



# Cybernetics Snacks

# BILL RECKMEYER

29 July 2022



Snack  
Pack

Boulding K (1956) General systems theory: The skeleton of science. *Management Science* 2: 197-208. [Link to article](#) (paywalled).

Bateson G (1972) *Metaloque: What is an instinct?* In: Bateson G. *Steps to an Ecology of Mind*. Chicago: University of Chicago Press. Pp 48-69. [Link to book](#).

Reckmeyer WJ (2010) "SJSU Salzburg Program – The First Five Years." San José: San José State University, International and Extended Studies. Report attached.

Dupont AA & Reckmeyer WJ (2012) "Australia's National Security Priorities: Addressing Strategic Risk in a Globalized World." *Australian J of International Affairs* 66:34-51. [Link to article](#) (paywalled).

Reckmeyer WJ (2013) "Educating Global Citizens." TEDx Talk. San José State University. [Link to video](#).

Reade C, Reckmeyer WJ, Cabot M, Jaehne D & Novak M (2013) "Educating Global Citizens for the 21st Century –The SJSU Salzburg Program." *Journal of Corporate Citizenship* 49: 100-114. [Link to article](#).

Reckmeyer WJ (2016) "Reflections on Constructing a Reality: The American Society for Cybernetics in the 1980s." Special Issue on the 50th Anniversary Retrospective of the ASC, edited by Herr, Christiane M; Fischer, Thomas and Glanville, Ranulph. *Cybernetics & Human Knowing* 23(1): 28-41. [Link to article](#) (paywalled).

Reckmeyer WJ (2021) "Cybernetics, Global Issues, and the Need for Systemic Wisdom: Mary Catherine Bateson and the Salzburg Global Seminar." Special Issue on Mary Catherine Bateson: *Compositions in Living Cybernetics*, edited by Fred Steier. *Cybernetics & Human Knowing*. 28(3-4): 85-101. [Link to article](#) (paywalled).



SAN JOSÉ STATE  
UNIVERSITY



SALZBURG GLOBAL SEMINAR

# SJSU Salzburg Program 2006 – 2010





# SJSU Salzburg Program 2006 – 2010

William J. Reckmeyer

## SJSU Salzburg Steering Group

<i>Thalia Anagnos</i>	<i>Matt Cabot</i>	<i>Hien Duc Do</i>	<i>Dennis Jaehne</i>
<i>Douglas Mendez</i>	<i>Laurie Morgan</i>	<i>Mark Novak</i>	<i>Carol Reade</i>
<i>Bill Reckmeyer</i>	<i>Karl Toepfer</i>	<i>Beth von Till</i>	

## Table of Contents

<b>PREFACE</b>	iii	<b>GLOBAL CITIZENSHIP @ SJSU</b>	
		Annie Grabowski	1
<b>EXECUTIVE SUMMARY</b>	iv	Bill DeVincenzi and Linzey Hypes	2
		Bill Reckmeyer	4
<b>PROGRAM DESCRIPTION</b>		Mark Novak and Joan Merdinger	5
Introduction	1	Hien Duc Do and Cassie Davis	7
SJSU Salzburg Program	2	Dennis Jaehne, Julia Howes and Karla Davidson	9
Salzburg Global Seminar	3	Douglas Mendez and William Jiang	10
SJSU Salzburg Fellows	5	Darci Arnold	12
SJSU Salzburg Scholars	6	Liz Fleshman and Travis Campbell	15
SJSU Salzburg Mentoring Program	8	Laurie Morgan and Suzanne Lee	16
SJSU Salzburg Activities	12	Cleber Ouverney	17
SJSU Fulbright Scholar-in-Residence	14	Ally Gomez, Elizabeth Sanford and Carol Reade	19
San José-Salzburg Global Dialogue	17		
SJSU Salzburg Web Site	18	<b>APPENDICES</b>	
SJSU Salzburg Accomplishments	18	Appendix A – SJSU Salzburg Fellows	23
SJSU Salzburg Significance	21	Appendix B – SJSU Salzburg Scholars	27
SJSU Salzburg Funding	21	Appendix C – SJSU Salzburg Projects	31
SJSU Salzburg Next Steps	22	Appendix D – SJSU Salzburg Activities	37
		Appendix E – SJSU Salzburg Sponsors	42



## Preface

In the summer of 1947, nearly 100 young professionals from Europe gathered in Austria at the first session of the Salzburg Seminar. Motivated by a strong desire to prevent another global conflict and inspired by the launching of the Marshall Plan a year earlier, they discussed how to rebuild the war-torn continent.

Nearly 60 years later, in the summer of 2006, San José State sent a group of faculty, staff and administrators to attend a session of the Salzburg Global Seminar – the new International Study Program on Global Citizenship (ISP). There they examined critical global issues with peers from other American colleges and universities. The ISP focused on ways to globalize higher education and build a sustainable world.

That first group from San José State became part of an ambitious new effort – the SJSU Salzburg Program. Each year since 2006 the Program selects 10-15 Fellows (faculty, staff and administrators) and 10-15 Scholars (students) to attend summer sessions of the ISP. Together, they develop projects to globalize the campus during the following academic year under the theme of “**Going Global, Going Green.**”

When the two of us launched this Program we weren’t sure what to expect. No one at SJSU had attempted such a venture before. We had modest goals. We wanted to share the unique Salzburg experience with colleagues and we hoped they would promote international efforts on campus.

After the first group of Fellows returned from Salzburg full of ideas and energy, with the support of then President Don Kassing and senior campus administrators, we began to build a critical mass of change agents. We have been delighted to see the Program evolve beyond our original expectations. As of 2010 SJSU has sent 65 Salzburg Fellows and 59 Salzburg Scholars to Salzburg. They have completed more than 100 projects to help internationalize our campus.

This report documents their activities and their broad impact. We hope you find it of interest. We welcome your comments and invite you to join us as we prepare SJSU’s students to become better global citizens.

*Mark Novak*  
January 2010

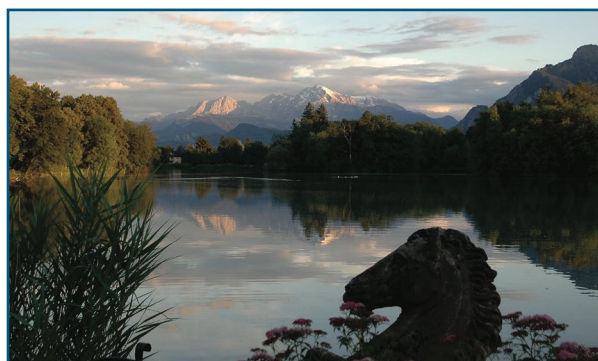
*William J. Reckmeyer*  
January 2010

### Executive Summary


San José State University launched the SJSU Salzburg Program in 2006 as part of its efforts to prepare our students for successful lives and careers in a rapidly-changing global world. It was created to help promote an integrated focus on “**Going Global, Going Green**” by developing a critical mass of collaborative change agents from across campus who work together on globalizing the University and encouraging our diverse constituencies – students, faculty, staff and administrators – to become better global citizens. This innovative Program is possible through a major partnership between San José State and the Salzburg Global Seminar, which has been one of the world’s leading forums for dialogue about problematic international concerns ever since it was established in 1947 by three students at Harvard University.

Each fall semester the University selects a group of 10-15 faculty, staff and administrators to serve as **SJSU Salzburg Fellows** and another group of 10-15 students to serve as **SJSU Salzburg Scholars** through a rigorous campus-wide selection process. The groups meet for their own set of orientation activities the spring semester, following which they attend different but related sessions of the Seminar’s International Study Program on Global Citizenship during the next summer. Individual Fellows and Scholars spend the subsequent academic year collaborating on joint projects during their year of service, including a strong mentoring component in which the Fellows advise their respective Scholars on broader life and career plans. They also participate in a variety of related professional activities throughout the year.

Nearly 125 Spartans have participated in the SJSU Salzburg Program since it originated in 2006 – 65 SJSU Salzburg Fellows and 59 SJSU Salzburg Scholars – and they have already begun making a




substantial difference on campus. During its first five years they have conducted more than 100 group and individual projects to enhance the greater good of the University as a whole, organized more than 10 public talks and presentations by noted international experts, sponsored three Peter Lee Memorial Lectures, hosted a Distinguished Fulbright Scholar-in-Residence during the fall 2007 semester, expanded SJSU’s International Week activities each fall, fostered six M.A. theses and capstone projects and conducted a variety of other activities. They have also developed a self-organizing infrastructure to operate the Program and maintain a Web site to facilitate communication with interested parties.

This report is intended to share the story of the SJSU Salzburg Program’s first five years with a wider audience. It includes three main elements. The body of the report is a basic narrative that explains the Program’s purpose, describes San José State’s partnership with the Salzburg Global Seminar, and summarizes how the Program works. Woven throughout the body of the report are a series of personal vignettes about *Global Citizenship @ SJSU* that profile what selected Salzburg Fellows and Salzburg Scholars have been doing to globalize the University. The report closes with a set of appendices that includes information about the Fellows and Scholars, their collaborative projects, broader Program activities and the financial support that has made the Program possible. 



## Introduction

San José State University established the SJSU Salzburg Program in 2006 as part of its efforts to better prepare students for successful lives and careers in a rapidly-changing global world. This innovative Program is based on a partnership between San José State and the Salzburg Global Seminar, through which we send students, faculty, administrators and staff to attend its International Study Program on Global Citizenship. More than 100 people have participated in the SJSU Salzburg Program since 2006, during which they have collaborated on more than 100 group and individual

projects to globalize the University, organized more than 10 public talks and presentations by noted international experts, sponsored three Peter Lee Memorial Lecturers, hosted a Distinguished Fulbright Scholar-in-Residence, expanded SJSU's International Week activities, fostered six M.A. theses and projects, created a dedicated Web site, conducted a variety of other activities and developed a self-organizing infrastructure for running the Program. This report summarizes the results of the Program's accomplishments during its first five years and our plans for the immediate future. 

## Global Citizenship @ SJSU Annie Grabowski



THE FIRST TIME YOU MEET **Annie Grabowski** (senior double major in behavioral science and sociology), you can tell immediately that she is an impressive young woman – even by Spartan standards. Not only has she been one of San José State University's most outstanding student leaders during her years as an undergraduate student, including selection as a member of the AS 55 in 2007 and SJSU's Homecoming Queen in 2008, but she has also been making a difference beyond the campus. From her work as founder of the Fowler High School Leadership Academy, to coordinator of the Teen Adventure Camp with the YMCA of the Redwoods, to service as an intern in city councilmember Sam Liccardo's office, Annie exemplifies the kind of engaged leader that SJSU seeks to educate. As she gets ready to graduate, Annie's thoughts are focused on broader global matters. The most transformational experience of her undergraduate career, as she is quick to share with anyone who is interested, began when she was chosen to be a member of the first group of SJSU Salzburg Scholars in 2007. Along with 11 other outstanding students from all over our campus, Annie spent a week at the Salzburg Global Seminar in June 2007 exploring global concerns and learning about global citizenship with peers from other colleges and universities around the United States. She spent the past two years working with colleagues on applied projects to globalize San José State, including successfully securing approval from Associated Students to support two SJSU Salzburg Scholars for three years so that other student leaders can benefit from this innovative opportunity like she did.

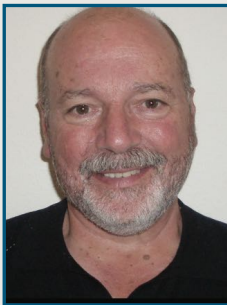
## SJSU Salzburg Program

Annie's experience is not unique, however, for there are many others on campus who have been making a difference through their participation in the SJSU Salzburg Program. San José State is the major public institution of higher education in Silicon Valley and our primary responsibility is to help students develop the abilities to live and work in an increasingly global world. There are lots of people on our campus who are engaged in some form of international work, ranging from teaching and research to institutional partnerships and study abroad opportunities. Several years ago we also developed an innovative Global Studies Program, which prepares its majors with a solid introduction to international affairs and

intercultural relations, but it has little impact on students majoring in other disciplines or fields. The trouble is that these are all random acts of globalization, rather than part of a coherent educational experience that students really need to succeed in the 21st century.

The SJSU Salzburg Program (<http://salzburg.sjsu.edu>) was initiated to address this shortcoming. Our goal is to help the University promote an integrated focus on “**Going Global, Going Green**” by developing a critical mass of change agents who work together on globalizing the campus and encouraging the university's major constituencies – students,

### Global Citizenship @ SJSU Bill DeVincenzi and Linzey Hypes



A SUCCESSFUL HIGH-TECH EXECUTIVE before he came to San José State, **Bill DeVincenzi** (lecturer in the marketing department) has been serving as Director of the Gary J. Sbona Honors Program for the College of Business since 2002. The past two years he added an international trip to that program, taking selected honors students to different regions of the world so they could see first hand the realities of doing business abroad. After being chosen as a SJSU Salzburg Fellow in 2007, though, he knew those trips weren't enough. Teaming up with **Linzey Hypes** (a junior majoring in kinesiology), who had been selected as a

SJSU Salzburg Scholar in 2007 too, they spent the year pulling together a set of materials, electronic linkages, simulations and other resources to enrich the Sbona Honors Program with a more explicit global component. After presenting the results to Mr. Sbona (sponsor of the program) and senior administrators in the CoB, Bill and Linzey were asked to expand their work for broader use within the entire college. DeVincenzi was honored recently as the SJSU Outstanding Lecturer in 2009 for his impressive work with the Sbona Honors Program and as a SJSU Salzburg Fellow. He also broadened his commitment to the Program by securing scholarship donations from the Foundation for Global Community to support SJSU Salzburg Scholars in 2008, 2009 and 2010.






faculty, administrators, staff and the community – to become better global citizens. This Program was established in Spring 2006 when San José State entered into a long-term partnership with the Salzburg Global Seminar to participate in its International Study Program on Global Citizenship. The ISP is a program for American colleges and universities that provides them with a venue to examine significant global issues from an international perspective during week-long sessions with high-level experts at the Seminar’s home in Austria. The ISP emphasizes the importance of taking a systemic approach to understand global affairs and build a sustainable world.

Every year the university sponsors a group of faculty, administrators and staff to serve as SJSU Salzburg Fellows and a group of students to serve as SJSU Salzburg Scholars through a campus-wide selection process. Each group is sent to attend related but different ISP sessions during the summer. Upon their return to campus in August, members of both groups are expected to spend the following academic year collaborating on applied projects to enhance the university at large. Fellows and Scholars also participate in a variety of professional and social activities throughout the year, including substantial contributions to SJSU International Week each fall semester. The Program is administered by **Mark Novak** (Associate Vice President for International and Extended Studies and a 2006 Salzburg Fellow), who co-founded the Program, with assistance from **Nadia Elliott** (logistical support) and **Dondi Bogusky** (Web site).

