

## DR. ROBERT M. CUTLER – COMPLEX ORGANIZATION & DECISION SPECIALIST

### Key Qualifications

Robert M. Cutler, educated at the Massachusetts Institute of Technology and The University of Michigan, is senior research fellow, Institute of European, Russian and Eurasian Studies, Carleton University. After over a dozen years in major universities in the United States, Canada, France, Switzerland and Russia, he expanded into policy analysis and consulting. He has consulted to international institutions and energy firms, governments and NGOs; framed research and policy issues, led research teams, and produced briefings and analytical bulletins. Entirely at ease in all milieux, he is internationally sought by electronic and print interviewers.

He is a specialist in the application of complexity science to the analysis of organizations, information and decision. He maintains a constant online presence through frequent contributions expert commentary sites; has published dozens of refereed academic articles, policy articles and book chapters; has given keynote speeches to international conferences; and is noted for his ability to recognize significant developments his fields before they become generally evident. His skill sets include *negotiation and strategy*, *design and implementation*, *planning and execution*, and *evaluation and instruction*.

### Academic Credentials

- ◆ Columbia University, The W. Averell Harriman Institute for Advanced Study of the Soviet Union, Mellon Postdoctoral Fellow, 1983–1984.
- ◆ Moscow State University, Faculty of Modern and Current History, Postdoctoral IREX Fellow (International Research and Exchanges Board, Washington, D.C.), 1982–1983.
- ◆ University of Michigan, Ph.D. in Political Science, 1982.
- ◆ University of Geneva, Graduate Institute of International Studies, Faculty of International History and Politics, Albert Gallatin Fellow in International Affairs, 1979–1980.
- ◆ Pennsylvania State University, M.A. in Political Science, 1976.
- ◆ Massachusetts Institute of Technology, Sc.B. in Political Science and Sc.B. in History and Science, 1974.

### Current Appointment and Contact Co-ordinates

Senior Research Fellow, Institute of European, Russian & Eurasian Studies, Carleton University.  
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Tel.: +1.514.939.2769; Fax: +1.514.932.4457; Email: <[rmc@alum.mit.edu](mailto:rmc@alum.mit.edu)>.

### Languages

English (mother tongue); French (excellent); Russian (very good); Italian, Portuguese, and Spanish (proficient reading); Dutch, German, Latin, Polish, and Romanian (some reading).

### Countries of International Experience

Armenia, Austria, Azerbaijan, Belarus, Belgium, Canada, Czech Republic, Denmark, Finland, France, Georgia, Germany, Greece, Hungary, Iran, Italy, Kazakhstan, Lithuania, Luxembourg,

Monaco, Mexico, Norway, Netherlands, Norway, Romania, Russia, Singapore, Sweden, Switzerland, Turkey, Ukraine, United Kingdom, United States, Uzbekistan.

