



SUMMIT REPORT

2018 Global Think Tank Summit

Brussels, Belgium

November 7-9, 2018

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GLOBAL THINK TANK SUMMIT 2018

THINK TANKS: A BRIDGE OVER TROUBLED WATERS AND TURBULENT TIMES

BRUSSELS, Belgium

7-9 NOVEMBER 2018

The world is witnessing a rise in populism, nationalism and protectionism, signaling a challenge to the post-WWII order and multilateralism. At the same time, growing transnational challenges such as trade tensions, increasing economic inequality and turbulence, climate change, mass migration and refugee crises, as well as traditional and non-traditional security threats, demand that countries and institutions cooperate more regularly and effectively. We are facing a significant period of change where the established international organizations that have helped sustain relative peace and prosperity are now being challenged. This is the face of enduring and emerging existential, transnational threats. The post-WWII economic, political and security order are being challenged and redefined by national and regional tectonic shifts in domestic and international politics. The 2018 Global Think Tank Summit is taking place at a truly extraordinary historical moment in world history and it is important to take stock of the technological, political, economic, and organizational trends and disruptions that are taking place in real time. It provides us with an opportunity to assess cross cutting issues and trends.

Think tanks play a critical role in analyzing, developing and promoting policy solutions, particularly in times of extreme disruption and change. However, these organizations now operate in information-rich societies where facts, evidence and credible research are often ignored — and where disinformation can gain a footing. To remain relevant and impactful, think tanks and policy institutes must simultaneously pursue rigor, innovation, accessibility and accountability more than ever before. In short, think tanks must adapt and innovate by transforming their organization to be smarter, better, faster and more mobile. As such, the Summit will explore not only the ways in which think tanks are currently making a difference and finding solutions to contemporary policy challenges, but also how they can become increasingly relevant in these tumultuous times. To that end, in addition to these pressing contemporary policy challenges, the Summit will also focus on sharing the best practices for raising funds, recruiting key staff, harnessing new and innovative technologies and responding to increased public scrutiny and discontent.

The Summit will feature keynote speakers and panels of thought leaders. They will present a range of strategies and best practices for transforming public policy and institutions in an era of digital and political disruptions, as well as increased social and economic turbulence. There will also be a series of breakout groups that will explore these issues in greater detail. Finally, a closing keynote, plenary and round table discussion and debates will attempt to draw some meaningful conclusions for future policy work and strategies that will help think tanks respond to the new and challenging operating environment.

INTRODUCTION

Dr. James McGann, Director of the Think Tanks and Civil Societies Program at the University of Pennsylvania, and Guntram Wolff, Director of Bruegel, a think tank based in Brussels working on issues of economics and global affairs, introduced the 2018 Global Think Tank Summit in Brussels, Belgium. The summit comprised over 120 participants, largely think tank executives, from over fifty countries, and took place from November 6 to 9, 2018.

According to Mr. Wolff, the main goal of the summit was to discuss global policy issues in a complicated political environment. As many countries look to national solutions to problems rather than global cooperation, the aim was to approach these problems jointly. Mr. Wolff made note that the “multilateral political system is under threat from several players,” the most visible ones in global trade discussions being China and the United States, with Europe largely acting as a bystander. One of the main questions tackled during the summit was how to increase the effectiveness of think tank research, communication, and transparency. Further, think tank executives were encouraged to share best practices with one another and focus on issues of diversity. Mr. Wolff also explained that the first day of the conference was open to the public because think tanks have an increasing responsibility

to directly share facts, data, and analysis with the public, and become a trusted source in global and regional issues.

Dr. McGann noted that this Global Summit was a culmination of six years of meetings in every region of the world, and the ultimate purpose of such a summit is to come together to “look globally at challenges in institutions and problems faced by policymakers, the public, and executives in the public domain.” According to Dr. McGann, today’s geopolitical climate is undergoing a turbulent period of transition, and this summit strikes a positive tone because it makes it evident that think tanks and facts matter and provides a reminder that the institutions present at the summit are central to finding a way forward. It also raises the point that the answers to global problems do not lie merely in Europe or North America; other regions of the world will also shape how we move forward in troubling times. Dr. McGann said that throughout the summit, participants will look at why think tanks, facts, multilateralism, and international cooperation matter, and how policymaking can help tackle the question of how to deal with populism that creates a “sea of insecurity”. Ultimately, it is up to think tanks to help figure out the way forward.

Keynote Address: Commissioner Cecilia Malmström

Commissioner Malmström is the European Union trade commissioner and speaks on its behalf in global forums such as the World Trade Organization. She discussed the European Union’s role in the twenty-first century as a trader; since the EU was founded, the global landscape has changed

due to the challenges the world is facing and we “need totally new answers.” While the European Union was once the head of technological innovation, today most innovation takes place outside of Europe. However, the European Union still has influence and countries that want to do

business with it need to meet its standards. In this way, the European Union can use this strength to spread its values.

