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WORKSHOP ON ALTERNATIVE ENERGY STRATEGIES.

Records, 1972-1981.

Manuscript collection - MC 180

43 manuscript boxes
14.3 cubic feet
Accession numbers: 1978-118, 1980-39

Processed: April 1984
By: Amy Sugarman

PROVENANCE

The records were given to the Institute Archives by Carroll L. Wilson in two groups in 1978 and 1980.

ACCESS

There are no restrictions on access to this collection.

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PROCESSING

Processing of the collection was funded by a grant from the U.S. Office of Education, Title II-C.

ADMINISTRATIVE HISTORY

Introduction to the Workshop on Alternative Energy Strategies

In May of 1973, Carroll Wilson delivered the Elihu Root lectures at the Council on Foreign Relations. The third and final lecture, “New Modes of Assessment and Action,” discussed a new method for assessing global energy and environmental problems and solutions, which would engage leaders from industry and government from a dozen or more countries in intensive ad hoc study projects. Encouraged by colleagues to implement this process, in 1973-74 Wilson enlisted the participation of seventy-five experts from fifteen countries to participate in a two-and-a-half year study called the Workshop on Alternative Energy Strategies, or WAES.

Wilson selected energy as the study topic because he believed that the world was moving steadily, and with little apparent concern, toward a massive energy crisis: In the preface to the third report of the Workshop, Wilson explained, “According to the best estimates, world crude oil production will peak and begin to decline with the next twenty-five years. The transition from oil to other forms of energy is coming more rapidly than most people realize.”¹ The objective of WAES was to estimate energy supply and demand for the non-Communist world through the year 2000 and, using these projections as a basis, to identify feasible alternative energy strategies that individual nations might employ. The Workshop headquarters and secretariat expenses at M.I.T. were supported by foundation grants.² Participants provided financial support for activities conducted in their countries and for the expenses involved in attending and sponsoring Workshop meetings.

Organization of WAES

Wilson believed that the organization of WAES was unique as it was an independent organization with no official ties to any governments or private firms, and members, whether from public or private institutions, participated in their individual capacities rather than as official representatives of their organizations. As a result, members were free to express their own views rather than those of a sponsoring institution.

The organizational structure was based on a system similar to that of the National Defense Research Committee where Wilson worked as assistant to the Director during the Second World War. The WAES system allowed senior people (Participants) with time restrictions to direct the study while it created a larger, decentralized project staff (Associates) to implement Workshop projects. Wilson selected the thirty-five Participants from fifteen countries³ who in turn chose one or more Associates to conduct energy supply and demand studies for their own countries and formulate global energy strategies. The Workshop adapted to the multinational membership by the series of thirteen conferences held in ten of the fifteen WAES nations. These conferences served

¹ *Energy Supply-Demand Integrations to the Year 2000: Global and National Studies* (Cambridge, Massachusetts: MIT Press, June 1977), vii.

² Rockefeller Foundation, Rockefeller Brothers Fund, Alfred P. Sloan Foundation, Andrew Mellon Foundation, German Marshall Fund, National Science Foundation

³ Canada, Denmark, Finland, France, Germany, Iran, Italy, Japan, Mexico, The Netherlands, Norway, Sweden, United Kingdom, United States, Venezuela

as the forum by which members defined tasks, reported progress, developed standard methods of analysis, and resolved issues arising from the program.

WAES Findings⁴

The Workshop published four volumes which outlined its findings, a three-volume technical report series and a final report:

Technical Reports:

- I. *Energy Demand Studies: Major Consuming Countries* (MIT Press, November 1976).
- II. *Energy Supply to the Year 2000: Global and National Studies* (MIT Press, June 1977).
- III. *Energy Supply-Demand Integrations to the Year 2000: Global and National Studies* (MIT Press, June 1977).

Final Report:

ENERGY: Global Prospects, 1985-2000 (New York: McGraw-Hill, June 1977).

These volumes are available in the Institute Archives. With the exception of Part II of the final report, the reports represent a group consensus reached by WAES members while the papers document the decision making processes leading to the reports' publication. Part II of the final report consists of chapters authored by individual WAES members about specific fuel types. Only Wilson's chapter on nuclear energy is represented in the records.

