**THE UNIVERSITIES PROJECT OF THE SALZBURG SEMINAR
VISITING ADVISORS' REPORT**

**JAGIELLONIAN UNIVERSITY
CRACOW, POLAND**

June 11-15, 2001

Team Members

Dr. Thomas Bartlett (team leader), former Chancellor, State University of New York System
Ms. Martha Gecek, Coordinator, Visiting Advisors Program, Salzburg Seminar; Administrative Director, American Studies Center
Dr. William Simpson, Chief Librarian, Trinity College Dublin
Dr. Pamela Wonsek, Deputy Chief Librarian, Hunter College Libraries, City University of New York

Introduction

Few universities in Europe have played a more central role in European culture and learning than The Jagiellonian University, Poland's oldest institution of higher education, which was founded in 1364 with the traditional faculties of law, medicine and liberal arts. The University counts among its alumni such individuals as Copernicus and Karol Wojtyla, Pope John Paul II. The Jagiellonian University of today is not only a great research and teaching institution, but a major cultural center as well.

Recognizing the need to extend and modernize its existing facilities, the University is undertaking an ambitious development program which includes the construction of a third campus, as well as refurbishment and expansion of the University Library through the construction of a major new extension, to be completed in summer of 2001. The Salzburg Seminar was invited to send a team of volunteer consultants under its Visiting Advisors Program, to provide recommendations and advice to the Director of the Library and to the University on a number of issues related to the organization and administration of a university library. The challenges to the Library are many. It is concerned with a 5 million volume collection, as well as 48 departmental libraries. The Library must fulfill three functions: that of a national library, a university library and a public library, all with different constituents and different needs.

This report is based on a series of meetings, which took place at the Jagiellonian Library from June 11-15, 2001, during which team members met with the Director of the Library, Dr. Krzysztof Zamorski, vice rectors, deans, and senior library personnel, as well as a most cordial meeting with the Rector

of the University, Professor Franciszek Ziejka. The Director of the Library identified a number of specific concerns, which provided the focus of the discussions throughout the three days of meetings:

- The role of the library in fulfilling educational and research needs as a university library

- Relationship of the main library to departmental libraries

- Rebuilding the library's infrastructure with the opening of the new extension

- Budgetary matters and revenue procurement

- Long term strategic development

Background of the visit

The Advisors were very pleased with the hospitality extended to us throughout our visit. The Director of the Library and his staff were gracious hosts and did their best to make our stay in Cracow as pleasant and productive as possible. We were especially grateful for the openness and candor with which all of the discussions were conducted.

The discussions with Library staff members were collegial and mutually engaging. It was clear that staff were interested in the discussions and eager to share concerns.

The purpose of the team's visit was to share observations and offer recommendations based on the issues and information presented to us. This report, offered for the consideration of the Rector of the University and the Director of the Library, is prepared with confidence in their ability successfully to address the many challenges associated with a large and modern university library. The organizational and conceptual challenges to the Library often reflect the larger challenges to the University itself and the responses of the Library in the long run will reflect the responses of the University.

Approaches to Library Organization and Structure

The complexity both of the University's library network and of the Library itself is expensive in human and physical resources and leads to some confusion of roles. In all probability (though we were unable to test this because of time constraints) the structure also leads to avoidable duplication of effort and stock. Library services are fragmented, with 48 separate lbraries making up the university system and 85% of student users of the Library itself drawn from only five of the twelve faculties.

Historically, the present system has evolved in response to specific challenges and stimuli. But we do not believe it is as efficient or as effective

as it easily could be and does not well serve the University. It is a situation that the University Librarian is anxious to address as a matter of urgency as he seeks to provide an effective and responsive University-wide library service.

The present situation might be addressed in a number of ways across a spectrum leading from complete centralization of all library activities into a single integrated library system, to complete devolution into a series of independent but interacting libraries, with service-level agreements and cost recovery mechanisms. Both approaches have been used elsewhere as a means of unraveling and rationalizing unwieldy and inefficient arrangements that have evolved over time. Before we offer our suggestions for "next steps" it might be worth noting the two ends of the spectrum of possibilities.

1. Centralization

Under this approach, the Librarian of the Library would become Director of the University's Libraries, all of whose librarians would report to him and all of whose staff and collections would be managed as a single University resource, with a common budget and strategic plan. This would enable the University Librarian to create a real University-wide service, deploying resources effectively across the system (which would presumably remain physically dispersed across the campuses) to avoid needless duplication and to maximize the University's return on its investment in libraries.

