

Spring 2002

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Please send comments on the content of the Newsletter to Dr. Walter Truett Anderson, President. For address and other contact information changes, email Keith Vargo at the address noted above.

Increasing the Role of Women in the World Academy

In recent years the Academy has made substantial progress toward becoming a more ethnically and geographically diverse organization, thanks in large part to the excellent work of the nominations committee headed by Prof. **Mohamed Kassas** and with particularly notable efforts by Professors **Calestous Juma** and **Jose Irene Dos Remedios Furtado** in identifying outstanding candidates from regions that have been underrepresented in the past. This effort will continue.

However, there is another serious imbalance in the Academy's membership: fewer than 10 percent of our Fellows are women.

This small minority includes many women who have distin-



guished themselves as world-class scientists, writers, artists and public servants, as well as past and present leaders of the Academy, including the late Dr. **Emily Mudd**, who served

as vice president and president of the American division, and Prof. **Eleonora Masini** as president of the European division. Prof. **Ana Maria**

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A New Academy Initiative: Dialogues on Globalization

This issue of the newsletter contains a special section outlining a new project of research and discourse on the present state and possible future of world society. This project, just getting underway, will

include research activities and meetings in several different countries, and aims to produce at its conclusion a set of "guidelines for globalization" -- not a final statement or a set of policy

positions, but rather an expression of how much consensus about the shape of the emerging global civilization it is possible to

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Women of the World

The women's movement became a globalizing force as early as 1888, when the founders of the International Council of Women announced that gender was a boundary-transcending condition, since "the position of women anywhere affects their

position anywhere.

"Much is said of universal brotherhood," the declaration continued, "but for weal and for woe, more subtle and more binding is universal sisterhood."

The movement has been, from

its earliest beginnings, a struggle for rights. First came the right to vote; even in the nations that considered themselves to be democratic, women were not full citizens, indeed not even fully recognized as persons. It was a

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Increasing the Role of Women in the World Academy

Sandi is a member of the board of trustees and chairs the admissions committee; and Prof. **Magda McHale**, active in several leadership roles for decades, continues as a member of the board. Drs. **Paz Buttedahl** and **Erica Landau** are productive members of the nominations committee, and Associate Fellow **Nancy Palmer** is an indispensable contributor to the work of the board of trustees.

Nevertheless, the present imbalance is totally unacceptable. Its existence is a disservice to the many women in the world who deserve recognition, and it seriously hampers our ability to dialogue about such matters as human rights, economic development, science/technology policy and global governance.

Accordingly, we are setting in motion a number of efforts to redress this imbalance: (1) A task force on nominations,

which will seek to identify likely candidates from various disciplines, professions, and regions of the world. This will be initially coordinated by organizational consultant **Elsa Porter** and Prof. **Wendy Dobson**, and will eventually build an international team. (2) A women's network within the Academy, with one or more conferences served by the web site. (3) An ongoing program of conferences, studies and reports dealing with issues relevant to women in global civilization.

If you can join this effort in any way, please contact **Elsa Porter** at: porterelsa@mindspring.com, or write to the president's office at the address shown on the front page of this newsletter. We need your help in building a truly global Academy.



"Sooner or later I'm going to die, but I'm not going to retire."

-Margaret Mead, WAAS Fellow

(Continued from page 1)

A New Academy Initiative: Dialogues on Globalization

achieve. We hope that this project will involve many Fellows of the Academy, and will engage many other organizations with similar goals and interests. We welcome your active input to this project. Please direct your comments and suggestions about content, possible meeting places, co-sponsors and funding sources, to the office of the president.

Newly Elected Associate Fellow

Mr. Douglass Lea

Organizational consultant, Washington DC, USA

How to Nominate Fellows

All Fellows are encouraged to help build the Academy's future by recommending prospective new members. Nominating letters, together with a seconding letter from another World Academy Fellow, and a CV of the nominee including all of their contact information (address, telephone and fax numbers, email address) should be sent to the Chair of the Admissions Committee, Dr. Ana Maria Sandi. Electronic files are preferred; please attach them to an e-mail and send them to asandi@worldbank.org. If you cannot send the documents electronically, please send them by post to the address below. The next cycle of nominations closes June 30, 2002.