The findings of WAES were intended to be useful to companies, industries, national governments, and international bodies which make energy choices. Through its technical analyses, WAES was intended to provide a quantitative basis for policy decision making. In addition, Wilson hoped that the WAES members, influenced by the Workshop findings, would then help turn the options identified by the Workshop into realities in their own countries. The prefatory material in the McGraw-Hill volume offers a summary of the scope and history of WAES.

The WAES projects included:

- an analysis of 1972 energy demand for most major consuming countries of the non-Communist world
- estimates of energy supply and demand for 1985 and year 2000, based on several assumed ranges of world energy prices, economic growth rates, and national energy policies
- estimates of reserves and discovery and production rates for oil, natural gas, coal, and uranium, plus estimates of the possible contributions of renewable energy sources such as solar

⁴ Information extracted from *Aims, Organization and Methodology of the Workshop on Alternative Energy Strategies*, May 1976. This pamphlet may be found in box 29, folder 416.

- estimates of the feasibility and consequences of various strategies for meeting imbalances between demand and supply beyond 1985, including costs and lead times for changes in the energy system.

A summary of the conclusions reached by WAES group is as follows:

“We conclude that the world oil production is likely to level off - perhaps as early as 1985 - and that alternative fuels will have to meet growing energy demands. Large investments and long lead times are required to produce these fuels on a scale large enough to fill the prospective shortage of oil, the fuel that now furnishes most of the world’s energy. The task for the world will be to manage a transition from dependence on oil to greater reliance on other fossil fuels, nuclear energy, and later, renewable energy systems.”

Biography of Carroll Louis Wilson

Carroll Louis Wilson (1910-1983) graduated from M.I.T. in 1932 and was active in Institute affairs throughout his life. In addition to his teaching activities, Wilson organized and directed the M.I.T. Fellows in Africa Program in the 1960s, and in 1974 was named Mitsui Professor in Problems of Contemporary Technology. His early activities included work at the Office of Scientific Research and Development during the Second World War, a post as the first general manager of the U.S. Atomic Energy Commission from 1947 to 1950, and executive positions in private industries devoted to the mining and manufacture of nuclear submarine fuels during the 1950s. Beginning in the 1970s, Wilson organized and then directed three international, cross-discipline studies: the Workshop on Alternative Energy Strategies from 1974 to 1977, the World Coal Study from 1977 to 1980, and the European Security Study from 1980 until his death in 1983. During his career he served with numerous organizations concerned with world issues including the Organisation for Economic Cooperation and Development, the Council on Foreign Relations, the Trilateral Commission, the Club of Rome, and the World Peace Foundation.

For further biographical information, consult the guide to the Carroll Louis Wilson Papers (MC 29), available in the Institute Archives.

SCOPE AND CONTENT NOTE

Introduction

Wilson gave the WAES records to the Institute Archives in 1978 and 1980. They were processed under a grant from the U.S. Office of Education, Title II-C, in 1984. The two accessions were integrated into the present arrangement, maintaining Wilson's folder titles and original order when possible. There are five series:

- Series I. Administrative Records, 1973-1978. 1.5 cubic feet.
- Series II. Correspondence Files, 1973-1980. 4 cubic feet.
- Series III. Conference Files, 1974-1977. 4 cubic feet.
- Series IV. Records about WAES Publications, 1975-1981. 1.5 cubic feet.
- Series V. Data Calculations, 1972-1977. 3 cubic feet.

During processing, the collection was reduced from thirty-four cubic feet to fourteen cubic feet. Ten cubic feet of Wilson's personal papers were separated to the Carroll Louis Wilson Papers (MC 29). An additional ten cubic feet of duplicates and unannotated drafts of publications were discarded. A small number of publications that had been gathered for information by WAES members, although not generated by them, were sent to the gifts and exchanges department of the M.I.T. Libraries.