This approach has been adopted over the last three years by the University of Oxford in England whose present Librarian bears not only the historic title of Bodley's Librarian but also the new title of Director of University Library Services, reflecting his extended responsibility for the entire system.

2. Devolution

A fully devolved system would transform the present, rather vague arrangements which leave the status of the Librarian of the Library unclear, and which are totally lacking in financial or operational transparency, into a structure under which all libraries in the University would function as independent and equal partners, cooperating where they chose to do so, but otherwise acting autonomously. Cooperation could be on a barter basis, without attempting to achieve complete balance between services rendered and services received, or it could be on the basis of cost accounting and cost recovery with, for example, charging the other libraries for their use of its bibliographic database for cataloguing purposes. Under such an arrangement it would no longer matter that most users are drawn from only five faculties since there would be overt recognition that for many members of the University their "home" library was elsewhere in the system and there would be charges either from the individual or from the unit for services rendered elsewhere.

This approach was adopted in the University of London in England in the early 1990s and led to the development of an internal market with central services such as the University Library reaching fully-costed service level agreements

with the Colleges, each of which also has its own library. The Colleges now buy from the University Library access to those collections and services that they cannot provide themselves or which would cost more to duplicate locally when they can be provided centrally. A system such as this is expensive to operate in monitoring and accounting terms but provides full financial and operational transparency.

3. The Next Steps

Assuming that both centralization and complete devolution would be viewed as too draconian, at least in the short to medium term, we propose a series of steps which will give coherence to the role of the Central Library, while improving its services to its users, and also will provide increased transparency in the workings of the University-wide library system. There will thus be both experience and information to guide additional steps should they be proposed in the future.

A. Clarification of Purposes and Roles of the Central Library

(1) In its everyday activities, the Library should move from its present emphasis on the storage and preservation of materials to a service orientation in which stock and services are readily accessible with a minimum of bureaucratic control. Library staffing arrangements, including recruitment and training, should be centered in the needs of the user to obtain information quickly and only secondarily on custodial activities.

The move to a user-friendly service environment should, ideally, take place in the context of an open access library and we strongly recommend that as much as possible of the new building should operate on an open access basis as soon as possible. Without such a change, distracting procedures that detract from the quality of service will remain in place.

(2) Whatever changes occur in relation to the general services in the Central Library, it will still maintain a special and very important historic role as a legal deposit library and custodian of much of the nation's scientific and literary heritage. This role should be supported, with the attendant needs of security, environmental control, preservation and conservation, through earmarked government funding in recognition that this is a national and not simply a university role.

(3) A third role, which probably adds significant costs while providing relatively few benefits (at least to the Central Library) is that of depository for secondary or discarded stock from the entire University library system. This arrangement should be reviewed to ensure that only material of lasting value is retained and the Central Library itself should make the final decision both as to what is deposited and on whether material should be retained indefinitely.

B. Common Activities to be led by Central Library

We were pleased to note that the Central Library is already providing a lead to the other libraries of the University in areas such as the use of common database systems, the adoption of common technical standards and the provision of inter-library access and loan services. We believe that the whole University benefits from these common activities. We commend the Librarian, and all those involved, for what has been achieved in these areas and believe that it will be possible to move on to:

(1) A University-wide acquisition program, which will include both the selection of materials for purchase and the mechanical processes of acquiring that material. It can enable scholars and other specialists who know what should be collected, to come together with librarians who know best how to collect it, in a process that allocates always-scarce resources efficiently and not haphazardly. Activities should include:

Development of an agreed upon strategy for co-ordinated collection development across all libraries in the University system to maximize the return on the University's investment in information resources. Such coordinated collection development should avoid needless duplication and ensure that general works, and works used across several Faculties, are held in the Central Library, readily available to all users. The strategy should be developed and monitored by a joint committee drawn from across the University, including the existing departmental libraries, and chaired by the University Librarian. The committee should keep the strategy under constant review to ensure that the program does not become fossilized but continues to be relevant to the changing information needs of the University. A key function of the joint committee should be to keep all periodical subscriptions under review to ensure both that titles received remain appropriate to the research needs of the University and that they are being provided via the most helpful medium (print/electronic) for users.

