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**Welcoming Statement by
the Honorable Ronald F. Lehman,
Chair of the Governing Board,
International Science and Technology Center (ISTC),
on the occasion of the celebration of
the Fifteenth Anniversary of ISTC Operations,
Conference on "The Way Forward"
Moscow, The Russian Federation,
December 10, 2009**

**Distinguished Guests, Representatives of the Parties, ISTC Colleagues and Partners,
Ladies and Gentlemen:**

On behalf of the Governing Board of the International Science and Technology Center (ISTC), I am pleased to welcome you to our Moscow conference. Yesterday, at its 50th official meeting, the Governing Board called for the transformation of the ISTC and initiated a process to refine and implement that vision. Today, as we celebrate together fifteen years of ISTC contributions, we invite each of you into a dialog on the optimal transformation to address emerging matters of global concern.

The Parties to the ISTC Agreement, individually and jointly, are the most clear and direct beneficiaries of the work of the Center. Important ISTC contributions to science, industry, health, education, communications, and international security, however, have also made clear to many outside the immediate ISTC family that they too benefit from the its accomplishments.

Other governments, government agencies and activities, research institutes, businesses, universities, and Non-Governmental Organizations continue to explore cooperation through the ISTC. Some non-member states are considering whether to apply to become Parties to the Agreement. Others have asked whether the ISTC could operate in additional regions of the world or be a model for similar organizations that would be useful to nations with different circumstances, but similar concerns. Those making these inquiries are often surprised to learn that adaptation and change are hallmarks of the ISTC.

In recent years, the ISTC has taken important steps to re-examine its priorities, gauge its performance, re-energize its programs, streamline its operations, and adjust to rapid political, technological, and socio-economic change.

For an intergovernmental organization that operates on the basis of consensus among diverse Parties, the historical record is impressive.

The ISTC came into being precisely because the world was in transition, quickly leaving the Cold War behind. As that change continued, the ISTC adapted to the evolving needs of the Parties. Much was achieved. The ISTC quickly moved beyond a mostly nuclear focus to encompass cooperation in the biological sciences, chemistry, information and nano-technology, aerospace and other disciplines. Commercialization was added to our non-proliferation tool kit. Programs to assist in the development and protection of intellectual property were enhanced. Greater attention was paid to international best practice in auditing and other management activities. Networking accelerated. Membership expanded.

At our Tenth Anniversary symposium, I asked whether we should think of the ISTC primarily as an institution designed to deal with the legacies of the past or whether the Center was already a prototype of the global science and security engagement that would be needed in the future. The Parties have given their answer. The ISTC must not and cannot live in the past. The Parties expect the Center to move beyond yesterday's accomplishments in order to address tomorrow's challenges.

We face an intensely interactive globe characterized by political and economic dynamism and turmoil accompanied by the rapid advance of multi-disciplinary technologies that can be used for good or ill. We cannot meet these new scientific and security challenges walking backward into that future. We need to turn around and look squarely at the way ahead. That is why we have entitled this Conference "The Way Forward." Making the necessary transformation without missteps or failure requires a clear, common vision.

To have that forward-looking discussion, many of you have come from the far reaches of the ISTC world to team with those resident here in Moscow. Whether you believe that Eurasia is one continent or two, the ISTC spans it East to West and crosses it in places North to South – from Japan and the Republic of Korea through Tajikistan, Kazakhstan, the Kyrgyz Republic, the Russian Federation, and Belarus west to the European Union and from Norway and Russia south to Georgia and Armenia. From the other side of the world we are joined by Canada and the United States— a world that can be circumnavigated truly from Vancouver to Vladivostok, measured both the long way as well as the short. Recently we have had inquiries about membership from additional countries in Europe, Central Asia, Southeast Asia, Oceania, and Latin America.

The length of our travel and the scope of ISTC influence, of course, are not measured only in distance or time zones crossed. We must consider also the acceleration of time and history. From our excellent new facilities provided by the Russian Federation for the ISTC Secretariat right in the center of Moscow, we can see with our own eyes the dramatic pace of change, here and around the world.