The Program was co-founded and is led by **Bill Reckmeyer** (professor of leadership and systems at SJSU and a Salzburg Global Fellow), in collaboration with **Dennis Jaehne** (associate vice president for Undergraduate Studies and a 2006 Salzburg Fellow) who coordinated the Salzburg Scholars their first two years; **Carole Reade** (assistant professor of organization and management and a 2006 Salzburg Fellow), who currently coordinates the Salzburg Scholars; and **Hien Do** (professor of social science

and a 2007 Salzburg Fellow), who coordinates the Salzburg Fellows. The Program is also advised by a small Steering Group composed of current SJSU Salzburg Fellows and SJSU Salzburg Scholars. 



## Salzburg Global Seminar

The Salzburg Global Seminar (<http://www.salzburgglobal.org>) has grown into one of the world’s leading forums for dialogues about critical international concerns ever since it was established by three Harvard students in 1947, when Margaret Mead chaired Session Number 1. Each year the Seminar convenes a broad mix of sessions that encourage the free exchange of ideas, informed discussion, diverse viewpoints, common understandings and innovative solutions in a neutral cross-cultural environment. Sessions always focus on timely topics, ranging from emerging political and social affairs to important cultural and economic matters, and typically attract a heterogeneous group of highly-informed and well-placed participants from around the world. All sessions are held at the Seminar’s home in the historic *Schloss Leopoldskron*, a magnificent 18th-century rococo castle (familiar to many as the Von Trapp family home in the *Sound of Music*) that is nestled at the foot of the Austrian Alps and within walking distance of Old Salzburg (UN World Heritage Site and home to the world-renowned Salzburg Music Festival).

## SJSU Salzburg Program

---

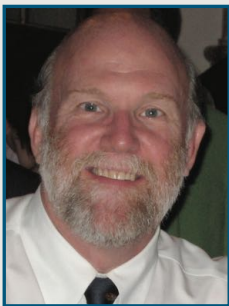
The Seminar established the International Study Program on Global Citizenship in 2004 with a small grant from the W. K. Kellogg Foundation, a long-time supporter of the Seminar's work. The goal of the ISP is to promote better global citizenship by helping participants from colleges and universities in the US and abroad develop the leadership competencies needed to thrive in an increasingly interconnected society. The ISP offers two related kinds of intensive week-long sessions – one for faculty and administrators, the other for students – to work with a group of distinguished ISP faculty drawn from all over the world. The more than 50 participants who attend each session are provided with a Syllabus and Bibliography of resources to develop

a common basis for learning. In addition to the plenary presentations, workshops and small group projects that are the formal basis for every session, discussions often begin early in the morning over breakfast in the Marble Hall or stretch well into the evening out on the Terrace or downstairs in the Bierstube – broken at intervals by jazz or classical concerts, strolls around the lake and forays into the heart of Salzburg's historic *Alt Stadt*.

Led by **Jochen Fried** (Director of Education at the Seminar, who also served as a Distinguished Visiting Professor at SJSU when he was here as a Fulbright Scholar-in-Residence during the fall 2007 semester) and his colleagues, **David Goldman** and **Astrid**

## Global Citizenship @ SJSU

### Bill Reckmeyer



THE ISP FACULTY AND ADMINISTRATIVE SESSIONS ARE LED by the ISP Faculty Chair, **Bill Reckmeyer** (professor of leadership and systems at San José State University and Visiting Professor at Stanford University's Center for International Security and Cooperation), who initiated the partnership between SJSU and the Salzburg Global Seminar. Bill also serves as one of the ISP core faculty members along with Charles Hopkins (the UNESCO chair in Reorienting Teacher Education to Address Sustainability and the United Nations University chair in Education for Sustainable Development, both at York University) and Reinhold Wagnleitner (professor of history at the Universität Salzburg). These sessions feature a variety of other renowned experts from around the world, which include Mary Catherine Bateson (acclaimed cultural anthropologist), Michael Daxner (president emeritus of the University of Oldenburg), Richard Goldstone (long-time South African jurist and former chief prosecutor of the International Criminal Tribunals against the former Yugoslavia and Rwanda), Anthony Kennedy (associate justice of the US Supreme Court), Yolanda Moses (president emeritus of CUNY and past president of the American Association of Higher Education) and Adnan Shihab-Eldin (former secretary general of OPEC). Faculty members at the ISP student sessions regularly include other experts like Peter Rose (professor emeritus of Sociology and Senior Fellow at Smith College), Hedy Rose (Professor Emeritus of Sociology at Smith College) and Dennis Jaehne (associate vice president for Undergraduate Studies at San José State University).



**Schröder**, the ISP began with two sessions in 2004 serving three colleges. Since those modest beginnings it has grown into the most comprehensive and effective network of higher education institutions dedicated to global education in the world. Currently offering 10-12 sessions a year, the ISP network serves more than 85 colleges and universities (two-year, four-year and six-year) and includes more than 1,800 alumni (two-thirds undergraduate students and one-third faculty, administrators and board members) who are linked through an electronic discussion group and participate in other Seminar-sponsored activities like the ConnectEd Conference on Global Education.

## SJSU Salzburg Fellows

SJSU Salzburg Fellows are intentionally chosen from senior leadership and members of units all over San José State – including Academic Affairs, Student Affairs, Administrative Services and Advancement – because the Program supports strategies and activities to transform a wide range of curricular, co-curricular and operational aspects throughout the University. Salzburg Fellows are expected to work together across institutional boundaries and globalize the campus in more coherent ways, through individual improvements of their normal work,

## Global Citizenship @ SJSU Mark Novak and Joan Merdinger



AFTER LEADING THE INAUGURAL GROUP of SJSU Salzburg Fellows to Austria in 2006, **Mark Novak** (AVP for International and Extended Studies) returned to campus full of ideas to globalize the University. Near the top of his list were plans to significantly strengthen SJSU's International Week with expanded activities and higher visibility. Foremost on his mind was a desire to honor his close colleague at SJSU, Peter Lee (AVP of Faculty Affairs, 1996-2004), who passed away unexpectedly in 2004. Peter had not only pioneered development of international partnerships between San José State University and institutions of higher education in the Far East, but he was also the second Salzburg Global Fellow from campus and had helped forge linkages between SJSU and the Salzburg Global Seminar since 1999. Mark worked with **Joan Merdinger** (AVP of Faculty Affairs and a 2008 SJSU Salzburg Fellow), who was a close friend of Peter's as well, to create and endow an annual Peter C. Lee Memorial Lecture. The highlight of International Week activities on campus each fall semester since it began in 2007, this lecture focuses on key topics related to education, international harmony and transnational cooperation in a global world. The first three Peter Lee lectures were given by distinguished educators – Peter Magrath, Yolanda Moses and Steve Stedman – all of who have major ties with the Salzburg Global Seminar. Speakers honored by this award are selected each year by a campus-wide committee, which includes several Salzburg Fellows.



## SJSU Salzburg Program

---

mentoring projects with SJSU Salzburg Scholars and other group activities. Applications are open to any employee of San José State.


Preference is given to full-time members of the campus who have excelled in their job responsibilities, demonstrated a commitment to working for the greater good of SJSU as a whole, propose an innovative project to work on during their year as a Fellow, and are able to leverage change as a result of their position and/or personal influence.



Fellows are chosen by a selection committee, composed of previous SJSU Salzburg Fellows and SJSU Salzburg Scholars, through a competitive application process. Applications are generally due in late October and decisions announced by the end of the semester. Although the total number of Fellows varies each year depending on the quality of applications, the level of funding and how many spots are allocated to San José State by the Salzburg Global Seminar, we usually appoint 10-15 Fellows annually. The new Fellows participate in orientation activities during the spring semester, attend an ISP faculty and administrative session in July and spend the academic year working with SJSU Salzburg Scholars and other Salzburg Fellows on applied individual and group projects. IES has provided funding to cover the ISP session fees (tuition, accommodations, meals and cultural events) for five Fellows each year; while several colleges have sponsored a Fellow in several years. In addition, other Fellows

have secured their own support from different campus sources, external grants and private funding. All Fellows are responsible for covering their own travel expenses to Salzburg, to encourage high levels of commitment and expand the number of people who can participate in this opportunity.

The Program has selected five groups of SJSU Salzburg Fellows since it was launched in 2006 – 12 Fellows in 2006, 16 Fellows in 2007, 11 Fellows in 2008, 11 Fellows in 2009 and 9 Fellows in 2010. Each year we have deliberately invited faculty, staff and administrators from different campus units and with different levels of responsibility. While the majority has been drawn from SJSU's academic colleges and departments, there have also been several Fellows from IES and Student Affairs.

In addition to **Mark Novak** and **Joan Merdinger**, other senior administrators have included **Charles Bullock** (dean of Applied Sciences and Arts), **Tim Hegstrom** (dean of Social Sciences), **Ruth Kifer** (dean of the King Library), **Bill Maguire** (chief information officer), **Carmen Sigler** (provost), **David Steele** (dean of Business), **Eloise Stiglitz** (AVP for Student Affairs) and **Karl Toepfer** (dean of Humanities and Arts) as well as numerous associate deans, department chairs and directors. In addition to colleagues selected to participate in the SJSU Salzburg Program, there have also been several other faculty members who have attended one or more of the Salzburg Global Seminar's traditional topical sessions (Appendix A). 

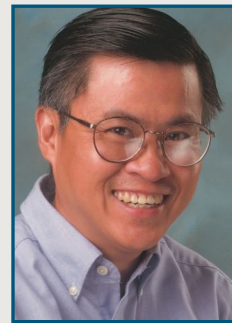
## SJSU Salzburg Scholars

SJSU Salzburg Scholars are selected from across the entire student body of the University, partly because we believe that global citizenship is important for every discipline and partly because we are deeply committed to engaging the full range of student interests around campus. Applicants must be full-time matriculated students, to provide them with sufficient opportunity to work with SJSU Salzburg



## Global Citizenship @ SJSU Hien Duc Do and Cassie Davis

A REFUGEE FROM VIETNAM WHO SETTLED IN Southern California as a child, **Hien Duc Do** (professor of social science) has a first-hand personal experience with globalization that few of his peers at San José State can match. An accomplished faculty member who has co-produced an hour-long documentary film (with SJSU Professor Bob Gliner) that won the CINE Golden Eagle Award in 2004 and served as president of the Association of Asian American Studies, he has also been active as a volunteer in our local community. Hien is a father of two young children. Inspired by his experience in Salzburg and interested in using



his expertise to help his children become more aware of global issues, Hien linked up with **Cassie Davis** (senior finance major and a 2007 Salzburg Scholar) to develop a core curriculum on *Global Citizenship* for Gifted and Talented Education (GATE) students at the school that his children attended – Sherman Oaks Elementary, a dual-immersion (English-Spanish) facility in the nearby Campbell Union School District. Hien is also extensively involved with serving the SJSU Salzburg Program at large, coordinating the Salzburg Fellows each year.

Fellows and other SJSU Salzburg Scholars on projects and related activities to enhance San José State. Although participation in the Program is open to all students, preference is given to upper-division undergraduates who have achieved academic excellence, demonstrate a history of working for the greater good of the campus and broader community and commit to returning as full-time students for the following academic year. Our expectations for the SJSU Salzburg Scholars parallel and dovetail with those for SJSU Salzburg Fellows, although they are modified because students have different responsibilities than faculty, staff and administrators.


The Salzburg Scholars are chosen by a selection committee, which is also composed of current Salzburg Fellows and Salzburg Scholars, through a competitive application process similar to the one required of Fellows. Applications are generally due

in late October, with the results being announced by the end of the semester. Although the number of Salzburg Scholars varies each year depending on the quality of applications, the level of funding and how many positions San José State can secure for the ISP session from the Salzburg Global Seminar, we usually appoint 10-15 Scholars annually. The new Scholars participate in orientation activities during the spring semester, attend an ISP student session in June and spend the academic year working with Salzburg Fellows and other Salzburg Scholars on their individual and group commitments.

SJSU Salzburg Scholars are funded differently than the Salzburg Fellows, generally receiving full scholarships (session fees, accommodations, meals and travel expenses) because we believe that cost considerations should not prevent worthy students from participating in this Program. Encouraged by

## SJSU Salzburg Program

strong support from SJSU President **Don Kassing** in 2006, after he heard about the Program from the inaugural group of Fellows, IES and the college deans agreed to broaden participation so it included at least 10 students every year. IES has provided 1-2 scholarships a year since then, while the SJSU Student Union has contributed one scholarship each year. The colleges provide the majority of funding, however, with several of them regularly funding more than one student a year depending on the circumstances. The Program has also raised a variety of supplemental sources to support the Salzburg Scholars through private donations secured by **Bill Reckmeyer**; a personal donation in memory of Peter Lee from **Jochen Fried** following his service as an SJSU Fulbright Distinguished Scholar-in-Residence; annual contributions from the Foundation for Global Community arranged by **Bill DeVincenzi**; and personal support from **Tom Layton** (professor emeritus of anthropology at SJSU). Additional funding has also been raised by individual SJSU Salzburg Scholars on an occasional basis.

The Program has selected four groups of SJSU Salzburg Scholars thus far – 12 Scholars in 2007, 12 in 2008, 17 in 2009 and 16 in 2010. Collectively, the Scholars have been supported by six of the seven colleges and included 40 undergraduate students and three graduate students majoring in 31 different degree programs. In addition, there has been one other Salzburg Scholar who attended an ISP session in 2005 as part of her work as an SJSU McNair Scholar and two students who were selected to serve as ISP Salzburg interns in 2008 (Appendix B). 

## SJSU Salzburg Mentoring Program

The most visible and important component in the SJSU Salzburg Program is the SJSU Salzburg Mentoring Program that links SJSU Salzburg Fellows with SJSU Salzburg Scholars on a one-to-one basis to work together on collaborative projects during their

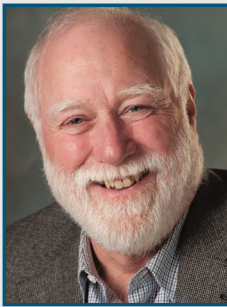


year of service. These projects can range from the introduction of new global elements into existing courses to the creation of training modules about global issues for resident advisors on campus. They can also include the development of new courses on global citizenship or help in managing an aspect of the SJSU Salzburg Program as a whole. Each Scholar works with one or more Fellows during the school year on a joint project, during which time the faculty member or administrator is also expected to mentor the student about his/her life and career plans in general. Fellows and Scholars meet on a regular basis so they can serve as sounding boards and enhance their mutual growth as global citizens. In addition, participants in the Mentoring Program convene for group meetings during the academic year to coordinate their efforts and share results, including a final meeting at the end of the spring semester to share the results of their projects.