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(Continued from page 1)

Women of the World

great victory for the movement when, in 1929, after a series of lawsuits known as the "person cases," the London Judicial Committee announced a court decision that "the word 'person' may include members of both sexes." These lawsuits had arisen in response to a series of liberalizing laws in England that had granted to any qualified "person" the rights to hold public office, enter professions, and vote.

Women now have the right to vote in most democracies, but are still well short of having achieved full *de facto* equality anywhere, even though their claim to it is now formalized in international agreements such as the 1979 Convention on the Elimination of all Forms of Discrimination against Women (CEDAW). As the cause advances, its focus has moved far beyond voting rights. CEDAW, for example, added to earlier provisions of women's rights a new group of issues relating to the "integration of women in development."

Yet another group of issues was apparent when the fourth United Nations Women's Forum (Beijing, 1995) produced an agreement with a provision that "women have the right to decide freely and responsibly on matters related to their sexuality" and can do so without "coercion, discrimination and violence."

Conflicts about sex-based persecution resulted in a 1985 decision by the U. N. High Commissioner for Refugees that women who face abuse based on the customs of their society are a special "social group" -- meaning entitled to protection as victims of political persuasion. "Now" -- an NGO official told a reporter in 1999 -- "the line between personal and political is being renegotiated, and things that people thought were personal tend to have political meaning."

(Adapted from Walter Truett Anderson, *All Connected Now: Life in the First Global Civilization*. Westview Press, 2001.)





News of Fellows

- The City of Curitiba, Brazil has adopted the innovative educational program designed by **Gunter Pauli**.

This system exposes children age 5-8 to a series of fairy tales, which later, at ages 9-12, are converted to pictorial presentations demonstrating that whatever they thought was a fairy tale is reality. The first phase of the pilot program included the training of 6,500 elementary school teachers and in 2001 this initiative reaches to 120,000. If all goes as planned it will be expanded to 1 million children in 50 Brazilian cities thanks to the support of the Banco do Brasil. The program is also being introduced in Japan, Sweden, the United Kingdom, Colombia and the United States. To get detailed information on the educational strategy, e-mail: info@zeri.org.

- The Pari Center for New Learning, founded in 2000 by **David Peat**, is located in the small hilltop village of Pari, near Sienna, Italy. It is an alternative academy designed to run roundtable conferences and courses; and to provide a retreat where artists, writers and thinkers can meet together. Last year the center had 60 visitors, staying from a weekend to two months. This year the Center will be running two conferences: one on the future of academic publishing in the world of the Internet, the other a dialogue among Jews, Christians and Muslims. Its longer term projects include exploring the relationship between science and the arts, and looking at the future of academic institutions. The Center has also recently established a non-profit branch in North America, which will be looking for funding to pursue activities in Pari.



Elizabeth Mann Borgese, 1918-2002



Elizabeth Mann Borgese, a tireless and effective advocate of global governance and responsible stewardship of the world's oceans, died suddenly this February during a skiing vacation in Switzerland. She had been, among other things, a professor of political science at Dalhousie University in Nova Scotia, founder and president of the International Ocean Inst., a

leading member of the Club of Rome, and an author of numerous works including *The Oceanic Circle* and *The*

Future of the Oceans. She was a daughter of the German author and Nobel laureate Thomas Mann.

Among the many honors she received was a Special Award for "exceptional contributions to global civilization" and "leadership in thought that leads to action," presented at the Vancouver General Assembly "The Global Century" in November 1998. Her essay entitled "Global Civil Society: Lessons from Ocean Governance," was included in the November/December 1999 issue of the journal *Futures*, which was based on talks presented at the Vancouver meeting.



"The best way to have a good idea is to have lots of ideas."

-Linus Pauling,
W.A.A.S.
Fellow



New Book by Ervin Laszlo

Macroshift: Navigating the Transformation to a Sustainable World

With a foreword by **Arthur C. Clarke**
Berrett-Koehler, 2001

We live in the midst of one of the greatest technological revolutions in history, an era of deep-seated transformation -- a macroshift in civilization, according to scholar-futurist Ervin Laszlo, founder of the Club of Budapest. Its signs and manifestations include the deadly AIDS epidemic, fire-trap sweatshops, and environmental havoc.

