



# Newsletter

The Official Newsletter of  
THE INTERNATIONAL FEDERATION  
FOR SYSTEMS RESEARCH

G. Chroust: Editor-in-Chief

---

## VOLUME 20, No. 1 (SEPT 2001)

Dear Readers!

*The key topic of this Newsletter is the preparations of the next Fuschl Conversation taking place from April 7 to 12, 2002 in Fuschl, Austria – a major event in IFSR's activities. considerable information concerning the Fuschl Conversation 2000 can be found on the Fuschl home page. A similar way for information exchange is planned for the Fuschl 2002 conference.*

*With respect to IFSR activities you will find a report on the past Executive Committee Meeting in Monterey in July 2001, an updated list of IFSR members and reports from some of our members. We also give a preview of the next Board Meeting of the IFSR on April 3, 2002 in Vienna, announcing the elections of the new Executive Committee. The Newsletter also contains reports and announcements of several conferences, which are closely linked to members of the IFSR.*

Gerhard Chroust



Looking from Hotel Seewinkel in Fuschl  
to the south.  
An ideal place for the Fuschl Conversations!





## Fuschl Conversation 2002 (April 7 – 12, 2002)

### Fuschl –20 Years history

The first Fuschl conversation was held in 1980 in Fuschl. Fuschl conversations are different from other forms of conferences and have in the mean time not only been held bi-annually at their place of origin in Fuschl. In 2002 it will be the 11th biennial Fuschl *conversation*. Some 40 Fuschl-style *conversations* have taken place around the globe since they first began in Fuschl in 1981.



Fuschl with location of hotel

### What is Fuschl and the Hotel Seewinkel?

Fuschl is a beautiful, romantic little Austrian village on a small lake in lovely Salzkammergut, near Salzburg. It is surrounded by mountains of approx. 1600m height, see also

[www.fuschlseeregion.com/de/orte/fuschl.shtml](http://www.fuschlseeregion.com/de/orte/fuschl.shtml)

The Hotel Seewinkel was the starting point of the "Fuschl Conversations". Then a small inn it now has become a beautiful hotel.



Hotel Seewinkel

### Why conversation and what form do they take?

The main reason for conversations as initiated by the IFSR was a dissatisfaction with the conventional style of a conference: An individual writes a paper, has 20 minutes to present it and then 10 minutes of questions. After that the conference is virtually over for the individual. Clearly, this format is not the most effective way to progress the exchange and development of ideas on pressing major issues.

The experience we will have during the week at Fuschl is of quite a different nature. It is in the form of a *conversation*. Bela Banathy characterized a conversation as follows:

A Conversation is

- ?? a collectively guided disciplined inquiry
- ?? an exploration of issues of social/societal significance
- ?? engaged by scholarly practitioners in self-organized teams
- ?? who select a theme for their conversation
- ?? which is initiated in the course of a preparation phase that leads to an intensive learning phase

At Fuschl we will spend 5 days in intense discussion around our chosen themes and triggering questions. A major concept of a conversation is its being a process engaged in by self-organized teams who select their own theme for their conversation

The theme is initiated in the course of a preparation phase, that leads to the intensive learning phase, i.e. the 5 day conversation itself.

The teams follow a set of conversation rules that guide their action (they generate their own rules during the initial stage of the conversation). They document and share their findings and prepare a team report, and reflection papers that present their own findings. The IFSR will publish the proceedings.

Members take the message of their experience with them and apply what they have learned in their own contexts of life. The conversation process never ends.

---

## Steps in the Fuschl Conversation

### Preparation Phase

The preparation phase for Fuschl is now underway. The five basic themes have been selected, teams now need to work on refining their theme towards a set of agreed initiating trigger questions for their conversation. Potential participants and team co-ordinators are asked to proceed as defined by the *key dates* below:

#### 15 December 2001

Latest date for potential participants to submit (e-mail) their input paper to the team co-ordinator of their intended theme, with a copy to Gerhard Chroust, Secretary IFSR: [gc@sea.uni-linz.ac.at](mailto:gc@sea.uni-linz.ac.at).

The **input paper** should be a minimum of 1 page with maximum of 4 pages. The input paper should suggest ideas for a direction of the discussion and offer some linked trigger questions for the team.

#### 10 January 2002

During December the IFSR Fuschl Committee together with the team co-ordinators will select those who will be sponsored by IFSR to attend Fuschl.

***Invitations to those selected will be issued by 10 January 2002.***

Logistical and financial considerations restrict the number who can attend to about 27.

Selection will depend on a number of factors. Most important will be how well the input paper contributes to the theme, but the need for a wide geographic spread of participants and the wish to introduce a proportion of newcomers to the conversation will also be taken into account.

#### 1 February 2002

Team Coordinators prepare a two-page summary of the ideas from the input papers, including the selection of a coherent range of trigger questions from those which have been suggested. This draft summary should be sent to members of the team by 1 February 2002, inviting their comment and /or endorsement.

#### 1 March 2002

Team co-ordinators revise the summary input in the light of comment and send this to the team by 1 March 2002. This paper represents an important part of the conversation process. It is the collective effort of preparation and will hopefully provide a firm basis on which the

team's conversation (learning phase) at Fuschl can proceed.

### Conversation Phase

**(Fuschl, April 5-12, 2002)**

On April 5 the learning phase begins in Fuschl at the Hotel Seewinkel. The participants follow their course of Conversation, reporting to the other teams and preparing an initial document of the outcome of their conversation.

At the on-set of the Conversation in Fuschl the groups review their agenda and choose specific triggering questions that guide their conversation. At the end of each day, the teams report on their progress. On Friday morning the teams present their findings. Plans are developed to accomplish the Dissemination Phase.

There might be deviations from this over-all plan depending on the specific proceeding of the individual conversation teams.

### Dissemination Phase

It is our duty – and the wish of the IFSR – that the outcome of the Conversations be disseminated to a wider audience. This will be done by publishing a preliminary report in the IFSR Newsletter (which will also appear on IFSR-homepage) and a little bit later by issuing proceedings of the conversation under the auspices of the Austrian Society for Cybernetic Studies.

#### 15 July 2002

For each team an Intermediate team report is sent by the Team Coordinator to the Editors (G. Chroust and C. Hofer) for inclusion in the IFSR Newsletter.

#### Sept 2002

The Team reports are published in the IFSR Newsletter.