## Selected Work Experience

### SELECTED CONSULTANCIES (SEE [OTHER RÉSUMÉS](#) FOR DETAILS IN THOSE SPECIALIZATIONS)

- ◆ EURASIAN ENERGY & FINANCE CORRESPONDENT, *ASIA TIMES ONLINE*, 2007–PRESENT;
- ◆ CONTRIBUTING ANALYST, *CENTRAL ASIA-CAUCASUS ANALYST* (JOHNS HOPKINS UNIVERSITY–SAIS), 1999–PRESENT;
- ◆ CONTRIBUTING ANALYST, *ISN SECURITY WATCH*, INTERNATIONAL RELATIONS AND SECURITY NETWORK (SWISS FEDERAL INSTITUTE OF TECHNOLOGY–ZÜRICH), 2008–2011; *AND*
- ◆ CONTRIBUTING ANALYST, *FSU OIL AND GAS MONITOR* (NEWSBASE, LTD.), 1998–2001.
  - **Periodic analyses** of Eurasian energy security and geo-economics; later expanded to Asian and European finance and markets after the global crisis beginning in 2007–2008.
  - Hundreds of thousands of words produced during over a decade of work, much of it through 2010 **aggregated at** <<http://www.robertcutler.org/blog>>.
- ◆ EXPERT WITNESS ON HUMAN RIGHTS IN CENTRAL ASIA, IMMIGRATION APPEALS COURT (NEW JERSEY), U.S. DEPARTMENT OF JUSTICE, 2002–PRESENT.
  - **Drafted legal affidavits** providing expert opinions for appellants concerning likelihood of religious, gender-based or political persecution if refouled to country of origin.
  - **Won still unbroken string** of nearly a dozen favourable rulings.
- ◆ ORGANIZATIONAL DESIGN SPECIALIST, INTERNATIONAL LAW AND HUMAN RIGHTS PROGRAMME, PARLIAMENTARIANS FOR GLOBAL ACTION (PGA), NEW YORK, 2003–2005.
  - **Acted as rapporteur** for the Second Session of the Consultative Assembly of Parliamentarians for the International Criminal Court (CAP-ICC), organized by PGA; **designed final structure and responsibilities** for CAP-ICC on basis of intensive consultations.
  - **Wrote feasibility study, designed organization & management reform** of PGA itself.
- ◆ MEMBER, EXECUTIVE COMMITTEE, INTERNATIONAL RESEARCH FOUNDATION FOR DEVELOPMENT, 2000–2004.
  - **Advised** organizational strategies for promoting the Foundation's goals.
  - **Facilitated** the creation of supporting inter-organizational networks.
- ◆ CONSULTANT, CAUCASUS GROUP, CENTRE FOR EUROPEAN POLICY STUDIES, 2000–2002.
  - **Advised** on problems of energy development and pipeline construction.
  - **Evaluated** potentials of international and transnational institutions for regional security.
  - **Made recommendations** concerning all these matters **adopted in full** by the Rapporteur of the European Parliament's Committee on Foreign Affairs and Industrial Development.
- ◆ CONSULTANT TO SPECIAL ASSISTANT TO THE PRESIDENT, EASTWEST INSTITUTE, 1998–1999.
  - **Acted as Rapporteur** for the Institute's Second East–West Leaders' Forum.
  - **Prepared briefing book** for elite delegation of U.S. businessmen to Caspian Sea region.

### SELECTED ADMINISTRATIVE APPOINTMENTS

- ◆ EDITORIAL BOARD SERVICE, VARIOUS DATES 1998–PRESENT.
  - **Editorial Board Member**, *Journal of Eurasian Studies*, 2011–Present; *Journal of International Organizations Studies*, 2011–Present; *Journal of Central Asia and the Caucasus*, 2005–Present; *Electronic Journal of World Politics*, 2000–Present; *Oil, Gas and Energy Law*, 2004–2008.
  - **Founding Editor**, “Perspectives” Section, *Central Eurasian Studies Review*, 2002–2007.
  - **Contributing Editor**, *Cahiers d’études sur la Méditerranée orientale et le monde turco-iranien*, 1998–2005.
- ◆ MEMBER, EXECUTIVE BOARD, CENTRAL EURASIAN STUDIES SOCIETY, 2002–2005.
  - **Key team member guiding organizational takeoff** of a new international interdisciplinary scholarly organization with membership doubling every year from 2001 to 2005.
  - As Chair of Institutional Linkages Committee: **formulated and implemented strategies** developing cooperation with professional and media organizations.
  - As Member of Publications Committee: **consulted on integration of web-based technologies** into organizational development strategy; **solicited, evaluated, edited** articles for the flagship “Perspectives” section of the flagship *Central Eurasian Studies Review*.