Commissioner Malmström discussed the importance of listening to public feedback and responding appropriately to improve the European Union. For example, people had criticized the trade policy of the European Union and other countries, demanding it to be more involved. As a result, while once being accused as being secretive, the European Union is now “one of the most transparent organizations in the world.” She provided a recommendation to engage with various businesses and civil society to receive feedback on how trade policies actually work in practice, as this has allowed for the rebuilding of trust and transparency within the European Union. Commissioner Malmström noted that multilateral systems must be at the core of the world’s trading policies. Without this, countries could fall victim to unfair practices and lack stability. While the United States has disappointingly left many multilateral deals, the World Trade Organization is working to strengthen multilateralism by encouraging the United States and Japan to cooperate and update the organization’s rulebook.

Finally, Commissioner Malmström provided several key recommendations. The first is

that maintaining transparency is critical for not only the European Union, but for the rest of the world. Further, she highlighted the importance of investing in technology and education. Finally, she noted that since most growth will happen outside of the European Union going forward, creating a different kind of economy, we must adapt and address this aspect of globalization. She recommended opening up and cooperating with other countries to develop a mutually beneficial system.

In the subsequent Q&A session, she discussed the need to write new rules to accommodate the modern world. Examples included engaging China and encouraging them to behave as a market economy if they want to be seen as one. She highlighted the importance of finding a bridge to allow dialogue between the United States and China, and responded to questions about US-Iran relations and its impact on trade, as well as how to ensure equal distribution from free trade and ensure all countries benefit. She emphasized the importance of development – both to ensure small countries are not build in larger international organizations like the World Trade Organization and focusing on building strong relationships between countries of different sizes and industrial groups.

SUMMARY

The panels and discussions at the Global Summit addressed either an organizational challenge or a policy area. Organizational challenges are characterized by the following themes: diversity and innovation, women in policy and think tanks, technology, digital media and

communications, and the future of think tanks. Policy areas included globalization, economic nativism and trade wars, migration, strategic alliances and tactics, and climate change. Specific recommendations for each topic are available below the summary of the respective panels.

Recommendations

- Interdisciplinary solutions are vital to solving the world's most complex issues
- Trust must be established between audiences, news organizations, and think tanks
- Think tanks bring a tradition of respectful and tolerant dialogue but need to speak the language of the people
- Think tanks must think about their individual competitive advantages within specific markets
- Create strategic foresight both in terms of addressing organizational challenges and also policy areas
- Think tanks must continuously innovate and be public-facing research organizations to enact the most change



Organizational Challenges

The Think Tank CEO Panel

Dr. McGann began this panel by introducing the dimensions of digital or technological disruptions and political disruptions that are experienced globally and have direct effects on think tanks. The major challenge was identifying how to best respond to such issues, and he highlighted that adaptation to change is an important ability to prepare for the changing global environment. Dr. McGann highlighted five dimensions to

political insecurity: economic insecurity, physical insecurity (i.e. terrorism, climate change), identity crisis, new world disorder, and information insecurity. Several challenges conveyed by panelists include addressing the implications of the blowback of the new world order, learning to harness technology to enhance research and fundraising, and figuring out how to better connect experts to the public.

Recommendations:

- Decide what stage of policymaking think tanks want to affect in order to maintain influence and focus on one task to enact positive changes
- Learn how to use social media to communicate and disseminate information and produce more outreach events to involve the wider public
- Improve institutional organization within think tanks and provide better training for employees
- Support cooperation amongst think tanks
- Identify new sources of raising funding and keep independence from political or economic agendas
- Increase involvement of the private sector in think tanks



Organizational Challenges

Standards and Models for Think Tanks

In an era of rapid global change, think tanks must constantly adapt to demands and macroeconomic trends. Think tanks by nature are in a better place to influence the world than traditional universities. However, not all think tanks are versatile and often resist change. Thus, the 'one size fits all' business model is not necessarily appropriate, as each think tank is different.

Think tanks must create new ways to diversify the perspectives of researchers and initiate more foresight-driven and interactive learning-based studies. Think tanks must be bold, ambitious, and cutting edge to change the opinions of people. Quality control, budgeting, and marketing effectively is how think tanks can use research to attract funders.

Recommendations:

- Utilize the network of think tanks at settings like the 2018 Global Think Tank Summit to discuss and resolve shared issues related to business models and funding challenges.
- Disseminate high quality research through traditional channels like books and websites as well as new channels like Youtube, which targets different audiences
- Use small stories of success to demonstrate impact and efficacy to funders
- Smaller think tanks should base their business model on publishing the most cutting-edge ideas.



Organizational Challenges

Diversity and Innovation

This panel addressed the lack of diversity in traditional think tank organizational structures and its relation to innovation. This panel featured women, young scholars and executives from think tanks all around the world. Regarding recruiting young scholars, think tanks should identify top students while they are in school, recruit them as interns, and mentor them to become

researchers and team leads. Young scholars bring flexibility and innovation, especially regarding new means of communication. They have the comparative advantage of knowing how research institutions can be flexible and communicative in their work and how to adapt the research structure for the public using new technology, new tools, and the Internet.