#### 15 Oct 2002

The final papers of the teams are sent to the Editors by the Team Coordinator s. Individual supporting papers should also be submitted.

#### Nov 2002

Proceedings of the Fuschl Conversations are published as a Report of the Austrian Society for Cybernetic Studies, Vienna with an ISBN-Number.

Call for Participation in the  
**Eleventh Fuschl Conversation**

Sunday, April 7 to Friday, April 12, 2002  
at Hotel Seewinkel,  
Fuschl am See, Austria

The Fuschl 2002 Conversations will – to a large extent – be the continuation of the Conversations held in 1996 through 2000 and will comprise the following five teams, each led by a Team Coordinator .

**Team 1: New Agoras for the 21st Century:  
Conscious Self-Guided Evolution**

**Coordinator: Patrick M Jenlink, [pjenlink@sfasu.edu](mailto:pjenlink@sfasu.edu)**

The Agoras of the City States of the Classical Greeks were public spheres where true democracy was lived by citizens who made collective decisions about issues affecting their daily lives. Reconsidering the idea Agora in society today, and creating an ideal of the New Agora is a metaphor for social action contexts (public spheres or arenas) in which people can make collective decisions about their future. These contexts would be forums of democratic discourse. People in the settings of their families, neighbourhoods, community groups, organizations, and institutions have the potential to organize themselves as evolutionary design communities. These New Agoras could link up with each other and engage in evolutionary conversation in order to bring to life the Guided Evolution of the Society. The dual purposes of the New Agora project are to first create and sustain an Agora community of stewards who will then support the right of people to take part directly in the decisions that affect their lives and to guide their own destiny. The New Agora would guide the conscious evolution of civil society on local, national, and world levels. This goal will be achieved by creating knowledge bases for evolutionary inquiry; developing resources for evolutionary learning; and exploring approaches, methods, and technologies toward the establishment of New Agoras. These purposes are grounded in the belief that the right of people to take part directly in making decisions that affect their lives and to guide their own destiny is a fundamental human right.

**Triggering questions:**

What are the major problems confronting our species within the context of our global society?

What is the role of the New Agora project in addressing societies problems?

What would be the design of a "New Agora" that would serve as an evolutionary guidance system for world peace?

How could the "New Agoras" contribute to the conscious evolution of the human species?

In what ways can the "New Agora" serve humanity through creating and sustaining civil society?

**Team 2: Designing Systems for Human Betterment**

**Coordinator: Arne Collen, [acollen@saybrook.edu](mailto:acollen@saybrook.edu)**

We continue the 1998-2000 focus on the relevance and applications of systems thinking to the design of human activity systems for human betterment. We emphasize the nature of social oriented human activity systems that reveal to us what ways we relate to one another, how we come to know our world, who we are becoming, and who we become through proactive participation in systems creation. We are especially interested in such systems as learning and learner centered education (caring) systems, systems that foster human development, personal and collective guidance systems, and synergistic win-win seeking systems in continuous negotiation co-evolving with its tenuous risky environment. Our interests shall be informed by what we have learned about human beings and can learn constructively from each other during our conversation. We believe that knowledge of the ways we think, feel, perceive, and inter-relate help us as systemic designers to create and develop our systems for human betterment. We expect such systems to take into consideration our human welfare as well as the welfare of those affected indirectly by our activities. Whether we like it or not, human beings are the entrusted stewards of all life on the planet. Therefore, our concern for the design of systems of human

betterment must include the ecological, ethical, humane, and participatory dimensions broadly conceived. To facilitate our forthcoming conversation, we welcome explicit examples of systems designed for human betterment. Those participating are asked to bring if possible a specific case to contribute to our conversation. Earlier conversations are platforms to launch into specific cases. Our 1998 and 2000 conversation reports available by request. Newcomers welcome.

**Triggering questions:** What case exemplifies the design of a system for human betterment? Trigger question to be applied to each case: What can we learn by way of best practices that we find in this case?

### **Team 3: Foundations of Information Science**

**Coordinator: Bela H. Banathy, [babanathy@worldnet.att.net](mailto:babanathy@worldnet.att.net)**

Participation is being invited for a Conversation on the Foundations of Information Science (FIS). This Conversation will be a continuation of a line of work that began in 1994 with the first FIS conference in Madrid (Spain), and was extended through a series of related meetings. Prospective participants are encouraged to review the abstracts and papers of FIS 94, FIS 96, the subsequent FIS virtual conferences, the FIS sessions conducted at the ISSS Annual Meetings in 1999, 2000, and 2001 (summarized on the FIS website at <http://fis.iguw.tuwien.ac.at> ), as well as the 2000 Fuschl Conversation on FIS.

Participants are expected to prepare short input papers that will help to establish a common ground for the subsequent conversations. Papers that extend any of the previous work are welcome. Work focusing on the relationship between the epistemological and ontological aspects of information are of great interest, and participants are particularly encouraged to address issues related to the ontogeny of information.

**Triggering Questions:** Intuitive starting points for this Conversation may be: "Where does "information" come from? Assuming that suitable answers to such questions can be formulated the next question is: What are the implications of this for the interaction between human beings, their artefacts in general and computers in particular, and the ecosystem of this planet as a whole? How do alternative conceptions of what information is, or where it comes from, influence our approach to the design of Human Activity Systems?

### **Team 4: Social Awareness**

**Coordinator: Gary Metcalf ([gmetcalf@ezvv.com](mailto:gmetcalf@ezvv.com)), Charles Francois ([library@iafe.uba.ar](mailto:library@iafe.uba.ar))**

The purpose of this conversation is to explore together the range of factors that seem to drive or influence human behaviour, especially at the collective level. While the events of Sept. 11 created a milestone in the history of the U.S., and for many people there seemed without precedent, they did not occur as some merely-random act of violence. Like most major human events, they were the culmination of many histories and the clashing of many human differences that collided in catastrophic events at a point in time.

The purpose of this conversation is not to attempt to resolve the events of Sept. 11 in the U.S., or any similar events in history. It is not to justify or condemn viewpoints or beliefs or approaches of one group of people over another. This conversation is to be a time to attempt some better understanding of the forces that shape the human landscape in which we live. Why is the "nature" of many social systems such that alternative views and beliefs (or even differences in general) are felt to threaten its existence? Why are the values that we say we hold most dear (truth, beauty, freedom, etc.) not the factors that most drive our behaviour, individually or collectively? And most importantly, are there ways in which we can consciously shape or affect the social systems in which we live, or are the "elements" and "forces" of which social systems are made too remote from human consciousness to be affected?



