

Club  
of Rome

June 29-30  
1970 OK

MC 0439

BOX 126 FOLDER 11

EMBARGO: JUNE 30, 1970 10 a.m.

Alexander KING

CLUB OF ROME CONFERENCE

Bern, June 29 and 30, 1970

What is being done to meet the situation

The rising crisis in human affairs which has been described by Professor Freymond is only now beginning to be appreciated in its entirety by politicians and the public at large. Many of its elements have, of course been recognised for some years and have, as in the case of the population explosion, pollution, delinquency, drug taking and the student unrest, already become political and social issues. As far as I am aware, however, no government has yet attempted to relate these phenomena or has perceived clearly that individually they are but symptoms of a disease which has become generalised within the social organism. There has been no serious attempt to analyse and diagnose in a coherent sense or to assess the possible impact of present trends on the body politic or on society as a whole.

The nearest formal attempt to present a total picture of the situation was made by Professor Thorkil Kristensen in February 1969 when, as Secretary-General of the O.E.C.D., he presented to his Ministerial Council a statement on "the problems of the modern society" particularly in the context of conditions of rapid economic growth. This evoked a spontaneous response from the Ministers of many countries and it was agreed that continuing growth and increased prosperity could well aggravate the modern society problems unless steps were taken to modify the

means, and particularly the technological developments on what growth depends and to consider more carefully the way in which the products of growth could better contribute to the advancement of society.

O.E.C.D. has continued its analyses of these problems giving particular stress to those of the environment. It has become increasingly clear that the origin of the new cluster of problems is to be found in three inter-related causes, namely rapid population growth and its increasing concentration in large aggregates; unprecedented levels of prosperity in the industrialised countries, despite residual islands of poverty and underprivilege and finally a rapid and uncontrolled technological development on which prosperity has been based but which has provided many undesirable side effects.

Meanwhile the individual problems of race, social unrest, pollution and student unrest have become ever more pressing, in most countries. In the United States, for example, concern about environmental pollution has reached a level of hysteria. President Nixon, in addition to initiating action programmes for the United States called upon the Atlantic Council to take up the challenge of the problems of modern society with the result that NATO has created a committee for the purpose and has organised a series of important national case studies, especially in pollution problems of inland and coastal waters, the air etc. and also on disaster control.

O.E.C.D. has, over a period of years developed a modest but practical programme in technological and resource management aspects of the air and water systems as well as undertaking studies on pesticides, noise pollution (including the sonic

boom), urban management and new transportation technology. This work will now be given greater importance and extended within the economic context which is the characteristic of this Organisation with special emphasis on cost-benefit and cost effectiveness studies of alternative means of controlling pollution, including the problem of who should pay - government, industry or consumer, a problem which involves competitive aspects of international trade.

Meanwhile the OECD Ministers, at their meeting of May 1970, have pronounced on the economic growth prospects for the decade of the 1970's. The target of 50 per cent growth of G.N.P. for the OECD Member countries for the 1960's was exceeded in practice and, if Japan, which was not a member when the objective was set, is included, it was greatly exceeded. In view of the potentialities of the various countries for further growth the Ministers "set an increase in the real national product of the OECD area as a whole, of the order of 65 per cent as a collective growth objective for the decade 1970-1980". This is regarded as a framework within which "Member countries will determine their economic policies". The Ministers stressed, however, that "growth is not an end in itself but rather an instrument for creating better conditions of life" - a statement of considerable political weight. "Increased attention" - they said - "must be given to qualitative aspects of growth and to the formulation of policies with respect to the broad economic and social choices involved in the allocation of growing resources".

The international bandwagon of the environment is by no means restricted to the Organisations mentioned above. The Council of Europe, for example, which has for many years interested itself in pollution and ecological problems, held an important

meeting on the subject earlier this year in the presence of many princes of the European Royal Houses. The Economic Commission for Europe of the United Nations is equally concerned and provides a forum for East-West discussion of these problems; it will hold an important conference on the environment in Prague during 1971. The European Communities of Brussels are likewise considering these questions from a more directly operational point of view within the scope of the "Aigrain Committee". UNESCO with its cultural and research preoccupations held a world conference on the biosphere in 1969, while the U.N. itself is organising a world conference on the environment which will be held in Stockholm in 1972.

Apart from these intergovernmental approaches, a large number of unofficial bodies have begun to take an interest in the modern society problems and, being free from the sectoral and bureaucratic constraints of the intergovernmental organisations are able to take a broader and more comprehensive view, but lack of course the means for action. They possess a limited degree of influence but have an extremely important function of public education and the opportunity for deeper intellectual penetration of the complex of problems. We can only list here a few of the more important private actions undertaken or envisaged. There are doubtless many more, in fact I am at present receiving invitations to participate in meetings of this type at the rate of four to five per week. In particular a number of significant démarches are at present being made in the United States, for example as a follow up of the work of the President's group on national goals, which are not fully known in Europe.

The following should be noted: the symposium held by the Nobel Foundation in October 1969; the New York Conference of the

World Academy of Arts and Sciences in April 1970 on "Environment and Society"; the Aspen conference of the International Association for Cultural Freedom on technology, social goals and cultural options to be held in August 1970. All these meetings have had an integrative and comprehensive approach to the problematique. On the environment again, the Battelle Institute is organising an important conference in Washington in January 1971 where the place of industry will be particularly stressed, and this will be followed by a conference in Europe on the same theme later in that year. The International Chamber of Commerce is also working in the same direction.

To sum up, there is a large and growing concern for this whole problem area. The private and professional initiatives are useful, encouraging comprehensive discussion but have, so far, had quite minor influence; the intergovernmental activity is large and probably excessively concentrated on the specific problems of pollution of the environment - so far mainly by talk rather than action. While there is a growing awareness on the part of many politicians that pollution is but one facet of the cluster of societal problems, they are in fact focussing on this aspect since it involves the least degree of social complexity and controversy. Pollution is an inorganic enemy which does not fight back in social and political terms; it is on the whole politically unifying and a useful diversion from still more serious and difficult matters.

In the meantime, public opinion, initially through students, radical groups and intellectuals but increasingly throughout the spectrum of society, is becoming deeply concerned with the human condition as it is emerging and with the inadequacy of existing structures, political systems and power groupings to face up to an uncomfortable reality. This takes many extreme

and even absurd forms - demands for an excessive conservatism, for a moratorium on scientific research for the acceptance of a zero-growth economy. The latter concept can be very dangerous - it would remove the possibility of abolishing the residuum of poverty in industrialised societies except through a revolutionary redistribution of income and abandonment of the present basis of society. In the tiers monde it could only be seen as a decadent post-colonialist abdication of responsibility by the rich nations of the world.

The predicament is deep. Man has shown that through technology he can free himself from poverty but has at the same time demonstrated his incapacity to manage himself, his societies and his future. He has made evident his capacity to create the weapons and conditions for the suicide of the race, not only through the bomb but through general incapacity to manage affluence and through the new potentialities provided by molecular biology and neuro-physiology to manipulate his organism and psyche-means, as is always true in science, which are capable of the greatest good and the greatest evil. The normal processes of organic evolution are too slow to take man further in the time he disposes. His fate and future are in his own hands, but he is aware of his lack of wisdom in contrast to his cleverness in material invention. The only ethic which remains to guide society and the individual is that which distinguishes policies and actions which favour human survival from those which lead to destruction.

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19th June, 1970.

"THE PREDICAMENT OF MANKIND PROPOSAL"ABSTRACT

Despite its great diversity, its pluralism and its traditional divisions, the world today is rapidly becoming one world. Man's immense technological achievements have plunged him into a maelstrom of events whose impacts and reverberations are global; whose overlaps and cross-currents create problems that are highly interactive. These events with their ill-defined boundaries and their increasingly harsh consequences, form a massive and dynamic conjuncture that should be recognized as a totality -- a constantly changing, highly complex, essentially indivisible, worldwide continuum.

If this indivisible continuum of events is a reality, it is one that we seem poorly prepared to accept. Despite all its achievements, our technoscientific society has failed to provide us with the ethic, ideals, institutions and policies vital to the functioning of an interdependent world. We are beset with lags, gaps, imbalances and dissonances that occur and keep recurring at all levels of perception, experience and decision. We are threatened by nuclear escalation, by insidiously spreading conflicts, by imminent large-scale hunger, by over-population, by the spoilage of our environment, by the alienation of our youth, by the breakdown of our participatory processes, and by increasing institutional insufficiency and rigidity.

What are we doing about it? The situation is so new that we have not yet evolved the methods, let alone the attitudes or outlooks that may permit us to overcome it. We therefore try to cope with it in the light of what our traditions have taught us: we fragment reality as best we can into single well bounded "problems", and attempt to deal with each of these separately and in its own terms. By doing this we seek to isolate and scale down the problems to the size of the answers we know how to give. As a result all the singular solutions we devise are rendered ineffective

or irrelevant by the all-pervasive momentum that animates the root-issues, and by the larger context that contains them. They take on the aspect of stop-gap activities which, in themselves, often exacerbate the situation as a whole, while accelerating its already complex dynamics. Furthermore, those approaches that insist both on step-by-step and parallel problem-solving seem to have such a grip on our minds that they preclude our devoting sufficient time or energy to the systematic determination of what gives rise to these critical imbalances, or to developing methods of prevention -- methods that will clarify our understanding of the dangerous consequences attendant upon unintegrated and fragmentary solutions.

What can we do about it? This is the question that the Club of Rome -- an informal, non-national, non-political group comprising intellectuals, scientists, educators, business leaders, and men of goodwill from most parts of the world and all walks of life -- has set itself the task of trying to answer. Its members are profoundly concerned about our present and the future it portends, which in their view amounts to nothing less than the "predicament of mankind". They believe it is of the utmost urgency to strive to comprehend the nature of this complex, global predicament, to do everything possible to work towards obtaining a new and truer understanding of our reality in its systemic dimensions, and to do this with the aim of reaching a new conception of corrective actions and policies. It hopes that a study which integrates the situation at a higher level of perception, and reveals some of its internal structure, might lead to pertinent insights concerning the dangerous imbalances and dissonances whose quickening dynamic is engulfing us. This kind of study would, hopefully, show that the linear and limited cost-benefit analyses which have heretofore guided us in our decisions is becoming entirely inadequate. When we extend such methods and measurements to cover the total situation, both the notion of cost and that of effectiveness acquire new meanings which might prove useful in clarifying those contexts within which ideas such as dynamic balance could become operational guidelines. Given these guidelines, we might be able to develop still unthought of long-term options, and suggest alternative motivations and actions in policy making.

Further, the Club of Rome recognizes that the value-base for an endeavor that seeks to address itself to our world in all its variety and diversity, must necessarily be made broad enough to transcend differences in historic development, in traditions, in cultural evolution and in the attitudes that these differences generate. The value-base must be relevant to individual, social, political, and environmental concerns, for these are inextricably intermixed in a world that can perhaps most appropriately be described as an evolutionary eco-system, comprising both natural phenomena and human experience, whose boundaries have now, irreversibly, reached the physical frontiers of the planet Earth.

The aim of the project is to think creatively or inventively, rather than to concentrate on in-depth research -- of which a great deal is going on in many places. Consequently, the methodologies to be adopted should be flexible, wholly transdisciplinary, and often heuristic. Those who propose this project are aware that it might not succeed -- or that it might succeed in ways other than those that have been foreseen. Nevertheless, they are convinced that the very attempt to free our thinking about, and to expand our approaches to, the human condition will, in itself, be of considerable value. It might inspire other, differently conceived, efforts which eventually must and will succeed.

The intent is that the project will be carried out by an interdisciplinary Work Group of about ten selected scientists supported by a large number of consultants who are recognized authorities in specific fields. The work would be done over a period of some fifteen to eighteen months in Switzerland, where the Institut Battelle at Geneva has agreed to provide administrative support and physical facilities.