Recommendations:

- Adopt a culture of open communication and inclusivity where all employees are equally valid and important and everyone approves every new project.
- Establish policies that protect the rights and careers of women in a think tank before and after maternity leave.
- Adopt a gender blind recruitment policy
- Encourage young scholars to develop their own projects and research programs to increase retention rates and job satisfaction
- Encourage staff to acquire new skills such as higher education to encourage high rates of retention and satisfaction.
- Invest in leadership mentoring for young professionals to instill in them a sense of self-esteem and pride in the organization.



Organizational Challenges

Women in Policy and Think Tanks

To take a deeper look at gender diversity, this panel featured women from think tanks around the world. Even now, think tanks are primarily managed and staffed by men and women are often found in support functions rather than in research or managerial roles. The role of women is important to diversity, innovation, and shaping the research and direction of policy at macro levels. The discussion started with examples of the

underrepresentation of women in think tanks: women lead only eight out of the top 50 US think tanks and women lead only 27% of international think tanks. In many think tanks, men hold 70% of leadership positions while women only hold 30%. Men continue to represent the majority of senior leadership and thus the responsibility is on men as well to recruit and mentor women scholars.

Recommendations:

- Place responsibility on men to recruit and mentor female scholars
- Increase awareness and host conversations about gender inequality is necessary
- Eliminate barriers to success created once women have children
- Address issues of harassment in the workplace thoroughly and effectively



Organizational Challenges

Technology, Digital Media, and Communications

Technology is constantly transforming the world and the global environment and think tanks cannot succeed without it. However, on average, people tend to overestimate the impact of tech in the short term and underestimate the impact of tech in the long term. The duality of technology has eliminated jobs but also created new jobs with different skill sets and purposes. The rise of technology and digital media is a good opportunity for think tank employees to learn new concepts and technologies.

Through deep market research and analysis, think tanks can tailor specific messages to each viewer. Despite the opportunities in technology, think tanks cannot forget traditional forms of communication. There is no substitute for in depth research, even when published in hard copy reports. The fundamental purpose of think tanks is to create genuine expertise and develop a serious understanding of knowledge that takes years to acquire and cannot be simply satisfied through instant communication.

Recommendations:

- Build skills and capabilities of all specialists as well as the entire team of researchers so that all can be communicators and active on social media
- Carefully determine positions such as head of communications or technology
- Use all channels of communication, both traditional in terms of hardcopy reports and books and new channels found online, as a strategic tool
- Understand and utilize the paradox of think tanks in needing to produce both deep insight but also making research accessible and digestible to new audiences.
- Identify who audiences are and how to best communicate with each group.



Organizational Challenges

The Future of Think Tanks

Artificial Intelligence is a set of technologies that are designed to replicate cognitive processing. According to Jacques Bughin, AI can be used for good despite the inequality it will inevitably cause. Despite needing another 10-20 years to develop, the

potential loss of jobs will be stronger amongst those who do not adopt or transition to use AI. Social and technical skills will need to be adapted for AI and the workforce must be trained to use these new technologies.

Recommendations:

- Think tanks can use open source AI platforms that have data available for research
- Emphasize and teach skills with AI, including Tableau, which would be valuable for think tank research



Policy Areas

Trade Wars and the Rise of Economic Nationalism

Increased globalization has undoubtedly had a positive impact on global wealth. However, the lack of focus on distribution of wealth has put globalization in reverse. Countries are beginning to define national interests much more narrowly. Technology also heavily influences the creation of changes in

trade. Multilateralism is important to maintain. Work forces must update and become more mobile and flexible. It was recommended that think tanks and governments continue researching ways and reforms to make the World Trade Organization more self-sustainable.

Policy Areas

Mass Migration

The migration of people has been a normal, quotidian aspect of human life since the beginning of society. Mass migration has shaped geopolitical relationships, economic growth and decline, and the merging of

changing cultures and identities. This panel featured discussion about the specific relationships between Mexico and the United States and refugees and German immigration.

Recommendations:

- Capitalize on opportunities for think tanks and research organizations to help with developing solutions to migration issues by providing research and support in areas that are lacking.
- Continue research on refugee integration policies to mitigate the consequences of the migration
- Constantly review and reflect on scholarly discussions to create the

most practical and feasible policy available.

- Respect based information and dialogue is vital to working across international borders.



Policy Areas

New Actors and Alliances

Security stability is more important than ever. As we enter the third nuclear age, think tanks must continue researching and addressing these issues. Cooperation between strained countries such as the US and Russia is vital. The implications of the United States' disengagement from global order has resulted in increased tensions with Europe as well. Within the context of US disengagement, how can Europe continue to act on the world stage? There is potential for places for cooperation between Europe and the US that has not come to fruition. In terms of China, new players such as the G20 should be efficient and versatile with an emphasis

on climate change. Challenges within China include structural issues with tax policy and a quickly aging population. New alliances are necessary among think tanks as well. The role of think tanks is incredibly impactful on policy. Academia is too far removed from policy-making whereas think tanks can contribute to the direct formation of future policies. Research is able to bridge the gaps of policy and link people of different nations together. "Think tanks aren't the tool of confrontations, but to build bridges through the understanding of different neighborhoods."