The conversation begins at the level of individual awareness, because until I have some sense about why I am as I am in the world, I cannot address the things that cause me to be that way.

**Triggering Question:** *How can we become more consciously aware of the "forces" that drive our behaviour as humans, and how can we better learn to make choices about the world that we help to create?*

## **Team 5: Actions and Evolutionary Guidance for Y3K**

**Coordinator: Gordon Dyer, G.C.Dyer@open.ac.uk**

At the Fuschl Conversation 2000 a team discussed the Y3K issue i.e. what would we as systems designers wish to see for humankind for the Year 3000. By the end of the conversation we had obtained some insights towards six principles, which constitute an Evolutionary Guidance System (EGS), for the Year 3000, or similar long-term future. It identified some markers in terms of desirable behaviour patterns for the Year 3000. These desirable behaviours provide a basis for considering future education and human development programmes in future conversations. Our wish this time is to move toward something more practical linked to this theme. Hence the Y3K focus at Fuschl 2002 will be derived from the triggering questions.

### **Triggering questions:**

How can the conceptual frameworks that we generated at Fuschl 2000 be shaped into meaningful actions?

What specific actions can we and others take over the next several years as first steps towards the types of ideals that were identified?

The work of the Teams is described on the previous pages.

### **Rules for the Fuschl Conversations:**

- ?? The application will be considered by the IFSR Fuschl Committee together with the Team Coordinators.
- ?? Accepted participants will be informed of acceptance/rejection by **Jan 10, 2002**
- ?? The IFSR will pay for hotel accommodation, breakfast and dinner from Sunday (April 7) evening until Friday (April 12) morning.
- ?? Lunch and drinks will have to be paid individually by the participants
- ?? The registration fee is \$55
- ?? Participants are required to supply the necessary input pagers, contribution to proceedings etc. as requested by their Team Coordinator .
- ?? The proceedings will be published under the auspices of Austrian Society for Cybernetic Studies, Vienna with an ISBN-Number. Participants will be asked to contribute to the proceedings
- ?? Participants may take their partner along, at their own cost. With the confirmation of the acceptance they will be informed about the additional costs.
- ?? Prospective Participants should **immediately mail an e-mail-note** about their intention to participate to the respective **Team Coordinator** and to **Gerhard Chroust** ([GC@sea.unilinz.ac.at](mailto:GC@sea.unilinz.ac.at)). **DEADLINE is December 15, 2001.** By that time also the **input paper is due!**

## **Fuschl Web-Site**

Thanks to the initiative of Günther Ossimitz, you will find soon most of the Fuschl 2000 material – together with a number of pictures on the Fuschl page:

[http://www.ifsr.org/activities/fuschl\\_conversation.html](http://www.ifsr.org/activities/fuschl_conversation.html)

## 100th Anniversary of Ludwig von Bertalanffy's Birthday

Karl Ludwig von Bertalanffy was born on 19 September 1901, in Atzgersdorf, a small town that is today part of the 23rd District of Vienna (Austria). It was the first year of the twentieth century which finished few months ago. Due to particular circumstances, which determined the development of his peculiar personality, he managed to relate consistently some cultural aspects of the past of our splendid civilization, with new knowledge of biological, psychological, social and epistemological aspects of the living world, which he managed to grasp through his explorations. This combination led him to make significant contributions towards the 'wholistic' comprehension of paradoxical interactions between science and humanities, materialism and idealism, body and mind,... while learning to examine critically the accelerated trends of civilizing processes. Until today These processes continue to arise from an "utilitarian" know-how that ignores the presence of billions of real human beings. Some decades ago they were already seen as masses of people for being controlled as buyers and consumers of everything, anything and nothing, while a certain percentage of these living objects were considered, from time to time, useful human resources.

He could not simply accept the announcement of a generalized progress which would improve 'automatically' the human life or increase ad infinitum the standards of way of life for everybody, simply because it never happened before neither during the time he was alive; but mainly because such an assumption could not be reliably conceived nor could it be feasibly implemented, as it would have made necessary to believe in the limitlessness of planetary circumstances which humans simply would consider granted forever.

He saw civilization changing very quickly from horse-and-buggy to spaceship, and witnessed two world wars, the dismantling of the European empires, the rise and fall of the Third Reich, the beginning of the population explosion and birth control, the impulse given to an absurd technological growth that aimed at producing faster everything and increasing ad infinitum the productivity and efficiency when generating energy, expanding industrial processes, multiplying communications and transportation, improving data processing, enlarging mass media. Therefore he could not ignore the troubling consequences that were

very quickly engendered by assumed marginal side-effects produced by magnificent technological innovations supported by superb scientific knowledge. These effects are contradictory because they were and still are causing the whole civilization to become frankly unsustainable.

His critical appreciations made him to believe that the need for a general systems consciousness was a matter of life and death for the future generations, but he *"was a true pioneer (and) he suffered a fate not unusual for pioneers: the full recognition of the validity and significance of his theories late in life or posthumously, and the subsequent re-emergence of his original notions in different fields and forms, sometimes without reference to his earlier statements."* International Encyclopaedia of the Social Sciences *"Uncommon Sense. The Life & Thought of Bertalanffy."* Mark Davidson, 1983.

Bertalanffy died in 1972. Until today, most of his warnings have been disregarded by the decision making process that has prevailed since the end of the 2<sup>nd</sup> World War.

Our civilization looks nowadays as if it were a conclusive achievement of human performances, due to the superb advances of scientific knowledge and the magnificent development of all kinds of technologies and methodologies generated by human intelligence and ingenuity. This civilization has become a contradictory success as it is the engine that generates an increasing number of larger difficulties that are obstructing and impeding the healthy manifestation of life on our unique planet; mainly because the prevailing decision making is exclusively engaged in maintaining profitable business without tackling the evils of overconsumption, the yawning gap between rich and poor, climate change caused by pollution, population growth,... which cause an increasing number of unexpected and devastating impacts,...

From his very significant contributions, one deserves to be appreciated particularly. It is the main outcome of his humanitarian explorations in the living world during the difficult time that he worked in Vienna and consolidated later during his tireless struggle against the behaviourism, the reductionism, the robotomorphism, the zoomorphism, the scientism,... These explorations led him to

"envison the basis of a General Systems Teaching "Allgemeine Systemlehre" which became "an approach to the full spectrum of human problems": the General Systems Theory. It can even be considered an ideological tool - that we must nowadays continuously develop for finding out how the Systems Movement could better contribute to dealing with the serious problems that face humankind at present.