The world, he argues, is growing together in some respects, but is coming apart in others. Economic globalization, another sign of the macroshift, all too often

benefits the few rather than the many. Hundreds of millions live at a higher material standard of living, but thousands of millions are pressed into abject poverty.

There have been other macroshifts in human history, but they spanned centuries, allowing cultural values, beliefs, and change to occur gradually. Today, technology has reduced our time to adapt; the entire critical period of change is compressed into the lifetime of a generation.

Laszlo outlines two possible scenarios, "The Breakdown" and "The Breakthrough," and describes concrete steps that people can do -- politically, professionally and privately -- to bring about the Breakthrough and shape a humane and sustainable global future.



John W. Gardner (1912-2002) / by Harlan Cleveland



Harlan Cleveland (left) and John Gardner, 1981

John Gardner, who died in February 2002 at the age of 89, had for half a century been America's premier public philosopher -- a rare individual who combined the capacity to think profoundly and the motivation to act relevantly.

His education was in psychology, but he soon converted to the generalist role of leadership in everything he touched. I first came to know

him in the 1950s, when he was already President of the Carnegie Corporation. The major foundations seemed to spend most of their money betting on "projects" that fit boxes of preconceived size and shape. Carnegie did not altogether escape this, but I was impressed by John's evident guiding principle -- that educational philanthropists should look for individuals with high potential and push them to develop "projects" that would be fundable.

His leadership in education as an adviser to Presidents Eisenhower and Kennedy persuaded President Lyndon B. Johnson to bring him into government as Secretary of Health Education and Welfare. As the only Republican in a Democratic administration, he managed what was then Washington's largest civilian agency, with the biggest budget. (He described his mission as "a series of great opportunities disguised as insoluble problems.") By 1968 his acute discomfort with the Vietnam war led him to resign -- not in bombastic protest but with the quiet dignity that was his lifelong trademark.

In his long and useful life he served (to adapt some words of his own) as a clarifier, definer, critic, and teacher. He also functioned as implementer, manager, problem-solver who "redesigns existing institutions or

invents new ones, creates coalitions and fights off the people who don't want the problem solved." And he was often counted among the mobilizers who "catalyze the social morale, help people know what they can be at their best, and nurture a workable level of unity."

Amid the Sturm und Drang of his activist life, he produced a remarkable string of writings -- on excellence, self-renewal, confidence, morale, and leadership. Even though his active career focussed on inventing and inspiring institutions, his elegant and deceptively simple prose was mostly addressed to individual men and women. It was, I think, his focus on the individual's role that gave his comments on leadership and contemporary social issues (example: America's need for "a little less pluribus, a lot more unum") their credibility and resonance.


He was one of the very few people I have known who never seemed to think it was somebody else's turn to act; it was always his turn. When he left government in 1986, he promptly devoted himself to serving and mobilizing the American public. First he started the Urban Coalition. Then he organized Common Cause, a national citizens' movement that lobbies for more honest political processes and fairer political outcomes. Later he coalesced the not-for-profit world (the whole spectrum, as he put it, "from Alcoholics Anonymous to the EXXON Education Fund") into the Independent Sector.

The lessons from John Gardner's modest life and his passionate belief in the power of "bubble-up" policy are clear -- and their clarity will be one of his enduring legacies. Worldwide or even in the United States, he was never a "publicity hero;" he never sought that kind of stardom. There is not a close correlation between wisdom and wellknownness. John Gardner, one of the prime wisemen in U.S. history, well understood the difference.



Francisco Varela (1946-2001) / by Robert E. Horn

Francisco Varela--prominent research biologist, pioneering explorer of the interface between Western cognitive sciences and Eastern philosophy, and Fellow of the World Academy--passed away in Paris, on May 28, 2001. Since 1986 he had worked at the Institut des Neurosciences and at CREA (Centre de Recherche en Epistemologie Appliquee). In 1988, he was appointed to be a Director of Research at CNRS (Centre Nationale de Recherche Scientifique), a position he held until his death.