Recommendations:

- Establish specialized think tanks to increase subject coverage and breadth of research
- Create think tank communities that are committed to bringing people and nations together through research
- Start thinking about strategic foreign policy for future administrations in advance



Policy Areas

Climate Change

This panel focused on the evolution of climate change and the importance of addressing this issue from a public policy standpoint. Issues explored during the panel included climate change's impact on populism, competition for natural resources, mass migration, and more. Other key issues identified in the panel included the societal misperception regarding climate change as many communities do not completely understand the global reach and impact of

climate change and are unaware of practical solutions. One panelist noted the emphasis on tackling climate change is on the individual, while public policy would be more effective in handling many climate change-related issues. Other important comments by panelists included that economically, it would be more economically sensible to transfer to sustainable energy and that inaction regarding to climate change is more expensive than dealing with the issue.

Recommendations:

- Identify the least costly strategies to effectively deal with climate change and early warning signs in looking at the impact of climate change
- Encourage collaboration between different countries, particularly developing ones, to provide them with tools and strategies and determine norms around climate change.
- Anticipate how emerging technologies can prevent climate change and craft policies to promote it
- Build credibility and legitimacy as a voice for change in the climate change conversation
- Frame policy options and strategies in narratives of hope and light and focus on the positive change

AGENDA

DAY 1 – Wednesday 7 November

Venue: BOZAR Centre for Fine Arts, Rue Ravenstein 23, 1000 Bruxelles

15:30 – 16:00 Registration & welcome coffee

16:00 – 16:30 **Welcome Hosts and Organizers**
Guntram Wolff, Director, Bruegel
James McGann, Director, Think Tank and Civil Societies Program,
The Lauder Institute, University of Pennsylvania

16:30-17:00 **Keynote Address**
New Trade Patterns, Alliances and Paradigms
Commissioner Cecilia Malmström
The European Commissioner for trade will welcome the global delegates to Brussels and the Global think tank summit.

17:00 – 18:00 Plenary Panel - How can globalisation and global competition be managed fairly?

There is a backlash in many parts of the world against globalisation and increasing support for protectionism. Some argue it has been responsible for lifting millions of people out of poverty, while others blame it for job losses and stagnation of wages. Indeed, global competition is increasing global welfare but does create losers and winners. Can high and increasing levels of trade and investment integration be sustained or will globalisation gradually retreat due to rising protectionism? Is globalisation 'fair' geographically and across income levels? Is the current multilateral system fit for purpose to manage globalisation to the benefit of all countries? In a world in which very different economic systems co-exist, is the level of cooperation on competition policy, industrial policy, corporate governance sufficient or does it need to be improved? Indeed, can think tanks play a role in measuring the impacts of globalisation on societies and make relevant policy recommendations to both national policy makers and multilateral institutions? This session with think tanks leaders and one or two related experts in the field will explore these questions.

Chair: Aart de Geus, Chairman and CEO, Bertelsmann Stiftung, Germany

Panelists:

Edward Kofi Anan Brown, Senior Director Research and Policy Engagements, African Center for Economic Transformation, Ghana

Zhao Hai, Research Fellow, Chinese Academy of Social Sciences, China

Jacob Funk Kirkegaard, Senior Fellow, Peterson Institute For International Economics, United States
Catherine McBride, Senior Economist, International Trade and Competition Unit, Institute of Economic Affairs, United Kingdom
Jan Mischke, Partner, McKinsey & Company, Switzerland
Izumi Ohno, Director, Japan International Cooperation Agency Research Institute (JICA), Japan

18:45 – 21:00

GALA DINNER

Belgian Comic Strip Center

Rue des Sables 20, 1000 Bruxelles

Keynote speaker:

José Luis Chicoma, President, Ethos Policy Lab, Mexico

Comics Combating Corruption: Civil Society Super Heroes

The evening will include three caricaturists who will make a portrait of each participant.

DAY 2 – Thursday 8 November

Venue: BOZAR Centre for Fine Arts, Rue Ravenstein 23, 1000 Bruxelles

08:30 – 09:00

Registration and coffee

09:00 – 10:15

Think Tank CEO Panel:

A group of Chief Executive officers from across the globe will discuss the key policy issues confronting their country and the organizational challenges facing their respective think tanks. The discussion will focus on the key policy issues, strategies, plans and programs that each CEO has developed to meet both the challenges and opportunities presented by this new and complex and disruptive environment in which all think tanks must operate in market. The objective of the Panel is highlight the cross cutting issues and themes and foreshadowing some of the issues that will be explored during the Summit

Chair: James G. McGann, Director, Think Tank and Civil Societies Program, The Lauder Institute, University of Pennsylvania, United States

Panelists:

Mohammed Alsulami, Chairman, Rasanah Institute, Saudi Arabia

Lakshmii Boojo, Director, Economic Policy and Competitiveness Research Center, Mongolia

Ted Gayer, Executive Vice President, The Brookings Institution, United States

Monika Sie Dhian Ho, General Director, Clingendael, Netherlands

José María Lladós, President, Argentine Council for International Relations (CARI), Argentina

Izumi Ohno, Director, Japan International Cooperation Agency
Research Institute (JICA), Japan

Mohamadou Sy, Chairman and President, Africa WorldWide Group Think
Tank, Senegal

10:15 – 10:30

Coffee Break

10:30 – 11:45

Plenary Session:

**Panel Discussion: The Future or Back to the Future?: New Actors and
Alliances**

Consciously or inadvertently the new world order is taking place. Alliances are shifting, conflict and mass migration of people is continuing, and sustained economic and development is remaining elusive. The 2018 Global Think Tank Summit is taking place at a truly extraordinary historical moment world politics. The post WWII economic, political and security order are being challenged and redefined by national and regional tectonic shifts in domestic and international politics. The panel will discuss these changes and suggest ways that think tanks can help policy makers and the public respond to both the challenges and opportunities they present.