The initial work of the Group would be to delineate a very coarse-grain model of our situation's general structure, or morphology, with reference to an empirically established list of Continuous Critical Problems. This rough model (or set of related models) would then be systematically investigated through analytic observation or, if possible, through simulations,

in the hope that such a study might yield insights into the behavior of the general system under differing conditions and event-configurations.

Depending upon the degree of success achieved, the findings that result from such efforts might make it possible for anyone or any institution concerned to elaborate suggestions for action that might be of help in the formulation of policy. Both the findings and suggestions of the Work Group would be submitted to representatives of interested governments in some as-yet-to-be-conceived manner and through some as-yet-to-be-conceived means, which the Club of Rome is presently attempting to envision, and which it hopes will emerge as a new type of cooperative effort among people, governments, institutions, and international agencies to the end of evoking a massive "prise de conscience" that might pave the way to world-wide action.

# THE CLUB OF ROME

MEETING OF THE CLUB OF ROME  
on invitation of the Swiss Government  
Bern, Tuesday June 30, 1970

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## PROGRAMME

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- 9.00 a.m. Opening of the session  
Chairman : Professor Olivier REVERDIN, President, Consultative Assembly of the Council of Europe, President of Swiss Science Council, Member of the Swiss House of Representatives
- 9.15 a.m. The critical world situation  
Professor Jacques FREYMOND, Directeur, Institut Universitaire de Hautes Etudes Internationales
- 9.45 a.m. What has been done to face this situation  
Dr. Alexander KING, Director General for Scientific Affairs, O.E.C.D.
- 10.00 a.m. Why the Club of Rome  
Professor Dr. Ing. Eduard PESTEL, Rektor, Institut für Mechanik, Technische Universität Hannover
- 10.15 a.m. The activities of the Club of Rome  
Dr. Aurelio PECCEI, Managing Director, Italconsult, Roma
- 10.30 a.m. Coffee break
- 11.00 a.m. Presentation of the Project "Predicament of Mankind"  
Professor Hasan OZBEKHAN, General Manager International Development and Director of Planning, Worldwide Information Systems Inc., Los Angeles
- 11.30 a.m. The framework for the execution of the Project in Switzerland  
Dr. Hugo THIEMANN, Directeur Général, Institut Battelle, Geneva
- 1.00 p.m. Luncheon given by the Swiss Federal Council in honour of the Club of Rome and Swiss guests
- 3.00 p.m. Debate
- 4.30 p.m. Summary and conclusion

# THE CLUB OF ROME

## GENERAL MEETING OF THE CLUB OF ROME

Bern, Monday June 29, 1970

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### PROGRAMME

- 9.30 a.m. Registration of Participants
- 10.30 a.m. Informal Meeting of Participants
- 12.15 a.m. Lunch
- 2.00 p.m. Press briefing
- 3.00 p.m. General Assembly of the Club of Rome

#### Agenda

1. Report on activity
  2. The "Predicament of Mankind" Project
  3. Other future activities
  4. Membership
  5. Executive Committee
  6. Incorporation
  7. Funding
  8. Relations with other Organizations
  9. Conference with Swiss Authorities and Personalities (June 30, 1970)
  10. Others
- 8.00 p.m. Dinner

The Assembly will be held in English.

MEETING OF THE CLUB OF ROME  
on invitation of the Swiss Government  
Bern, Tuesday June 30, 1970

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(Hotel Bellevue Palace)

P R O G R A M M E

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Chairman: Professor Olivier REVERDIN, President, Consultative Assembly of the Council of Europe, President of Swiss National Foundation for Scientific Research, Member of the Swiss House of Representatives  
Address by Federal Councillor Nello CELIO, Head of the Department of Finance and Customs
- 9.15 a.m. The critical world situation  
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BELLEVUE PALACE  
BERNE

Dézaley  
Clos des Philosophes  
1968

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St-Saphorin, Faverges  
Vignoble de l'Etat de Fribourg  
1967

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Hors d'oeuvre parisienne

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Train de boeuf à la broche

Pommes dauphinoise

Epinards au gratin

Salade verte aux radis

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Plat de fromages

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Fraises à la crème des alpes

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Mardi, le 30 juin 1970

Reve Colin  
Thiemann

address for Ritchie.

PIERRE R. GENDRON  
PULP & PAPER RESEARCH  
INSTITUTE  
570 ST. JOHN'S BLVD  
POINTE CLAIRE PQ  
CANADA

EMBARGO: 28 juin 1970, 17 h 00

Communiqué de presse n° 2

PREMIERE CONFERENCE DU CLUB DE ROME

BERNE, 29 et 30 JUIN 1970

Invité par le Conseil Fédéral suisse, le Club de Rome tiendra sa première conférence à Berne, les 29 et 30 juin.

A cette rencontre participeront une quarantaine de personnalités en provenance de différents pays européens, d'Amérique du nord et du sud, d'Asie et d'Afrique.

Le Club de Rome a été fondé en 1968, lors de la rencontre dans la capitale italienne, d'une trentaine de personnalités qui se sont donné pour but de contribuer à une meilleure compréhension de l'ensemble des problèmes de la société moderne, vue dans sa dimension planétaire. Le Club de Rome veut promouvoir une meilleure analyse de la dynamique, de l'interdépendance, de l'interaction et du chevauchement des problèmes qui caractérisent cet ensemble, en se concentrant particulièrement sur les aspects qui concernent toute l'humanité.

Les résultats des études et des réalisations du Club de Rome seront portés à la connaissance de l'opinion publique, dans les cercles scientifiques, intellectuels et politiques, et à celle des centres de décision à tous les niveaux, afin d'influencer au maximum la conduite des affaires mondiales dans une voie plus rationnelle et plus humaine.

Les membres du groupe promoteur du Club de Rome ont élaboré en particulier un projet d'étude -"The Predicament of Mankind"- qui sera entrepris en Suisse et financé par des milieux non-gouvernementaux. Ce travail spécifique sera conduit à l'Institut Battelle, à Genève, sous la direction générale du Professeur Hasan Ozbekhan, et avec la participation de chercheurs de différents pays et instituts de recherche.

...

La réunion des 29 et 30 juin 1970 sera donc d'une importance capitale pour la mise au point et le développement pratique de la "mission" que les membres du Club de Rome se sont imposée, et aura principalement pour but d'analyser et d'approuver la méthode et l'organisation du travail pour le projet "The Predicament of Mankind" et de préciser le programme futur du Club de Rome.

S T A T U T E S

Article 1

- 1.1. A not-for-profit association has been constituted called "The Club of Rome". It is governed by articles 60 et seq. of the Swiss Civil Code and by these Statutes.
- 1.2. It is of unlimited duration.
- 1.3. Its seat is Geneva.

Article 2

- 2.1 The objective of the Association is to:
  - a. Contribute to the comprehension of the problems of modern society taken as a whole and to the analysis of the dynamics, interdependent relations, interactions and inter-connexions of this whole, with particular reference to aspects of interest to all or most of humanity;
  - b. Contribute to an increasing consciousness that this complex of difficult, changing and interlocking problems constitutes a threat to all peoples irrespective of political, racial or economic differences and that it must be met by a multinational mobilisation of human and material resources;

c. Diffuse the results of these studies and reflexions amongst the public, amongst scientific, intellectual and political circles and amongst decision making centres at all levels, so as to influence as much as possible the conduct of world affairs in a more rational and humane direction.

2.2. The Association carries out its activity either directly, or through its members and working groups set up in collaboration with other entities.

### Article 3

3.1. The Association has ordinary members and associated members.

3.2. Ordinary members are physical persons. Their number is limited to 100 except as provided for under article 6.5.

3.3. The persons whose names figure in the list annexed are ordinary members as from the moment of constitution of the Association.

3.4. New ordinary members can be co-opted within the limits indicated by these Statutes. The decision is taken by the Executive Committee, on the basis of a proposal of an ordinary member.

3.5. Physical, moral or legal persons can become associate members. Their acceptance is decided by the Executive Committee.

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Article 4

- 4.1. Membership implies respect of the objectives of the Association and of its Statutes.
- 4.2. Only obligations in written form, agreed upon at the moment of acceptance by the Executive Committee, can bind members.
- 4.3. Membership is terminated by death, written resignation, or exclusion decided upon by the General Assembly.

Article 5

The Organs of the Association are:

- a. the General Assembly of ordinary members
- b. the Executive Committee
- c. the Secretariat.

Article 6

- 6.1. Decisions of the General Assembly may be taken by correspondence. By the term General Assembly is meant the actual coming together of members and their consultation by correspondence.
- 6.2. The General Assembly is convened by a decision of the Executive Committee whenever necessary and at least once a year.

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- 6.3. The General Assembly exercises every competence which it has not delegated to the Executive Committee.
- 6.4. The dissolution of the Association and the modification of the Statutes fall within the competence of the General Assembly.
- 6.5. An increase of ordinary members above the limit fixed by article 3.2. must be proposed by the Executive Committee and approved by the General Assembly.
- 6.6. The decisions to require a subscription from members and to fix the amount fall within the competence of the General Assembly.

#### Article 7

- 7.1. The Executive Committee has twelve members, elected for three years. They are nominated for a first period ending 31st December 1972. Messrs. Alexander KING, Saburo OKITA, Hasan OZBEKHAN, Aurelio PECCEI, Eduard PESTEL and Hugo THIEMANN will be members until this date. The joint signatures of two of these members engage the Club of Rome.
- 7.2. The Executive Committee can co-opt up to 6 extra members chosen amongst the ordinary members of the Association.
- 7.3. The Executive Committee elects a President and up to three Vice-Presidents from amongst its members.

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- 7.4. The Executive Committee will meet when convened by its President, or if he is prevented from doing so, by one of the Vice-Presidents and two other members.
- 7.5. The decisions of the Executive Committee will be taken by a majority of members present at meetings or voting by correspondence.

#### Article 8

The Executive Committee directs and represents the Association. It administers its property and takes all the decisions which are not reserved to the General Assembly either by law or by the present Statutes.

#### Article 9

The functions of the Secretariat will be fixed by the Executive Committee.

#### Article 10

The resources of the Association consist of:

- a. members' subscriptions;
- b. gifts and bequests it may receive;
- c. subsidies granted to it by public or private bodies;
- d. all other resources which can result from its activities.

(Original French)

S T A T U T S

Article 1

- 1.1 Sous le nom de "The Club of Rome", il a été constitué une association sans but de lucre, régie par les articles 60 et ss. du Code Civil suisse et par les présents Statuts.
- 1.2 Sa durée est illimitée.
- 1.3 Son siège est à Genève.

Article 2

- 2.1 L'Association a pour but de :
  - a. Contribuer à la compréhension des problèmes de la société moderne, considérés dans leur ensemble, et à l'analyse des dynamiques, interdépendances, interactions et imbrications qui caractérisent cet ensemble, visant particulièrement les aspects qui intéressent la totalité ou de grandes parties de l'humanité;
  - b. Renforcer la prise de conscience que ce complexe de problèmes enchevêtrés, changeants et difficiles constitue, au-dessus des frontières politiques, raciales ou économiques, une menace sans précédent pour tous les peuples, et doit partout être affronté avec une mobilisation multinationale de ressources humaines et matérielles;
  - c. Diffuser les résultats de ces études et réflexions dans l'opinion publique, dans les milieux scientifiques, intellectuels et politiques et auprès des centres décisionnels à tous niveaux, pour influencer autant que possible la conduite des affaires du

monde dans un sens plus rationnel et humain.

- 2.2 L'Association exerce son activité soit directement, soit par l'intermédiaire de ses membres et des groupes de travail constitués en collaboration avec d'autres entités.