Born in Chile, he studied with the eminent neurobiologist Humberto R. Maturana at the University of Chile in Santiago, and received his Ph.D. from Harvard University. Returning to Chile, he worked with Maturana to create the theory of autopoiesis, a characterization of what makes living systems autonomous. The two collaborated on *Autopoiesis and Cognition: The Realization of the Living* and *The Tree of Knowledge: The Biological Roots of Human Understanding*. Despite illness, he conducted studies throughout the 90s on cognitive processes and first-person phenomenological investigations of human experience as it is lived, which resulted in publications such as *The View from Within: First-Person Approaches to the Study of Consciousness*. Dr. Varela's major commitment in the last years of his life was a series of conferences between Western researchers and the Dalai Lama. He was a pioneer in exploring the frontiers of scientific knowledge and a global thinker in the best traditions of the World Academy. 

"Freedom and obligation, liberty and duty. That's the deal -- and leaders must help us remember it."

- John Gardner, WAAS Fellow

Toward Civil Order in the Global Commonwealth: Research and Discourse on Guidelines for Globalization

The Academy is currently developing a new initiative aimed at exploring the outlines of a governing order for the emerging global civilization – a search for the larger perspectives required to cope with the challenges of the 21st century.

This discourse will be multifaceted and protean, always evolving in response to the learning that its own processes generate over time. At a minimum, it will address six pivotal issues in international relations – global economics, social equity, environmental protection, cultural integrity, human rights, and governance.

In undertaking this initiative, the Academy will employ ordinary means – conferences, seminars, workshops, retreats, formal papers and proceedings, web sites, video and audio productions – to achieve extraordinary ends: broad principles to guide globalization in the 21st century.

This program, extending over two years, will explore a broad range of issues, conflicts, and alternative approaches. It will seek to identify the key features that national, international, or nongovernmental policies should embody when responding to the complexities of globalization – a set of guidelines for action.

These guidelines will resemble those that shaped investment in South Africa during apartheid. Like the Sullivan Principles – which spelled out the optimal attributes of foreign investment, such as equal wages and promotion opportunities – the guidelines that this initiative develops through commissioned papers, forums, and website interchanges will be available to all relevant actors and agencies.

The argument for a new discourse comes straight from the headlines: endless debate over the impacts of the global economy and multinational corporations on the lives of the poor; profound anxiety over the function of international organizations, such as the WTO and World Bank; global spread of concerns for human rights and environmental protection; recent escalations of terrorism and violence.

Two related, but distinct, responses are beginning to crystallize. The more obvious and immediate is the reaction to the events of September 11, 2001. Firmly grounded in the mental landscapes of war and defense, this reaction is nonetheless sprinkled with recognitions that the current conflict will be fundamentally different.

The other response is a global stirring of initiatives and conversations in which governments, organizations, institutions, communities, and individual citizens search for new perspectives and understandings. In these tentative explorations, a 21st-century worldview is beginning to take shape, born of the paradoxical recognition that modern life in a global civilization is both more deeply divided and more richly interconnected than in the past.

How far can this fragile process go in the direction of building new understanding and cooperation? Is it conceivable that leaders and thinkers from different disciplines, denominations, ideologies and cultural domains may begin to identify and agree upon some common themes and approaches? This is the formidable but unavoidable challenge that lies before us all, and to which this project – as one element of the emerging global civil society – will seek to make a useful contribution.

Substantive Issues in a New Global Order

Participants in the initiative will begin by grappling with the following key issues:

1 Global Economics

Without agreement on an international regime for trade, civil order be-

comes difficult to imagine. Success in achieving consensus within this domain is a prerequisite and a springboard for tackling other issues. Today, protectionism takes many forms and, although negative effects are well documented, it continues to hold strong appeal as a way to reduce shocks to local economies, especially in times of distress. Although generally sought by developing nations, foreign direct investment is also seen today as a source of problems. Regulation of trade and investment is necessary to contain financial shocks, but determining its optimal configuration will entail international cooperation.