The real ISTC world is not about geography. The real ISTC world is in the realm of the advance and spread of science and technology. Here in the Russian Federation, but also in every other nation that is a Party to the ISTC, leadership at the highest level is calling for the mobilization of high technology to facilitate economic growth, improve health and the environment, and enhance our wellbeing. That is exactly why the ISTC was created.

Some say that the ISTC could not be created today. Yet, the truth is that the Center has recreated itself several times over the years through evolution. Given the dynamic state of affairs today, however, we may be in need of something like what biologists refer to as "punctuated evolution." Or maybe the transformation of the ISTC must involve a revolution in our thinking. Given the opportunities and dangers created by the geometric advance of technology, if we do not find ways continue to cooperate ever more successfully, then the dangers will only grow.

The ISTC model is not the only way to further cooperative science or even scientific engagement on behalf of international security. Many bilateral and unilateral efforts contribute and other international and intergovernmental organizations exist or could be invented. What is important to understand, however, is that the ISTC offers unique, successful precedents in transparent, multilateral scientific cooperation that can engage sensitive subject matter, facilities, and scientists to promote science, technological and economic development, and teaming in the interests of the parties and to the benefit of all mankind. The ISTC exists now, and it does deliver.

Building upon earlier scientific cooperation in space, earth sciences, joint verification experiments, laboratory to laboratory dialog and similar peer-to-peer interactions, the ISTC has been able to help the Parties to meet diverse, but specific needs. This was true from the earliest history of the ISTC. The desire to engage scientists was suggested by Moscow in 1991. Trilateral discussions among the Russian Federation, the United States, and Germany quickly led to a quadrilateral agreement in November 1992 signed by the Russian Federation, Japan, the United States, and the European Community and the European Atomic Energy Community (the latter two acting as one).

Today, with the European Union as a Party to the Agreement, about 40 countries participate in some way with the ISTC – one in five countries in the world and a vast majority of the leaders in high technology. Yesterday, we welcomed the Swedish EU Presidency at the Board Meeting. Sweden was once a Party, but now as a member of the European Union participates solely through the EU. The ISTC may be the only international security organization in which the EU alone represents the members of the European Union, with representatives of both the Presidency and the Commission serving on the Board. Other countries such as Switzerland, Turkey, Moldova, Ukraine, Uzbekistan, and Azerbaijan, through the STCU or other outside funding, have participated in joint projects also.

The ISTC became operational in March 1994, and it is that event we celebrate today. Over the last fifteen years, the ISTC has remained an intergovernmental organization closely attuned to the interests of the Parties, even as governments have changed and Europe has evolved. We have also had strong support for the ISTC among Parliamentarians. Senator Richard Lugar and former Senator Sam Nunn are notable for being among the founders who have remained pillars of support. Continued cooperation among the Parties determines the viability of this organization.

Ultimately, however, this organization is about ideas and the scientists who expand our knowledge. Over 90,000 scientists have benefited from direct ISTC funding and many more around the world have participated. Most of all it is the success of those scientists in promoting both science and nonproliferation that we must celebrate. Whether improving nuclear safeguards, fighting disease, or cleaning up the environment, they have made a difference in all our lives. The ISTC also supports breakthrough basic science such as the Large Hadron Collider at CERN, near Geneva.

In between the Parties that make the ISTC possible and the scientists and technicians who make it a success are the smaller number of people who founded the ISTC and have made it work by combining creativity, agility, and continuity. We are deeply indebted to the Secretariat and staff at our Moscow Headquarters and also in the regional and branch offices. We are always looking over your shoulder, but rest assured that we recognize how hard you work and how much you have achieved.

Of course our most "hands on" leader is the Executive Director. Our founding Executive Director, Glenn Schweitzer is here today. One can debate who has faced the greater challenges, Glenn or our current Executive Director Adriaan van der Meer. Both are outstanding, indeed, I have been privileged personally to work with an excellent set of other Executive Directors and Acting Executive Directors including Alain Gerard, Sergey Zykov, Michael Kroening, Didier Gambier, Norbert Joustien, and Sergey Vorobiev. Citizens of France, Russia, Germany, Belgium, the Netherlands, and the United States have served as our confirmed or acting Executive Directors, always working closely with the Parties through the Governing Board or directly with capitals.