For the celebration of the 100th Anniversary of Karl Ludwig von Bertalanffy's birthday (Sept

19, 1901) the systems community will start with the invitation to systems scientists and organizations to visit the Web Site (<http://bertalanffy.iguw.tuwien.ac.at/>).

Also an International Conference on "Systems Thinking Globally Concerned" with the motto "UNITY *through* DIVERSITY" will take place November 1-4, 2001, at the University of Technology of Vienna

J.L. Elohim, Vienna

## Journals

### Journal of Systems Science and Complexity

This journal is sponsored by Institute of Systems Science, Chinese Academy of Sciences and published quarterly by Science Press in China and Allington Publisher in USA. The editorial board consists of 22 top scientists from 10 countries. Submissions over all the

world are welcome. Please send four copies of each submission with a cover letter to

Prof. Dr. Shouyang Wang  
 Managing Editor  
 Journal of Systems Science and Complexity  
 Institute of Systems Science and Complexity  
 Chinese Academy of Sciences  
 Beijing 100080, China  
 Email: [swang@iss04.iss.ac.cn](mailto:swang@iss04.iss.ac.cn)

IMPRESSUM: Mediuminhaber, Herausgeber, Satz und Layout: Int. Federation for Systems Research. F. d. Inhalt verantwortlich: Prof. G. Chroust, Kepler Universität Linz, 4040 Linz, Druck: Hausdruckerei J. Kepler Univ. Linz (A)

## 45<sup>th</sup> ISSS Conference

### Systems Science in Service to Humanity

July 8-13,2001, Monterey, California



Dr. Harold Nelson (left) established the theme : **Systems Science in Service to Humanity.**

This theme formed the context for diverse presentations and activities presented at the conference. The diversity of presentations were further organized, or 'grounded', through the use of the following subthemes: **background, foreground, common ground, new ground** and **home ground.**

The **Background** subtheme focused on the ancestors, history and tradition of ISSS and the systems community. Len Troncale gave a presentation in honor of Ludwig von Bertalanffy on his 100<sup>th</sup> anniversary. Plenary presentations

given by Deborah Hammond and Ken Bausch provided historic overviews of the systems movement.

The **Foreground** subtheme focussed on service to humanity and critical issues in systems. The President's Address by Harold Nelson, which was included in this sub theme, was titled: "*Being In Service: Lip Service? Room Service? Self Service? Military Service? Social Service? Full Service?*" Yaneer Bar-Yam (China) spoke to the critical issues arising from complex systems behavior and spoke of his observations of the systems problems facing the Chinese community. Another panel presented the AGORA Project, a new forum for collective action. Norma Romm organized a special symposium on the responsibilities of systems thinking in relationship to the focus on service to humanity. The **Common ground** subtheme focused on topics of shared interests, intentions, common knowledge, systems culture and context in ISSS and



related systems communities. This team consisted of plenary presentations, panel discussions, as well as self reflection and evaluation processes for ISSS. Hilda Blanco presented, "The Map of Science Collaboratory" and Patrick Jenlink added "The Pragmatics of Educational Systems Design: Considerations for the Human Condition".

**Home ground** was the subtheme assigned to the Special Integration Group (SIGs). Nineteen different SIGs were represented in this domain.

The final subtheme **New ground** dealt with next steps; the next generation of systems thinkers and all future generations. This

included a group report from attending students on the relevance of systems thinking now and in the future.

The incoming President of ISSS, Michael Jackson introduced the President's Theme for the 46<sup>th</sup> annual conference to be held in Shanghai, China; **Systems Thinking: Managing Complexity and Change.**

For more information contact:

Dr. Harold Nelson  
2442 N.W. Market St. #112  
Seattle, WA 98107  
[nelsongroup@worldnet.att.net](mailto:nelsongroup@worldnet.att.net)

## 45<sup>th</sup> Annual Meeting of the ISSS'2001 Distributed Site Sofia

The Distributed Site Sofia conference<sup>1</sup> of the 45<sup>th</sup> Annual Meeting of the International Society for the Systems Sciences (ISSS '2001) was simultaneously held July 9<sup>th</sup> – 12<sup>th</sup> in Sofia, Bulgaria. It was a first event of the kind for Bulgaria specially dedicated to the 100<sup>th</sup> anniversary of Ludwig von Bertalanffy. Bulgarian scientists working in some of the fields of the systems sciences have taken part in and contributed to various events of the global systems sciences community. Host institution was the Institute of Control and Systems Research of the Bulgarian Academy of Sciences (ICSR BAS), co-organizer was the Union of Scientists of Bulgaria (USB).

July the 9<sup>th</sup> was a day of informal contacts among the participants and informing about the distributed-site-method for international simultaneous events. As the meridian difference between the host site at Asilomar, CA, USA and Sofia is 10 hours, the on-line teleconferencing was practically not feasible, streaming and email Q&A were recommended. The ISSS web site with the Book of Abstracts of the 45<sup>th</sup> Annual Meeting were available to all participants and guests, thanks to the support of the IFSR.

### **Local Importance of Systems Thinking and Systems Sciences and the Sofia Satellite Conference Focus**

The crisis in the human society – economic, ecological or ethnic – results from the delay in development of the system of values and the conscience, because still a great part of it affix to reductionism, i.e. to analysis of only parts of processes, systems, etc. The Science brings forward social development – and this means its great responsibility. The goals of the ISSS give a picture of the concept "of serving" in a very essential way for Bulgaria and the region, a way which is far not yet globally understood or accepted thoroughly.

Prof. G.A. Swanson supported our initiative for a satellite conference with his personal participation. Moreover, he created a centre of attention and drew other world experts with great experience to it. Prof. Dr. Rudolf Starkemann is, besides active member of ISSS, an established member of the Technical Committee for Supplementary Ways of Improving International Stability of the International Federation for Automatic Control (TC SWIIS of IFAC). Both contributed especially to the local focus of the satellite conference in Sofia.

Prof. Dr. Bela A. Banathy, ISSS Past President and VP for Administration, showed the way to our endeavours for a successful distributed site meeting:

"...This is an important next step in our efforts to strengthen the community of systems scientists and

---

<sup>1</sup> In translation it was named "Satellite Conference to the .."

practitioners in your region of the world. I trust that these developments will continue in the coming years.”