In general, Salzburg Fellows are expected to suggest potential projects at the beginning of each academic year, although there have been several instances where projects have been initiated by the Salzburg

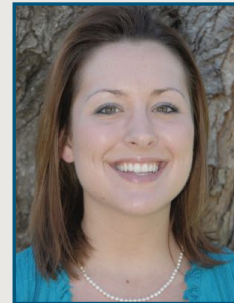


## Global Citizenship @ SJSU Dennis Jaehne, Julia Howes and Karla Davidson



EVER SINCE ARRIVING AT SAN JOSÉ STATE in the late 1980s, **Dennis Jaehne** (associate vice president for Undergraduate Studies) had thrown himself into campus service. By the middle of the current decade, after years of full-time administrative service leading the Department of Communication Studies and twice serving as chair of the University Council of Department Chairs and Directors, Dennis was looking for ways to work more directly with students. Having studied abroad on two different occasions at Universität Salzburg in the 1960s, he jumped at the chance to join the first group of SJSU Salzburg

Fellows in 2006 and quickly became one of the SJSU Salzburg Program’s moving forces. After helping Jill Steinberg (director of the Peer Mentor Center and 2006 SJSU Salzburg Fellow) and Bill Reckmeyer launch the Salzburg Scholars portion of the Program in 2007, Dennis teamed up with **Julia Howes** (an international business junior and 2007 Salzburg Scholar) to develop a new three-week Faculty-Led Study Abroad course on *Intercultural Communication and Global Understanding* in Bath, England, which he taught initially in June 2008 and then again in June 2009. In AY 2008-2009 he also worked with **Karla**



**Davidson** (communication studies graduate student and 2008 Salzburg Scholar) to develop a new undergraduate elective course on *Communication and Global Citizenship* that focuses on three of the principal curricular cornerstones in his home department – diversity, democracy and globalization. In addition, he coordinated the SJSU Salzburg Scholars the first two years of their participation and has been invited back to serve as a faculty member for ISP student sessions at the Salzburg Global Seminar every year since June 2007.

Scholars themselves. Scholars are not expected to be assistants, but to be colleagues working on a mutual effort to globalize the university. The Scholars choose which Fellows they wish to work with during the year, based on the initial proposals for projects and then they jointly shape both the focus and the scope of their work together – including clear expectations regarding workloads, schedules and deliverables. Scholars enroll in a 3-unit independent study during the fall or spring

semester to support their work on these projects. All participants in the Program are expected to submit individual reports at the end of the year that briefly summarize the highlights of their year as a Fellow or Scholar that include their session in Salzburg, describe the nature and results of their projects, reflect on the major lessons learned from their over-all experience and suggest how that experience has affected their plans for the future.

## SJSU Salzburg Program

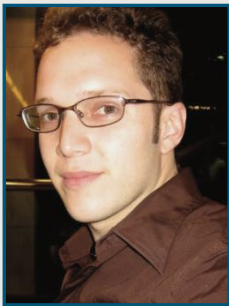
---

The Salzburg Mentoring Program began with the first group of SJSU Salzburg Scholars in 2007. Since then, more than 55 Salzburg Fellows have worked with more than 40 Salzburg Scholars on more than 45 joint projects (Appendix C). In addition to the ones highlighted in the brief vignettes about **Global Citizenship @ SJSU** scattered throughout this report, examples have ranged from a project by **Cheryl Allmen-Vinnedge** (director of the SJSU Career Center and a 2007 Salzburg Fellow) and **Sahil Gulati** (civil engineering major and a 2007 Salzburg Scholar) that conducted research on best practices for internationalizing

college-based career centers; to one conducted by **Debra David** (associate dean for First Year Experience and a 2007 Salzburg Fellow) and **Zack Snead** (a kinesiology major and 2007 Salzburg Scholar) on ways to promote global citizenship as part of SJSU's First Year Experience.

Other representative examples have included projects by **Robin Mara** (graduate student majoring in communication studies and a 2008 Salzburg Scholar) and **Beth von Till** (director of the Communication Lab and a 2007 Salzburg Fellow) to develop modules and workshops on global citizenship for use

### Global Citizenship @ SJSU Douglas Mendez and William Jiang



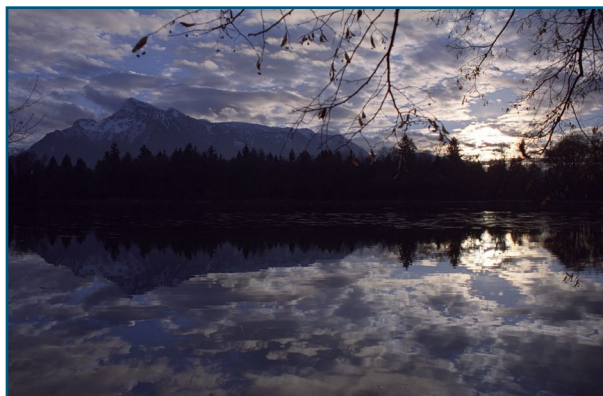
SPEND ANY TIME WITH **Douglas Mendez** (MBA student and 2008 SJSU Salzburg Scholar), whether just chatting or watching him in action, and it is easy to see that he is a natural leader who is committed to making a real difference in the world. Personable and articulate, full of interesting ideas and always willing to do whatever is needed to get a job done right, he wants to integrate environmental ethics and human relations to create the next generation of globally conscientious businesses. After his selection as a Salzburg Scholar, Douglas knew he wanted to work on a project during his year of service that would help him advance that goal. Rather than waiting to see what projects would be proposed by the Salzburg Fellows, Douglas wasted no time after returning to school and asked **William Jiang** (professor and chair of organization and management, who had been a Salzburg Fellow in 2007) to work on cross-cultural communication in a global market. Together, they spent the 2008-2009 academic year developing a brand new seminar on *The Post-Globalization Business World: Managing Without Stereotypes* for the Lucas Graduate School of Business. The seminar focuses on understanding the cultural diversity and complexity of modern work groups, promoting awareness of the difficulties caused by cultural stereotyping in the workplace, and encouraging students to question commonly-held stereotypes in order to better prepare for a culturally complex work force. Douglas has been extending this work through a prestigious internship at Intel and is deeply committed to the SJSU Salzburg Program on a broader basis through his work as president of the Salzburg Scholars Club.






in the two largest general education courses offered by the Communication Studies department; while **Lawrence Quill** (assistant professor of Political Science and a 2008 Salzburg Fellow) and **Fernando Marquez** (sophomore majoring in political science and a 2008 Salzburg Scholar) have been collaborating on a project exploring globalization and urban art. On a more applied basis, **Cora Gerdes** (assistant director of University Housing and 2008 Salzburg Fellow), **Helen Stevens** (director of International Programs and 2008 Salzburg Fellow) and **Matthew Peng** (economics major and 2008 Salzburg Scholar) have been expanding the *Global Village* portion of SJSU's Campus Village. Other projects have focused on scholarly research with **Bill Reckmeyer** into the linkages between different global issues, including work on climate change by **Nicole Lucas** (biology junior and a 2008 Salzburg Scholar) and global pandemics by **Karen Jardine** (behavioral science senior and a 2008 Salzburg Scholar).

In addition to these collaborative projects, there have been six graduate students whose M.A. theses/projects have flowed directly out of the SJSU Salzburg Program over the past three years. **Darci Arnold** (interdisciplinary graduate student in global citizenship and a 2006 SJSU Salzburg Fellow) has been working on a project in corporate sustainability that has already garnered five major national awards for excellence. **Liz Fleshman** (interdisciplinary graduate student in global citizenship and a 2008 Salzburg intern) is working on a systemic approach



to resolving poverty and global development. **Sarah Linn Gallardo** (applied anthropology graduate student and a 2009 SJSU Salzburg Scholar) is exploring the systemic connections between agriculture, climate change, security, water and energy. **James Lauterbach** (interdisciplinary graduate student in global citizenship and a 2009 SJSU Salzburg Scholar) is examining America's role in a globalizing world, as it relates to developing collaborative solutions to security and climate change matters. **Robin Mara** (communication studies graduate student and a 2008 SJSU Salzburg Scholar) is developing facilitation skills to create global citizens in multicultural neighborhoods. **Fiona Marshall** (interdisciplinary graduate student in global citizenship and a 2007 Salzburg Fellow) is evaluating best practices in corporate sustainability among 100+ local corporations and nonprofit groups in Silicon Valley. In most of these cases, ISP core faculty have agreed to serve as outside members of their respective thesis/project committees.

Finally, on a broader curricular dimension, five SJSU Salzburg Fellows have revived efforts to develop a new interdisciplinary minor in leadership studies. Following up on initial efforts by **Bill Reckmeyer** that began in 2004, **Steve Branz** (associate dean for Undergraduate Studies and a 2007 SJSU Salzburg Fellow), **Debra David** (associate dean for First Year Experience and a 2007 Salzburg Fellow), **Dennis Jaehne** and **Maribel Martinez** (director of the Cesar Chavez Community Action Center and a 2008 SJSU Salzburg Fellow) are working to establish an interdisciplinary campus-wide minor for students from all majors that will be jointly co-sponsored by Academic Affairs and Student Affairs. This minor provides students with an introduction to leadership knowledge, skills and applications in four core competencies (collaboration, diversity, ethics and change) and options to emphasize four different aspects of leadership (organizational, community, global and campus). The minor is intended to target two major audiences – students interested in scholarly aspects of leadership and those interested in its practical applications. 

### SJSU Salzburg Activities

The SJSU Salzburg Program sponsors a variety of activities for the campus and the public at large that are designed to promote global citizenship, on campus and for our local community, in terms of raising awareness about critical global concerns and encouraging people to work with others on improving them (Appendix D). Highlights include the Peter C. Lee Memorial Lecture; public talks on important global topics by noted guest speakers throughout the school year; panel presentations by Salzburg Fellows and Salzburg Scholars during SJSU's International

Week; and presentations at professional conferences. There are also a variety of other private activities for our Salzburg Fellows and Salzburg Scholars (which often include invited guests), ranging from a presidential reception each fall to informal gatherings at a local bierstube, that help build community among the Program's diverse set of participants.

The most significant Program event is the Peter C. Lee Memorial Lecture, primarily because it is an endowed talk that brings a world-class speaker to the

### Global Citizenship @ SJSU Darci Arnold



AS PART OF THE SELECTION PROCESS to become a SJSU Salzburg Fellow, applicants are required to propose an innovative project to globalize the university during their year of service. Unlike most grant and leave proposals, however, original project ideas often change markedly after people return from their week in Salzburg. That was certainly the case with **Darci Arnold** (graduate student in Global Citizenship and 2006 Salzburg Fellow), who is an atypical graduate student even by Silicon Valley standards. After retiring as the first vice-president for global marketing at Seagate Technology, the world's largest producer of hard drives and other advanced storage devices, Darci returned to school looking for an advanced degree that combined her diverse interests in business, anthropology and systems thinking. Her experience in Salzburg shifted her graduate focus completely – from business ethics to corporate sustainability – and she returned to campus searching for a way to parlay her considerable experience as a high-tech insider into becoming a high-tech crusader for green business. For her M.A. project she served as a core member of a small team at CB Richard Ellis, the world's largest commercial real estate services firm, and helped it launch an innovative company-wide corporate sustainability program that has already garnered numerous national accolades – including the US Green Building Council Leadership Award and the Environmental Protection Agency's Energy Star Partner of the Year Award. Members of her M.A. committee include Bill Reckmeyer, Dennis Jaehne, Charles Hopkins and Reinhold Wagnleitner, all of who are ISP core faculty. Her success led the Salzburg Global Seminar to invite Darci back as a faculty member for its first Young Leaders Summit in 2007 and for several ISP student sessions since 2008.



university each year and anchors SJSU International Week, which IES has been expanding significantly with the help of the SJSU Salzburg Program. The first Peter Lee lecture was delivered in October 2007 by **Peter Magrath** (interim president of West Virginia University, former president of the National Association of State Universities and Land Grant Colleges and a good friend of Lee who worked with him on several Salzburg projects in countries of the former Soviet Union), whose talk on *Urgently Needed: Internationalized Universities* emphasized the importance of internationalizing higher education in the



21st century. **Yolanda Moses** (president emeritus of the City University of New York (CUNY), former president of the American Association of Higher Education and the American Anthropological Association and a faculty member for several sessions at Salzburg) gave the second Peter Lee Lecture in November 2008, speaking about broad strategies for *Linking Diversity and International Knowledge and Practice: Our Millennial Challenge* in a global world full of different cultures. **Stephen Stedman** (senior fellow with the Center for International Security and Cooperation at Stanford University and former special assistant secretary general to Kofi Annan at the United Nations) gave the third Peter Lee Lecture in November 2009, sharing his views about *Transforming American Foreign Policy: Can 'Yes We Can' Overcome 'No We Can't'* before a standing-room audience and meeting with campus leaders for a private discussion afterwards.

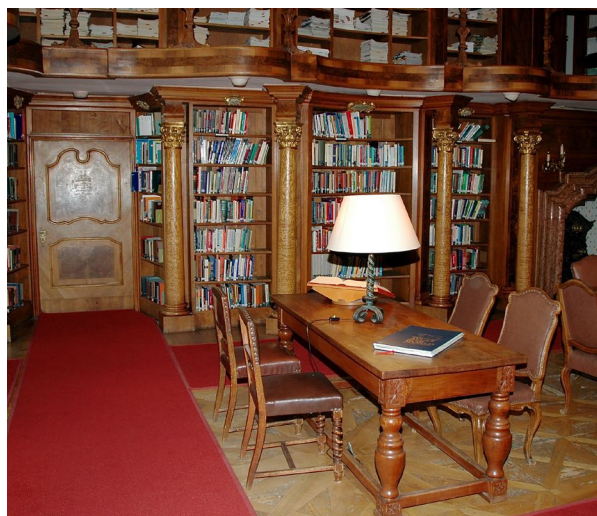
Several other Program events have also benefitted from the partnership between San José State and the Salzburg Global Seminar. Three of the core ISP faculty have visited our campus to give major talks and presentations that were well attended by colleagues from SJSU, San José City College and Evergreen Valley College (both of which are also part of the ISP network) and Salzburg Seminar alumni in the Bay Area. Provost **Carmen Sigler** (2007 Salzburg Fellow) and the SJSU Salzburg Program hosted **Charles Hopkins** (UNESCO Chair in teacher education to address sustainability and the United Nations chair in education for sustainable development, both at York University), who explored the *Role of Education in Building a More Sustainable World* during SJSU International Week in 2007. More recently, the Program hosted a week-long visit by **Reinhold Wagnleitner** (professor of history at Universität Salzburg) and **Tom McDermott** (world-renowned jazz pianist from New Orleans) in February 2009 as part of their national tour of ISP institutions. They gave an Informance on *Jazz: The Classical Music of Globalization* that included a mix of live music and insightful commentary about the global influence of African-American music. Wagnleitner also gave an updated version of his talk on *The United States of America and the World: Views From a Distance* that included recent global polls following the election of President Obama. Hopkins and Wagnleitner are serving on the committees of several SJSU graduate students who are a Salzburg Fellow or a Salzburg Scholar, so they also spent time meeting with them and other committee members to discuss their progress.

Another important activity has been the formation of the Salzburg Scholars Club as a registered student group with SJSU's Associated Students, which was initiated by **Annie Grabowski** and **Julia Howes** (both 2007 Salzburg Scholars) in fall 2008. The club was established to support activities by the SJSU Salzburg Scholars "to help globalize SJSU, including (a) working on year-long projects with SJSU Salzburg Fellows to transform curricular,

## SJSU Salzburg Program

co-curricular and operational aspects of the University as a whole; (b) sponsoring distinguished guest speakers on significant and timely global topics; (c) organizing sessions for SJSU International Week; (d) participating in a variety of educational sessions and events, such as the SJSU-Salzburg Global Dialogue; and (e) working with other SJSU student organizations to enhance student life on campus.” The club has already played a significant role in advancing Program priorities. Led by its 2009 president, **Douglas Mendez** (2008 Salzburg Scholar), the club received maximum AS funding to co-host the **Wagnleitner-McDermott** visit in February 2009. In addition, **Annie Grabowski** and **Maribel Martinez** (director of the Cesar Chavez Community Action Center and a 2008 SJSU Salzburg Fellow) recently secured approval from the AS board of directors to provide two scholarships a year for the next three years so outstanding student leaders can serve as SJSU Salzburg Scholars.