### Article 3

- 3.1 L'Association comprend des membres ordinaires et des membres associés.
- 3.2 Les membres ordinaires sont des personnes physiques, et leur nombre est limité à 100, sauf disposition de l'article 6.5.
- 3.3 Sont membres ordinaires au moment de la constitution de l'Association les personnalités dont le nom figure sur la liste ci-annexée.
- 3.4 De nouveaux membres ordinaires peuvent être co-optés dans les limites indiquées par les Statuts. La décision appartient au Comité Exécutif, sur proposition d'un membre ordinaire.
- 3.5 Peuvent devenir des membres associés des personnes physiques ou des personnes morales ou juridiques. Leur acceptation appartient au Comité Exécutif.

### Article 4

- 4.1 La qualité de membre implique une adhésion aux buts de l'Association et aux présents Statuts.
- 4.2 Aucune obligation n'est faite aux membres si elle n'a pas été convenue par écrit au moment de leur acceptation par le Comité Exécutif.

- 4.3 La qualité de membre se perd par le décès; par la démission donnée par écrit; ou par l'exclusion, qui peut être prononcée par l'Assemblée Générale.

#### Article 5

Les Organes de l'Association sont :

- a. l'Assemblée Générale des membres ordinaires
- b. le Comité Exécutif
- c. le Secrétariat.

#### Article 6

- 6.1 Les décisions de l'Assemblée Générale peuvent être prises par correspondance. Le terme Assemblée Générale s'entend aussi bien de la réunion effective des membres ordinaires que de la consultation de ces membres par correspondance.
- 6.2 Elle est convoquée sur décision du Comité Exécutif toutes fois que nécessaire et au moins une fois par an.
- 6.3 L'Assemblée Générale exerce toute compétence qu'elle n'a pas déléguée au Comité Exécutif.
- 6.4 La dissolution de l'Association et la modification des Statuts sont de compétence de l'Assemblée Générale.
- 6.5 Le nombre des membres ordinaires au-delà de la limite fixée par l'article 3.2. doit être proposé par le Comité Exécutif et approuvé par l'Assemblée Générale.

- 6.6 La décision de demander aux membres une cotisation, et d'en fixer le montant, est de compétence de l'Assemblée Générale.

#### Article 7

- 7.1 Le Comité Exécutif est constitué de 12 membres, élus pour trois ans. Ils sont nommés par l'Assemblée Générale sauf pour la première période allant jusqu'au 31 décembre 1972 pour laquelle seront membres Messieurs Alexander KING, Saburo OKITA, Hasan OZBEKHAN, Aurelio PECCEI, Eduard PESTEL et Hugo THIEMANN. La signature conjointe de deux de ces membres engage le Club de Rome.
- 7.2 Le Comité Exécutif peut co-opter jusqu'à 6 membres supplémentaires choisis entre les membres ordinaires de l'Association.
- 7.3 Le Comité Exécutif élit dans son sein un Président et jusqu'à trois Vice Présidents.
- 7.4 Le Comité Exécutif se réunira sur convocation de son Président ou, si celui-ci est empêché, sur convocation faite par un des Vice Présidents et deux autres membres.
- 7.5 Les décisions du Comité Exécutif seront prises par la majorité des membres présents aux réunions ou donnant leur vote par correspondance.

#### Article 8

Le Comité Exécutif dirige et représente l'Association. Il administre ses biens et prend toutes les décisions qui ne sont pas réservées à l'Assemblée Générale par la loi et les présents statuts.

Article 9

Les fonctions du Secrétariat seront fixées par le Comité Exécutif.

Article 10

Les ressources de l'Association se composent :

- a. Des cotisations des membres;
- b. Des dons et legs qu'elle peut recevoir;
- c. Des subventions qui peuvent lui être accordées par des organismes publics ou privés;
- d. De toutes autres ressources pouvant provenir de ses activités.

AIR MAIL

JWF 6/9/70

( Provisional letter paper )

# THE CLUB OF ROME

Professor Jay W. FORRESTER  
Massachusetts Institute of Technology  
Alfred P. Sloan School of Management  
50, Memorial Drive  
Cambridge, Mass. 02139

Geneva, June 3, 1970

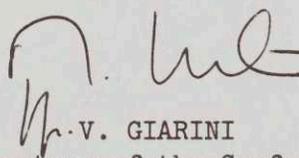
Dear Sir,

Please find herewith the proposed agenda for the Assembly of the Members of the Club of Rome of Monday June 29 and the Conference of Tuesday June 30.

It has been decided that, as all Members speak English, there will be no translation on June 29. Simultaneous translation will be available from French to English and from German to English on Tuesday 30.

Because of the short time available we kindly remind those Members who have not yet answered the letter of Mr. Peccei dated May 21, 1970, to send back as soon as possible to the undersigned the application form concerning the abovementioned Meeting.

Yours sincerely,



V. GIARDINI  
Secretary of the Conference  
Club of Rome

Secretariat:

- Rome: Via Pastrengo 16, 00185 Rome - phone: 480041 - telex: Tecnital 61497 - cables: Romclub

Offices:

- Geneva: c/o Institut Battelle, 7 rue de Drize, 1227 Carouge, Geneva - phone: 423250 - telex: Batel 23472 - cables: Battelle
- Tokyo: c/o Japan Techno-Economics Society, Masuda Building, 4-5 Iidabashi, 2-Chome, Chiyoda-ku, Tokyo - phone: 2635501

THE CLUB OF ROME

CONFERENCE OF BERN, June 29 and 30, 1970

Place of the Meeting and Secretariat :

Hotel BELLEVUE PALACE

Kochergasse

3000 BERN (Switzerland)

cables : Palacehotel Bern

telex : 32124

phone : (031) 22.45.81

AIR MAIL

JWF 6/19/70  
( Provisional letter paper )

THE CLUB OF ROME

Professor Jay W. FORRESTER  
Massachusetts Institute of Technology  
Room 52-454  
CAMBRIDGE, Mass. 02139 (U.S.A.)

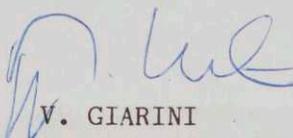
Geneva, June 12, 1970.

Dear Sir,

We have pleasure in sending you herewith some additional information on the Conference of Bern, June 29 and 30, 1970.

You will also find enclosed a copy of the letter of invitation from the Swiss Government.

Yours sincerely,

  
V. GIARDINI  
Secretary of the Conference  
Club of Rome

Secretariat:

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ADDITIONAL INFORMATION

1. Place of the Symposium

The Symposium will take place at the Hotel Bellevue Palace, Kochergasse, Bern, Switzerland.

Monday, June 29 : from 9.30 a.m. registration of Members at the entrance of the "Salon rouge".

All sessions will be held in the "Salon rouge".

Tuesday, June 30 : All sessions : East Hall.

Luncheon given by the Swiss Federal Council : West Hall.

The Bellevue Palace is a short taxi ride from the Bern main railway station (BERN SBB). Those arriving by plane at Belpmoos, the local airport of Bern, may make use of the Swissair bus. However, taking into account that plane schedules between the international airport of Geneva, respectively Zurich, and Belpmoos-Bern are not very frequent, Members may prefer to take the two hours train ride from Geneva or Zurich to Bern. Your travel office or the Swissair representation in or near your city will be glad to assist you in your travel plans. Members are advised to arrive in Bern on Sunday 28th June and confirm their hotel reservation as suggested hereafter.

2. Hotel reservation

Hotel rooms with breakfast are provided by courtesy of the Swiss Government from June 28 to June 30. Members who have not yet done it are therefore kindly requested to airmail, cable or telex their confirmation to :

Mailing address: Club of Rome  
Secrétariat de la Conférence de Berne  
Dr. V. Giarini  
c/o Institut Battelle  
7, route de Drize  
CH-1227 CAROUGE/GENEVE (Switzerland)

Cable address: BATTELLE GENEVE

Telex: 23-472 BATEL CH

Please also indicate date of arrival and departure as well as your exact address for the purpose of re-confirmation.

3. Lodgings

Members will be quartered in various first class hotels within short walking distance of the Hotel Bellevue Palace where the sessions will be held. Rooms with bath or shower have been tentatively booked. As outlined before Members will be guests of the Federal Government which will assume the charges for hotel rooms including breakfast. In order to prevent any misunderstanding on the part of the hotel management, Members are kindly requested to assume those charges not covered by the above arrangement.

4. Secretariate

During the Symposium a secretariate will be established at the Hotel Bellevue Palace.

5. Parking

Members arriving by car may make use of the Bellevue Garage adjacent to the hotel.

6. Clothing

As the climate in late June is expected to be quite warm Members will prefer to wear light suits. At the official luncheon a dark business suit will be quite in accordance with the local custom.

7. Shopping

Department stores, drugstores as well as tobacco shops etc. are only a few steps from the Bellevue Palace Hotel and will be open as of Monday afternoon.

8. Press

The press will have free access to the meetings of June 30.

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LE CHEF  
DU  
DÉPARTEMENT POLITIQUE FÉDÉRAL

Berne, le 9 juin 1970

Monsieur Hugo Thiemann  
Directeur général de  
l'Institut Battelle  
Route de Drize 7  
1227 Carouge - Genève

Monsieur le Directeur,

J'ai le plaisir de vous confirmer que le Conseil fédéral est heureux d'inviter le "Club de Rome" à Berne pour sa réunion constitutive les 29 et 30 juin 1970.

Les autorités fédérales prêteront leur concours dans la mesure indiquée dans la lettre que nous vous avons envoyée le 2 juin. Vous m'obligeriez en invitant directement les membres du "Club de Rome" et en les informant de ce qui précède.

En formant des vœux pour le plein succès de cette manifestation, je vous prie d'agréer, Monsieur le Directeur, l'assurance de ma considération distinguée.

*C. R. A. L.*

Copies to  
DSB  
Collins  
Seeger.

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6/8/70

Circulate two to  
U. D. Staff.

6/8/70

AIR MAIL

JWF 3/20/70  
( Provisional letter paper )

## THE CLUB OF ROME

Rome, March 17, 1970

DAP/amp

Professor Jay W. Forrester  
Massachusetts Institute of Technology  
Alfred P. Sloan School of Management  
50 Memorial Drive  
Cambridge, Mass. 02139, USA.

### The Club of Rome

My dear Professor Forrester:

It is now nearly one year since I saw you, and I have wished to write you on many occasions, only to be thwarted by the rush of things.

Now I am doing it, in order to inform you about The Club of Rome and to tell you that my colleagues and I would be honored and extremely glad if you could join us and become a member of it.

Even if I am repeating what you may already know, I think I should start by saying that The Club of Rome has been initiated by a group of Europeans who are increasingly concerned about the symptoms of breakdown of our society appearing with higher levels of prosperity and the ever-quickenning application of new technology. A meeting was convened in Rome in April 1968 to discuss these matters and to assess whether new dynamic planning methods and forecasting techniques could be of use in projecting the importance of many of the complex problems confronting society during the next decades. At the end of this meeting an informal grouping of a number of those present took place and called itself The Club of Rome because of the city of its origin. This has now grown somewhat in size but will be kept at least at present to a maximum of 50 or 60 people, mainly scientists, industrialists, educators etc., none of whom are members of national administrations but have nevertheless considerable influence on government decision makers.

The main idea behind this initiative is that, while this wonderful or terrible technological era has only just begun, human society is already in a state of confusion and actually at a crossroads. By the combination of a variety of phenomena and situations it indeed finds itself confronted with a knot of unprecedentedly large, complex and interlocking problems, many of which have or tend to have global dimensions; and people at large seem unable to adjust to these new

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./.

conditions, while their leaders remain the captives of old schemes, showing how incapable they are of producing new ideas and approaches and of providing guidance. The result is that mankind, entangled as it has become with this mass of baffling and overwhelming difficulties of a political, security, psychological, social, demographic, ecological and also economic nature, is rapidly losing its bearings and may lose its spirit; and that a concerted effort must now be made to set it again on a safe and worthy course.