Recent protests have created the image of a natural antipathy between international commerce and the welfare of local communities. It appears, however, that the density of the linkages among nodes of the global economy will intensify and that no local, national, or regional economy will be either completely isolated or entirely self-sufficient.

2 Social Equity

Extreme gaps between the rich and poor, the educated and illiterate, and the powerful and powerless continue to persist. Such gaps are politically explosive and morally intolerable. Global well-being in the 21st century will depend on reducing disparities in income, status, and opportunity.

Inequity has withstood all attacks to date. The state-centered, command-and-control approach has crumbled from excessive rigidity and concentrated authority. The trickle-down, laissez-faire approach has failed to ameliorate the social costs of its own dynamics. Meanwhile, the “revolution of rising expectations,” first identified by Academy President Emeritus **Harlan Cleveland**, is spreading and may escalate as the world economy becomes more knowledge-intensive.

As one strategy to increase social equity, education is essential. Also access to the benefits of information technology becomes increasingly critical.

3 Environmental Protection

It is increasingly clear that environmental degradation has the potential to disrupt virtually the entire world. Healthy, productive environments are essential to economic growth and political stability.

Local environmental problems are commonly intersected by global vectors, such as climate change, ozone depletion and species extinction, and by transnational factors, such as cross-border air pollution and the depletion of water and other natural resources. The impoverished, the uprooted, and the uneducated are disproportionately affected by environmental pollutants, ecological collapse, and resource depletion.

Meanwhile, the impact of advanced technology, particularly biotechnology, is also becoming a central issue in controversies over environmental policy. The assumption of an inevitable conflict between technology and environmental protection is widely held – but a serious obstacle to solving problems. Neither environmental activism nor technological progress is diminishing, and the challenge is not to impede either but to integrate environmental protection into economic development and equitably harvest the benefits of new technologies.

4 Cultural Integrity

Cultural globalization, driven by the accelerating mobility of peoples, ideas, and artifacts, may well be as powerfully transforming as its economic counterpart. As a result, the reconciliation of cultural and religious conflicts has risen to the top of the global agenda. The impacts of mass media and popular culture have become pervasive is-

Toward Civil Order in the Global Commonwealth - continued

sues everywhere.

Perhaps no arena of contemporary politics is more fraught with tension – and more in need of fresh thinking – than the mortal struggles between traditional cultures and the impacts of modernity, globalization and technological progress. These struggles demand movement beyond static concepts like “cultural preservation” to discover innovative techniques for supporting the dignity of peoples in a rapidly changing world.

5 Human Rights

New global definitions of human rights – such as those involving war crimes, and the rights of women – are often threatening not only to traditional cultures but also to national political institutions. In his Nobel Peace Prize acceptance speech, UN Secretary General Kofi Annan recently noted that these stresses are evident everywhere – within, between, and among nations.

The recognition of transnational human rights protected by international institutions like the International Court of Justice at The Hague, signals a fundamental transformation in the realm of human rights, and a major debate in 21st-century politics.

6 Governance

Good governance – the foundation vital communities and stable development – is demonstrably deficient in many parts of the world. Not only functioning governments but also nongovernmental organizations and networks is increasingly important in constructing a framework for self-governing autonomy.

Democratic governments and civic organizations are increasingly perceived as stabilizing ingredients in the radically multicentric system of global governance that is now emerging. Recent transnational innovations such as NAFTA and the European Union are useful models for regional cooperation and institution-building; but their very success raises questions about rendering localism (a powerful force almost everywhere) compatible with regional alliances and globalization.

Similarly, self-determination may have made good sense in the mid-20th century; but in the context of rising multiculturalism the simple expedient of meeting the aspirations of ethnic groups by conferring statehood may be obsolete. It becomes increasingly difficult to assume that “a state” is coterminous with “a people.” Vaclav Havel once declared, “Most states will begin to change from cult-like entities charged with emotion into far simpler and more civilized entities, into less powerful and more rational administrative units that will represent only one of the many complex and multileveled ways in which our planetary society is organized.”