Chair: Thomas Gomart, Director, Institut Français des Relations
Internationales, France

Panelists:

Valerii Garbuzov, Director, Institute for the US and Canadian Studies
of the RAS, Russia

Adel Hamaizia, Committee Vice-Chairman, Oxford Gulf and Arabian
Peninsula Studies Forum, United Kingdom

Petr Lang, Program Director, Prague Security Studies Institute
Prague, Czech Republic

Alina Polyakova, David M. Rubenstein Fellow, Foreign Policy
Brookings Institution, United States

Huiyao Wang, Founder & President, Center for China & Globalization,
China (PRC)

11:45 - 12:00

Keynote Address

Ambassador Tacam Ildem

Assistant Secretary General for Public Policy, NATO

12:00 – 12:15

Group Photo

12:15 – 13:30

Luncheon and Networking

13:30 – 14:45 **SESSION 2 – BREAKOUTS POLICY SESSIONS**

BREAKOUT A: Trade Wars and the Rise of Economic Nationalism

The lingering effects of the 2008 economic crisis and the blowback from the uneven and unfulfilled promise of globalization has helped give rise to populism, nativism and protectionist sentiments in many countries. The costs of free trade -- closed factories, unemployed workers and the effect it has on local economies and communities -- are easy to see. Less obvious are the benefits in lower prices, higher quality goods, more choices and a better standard of living. The uneven distribution of these benefits of the liberal economic order and free trade are raising questions about fairness and viability of the free and fair trade around the world. The prospects of a trade war between the US and China has served to intensify these debates. With this backdrop in mind, the panel will explore the current trade environment, the impact of trade disputes will impact growth and the global economy.

Chair: Jacob Funk Kirkegaard, Senior Fellow, Peterson Institute For International Economics, United States

Panelist:

Maria Demertzis, Deputy Director, Bruegel, Belgium

Zhao Hai, Research Fellow, Chinese Academy of Social Sciences, China (PRC)

Marco Herrera, Executive Director, Fundacion Global Democracia y Desarrollo, Dominican Republic

Catherine McBride, Senior Economist, International Trade and Competition Unit, Institute of Economic Affairs, United Kingdom

Udai Mehta, Deputy Executive Director, CUTS International, India

Przemyslaw Kowalski, President, Center for Social and Economic Research (CASE), Poland

BREAKOUT B: The Global Implications of the Rise in Mass Migration in Europe, MENA, Latin America and Asia

The mass migration of people is rising and presenting challenges that need to be addressed by national, regional and global institutions. However, the challenges of providing employment, schools and health and human services remain elusive in many countries and regions around the world. As these crises grow, the economic, national security and health implications become more prevalent. What can countries do to address the issues raised by the migration of people? What measures can countries and regional organizations take to mitigate the political, economic, and humanitarian consequences of a mass migration of people the increasing cross border migration?

Chair: Carlos Carnero, Managing Director, Fundación Alternativas, Spain

Panelists:

Mariana Campero, Executive Director, Mexican Council on Foreign

Relations, México

Julia Karmo, Journalist and Founding Editor, Migration Matters,
Germany

Paolo Magri, Executive Vice President, ISPI, Italy

Renate Tenbusch, Director, Friedrich-Ebert-Stiftung,
EU office Brussels

Maha Yahya, Carnegie Middle East Centre, Lebanon

BREAKOUT C: The Geo Political Climate for Climate Change: Time for New Strategies and Tactics

The politics and public debate of climate change has always faced the challenge of mobilizing the public to confront a slowly-evolving, largely invisible problem while being stymied by the prospect of job dislocation and the cost associated with conservation and alternative energy sources. The challenges have grown with the rise of nationalism and populism that has created a whole new group of sceptics in politics and the media. This despite the dire forecasts and the increasing reality of catastrophic storms and human suffering. The Panel will explore the current state of climate change politics and what strategies and tactics should be pursued to address climate change.

Chair: R. Andreas Kraemer, Founder, Ecologic Institute, Germany

Panelists:

Aaron Best, Senior Fellow, Ecologic Institute, Germany

Celine Charveriat, Executive Director, Institute for European
Environmental Policy, Brussels, Belgium

Mohamadou SY, Chairman/President, Africa World Wide Group,
Senegal

Agnes Torocsik, Program Director, Regional Centre for Energy Policy
Research, REKK Foundation, Budapest, Hungary

14:45-15:00

Coffee and Tea Break

15:00 - 16:00

SESSION 3 – PLENARY

Panel Discussion: New Faces and New Ideas at Think Tanks: The Diversity and Innovation Connection

The Panel will feature women, young scholars and executives from think tanks from across the globe. The panellists have been asked to address the following questions: why did you choose to work at a think tank?; what obstacles did you encounter in the hiring process and advancing your career at a think tank?; what perspective on policy and organization innovation do you bring to your think tank and the issues facing your country; and what specific recommendations you would suggest to improve the role and impact of think tanks? Finally, and most importantly

what recommendations would you make to improve the careers of women, young scholars and executives?