Basically what is needed is a rethinking, rediscovery and reformulation of values consonant with the realities of this turn of history; so that broad goals for man and society may be discussed and a new set of institutions and instrumentalities designed for the adequate conduct of human affairs. But at this time of emergency, the first order of necessity is to stop sinking further in the morass, and to awaken to and better understand the present highly dynamic and dangerous world situation and the kind of futures that may eventuate from it.

The Club of Rome was formed mainly with the objective of provoking this 'prise de conscience' by the intellectual and scientific communities, public opinion and, finally but necessarily, the decision centers of the world. To this effect, pragmatically it was considered that the most important task is to impress on the advanced nations that jointly and severally they are under threat, no less than any other nation; and, as they alone possess technostructures, information and other organizational and scientific capabilities, that it is in their prime interest to get together to meet the common predicament.

To carry out this design, The Club of Rome in the last few months has organized a series of contacts outside Europe as well as in Europe itself. We have thus seen a number of key people in Moscow, Washington, Ottawa, Tokyo, Stockholm, Bern, Vienna, and a few other capitals and we have been in contact also with ECOSOC (M. de Seynes) and OECD (Dr. van Lennep). The response has been from mildly to very encouraging, and this has prompted us to make a step forward from the phase of pure contacts. This new phase is outlined in a Memo dated November 6, 1969 (Annex 1).

As you will see, we intend to prepare and develop a Project, initially called 'Project 1970' and now 'The Predicament of Mankind--Quest for Structured Responses to Growing Worldwide Complexities and Uncertainties'. Its terms of reference are now being prepared chiefly by Hasan Ozbekhan, after long debates and discussions in which many people, like Alexander King, Hugo Thiemann, Erich Jantsch, Eduard Pestel, myself and others, have taken part. It will

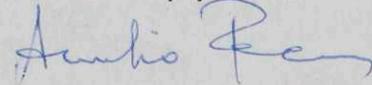
try to prove that, or ascertain if, we can (a) reach a much better understanding of the dynamic interplay of situations and problems with which world society is presently beset, and (b) evolve descriptive and operational methodologies consonant with this global vision of today's problem complex, which decision-making centers (be they national, multinational, regional, sectoral or intersectoral) must acquire to define policies in keeping with the realities of the world in which we live.

We have thus reached a stage when we hope to launch a very ambitious Project, to which the contribution of your experience, insight and vision would be invaluable. Needless to say that, in participating in The Club of Rome or in the Project's work, you will be totally free to decide the time and the form in which you will contribute to their success. To complete the picture I am laying before you, I am also enclosing a list of the Club members as of March 15 (Annex 2), the text of the proposed Statutes (Annex 3) and two circular letters sent to all the Club members on February 16 and March (Annexes 4 and 5). And in a few days the Battelle Institute will send you the Final Draft of the Project for your comments and suggestions, if you care to write either to Ozbekhan, Thiemann or myself. May I repeat that The Club of Rome is a multinational--some of us prefer to say "non-national"--informal group of people acting individually. Members are not requested to pay dues or to fulfil any specific commitment, nor are they supposed to dedicate to the Club much of their time. They must however be deeply convinced that an exceptional effort needs to be made jointly by the civil spirits and the civilized nations of the world at this critical juncture.

To conclude, I sincerely hope that this adventure of the spirit proposed by a group of prominent world citizens, and which is very much in line with your own thinking, may appeal to you and that you will accept our very cordial invitation.

Looking forward to seeing you in the near future, I am, with warm personal regards,

Sincerely yours,



Aurelio Peccei

Enclosures

Tokyo, November 6, 1969

"The Club of Rome"

"Project 1970" as a first step in a coordinated effort to face the complex of global problems confronting mankind.

1. Benefits of the technological revolution.

The rapid advance of technology is profoundly transforming life on our planet.

Many of its effects are vastly beneficial. Our capacity to produce goods and services has increased immensely. Our knowledge is expanding to heretofore unbelievable horizons. Not only we possess an incredible amount of information, but we have developed machines and techniques to process, store and retrieve it. Our life is longer, our mobility greater, our speeds faster, and the pace of our progress is many times quicker than at any other period in human history.

The positive aspects of this rush of change are there to indicate that man is now in a condition to overcome most of the difficulties that in the past have hindered his development.

However, the reality on the eve of the crucial decade of the '70's is that he is far from being master of his own destiny, and that great dangers loom up in the future.

2. The other side of the coin: new problems.

As a matter of fact, this marvelous ascent of man is being imperilled by the emergence and growth of a number of difficult problems of a new kind and dimension. Generally they are problems of a complex character, in which social, cultural, psychological, behavioural, ecological, demographic, economic, and political strains combine. Moreover, problems of different nature tend to interfere and interlock with each other, combining together to form a critical mass capable of impairing the whole system of society.

For these reasons they are often called "problems of modern society", and it begins to be recognized that they cannot be resolved - or can be resolved only partially - by traditional methods or the recourse to economic measures and technological remedy.

A systematic analysis of this complex of problems, and a deeper understanding of their origin and nature, have therefore become imperative. For this purpose, new techniques and approaches are no doubt necessary. And whatever the difficulty of devising them, a concerted effort must be made to get out of this impasse.

3. Different problems for different types of society.

Among these new problems, some affect principally certain types of society. So, there are problems which are more or less common to the advanced nations. Suffice it to mention those specific to the very large urban conglomerations (traffic, organization of ever more complicate public services, city pollution, city waste disposal, crime prevention, alienation of urban dwellers, etc.), or to universities and the school system in general. And there are problems which are felt more in the market economics (such as those related to the international monetary system and the so-called international liquidity), while others are more serious where centralized planning prevails (bureaucratism, dichotomy between technological capability and industrial efficiency, etc.).

On the other side of the spectrum there are the grave problems of the less developed countries: lack of capital and entrepreneurship for development, adverse terms of trade, overpopulation, ignorance and illiteracy, poverty, hunger, etc.

4. As the world shrinks, all problems are brought together.

It is however illusory to hope that these different sets of problems will remain as enclosed and separate problems - each affecting a certain area only. The world has become very small, and will be made still smaller and more integrated by the increasing speeds of transport, instant communications, the growing size of modern enterprises, and other human achievements. This process brings together all societies, and also their problems.

We must moreover consider two basic facts that characterize to-day's world situation. Firstly there is the fact that both the problems which beset East or West, and the difficulties of affluent societies, not less than the frustrations of the poor ones, are all elements of a general state of crisis which repercutes and boomerangs in every part of the world system.

5. Emergence of global problems.

The second fact is that some problems have already acquired truly "planetory" or global dimensions, as their solution directly and vitally interests all peoples and cannot be pursued by any single nation, however powerful it may be.

Global problems exist in the field of security (colossal amounts of resources throughout the world being syphoned away from productive investment into armaments); and also with respect to the pacific and rational use of the oceans (representing the last

frontier on earth); some aspects of atmospheric pollution; the deepening cultural, economic and technological gaps among peoples; the frightening increase of population over a finite planet; and the younger generations' widespread rebellion against the way human affairs are presently conducted.

6. The advanced countries' responsibility.

In conclusion, and for our own sake, we must be quick in grasping that a turning point in history has been reached. For the first time, mankind is being confronted with a mass of continuous critical problems of global relevance. They may be called "problems of the world future" or "problèmes de l'humanité". Under these circumstances, however, the stark reality is that our future and that of our children and grandchildren are seriously threatened - unless we brace up and squarely meet this unprecedented situation with appropriate means.

The Club of Rome thinks it is the collective obligation of the advanced countries to face this emergency. Only they possess adequate knowledge and information and, acting jointly, can mobilize enough intellectual and financial resources to reverse this tide of events and set mankind on a safer and saner course.

7. Contacts in key decision - centers of the world.

The Club of Rome is an informal, non-political, multi-national group of scientists, intellectuals, educators and business leaders who want to start a movement in this sense, with the initial participation of Europe, the United States, Canada, and Japan, and possibly the Soviet Union. To this effect contacts have been made in Washington, Ottawa, Moscow, and many European capitals, as well as Tokyo, and competent United Nations and O.E.C.D. officials have been kept informed.

The response has been encouraging. There is in fact a growing concern among responsible people about the steady deterioration of conditions in our planet. And, while some studies are underway for certain sectoral or regional problems, consensus has emerged that a thorough study must be made as well, as advocated by the Club of Rome, of the critical problems of the world considered in their ensemble, and of the long-term alternatives and options that they still leave open at a global scale.

8. The very difficult task of Project 1970.

An undertaking of this kind has never been attempted before. But, as now it is urgently needed, somehow it has to be done.

The Club of Rome recognizes the immense difficulty of this task, but is also of the opinion that the information base available on most phenomena of the world relevance, and the state of the art both of constructing computer simulation models for large problems and of forecasting and planning, permit to organize a meaningful attempt to carry out the proposed project with a modicum expectation of success. Its purpose would be to describe the main problems of the world system and their critical dynamics and interrelationships with a view to establishing in understandable and quantitative terms - and of course as a first, preliminary approximation - the global context within which all subsystems operate and all problems have to be resolved.

This study project will be started as early as possible next year and it is supposed to last one year - hence the name of "Project 1970". Professor Hasan Ozbekhan of Los Angeles has prepared the main terms of reference and will cooperate with the Battelle Institute of Geneva in its execution. A multinational team of highly qualified experts with back-up services by some scientific institutions will be formed to carry out the work.

Total cost is estimated at one million dollars. It is expected that enlightened private sources and foundations will provide this amount, at the rate of 100,000 to 150,000 dollars from each of the major advanced nations supporting the project. Some commitments have already been received.

9. Japan's participation in the project.

The participation from Japan is considered essential under three aspects:

- Sharing in the funding of the project, in proportion to Japan's importance for the world future;
- Contributing one or two qualified members to the working team (e.g. a top-notch mathematical topologist, and a computer simulation programmer);
- Supporting scientifically the work of the team through some of her scientific institutes.

10. Follow-up to Project 1970.

It is expected that, when finished, "Project 1970" will offer invaluable, "actionable" guidelines to decision-making in the countries which will have sponsored and supported it. However, as it is aimed at presenting at the earliest possible date just a preliminary, rough approximation of the dynamic global system

which constitutes the environment of all subsystems, it is also expected that his project will be followed in the years to come by a stream of well-structured similar studies, to be organized on a cooperative basis with a view to acquire a greater control of our common future.

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# By-Laws

## Article I

- 1.1 Under the name "The Club of Rome", there has been established a non-profit organization, governed by the 60 articles and by-laws of the Swiss Civil Code and by the current by-laws.
- 1.2. Its duration is unlimited.
- 1.3. Its headquarters is at Geneva.

## Article 2

- 2.1 The Association has as its purpose:
  - a. To contribute to the understanding of the problems of modern society, considered as a whole, and to the analysis of the dynamics, interdependences, interactions and complexities which characterize this whole, aiming particularly at the aspects which affect all or large parts of humanity;
  - b. To strengthen the conviction that this complex of complicated, changing and difficult problems constitutes, above political, racial or economic frontiers, a menace without precedent for all people, and must therefore be boldly attacked with a multi-national and trans-national mobilization of human and material resources.
  - c. To diffuse the results of these studies and reflections into public opinion, the scientific, intellectual,

and political environments and to the decision centers at all levels, to influence as much as possible the conduct of world affairs in a more rational and humane way.

- 2.2. The Association carries on its activity either directly, or through the medium of its members or of work groups set up in collaboration with other entities.