The World Academy of Art and Science (WAAS)

In organizing *Toward Civil Order in the Global Commonwealth*, the Academy will draw on its long history of similar undertakings and flexible structure, mobilizing the vast reservoir of talent and energy in its far-flung network of scientists, artists, thinkers, activists, and public officials.

The World Academy is a non-official network of approximately 500 individual Fellows from diverse cultures, nationalities, and intellectual disciplines, chosen for eminence in art, the natural and social sciences, and the humanities. Its activities focus on the social consequences and policy implications of knowledge, and the challenges confronting a rapidly-emerging global civilization. It has in several instances chosen to concentrate on cutting-edge issues – such as biotechnology and genetic resources – well ahead of general public recognition of their importance.

Over the years, WAAS has held a number of international conferences organized around such topics as *Global Impacts of Applied Microbiology* (Stockholm, 1963); *Conflict Resolution and World Education* (Rome, 1965); *Environment and Society in Transition* (New York City, 1970); *Bioresources for Development* (Houston, 1978); *Art, Science and Technology in the 20th Century* (Paris, 1985); *The Governance of Diversity* (Minneapolis, 1994); and *The Global Century* (Vancouver, 1998). Most conferences have been co-sponsored with other organizations, including UNESCO, the International Federation of Institutes for Advanced Studies, the Aspen Institute for Humanistic Studies, the European Academy of Art, Science and the Humanities, and various national academies.

Plan and Schedule

To expedite work, the project’s working group has already developed a preliminary plan and a schedule. The new initiative will begin by probing the six issues identified above with these questions:

- What are the driving forces that are likely to shape each issue in the context of 21st-century globalization?
- What are the key features of each issue that must be addressed for public and private initiatives to move toward a more satisfactory global system?
- What prejudices and myths inhibit productive discourse? What innovative ideas and frames of reference can lead to new perspectives?
- What guidelines for action might global actors – governments, nongovernmental organizations, corporations, and entrepreneurs – adopt to move toward an improved global civil order?

In seeking answers to these questions and generating overarching principles and guidelines for action, the two-year initiative will unfold in four phases:

- In the first phase, WAAS will organize an initial international workshop, bringing together a small but diverse group of advisors to finish the design, explore the nuances and interconnections of the identified issues, and discuss the shape and dissemination of final products.
- In phase two, WAAS will commission working papers, complete with baseline data and other information, to further refine the key issues and themes.
- In phase three, forums will be held in four countries, conducted in cooperation with local and international organizations, and designed to encourage public discussion in each venue and its surrounding region.
- In phase four a concluding conference will review all the work products and complete a set of suggested guidelines for globalization in the issue areas covered. A final document will be prepared and widely disseminated.

Conclusion

The prospects for building a new civil order for a global society are threatened by entrenched and polarized worldviews. The appropriate path through these deep divisions is an inclusive, sweeping, and catholic discourse among representatives of all global stakeholders. This discourse will reexamine assumptions, explore new ideas, and consider some of the ways that the world has changed and is likely to change in the decades ahead.

The Academy does not, of course, expect to solve the world’s problems. Nevertheless, the goal envisioned – generating Sullivan-like principles to inform guide international action – could contribute greatly to shaping a more positive and practical vision of the emerging global civilization. A better understanding of globalization is both possible and urgently necessary, and an organization such as the World Academy must make a serious and determined effort to raise the level of public dialogue on the subject. ❧



New Book by **Yehezkel Dror**

The Capacity to Govern: A Report to the Club of Rome
Frank Cass Publishers, 2001

This first report on governance commissioned by the Club of Rome differs from the usual literature on “good governance,” presenting radical proposals for upgrading crucial governmental capacities.

Prof. Dror sees as the main problem the rapidly deepening and widening abyss between human capacities to shape their future, for better or worse, on one side; and lack of moral, cognitive and volitional capacities to engage in responsible “weaving of the future” on the other. Markets and civil societies can do much, but only governments are legitimately entitled to make, and able to enforce, critical choices on future-shaping issues such as uses of biotechnology, protection of essential ecological assets, and advancement of globalization while containing its negative potentials, control of “evil” global actors.

However, most governments suffer from serious congenital defects. Therefore, quite a “revolution” in governance is required. That is the main thesis of this report, which combines critical evaluation of present

governance incapacities with multiple redesign suggestions.