**Papers presented:**

“Intelligence at higher levels of living systems” by M.Kalaidjieva and G.A. Swanson, “Modelling and effect of anticipation and perseverance in human behaviour” by R. Starkermann, “Transformation analysis and challenges of the development” by A. Athanassov, “The information system as important influencing factor for competitiveness in the agriculture” by E. Vidinova and A. Athanassov were the main papers ranging from highly theoretical to distinctive applied. A Day of the Open Doors of the ISSS with a roundtable attracted guests from Sofia and Varna.

**Satellite Conference, Conference Distributed Site and Conferencing by Correspondence - Methodological Overview**


The traditional form for science and scientists to overcome geographical distances by mail has existed for thousands of years, but has become significant only since the Renaissance, since the accelerated modern development of science and arts. The ancient scientific schools develop to scientific communities, and later the geographically spread out scientists – to communities living at various locations. Hence, the scientific professional title “Corresponding Member of the ... Academy”. The transfer of the Internet to civil use is a considerable factor to a dynamic and rewarding method.

Bela A. Banathy, Chair of the SIG Information Systems Design and Information Technology, President of the ISSS in 1998 – 1999, organizes simultaneously to Asilomar a distributed site at Lima, Peru, in 2000 there are three sites, in 2001 – five. He called them “distributed” in analogy to ‘distributed knowledge’, ‘distributed database’. This attribute relegates the otherwise emphasized importance between host site – the main one, and the remote ones. It is a notion with far focused content in time. At the beginning was the exchange of video tapes with plenary papers sent by express mail and followed by Q&A emails. The Sofia decision to name it ‘satellite conference’ resulted from the position that it is the first of its kind regionally and aims to develop.

Essential accent of the ISSS Satellite Conference Sofia was to reveal local potential and interest in systems science, to introduce the distributed conferencing in a way, which would prevent the establishment of psychological barriers in a country on the way of transition still existing in and struggling with poverty and strongly reduced research financing, to create a systems sciences community, to test the possibilities of interaction between distributed sites under economically different conditions and to enhance methodology of distributed conferencing in science and arts.

Dr. Magdalena A. Kalaidjieva  
Ph. D., Associate Professor, ICSR BAS

<b>News from the IFSR</b>		<b>News from the IFSR</b>
---------------------------	---	---------------------------

	<b>IFS R Scholarships for EMCSR 2002</b>
---	--

Traditionally the IFSR supports submitters of accepted papers of the EMCSR by paying for their conference fee. At the EMCSR 2002 again we will offer this support. Applications should be sent, together with the paper submission to the EMCSR office

**EMCSR 2002 - Ross Ashby Memorial Lecture:**  
**"Cybernetic criteria for designing and implementing  
the IT education policy and programs  
for an underdeveloped country".**  
**Dr. Angela Espinosa (Colombia)**

*Traditionally IFSR sponsor a Ross Ashby Memorial Lecture at the EMCSR-Conference, in honour of R. Ashby, the pioneer of cybernetics. The Ashby-lecture for 2002 will be given by Dr. Angela Espinosa, University of Los Andes, Colombia*

This lecture presents recent experiences to design and implement innovative and adaptive IT education policy and programs in Colombia, supported by organizational cybernetics and constructivist approaches. It argues that in order to use the possibilities that new information and communication technologies offer to the so called "society of information" we need to respond to new understandings of educational development. Also to a deeper understanding of the cultural and structural contexts required for guaranteeing successful

implementation as a continuous learning process. It offers some insights on how these systemic approaches may help in designing novel policies and programs for sustainable educational change supported by the now available technological environment. It also leave some open questions that need to be faced on implementation problems that are still likely even when using these novel approaches.



**Meeting of the IFSR Executive Committee, July 2001**

The EC held its yearly meeting on July, 7 and 8, 2001 in Monterey just before the ISSS conference. It discussed the current status of the IFSR at half term between Board Meetings. Prof. B. H. Banathy, former president of the IFSR also took part.

The major results of the EC meeting were:

- ?? The budget shows a healthy picture, especially due to the additional income resulting from royalties from the Journal of Systems Research and Behavioural Science. The secretary/treasurer, however, also pointed out that the picture is over-optimistic, since most of IFSR's expenses occur in even years, due to the support of the Fuschl Conversations and the support for foreign students coming to the EMCSR-meeting in Vienna.
- ?? The journal 'Systems Research and Behavioural Science' runs very well and creates royalties for the IFSR. At the moment there are 900 library subscriptions.
- ?? The EC congratulated Prof. M. C. Jackson to the successful operation of the Journal.
- ?? The EC had the pleasure to accept the following Societies formally as new members :

- o The Japan Association for Social and Economic Systems Studies (JASESS)
- o Global Institute of Flexible Systems Management (GIFT), India
- o Australian and New Zealand Systems Group (ANZSYS)
- ?? The EC went through the list of members and decided to suggest to the Board Meeting the revocation of membership status for some inactive members. The final decision will (according to the statutes of the IFSR) be felled at the next Board Meeting in Vienna on April 3, 2002
- ?? The IFSR now has at the moment a total of 31 members.
- ?? With regret the EC took notice of the announcement of Prof. M.C. Jackson not to run for office for the next period.
- ?? The next elections for the officers will take place at the Board Meeting in Vienna on Wednesday, April 3, 2002. The IFSR invites nominations for potential candidates for the offices of President and Vice-President.
- ?? With some sponsoring of the IFSR our web-site has been moved to a new computer. This has brought stability to its operation. The address is <http://www.ifsr.org/general.html>. The EC

expresses its thanks to Prof. Magdalena Kalaidjieva for her initiative.

?? The EC discussed the Fuschl 2000 meeting and the preparations for the Fuschl 2002 (see separate information in this Newsletter). Proceedings of Fuschl 2000 were published in the Series of the ÖSGK (Austrian Society for Cybernetic Studies – R. Trappl, ISBN 3-85206-154-7) in October 2000. The same is planned for the Fuschl 2002 proceedings.

?? Thanks to the initiative of Günther Ossimitz, one of the Fuschl-2000 participants, background information and group reports of the Fuschl 2000 Conversation can be found on

<http://www-sci.uni-klu.ac.at/~gossimit/ifsr/fuschl/f2000/f2000.htm>

?? The decision to issue just one IFSR Newsletter per year was upheld. It was

decided to keep the paper version of the Newsletter and not to go to a fully electronic version.