### SELECTED RESEARCH AND TEACHING APPOINTMENTS

- ◆ SENIOR RESEARCH FELLOW, INSTITUTE OF EUROPEAN, RUSSIAN AND EURASIAN STUDIES, CARLETON UNIVERSITY, 1996–PRESENT.
  - **Resource person** on Central and Southwest Asia and the Caucasus, selected topics of international relations theory, including energy-related topics from Europe to East Asia.
  - **Advising, lecturing, evaluating** theses upon request.
  - **Networking** with foreign institutions, enhancing visibility of Institute and University.
- ◆ PRINCIPAL INVESTIGATOR, RESEARCH GRANT, WORLD SOCIETY FOUNDATION, ZURICH, 1996–1998.
  - **Developed and wrote** successful research proposal on “The Proliferation of International Parliamentary Institutions.” Collected basic data on several dozen such institutions.
  - **Created and applied** framework to study their development of relations with regional integration organizations, assessing potential for contributing to regional governance.
- ◆ CO-PRINCIPAL INVESTIGATOR, RESEARCH AND DEVELOPMENT GRANT, [U.S.] SOCIAL SCIENCE RESEARCH COUNCIL, 1994–1996.
  - **Mediated and co-ordinated** amongst multiple individuals with competing bureaucratic interests, a successful grant proposal for four interdisciplinary workshop sessions.
  - **Planned, organized and followed through** on workshop series on post-Soviet affairs.
- ◆ PRINCIPAL INVESTIGATOR, RESEARCH GRANT, CO-OPERATIVE SECURITY PROGRAM, DEPARTMENT OF EXTERNAL AFFAIRS AND INTERNATIONAL TRADE, GOVERNMENT OF CANADA, 1993–1994;
- ◆ PRINCIPAL INVESTIGATOR, STANDARD RESEARCH GRANT, SOCIAL SCIENCE AND HUMANITIES RESEARCH COUNCIL OF CANADA, 1991–1994; *AND*

- ♦ CO-PRINCIPAL INVESTIGATOR, “SPECIAL COMPETITION” GRANT FOR DEVELOPMENT OF SOVIETOLOGY, DEPARTMENT OF NATIONAL DEFENCE, GOVERNMENT OF CANADA, 1989–1991.
  - **Developed and wrote successful proposals:** “Cooperative Security in Eurasia,” “Post-Soviet Foreign Policies in the Emerging World Order,” “Soviet Studies and Gorbachev.”
  - **Executed** plans of work, **supervised** research assistants, and **administered** funds.
- ♦ ASSISTANT PROFESSOR, DEPARTMENT OF POLITICAL SCIENCE, UNIVERSITÉ LAVAL, 1988–1996;
- ♦ VISITING ASSISTANT PROFESSOR, DEPARTMENT OF POLITICAL SCIENCE, UNIVERSITY OF CALIFORNIA AT SANTA BARBARA, 1985–1988;
- ♦ VISITING ASSISTANT PROFESSOR, DEPARTMENT OF POLITICAL SCIENCE, UNIVERSITY OF ARIZONA, 1984–1985; *AND*
- ♦ PROFESSOR, DEPARTMENT OF POLITICS, WEBSTER UNIVERSITY AT GENEVA, SUMMER 1983.
  - **Mentored** students, advised and supervised their research, including theses.
  - **Taught** 14 subjects (46 semester-courses) in international relations, comparative politics, and political philosophy, at every level from introductory to graduate research seminar.
- ♦ PRINCIPAL INVESTIGATOR [AND POST-DOCTORAL RESEARCH FELLOW], JOINT COMMITTEE ON SOVIET STUDIES, [U.S.] SOCIAL SCIENCE RESEARCH COUNCIL AND AMERICAN COUNCIL OF LEARNED SOCIETIES 1985–1988.
  - **Developed and wrote** successful research proposal for “How the Soviet Press Works”, emphasizing overlap between foreign-policy and propaganda-making systems.
  - **Executed** plan of work, **supervised** research assistants, and **administered** funds.