Moving towards “knowledge government” is discussed as essential for coping with knowledge economies and societies. Strengthening of non-democratic enclaves within democracies is suggested as a way to take better care of inter-generation considerations. National and international policy colleges for politicians are presented as essential for overcoming profound ignorance of policy elites. Strengthened public television is among the proposals for empowering the people by making it more policy-enlightened, with public interrogation of candidates for top political office being a way to reduce image-manipulation.

Prof. Dror also discusses the possible need to move towards a “Global Leviathan” if consensus-building and big-power cooperation fail to make global governance adequate for the multiple challenges being faced by global society.



“To make an apple pie from scratch, you must first invent the universe.”

*-Carl Sagan
W.A.A.S.
Fellow*

Newly Elected Fellows

Dr. Ronnie M. Andersson

Molecular Biologist, Karolinska Institute
Stockholm, SWEDEN

Prof. Arun Mahiznan

Deputy Director, Institute of Policy Studies
Nanyang Technological University,
SINGAPORE

Prof. Adebisi Babatunde Thomas

Presidential Advisor on Human Resources,
Science, and Technology, Abuja, NIGERIA

Dr. Yahia Bakour

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San Rafael, California, USA

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Executive Director, National Innovation
Foundation, Vastrapur, Ahmedabad, INDIA

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The Woods Hole Research Center,
Woods Hole, Massachusetts, USA

Prof. Percy Eres Sajise

University of the Philippines Los Baños,
Laguna, PHILIPPINES



New Book by **Walter Truett Anderson**, WAAS President

All Connected Now: Life in the First Global Civilization
Westview, 2001

Globaliation is inseparable from evolution, Anderson argues, and presents a sweeping view of a process that began with the first human migrations out of Africa and is today generating an acceleration of economic, political, cultural and biological interconnections that lead -- perhaps -- to the emergence of a global open society. Includes an extensive discussion of the multicentric and diverse structures of global governance.



New Books by **Sohail Inayatullah**

Understanding Sarkar: The Indian Episteme, Macrohistory and Transformative Knowledge
Leiden, Brill, 2002

This work is an analytical tour through several major themes of Indian philosophy, grand theory and macrohistory, illuminating Indian cyclical and spiral theories of history and their epistemological content. The central figure in the study is P. R. Sarkar, the controversial Indian philosopher, guru and activist who passed away in 1990 but whose ideas -- and the social movements he inspired -- remain vigorous and relevant to the present era. In explicating Sarkar's thought, Inayatullah also draws on concepts of the stages and mechanisms of social changes as developed by seminal thinkers of other civilizations -- among them Ssu-Ma Ch'ien, Ibn Khaldun, Giambattista Vico, George Wilhelm Friedrich Hegel, Oswald Spengler, Pitrim Sorokin, and Michel Foucault.

Questioning the Future: Futures Studies, Action Learning and Organizational Transformation
Tamkang University, 2002

How can anticipatory action learning help organizations plan for the future? What are the limits to strategic planning and scenario planning? What are the latest trends in Futures Studies? How can causal layered analysis unveil the future? How can the study of grand patterns of social change help in understanding the future?

These and other questions on the nature of futures studies, action learning and organizational transformation are explored in this practical workbook for the manager or social activist.

The book is divided into two parts. Chapters in Part One are: (1) The Study of the Future; (2) Macrohistory and Grand Patterns of Change; (3) Case studies in Scenario Planning and Visioning; (4) New Methodologies, such as Nuts and Bolts and Causal Layered Analysis; (5) Poststructuralism as Method; (6) Tips and Pitfalls of Futures Studies as a Consultancy; and, (7) Trends in Futures Studies.

Chapters in Part Two are: (1) Using the Future to Transform Organizations; (2) Action Learning and Futures Studies; (3) Layered Questioning; (4) Creating a Learning Organization and Healing Organization; (5) Implementing Futures; and (6) Questions and Answers for the Busy Associate.

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"Men and nations do behave wisely, once all other alternatives have been exhausted."

- Abba Eban, WAAS Fellow