### Article 3

- 3.1 The Association includes regular members and associated members
- 3.2 The regular members are \_\_\_\_\_, and their number is limited to 60, except for the exception in article 6.5.
- 3.3 Regular members at the time of the forming of the Association are: \_\_\_\_\_ (insert list)
- 3.4 New regular members can be elected within the limits indicated in the By-Laws. The decision rests with the Executive Committee, on the motion of a regular member.
- 3.5 \_\_\_\_\_ or \_\_\_\_\_ persons can become associated members. Their acceptance rests with the Executive Committee.

### Article 4

- 4.1 Membership \_\_\_\_\_ implies an adherence to the goals of the Association and to its present By-Laws.

- 4.2. No other obligation is placed on the members if it has not been agreed to in writing at the time of their acceptance by the Executive Committee.
- 4.3. Membership is lost at death; by resignation in writing; or by exclusion, which can be declared by the General Assembly.

### Article 5

The components of the Association are:

- a. The General Assembly of regular members
- b. The Executive Committee
- c. The Secretariat.

### Article 6

- 6.1 The decisions of the General Assembly can be made by correspondence. The term General Assembly is understood <sup>to mean,</sup> in addition to the actual meeting of the regular members, the consultation of these members by correspondence.
- 6.2. It is convened on the decision of the Executive Committee as often as necessary and at least once a year.
- 6.3 The General Assembly carries on all decision-making not delegated to the Executive Committee.
- 6.4 The dissolution of the Association and modification of the by-laws are the prerogative of the General Assembly.

- 6.5 The number of regular members beyond the limit fixed by article 3.2 must be proposed by the Executive Committee and approved by the General Assembly.
- 6.6 The decision to ask for a subscription from the members and of fixing the amount of it, is a function of the General Assembly.

### Article 7

- 7.1 The Executive Committee consists of 9 members, chosen for three years. They are elected by the General Assembly except for the first period going to December 31, 1972 for which the members will be: (to be decided)
- 7.2 The Executive Committee can add up to 3 other members chosen from the regular members of the Association.
- 7.3 The Executive Committee elects from its own members a President and as many as three Vice-Presidents.
- 7.4 The Executive Committee will meet at the invitation of the President, in the event that he is unable, or the invitation of one of the Vice-Presidents and two other members.
- 7.5 The decisions of the Executive Committee will be made by a majority of the members present at the meetings or giving their vote by mail.

### Article 8

The Executive Committee directs and represents the Association. It administers its funds and makes all the decisions which are not reserved by the General Assembly by law and by the present by-laws.

### Article 9

- 9.1 The Secretariat of the Assoc. is established in Rome.
- 9.2 The functions of the Secretariat are fixed by the Executive Committee.

### Article 10

The resources of the Assoc. are composed of:

- a. The subscriptions of members
- b. The gifts and legacies it may receive.
- c. The subsidies which can be granted to it by public + private organizations.
- d. All other resources which can originate from its activities.

STATUTS.

Article 1

- 1.1 Sous le nom de "The Club of Rome", il a été constitué une association sans but de lucre, régie par les articles 60 et ss. du Code Civil suisse et par les présents Statuts.
- 1.2 Sa durée est illimitée.
- 1.3 Son siège est à Genève.

Article 2

- 2.1 L'Association a pour but de:
- a. Contribuer à la compréhension des problèmes de la société moderne, considérés dans leur ensemble, et à l'analyse des dynamiques, interdépendances, interactions et embri- quements qui caractérisent cet ensemble, visant particuliè- rement les aspects qui intéressent la totalité ou de grandes parties de l'humanité;
  - b. Renforcer <sup>awareness</sup> la prise de conscience que ce complexe de problèmes enchevêtrés, changeants et difficiles constitue, au-dessus des frontières politiques, raciales ou économiques, une menace sans précédent pour tous les peuples, et doit partant être affronté avec une mobilisation multinationale et transna- tionale de ressources humaines et matérielles;
  - c. Diffuser les résultats de ces études et réflexions dans l'opi- nion publique, dans les milieux scientifiques, intellectuels

et politiques et auprès des centres décisionnels à tous niveaux, pour influencer autant que possible la conduite des affaires du monde dans un sens plus rationnel et humain.

- 2.2 L'Association exerce son activité soit directement, soit par l'intermédiaire de ses membres ou des groupes de travail constitués en collaboration avec d'autres entités.

### Article 3

- 3.1 L'Association comprend des <sup>regular?</sup> membres ordinaires et des membres associés.
- 3.2 Les membres ordinaires sont <sup>individuals</sup> des personnes physiques, et leur nombre est limité à 60, sauf la disposition de l'article 6.5.
- 3.3 Sont membres ordinaires au moment de la constitution de l'Association MM . . . . . (inclure liste)
- 3.4 De nouveaux membres ordinaires peuvent être co-optés dans les limites indiquées par les Statuts. La décision appartient au Comité Exécutif, <sup>on the motion?</sup> sur proposition d'un membre ordinaire.
- 3.5 Peuvent devenir membres associés des personnes physiques ou des personnes morales ou juridiques. Leur acceptation appartient au Comité Exécutif.

### Article 4

- 4.1 <sup>membership?</sup> La qualité de membre implique une adhésion aux buts de l'Association et aux présents Statuts.

- 4.2 Aucune autre obligation n'est faite aux membres si elle n'a pas été convenue par écrit au moment de leur acceptation par le Comité Exécutif.
- 4.3 La qualité de membre se perd par le décès; par la démission donnée par écrit; ou par l'exclusion, qui peut être prononcée par l'Assemblée Générale.

#### Article 5

Les Organes de l'Association sont:

- a. l'Assemblée Générale des membres ordinaires
- b. le Comité Exécutif
- c. le Secrétariat.

#### Article 6

- 6.1 Les décisions de l'Assemblée Générale peuvent être prises par correspondance. Le terme Assemblée Générale s'entend aussi bien de la réunion effective des membres ordinaires que de la consultation de ces membres par correspondance.
- 6.2 Elle est convoquée sur décision du Comité Exécutif toute fois que nécessaire et au moins une fois par an.
- 6.3 L'Assemblée Générale exerce toute compétence qui n'est pas déléguée au Comité Exécutif.

- 6.4 La dissolution de l'Association et la modification des Statuts sont de compétence de l'Assemblée Générale.
- 6.5 Le nombre des membres ordinaires au-delà de la limite fixée par l'article 3.2 doit être proposé par le Comité Exécutif et approuvé par l'Assemblée Générale.
- 6.6 La décision de demander aux membres une cotisation, et d'en fixer le montant, est de compétence de l'Assemblée Générale.

#### Article 7

- 7.1 Le Comité Exécutif est constitué de 9 membres, élus pour trois ans. Ils sont nommés par l'Assemblée Générale, sauf pour la première période allant jusqu'au 31 décembre 1972 pour laquelle seront membres.... (à décider)...
- 7.2 Le Comité Exécutif peut co-opter jusqu'à 3 membres supplémentaires choisis entre les membres ordinaires de l'Association.
- 7.3 Le Comité Exécutif élit dans son sein un Président et jusqu'à trois Vice Présidents.
- 7.4 Le Comité Exécutif se réunira sur convocation de son Président ou, dans le cas de son impossibilité, sur convocation faite par un des Vice Présidents et deux autres membres.

- 7.5 Les décisions du Comité Exécutif seront prises par majorité des membres présents aux réunions ou donnant leur vote par correspondance.

#### Article 8

Le Comité Exécutif dirige et représente l'Association. Il administre ses biens et prend toutes les décisions qui ne sont pas réservées à l'Assemblée Générale par la loi et les présents Statuts.

#### Article 9

- 9.1 Le Secrétariat de l'Association est établi à Rome.
- 9.2 Les fonctions du Secrétariat seront fixées par le Comité Exécutif.

#### Article 10

Les ressources de l'Association se composent:

- a. Des cotisations des membres;
- b. Des dons et legs qu'elle peut recevoir;
- c. Des subventions qui peuvent lui être accordées par des organismes publics ou privés;
- d. De toutes autres ressources pouvant provenir de ses activités.

April 3, 1970

Dr. Aurelio Peccei  
Italconsult  
Via Pastrengo 16  
00185 Rome, Italy

Dear Dr. Peccei:

I appreciate your invitation to join The Club of Rome. The objectives of the group are of the greatest importance. Those members whom I know are men with whom I would be pleased to be associated.

The objectives of The Club of Rome have much in common with my own interest in developing a better understanding of the dynamics of social systems. We are now planning a program here to go beyond my Urban Dynamics book to interpret what it means for changes in state constitutions, tax laws, and city ordinances. We will then organize an educational program to bring the results to the attention of a selected group which should provide the momentum for changing the attitudes of the United States toward the urban situation. Similar opportunities exist in most of the areas mentioned in the material which you sent.

Again, thank you for the invitation. It is a privilege to accept.

Sincerely yours,

Jay W. Forrester  
Professor of Management

JWF:ie  
Air Mail

## THE CLUB OF ROME

Rome, February 16, 1970

With reference to my previous communications, I am now sending this letter to you and the other members of The Club of Rome (list attached hereto) about two important steps that have been decided after discussions and reflections among the most active of our colleagues, and which I am submitting to your attention also on their behalf, asking you to communicate your concurrence and/or observations and suggestions about them.

In reaching these decisions, due consideration was given to the favorable response or at least keen interest which in many parts of the world has been aroused by the presentation of The Club of Rome's views and purpose; and also to the manifestations of concern which of late are becoming more frequent about some of the very complex and urgent new kind of problems which confront modern society; and finally to the fact that this awareness and concern is sometimes channelled into approaches or actions which may in the end add to the general confusion about the real issues to be coped with.

These decisions were shaped during a number of meetings held since last September in Alpbach, Paris, Vienna, Geneva and Montreux with the participation of different groups of our members, including Dr. Erich Jantsch, Dr. Alexander King, Dr. Thorkil Kristensen, Dr. Saburo Okita, Professor Keichi Oshima, Professor Hasan Ozbekhan, Dr. Hugo Thiemann, Professor Conrad Waddington and myself, while other members were interviewed personally or by correspondence on some points. And at some time we have benefited also by the opinion of Dr. J. R. Whitehead of Canada and Dr. Jermend. Gvishiani of Moscow.

1. A More Explicit and Persuasive Presentation of our Approach.

One thing considered essential at this stage is that The Club of Rome present in a more comprehensive and precise form the new direction in which it proposes human effort be engaged to

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meet this complex of problems. The Club of Rome has so far manifested itself only verbally and with two Notes (June 2 and November 6, 1969) of an introductory and general scope only, plus what its members have written individually on many occasions. The need was now felt to clarify to others as well as ourselves how the systemic nature of society's and the world's problems and therefore the critical interdependencies and interactions among them, and the unprecedented dynamics inherent to their mass, can all be investigated, understood and described in such a way as to provide a basis--which is presently lacking--for the decision centers rationally and effectively to define goals, policies and strategies in meeting this congeries of problems.

To satisfy this need it was deemed that The Club of Rome should carry out a Project so organized as to demonstrate the applicability of the principles of approach proposed, investigate the methodologies which may be used, and indicate the type of clarifications, insights and solutions which may be reaped from the exercise. All of us know that this enterprise will require mastering very great difficulties of concept, expression and organization, and that it should be done within rather strict budget and time limits. There was however consensus that the Project is feasible and that, if it can be entrusted to a select team of scientists using the most advanced states of art and knowledge available in the fields concerned, there is a very good chance that it will emerge as a convincing prototype of the full-scale undertakings which need to be organized to understand and to put under control situations which are otherwise bound further to deteriorate. Its purpose is, in fact, to lead to coordinated action by the principal decision centers of the world.