### Selected Publications and Papers\*

- *Why Soviet Foreign Policy Failed: What Complexity Science Tells Us That Nothing Else Can.* Litchfield Park, Ariz.: Emergent Publications, forthcoming.
- *Organizational Learning in Developing the European Neighbourhood Program in South Caucasus*, Global Europe Papers 2008/4 (European Studies Department, University of Bath).
- The Paradox of Intentional Emergent Coherence: Organization and Decision in a Complex World, *Journal of the Washington Academy of Sciences* 91:4 (Winter 2006): 9–27.
- Organizational Design and Transformation in a Complex World, paper for Washington Evolutionary Systems Society, NSF Capital Science Conference, Arlington (Va.), 25–26 March 2006.
- The Complex Evolution of International Orders and the Current International Transition, *Inter-Journal*, no. 255 (1999), reprinted at pp. 515–522 in *Unifying Themes in Complex Systems*, vol. 2, edited by A. Minai and Y. Bar-Yam (New York: Perseus Press, 2004).
- *Towards a Parliamentary Assembly of the International Criminal Court?*, Rapporteur’s report of the Second Session of the Consultative Assembly of Parliamentarians for the International Criminal Court and the Rule of Law, New York, 12–13 September 2003.

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\* For principal publications, see <<http://www.robertcutler.org/cvres/cv/publicns.htm>>. For conference papers, seminars, lectures, etc., see Section 6 of <<http://www.robertcutler.org/download/pdf/CutlerRM.academic-cv.pdf>>. For reference to Web-published analyses, google “Robert M. Cutler”.

- Complexity Science and Knowledge-Creation in International Relations Theory, in *Institutional and Infrastructural Resources*, in *Encyclopedia of Life Support Sciences* (Oxford: EOLSS for UNESCO, 2002), <<http://www.eolss.net>>.
- Gorbachev as CEO Roadkill: How the Soviet Foreign Policy Establishment Failed to Manage Complexity, pp. 352–370 in *Managing the Complex*, edited by M.R. Lissack and H.P. Gunz (New York: Quorum, 1999).
- *Financing Eurasian Energy for the Twenty-first Century*, Rapporteur's report of the Second EastWest Leaders' Forum (New York: Institute for East-West Studies, 16 June 1998).
- *Press Reform, Leadership Succession and Foreign Policy in Soviet Politics*, Cahier 91–05 (Laboratoire d'études politiques et administratives, Université Laval, 1991). 36 pp.
- Organizational Participation in Soviet Foreign Policy Making, Seminar of Center for International Studies, Massachusetts Institute of Technology, Cambridge (Mass.), 3 November 1987.
- The Formation of Soviet Foreign Policy: Organizational and Cognitive Perspectives, *World Politics* 34:3 (April 1982): 418–436.

## Work History

- 1999–Present Contributing Analyst: *Asia Times OnLine* (2007–Present), *Central Asia-Caucasus Analyst* (1999–Present), *ISN Security Watch* (2009–2011), *FSU Oil & Gas Monitor* (1998–2001); other publications.
- 1996–Present Senior Research Fellow, Institute of European, Russian and Eurasian Studies, Carleton University.
- 2003–2005 Organizational Design Specialist, International Law and Human Rights Program, Parliamentarians for Global Action, New York.
- 2002–2005 Member, Executive Board, Central Eurasian Studies Society.
- 2000–2002 Consultant, Caucasus Working Group, Centre for European Policy Studies, Brussels.
- 1998–2004 Consultant to Special Assistant to the President: a major global energy exploration and development company (2000–2004); EastWest Institute, New York (1998–1999).
- 1989–1998 Principal Investigator, Research Grant: World Society Foundation (1996–1998); [U.S.] Social Science Research Council (1994–1996), as co-principal; Co-operative Security Program, Department of External Affairs and International Trade, Government of Canada (1993–1994); Social Science and Humanities Research Council of Canada (1991–1994); Special Grant for Development of Sovietology, Department of National Defence, Government of Canada (1989–1991), as co-principal .
- 1988–1996 Assistant Professor, Department of Political Science, Laval University.
- 1985–1988 Post-doctoral Research Fellow, Joint Committee on Soviet Studies, Social Science Research Council and American Council of Learned Societies.
- 1984–1988 Visiting Assistant Professor, Department of Political Science: University of California at Santa Barbara (1985–1988); University of Arizona (1984–1985).