczuk, Director, Global Business Policy Council, A. T. Kearney, Alexandria, Virginia

Ivan Krastev, Director, Center for Liberal Strategies, Sofia

Anne-Marie Slaughter, Dean, Woodrow Wilson School of International Affairs, Princeton University, Princeton, New Jersey

Dmitri V. Trenin, Deputy Director, Carnegie Endowment for International Peace, Moscow

Daniel Weygandt, Deputy Chief of Mission, United States Embassy, Vienna

LEGAL ALUMNI WEB OF THE SALZBURG SEMINAR (LAWSS)
European Law and Legal Institutions
July 4–8

Speakers

Vijay Kumar Sharma (*Chair*), Senior Partner, Arlingtons Sharmas Solicitors, London

Heinz Christian Hafke, Attorney; former Director, Legal Department, Deutsche Bundesbank, Frankfurt

Václav Klaus, President, Czech Republic, Prague

Anthony Kennedy, Justice, United States Supreme Court, Washington, DC

Jan Kohout, Ambassador and Permanent Representative of the Czech Republic to the European Union, Brussels

Klaus Liebscher, Governor, Austrian National Bank, Vienna

Michael Niejahr, Member, Legal Services Department, European Commission, Brussels

INSTITUTE FOR HISTORICAL JUSTICE AND RECONCILIATION

Uganda Project: Historical Memories of Cooperation, Conflict, and Reconciliation in Uganda
Jinja, Uganda
July 7-9

INTERNATIONAL STUDY PROGRAM

Community Colleges as Sites of Global Citizenship

July 17-24

CHANGING CONCEPTS OF INTERNATIONAL EDUCATIONAL EXCHANGE AND MOBILITY (SESSION 419)

July 24-29

Faculty

C. Peter Magrath (*Co-Chair*), President, National Association of State Universities and Land-Grant Colleges, Washington, DC

Patti M. Peterson (*Co-Chair*), Executive Director, Council for International Exchange of Scholars, Washington, DC; Vice President, Institute of International Education, New York

Michael Daxner, Advisor, Advisory Mission to the Minister of Education in Afghanistan, Vienna

Alfred Ebenbauer, Professor and former Rector, University of Vienna; President, Austrian Academic Exchange Service, Vienna

Andrew Gonzalez, President Emeritus and Professor of Languages and Literature, De La Salle University; former Secretary of Education, Culture and Sports, Manila

Adnan Shihab-Eldin, Director, Research Division, Organization of the Petroleum Exporting Countries, Vienna

GLOBAL ISSUES: ROLES AND RESPONSIBILITIES OF ADULT EDUCATION (SPECIAL SESSION)

August 7-14

Peggy Antrobus (*Co-Chair*), Founding Member and former General Coordinator, Development Alternatives with Women for a New Era, Christ Church, Barbados

Bradley Courtenay (*Co-Chair*), Professor, School of Leadership and Lifelong Learning, University of Georgia, Athens

Thais Corral, Founding Director, Network for Human Development, Rio de Janeiro

Munir Fasheh, Director, Arab Education Forum, Center for Middle Eastern Studies, Harvard University, Cambridge, Massachusetts

Muni Figueres, former External Relations Advisor, Inter-American Development Bank, Washington, DC; former Minister of Foreign Trade, San José, Costa Rica

Olive Shisana, Executive Director, Social Aspects of HIV/AIDS and Health Research Program, Human Science Research Council, Cape Town

Paulo Wangoola, Founder and President, Mpambo Afrikan Multiversity, Kampala

SALZBURG SEMINAR AMERICAN STUDIES ALUMNI ASSOCIATION (SSASAA)

America in Our Time

September 2-5

Speakers

Christopher Bigsby, Director, Arthur Miller Center for American Studies, University of East Anglia, Norwich, United Kingdom

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

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

Lois Horton, Professor of Sociology, George Mason University, Fairfax, Virginia

Josef Jarab, Senator, Czech Parliament; former Rector, Palacky University, Olomouc