The SJSU Salzburg Program also helped organize the first ConnectEd Conference on Global Education, which was held in Monterey, California in January 2008 and co-sponsored by Middlebury College and the Salzburg Global Seminar. The conference attracted nearly 400 participants from 30 different countries and featured keynote talks by Leon Panetta, Scott McNealy, Jorge Castaneda, Robert Kaplan and David Rothkopf. SJSU contributed two invited panel sessions at the conference, one that was organized by **Jochen Fried** and **Bill Reckmeyer** on *The Salzburg Global Seminar – 60 Years of Global Education* and a second that was co-organized by **Devin Elston** (2007 Salzburg Scholar) and **Jun Wan** (2007 Salzburg Scholar), both of whom were SJSU Salzburg Scholars in 2007, on *Moving Towards a More Globalized World – From the Students’ Perspective*. The latter was the only student session at the conference and attracted a large audience of professional educators from around the world who especially appreciated their student perspective on global education. 🌀



## SJSU Fulbright Scholar-in-Residence

Among the activities organized by the SJSU Salzburg Program during its first three years, the most visible and most consequential was when we hosted **Jochen Fried** (director of education at the Salzburg Global Seminar and head of its International Study Program on Global Citizenship) in 2007 during the second year of our Program. This was made possible through the award of an unprecedented grant from the Council for the International Exchange of Scholars (CIES) that enabled us to bring Fried to the United States as a Fulbright Scholar-in-Residence for the entire 2007-2008 academic year. That award, which was a joint endeavor between San José State and Bronx Community College, was the first ever granted by CIES to support a transcontinental partnership between a university and a community college in the history of its grant-making. Fried spent fall 2007 serving as a distinguished visiting professor at SJSU and then spent Spring 2008 serving as a visiting professor at BCC, as well as also meeting with other ISP colleges and universities during the year.

The purpose of Fried’s residency was to amplify and reinforce the impact of SJSU’s participation in the ISP by (a) supporting and enhancing ongoing



efforts to globalize our university through an emphasis on global citizenship; (b) building linkages for similar efforts with related academic consortia in the community and around California; (c) promoting broader awareness of critical interconnected global issues and the value of global citizenship in those institutions; (d) fostering greater collaboration among ISP partner institutions around the country; and (e) continuing to improve the ISP itself. The majority of funding for Fried's visit was provided by CIES, which administers the Fulbright program

on behalf of the US Department of State, but SJSU provided matching support through our College of Business, College of Social Sciences, Global Studies Program and the division of International and Extended Studies.

Fried's visit was also notable because it was the first time that San José State as a whole (not a specific department or college) had hosted someone for an entire semester since Buckminster Fuller was in residence during spring 1968. Fried lived in

## Global Citizenship @ SJSU

### Liz Fleshman and Travis Campbell



FASCINATED BY WHAT SHE HAD LEARNED during a year studying abroad as a high school foreign exchange student in Japan, **Liz Fleshman** (B.A. in German and currently an interdisciplinary graduate student in Global Citizenship) had become actively engaged in student life soon after arriving on campus. One of the university's first peer mentors, a student representative on the MUSE advisory board for two years and a 2005 recipient of San José State's highest honor for student leadership – the AS 55 Award – Liz had become interested in becoming a global change agent. Her project for the *Global Citizenship* course,

which was a blog to discuss poverty and development, led to a short-term paid consultancy with the World Bank in the Philippines that resulted in suggestions which are now being considered at the global level in Washington DC. Also one of SJSU's first peer mentors, as well as a resident advisor and student member of the Integrative Learning Panel, **Travis Campbell** (double major in philosophy and English) became interested in how organizations like the university work. After he was selected as a 2007 SJSU Salzburg Scholar, Travis initiated a project with Susan Hansen and Jochen Fried to examine University Housing Services as a hierarchical system and develop recommendations to enhance leadership development for its resident advisors. Based on their impressive accomplishments, Liz and Travis were awarded highly competitive internships at the Salzburg Global Seminar. Liz worked with the International Study Program in spring/summer 2008, while Travis worked with the Institute for Historical Justice and Reconciliation as well as the ISP in winter 2008/2009. Liz also used the opportunity to spend the fall 2008 semester studying with Reinhold Wagnleitner at Universität Salzburg as part of her masters degree in Global Citizenship from SJSU.



## SJSU Salzburg Program

---

the Campus Village while he was here, which was facilitated by **Susan Hansen** (director of University Housing and a 2007 SJSU Salzburg Fellow) and made it easier for him to be more fully engaged with university life than is true for most of our faculty and administrators. During his residency Fried co-taught a new course on *Global Citizenship* with **Bill Reckmeyer** and **Dennis Jaehne** (which they co-taught again in Spring 2009); delivered a major talk on *Global Citizenship – Why Does it Matter?* during SJSU International Week; and gave guest lectures in courses taught by Salzburg Fellows in more than a dozen colleges and departments. He also helped us develop the Salzburg Mentoring Program; met with selected leaders and alumni in the College

of Business and the College of Social Sciences; consulted on curricular change with those colleges and IES; worked with several individual Salzburg Scholars on independent studies; and advised senior leadership at SJSU about recent trends in international higher education.

In addition, the Program arranged numerous outreach opportunities for Fried with a variety of community groups and academic institutions that also had partnerships with the ISP. Fried gave public talks and guest lectures for ISP colleagues at San José City College and Evergreen Valley College, spent several days at the University of San Francisco with **Walt Gmelch** (dean of School of Education, who leads

## Global Citizenship @ SJSU Laurie Morgan and Suzanne Lee



A LONG-TIME CAREER CONSULTANT and program director in San José State's Career Center, **Laurie Morgan** (assistant director for Campus Wellness) had recently assumed her new position at the SJSU Student Health Center when she was selected to be a SJSU Salzburg Fellow in 2008. Interested in transformational leadership and organizational change, Laurie decided to use her year-long project to focus on ways to broaden campus awareness about the global dimensions of wellness. Working with **Suzanne Lee** (a nursing junior and a 2008 SJSU Salzburg Scholar), who had focused on diversity and globalization

issues during her study abroad course with Dennis Jaehne at Bath following her week in Salzburg, they developed several experiential events during the past year. One was the *Great Global Breakfast Event* in fall 2008, which attracted several hundred students to an outdoor fair that exposed them to what a typical breakfast table might look like in other parts of the world. Another one was the *Spartapalooza Wellness Festival* in spring 2009 that included more than 50 booths and breakout workshops on various ways to improve our personal health and wellness, including a booth organized by Suzanne with interactive activities to engage students about different types of wellness practices among people of diverse ethnic and cultural heritages. Laurie and Suzanne are also developing a Web page on global wellness practices for the Student Health Center's new wellness Web site.





a group of students to an ISP student session each year) and met with other Salzburg alumni in the San Francisco Bay Area. He also made extended week-long visits to two other ISP institutions in California, CSU-Fresno with **Mike Thomas** (university veterinarian and director of the Bill Jones Leadership Institute) and **Chui Tsang** (president of Santa Monica College), both of whom are Salzburg Fellows and have led large groups to attend ISP sessions, where he met with academic leaders on those campuses to discuss global citizenship in general and the ISP in specific. Finally, he gave a keynote presentation on the Salzburg Global Seminar at the California Agricultural Leadership Program's annual meeting. 

## San José-Salzburg Global Dialogue

San José State, Universität Salzburg and the Salzburg Global Seminar established a San José-Salzburg global dialogue in fall 2007 to exchange ideas about

international issues among students at our respective institutions. The dialogue is a joint venture between **Bill Reckmeyer** (SJSU), **Reinhold Wagnleitner** (US) and **Jochen Fried** (SGS). This collaboration grew out of the seminar's International Study Program on Global Citizenship (ISP), in which all three of the organizers have served as founders, chairs and core faculty members since 2004, as well as Fried's visit to San José State as a Fulbright Scholar-in-Residence during the fall 2007 semester. The purpose of this dialogue is to (1) provide students at our institutions with an opportunity to explore global issues from a variety of perspectives; (2) provoke personal reflections about their experiences and course material; (3) compare their views with those of counterparts from other regions of the world; (4) establish an on-going teaching-learning relationship between the three institutions; (5) promote further interactions between the three institutions.

Participation is open to students who are Salzburg Scholars and/or members of courses being taught

## Global Citizenship @ SJSU Cleber Ouverney



A RECENT ADDITION TO THE FACULTY at San José State, **Cleber Ouverney** (assistant professor in the department of biological sciences) has a strong interest in natural complex microbial communities and marine microbiology. A native of Brazil who studied abroad in the US and is particularly concerned about broader global environmental issues, Cleber was delighted when he became a 2007 SJSU Salzburg Fellow based on his proposal to develop a new short-term Faculty-Led Study Abroad course to the Amazon. First offered in summer 2008 and then again in 2009, the course provides students with a first-hand look at pressing biological, cultural and economic topics that are affecting that region and – because the Amazon is the world's largest fresh-water ecosystem – the planet at large. The course examines biodiversity and the loss of biodiversity through deforestation and its global impacts, local sustainable fishing communities and indigenous groups, and the role of the region as an international economic power.

## SJSU Salzburg Program


by Reckmeyer, Wagnleitner, Fried or Jaehne. This global dialogue is electronically conducted online, via a Web site provided by Salzburg Global Seminar and through selected video conferences. The specific content and focus of dialogue sessions varies from semester to semester, depending on the interests of the organizers. The first session was held during October–November 2007 with SJSU Salzburg Scholars and students/faculty who were in the (1) ANTH 187 course on *Global Citizenship* offered by Bill and Jochen at San José State during fall 2007; and (2) Seminar 312.173 on “Culture(s) of Globalization” taught by Reinhold at Universität Salzburg during winter 2007–2008. Participants included a diverse international mix of undergraduate students, graduate students and faculty members who were citizens of the United States, Austria, England, China, India, Poland and Spain as well as many who had also studied abroad in such countries as England, Ghana, Mexico, Spain and Switzerland. Future sessions will be scheduled in 2009–2010 and beyond, including expanded opportunities for other faculty members at SJSU, with details dependent in the courses being offered.

## SJSU Salzburg Web Site

Information about all aspects of the SJSU Salzburg Program, including access to the application materials for prospective SJSU Salzburg Fellows and SJSU Salzburg Scholars, is available from a dedicated Web site (<http://salzburg.sjsu.edu>) that was launched in 2008. The website, which is maintained by **Bill Reckmeyer** and **John Fay**, was developed with the assistance of **Fiona Marshall** (interdisciplinary graduate student in Global Citizenship and a Salzburg Fellow who attended the Young Leader’s Summit in 2007) and **Jennifer Soong** (a business administration major and 2007 SJSU Salzburg Scholar). The Web site includes several individual Web pages with summaries of Program goals, participants, projects and activities. It also includes links to other relevant Web sites and PDF versions of numerous documents, including profiles of our Salzburg Fellows and Salzburg



Scholars with information about their projects and backgrounds.

The primary audience for the Web site are colleagues at San José State and members of our local community who are interested in global affairs, globalizing SJSU, or becoming involved with the SJSU Salzburg Program itself. However, the Web site is also proving to be a major portal to other individuals and institutions around the country and abroad through the ISP network. SJSU is one of the most active members of that network, which now includes more than 85 colleges and universities and more than 1,800 alumni and also has one of the most ambitious and well-developed programs for transformational change in the ISP network. The Program has not only been cited as a model for global education and singled out by the Salzburg Global Seminar in its annual reports, but it has been attracting attention from other institutions interested in making similar kinds of changes and by leading educational groups like the American Council on Education, the College Board and the Council for the International Exchange of Scholars. 

## SJSU Salzburg Accomplishments

When **Mark Novak** and **Bill Reckmeyer** co-founded the SJSU Salzburg Program in 2006, they viewed it in



typical Silicon Valley terms – as a start-up venture that seemed worth trying, given the importance of enhancing San José State’s capabilities as the leading public university in the region. The benefits to be derived from expanding the opportunities for SJSU students, faculty and administrators to gain experience abroad, especially with a world-renowned institution like the Salzburg Global Seminar, was a no-brainer. But they knew the Program would live or die based on its ability to make a substantial impact on both an individual and

an institutional level, so they proceeded with an explicit understanding to operate the Program for a five-year period and then formally evaluate its accomplishments before deciding whether the venture deserved extension. Although the Program is only midway through that initial period, the university is already beginning to see tangible returns on its investment.

A good sense of those benefits is evident throughout this report in the summaries of what is being

## Global Citizenship @ SJSU

### Ally Gomez, Elizabeth Sanford and Carol Reade



AS WITH OTHER 2008 SJSU SALZBURG SCHOLARS, **Ally Gomez** (human resource management senior) and **Elizabeth Sanford** (public administration graduate student) returned from their week at Schloss Leopoldskron brimming with ideas. Both of them shared a special interest in helping future groups of SJSU Salzburg Scholars be better prepared to make the most of their experience. **Carol Reade** (assistant professor of organization and management) had felt the same way after she returned from Salzburg in 2006 with the first group of SJSU Salzburg Fellows, but had not been able to devote as much time to

the Program as she had intended until this past year. Their interests came together during Spring 2009, when they worked on related logistical aspects of the 2009 Salzburg Scholars Program. Ally organized an expanded set of orientation sessions for the new Scholars, developed a peer buddy system to match them with previous Salzburg Scholars and coordinated travel arrangements for the group in June. Elizabeth created a package of guidelines, templates and examples for public presentations and private communiqués so subsequent Salzburg Scholars could reflect on their experiences and share



their lessons learned with a mix of campus as well as public audiences. Carol volunteered to serve as faculty advisor for the 2009 Salzburg Scholars trip to Austria and was joined there by her husband, Mark McKenna (associate director of the Global Studies Program and a 2009 SJSU Salzburg Fellow). Due to their substantial expertise in global management, they were asked to serve as resource specialists and gave a joint presentation on *The Role of International Business in Fostering Peaceful Societies* for the more than 60 participants at ISP number 33 in June 2009.



## SJSU Salzburg Program

---

accomplished and the vignettes of those who are making a difference. These include the number, quality and positions of the people who have participated; the breadth and intensity of their activities; the variety and success of the joint projects they have conducted; and the coherence of their creative efforts. First and foremost, the Program's activities are beginning to have a substantial institutional impact by weaving new elements into the fabric of the entire University – elements that reflect the unique role of Silicon



Valley in our globalized world and underscore SJSU's pioneering efforts to embrace the realities of global citizenship. Another good indication of the Program's benefits, however, can be seen in the profound impact it has had on the people themselves.