These records were created and collected by the M.I.T.-based WAES staff, including the Project Director Carroll Wilson, his Program Staff (Robert Greene, Paul Basile, and William Martin), and his Administrative Staff (headed by Susan Leland). The records span 1972 to 1981, the years of the Workshop's planning, operation, and follow-up activities. The collection offers documentation of the timing and scale of prospective shortages or surpluses of oil, natural gas, coal, nuclear, and solar energy. In addition, the WAES records illustrate a method used to study global problems and solutions.

Series I, Administrative Records (Boxes 1-5, 42), arranged alphabetically by activity, offers a rich account of the Workshop's planning, financial history, operation, and Wilson's activities as the Project Director.

The series includes *financial records*, including proposals to the sponsoring foundations and correspondence chronicling Wilson's efforts to obtain additional funds in 1975 when the project exceeded its original budget (box 2, folders 20-25).

After the public announcement of the Workshop's findings in May 1977, Wilson gave a number of *presentations*. Though often redundant, the presentations include a concise history of WAES and an outline of the major conclusions of the Workshop (box 3, folders 28-40). See especially the chronology of activities (box 2, folder 26) and the standard materials for these presentations (box 2, folder 27). The videotape program "Global Energy Prospects" discusses the WAES group's conclusions and is technically detailed (box 42).

The mailings to WAES members (boxes 3-4, folders 41-45) include agendas, correspondence, and memoranda about proposed meeting topics, summaries of national

team projects and other related non-WAES energy studies, background reading material, and briefing books. Of special interest are the 1975 briefing book (box 3, folder 41) and memoranda from 1973 to 1974 (box 3, folder 42) which detail the early stages of the project.

Series II, Correspondence Files (Boxes 6-15), primarily 1974 to 1977, is arranged alphabetically by correspondent and is divided into two groups: Correspondence with WAES Members, and Correspondence with Non-WAES Members.

Correspondence with WAES Members includes the correspondence of those persons listed in the final report as officially connected to the Workshop: Participants, Associates, Program Officers, and Consultants. In addition to the routine correspondence, there are letters which discuss administrative matters, task assignments, and progress reports. There is a significant amount of correspondence from the members about the phrasing and structure of Part I of the final report. Many Participants were long-time friends of Wilson, and their correspondence often contains references to personal matters. Participants who are well-documented include Thornton Bradshaw, Umberto Columbo, J.C. Davidson, Sir William Hawthorne, and Saburo Okita. The Associate correspondence is more voluminous than the Participant correspondence and includes a greater number of inquiries about Workshop procedures. Associates who are well-documented include Steven Carhart, Michael Clegg, Richard Eden, Maxime Kleinpeter, David Sternlight, and Hisashe Watanabe.

Correspondence with non-WAES Members includes the correspondence of those persons who were briefly associated with WAES, usually having some expertise in an energy field, and who advised Wilson on one or two WAES-related issues. Many were associated with organizations already represented in WAES by a Participant or Associate. Of special interest is the correspondence of M.I.T. president Jerome B. Wiesner. In 1975, Wiesner proposed the creation of a synthetic fuel reserve for U.S. military fuel requirements based on domestic coal reserves. Wiesner submitted the proposal to WAES for review. Included in the single folder of materials (box 15, folder 101) is a written assessment by WAES members of the Wiesner plan.

Series III, Conference Files (Boxes 16-28, 43), is arranged chronologically by conference, and each conference contains background, conference, and post-conference materials. Although the types of records are fairly consistent throughout the series, some conferences are more thoroughly documented than others.

The *background materials* record the preparatory stages of the conference and include correspondence and memoranda from Wilson to WAES members outlining conference objectives, agenda topics, and instructions for preparing presentations, and briefing materials for conference attendees including briefing books and background readings. Occasionally included are notes written by Wilson in preparation for the conference.

Conference materials contain the papers given or reviewed at the conference. Included are agendas, working papers, technical data concerned with the supply-demand worksheets, reports of task forces, papers circulated to WAES members, meeting notes

and transcriptions summarizing specific meeting activities, and notes taken by Wilson at the meetings he attended.