TRADE, AID, AND DEVELOPMENT: POLICY TOOLS FOR POVERTY REDUCTION (SESSION 420)

September 11-18

Faculty

Thomas Heller (*Chair*), Lewis Talbot and Nadine Hearn Shelton Professor of International Legal Studies, Stanford University School of Law, California

Pierre Defraigne, Deputy Director General, Directorate General for Trade, European Commission, Brussels

Kay Muir-Leresche, Executive Director, EcoNomics Africa, Harare

Arve Ofstad, Head, Poverty Reduction Strategies Unit, NORAD, Oslo

Alexandrina Sobreira de Moura, Deputy Head, Secretariat of Science, Technology and Environment, Recife Pernambuco

Ko-Yung Tung, Attorney, O'Melveny & Meyers LLP, New York, New York; Former Vice President and General Counsel, The World Bank, Washington, DC

MULTICULTURAL HEALTH (SESSION 421)

September 19-26

Faculty

Lowell Levin (*Chair*), Associate Director and Professor Emeritus, WHO/Yale Collaborating Center on Health Promotion, Yale University School of Public Health, New Haven, Connecticut

C. O. Pannenborg, Senior Advisor for Health, Nutrition and Population, The World Bank, Washington, DC

Henrie Treadwell, Senior Social Scientist and Associate Director of Development, National Center for Primary Care, Morehouse School of Medicine, Atlanta

Marcia F. Westphal, Professor, School of Public Health, University of São Paulo, Brazil

Erio Ziglio, Regional Advisor for Health Promotion, European Office for Investment for Health and Development, World Health Organization, Venice

REGIONAL EVENT, PHILADELPHIA

October 3

INSTITUTE FOR HISTORICAL JUSTICE AND RECONCILIATION

Middle East Project, Planning Meeting

October 8-11

INSTITUTE FOR HISTORICAL JUSTICE AND RECONCILIATION

Northern Ireland Project, Planning Meeting

October 15-18

LIBRARIES IN THE 21ST CENTURY (SESSION 422)

October 23-30

Faculty

Alberta Arthurs (*Co-Chair*), Principal, Arthurs.US; former Director for Arts and Humanities, Rockefeller Foundation, New York

William G. Simpson (*Co-Chair*), University Librarian and Director, John Rylands Library, University of Manchester

Ingrid Bussmann, Library Director, Stuttgart City Library, Stuttgart

Martin Gómez, President and CEO, Urban Libraries Council, Evanston, Illinois

Paul LeClerc, President and Chief Executive Officer, New York Public Library

Kay Raseroka, Director, University of Botswana, Gaborone

Chris Rusbridge, Director of Information Services, University of Glasgow

Sohair F. Wastawy, Chief Librarian, Library of Alexandria, Alexandria, Egypt

EDUCATION, CIVIL SOCIETY, AND SUSTAINABILITY IN TRANSITION COUNTRIES (SPECIAL SESSION)

November 28-December 1

CHINA AND THE GLOBAL ECONOMY (SESSION 423)

December 9-16

Faculty

Andrew Sheng (*Chair*), Chairman, Securities and Futures Commission, Hong Kong Special Administrative Region

Hu Xiaolian, Assistant Governor, The People's Bank of China, Beijing

Masahiro Kawai, Professor of Economics, Institute of Social Science, University of Tokyo

Bo Landin, Chairman, Sweden-China Trade Council, Stockholm

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Shao Yibo, Founder and Chairman, Eachnet.com, Shanghai

Wang Yuan, Advisor on China Policy, Securities and Futures Commission, Hong Kong Special Administrative Region

To learn more about sessions and events in 2004, go to salzburgseminar.org/archives.