For **Annie Grabowski** (2007 Salzburg Scholar), as a result of her Salzburg experience “both abroad and back at SJSU, my eyes have been opened to realities which are rarely seen, my mind is sharper and more focused on critically analyzing systemic problems and my heart has more compassion for humanity.”

Her views are echoed by **Travis Campbell** (2007 Salzburg Scholar), who believes “the lessons which ISP participants transport back to the campus are invaluable, have measurable outcomes and engender limitless potential” – lessons that came because he was “able to meet a wealth of fantastic professors and administrators from all over the world, several of whom I still contact on a regular basis.” Similarly, **Douglas Mendez** (2008 Salzburg Scholar) has found his Salzburg experience to be “truly life changing; but more importantly, it changed my attitudes, beliefs and my actions as a student and a young professional.”

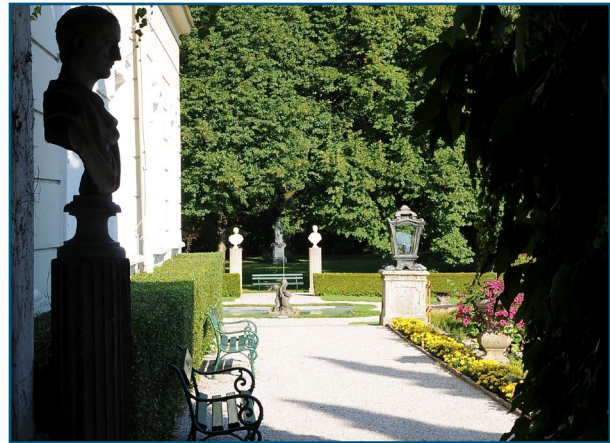
It is not surprising that the Program has had such a strong effect on students, given their age and level of experience, but their sentiments are shared by the faculty and administrators who have been actively involved as well. **Jill Steinberg** (2006 Salzburg Fellow) was doubtful at first, but found her week in Salzburg “absolutely awesome – the best professional experience of my life” and enthusiastically threw herself into leading development of the SJSU Salzburg Scholars portion of the Program as a result. Although bearing considerable responsibilities as a chair of a very large department and now as AVP for Undergraduate Studies, **Dennis Jaehne** (2006 Salzburg Fellow) remains deeply committed to the SJSU Salzburg Program because it has been an “invigorating and renewing experience . . . [that] increased significantly my awareness and understanding of the emerging importance of global citizenship – as well as the relative inattention we currently pay to this issue in our curriculum.” Similarly, after spending more than 20 years living, working and studying abroad in numerous countries, **Carol Reade** (2006 Salzburg Fellow) returned from Salzburg with a strong feeling “that it is her duty to show students they are the future leaders of our world . . . [since] it will be up to them to care for the world and each other; students need to be concerned with social and environmental sustainability because these issues will demand action within their lifetime.” Other SJSU Salzburg participants have expressed comparable views. 🌀




## SJSU Salzburg Significance

This Program is a unique effort at San José State, for a number of reasons. First, it is one of only a few partnerships between the university and a world-class institution like the Salzburg Global Seminar. NASA is a prime example of another, but there aren't many others. Second, it is the only program that is consciously dedicated to transformational change and has created a framework to develop a group of collaborative change agents. Third, it is the only campus-wide program with a global focus that sends people abroad for first-hand experiences; there are a few others that share that emphasis, such as the Gary Sbona Honors Program (College of Business) and the Global Technology Initiative (College of Engineering), but they address college interests rather than those of SJSU as a whole. Fourth, it is the only program that requires participants to spend a year of service working as part of a group to work on applied projects with tangible results to enhance the greater good. Fifth, it is the only program that links students with faculty, administrators and staff in a multi-disciplinary personal-professional mentoring process. Finally, to the best of our knowledge, there is no other program of its kind in the CSU system or the rest of the country.

As such, we view the SJSU Salzburg Fellows and SJSU Salzburg Scholars as a resource for the president, provost, deans and other senior administrators to call on for assistance in globalizing the university – a group of Jedi knights or a SWAT team, if you will, that can provide creative and collaborative assistance across institutional boundaries. Participants in the SJSU Salzburg Program are not alone in their ability to help in such matters, of course, but they are a community of people who are focused on **“Going Global, Going Green”** and are more willing than most to work above and beyond their formal responsibilities as a result of their shared experience at the Salzburg



Global Seminar and in the SJSU Salzburg Program. We know this is an ambitious Program, but the need is great and random acts of globalization are not enough if the university really wants to prepare people to live and work in an interdependent world. 


## SJSU Salzburg Funding

From the outset, before the first group of SJSU Salzburg Fellows went to Austria in 2006, we agreed this Program had to be something special – that it should be a first-rate opportunity that offered colleagues a distinctive world-class experience, but one that wouldn't break the bank. San José State is a public institution of higher education. As such, it doesn't have the extensive fiscal resources that neighboring private universities like Stanford and Santa Clara can devote to this kind of effort. We believed the Program had significant potential to be a great investment for SJSU, but we also recognized it might not work out as well as we originally hoped. For that reason, we decided to launch it for an initial five-year period and then evaluate whether it was worth continuing.

The Program has been funded from the beginning entirely by non-state monies. SJSU's International and Extended Studies provided the requisite seed money, in the form of a commitment to cover Program fees for five Salzburg Fellows to attend ISP sessions each year for five years. President Kassing provided additional

## SJSU Salzburg Program

---

impetus soon after the Fellows returned from Salzburg that first year, when he asked the academic deans to provide full scholarships so at least 10 students could serve as SJSU Scholars each year. In addition, we have been able to secure general sponsorships from other campus units (Student Union and Associated Students) as well targeted sponsorships for specific individuals from different departments. We have also been successful in attracting external funding for a substantial portion of Program activities. Total financial support during the first five years has been approximately 472,025, with 55% coming from university sources and 45% from non-university sources (Appendix E). 


## SJSU Salzburg Next Steps

As we enter our fifth year of operation, the SJSU Salzburg Program is focused on the future. This past spring we selected 9 faculty and administrators to serve as 2010 SJSU Salzburg Fellows and attend a faculty-administrator ISP session in mid-July 2010. We also selected 16 students to serve as 2010 SJSU Salzburg Scholars and attend a student ISP session in June 2010. The new Fellows and Scholars will start working on their projects in 2010-2011 and we are looking forward to seeing the impact of their contributions as the year unfolds. Their participation brings the total number of Salzburg Fellows to 65 faculty, staff and administrators and the total number of Salzburg Scholars to 59 students.

As the Program moves forward, we are also planning several other initiatives during the next two years. One is to develop an annual campus-wide **Global Connections** speakers program that will bring 3 – 4 noted speakers to San José State each semester to share their expertise and experience on critical global issues, to help the university as a whole focus its attention more explicitly and collectively on “**Going Global, Going Green.**” We are not interested in reinventing the wheel, since there are already a variety of similar speakers series on campus – such as those organized by the College of Business, Davidson College of Engineering and Global Studies Initiative.

But we do think that those series, like other random acts of globalization at SJSU, do not reach the kind of broad audience or develop the kind of integrated shared focus that San José State needs and deserves.

We are also looking to fine-tune selected other aspects of the Program, to improve its overall quality and influence. One of the Program’s hallmarks is that we believe students from every college should be involved in helping globalize the university. We’ve been successful, in terms of securing support from most of the university’s colleges, but we haven’t been able to engage the Lurie College of Education yet. Our goal is that we can do so soon, so that it will start sponsoring students to serve as Salzburg Scholars in 2010. Another one of the Program’s hallmarks is our deep commitment to inclusive excellence. We’ve been very successful in that regards as well, in terms of attracting a diverse and accomplished set of Fellows and Scholars, but women have been an overwhelming majority of the Salzburg Scholars to date – outnumbering men by a 3-1 margin. Our hope is that we will be able to attract more young men in the future, so the mix of Scholars is more balanced.

Finally, we are planning to develop a stable source of funding for the SJSU Salzburg Program, to augment the support we have generated on an ad-hoc basis thus far, so we can ensure its long-term viability. We think it provides a tremendous return on investment for San José State, due to the significant contributions of our Fellows and Scholars, but we also recognize that external funding is vital given the budget crisis facing public higher education in California. We believe the Program’s timely focus, innovative approach, coherent results and special cachet can elicit significant contributions from like-minded individuals and selected philanthropic institutions that support educational efforts to address pressing global concerns. Our intent to establish an endowment that not only provides dependable funding to support 10-15 Fellows and 10-15 Scholars each year, but will also cover requisite administrative costs and the growing variety of Program activities. 



## Appendix A SJSU Salzburg Fellows

San José State University has selected five groups of faculty, staff, and administrators to serve as Salzburg Fellows in the SJSU Salzburg Program since it began – 12 Fellows in 2006, 16 Fellows in 2007, 11 Fellows in 2008, 11 Fellows in 2009 and 9 Fellows in 2010. There are also several other Salzburg Fellows at SJSU who have attended one or more of the Salzburg Global Seminar’s traditional sessions and participate in the Program on a regular basis.

**Dr. Maria Alaniz**  
(2007)  
Chair and Professor  
Social Science  
College of Social Sciences

**Cheryl Allmen-Vinnedge**  
(2007)  
Director  
SJSU Career Center  
Student Affairs

**Dr. Thalia Anagnos**  
(2009)  
Professor  
General Engineering  
Davidson College of Engineering

**Darci Arnold**  
(2006)  
Graduate Teaching Assistant  
Anthropology  
College of Social Sciences

**Dr. Tanya Bakhr**  
(2009)  
Assistant Professor  
Social Science  
College of Social Sciences

**Dr. Stephen Branz**  
(2007)  
Associate Dean and Professor  
College of Science

**Dr. Bill Briggs**  
(2006)  
Professor  
Journalism and Mass  
Communications  
College of Applied Sciences and Arts

**Dr. Charles Bullock**  
(2010)  
Dean  
College of Applied Sciences and Arts

**Dr. Matthew Cabot**  
(2009)  
Associate Professor  
Journalism and Mass  
Communications  
College of Applied Sciences and Arts

**Dr. Michael Conniff**  
(2009)  
Director and Professor  
Global Studies Initiative  
College of Social Sciences

**Mary Conroy**  
(2007)  
Lecturer  
Child Development  
College of Education

**Dr. Katherine Kao Cushing**  
(2010)  
Director of Sustainability  
Office of the President

**Dr. Debra David**  
(2007)  
Associate Dean and Professor  
First Year Experience  
Undergraduate Studies

**Bill DeVincenzi**  
(2007)  
Director and Lecturer  
Sbona Honors Program  
College of Business

**Michael Fallon**  
(2010)  
Associate Director  
Center for Community Learning  
and Leadership

## SJSU Salzburg Program

---

**Dr. Anne Fountain**  
(2009)  
Professor  
Foreign Languages  
College of Humanities and Arts

**Cora Gerdes**  
(2008)  
Assistant Director  
University Housing  
Student Affairs

**Dr. Scot Guenter**  
(2006)  
Professor  
Humanities  
College of Humanities and Arts

---

**Dr. Tim Hegstrom**  
(2007)  
Dean and Professor  
College of Social Sciences

**Dr. Susan Hansen**  
(2007)  
Director  
University Housing  
Student Affairs

**Dr. Hien Duc Do**  
(2007)  
Professor  
Social Science  
College of Social Sciences

---

**Dr. Dennis Jaehne**  
(2006)  
Associate Vice President  
Undergraduate Studies

**Dr. William Jiang**  
(2007)  
Chair and Professor  
Organization and Management  
College of Business

**Dr. Michael Kauffman**  
(2010)  
Professor  
Physics and Astronomy  
**College of Science**

---

**Dr. Ruth Kifer**  
(2007)  
Dean  
University Library

**Dr. Michael Kimbarow**  
(2008)  
Chair and Associate Professor  
Communicative Disorders  
Lurie College of Education

**Dr. Peter Lee**  
(1999, 2000, 2001, 2002)  
Associate Vice President  
and Professor  
Faculty Affairs  
Academic Affairs

---

**Brenda Lohry**  
(2009)  
Workforce Planning Analyst  
Human Resources  
Administration and Finance

**William Maguire**  
(2010)  
CIO and Vice President  
Information Technology Services

**Fiona Marshall**  
(2007)  
Graduate Teaching Assistant  
Anthropology  
College of Social Sciences

---

**Maribel Martinez**  
(2008)  
Program Manager  
Cesar Chavez Center  
Associated Students

**Dr. Alison McKee**  
(2009)  
Assistant Professor  
TV-Radio-Film-Theatre  
College of Humanities and Arts

**Dr. Mark McKenna**  
(2009)  
Associate Director  
Global Studies Initiative  
College of Social Sciences

---

**Dr. Joan Merdinger**  
(2008)  
Associate Vice President  
and Professor  
Faculty Affairs  
Academic Affairs

**Laurie Morgan**  
(2008)  
Assistant Director for Wellness  
Student Health Center  
Student Affairs

**Dr. Mark Novak**  
(2006)  
Associate Vice President and Dean  
International and  
Extended Studies



---

**Karen O'Neill**  
(2008)  
Director  
International Gateways  
International and Extended  
Studies

**Dr. Cleber Ouverney**  
(2007)  
Assistant Professor  
Biological Sciences  
College of Science

**Dr. Sharon Parsons**  
(2007)  
Professor  
Elementary Education  
Lurie College of Education

---

**Dr. Greg Payne**  
(2007)  
Chair and Professor  
Kinesiology  
College of Applied Sciences and Arts

**Deanna Peck**  
(2009)  
Coordinator-Educational Programs  
Counseling Services  
Student Affairs

**Dr. Kenneth Peter**  
(2002, 2004)  
Professor  
Political Science  
College of Social Sciences

---

**Dr. Benjamin Powell**  
(2006)  
Assistant Professor  
Economics  
College of Social Sciences

**Dr. Lawrence Quill**  
(2008)  
Assistant Professor  
Political Science  
College of Social Sciences

**Dr. Rosalinda Quintanar**  
(2008)  
Professor  
Elementary Education  
Lurie College of Education

---

**Dr. Roslyn Raney**  
(2006)  
Lecturer  
Linguistics and Foreign  
Languages  
College of Humanities and Arts

**Dr. Cynthia Rostankowski**  
(2010)  
Associate Professor  
College of Humanities and Arts

**Dr. Carol Reade**  
(2006)  
Assistant Professor  
Organization and Management  
College of Business

---

**Dr. William Reckmeyer**  
(1995, 1997, 1998, 1999, 2002)  
(2004-2009)  
Professor of Leadership  
and Systems  
Anthropology  
College of Social Sciences

**Dr. Angela Rickford**  
(1999)  
Associate Professor  
Special Education  
Lurie College of Education

**Ann Sarrafzadeh**  
(2009)  
Lecturer  
International Gateways  
International and Extended  
Studies

---

**Dr. Garmen Sigler**  
(2007)  
Provost and AVP  
Academic Affairs

**Dr. David Steele**  
(2010)  
Dean and Professor  
College of Business

**Dr. Jill Steinberg**  
(2006)  
Director and Professor  
Peer Mentor Program  
Undergraduate Studies

## SJSU Salzburg Program

---

**Helen Stevens**  
(2008)  
Director  
International Programs  
International and Extended  
Studies

**Dr. Eloise Stiglitz**  
(2007)  
Associate Vice President  
Student Affairs

**Dr. Bradley Stone**  
(2008)  
Chair and Professor  
Chemistry  
College of Science

---

**Dr. Diana Stover**  
(2010)  
Professor  
Journalism and Mass  
Communications  
College of Applied Sciences and Arts

**Dr. Karl Toepfer**  
(2008)  
Dean and Professor  
College of Humanities and Arts

**Dr. George Vasquez**  
(2009)  
Associate Dean and Professor  
College of Social Sciences

---

**Gil Villagran**  
(2006)  
Lecturer  
Social Work  
College of Applied Sciences and Arts

**Dr. Beth von Till**  
(2007)  
Lab Director and Lecturer  
Communication Studies  
College of Social Sciences

**Dr. Gloria Weddington**  
(2006)  
Professor  
Communicative Disorders  
Lurie College of Education

---

**Dr. Dennis Wilcox**  
(2006)  
Professor  
Journalism and Mass  
Communications  
College of Applied Sciences and Arts

**Dr. Andrew Wood**  
(2010)  
Director  
Peer Mentor Program



## Appendix B

### SJSU Salzburg Scholars

San José State University has selected four groups of students to serve as SJSU Salzburg Scholars in the SJSU Salzburg Program since it began in 2006 – 12 Scholars in 2007, 12 Scholars in 2008, 17 Scholars in 2009 and 16 Scholars in 2010. In addition, there

has been one other Salzburg Scholar who attended an ISP session in 2005 as part of her work as an SJSU McNair Scholar and two other Salzburg Scholars who were selected to serve as ISP interns at the Salzburg Global Seminar.