A University-wide collection development policy which minimizes duplication by confining it to those cases where it is essential and which concentrates resources where they will be most often used, will deliver considerably greater value for money to the University than the present haphazard system in which each library has little or no knowledge of the collections or levels of duplication in others.

(2) Common access procedures. To streamline the use of all the University's libraries and minimize delays we recommend the introduction of a single University Library Card which will provide immediate access, without further formality, to both reading and, where possible, loan facilities at all libraries in the system. Such a card will be a very important step towards recognizing all of the

University's libraries as a single resource.

(3) External Inter-Library Lending and Document Supply (i.e. to and from institutions outside the University) should be centralized in the interests of efficiency. Gains will be made by concentrating expertise in one center avoiding duplication of capacity, and to avoid a situation in which lack of knowledge of the University's own holdings results in the borrowing of material from outside the system that could be provided internally.

(4) All of the libraries of the University should work together to ensure that when grant applications are made and for whatever purpose, they include the costing of provision for information needs (books, periodicals, databases, inter-library loans). That may require a change in University policy or in the approaches adopted by individual researchers, but a coordinated library effort, led by the Central Library, is most likely to effect this change.

At another level, the libraries themselves might jointly seek grants for a wide range of purposes.

C. User Centered Library System

In many ways the great historic role of Library as a custodian and preserver of the nation's cultural wealth and of the University's collected resources now weighs against the modern role of the University Library. The Library's most important purpose as a University library, contrasted with its national archival purpose, is to serve scholars at all levels from first year students to senior professors. That purpose invites the development of a thoroughly user-friendly library centered on the needs of its users.

From our experience in libraries in Europe and North America, our first encounters with libraries suggest they are under-utilized by readers. That could result from styles of teaching and learning in the University itself or it could have other cultural explanations. But there also appear to be budgetary, physical and organizational barriers. Judging from utilization statistics available to us, these appear to affect both the central Library and the numerous departmental libraries.

The recent faculty survey conducted by the University offers some hints in helping the Library to reorient itself as a user-centered library. The opening of the new addition to the Library provides an ideal occasion to begin modifications that will make the Library fit its changing circumstances. It is a time when the library can introduce academic staff and students to the new library and to its new service orientation. The opening year provides an opportunity for receptions and tours for small groups from the community and for academic staff; promotional literature to emphasize new services and facilities; meetings with individual faculties to discuss needs and services; the creation of a "user committee" to provide a continuing dialogue between the professional

staff and library users concerning the Library. It can provide an occasion to invite students into the library to see the new facilities and receive briefings and information on how to use them.

D. A New Service Culture

The establishment of a new user-oriented Library may require a change in the culture of the library staff as the Library shifts its focus from a more familiar custodial role to a user-centered and instructional role. Such a change may require the reorganization of functions and the separation of the custodial functions (acquisition, organization, preservation, conservation, security of materials) from the newly emphasized service oriented, user-centered functions (access, information services, instruction).

Although the Library has an accomplished and well-trained complement of professional librarians and support staff, many are likely to have developed skills in a more traditional way that fit within a custodial model of library service. The shift to a model of library service in which users' needs are primary may require a plan for formal staff development to assist the professional and support staff in adapting to this orientation and system for visualizing and providing service. In implementing such a plan, the Faculty of Management and Communication and the Institute of Librarianship and Information Science may be useful resources within the University.

E. Goal of Open Stacks

The team is most impressed with the Library's development of an online catalog that provides access to its current collection and to many of the departmental libraries. We encourage the continuation of the retrospective conversion efforts as well as the inclusion of materials from all of the departmental libraries. The book reservation system is also a positive step in improving access to the collections in a timely fashion. We recognize the significance and importance of these efforts. However, the team strongly recommends that the Library investigate additional options to reduce restrictions that limit access to the main collection since closed stacks inevitably involve a significant delay and reduced opportunity for users.

Open access to book and journal collections is standard in academic libraries in Western Europe and in North America, with most of the few research libraries that continue to maintain closed stacks providing stack privileges to serious researchers, faculty and scholars. Although an open book collection that is classified by subject provides multiple advantages for users, the Library's arrangement of books by accession number can still provide significant benefits. Among the benefits to faculty and students would be the serendipity of discovering useful research items on the shelf that were not located through the library catalog and the ability to browse the most recently acquired material. The greatest advantage, however, is in the reduction in the time faculty and students must wait for

items to be retrieved from the closed stacks.

