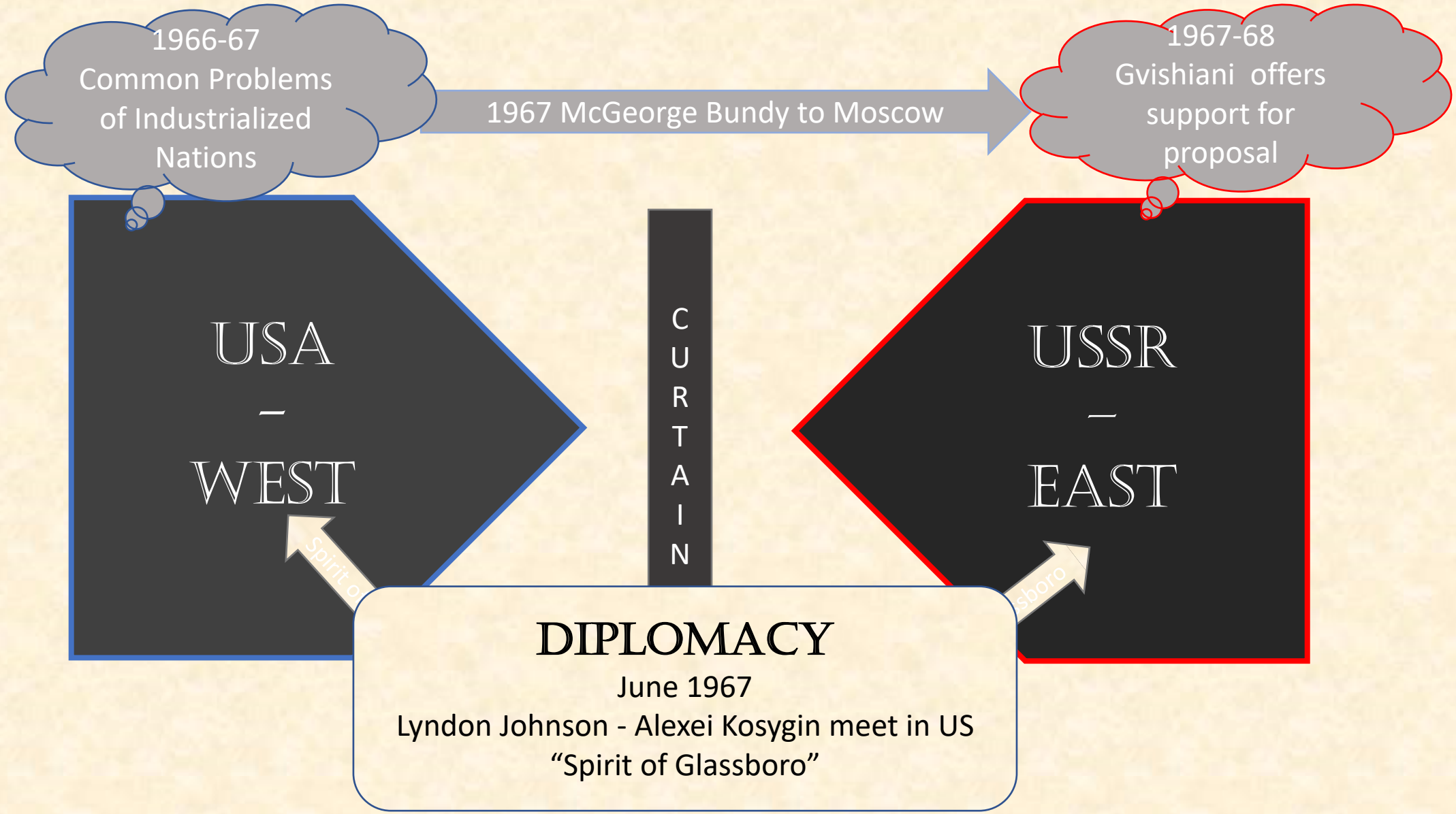
Science + Diplomacy
and the Creation of IIASA

Dr. Roger Levien
Director of IIASA, 1975-1981

IIASA – THE FIRST DECADE

I. 1966 – 1968: CONCEPTION
II. 1968 – 1972: CREATION
III. 1972: BIRTH
IV. 1972 – 1981: DEVELOPMENT
V. 1981: MATURITY

I. 1967-1968: CONCEPTION



II. 1968–1972: CREATION

DIPLOMATIC AGENDA	ISSUES
Location and Language	London, Paris, or Vienna? Russian and English or English?
Status	Intergovernmental, international, or non-governmental?
West / East Germany	West and East treated equally? East not recognized by US and West Europeans
Management or Science	Applied science, management science, systems analysis?
Participants	Closed or open? founders?
Organization and Leadership	Academic, Industrial, or governmental; roles of US and USSR
Financing	By GDP? Population? By project?