?? The IFSR will again sponsor travel expenses for some students in order to enable them to come to the EMCSR 2002, to take place in Vienna from April 2- 5, 2002.

?? The IFSR will also sponsor the Ashby-lecture at this event. The Ashby-lecture has been awarded to Dr. Angela Espinosa, Peru.

The EC stated that it sees the IFSR as the so-to-speak 'Yellow Pages of System Science'.



### **Next IFSR Board Meeting: April 3, 2002**

The next board meeting of the IFSR will take place in Vienna on April 3, 2002, at approx. 17.00. Detail will be sent to the members of the IFSR in due time.



### **IFSR's Web Site : <http://www.ifsr.org>**

Thanks to the effort of Prof. Magdalena Kalaidjieva the IFSR has now a representative web site which will be enlarged and enriched in the near future.



### **Project: Systems East and West Zhichang Zhu**

It is my pleasure to report to the International Federation for Systems Research (IFSR) that its research grant to a research project 'Systems East and West' has generated robust activities and recognisable outcomes in the international systems community and beyond, which can be summarised as follows.

The grant has helped to initiate and organise two international conferences with systems research as the core and cross-cultural learning as the theme: (a) the International Symposium on Knowledge and Systems Sciences: Challenges to Complexity, Ishikawa, Japan, 25-27 September 2000, (b) the International Symposium on Knowledge and

Systems Sciences, Dalian, China, 25-27 September 2001. In the proceedings of both conferences, the financial support from the IFSR is warmly acknowledged.

The grant has successfully pulled financial resources from other institutes to support cross-cultural systems research. One concrete example is my three-months research visit in 2001 at the Japan Advanced Institute of Science and Technology that is fully sponsored by the Institute. Similar research visits for other systems researchers are under negotiation and preparation.

The grant has helped to maintain an on-going cross-cultural systems research project

between China, Japan and the UK, a project that began in 1993. Research activities and outcomes of the project, in the forms of international conferences, research papers and project reports, etc., are documented in a research report that is published in the IFRS official journal, *Systems Research and Behavioural Science*, vol. 18, no. 5.

Overall, the above evidence shows that the IFRS grant has been effectively utilised and widely publicised. I would like to take this opportunity to extend my gratitude to the IFRS for its generous encouragement and support.

Zhichang Zhu  
The University of Hull Business School  
Hull, HU6 7RX  
z.zhu@hull.ac.uk

## Upcoming Conferences

### The Complex Phenomena of the Global Crisis in the 21st Century: Design for Complex Systems Solution" Seoul, Korea in October 4-5, 2002

#### Session 1. Theoretical Analysis of the Global Crisis

- 1) Characteristic Phenomena of the Global Crisis
- 2) Complex Systems Approach to the Study of the Global Crisis
- 3) Nonequilibrium Thermodynamic Structure of the Global Crisis: Social Entropy Theoretical Perspective

#### Session 2: Complexity of the Global Crisis

- 1) Complexity of Environmental, Ecological, and Developmental Crisis
- 2) Sustainable Society for the Global Survival: Environmental Decline and Social Conflict
- 3) The Potential Crisis in the Rapid Development of Computer Technology in the Global Dimension

#### Session 3: Complex System of the Global Crisis Management

- 1) The Global Crisis Management for Survival of Humankind: Complex Social, Economic, and Environmental Stress
- 2) International Crisis Management System to cope with the Global Environmental Turbulence: Critical Systems Thinking Perspective

Further Information:

Prof. Yong Pil Rhee  
Seoul National University San 56-1  
Shiin-Dong Kwanak-Gu Seoul 151-742  
Korea  
rheey@snu.ac.kr

---

## 2002 ISSS Annual Meeting and Conference

The Forty-Sixth Meeting of the International Society  
for the Systems Sciences  
2<sup>nd</sup> – 6<sup>th</sup> August 2002

Tong Ji University Business School  
Shanghai, P.R. China

Programme Co-Chair: Prof. Mike Jackson,  
[m.c.jackson@hull.ac.uk](mailto:m.c.jackson@hull.ac.uk)  
Organising Co-Chair  
Dr. Zhichang Zhu ([Z.Zhu@hull.ac.uk](mailto:Z.Zhu@hull.ac.uk))

Deadline for abstracts: January 31<sup>st</sup>, 2002  
Acceptance Notices: February 28<sup>th</sup>, 2002  
All abstracts are to be sent to:  
Doreen Gibbs, [D.E.Gibbs@hubs.hull.ac.uk](mailto:D.E.Gibbs@hubs.hull.ac.uk)

If email is not possible they may be sent to:  
Chair, Professor Mike Jackson  
University of Hull Business School  
University of Hull  
Cottingham Road  
Hull, HU6 7RX  
England  
Phone: +44 1482 466309  
Fax: +44 1482 466096





## Members of the IFSR

**The IFSR is proud to have the following associations at its member:**

*(to reduce space we have only listed either an email-address, a fax- or telephone-number or an address)*

American Society for Cybernetics

email: [asc@gwis2.circ.gwu.edu](mailto:asc@gwis2.circ.gwu.edu)

<http://www.asc-cybernetics.org>

Asociacion Argentina de Teoria General de Sistemas y Cibernetica

email: [library@iafe.uba.ar](mailto:library@iafe.uba.ar)

Asociacion Mexicana de Sistemas y Cibernetica

email: [Jorge.rojas@ieee.org](mailto:Jorge.rojas@ieee.org)

Association Francaise des Sciences et Technologies de l'information et des Systems

<http://www.afscet.claranet.fr>

Australian and New Zealand Systems Group (ANZSYS)

email: [w.hutchinson@ecu.edu.au](mailto:w.hutchinson@ecu.edu.au)

Bulgarian Society for Systems Research

email: [ZAPRYAN@bgcict.acad.bg](mailto:ZAPRYAN@bgcict.acad.bg)

email: [Kalaidji@mbox.cit.bg](mailto:Kalaidji@mbox.cit.bg)

CHAOS - Centre for Hyperincursion and Anticipation in Ordered Systems

email: [Daniel.Dubois@ulg.ac.be](mailto:Daniel.Dubois@ulg.ac.be)