2005 academic calendar

INTERNATIONAL STUDY PROGRAM

Global Citizenship:
America and the World
January 1-8

INSTITUTE FOR HISTORICAL
JUSTICE AND RECONCILIATION
Polish-Jewish Reconciliation Project
Interethnic Relations in the Soviet-
Occupied Territories of Poland,
1939-1941
Leipzig, Germany
January 20-22

BROADCAST MEDIA IN THE 21ST
CENTURY
February 4-7

INSTITUTE FOR HISTORICAL
JUSTICE AND RECONCILIATION
Uganda Project
Historical Memories of Cooperation,
Conflict, and Reconciliation in
Uganda
Kampala, Uganda
March 1-3

INTERNATIONAL STUDY PROGRAM
Global Citizenship: America and the
World
March 5-12

THE SUSTAINABLE FOOD
LABORATORY: DESIGN STUDIO
April 4-8

RUSSIAN HIGHER EDUCATION
PROGRAM, 4TH SYMPOSIUM
University-Research Management and
Support: Creating the Framework
A Joint Project with the Ministry of
Education and Science of the
Russian Federation
April 9-13

INSTITUTE FOR HISTORICAL
JUSTICE AND RECONCILIATION
Armenian-Turkish Reconciliation
Project
Ideologies of Revolution, Nation, and
Empire: Political Ideas, Parties, and
Practices at the End of the Ottoman
Empire, 1878-1922
April 14-17

VISITING ADVISORS PROGRAM
Samara State University, Russian
Federation
April 15-20



INTERNATIONAL STUDY PROGRAM
Global Citizenship:
America and the World
April 23-30

VISITING ADVISORS PROGRAM
State University of Management,
Moscow, Russian Federation
April 26-May 1

VISITING ADVISORS PROGRAM
Yaroslav-the-Wise Novgorod State
University, Russian Federation
May 10-15

SCUPAD—SALZBURG
CONGRESS ON URBAN PLANNING
AND DEVELOPMENT
40th Anniversary Congress
May 19-22

VISITING ADVISORS PROGRAM
Altai State University
May 21-26

INTERNATIONAL STUDY PROGRAM
Global Citizenship: America and the
World
May 29-June 5

VISITING ADVISORS PROGRAM
National Technical University,
Kharkiv Polytechnic Institute,
Ukraine
June 4-9

THE WORLD TRADE
NEGOTIATIONS: THE POLITICS OF
ECONOMICS AND TRADE
(SESSION 424)
June 5-10

FREEMAN FOUNDATION
SYMPOSIUM
East Asia-The United States: A
Search for Common Values
June 13-18

THE EUROPEAN UNION:
CHALLENGES OF INTEGRATION
AND EXPANSION (SESSION 425)
June 29-July 4

BEYOND E-GOVERNMENT:
GOVERNMENT OF THE THIRD
MILLENNIUM (SESSION 426)
July 5-10

INTERNATIONAL STUDY PROGRAM
Community Colleges as Sites of
Global Citizenship
July 16-23

ARCHITECTURE AND PUBLIC LIFE
(SESSION 427)
July 23-29

LAWSS—LEGAL ALUMNI WEB
OF THE SALZBURG SEMINAR
Commerce and Banking Law
August 25-29

SSASAA—SALZBURG SEMINAR
AMERICAN STUDIES ALUMNI
ASSOCIATION
American Culture in the United
States and Abroad
September 1-4

RUSSIAN HIGHER EDUCATION
PROGRAM, 5TH SYMPOSIUM
Developing Research-Management
Capacity in Russian Universities
A Joint Project with the Ministry of
Education and Science of the
Russian Federation
September 28-October 2

EARLY CHILDHOOD
DEVELOPMENT: LINKING NEW
ADVANCES IN RESEARCH,
THEORY, AND PRACTICE
(SESSION 428)
October 5-12

THE ASIAN ENERGY CHALLENGE
AND IMPLICATIONS FOR THE
UNITED STATES AND EUROPE
(SESSION 429)
December 3-8

To learn more about the Academic Calendar for 2005, go to
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