<p><b>Dwayne Abella</b> (2010) Health Science College of Applied Sciences and Arts</p>	<p><b>Trish Avondo</b> (2010) Public Relations College of Applied Sciences and Arts</p>	<p><b>Olga Belyntseva</b> (2010) Human Resources Management College of Business</p>
<p><b>Xochilt Borja</b> (2009) Biology College of Science</p>	<p><b>Ketaki Borkar</b> (2008) Software Engineering Davidson College of Engineering</p>	<p><b>Susana Cabrera-Mariz</b> (2010) Engineering College of Engineering</p>
<p><b>Travis Campbell</b> (2007) Philosophy and English College of Humanities and Arts</p>	<p><b>Roberto Ceballos-Garcia</b> (2009) Sociology College of Social Sciences</p>	<p><b>Jovil Clemente</b> (2010) Creative Arts College of Humanities and Arts</p>
<p><b>Azra Crnogorčević</b> (2010) Public Relations College of Applied Sciences and Arts</p>	<p><b>Karla Davidson</b> (2008) Communication Studies College of Social Sciences</p>	<p><b>Cassie Davis</b> (2007) Finance College of Business</p>
<p><b>Ana Dragovic</b> (2007) Biology College of Science</p>	<p><b>Devin Elston</b> (2007) Advertising and Psychology College of Applied Sciences and Arts</p>	<p><b>Liz Fleshman</b> (2008) Global Citizenship College of Social Sciences</p>
<p><b>Sarah Gallardo</b> (2009) Applied Anthropology College of Social Sciences</p>	<p><b>George Gonzalez</b> (2009) Mechanical Engineering Davidson College of Engineering</p>	<p><b>Allyson Gomez</b> (2008) Human Resources Management College of Business</p>

## SJSU Salzburg Program

---

**Annie Grabowski**  
(2007)  
Behavioral Science  
College of Social Sciences

**Sahil Gulati**  
(2007)  
Civil Engineering  
Davidson College of Engineering

**Julia Howes**  
(2007)  
International Business  
College of Business

---

**Linzey Hypes**  
(2007)  
Kinesiology  
College of Applied Sciences and Arts

**Andrew Ingram**  
(2010)  
Chemistry  
College of Science

**Karen Jardine**  
(2008)  
Behavioral Science  
College of Social Sciences

---

**Adessa Kiryakos**  
(2010)  
Behavioral Science and Sociology  
College of Social Sciences

**Tomasz Kolodziejak**  
(2010)  
International Business  
College of Business

**Jessica Lammers**  
(2009)  
French  
College of Humanities and Arts

---

**James Lauterbach**  
(2009)  
Global Citizenship  
College of Social Sciences

**Suzanne Lee**  
(2008)  
Nursing  
College of Applied Sciences and Arts

**Nicole Lucas**  
(2008)  
Marine Biology  
College of Science

---

**Nora Ly**  
(2005)  
Anthropology  
College of Social Sciences

**Gunjan Malekar**  
(2009)  
Advertising  
College of Applied Sciences and Arts

**Robin Mara**  
(2008)  
Communication Studies  
College of Social Sciences

---

**Fernando Marquez**  
(2008)  
Political Science  
College of Social Sciences

**Mariah Martinez**  
(2009)  
International Business  
College of Business

**Maritza Martinez**  
(2010)  
Behavioral Science and Sociology  
College of Social Sciences

---

**Tara Martinez**  
(2009)  
Organization and Management  
College of Business

**Douglas Mendez**  
(2008)  
MBA – Business Administration  
Lucas Graduate School  
of Business

**Amirissa Mina**  
(2010)  
English  
College of Humanities and Arts



---

**Jad Mogannam**  
(2007)  
Aerospace Engineering  
Davidson College of Engineering

**Mojgan Mohammadi**  
(2010)  
Health Science  
College of Applied Sciences and Arts

**Theresa Ngo**  
(2010)  
Health Science Administration  
College of Applied Sciences and Arts

---

**SoonKhen OwYong**  
(2010)  
Business MIS  
College of Business

**Matthew Peng**  
(2008)  
Economics  
College of Social Sciences

**Kim Pham**  
(2009)  
Behavioral Science  
College of Social Sciences

---

**Katie Raynes**  
(2009)  
English  
College of Humanities and Arts

**Grace Redmond**  
(2010)  
Sociology  
College of Social Sciences

**Ghezal Saffi**  
(2009)  
Biology  
College of Science

---

**Sahar Saffi**  
(2009)  
Nutrition  
College of Applied Sciences and Arts

**Elizabeth Sanford**  
(2008)  
Public Administration  
College of Social Sciences

**Sheeba Saravanan**  
(2009)  
Finance  
College of Business

---

**Danielle Ynostroza**  
(2010)  
Corporate Finance  
College of Business

**Zack Snead**  
(2007)  
Kinesiology  
College of Applied Sciences and Arts

**Jennifer Soong**  
(2007)  
Business Administration  
College of Business

---

**Sarah Sterling**  
(2009)  
Hospitality Management  
College of Applied Sciences and Arts

**Bridget Stevens**  
(2009)  
Communication Studies  
College of Social Sciences

**Julie Tu**  
(2009)  
Behavioral Science  
College of Social Sciences

---

**Jun Wan**  
(2007)  
Criminal Justice  
College of Applied Sciences and Arts

**Dina Yacoub**  
(2008)  
TV-Radio-Film-Theatre  
College of Humanities and Arts



## Appendix C

### SJSU Salzburg Projects

The SJSU Salzburg Mentoring Program links Salzburg Fellows with Salzburg Scholars to work together on collaborative applied projects to

globalize the university during their year of service. There have been 45 joint projects and more than 50 individual projects conducted since 2006.

#### 2007-2008

**COMMUNICATING FOR GLOBAL CITIZENSHIP.** Develop new experimental undergraduate course on *Communicating for Global Citizenship*. Project conducted by **Dennis Jaehne** (2006 Salzburg Fellow) and **Jad Mogannam** (2007 Salzburg Scholar).

**GLOBAL CITIZENSHIP.** Develop new undergraduate course on *Global Citizenship*. Project conducted by **Bill Reckmeyer** (Salzburg Fellow), **Jochen Fried** (SJSU Fulbright distinguished scholar-in-residence), **Dennis Jaehne** (2006 Salzburg Fellow), **Darci Arnold** (2006 Salzburg Fellow) and **Liz Fleshman** (2008 Salzburg Scholar).

**HONG KONG.** Research into issues regarding freedom of the press in Hong Kong. Project conducted by **Bill Briggs** (2006 Salzburg Fellow) and **Jun Wan** (2007 Salzburg Scholar).

**INTERCULTURAL COMMUNICATION.** Develop and organize a new Study Abroad course on *Intercultural Communication and Global Understanding*, to be held in Bath (England) during Summer 2008. Project conducted by **Dennis Jaehne** (2006 Salzburg Fellow) and **Julia Howes** (2007 Salzburg Scholar).

**SHERMAN OAKS ELEMENTARY SCHOOL.** Develop curriculum on *Global Citizenship* for Gifted and Talented Education (GATE) students at Sherman Oaks Elementary School, a dual-immersion (English-Spanish) school in San José. Project conducted by

**Hien Duc Do** (2007 Salzburg Fellow) and **Cassie Davis** (2007 Salzburg Scholar).

**SJSU CAREER CENTER.** Develop ways to introduce international elements into the *SJSU Career Center* (especially internships), including research on best practices around the United States. Project conducted by **Cheryl Allmen-Vinnedge** (2007 Salzburg Fellow) and **Sahil Gulati** (2007 Salzburg Scholar).

**SJSU FIRST YEAR EXPERIENCE.** Develop ways to promote global citizenship as part of SJSU's *First Year Experience*. Project conducted by **Debra David** (2006 Salzburg Fellow) and **Zack Sneed** (2007 Salzburg Scholar).

**SJSU COLLEGE OF BUSINESS PROGRAMS.** Develop ways to enhance the *Gary Sbona Honors Program* and *Financial Management Association* in the College of Business. Project conducted by **Bill DeVincenzi** (2007 Salzburg Fellow) and **Linzey Hypes** (2007 Salzburg Scholar).

**SJSU UNIVERSITY HOUSING SERVICES.** Examine SJSU University Housing Services as a system and a hierarchy. Project conducted by **Susan Hansen** (2007 Salzburg Fellow) and Travis Campbell (2007 Salzburg Scholar).

**SJSU-CHIBA UNIVERSITY EXCHANGE PROGRAM.** Develop and organize a student exchange

## SJSU Salzburg Program

---

program between San José State and Chiba (Japan) universities. Project conducted by **Dennis Jaehne** (2006 Salzburg Fellow), **Beth von Till** (2007 Salzburg Fellow) and **Julia Howes** (2007 Salzburg Scholar).

**SJSU INTERNATIONAL PROJECTS.** Develop electronic database of international projects related to China and Latin America involving SJSU faculty, staff and administrators. Project conducted by **Greg Payne** (2007 Salzburg Fellow) and **Ana Dragovic** (2007 Salzburg Scholar).

**SJSU SALZBURG PROGRAM COMMUNICATIONS.** Develop an information/publicity package about the SJSU Salzburg Program for presentation to different audiences on and off campus. Project conducted by **Beth von Till** (2007 Salzburg Fellow) and **Devin Elston** (2007 Salzburg Scholar).

**SJSU SALZBURG PROGRAM WEB SITE.** Develop and launch new Web site for SJSU Salzburg Program with information about Program goals, participants, projects and activities. Project conducted by **Bill Reckmeyer** (Salzburg Global Fellow), **Fiona Marshall** (2007 Salzburg Fellow) and **Jennifer Soong** (2007 Salzburg Scholar).

**SJSU SALZBURG SCHOLARS PROGRAM.** Coordinate the SJSU Salzburg Scholars Program for 2007-2008, including selection of new Scholars, arrangements for their trip to attend ISP number 26 and organization of activities for all Scholars. Project conducted by **Bill Reckmeyer** (Salzburg Global Fellow), **Susan Hansen** (2007 Salzburg Fellow), **Dennis Jaehne** (2006 Salzburg Fellow) and **Annie Grabowski** (2007 Salzburg Scholar).

## 2008-2009

**CLIMATE CHANGE.** Conduct research on global warming to enhance a new permanent course on *Global Citizenship* and a major study on *US National Strategy*. Project conducted by **Bill Reckmeyer**

(Salzburg Global Fellow) and **Nicole Lucas** (2008 Salzburg Scholar).

**COMMUNICATING FOR GLOBAL CITIZENSHIP.** Develop permanent undergraduate elective course on *Communicating for Global Citizenship* for the Department of Communication Studies. Project conducted by **Dennis Jaehne** (2006 Salzburg Fellow) and **Karla Davidson** (2008 Salzburg Scholar).

**CULTURAL STEREOTYPING.** Develop a new elective seminar on *The Post-Globalization Business World: Managing Without Stereotypes* for the Lucas Graduate School of Business. Themes will include understanding both the cultural diversity and complexity of modern work groups, promoting awareness of the problems caused by cultural stereotyping in the workplace and encouraging students to question commonly-held cultural stereotypes in order to prepare for a culturally complex work force. Project conducted by **William Jiang** (2007 Salzburg Fellow) and **Douglas Mendez** (2008 Salzburg Scholar).

**GLOBAL COMMUNICATIONS.** Develop modules on global issues and global citizenship for use in Communication Studies 20 course (*Public Speaking*, GE - Area A1) and develop a workshop for Communication Studies 80 course (*Speech Communication Lab*) that links concepts of global citizenship, cultural communication and ethnocentrism. Project conducted by **Beth von Till** (2007 Salzburg Fellow) and **Robin Mara** (2008 Salzburg Scholar).

**GLOBAL CONNECTIONS.** Develop *Global Connections* series to bring noted speakers to SJSU each semester so they can share their expertise and perspectives on global topics with the campus and community. Also develop an interactive electronic forum for global citizenship and global issues, using existing connections of SJSU Salzburg Fellows/Scholars with international organizations (such as the Salzburg Global Seminar and United Nations) to expose students to new information



about what is happening in the world and encouraging them to be global change agents. Project conducted by **Maribel Martinez** (2008 Salzburg Fellow), **Ketaki Borkar** (2008 Salzburg Scholar) and **Dina Yacoub** (2008 Salzburg Scholar).

**GLOBAL PANDEMICS.** Conduct research on global pandemics to enhance a new permanent course on *Global Citizenship* and a major study on *US National Strategy*. Project conducted by **Bill Reckmeyer** (Salzburg Fellow) and **Karen Jardine** (2008 Salzburg Scholar).

**GLOBAL WELLNESS.** Develop a program for the SJSU Student Health Center to help promote awareness about global wellness issues, including educating the entire campus community about the alternative spring break experience in Mexico in Spring 2009. Project conducted by **Laurie Morgan** (2008 Salzburg Fellow) and **Suzanne Lee** (2008 Salzburg Scholar).

**GLOBALIZATION AND URBAN ART.** Conduct a research project on *Globalization and Urban Art*, focusing on representations of global culture and capitalism through urban art in Europe, South America and North America. Project conducted by **Lawrence Quill** (2008 Salzburg Fellow) and **Fernando Marquez** (2008 Salzburg Scholar).