Chair: Milena Lazarević, Programme Director and Co-founder
European Policy Centre – CEP, Serbia

Panellists:

Monika Sie Dhian Ho, General Director, Clingendael, Netherlands

Klaus Stier, International Coordinator Fundação Getulio Vargas (FGV)
Brazil

Maha Yahya, Director, Carnegie Middle East Center,
Lebanon

Gurucharan Gollerkeri, Director Public Affairs Centre, India

Hyunsun Ahn, Research Assistant and Summit Coordinator, Think
Tanks and Civil Societies Program, United States

16:00 – 17:30

SESSION 4 – BREAKOUTS: MANAGEMENT SESSIONS

**BREAKOUT A: Breaking the Glass Ceiling in the Ivory Tower: Women in
Politics and Policy Advice**

Think tanks around the world continue to be staffed and managed primarily by men. In many think tanks women tend to be found in communications, development and support functions not in key research positions or management positions. A recent study found that “significant gender gaps continue within the think tank community”. The role of women is not only important in terms diversity and innovation but in shaping research and the nature and direction of policy at the national, regional and global levels. This panel will feature a women who hold a range of positions at think tanks who will suggest strategies for advancing women in key positions at think tanks.

Chair: Paola Maniga, Head of Development, Bruegel, Belgium

Panelists:

Amel Belaid, Vice President, CARE, Algeria

Mariana Campero, Executive Director, Mexican Council on
Foreign Relations, México

Irina Semenenko, Deputy Director, Primakov National Research
Institute of World, Economy and International Relations

Sharada Sen Thakuri, Secretary General, Sajha Foundation, Nepal

Samantha St. Amand, Senior Research Associate Centre for
International Governance Innovation, Canada

Laura Whelan, Research Assistant and Intern Coordinator, Think Tanks
and Civil Societies Program, United States

**BREAKOUT B: Technology, Politics and Policy Advice: Is The Medium the
Message or Mayhem?**

Technological advances and rise of social media have had a profound

impact on society. The digital and political disruptions these advances have made possible are altering governance, politics and public policy. This session will explore the rise of new technologies and social networking and their impact on how we receive information and the influence public they have on policy research and the public discourse of domestic and foreign policy issues. The objective of the session is to explore how think tanks and policymakers can respond to them so an informed debate of key policy issues might take place at the national, regional and local levels of government.

Chair: Tarmo Jüristo, CEO, Praxis, Estonia

Panelists:

Ezzeddine Abdelmoula, Research Director, Al Jazeera Centre for Studies, Qatar

Michael Cox, Director LSE IDEAS, London School of Economics, United Kingdom

Ruby Gropas, Team Leader, Social Affairs EPSC, European Commission, Belgium

Lizza Bomassi, Deputy Director, Carnegie Europe, Belgium

BREAKOUT C: The New Business Model and Standards for Think Tanks

Think tanks must adapt to the rapidly changing policy and business environment in which they now operate. The objective of this session is to capture these new dynamics and provide a road map for how to meet these challenges. Specifically, how think tanks are meeting the demands to not only produce high quality research and advice, but to effectively communicate and disseminate their research findings to a range of stakeholders and new audiences.

Chair: Marlos Lima, Director, Fundação Getulio Vargas, Brazil

Panelists:

Rym Ayadi, President, Euro-Mediterranean Economists Association, Spain

Andrew Marshall, Vice President Communication, Atlantic Council, United States

Katsuyuki Meguro, Director of Administration, Asian Development Bank Institute, Japan

Bjarke Møller, Director, Think EUROPA, Denmark

17:30 – 18:30

SPECIAL SESSION

Global Connect--Around the World in 30 Minutes: Global Think Tank Speed Networking

18:30 – 20:00 Guided tour of “Beyond Klimt” at Bozar

20:00 – 22:00

DINNER AT BOZAR

DAY 3 – Friday 9 November

Venue BOZAR Centre for Fine Arts, Rue Ravenstein 23, 1000 Bruxelles

8:30-9:30

Breakout Session Highlights and Action Agenda

This session will attempt to capture the highlights of the 6 Breakout Sessions. We have asked the Chairs of each session to summarize the key findings and recommendations of their respective sessions.