<http://www.ulg.ac.be/mathgen/CHAOS/CHAOS.htm>

Gesellschaft für Wirtschafts- und Sozialkybernetik

email: [schiemen@wiwi.uni-marburg.de](mailto:schiemen@wiwi.uni-marburg.de)

email: [Thomas.Fischer@itvd.uni-stuttgart.de](mailto:Thomas.Fischer@itvd.uni-stuttgart.de)

Global Institute of Flexible Systems Management (GIFT)

email: [President@giftsociety.org](mailto:President@giftsociety.org)

<http://www.giftsociety.org>

Greek Systems Society

Dr. Michael Decleris, 82 Fokionis Negri Street, GR-11361 Athens, Greece

Instituto Andino de Sistemas (IAS)

email: [rirodri@amauta.rep.net.pe](mailto:rirodri@amauta.rep.net.pe)

<http://www.concyte.gob.pe/ias/cereco.htm>

Instituto Mexicano de Sistemas

Dr Jorge Diaz Padilla, Apdo. Postal 20276, Admon de Correos, Deleg. Alvaro Obregon, 01000

Mexico,

Int. Society for the Systems Sciences (ISSS)

email: [GASwanson@tntech.edu](mailto:GASwanson@tntech.edu)

International Systems Institute (ISI)

email: [bhbanaty@aol.com](mailto:bhbanaty@aol.com)

Italian Association for Research on Systems

email: [gianfranco.minati@iol.it](mailto:gianfranco.minati@iol.it)

<http://ginevra.usr.dsi.unimi.it/AIRS/>

Japan Association for Social and Economic Systems Studies (JASESS)

Email: [horuichi@u-shizuoka-ken.ac.jp](mailto:horuichi@u-shizuoka-ken.ac.jp)

Management Science Society of Ireland (MSSI)

email: [joseph.coughlan@dit.ie](mailto:joseph.coughlan@dit.ie)

Oesterr. Studiengesellschaft für Kybernetik (OeSGK)

e-mail: [Robert@ai.unvie.ac.at](mailto:Robert@ai.unvie.ac.at)

Polish Systems Society

email: [bazew@pwr.wroc.pl](mailto:bazew@pwr.wroc.pl)

Polski Towarzystwo Cybernetyczne (Polish Cybernetical Society)

Prof. Piotr Sienkiewicz, Mokotowska Str. 24, PL-00-561 WARSAW, Poland

Slovenian Society for Systems Research

email: [dragicy.rosler@uni-mb.si](mailto:dragicy.rosler@uni-mb.si), [MULEJ@uni-mb.si](mailto:MULEJ@uni-mb.si)

Sociedad Espanola de Sistemas Generales (SESGE)

email: [antonio.caselles@uv.es](mailto:antonio.caselles@uv.es)

<http://www.uv.es/~pla/SESGE4>

Society for Cybernetics and Systems Research

School of Business Administration, Oakland University, Rochester, MI 48309-4401, USA  
 Systeemgroep Nederland  
 email: martha@cict.demon.co.uk  
 Systems Engineering Society of China  
 fax:(86-010) 62568364  
 email: Sesc@staff.iss.ac.cn  
 Technology Transfer Center  
 Dr. M.N.B. Ayiku, P.O.Box M-12, Accra, GHANA  
 The Cybernetic Society London  
 email: BrWarburto@AOL.com  
 The Korean Society for Systems Science Research  
 email: rheey@snu.ac.kr  
 The Learned Society of Praxiology  
 email: WGASPARS@IFISPAN.WAW.PL  
 The Society of Management Science and Applied Cybernetics  
 Prof. Dr. A. Ghosal, O.R. Unit, C.S.I.R. Complex, N.P.L. Campus, New Delhi 110012, India  
 United Kingdom Systems Society  
 email: M.C.Jackson@hubs.hull.ac.uk, D.E.Gibbs@hubs.hull.ac.uk

*Some of our members have submitted detailed descriptions of their work and plans. They are listed below.*

## Associazione Italiana per la Ricerca sui Sistemi (AIRS)

### Second national Conference of the Italian Systems Society

Castel Ivano (Trento), November 9-10, 2001

"Research for Systemics"

Special session on: Synergetics and Systemics  
 (Chaired by Herman Haken)

Patronage by:

University of Milan (Department of Informatics)

University of Trento (Department of Informatics and business studies)

University of Pavia (Department of Philosophy)

Proceedings will be published by Kluwer Academic.

More information and call for papers at [www.AIRS.it](http://www.AIRS.it)

The discussion about "Emergence".

A research project on emergence has been established: Systems Community Should Focus On Emergence In Complex Cognitive And Biological SYSTEMS (For details on the papers by papers by Eliano Pessa, University of Pavia, [eliano.pessa@unipv.it](mailto:eliano.pessa@unipv.it) and by Gianfranco Minati, Italian Systems Society, [gianfranco.minati@iol.it](mailto:gianfranco.minati@iol.it), see web sitel.

### Some books:

Pessa E., Penna M.P. (2001), *Manuale di Scienza Cognitiva*, Liguori, Italy

Minati G., (2001), *Esseri Collettivi*, Apogeo Scientifica, Italy

Minati G., Collen A, (2001), "Introduction to Systemics", second edition in progress, Eagleye Books International P.O. Box 4550, California, USA

Minati G., (2001), "Introduction à la Systemique", in French. This textbook is available to the readership at the WEB page of the Union Européenne de Systématique (UES) <http://www.AFSCET.asso.fr/res-systemica/>

### Some other researches in progress

"Balancing and compensating equilibrium deficits in beings provided with *Cognitive Processing* capabilities. Applications for disabled", by Gianfranco Minati

Participation to the "2001 Conference of the International Society for the Systems Sciences (ISSS)": Experimenting The *Dynamic Usage Of Models* (Dysam) Approach, by Gianfranco Minati.

The DYSAM approach relates to all the contexts where the usage of a single, dynamic or non-dynamic model, is not sufficient. That is the case when the process to be modeled is not only dynamic, but even when it is very dependent on the observer, as is the case for the emergence processes and for multi-systems, based on same agents provided with the *same* cognitive models (i.e. human beings "belonging" to families, companies, sport teams, political parties) and asking for multi-methods.