**SALZBURG SCHOLARS CLUB.** Establish Salzburg Scholars club and secure formal recognition from Associated Students with annual funding for Club activities, including support for Salzburg Program events with **Reinhold Wagnleitner** and **Tom McDermott** in spring 2009. Project conducted by **Bill Reckmeyer** (Salzburg Fellow), **Dennis Jaehne** (2006 Salzburg Fellow), **Julia Howes** (2007 Salzburg Scholar) and **Douglas Mendez** (2008 Salzburg Scholar).

**SJSU GLOBAL VILLAGE.** Expand and enhance the *Global Village* in SJSU's Campus Village. Project conducted by **Cora Gerdes** (2008 Salzburg Fellow), **Helen Stevens** (2008 Salzburg Fellow) and **Matthew Peng** (2008 Salzburg Scholar).

**SJSU LEADERSHIP STUDIES MINOR.** Secure formal approval to develop and launch new Leadership Studies Minor at SJSU. Project conducted by **Bill Reckmeyer** (Salzburg Global Fellow), **Dennis Jaehne** (2006 Salzburg Fellow), **Steve Branz** (2007 Salzburg Fellow), **Debra David** (2007 Salzburg Fellow) and **Maribel Martinez** (2008 Salzburg Fellow).

**SJSU SALZBURG PROGRAM OUTREACH/PUBLIC RELATIONS.** Update Web site with information about ongoing SJSU Salzburg Program activities and prepare interim report about the first three years of Program accomplishments (2006-2009). Project conducted by **Bill Reckmeyer** (Salzburg Global Fellow) and **Dennis Jaehne** (2006 Salzburg Fellow).

**SJSU SALZBURG SCHOLARS COMMUNICATIONS.** Develop guidelines, templates and examples of public presentations and private communiqués for SJSU Scholars to reflect on their experiences as SJSU Salzburg Scholars (including their global projects) and share with a variety of campus as well as public audiences. The project will encourage students to synthesize what they learned and articulate how the experience made an impact on their studies and overall perspective of the world. This includes designing a letter and M.S. PowerPoint presentation that can be customized by students (or used as a guideline for their own) to use when contacting program funders and their department heads on campus upon their return from Salzburg. Project conducted by **Elizabeth Sanford** (2008 Salzburg Scholar) and **Bill Reckmeyer** (Salzburg Global Fellow).

**SJSU SALZBURG SCHOLARS PROGRAM.** Coordinate the SJSU Salzburg Scholars Program for 2008-2009, including selection of 2009 SJSU Salzburg Scholars, organizing orientation sessions for the new Scholars in spring 2009, developing peer-mentoring arrangements between current and new Scholars, making travel arrangements for trip to attend ISP session at the Salzburg Global Seminar in June 2009, and

## SJSU Salzburg Program

---

handling other logistical details. Project conducted by **Bill Reckmeyer** (Salzburg Global Fellow), **Dennis Jaehne** (2006 Salzburg Fellow), **Carole Reade** (2006 Salzburg Fellow) and **Ally Gomez** (2008 Salzburg Scholar).

**SJSU SALZBURG SCHOLARSHIPS.** Secure approval from Associated Students to fund full scholarships for two SJSU Salzburg Scholars and annual project support (2009-2011), to be coordinated by the Cesar Chavez Community Action Center. Project conducted by **Annie Grabowski** (2007 Salzburg Scholar) and **Maribel Martinez** (2008 Salzburg Fellow).

### 2009-2010

**COLLEGE OF BUSINESS GLOBAL OUTREACH.** Develop a program and materials to enhance global outreach by the College of Business. Project conducted by **Bill DeVincenzi** (2007 Salzburg Fellow), **Mariah Martinez** (2009 Salzburg Scholar) and **Tara Martinez** (2009 Salzburg Scholar).

**GLOBAL FOOD SYSTEMS.** Develop an integrated set of teaching modules on sustainable foodways for a global world. Topics will include sustainable agriculture, global agricultural realities, agriculture and food security, agriculture and food safety, agriculture and water, agriculture and energy, agriculture and the environment, agriculture and climate change, agriculture and logistics and agriculture as strategic asset. These modules can be used as a comprehensive set to build a semester-long course or selectively to develop customized seminars for presentations or professional workshops. Project conducted by **Sarah Gallardo** (2009 Salzburg Scholar) and **Bill Reckmeyer** (Salzburg Global Fellow).

**GLOBAL PEACE STUDIES.** Develop a network or working group of faculty and students engaged in various aspects of peace and conflict studies at San José State University. The systematic study of peace and conflict has advanced considerably

over the past 30 years. Many colleagues in various disciplines (anthropology, political science, sociology, psychology, communications, economics, international relations and business, to name a few) study aspects of the issue, but there is no forum on campus where those engaged in the study of peace and conflict from these diverse perspectives come together to share their insights and expertise. Moreover, developing more effective institutions and processes for constructively managing and resolving conflict at the community, intrastate and interstate levels remains one of the key challenges of the 21st century and an important impediment to the development of a more generalized concept of global citizenship. The proposed network or working group is expected to provide a forum for the sharing of scholarship, the conduct of campus workshops and the holding of lectures on these issues. Project conducted by **James Lauterbach** (2009 Salzburg Scholar) and **Mark Reade McKenna** (2009 Salzburg Fellow).

**HUMAN RESOURCES.** Develop an exchange program on global issues for HR professionals in higher education around the world. The project will include exploring the level of interest in such a program, designing the program, researching sources to fund the program and ultimately delivering the program. Project proposed by **Brenda Lohry** (2009 Salzburg Fellow).

**INTERNATIONAL STUDENT LINKAGES.** Develop a program to promote campus awareness of SJSU's international students and organize interactions between them and regular SJSU students in a variety of curricular activities. Project conducted by **Ann Sarrafzadeh** (2009 Salzburg Fellow), **Tanya Bakhru** (2009 Salzburg Fellow), **Gunjan Malekar** (2009 Salzburg Scholar) and **Julie Tu** (2009 Salzburg Scholar).

**LATIN AMERICA STUDIES.** Develop a series of films and speakers for the campus that showcase Latin



America's diversity and global connections in the 21st century, in collaboration with MOSAIC and Círculo Hispánico (SJSU's Spanish Club). Topics will reflect a broad range of interests – including the presence of other cultures (Chinese, Japanese, Middle Eastern, Eastern European and French) in Latin America, the role of Jewish influence on Latin American literature, and the legacies of slavery in Africa, Brazil and the Caribbean. In addition, add global components to Spanish, Portuguese and history courses dealing with Latin America to enhance the curricular impact. Project conducted by **Anne Fountain** (2009 Salzburg Fellow), **Michael Conniff** (2009 Salzburg Fellow), **George Vasquez** (2009 Salzburg Fellow) and **Jessica Lammers** (2009 Salzburg Scholar).

**POSITIVE PSYCHOLOGY.** Develop a program using positive psychology and strengths leadership to encourage global citizenship on an individual and group basis. Project conducted by **Laurie Morgan** (2008 Salzburg Fellow) and **Bridget Stevens** (2009 Salzburg Scholar).

**SJSU INTERNATIONAL WEEK.** Develop an operational plan to expand SJSU International Week in the spring semester, emphasizing sustainability and building on campus celebrations of Earth Day every April. Project conducted by **Sahar Saffi** (2009 Salzburg Scholar), **Ally Gomez** (2008 Salzburg Scholar) and **Helen Stevens** (2008 Salzburg Fellow).

**SALZBURG SCHOLARS CLUB.** Lead Salzburg Scholars Club and maintain formal recognition by Associated Students to secure annual funding for club activities, including support for SJSU Salzburg Program events in 2009-2010. Project conducted by **Douglas Mendez** (2008 Salzburg Scholar), **Xochilt Borja** (2009 Salzburg Scholar) and **Bridget Stevens** (2009 Salzburg Scholar) with **Bill Reckmeyer** (Salzburg Fellow) as faculty advisor.

**SJSU LEADERSHIP STUDIES MINOR.** Secure formal approval to develop and launch new Leadership Studies minor at SJSU. Project conducted

by **Bill Reckmeyer** (Salzburg Fellow), **Dennis Jaehne** (2006 Salzburg Fellow), **Steve Branz** (2007 Salzburg Fellow), **Debra David** (2007 Salzburg Fellow) and **Maribel Martinez** (2008 Salzburg Fellow).

**SJSU SALZBURG FELLOWS PROGRAM.** Coordinate the SJSU Salzburg Fellows Program for 2009-2010, including selection of 2010 Salzburg Fellows, and develop infrastructure to integrate new Fellows into the Program before their trip to Salzburg. Project conducted by **Hien Do** (2006 Salzburg Fellow) and **Thalia Anagnos** (2009 Salzburg Fellow).

**SJSU SALZBURG PROGRAM COORDINATION/ OUTREACH.** Coordinate the SJSU Salzburg Program, update the Program's Web site with current information about Program activities and prepare a report about Program accomplishments since its inception in 2006. Project conducted by **Bill Reckmeyer** (Salzburg Global Fellow), **Dennis Jaehne** (2006 Salzburg Fellow) and **Sheeba Saravanan** (2009 Salzburg Scholar).

**SJSU SALZBURG PROGRAM FUNDING.** Develop endowments and/or other regular financing to fund scholarships for SJSU Salzburg Scholars/Fellows and support variety of Program activities. Project proposed by **Mark Novak** (2006 Salzburg Fellow) and **Bill Reckmeyer** (Salzburg Global Fellow).

**SJSU SALZBURG PROGRAM PUBLIC RELATIONS.** Develop strategies and infrastructure to increase campus visibility of the Program and selected activities on a regular basis – including communication, advertising, news coverage and Web presence through traditional (print) and emerging (electronic, video, etc) media. This will include the publicizing of major activities in 2009-2010, such as the Peter Lee Memorial Lecture; SJSU International Week; selection of SJSU Salzburg Fellows and Scholars for 2010; and presentation of SJSU Salzburg projects. It will also include preparation of a DVD about the SJSU Salzburg Scholars experience at Schloss Leopoldskron. Project conducted by **Matt**

## SJSU Salzburg Program

---


**Cabot** (2009 Salzburg Fellow), **Alison McKee** (2009 Salzburg Fellow), **Thalia Anagnos** (2009 Salzburg Fellow), **George Gonzalez** (2009 Salzburg Scholar) and **Ghezal Saffi** (2009 Salzburg Scholar).

### **SJSU SALZBURG SCHOLARS PROGRAM.**

Coordinate the SJSU Salzburg Scholars Program for 2009-2010, including selection of 2010 SJSU Salzburg Scholars, organizing of orientation sessions for the new Scholars in spring 2010, establishing peer mentoring arrangements between current and new Scholars, developing infrastructure to integrate new Scholars into the Program before their trip to Salzburg, making travel arrangements for trip to attend the ISP session at the Salzburg Global Seminar in June 2010 and handling other logistical details. Project conducted by **Carole Reade** (2006 Salzburg Fellow) and **Tara Martinez** (2009 Salzburg Scholar).

### **SJSU SALZBURG SCHOLARS PUBLIC MIXERS.**

Organize a program of public mixers/forums, jointly sponsored by the Salzburg Scholar Club and the Cesar Chavez Community Action Center, where students can learn about the Salzburg Scholars program. Fellows and Scholars will display their projects, talk about their experiences in Salzburg, and participate in a panel dialogue about their vision for a global university. Project conducted by **Roberto Ceballos-Garcia** (2009 Salzburg Scholar) and **Maribel Martinez** (2008 Salzburg Fellow).

**SJSU STUDENT UNION.** Develop plans to enhance the cyber cafe in the new SJSU Student Union, especially in terms of using it as a venue to celebrate cultural diversity and encourage better tolerance, including interviews and surveys of SJSU students to see what they want and need to create an environment that is intellectually stimulating and comforting. Project conducted by **Kim Pham** (2009 Salzburg Scholar) and Cathy Busalacchi (2009 Salzburg sponsor). 



## Appendix D

### SJSU Salzburg Activities

The SJSU Salzburg Program sponsors a variety of activities for the campus and the public at large that are designed to promote global citizenship and globalize the university, in terms of raising awareness about pressing global issues and encouraging people to work with others

on improving them. Some of these activities involve ongoing endeavors that are primarily focused on the campus itself, while other contributions include professional activities that extend our engagement beyond SJSU. There have been 43 activities sponsored since 2006.

#### 2006-2007

**7/22/06-8/2/06 – SALZBURG GLOBAL SEMINAR (Salzburg, Austria).** The 2006 SJSU Salzburg Fellows (12 faculty and administrators) attended session number 15 of the International Study Program on Global Citizenship. **Bill Reckmeyer** (Salzburg Global Fellow) served as the ISP faculty chair and **Mark Novak** (2006 SJSU Salzburg Fellow) served as an ISP resource specialist.

**10/19/06 – SJSU SALZBURG PROGRAM PRESIDENTIAL RECEPTION (SJSU).** Presentation on *The SJSU Salzburg Program* led by **Mark Novak** (2006 SJSU Salzburg Fellow), **Bill Reckmeyer** (Salzburg Global Fellow) and **Jill Steinberg** (2006 SJSU Salzburg Fellow). Hosted by **Don Kassing** (president of San José State University).

**11/18/06 – GLOBAL CITIZENSHIP SYMPOSIUM (SJSU).** Presentation on *Sweatshop Wages and Third World Workers: Are the Jobs Worth the Sweat?* by **Ben Powell** (2006 SJSU Salzburg Fellow), with responses from **Darci Arnold** (2006 SJSU Salzburg Fellow) and **Gil Villagrán** (2006 SJSU Salzburg Fellow) for SJSU International Week.

**2/15/07 – BROWN BAG SESSION (SJSU).** Informal forum on *SJSU Salzburg Program: Developing Global Citizenship for the 21st Century* for SJSU dialogue on *What Does It Mean to be an Educated*

*Person?* led by **Bill Reckmeyer** (Salzburg Global Fellow) and **Jill Steinberg** (2006 SJSU Salzburg Fellow).

**4/23/07 – GLOBAL CITIZENSHIP SYMPOSIUM (SJSU).** Presentation on *Emerging Diseases and Bioterrorism: The International Spread of Diseases* by **Dr. Michael Thomas** (Salzburg Fellow and Professor of Veterinary Science at CSU-Fresno).

**5/25-31/07 – SALZBURG GLOBAL SEMINAR (Salzburg, Austria).** **Dennis Jaehne** (2006 SJSU Salzburg Fellow) served as an ISP faculty member at session number 18 of the International Study Program on Global Citizenship (Salzburg, Austria).

#### 2007-2008

**6/1-7/07 – SALZBURG GLOBAL SEMINAR (Salzburg, Austria).** The 2007 SJSU Salzburg Scholars (12 students) attend session number 19 of the International Study Program on Global Citizenship. **Dennis Jaehne** (2006 SJSU Salzburg Fellow) served as an ISP faculty member and **Jill Steinberg** (2006 SJSU Salzburg Fellow) served as the SJSU faculty advisor for the SJSU Salzburg Scholars.