Chair: James G. McGann, Director, Think Tank and Civil Societies Program, The Lauder Institute, University of Pennsylvania, United States

Panelists:

Jacob Funk Kirkegaard, Senior Fellow, Peterson Institute For International Economics, United States

Carlos Carnero, Managing Director, Fundación Alternativas, Spain

R. Andreas Kraemer, Founder, Ecologic Institute, Germany

Paola Maniga, Head of Development, Bruegel, Belgium

Tarmo Jüristo, CEO, Praxis, Estonia

Marlos Lima, Director, Fundação Getulio Vargas, Brazil

9:30 – 11:30

A Conversation Jacques Bughin and Laura Shields

The Future of Organizations in the Age of Digitization and AI

Jacques Bughin, Director, McKinsey Global institute

Laura Shields, *Founder and Managing Director of Red Thread*

The technology-driven world in which we live and work is filled with promise but also challenges for businesses, think tanks, policymakers and the public. Organizations across sectors are increasingly harnessing AI's power in their operations. Embracing AI promises considerable benefits for businesses, economies and societies through its contributions to productivity growth and innovation. Early adopters are starting to reap benefits, but adoption is still at a relatively early stage and uneven, and AI readiness varies widely among companies, sectors, and countries. The impact of AI and automation on work is likely to be profound. While most scenarios we have developed suggest that more jobs will be created than lost to automation, the transition is likely to be disruptive, and occupations and skill requirements will shift significantly. AI has the potential to contribute to tackling pressing societal challenges from healthcare to climate change, but it could also introduce or exacerbate social challenges, through its use and misuse, and challenges related to bias, privacy, and cybersecurity. A fierce competitive race in both the public and private sectors appears to be in prospect with a widening gap between those investing in AI and those that are not. Think tanks will need to understand the impact of AI on policy, politics and how their institutions operate. Given its economic and other benefits, policy makers and business leaders should embrace AI and

digitization. But how do we facilitate adoption, manage the disruptive transitions that lie ahead? What are the implications for policy.

11:30-12:30 Closing Plenary Round Table Session

Think Tanks, Multilateral Institutions Are Dead? Or Learning to Thrive and Survive in the Age of Disruption, Change and Chaos

In the Age Disruptions the only constant is change and uncertainty. The digital, political, social and economic disruptions are expanding and accelerating and are driven by technological advances, geopolitical shifts, demographic change, climate change and innovation. These disruptions are shattering established norms, institutions and operating procedures. The dramatic changes have helped give rise the populist, nationalist and protectionists movements challenging established political parties and media and political elites. A panel comprised of a journalist, a policymaker and think tank executive will discuss how their organizations are thriving in the age of digital and political disruptions.

Chair: Mohammed Kazim, Founding Director, The Dialogue India

Panelists:

Michael Cox, Director LSE IDEAS, London School of Economics, United Kingdom

Karim El Aynaoui, Managing Director, OCP Policy Centre, Morocco

Julia Karmo, Journalist and Founding Editor, Migration Matters, Germany

Ann Mettler, Head, European Political Strategy Centre (EPSC), European Commission, Belgium

CONCLUSIONS, FUTURE SUMMITS AND CLOSING REMARKS

Guntram Wolff, Director, Bruegel

James McGann, Director, Think Tank and Civil Societies Program, The Lauder Institute, University of Pennsylvania

Dr. Wolf and Dr. McGann attempt to draw some key findings and conclusions that might be drawn from the Summit. They will also propose a set of actions that the participants might work on in the months following the Summit. Finally, the host of the 2019 Global Summit will be announced there will be a call for possible hosts for the 2020 and 2021 Global Think Tank Summit.

12:30 – 14:00 Luncheon and Networking

14:30 – 17:00 City Tour (with VISIT TO one of the European institutions)

PARTICIPANT LIST

<u>First Name</u>	<u>Last Name</u>	<u>Organization</u>	<u>Country</u>
Gjergji	Vurmo	Institute for Democracy and Mediation (IDM)	Albania
Amel	Belaid	Cercle d'Action et de Réflexion autour de l'Enterprise, CARE	Algeria
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Abdulla bin Ahmed	Al Khalifa	DERASAT	Bahrain
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Lizza	Bomassi	Carnegie Europe	Belgium
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Stijn	Hoorens	RAND Corporation/RAND Europe	Belgium

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Scarlett	Varga	Bruegel	Belgium
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Mabel	Miao	Center for China and Globalization	China
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Mikko	Kosonen	Sitra	Finland
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Izumi	Ohno	Japan International Cooperation Agency Research Institute	Japan
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Elhabib	Eddaqqad	Centre Marocain pour la citoyenneté Démocratie et droit de l'homme	Maroc
Karim	El Aynaoui	OCP Policy Center	Maroc
Jose Luis	Chicoma	Ethos Public Policy Lab	México
Mariana	Campero	Mexican Council on Foreign Relations	México
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Rui	Esgaio	Calouste Gulbenkian Foundation	Portugal
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Valerii	Garbuzov	Institute for the USA and Canadian studies of the RAS	Russian Federation
Irina	Semenenko	Primakov National Research Institute of World Economy and International Relations	Russian Federation
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Anvita	Arora	King Abdullah Petroleum Studies and Research Center (KAPSARC)	Saudi Arabia
Saleh	Al Muhanna	King Abdullah Petroleum Studies and Research Center (KAPSARC)	Saudi Arabia
Mohamadou	SY	Africa WorldWide Group Think Tank	Sénégal
Mouhamadou Bamba	KA	YOUNGO SENEGAL	Sénégal
Milena	Lazarevic	European Policy Centre - CEP	Serbia
Carlos	Carnero	Fundación Alternativas	Spain
Rym	Ayadi	Euro-Mediterranean Economists Association	Spain