Professor Hasan Ozbekhan was asked to design and lead the Project and the Battelle Institute in Geneva to host it. Under separate cover you will receive from Battelle in about a week the final Draft for this Project, called 'The Predicament of Mankind--Quest for Structured Responses to Growing Worldwide Complexities and Uncertainties: A Proposal'. Professor Ozbekhan prepared it taking into consideration as far as possible the suggestions made by the persons listed hereabove. In the present form this Proposal has already been approved--save minor adjustments--also by Dr. Jantsch, Dr. King, Dr. Thiemann and myself; and is now submitted to all Club members.

The benefit of your constructive opinion--besides what you may have already communicated--is now requested both on the Proposal itself and the plan to translate it into a successful project. Let me give you some indications in this respect.

- a. It is requested that the answers to this letter and the similar ones sent to other members be at hand by March 12, 1970. Please send them in triplicate (Ozbekhan, Thiemann and myself at the addresses herebelow), expressing your observations and suggestions in a form which may facilitate their use in our further work.
- b. It is hoped that the Proposal's revised, final text may be ready at Battelle by March 20 in a large number of copies for wide distribution.
- c. The Proposal will be sent out to six categories of addressees, this distribution serving various purposes. Please examine the requirements in this respect for what may be called your own sphere of influence and indicate (always in triplicate, as above) how you propose that this distribution be made, including your own participation in carrying it out, and the name and addresses of the people you suggest. These categories are:
  - Firstly, the Members themselves: for their normal contacts to explain the nature, purpose and activity of The Club of Rome;
  - Secondly, the Foundations, Institutes, Agencies, Corporations and other sources likely to provide among themselves the funds required to carry out this Project. Needless to say how important this question is, which therefore must be studied carefully. And, as conditions vary from country to country, you are asked to indicate what plan in your opinion should be carried out in your area and what help, if any, you may offer for its success. For the moment I wish to state that in some countries satisfactory ground has already been covered as to contributions to funding the Project;
  - Thirdly, the individuals, Academies, Institutes, Universities, centres of excellence, etc., which may support our Project either in a general scientific and intellectual way or by undertaking to contribute some specific work or services;
  - Fourthly, the mass media or, more specifically, the scientific, economic, sociological, etc. journals and publications which may represent an appropriate platform to make known our Project and postures, plus a number of journalists, radio-TV commentators, lecturers, etc. who may now or later make use of our document in their activity;

- Fifthly, some key political and international personalities in legislation, governments, administration, organizations, etc. who are sensitive to these ideas and approaches, or who in our view should consider the results of our work when the Project is completed;
- Sixthly, the new candidates to membership in The Club of Rome you would like to propose.

d. While this distribution and correlated activities are being carried out, the substantive preparation of the Project will go on, including the selection, amalgamation and 'warming up' of the Working Team.

2. Incorporation of The Club of Rome. However informal and flexible we want to keep our organization, one step was judged indispensable to carry out the Project hereabove: that of incorporating somehow The Club of Rome somewhere, inter alia to make it eligible to receive funds. Although the funds for the Project will be received and administered by the Battelle Institute, this will be done in the name and for the account of The Club of Rome. Hence, conventions will have to be formalized to regulate the relationships between Battelle, Club of Rome and donors, and their legal form is presently being studied in Geneva.

As to the incorporation of The Club of Rome, the simplest solution with the simplest Statutes was chosen, and this is provided by Swiss Law. Battelle lawyers moreover assure that there are no fiscal problems inasmuch as The Club of Rome will be anon-profit association. Herewith you will find a draft of the Statutes which will be adopted if there are no relevant observations from the members.

As you will see a 9 to 12 member Executive Committee has been foreseen, so that this governing body may draw on experiences and views from different regions and walks of life and, as all of these members are certainly very busy people, count on the presence of at least 5 or 6 of them at each meeting. Members who are prepared to volunteer a certain amount of their time should be asked to constitute the first Executive Committee, and then some rotation rule has to be found to satisfy the requirements both of assuring our organization's efficiency and of not absorbing too much of our members' time. I will write you again about this matter.

I wish also to inform you that Dr. Hugo Thiemann and myself have had another contact with the Swiss Authorities who had already manifested the intention to invite The Club of Rome's members as their guests for a meeting in Switzerland. During Dr. Thiemann's previous interviews, it was pointed out that this would provide a good occasion also for a presentation of The Club of Rome's views to leading personalities of Swiss industry and finance who may be asked to participate in the funding of our Project hereabove.

Dr. Nello Celio, one of the Federal Counsellors (the Federal Council, a collective body, is the supreme authority in Switzerland, and also the Executive Branch) and other high officials confirmed the great interest with which they follow our activity and the moral support they are prepared to give us. The Swiss invitation will be extended to all our members and the dates of Monday June 29 and Tuesday June 30, in Bern, were tentatively fixed. The program will include meetings restricted to the Club members (June 29 afternoon and June 30 morning), a meeting with Swiss personalities and business leaders, receptions, etc. Details will be defined in the next few weeks, but I ask you to note down these dates and advise me if you will be able to accept this kind invitation.

Kind personal regards,

Sincerely yours,

Enclosures

Aurelio Peccei

Hasan Ozbekhan  
King Resources Company  
12011 San Vicente Blvd.  
Los Angeles, California 90049, USA

Hugo Thiemann  
Institut Battelle  
7, rue de Drize  
1227, Carouge, Genève, Switzerland

Aurelio Peccei  
Italconsult  
Via Pastrengo 16  
00185 Rome, Italy

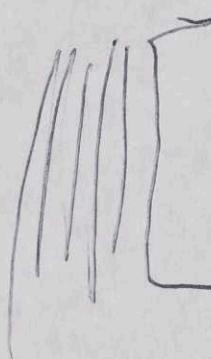
# THE CLUB OF ROME

Rome, March 3, 1970  
DAP/amp

1. 'The Predicament of Mankind' Project. As a follow up to my letter of February 16, I am writing to you and the other members to inform you that, due partly to a delay in the mail, the schedule mentioned on page 3 therein for finalizing the text of our Project has to be changed as follows.

The Battelle Institute in Geneva will send out the final Draft in about ten days time (by March 15); and you are kindly requested to communicate your observations and suggestions on it before the end of the month.

This should permit preparation of the revised text of the Proposal during early April; and then the subsequent program will be drawn up in the most effective way, in accordance also with your suggestions, as decided by the Executive Committee.



Coming back again to your comments on the Draft you will receive from Battelle, please remember that they should be sent in triplicate to Ozbekhan, Thiemann and myself, but also note that Ozbekhan's copy should be sent to his private address, which is 13127 Boca de Canon Lane, Los Angeles, Calif. 90049, USA.

On this subject I wish to add that Professor Eduard Pestel, who participated in the preparatory meetings (his name was inadvertently omitted) has also expressed his broad concurrence with the text of the Draft as will be sent on to you.

2. Membership. In due course, I will let you have a revised list of our members as of March 15, 1970, with the addition of those who joined the Club of Rome after January 15 as per the

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list in your possession. At the same time, with great regret I have to communicate to you the very sad news of the sudden death of one of our very distinguished colleagues, Lord Jackson of Burnley, D. Sc. , C. Eng. , F. R. S. , Pro-Rector and Professor of Engineering at the Imperial College of Science and Technology, London. I have sent condolences to his family and College also in your name.

To keep the Secretariat files in order will you please (a) confirm if your present listing and address as appearing in our documents are correct; and, (b) let this Secretariat have a short biography of yours (possibly not exceeding 150 words).

Kind personal regards.

Sincerely yours,

Aurelio Peccei

AIR MAIL

JWF 5/27/70  
( Provisional letter paper )

## THE CLUB OF ROME

Professor Jay W. FORRESTER  
Massachusetts Institute of Technology    Geneva, May 21, 1970.  
Alfred P. Sloan School of Management  
50 Memorial Drive  
CAMBRIDGE, Mass. 02139

Dear Sir,

As many of the Members know, a General Meeting of the Members of the Club of Rome has been planned for June 29 and 30, 1970. Many Members have already confirmed that they can attend it at such dates.

The present letter is addressed to all of you as a confirmation, and also in order to give the details about the Meeting which would take place in Bern to respond to a kind invitation of the Swiss Federal Council which has offered its collaboration for the presentation on that occasion of the Club of Rome and the "Predicament of Mankind" Project to a selected group of Scientists, Intellectuals and Business Leaders of Switzerland. The Bern convocation will therefore consist of two parts :

- the first General Meeting of the Club of Rome ;
- the Conference with Swiss Authorities and personalities.

You will receive further notice and more detailed information when our arrangement with the Swiss Authorities will have been completed towards the end of this month. We are giving you herewith the information available to-day and ask your kind co-operation by returning, at your earliest convenience, an answer with your advice.

### Date of the Convocation.

The Meeting and Conference will take place in Bern on June 29 and 30, 1970.

Monday June 29 will be devoted to the General Meeting of the Club and informal discussion among Members of the Club of Rome.

./.

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Members are asked to arrive in Bern if possible Sunday the 28th. However as many of them can only arrive in the morning of Monday the 29th, the full Meeting of the Members will take place on the 29th at 2 p.m. During the morning of that day and after the General Meeting, there will be informal discussions among Members.

Tuesday June 30 will be dedicated to the Conference with Swiss Authorities and personalities.

Accommodation in Bern.

Hospitality will be offered to all Members as from the evening of Sunday the 28th through Wednesday morning for those Members who want to stay in Bern also Tuesday night. The room in hotel and meals for Members and their wives will be included.

A programme for the Ladies who wish to participate will be prepared. Please fill in the corresponding section of the attached questionnaire.

Travel facilities.

For those Members whose passage cannot be charged to their own organization, a return ticket to Bern from their place of residence will be provided. We are sorry that this can be done for the Members only, not for their spouses. In accordance to what is done also in other similar occasions, the travel will be in economic class, and we apologize for those of the Members who will come to Bern from further away. Please fill in the section of the questionnaire according to your own requirements. For those concerned, indication will be given as soon as possible as to where they can collect the air-tickets. For those who might already have bought directly their air-ticket, refund will be made in Bern.

The nearest international airports to Bern are Zurich and Geneva. Tickets will also cover the Zurich-Bern or Geneva-Bern portion ; in appendix herewith you will find the train connexions between these cities, as train may perhaps be the best solution to get to Bern.

General Meeting of Members.

This will be the first getting together of the Members of the Club of Rome. Due to the extremely informal character of our Association, the official part of the Meeting has been kept as reduced as possible.

./.

We have interpreted the wish of the Members to give them an opportunity to meet one another in the least formal and most creative person to person basis. Small groups will be formed or organized as wish may be expressed by them. An agenda and some suggestions for the Meeting will be sent to you in the early part of June to facilitate the maximum positive synergies from our first convocation.

The topics which we feel are foremost in the mind of many of our Members are the deteriorating situation in so many vital aspects throughout the world and what a grouping of individuals highly concerned with these questions, as the Club of Rome, can do in these circumstances.

This entails the discussion of the activities to be carried out by the Club of Rome in the next period on the experience of what it has done so far and profiting by the views of all its present Members. The Meeting will have to consider specifically the "Predicament of Mankind" Project, the preparation of which has advanced in the last period and, we hope, will be brought to a well advanced stage before the end of June. All aspects of this Project presentation and implementation will be discussed.

Conference with Swiss Authorities and Personalities.

As said, we are in contact with the Swiss Authorities to define the organization of the Conference to which, besides all Members of the Club and many of the key-Officers in the Swiss Administration, some 30 to 40 Swiss leaders in different sectors of activity will be invited.

There will be a presentation by the Club of Rome of our ideas and purposes with history, an illustration of the "Predicament of Mankind" Project, and some exchanges of views with the Swiss hosts and co-guests. We think that this will provide an opportunity for the Swiss leaders to show wide support to our posture and action.

A lunch in the honour of the Club Members will be offered and some other activities arranged.