A new transport system to move requested items from closed stacks to the user will be installed in the new addition to the Library. The Director of the Library, Dr. Zamorski, estimates that the waiting time will be reduced from the current two hours to 30 minutes. We commend the Director for his desire to reduce waiting time. But the team feels that a 30 minute wait may be somewhat optimistic and, in any case, 30 minutes is still long for faculty and students to wait for current materials in an academic library. In order to reduce this waiting period and to improve access to the main collection, the team recommends that the Library open at least a portion of the book stacks as soon as possible.

It is the belief of the team that if the faculty and students of the University were allowed open access to at least a portion of the collection to start (perhaps the most current materials and/or those circulating items in the online catalog) it would serve as the most visible indicator of a new, user-centered and revitalized Library. It would help mitigate the inconvenience that users face when requesting items that remain in closed stacks.

F. Services to direct users

A large university library is an exceedingly complex organization in its physical layout, the services it provides and its policies and procedures; it is not intuitively understood by its students or even faculty users. In order to reduce barriers that separate users from the resources they seek, to assist users in their search for information and to enhance the effective use of the entire University Library System, the Library should intensify its "user services." These user services—directional, informational, instructional, and reference services—include not only the answering of questions and instruction concerning the use of the Library, but also the provision of printed, graphic, and electronic aids. Indeed, an emphasis on these services and products will be necessary for the effective use of the new addition.

Through bibliographic instruction programs, both formal and informal, library users can learn to find information materials using electronic as well as traditional library resources. The Library should provide instructional services designed for all levels of users, including undergraduates, post-graduate students and faculty. An increasing number of users reach library information from locations away from the library building and will require a different type of instructional and reference support.

G. Services to Departmental Libraries

In its role as the Central Library of the University, the Library also provides services to the departmental libraries. As noted elsewhere in this report, these services already include, among others, the management of the online catalog, the training of the librarians in the departmental libraries to enter data into this shared catalog, the purchase of periodicals

in paper and electronic formats, and the development of a common program of protection of the library collection against acid paper. The team commends the Library for these common activities and is suggesting some additional areas, such as acquisitions and inter-library loans, in which the Library can serve as a central resource to the subject libraries. The relationship that the central Library establishes with the departmental libraries and the services that it can offer will vary from library to library and should be determined on a case-by-case basis. For example, what makes sense in a library in a natural science where the emphasis is mainly on journals and other very current publications may be quite inappropriate in another discipline making greater use of books? It will be important to clarify these various arrangements and we believe that will be easier within the context of the "next steps" recommended in our report.

H. Longer Library Hours

The team recognizes that the Library seeks to meet the needs of its users by maintaining weekend and early evening hours. However, these hours may be insufficient, given the University's anticipated growth at the masters and doctoral level and the expansion of the weekend extramural programs. Although not all departments within the Library need to be open, the team recommends that the main reading and reference areas be open longer. As more library resources are available electronically, it is likely that there will be an increasing desire for longer library hours at the Library. Moreover, since the departmental libraries will continue to serve as many students' primary libraries, expanded library hours should be considered at some of these libraries as well. In order to create the staff savings necessary to expand the hours for some of these libraries, consolidation, where it would make sense, should be considered. The building of the Third Campus is an opportunity to bring the various departmental libraries together and design one branch library for that Campus. The redesign of the Second Campus will also provide an opportunity for appropriate consolidation of at least some of the specialized libraries that in the aggregate are inherently inefficient.

To Summarize The Next Steps We Suggest:

(1) <u>The clarification of Library purposes and goals</u>. That will enable the Library to treat its purposes differentially, in some cases emphasizing custodial functions, and in other cases, services to users.

(2) <u>A user-centered library</u>. The Library should become increasingly focused on its users in its priorities, its culture, and its systems.

(3) <u>Open stacks for at least a portion of the collection as soon as possible.</u>

(4) <u>Common services under the leadership of Library including development of a common acquisitions program</u>. The common services standards led by the Library have gone some way to the great benefit of all in the University. The next urgent step is to capture the efficiencies and

intellectual benefits of a university-wide unified acquisitions program.

(5) <u>Clear and explicit, case-by-case relationships with departmental libraries in the University</u>. This collaboration should operate within the framework of common services established by the Library and within a single acquisitions program led by the Library, but in close cooperation with the departmental libraries.