Gianfranco Minati  
[gianfranco.minati@iol.it](mailto:gianfranco.minati@iol.it)  
<http://web.tiscalinet.it/gminati>  
<http://www.AIRS.it>

## Australia and New Zealand Systems Group (ANZSYS)

ANZSYS is having its annual conference on 27-28 November 2001 in Perth, Western Australia. Hopefully, this event will be as enjoyable as previous years.  
Australian and New Zealand Systems Group (ANZSYS)

Dr. W. Hutchinson  
School of Management Information Systems,  
Edith Cowan University, Churchlands, Western  
Australia 6018  
Tel: 00 61 8 9273 8283  
Fax: 00 61 8 9273 8332  
Email: w.hutchinson@ecu.edu.au

## Centre for Hyperincursion and Anticipation in Ordered Systems (CHAOS)

CASYS'01 International Conference on  
COMPUTING ANTICIPATORY SYSTEMS

The non-profit association CHAOS, Centre for Hyperincursion and Anticipation in Ordered Systems, organized the Fifth International Conference on Computing Anticipatory Systems, CASYS'01, held at HEC, LIEGE, Liège, Belgium, August 13-18, 2001.

The conference welcomed scientists coming from 45 different countries for attending CASYS'01: 282 authors and co-authors presented 166 papers.

The invited speakers were Dr Ian Stewart, laureate of the CHAOS Award, and Dr George Klir, laureate of the CASYS'01 Award.

A report of this conference can be read at <http://www.ulg.ac.be/mathgen/CHAOS/news.html>

PROCEEDINGS OF CASYS 2000

The proceedings of the preceding conference CASYS 2000 were published in the American Institute of Physics Conference Proceedings 573, 2001, and

International Journal of Computing Anticipatory Systems, volumes 8, 9, 10, 2001, published by CHAOS.

The tables of contents of all the proceedings of CASYS conferences can be read at <http://www.ulg.ac.be/mathgen/CHAOS/CHAOS.html>

CASYS'03 CALL FOR PAPER

The next conference CASYS'03 will held at HEC-Liège, August 4-9, 2003.

Potential authors are invited to submit an abstract for October 30, 2002, and a full draft paper for January 31, 2003. The announcement of CASYS'03 can be read at <http://www.ulg.ac.be/mathgen/CHAOS/CASYS.html>

Information:

Dr h.c. Dr Ir Daniel M. Dubois, Director asbl  
CHAOS, Institute of Mathematics, University of  
Liège, Grande  
Traverse 12, B-4000 LIEGE 1, Belgium.  
Fax + 32 (0)4  
366 94 89. Email [Daniel.Dubois@ulg.ac.be](mailto:Daniel.Dubois@ulg.ac.be)

## GIFT (Global Institute of Flexible Systems Management)

GIFT is a professional society to enhance "flexibility" in business and management. Its mission is to evolve and enrich the flexible systems management paradigm for the new millenium. The activities of GIFT are organised through eight schools in contemporary areas of interest.

It comprises eight schools:

GIFT School of Global Management  
GIFT School of Technology and Innovation  
GIFT School of Information Technology and  
Knowledge Management

GIFT School of E-Commerce and E-Governance

GIFT School of Learning Organisation and Strategic Management

GIFT School of Quality, Productivity and Wastivity Management

GIFT School of Environment Management

GIFT School of Human Values and Management Ethos

GIFT also organises a global conference GLOGIFT every year. More details about GIFT can be seen at the website: [www.giftsociety.org](http://www.giftsociety.org)

GIFT has membership from all over the world. The membership is both at the individual level and corporate/institution level. Each member can participate in two schools of GIFT at any time. GIFT is publishing a book series on Flexible Systems Management

The various titles published under the series are:

*Flexibility In Management by Sushil*

*Cornerstone of Enterprise Flexibility by Sushil*

*Globalisation, Flexibility and Competitiveness : A technology Management Perspective Edited by Sushil, and K. Momaya*

GIFT also publishes a quarterly journal titled as "*Global Journal of Flexible Systems Management*" and a quarterly newsletter titled as "*flexibility*"

The GIFT-journal launched by GIFT is intended to share concepts, researches and practical experiences to enable the organisations to become more flexible at the level of strategy, structure, systems, people,

and culture. The journal covers the paper relating to conceptual frameworks, empirical studies, case experiences, insights, strategies, organisational frameworks, applications and systems, methodologies and models, tools and techniques, innovations, comparative practices, scenarios, and reviews focusing on flexibility in management.

contact: Editor in Chief Prof. Sushil,  
[giftjournal@giftsociety.org](mailto:giftjournal@giftsociety.org) or  
<http://www.giftsociety.org>

President: Professor Sushil  
Chair, Strategic Management Group,  
Department of Management Studies, Indian  
Institute of Technology, Hauz Khas, New Delhi  
– 110 016, India

Secretary: Mr Pankaj Ranjan

Treasurer: Dr Surendra S. Yadav

Tel: 00 91 11 6591167

Fax: 00 91 11 686220

e-mail: [President@giftsociety.org](mailto:President@giftsociety.org)

www: [www.giftsociety.org](http://www.giftsociety.org)

## **Japan Association for Social and Economic Systems Studies (JASESS).**

Recently, we see significant developments of systems research and systems thinking in the social and economic research fields. Such a trend is not a short-lasting fashion, but a major trend based on the historical development of science and thoughts. It is needless to state that systems research about social and economic phenomena needs interdisciplinary research combining natural sciences, social sciences and humanities. Especially, we see increasing needs to conduct theoretical and empirical research to further study unique systems characteristics of the social and economic disciplines. In addition to systems research, it is also called upon to propose solutions to policy-related issues for the contemporary society. We at JASESS hope that in order to build up academic discipline of systems research about social and economic phenomena, researchers from a wide variety of disciplines join the Society and promote mutual communications for systems research and its development.

JASESS, established in 1982, is well known in Japan for its open-systems thinking and rigorous social and economic systems studies. The members are from a wide range of disciplines such as: systems sciences,

accounting, economics, marketing, sociology, biology, decision sciences, environmental studies, information sciences, operations research, physics, urban and regional planning, etc.

*From the Statutes:*

The aim of the Society is to conduct systems research about wide areas of social and economic phenomena. Also, through publishing academic research findings and mutual communications of the Society members, the Society helps establishing the academic discipline of social and economic systems studies.

President:

Professor Keiko Nakayama

Faculty of International Relations

University of Shizuoka

Vice President:

Professor Masaki Kusaka

Department of Environmental Systems

Faculty of Systems Engineering

Wakayama University

Journal Editor:

Professor Yoshinori Shiozawa

=== end of Newsletter ===