Further details on the Meeting will be given shortly.

Sincerely yours,

  
(Dr. Aurelio Peccei)

MAIN TRAIN CONNEXIONS.

ZURICH / BERN

Departure Zürich

Arrival Bern

7.08 a.m.	8.38 a.m.
8.26 a.m.	9.56 a.m.
9.32 a.m.	11.08 a.m.
1.10 p.m.	2.40 p.m.
2.27 p.m.	4.06 p.m.
4.20 p.m.	5.50 p.m.
6.00 p.m.	7.30 p.m.
7.42 p.m.	9.12 p.m.
9.15 p.m.	11.10 p.m.
9.58 p.m.	11.34 p.m.

GENEVA / BERN

Departure Geneva

Arrival Bern

6.50 a.m.	8.33 a.m.
8.00 a.m.	9.40 a.m.
9.06 a.m.	10.55 a.m.
10.40 a.m.	12.26 a.m.
11.34 a.m. (T.E.E.)	1.14 p.m.
12.41 a.m.	2.21 p.m.
4.16 p.m.	5.56 p.m.
5.39 p.m.	7.22 p.m.
7.58 p.m.	9.41 p.m.
9.08 p.m.	11.02 p.m.

Club of Rome 10:30 June 29, 1970  
18 present of 49

Peccei: Outline of the problem. Need to see the whole of mankind and its problems & interactions. Club of R. is "action oriented" not just academic.

Lambo: (A)

(T) Weiss: ~~Setting~~ C o R to set example of using the mind of man to show the way out of using emotion to reason.

Dr. Bray: Before worrying about techniques, think more about objectives. (T) should aim at a synthesis to offer

King: still formative stage. Want to be impartial, no vested interests. Want to persuade governments of the need to understand systems. & need a new socio-economic theory. at the stage of going from 1st conviction that something must be done to

no gut. can look at the totality of the problem. Too short range.

- Problem of increasing population. and the aggregation of people in cities.

\* Basic level of prosperity & lack of need to struggle may underlie today's unrest. Tie into Mc Gregor.

\* (Show how we do not have a tradition of how to strive for the higher goals.)

Antoine ~~\_\_\_\_\_~~

Dr. Theinmann: 1. Rational  
 Realistic  
 Action oriented  
 Apolitical  
 Not academic

} CoR guides

(T)

What can we do. Too much emphasis on technology. Det. has not been able to cope with tech. Companies have,

\* [ most useful thing for CoR would to show how a modern gov. can be organized. Make 4 or 5 basic models from which a country could choose.

CoR ~~could~~ could outline acceptable structures

Lambo: Question of developmental channels of info. Can CoR develop channels of cooperation.

\* Re crisis-oriented approach. Should not be upset, there are crises all the time.

\* Do not get bogged down with crisis-oriented projects.

\*\* [Is the CoR also taking a too-short-range approach]

Prof. Oshima  
u. of Tokyo.



3

This year a tremendous change in attitude of people. Feels the crisis coming in 5 years. Have a serious pollution problem.

\* Should explore a way of thinking for the future.

\*? Proposal by Gybesan may be too sophisticated. In Japan, confusion C. R. activity is urgent.

---

Pestel: Seems to be moving from philosophy of C. R. to the project.

---

Platt: Restructuring: of science, of forms of govt.  
Scale of technological change by several orders of magnitude. Largest the human race has ever encountered. Very dangerous. This gap jump will be over in 20 yrs. By wiping ourselves out or getting a world organization. Must solve the structural problems that are independent of political units & forms.

3. While there are deterministic influences, there are alternative futures. Different scenarios. Only alternative to revolutionary breakdown is rapid evolution to chose the good rather than fatal futures.

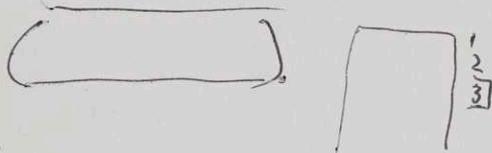
Weiss: Hopes to find in a nutshell what we have said. This seems to be a diagnostic operation rather than therapeutic. We are starting a year 2000 is missing the point. Are trying to start a process, the outcome of which we do not know. Start a derivative, let time

\* no. "Every decision must be a yes or no."  
most decision makers

\* Do not have the methodology to relate each part of world to the others. Universe has been broken down into compartments by science, but have destroyed the unity.

Bray: Very dangerous if the CoR thinks it can "put itself above politics".

Thomas: Wants to predict. Every finding will be politically offensive to someone. must not let that stop us.



Pestel

Monday P. M.

Pececi:

Memberships: now 50  
now unbalanced,  
Bound to increase with  
members of new countries.  
Hopes will remain less  
than 100.

~~2/1/71~~  
\* should express views  
on members &  
size of membership.

Incorporated under  
Swiss civil code.

Exec. Comm. (6)

- King
- Pestel
- Thieman
- Ozbekhan
- Oshima<sup>sm</sup>
- Pececi

can grow to 12.

---

Head l. r.  
Oshima  
Pececi  
Bray  
King  
Weiss  
( )

---

Left. f. to back.  
Antoine  
~~Thieman~~ (Bottcher) ?  
(Freymond)  
( )  
Thomas  
yF  
Sabato

---

Rt. F to back.  
Ozbekhan  
Ritchie  
(Gendron?) Canada?  
Sci Council  
Pestel  
Hugues Thieman) ~~Thieman~~ ?  
Lambo  
Platt

---

Rear l to R  
Camu

(Riverdin)  
( )

Lambo: need to cooperate with other org.

\* (But

Louis

Camu: must get contact with the organizations that represent the underdeveloped countries. Also the World Bank & other financial org. Trade unions.

~~Intellectual & financial status~~

Not the first ones to discover "systems analysis" will find it difficult to say anything new. Agrees with J on value bases not so different. Socialist gov. may come from having to change more abruptly in technology than the western countries.

Weiss: The material must stand regardless of who will use the material. This org. ~~is~~ must establish "eternal" Politics has a one-sided connotation. We are laying out futuristic plans, a model,

( ) ~~is~~ Basic science will have no influence. We must decide how to apply.

Bray

Will we receive discussion papers during course of the project?  
\* I should send out

Oshima:

\* Will be sending one of the best people in Japan to join the project

Ozbekhan: no doubt about the fact that any action can have political implications.

Pestel: need to improve the receptivity of public.

Platt.

Karl Deutsch + he have written a paper on 62 advances in soc. sci. that justify a Nobel Prize if were any.

80% came from a small no of centers, Camb. Eng, Camb Mass. a "think tank" situation.

Productivity X10 & X50 over what ~~had~~ would have occurred if they had stayed in their separate solutions.

Pestel [Mao quotes by page from red book, - use against student radicals.]

Camu.:

What will we feed into the machine? Collection of info will be tremendously difficult.

Pestel: On board of Volkswagen Foundation.

Sent out up to 12 referees.

Secretariat weighs these & recommends to Directors.

V. F. solicited several reviews.

Response ~~was~~ was mixed. Now knows who was asked. Mixed group.

Outright pros & cons.

This project is interdisciplinary in the extreme. no work plan.

Deferred decision on \$800 to 900 K

Should spend more time in preparing next meeting in Nov.

Will give \$55,000. to prepare project further. Contact referees.

Bring in new people.

Should whether Volksw. should take whole job, or distributed for an international project.

most of criticism came from soc. sciences disliked normative approach.

~~(Pestel)~~

should expand

Distributed \$25 mil in 5 hrs, spent 1 1/2 hrs on this proj.

\* With this amt. of money, can not establish a separate group who must leave their other jobs.

\*\* Pececi and Pestel should come to MIT

no strings attached to \$55K from Volksw. (9)  
\$80K from Italian sources available  
\$25K pledged by Battelle.

~~100,000~~  
= \$160,000 total now available.  
100,000 being considered by Japan  
more under discussions with Canadians.

In U.S. (seen as main source) have  
not searched in depth.

Pestel: Large foundations in Germany  
& U.S. do not do mixed financing  
with foundations outside their  
class.

To get into Nov. session of Volksw F.  
must have revised proposal by  
end of Sept.

Isolated referee system does not work  
in an interdisciplinary proposal.  
Get 10 ref. and ~~an~~ applicant,  
and a moderator from a  
professional soc together  
for a long tough session.  
Then referees + moderator  
meet for an afternoon to  
decide what to do.

V. F. would, consulting with CoR, ~~would~~  
agree on the referees.  
A confrontation of CoR and  
the referees.

X (must give them examples, do not leave  
it that the methodology must be  
invented.)

Pestel: V. F. reluctant when proposal admits  
no methodology available. But they might  
support development of a methodology. (10)

JT: I extended an invitation to  
the Exec. Com + others. That  
we have the needed methodology.  
Ten days needed to convey  
enough insight to judge.  
(no immediate follow up discussion)  
I feel ~~they~~ we have the required  
methodology. They will have  
to judge if enough chance of my  
being ~~am~~ right to justify time  
to examine what we are doing.

Pestel: would be irresponsible to take on  
more money than can use.

\* (They are operating on

Azobekhan: JT makes non-sense of proposal  
discussion if he has a methodology.  
Can't proceed until we evaluate  
what he says.

Pestel: V. F. referees should have  
the opportunity to come. to MDT,  
1 or 2 already in U.S.

Lambo need to feel there is feasibility  
need more info.  
(I had offered to take 2 hrs to brief  
Exec Com on what they would  
learn at MDT.)

Bray: Re my invitation. Has been interested in my work. But doubts where to get system description. Strongly reinforces Hasan's reservation about methodology,

Pestel: maybe misstated ~~word~~ nature of methodology need. But can amplify & extend later. In his opinion, there is a chance of applying my work to more complex systems. It has revealed characteristics of complex that have not before been understood. My work would give them

\* He has a sabbatical coming up. Wanted to spend time with me.

Thiemann: Perhaps work I have done, perhaps comes closest to proj they have in mind. Certain phases come to mind. People supplying money need assurances before releasing all of money. Whether successful or not, depends on who working on it. Need an international team. Hasan has warmth & reputation. Can not open the valve & tell the computer what to do.

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Thiemann:

Ozbekhan: Do to Cambridge next week  
if we can.

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## THE CLUB OF ROME

Chm. of joint meeting

Re technology re humanism.

Riverdon: Was at meeting where CoR was born.

The ancients may have learned more from the inward look about the course of societies than we are by our modern methods.

Club of R is not alone. The problem of man to master the technology he has created,

Freymond: Purpose to recall the present world situation. That today's society is in crisis, not doubted. The nature of crisis not agreed. First the war, the world is progressing toward war -- U.S. + mid East -- local but not remaining local. Great powers are directly implicated. Not just removing forces from U.S. Tensions in U.S. U.S.S.R. so committed in mid east that can't pull out. Commitment has been given so much publicity. Soviet strategy aimed at Indian Ocean + oil producing. Britain has left a void in Indian Ocean. American got not able to impose a solution, state of Israel a symbolic virtue. Israel + Arabs, War is a reality, we tend to turn away from the reality.

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Freymond (cont)

War is the most immediate threat. War is manifest everywhere. New nuclei of revolution want to destroy order without defining what is to happen.

Scientists have in vain raised their voices. ~~Sociologists~~ Sociologists have defined the transitory societies on the way to the time of plenty. Suddenly it seems to lead to catastrophe. Existence of soc. in danger. Metropolis becomes ungovernable. Air unbreathable.

~~Urban Dynamics~~

~~Internal tensions~~

Development of advanced countries not necessarily at expense of the undeveloped,

Entering into a new era.

The ecological threat strengthens our concern. Man does not understand the scope of what is going on in the higher system. Each ~~he~~ thinks he will escape the common threat because he is more intelligent than his neighbor.

How can we humanize the sci. revolution

We know our time is measured.