(6) <u>Reduction of duplication and misdirected resources through the reduction in the number of the departmental libraries</u>. The 48 units should be greatly reduced in number in order to generate resources for more user services and for acquisitions of material to the direct benefit of users.

(7) <u>Better cost-accounting throughout the libraries</u>. The University needs to better determine the purposes for which money is being spent and where changes could bring greater benefits. The Library will continue to change—a library is never completed—and needs to evolve on the basis of experience and information so that it can maximize it usefulness. University has great experience and can draw on more from other universities working to meet similar challenges. But the University needs more information about costs and benefits to place information with experience in shaping the direction of the Library's changes.

Three Addenda:

(1) We understand that the University is rapidly expanding its post-graduate education including its Ph.D. programs. The implications for library resources and services are profound. Such implications should be urgently analyzed on a University-wide level to avoid a future severe imbalance between numbers of intensive and specialized University users and University resources.

(2)The growth of tourism and, particularly, cultural tourism in Crakow, suggests that the Library itself might be able to generate additional income in support of its activities and services. The Library's remarkable Manuscripts and Early Printed Books collection would, if skillfully and attractively presented on a themed basis such as "The World of Copernicus", attract considerable numbers of visitors who, on the basis of the experience of libraries elsewhere (Trinity College Dublin; Bodleian Library, Oxford) would both pay to see the exhibition and purchase books, posters, clothing and souvenirs afterwards.

If 25% of Crakow's estimated 1,000,000 tourists per year visited a Copernicus exhibition and each paid zl. 10 for admission (not a large sum for Westerners), then spent an average of perhaps zl. 15 (some would spend nothing, others much more) in the Library Shop, the additional zl. 6,250,000 would make a vast difference to the Library's budget and even a visitor rate of only 10% would provide zl. 2,500,000. As a comparison, Trinity College Library Dublin had 512,000 visitors in 2000 and earned more than IEP 3,200,000 (about zl. 14,675,000).

The accommodation provided by the new Library building will offer opportunities for income generation and we recommend both that serious consideration be given to this possibility and that the Library study the income generating activities of other major libraries with significant historical and cultural resources.

(3) International Links

We understand that the Library should, as far as possible, develop formal and informal links with other major research libraries in Europe and beyond. Such links and the associated sharing of insights and expertise are increasingly essential given the globalization of the library and information environments and the structures that underpin them. The addition of an international dimension to the Library's activities will stimulate thought and discussion as to the nature and direction of its future development and will provide examples of good practice on which that development can be based. The Library of Trinity College Dublin would be pleased to develop such a partnership.

Participation in major international bodies such as LIBER (Ligue Internationale des Bibliotheques Europeennes de Recherche), with their associated annual conferences and specialist groups, would have great value as a source of ideas and as a catalyst for new developments in partnership with European and other international colleagues. Because cost can sometimes be an obstacle to such participation by libraries in Central and Eastern Europe it may be helpful for the University to know that OCLC* (Online Computer Library Center), through its division for Europe, the Middle East and Africa, provides financial support to enable delegates from Central and Eastern Europe to attend LIBER Conferences and meetings. Such support covers the full cost for the first three years, gradually diminishing after that to a point where it is hoped that the recipient library may be able to meet its own costs. The contact address for enquiries about such support is:

> Ms Janet Lees
> Managing Director
> OCLC Europe, the Middle East and Africa
> 7th Floor, Tricorn House
> 51-53 Hagley Road
> Edgbaston
> Birmingham
> B16 8TP
> United Kingdom
>
> Phone: +44 121 456 4656
> Fax: +44 121 456 4680
> email: europe@oclc.org

 *For further information about OCLC see http://www.oclc.org/europe

Conclusion

We have thoroughly enjoyed the opportunity to visit one of Poland's most prestigious universities, and we greatly appreciated the hospitality extended to us throughout our stay by the Director of the Library and his staff. We applaud the eagerness of the Director to embrace new ideas and seek solutions to current problems. It is our hope that our comments and recommendations regarding the organizational structure of the Library may be of some assistance in meeting the many challenges ahead. We feel that we have gained at least as much as we have given, and we stand ready to maintain our connection with the University and its Library whose continued advancement we shall follow with great interest.