II. 1968–1972: CREATION

DIPLOMATIC AGENDA	RESOLUTION
Location and Language	Vienna, Schloss Laxenburg, extensive help by Austrian government, speaking English, language of science
Status	Non-governmental – Austrian non-profit with national scientific bodies, one per nation, as members
West / East Germany	Intergovernmental – diplomatic problem Non-governmental -- no problem
Management or Science	"Applied" Systems Analysis -- SA developed and used primarily in US, no experience for International issues
Participants	Open, equal members, 12 Founders – National Member Organizations, such as National academies
Organization and Leadership	Charter: Council (USSR Chair), Management (USA Director), Conference, every 3 years
Financing	Two categories: A (**US and USSR equal**), B (all other members equal, about 1/6 of US & USSR

III. October 1972: IIASA's Birth

- Chairman
  - Acad. Jermen Gvishiani, Deputy Chairman, State Committee for Science and Technology, USSR (1975 – 1981 and beyond)
- Directors
  - Prof. Howard Raiffa, Professor, Harvard Business School, USA (1972-1974)
  - Dr. Roger Levien, The RAND Corporation, USA (1975-1981)
- National Member Organizations: 12 Founders
  - USSR (*Academy of Sciences*), DDR, Poland, Czechoslovakia, Bulgaria
  - USA (*National Academy of Science)*, Great Britain (*The Royal Society*), Canada, France, FRG, Italy, Japan
- Location: Austria -- Schloss Laxenburg, outside Vienna


Directors' Office


Raiffa


Visit by Austrian
Science Minister
to IIASA
Levien
Minister Firnberg
Gvishiani
Raiffa


ACAD. J.M. GVISHIANI

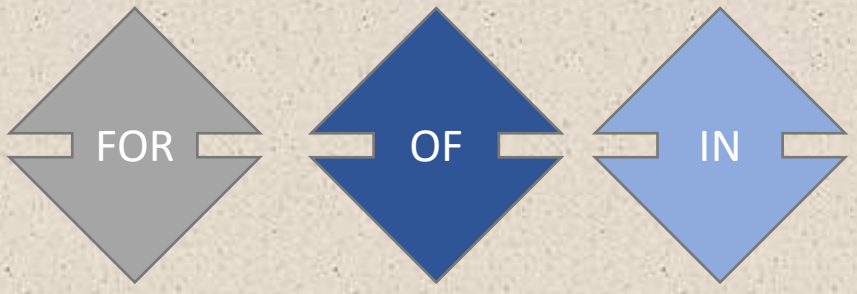
IV 1972 – 1981: DEVELOPMENT

MANAGEMENT AGENDA	DECISIONS
Research Topics: What are member organizations' interests?	**Common interests**: Empty set **Portfolio of interests**: Balanced set of projects
Research Program: What is an "international" problem?	**Global**: 50-year Energy supply & demand **Universal**: Health care, migration, water quality, systems analysis, technology management, more
Research Staff: Which disciplines? From which countries? With what experiences? For how long?	**Balanced research teams**: International, interdisciplinary, and applied scientists from E &W for fixed short terms with selective extension
International Applied Systems Analysis: What is it?	**Text:** Handbook of Applied Systems Analysis **YSSP** – Young Scientists Summer Program **Communications:** To scientists and policy makers
Organization: What is the appropriate structure to manage international, interdisciplinary, applied research?	**Matrix** **Global Programs** draw some staff from **Discipline/Problem Areas** – R&E, H&HS, M&T, S&DS
Culture: How to create a bridge-building organization that functions as a unified organization?	**IIASA Family** -- scientists and their families from different nations, cultures, and backgrounds – celebrate together, travel together, become friends

V. 1981: MATURITY

- **Established unique international scientific research organization**
  - Addressed significant public policy issues, global and universal,
  - Resident teams, international (E-W) and interdisciplinary, worked with collaborators worldwide
- **Consolidated and extended National Member Organizations' support**
  - **New Members**: *Austria, Hungary, Sweden, Netherlands, Finland*
  - **Dues Increase**: Maximum allowed by Charter -- 60%
- **Completed or neared completion of studies on major global and universal issues**
  - **Global**: *Energy* - 50 Year Futures, *Food and Agriculture* – Global model linking national models,
    Held major conference of *Carbon Dioxide* and climate in 1977
  - **Universal**: Migration – 17 nation comparison; Comparison of major public programs – TVA, Bratsk, and Shinkansen, Management of river basins in Europe, Development of methodologies of risk, optimization, resilience; Adaptive environmental management
- **Developed International Applied Systems Analysis as an application-oriented discipline**
  - ***Handbook of Systems Analysis***, 3 Volumes, published in 1980s
  - **YSSP program** – almost 100 graduate students from member organization countries participated
  - **Conferences, Collaborators, Visitors** -- introduced IIASA to scientists across the world

SCIENCE



DIPLOMACY