**7/8-15/07 – SALZBURG GLOBAL SEMINAR (Salzburg, Austria).** The 2007 SJSU Salzburg Fellows (16 faculty and administrators) attended session

## SJSU Salzburg Program

---

number 20 of the International Study Program on Global Citizenship. **Bill Reckmeyer** (Salzburg Global Fellow) served as the ISP faculty chair, while **Tim Hegstrom** (2007 SJSU Salzburg Fellow) and **Carmen Sigler** (2007 SJSU Salzburg Fellow) served as ISP resource specialists.

**7/19-26/08 – SALZBURG GLOBAL SEMINAR (Salzburg, Austria).** **Bill Reckmeyer** (Salzburg Global Fellow) served as the ISP faculty chair at session number 21 of the International Study Program on Global Citizenship.

**9/1/07-12/15/07 – SJSU FULBRIGHT DISTINGUISHED SCHOLAR-IN-RESIDENCE (SJSU).** **Jochen Fried** (director of education at the Salzburg Global Seminar) funded by a grant from the Council for International Exchange of Scholars, was hosted by the SJSU Salzburg Program during the fall 2007 semester and co-sponsored by SJSU's College of Business, College of Social Sciences, Global Studies Initiative as well as International and Extended Studies.

**10/1/07-12/15/07 – SAN JOSÉ-SALZBURG GLOBAL DIALOGUE.** A joint venture between San José State University, the Universität Salzburg, and the Salzburg Global Seminar established by **Bill Reckmeyer** (Salzburg Global Fellow), **Reinhold Wagnleitner** (Salzburg ISP core faculty) and **Jochen Fried** (ISP director and SJSU Fulbright distinguished scholar-in-residence) to facilitate electronic discussions and video conferences between students in the ANTH 187 course on *Global Citizenship* at San José State during fall 2007 and Seminar 312.173 on *Culture(s) of Globalization* at the Universität Salzburg during winter 2007-2008.

**10/17/07 – SJSU SALZBURG PROGRAM PRESIDENTIAL RECEPTION (SJSU).** Presentation on *The SJSU Salzburg Program* led by **Devin Elston** (2007 SJSU Salzburg Scholar), **Annie Grabowski** (2007 SJSU Salzburg Scholar) and **Julia Howes** (2007 SJSU Salzburg Scholar). Hosted by **Don Kassing** (president of San José State University).

**10/23/07 – BROWN BAG SESSION (SJSU DEPARTMENT OF ORGANIZATION AND MANAGEMENT).** Forum on the *SJSU Salzburg Program*. **Carol Reade** (2006 Salzburg Fellow), **Jochen Fried** Fulbright Distinguished Scholar-in-Residence), **William Jiang** (2007 Salzburg Fellow) and **Bill Reckmeyer** (Salzburg Global Fellow).

**10/30/07 – PETER LEE MEMORIAL LECTURE (SJSU).** Presentation on *Urgently Needed: Internationalized Universities* by **Dr. Peter Magrath** (senior presidential advisor to the college board and former president of the National Association of State Universities and Land-Grant Colleges) for SJSU International Week.

**10/30/07 – GLOBAL CITIZENSHIP SYMPOSIUM (SJSU).** Panel discussion on *Salzburg Scholars: Developing Global Citizenship at SJSU* led by **Travis Campbell** (2007 SJSU Salzburg Scholar), **Linzey Hypes** (2007 SJSU Salzburg Scholar) and **Zack Snead** (2007 SJSU Salzburg Scholar) for SJSU International Week.

**10/31/07 – GLOBAL CITIZENSHIP SYMPOSIUM (SJSU).** Presentation on *The Role of Education in Building a More Sustainable World* by **Charles Hopkins** (ISP core faculty and UNESCO chair in teacher education and United Nations university chair in education for sustainable development, both at York University) for SJSU International Week.

**11/1/07 – GLOBAL CITIZENSHIP SYMPOSIUM (SJSU).** Presentation on *Global Citizenship: Why Does It Matter?* by **Jochen Fried** (SJSU Fulbright distinguished scholar-in-residence at San José State University) for SJSU International Week.

**11/8/07 – CALIFORNIA AGRICULTURAL LEADERSHIP PROGRAM (Petaluma, CA).** Keynote address on the *Salzburg Global Seminar* by **Dr. Jochen Fried** (SJSU Fulbright distinguished scholar-in-residence at San José State University).



**12/1-6/07 - SALZBURG GLOBAL SEMINAR (Salzburg, Austria).** Darci Arnold (2006 SJSU Salzburg Fellow) served as a faculty member and Fiona Marshall (2007 SJSU Salzburg Fellow) participated as a Fellow in session number 449, 60th anniversary Young Leaders Summit.

**1/22/08 - 1ST INTERNATIONAL CONNECTED CONFERENCE (Monterey, CA).** Invited showcase panel on *The Salzburg Global Seminar - 60 Years of Global Education* co-organized and co-chaired by Jochen Fried (SJSU Fulbright distinguished scholar-in-residence) and Bill Reckmeyer (Salzburg Global Fellow).

**1/22/08 - 1st INTERNATIONAL CONNECTED CONFERENCE (Monterey, California).** Panel on *Moving Towards a More Globalized World - From the Students' Perspective* organized and chaired by Devin Elston (2007 SJSU Salzburg Scholar) and June Wan (2007 SJSU Salzburg Scholar) with Salzburg Scholars from CSU-Fresno.

**3/6-/08 - 3/13/08 - SALZBURG GLOBAL SEMINAR (Salzburg, Austria).** Darci Arnold (2006 SJSU Salzburg Fellow) served as the ISP faculty chair at session number 23 of the International Study Program on Global Citizenship and Sustainable Development.

**4/01/08 - 6/30/08 - SALZBURG GLOBAL SEMINAR (Salzburg, Austria).** Liz Fleshman (SJSU Salzburg Scholar) served as an intern with the International Study Program on Global Citizenship and Sustainable Development.

**5/24/08 - 5/30/08 - SALZBURG GLOBAL SEMINAR (Salzburg, Austria).** Dennis Jaehne (2006 SJSU Salzburg Fellow) served as an ISP Faculty Member at session number 25 of the International Study Program on Global Citizenship and Sustainable Development.

## 2008-2009

**5/31/08-6/6/08 - SALZBURG GLOBAL SEMINAR (Salzburg, Austria).** The 2008 SJSU Salzburg Scholars (12 students) attended session number 26 of the International Study Program on Global Citizenship and Sustainable Development. Dennis Jaehne (2006 SJSU Salzburg Fellow) served as an ISP faculty member.

**7/1-8/08 - SALZBURG GLOBAL SEMINAR (Salzburg, Austria).** The 2008 SJSU Salzburg Fellows (11 faculty and administrators) attended session number 27 of the International Study Program on Global Citizenship and Sustainable Development. Bill Reckmeyer (Salzburg Global Fellow) served as the ISP faculty chair and Liz Fleshman (2008 Salzburg Scholar) served as rapporteur.

**7/13-20/08 - SALZBURG GLOBAL SEMINAR (Salzburg, Austria).** Bill Reckmeyer (Salzburg Global Fellow) served as the ISP faculty chair at session number 28 of the International Study Program on Global Citizenship and Sustainable Development.

**10/28/08 - SJSU SALZBURG PROGRAM PRESIDENTIAL RECEPTION (SJSU).** Presentation on *The SJSU Salzburg Program* by Mark Novak (2006 SJSU Salzburg Fellow), Bill Reckmeyer (Salzburg Global Fellow), Linzey Hypes (2006 SJSU Salzburg Scholar), Hien Do (2007 SJSU Salzburg Fellow), Dennis Jaehne (2006 SJSU Salzburg Fellow), Douglas Mendez (2008 SJSU Salzburg Scholar) and Darci Arnold (2006 SJSU Salzburg Fellow).

**11/18/08 - PETER LEE MEMORIAL LECTURE (SJSU).** Presentation on *Linking Diversity and International Knowledge and Practice: Our Millennial Challenge* by Dr. Yolanda Moses (associate vice chancellor for diversity at UC Riverside and former president of the American Association of Higher Education) for SJSU International Week.

## SJSU Salzburg Program

---

**11/18/08 – GLOBAL CITIZENSHIP SYMPOSIUM (SJSU).** Panel discussion on *The SJSU Salzburg Projects: Developing Global Citizenship at SJSU* led by Hien Do (2007 SJSU Salzburg Fellow), **Douglas Mendez** (2008 SJSU Salzburg Scholar) and **Bill Reckmeyer** (Salzburg Global Fellow) for SJSU International Week.

**11/19/08 – GLOBAL CITIZENSHIP SYMPOSIUM (SJSU).** Panel discussion on *Salzburg Scholars: Developing Global Citizenship at SJSU* led by **Ketaki Borkar** (2008 SJSU Salzburg Scholar), **Ally Gomez** (2008 SJSU Salzburg Scholar) and **Matthew Peng** (2007 SJSU Salzburg Scholar) for SJSU International Week.

**12/15/08-3/15/09 – SALZBURG GLOBAL SEMINAR (Salzburg, Austria).** **Travis Campbell** (2007 SJSU Salzburg Scholar) served as an intern with the Institute for Historical Justice and Reconciliation and the International Study Program on Global Citizenship and Sustainable Development.

**2/12/09 – GLOBAL CITIZENSHIP SYMPOSIUM (SJSU).** Informance on *Jazz: The Classical Music of Globalization* by **Reinhold Wagnleitner** (ISP core faculty and professor of history at Universität Salzburg) with **Tom McDermott** on piano.

**2/16/09 – GLOBAL CITIZENSHIP SYMPOSIUM (SJSU).** Presentation on *The United States of America and the World: Views From a Distance* by **Reinhold Wagnleitner** (ISP core faculty and professor of history at Universität Salzburg).

**3/5-11/09 – SALZBURG GLOBAL SEMINAR (Salzburg, Austria).** **Darci Arnold** (2006 SJSU Salzburg Fellow) served as an ISP faculty member at session number 31 of the International Study Program on Global Citizenship and Sustainable Development.

## 2009-2010

**5/29/08-6/5/08 – SALZBURG GLOBAL SEMINAR (Salzburg, Austria).** The 2009 SJSU Salzburg Scholars (17 students) attended session number 33 of the International Study Program on Global Citizenship and Sustainable Development. **Dennis Jaehne** (2006 SJSU Salzburg Fellow) served as an ISP faculty member, while **Carol Reade** (2006 SJSU Salzburg Fellow) and **Mark McKenna** (2009 Salzburg Fellow) served as resource specialists.

**7/1-8/09 – SALZBURG GLOBAL SEMINAR (Salzburg, Austria).** **Bill Reckmeyer** (Salzburg Global Fellow) served as the ISP faculty chair at session number 34 of the International Study Program on Global Citizenship and Sustainable Development.

**7/17-24/09 – SALZBURG GLOBAL SEMINAR (Salzburg, Austria).** The 2009 SJSU Salzburg Fellows (11 faculty, staff and administrators) attended session number 35 of the International Study Program on Global Citizenship and Sustainable Development. **Bill Reckmeyer** (Salzburg Global Fellow) served as the ISP faculty chair.

**9/16/09 – GLOBAL CITIZENSHIP SYMPOSIUM (SJSU).** Presentation on *The United States and Obama: A World View* by **Reinhold Wagnleitner** (ISP core faculty and professor of history at Universität Salzburg).


**10/8/09 – 40TH ANNUAL LEADERSHIP CONGRESS OF THE ASSOCIATION OF COMMUNITY COLLEGE TRUSTEES (San Francisco).** Invited special session on *Educating Global Citizens for Success in a Turbulent World* chaired by **Jochen Fried** (Salzburg ISP director) and **Bill Reckmeyer** (Salzburg Global Fellow).

**10/13/09 – BROWN BAG SESSION (SJSU).** Informal forum on *Global Citizenship: What Do Students Need to Know to be Global Citizens?* for SJSU Dialogue on *What Does It Mean to be an Educated Person?* led by **Thalia Anagnos** (2009 Salzburg Global Fellow).



**10/22/09 – SJSU SALZBURG PROGRAM PRESIDENTIAL RECEPTION (SJSU).** Presentation on *The SJSU Salzburg Program* by **George Gonzalez** (2009 SJSU Salzburg Scholar), **Mariah Martinez** (2009 SJSU Salzburg Scholar), **Tara Martinez** (2009 SJSU Salzburg Scholar), **Bridget Stevens** (2009 SJSU Salzburg Scholar), **Tanya Bakhru** (2009 SJSU Salzburg Fellow), **Matt Cabot** (2009 SJSU Salzburg Fellow), **Michael Conniff** (2009 SJSU Salzburg Fellow), **Anne Fountain** (2009 SJSU Salzburg Fellow) and **Ann Sarrafzadeh** (2009 SJSU Salzburg Fellow).

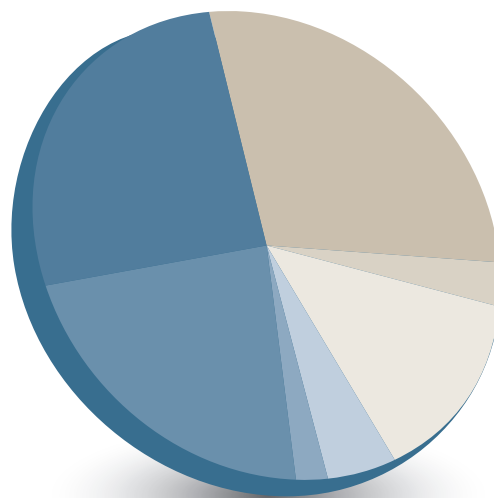
**11/17/09 – PETER LEE MEMORIAL LECTURE (SJSU).** Presentation on *Transforming American Foreign Policy: Can “Yes We Can” Overcome “No We Can’t”* by **Stephen J. Stedman** (senior fellow with the Center for International Security and Cooperation at Stanford University and former special assistant secretary general to Kofi Annan at the United Nations) for SJSU International Week.

**4/27/10 – GLOBAL CITIZENSHIP LECTURE (SJSU).** Presentation on *Planet Building: Corporate Sustainability for a Global World* by **David L. Pogue** (national director of sustainability at CB Richard Ellis). 

## Appendix E SJSU Salzburg Program Sponsors

The SJSU Salzburg Program has been funded on a bootstrap basis from its inception, using only non-state monies, with International and Extended Studies providing the primary seed money to support the Program. Total costs have been approximately \$472,025 in the first five years. Slightly more than half (55% - \$260,970) of

that has been provided by contributions from IES, six of SJSU's seven colleges and a variety of other on-campus sources. The balance (45% - \$211,055) has been raised through external grants from institutional sources, donations from individual sponsors and private funding from participants in the Program.



### SJSU SPONSORS

- Academic (Colleges) \$125,250
- Academic (Other) \$102,320
- Non-Academic \$11,000
- Auxiliary Units \$22,400

### OTHER SPONSORS

- Institutions \$67,110
- Individuals \$14,425
- Participants \$129,520



**SAN JOSÉ STATE**  
UNIVERSITY

---

INTERNATIONAL AND  
EXTENDED STUDIES

**SJSU Salzburg Program**  
San José State University  
One Washington Square  
San José, CA 95192-1035

<http://salzburg.sjsu.edu>