We need to find an angle from which we can approach this boiling cauldron.

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Background: cont.

First we must understand the nature of the revolution that faces us.  
If Marx is confirmed re class struggle, who can define social class.  
In the developed countries the class difference disappears.  
It is not the manner in which capital is accumulated

International society not composed around 2 or 3 powers.

King: Task to outline the steps being taken by govts on socio-ec. forces.  
No gov has attempted to relate phenomena one to another. No serious attempt to

diagnose effect on body politic.  
Christianson  
Christie(?) Feb '69 OECD journal on problems of society. Continued growth & prosperity can worsen the problems of soc.  
OECD has continued analysis.  
Three interrelated causes.  
Rapid pop growth + aggregation in cities.  
Unprecedented prosperity.  
Rapid & unabsorbed technological advance.

In U.S. concern about environmental pollution approaches hysteria.  
Nixon has called on Atlantic Community to take up matter

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King cont.

Who is to pay for pollution control, got? Industry?  
Growth should no longer be considered an end  
in itself.

International "hardwagon" of the environment  
not limited to org. mentioned.

East-West discussion of these problems.

⊕ In U.S. work on definitions of national goals,  
Nobel Foundation in Stockholm, conference,  
will be a useful publication but  
no followup.

man can, through technology, lift himself  
from poverty, but unable to  
protect himself from the resulting evils.

Future of man in his own hands,

---

Pestel: Universal agreement that we live in  
an era of rapid change.

\* Convinced: Humanity is confronted by  
a syndrome of ailments! Do not  
knowledge of structure of process is  
necessary. Help to get  
away from polarized decisions.  
need to put ourselves on a path  
of regeneration. must take the  
paths that alternative futures  
can be planned.

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This task of ours leaves no margin of time. Growth is exponential, i.e. growth only exists only during a limited span. ~~During~~

Peccei.

High time make a coordinated attack on problems.

Objectives two fold.

Man kind has only this decade to solve the problems.

at end of this decade, beyond control.

\* Compounded by lack of perception of nature of change.

C o R hopes to be a catalyst. I) hope to bring about the project "Predicament of mankind" for next 2 yrs. Dynamic nature & behavior.

2) Proj. will not unveil the whole of reality. 2) To teach, expand, promote the knowledge to bring to a wider number in world

1. Systems problem of modern soc.
2. Global problem. So many problems becoming so large
3. Not possible to attack

Receci cont.

confused + widespread feeling there is something ominous in our society

Our methods so new they can not be accepted. But old methods ~~that~~ are <sup>so</sup> worn out they will not serve.

→ End in Italian

Unite our forces for a common attack on problems of mankind.

Ozbekhan:

Destiny stein - deathbed -

What is the answer, what is the question

C. R. is asking the question.

\* Question of large complex systems.

Define: a great many internal actors many feedback loops.

Furthermore supported by various observations:

1. Don't know how to control large c. sys.
2. Don't know what behavior we can impose on systems.

What are we going to be doing.

2 approaches

1. experience. <sup>muddling thru</sup>
2. Creation of a theory <sup>of British imperialism</sup>

muddling them no longer serves.  
 So must develop a theory.  
 Sci. is thought to be well bounded,  
 theory. But one forgets the most  
 profound appl of sci. is based on  
 judgement. Only judgement produced  
 relativity & quantum mechanics,  
 & only judgement allows us to accept  
 both of these contradictory theories.

Plea is to approach the "Problematic",  
 the undefinable & undefinable  
 single problem. Must be  
 careful of appl of sci in pure  
 & rigid form.

We don't know how to describe the  
 complex systems. There is  
 a composite agglomerate before  
 us. Thus it we must live  
 by a form of adjustment.  
 Invention & imagination must be  
 part of the sci. method.

However at present time how do we  
 approach the cluster of problems.

When we say poverty is a problem,  
 we do not know what we  
 mean or the components.

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Ozbekhan (cont)

We tend to hang on to our institutions, forgetting they were created for old objectives.

~~at no time in moral history of mankind,~~  
This represents the dilemma before CoR.  
Involves pushing aside + restructuring.

The Problematic must be seen in world-wide dimension. ~~Requires~~

\* Do not have tested methods. Have had to invent a central core to provide solid ground on which to stand.

Must develop relationships of mutual interpretation.  
From the harmony should come a new kind of order. Order ~~is~~ has greatest importance.

? ? To do this, we have after much thought, have taken the future as the problem space. Based on <sup>that is</sup> shaky assumption that future exists. One model of problem-solving, rich hope, must be hierarchies of problems. Another use of the future construct. Present action affects the future.  
Does not like Utopian accusation against CoR.

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Ozbekhan cont.

Proj as a whole will look at improving the present as related to the future. Fit present into the future.

As Churchman says, man has never developed an ethic of large systems, ethic of small systems stands in contradiction to ethic of large systems.

How can the system be modeled. Find consequences that may result from manipulation. Cherished ideas (nation state) may have to give way.

If Gauss axiom has validity beyond math,

Thiemann:

Sci. publ doubles each 16 yrs. People Remarkable presentations by Prof. Forster, World tending to steady. Tremendous pressure in R&D in U.S. Pech Knowledge org in large industrial complexes. The Sci. believes he can solve any problem if he has enough time + money.

Today's problems seem immune. Has never head of a res institut to bring lawyers together to develop new structures,

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Because of apparent inability to use sci. to solve world problems,

Sci. has had almost unlimited support.

Now. Basic laws are unknown, may find answers in "soft sciences"

\* Discussions yesterday with Prof F. show an approach exists. Shows actions now taken are in wrong direction. Tremendous failures can result from acting on intuition.

A proposal has to be worked out to realize the org to do a good job. Do not see clear procedure. Essential key is the research staff involved. Not advisable to form ~~an~~ a new institution. Battelle prepared to set up a temporary group.

Present staff has 30 nationalities. Co R task force finds friendly + natural surroundings. Will supply some experts. Have 100 consultants from many countries.

Geneva ideal for international work. To be successful, proj needs a suitable, Switzerland as a neutral, non engaged country. In part S. has supported many new ideas like Red Cross

Audience:

Astonished, only one person without  
difficulty to grasp in a few hours.

1. Do you think it is possible to solve  
human problems without looking  
at biosphere, entropy,

2. Value base + normative image of  
future. Would it be possible  
to include

math may become a language that  
must become more human.  
Bigger changes come from ideals  
than reason.

6 or 7 brains together, does more  
asks: must not man integrate himself  
in biosphere rather than  
dominate it. It is no longer  
infinite. We are now responsible  
for life in the solar system.  
Instead of fear, we should go to something  
more positive. To try to  
find a way between math + humanity

\* \* \*

3. How far can Battelle include the work  
of others. Spoke of Geneva.

Problem of ecology must be included,  
Contact International Union of Ecology?

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Thomas: Present at a historic occasion.  
Re moon landing. Would it not have been better  
to put in low-cost housing. "Would only  
only buy more poor people." When we  
know the soc sys as well as NASA  
system, then o.k. to put money on  
poverty problem.

U.S. consumes wealth at 40 times a  
person in India. U.S. equiv.  
to 4 billion people. U.S.  
will not stand by & stome, nor  
will Europe. Violence in streets &  
genocides are ~~far~~ before us. When  
we reach the same stage of understanding  
as on NASA, can justify \$50 billion  
on poverty.

\* \* Are you men of courage? Are you  
willing to take this task.  
History may record you as ~~the~~ developing  
the systems & model of humanity,

\* \* no more pitiful people than those who  
have achieved success & then not  
ready to build on it

Audience: a stand on opposite. Has been in  
teaching. # now business viewpoint.

Discussion: need. From ec view, must  
have practical view. In ec. life, simple  
to find out if ideas are clear, what do you  
want to do, when, how, why?

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When, now!  
What to do, more in the air. To be discussed  
But "How" has been neglected. Point of  
how will be substantial. Does not  
mean institutional, but how to  
proceed, how to take up the task.

We attempt to take structures from past  
& take it along & start. The  
same applies to the methods, if we  
try to put firm results. Maybe take  
familiar methods. We are here today  
as "the establishment." Base our ideas  
on established approaches. How?  
In modern times we face a different  
social structure, (mass communication)  
Have working class, unions, the  
flabbergasting phenomena of youth of  
the world.  
Difficult or impossible it seems to communicate  
with the youth.

\*  
Differences  
rather than  
similarities

\*

[New Corp Design]  
[Community]

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Audience: Re Ozbekhan.

Discuss how  
sys org does  
not coincide  
with adm or  
geographical  
hierarchy.

Common denominator of subsystems not  
identical with states. Need  
a theory of subsystems. Need  
a theory of functional ethics. Operators  
within  
Are heading toward a world of  
of subsystems of individual  
ethics. Need a theory of  
mgt. of these subsystems.

Audience re approach adopted by C.R

(all sys. same  
complexity)

Large systems is correct. Treating  
subsystems. Some may ask

if too ambitious & philosophical.  
Thinking of two groups. 1st fortunate to  
have time to think about the future.  
Others in govt & industry deal with day-to-day.  
They need one another. Statesmen  
would like to have time to look ahead.

Those need to establish bridge between.

Alfred Marshall said, when worked out  
a theory in math, then translate to

plain English, if can't -- waste basket,  
then if in English go out to find  
simple examples in real life,  
if not -- waste basket.

Weiss: One finds a network of common thought. Approach here most profitable he has heard spelled out. Now showing feasibility of translating into action. Does not recognize age + youth as categories. Not blacks + whites, not good + evil in absolute terms.

Re too philosophical? There are limitations of language being bridged by systems thinking.

Bray

Botcher: speaks as chemist close to govt of Netherlands.  
 Small country impossibility to cope with  
 all these problems. Has so much  
 confidence in CoR that govt  
 whole structure of govt belongs to 19th century.  
 " " of soc. not ready to cope with  
 sci. + Tech.

His country very small, but have 3 largest  
 European concerns.

\* Hopes CoR will develop a few models  
 to show how things are interrelated.

\* Develop 4 or 5 different models  
 between which countries can  
 choose.

Swiss: More important to act. Even if we  
 select a sub-sub-subsystem.

Swiss: Thank CoR.  
 need to protect our vital space against  
 the threats. Have begun to convince  
 authorities of need to protect air, water, etc.

Buehler, Swiss:

Important world-wide problems.

\* Will not save mankind if mankind does  
 not participate in it

Oshima,

29

Think-tank starting in Japan,  
but not clear how soc. sys can be  
approached. Japanese do not rely  
on sci. method as much as Westmen.  
Depend more on wise men.

---

Can we have an example of  
how to help the present.

---

Swiss — missing the practical aspects  
of what the CoR is planning.  
XX Does the CoR have something to  
XX propose,  
practical to propose.

---

need to get better insights into the problems  
XX Difficulty is not scientific but political.  
not everyone ready to accept the  
rational approach. In sw

XX In world problem, ~~hard to~~  
too many variables, even with  
computer not many can be  
incorporated. Are developing a  
X new language that others do not  
understand.

---

Ozbekhan.

30

many questions asked, but can  
not answer all. In form assertions  
because of short time.

Abrasive note to finish meeting:  
Questions re practicality and  
philosophy.

Any civilization that considers  
a philosophy incompatible  
with practicality is in full  
decadence.

Americans say - when in doubt, do  
something, has heard this  
in these comments.

\* Every top of the head solution today  
is humanity's problem  
tomorrow. Running in  
all directions is indefensible.

\* Forrester points out yesterday &  
today that

Our duty to create institutions that  
can both teach & act.

GNP is not a valid concept. a  
construct within which we work  
that has led us to where we are.

Oshelka

31

Re future impact on present  
Feather river, 1930's, plan to  
provide water for Calif. 20 years  
to convince practical men.  
Brown