Post-conference materials include summary reports prepared by Wilson or a staff member, newsclippings indicating the press reception of the conference, and materials from follow-up meetings generally attended by Wilson and the project staff. Also included are audio tapes prepared by Wilson for some of the meetings at the Stockholm conference, June 1975, and the final conference in Montreux, Switzerland, February 1977 (box 43). The index to the Montreux tapes (box 28, folder 415) only indicates the meeting number, not the topic.

Series IV, Records About WAES Publications (Boxes 29-33), is arranged chronologically by publication and then by type of activity. The series documents the administrative aspects of producing the publications and the public response to them. Generally, the published volumes represent a final consensus reached by the WAES members while the papers chronicle the decision-making process of the members. Additional information about producing the publications can be found in the Conference Files under administrative correspondence and memoranda.

The WAES brochure issued in 1976 outlines the aims, organizations, and procedures of the Workshop, and lists the Participants, Associates, sponsoring organizations, and conference schedules (box 29, folder 416).

The three *Technical Report volumes* present the data, supplied by the WAES national teams, on global and national energy supply and demand and supply-demand integration. The manuscript material about the three technical reports (boxes 29-30, folders 417-428) is interfiled with the exception of the annotated drafts of the first technical report (box 29, folders 419-420). The data compiled for use in the technical reports are filed in the Data Calculation series. The material in this series documents the distribution and marketing of these publications. Of particular interest is the transcription of a discussion in January 1976 (box 29, folder 421) about the conceptual stages of the reports.

The final report, *ENERGY: Global Prospects, 1985-2000*, June 1977, identifies the major long-term energy problems that emerge from the studies and offers suggestions for nations acting together and individually. It draws heavily on the data compiled in the technical reports. The final report is the most fully documented of the WAES publications. Included are papers relating to the administrative aspects of the report's publication. Of special interest are the materials relating to a copyright dispute between the MIT Press and McGraw-Hill (box 30, folders 430-434). The draft of Part I, annotated by WAES members (boxes 30-31, folders 439-441) is of particular interest since Part I was the result of a group effort and the annotation helps to identify authorship. The report was simultaneously released in all WAES countries on May 16, 1977. Wilson's presentation of it at the press conference (box 32, folder 465) and the press releases (box 32, folder 466) give a concise overview of the WAES findings and represent the release of the report in the U.S. Responses to the release in other nations are documented in the World Press Reception of the Final Report (box 33, folders 483-484), a volume of newsclippings.

The WAES Book for U.S. Data was never published. It was intended to extrapolate the information from the technical and final reports concerning the U.S. (box 33, folders 485-486).

Series V, Data Calculations (Boxes 33-42), is arranged alphabetically by type of data: Energy supply-demand study, modules, and strategic reserve project data. The series includes data created by WAES national teams, particularly for the technical reports and the final report.

Energy Supply-Demand Study Data is divided into general information, data concerning national studies, and supply-demand integration data. General information materials (boxes 33-34, folders 487-498) include worksheets and instructions to WAES members for compiling supply-demand data, papers, reports, and memoranda describing alternative methodologies for studying supply and demand, and papers outlining the use of "scenarios." Data concerning national studies (boxes 34-37, folders 499-537) are arranged alphabetically by country name. Not all of the countries are represented; the U.S. is the most fully documented of the countries. Materials include progress reports, working papers, correspondence, and completed worksheets. Supply-demand integration data document the process of balancing data concerning energy supplies with energy demands. The materials are arranged chronologically by type of scenario, and none of the data are explained.

In 1976, the Workshop developed a system of *modules* to aid in the study of discrepancies between the supply and demand of major fuel types in the last third of the twentieth century. Of the eight used, only the nuclear and solar modules are included. The folder of background information (box 41, folder 563), however, contains memoranda and reports which explain the purpose and methodology of the module system.

RELATED MATERIAL

Collections that relate to WAES in the Institute Archives and Special Collections include:

Carroll Louis Wilson, 1910-1983. Papers, 1926-1983. (MC 29)

World Coal Study, 1978-1980. Records, 1978-1980. (MC 186)

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