Visiting Advisors Team

Thomas Bartlett (team leader)   USA
Tom Bartlett served as chancellor of the State University of New York (SUNY) System from 1994 to 1996, and is the former chancellor of both the Oregon State System and the University of Alabama System. Dr. Bartlett is former president of the Association of American Universities, Colgate University, and the American University of Cairo. He holds positions on numerous boards, including chair of the board for the United States-Japan Foundation, vice-chair of the board of trustees for the American University in Cairo, and member of the International Association of Universities. A former Rhodes Scholar, Dr. Bartlett received an M.A. from Oxford University in 1953 and a Ph.D. from Stanford University in 1959.

Martha Gecek   USA
Marty Gecek is Administrative Director of the Salzburg Seminar's American Studies Center, in addition to serving as Coordinator for the Visiting Advisors Program (VAP) of the Universities Project. Her responsibilities with the VAP include developing and coordinating consulting visits of educators who travel to universities in Central and Eastern Europe to assist colleagues and institutions in the process of institutional self-assessment and change. She received her degree in sociology from Hollins University, USA.

William Simpson   Ireland
Bill Simpson is Chief Librarian of Trinity College Dublin, Ireland's largest research library. He has substantially restructured the Library, reducing staff costs while increasing income and expenditure on information resources. His responsibilities have included planning a major new Library & Information Research Centre, to be completed in summer 2001. Previously he was University Librarian at the University of London (1990-1994) where he undertook major reorganization of Library services, and developed new funding mechanisms and income streams. He has chaired and served on a wide range of national and international bodies including the Consortium of European Research Libraries and LIBER, and has reviewed the public service activities of the British Library. His first class honors degree from the University of Liverpool is in Near Eastern Languages.

Pamela Wonsek   USA
Pam Wonsek is Associate Professor, Deputy Chief Librarian at Hunter College Libraries, City University of New York, where she manages library operations, (including a $3 million budget for electronic and print materials, hardware/software, full and part time professional and support staff), selects and evaluates electronic and print resources. She has also supervised Reference, Instructional and Access Services and taught class for students and faculty on the integration of electronic and print resources into teaching and research. She received her M.S.L.S. from Simmons College, and her M.A. in communications from Hunter College, CUNY in 1994.

THE UNIVERSITIES PROJECT OF THE SALZBURG SEMINAR

Universities throughout the world are undergoing systemic changes in their governance, academic design, structure, and mission. The Salzburg Seminar's Universities Project focuses on higher education reform in Central and East Europe, Russia, and the Newly Independent States as universities in these regions redefine their relationships with governments and try to become more integrated into the global intellectual community.

The Universities Project is a multi-year series of conferences and symposia convening senior representatives of higher education from the designated regions with their counterparts from North America and West Europe. Discussion in the Project's programs focuses on the following themes:

- University Administration and Finance
- Academic Structure and Governance within the University
- Meeting Students' Needs, and the Role of Students in Institutional Affairs
- Technology in Higher Education
- The University and Civil Society

OBJECTIVES

Universities and other institutions of higher learning are seeking to reshape themselves in ways that will prepare them more fully for the twenty-first century. Even as these institutions are considering extensive systemic changes in their academic design, structure, and mission, all desire autonomy in governance and in their intellectual life. Accordingly, the Universities Project aims to promote the higher education reform process by inviting senior administrators to participate in conferences and symposia concerning issues of university management, administration, finance, and governance.

THE VISITING ADVISORS PROGRAM (VAP)

The Salzburg Seminar launched this enhanced aspect of the Universities Project in the autumn of 1998. Under this program, teams of university presidents and higher education experts visit universities in Central and East Europe and Russia at the host institutions' request to assist in the process of institutional self-assessment and change. By mid 2001, twenty-eight VAP visits will have taken place to universities in East and Central Europe and Russia. A full schedule of visits is planned for 2001 and beyond. The addition of the Visiting Advisors Program brings to the Universities Project an applied aspect and serves to enhance institutional and personal relationships begun in Salzburg.

FOR MORE INFORMATION

For more information regarding the Salzburg Seminar's Visiting Advisors program, the Universities Project, and Salzburg Seminar programs, please contact one of the Seminar's offices below.

Salzburg Seminar
Schloss Leopoldskron
Box 129
A-5010 Salzburg, Austria

Telephone: +43 662 839830
Fax: +43 662 839837

Salzburg Seminar
The Marble Works
P.O. Box 886
Middlebury, VT 05753 USA

Telephone: +1 802 388 0007
Fax: +1 802 388 1030

Salzburg Seminar website: www.salzburgseminar.org