As everyone's Chair of the Governing Board, I must acknowledge more than the Board's collegiality. Deep friendships develop even though the Board is where we go to resolve difficult and contentious issues. Sustained support and some continuity of leadership have been provided both by some long-term Board members and by former Board members who continue to work on behalf of the ISTC. Rotation in Governing Board membership is the norm, and many have served. Thus, I cannot here today acknowledge by name individually all of the many distinguished public servants who have served on the Board.

I feel I must, however, acknowledge a few individuals both for their own contributions and to symbolize the excellence we have experienced. First among outstanding equals is the "Dean" of our Governing Board, Minister Lev Ryabev. He was Minister of Middle Machine Engineering when the idea of the ISTC was born, and he was both First Deputy Minister of Atomic Energy and Board Member when the ISTC began operations. No one has contributed more than Lev Ryabev, but Vic Alessi has tried. Vic has even served as Chair of the Governing Board at the Center in Kiev and has been Acting Chair here. In Washington, DC, Vic is both the institutional memory and an instigator of improvement.

We have had outstanding Board Members from the EU, Japan, and Canada. As much as we miss those who moved on and up, we were always pleased by their successors who continued the tradition of collegial problem solving. Let me simply mention two examples of commitment. The late Paolo Fasella served as our founding Chair even as he served as Director General for Science and Research in the European Commission. Although the ISTC falls under the mission area of Foreign Relations at the Commission and is an important diplomatic instrument, Paolo understood that the key to the non-proliferation mission was the full support of European scientists. That view was shared by his successor, Jean-Pierre Contzen, who is the personal embodiment of global, cosmopolitan science and a true Renaissance man. Whether as Chairman of our Scientific Advisory Committee or in capitals around the world, Jean-Pierre provides strong support for the ISTC.

A number of years ago, we began to rotate the sixth Board member annually on an alphabetical basis so that all may serve. Before we began that rotation, two very distinguished individuals served extended terms on the Board and were instrumental in modifying and energizing the ISTC at critical phases. Minister Vladimir Shkolnik of Kazakhstan served a lengthy period on the Board even with his important duties as science minister at home. As he went on to serve in other high public positions such as Minister of Energy and Mineral Resources, he continued his personal support for the ISTC and hosted Board meetings both formal and informal. Likewise, Artashes Petrossian, former Director of the Biurakan Observatory in Armenia, served as Board Member when he was Minister for Education and Science. Minister Petrossian enhanced the contributions of the ISTC to the smaller member states and was a strong advocate of management and programmatic reform. He hosted the first formal Board Meeting away from our headquarters. Ministers Shkolnik and Petrossian helped shine light on the broader potential of the ISTC.

That broader potential of the ISTC is now the object of intense discussion among the parties. In a world of many demands and tight budgets, what should we continue? What should we terminate? And what new should we engage? Our discussions today should provide significant input to that decision making process. Should our Center expand its geographical reach? Should it move into new subject areas? Should it place a greater emphasis on co-financing? Should it monetize in-

kind contributions? What are the measures of merit for each of our objectives, and how do we make them commensurate so as to optimize? How do we develop synergistic relationships that provide for increased efficiency and leverage? Whose best practices are the best? In short, how do we best transform an existing organization into a continuously relevant entity adapting itself smoothly to a rapidly changing environment?

We know that all science is increasingly international and big science most of all. We know that governments and societies are finding it difficult to keep their understanding and opportunities advancing at the same rate as science is advancing. Today's discussion of "The Way Forward" will focus on the ISTC and its future, but it will really be about the way forward for much of the world as it addresses global security concerns. Whether the ISTC will encompass more of that world or see its ideas spread more decisively remains to be seen, but personally after yesterday's meeting, I am optimistic.

Thank you, Adriaan, to you and your staff for making this all possible. And to everyone here, thank you for joining us. We look forward to hearing your ideas.