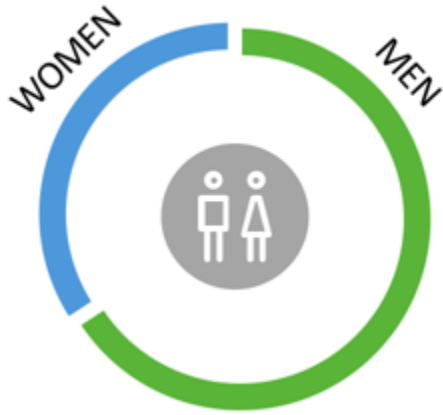
Pol	Morillas	CIDOB, Barcelona Centre for International Affairs	Spain
Christal	Morehouse	Open Society Foundations	Spain
Salvador	Llaudes	Elcano Royal Institute	Spain
Aleksandra	Chmielewska	European Institute of the Mediterranean/EuroMeSCo	Spain
Jan	Mischke	McKinsey & Company	Switzerland
Suthiphand	Chirathivat	International Institute for Trade and Development (ITD)	Thailand
Kamalinne	Pinitpuvadol	International Institute for Trade and Development (ITD)	Thailand
Monika	Sie Dhian Ho	Netherlands Institute of International Relations Clingendael	The Netherlands
Nienke	Beuwer	McKinsey Global Institute	The Netherlands
Slim	Bahrini	Maghreb Economic Forum	Tunisia
Ahmed	Driss	Centre for Monitoring and Research (CEMI)	Tunisie
Robin	Niblett	Chatham House	Ukraine
Yuriy	Yakymenko	Razumkov Centre	United Kingdom
Adel	Hamaizia	Oxford Gulf and Arabian Peninsula Studies Forum	United Kingdom
Michael	Cox	LSE IDEAS, UK.	United Kingdom
Catherine	McBride	Institute of Economic Affairs	United Kingdom

Camilla	Rocca	Mo Ibrahim Foundation	United Kingdom
Adel	Hamaizia	OxGAPS	United Kingdom
Owen	Barder	Center for Global Development	United Kingdom
Mohammed	Zahid	Rasanah: International Institute for Iranian Studies	United Kingdom
Jacob Funk	Kirkegaard	Peterson Institute For International Economics	USA
Alina	Polyakova	Brookings Insitution	USA
Brian	Hanson	The Chicago Council on Global Affairs	USA
Andrew	Marshall	Atlantic Council	USA
James	McGann	Think Tanks and Civil Societies Program	USA

PARTICIPANT DATA

Gender

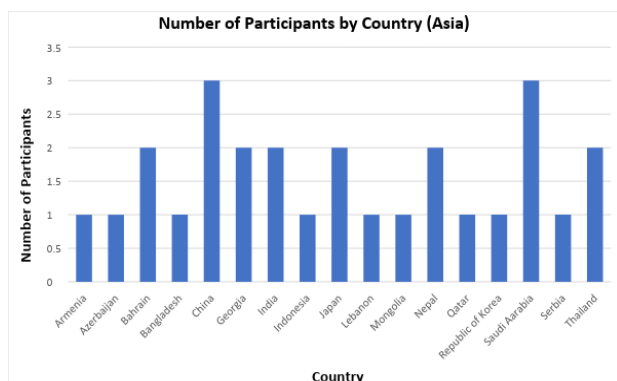
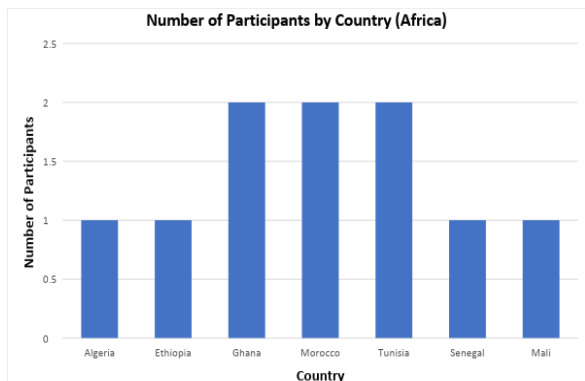
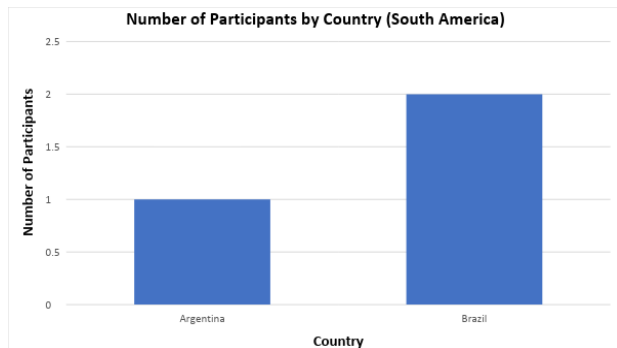
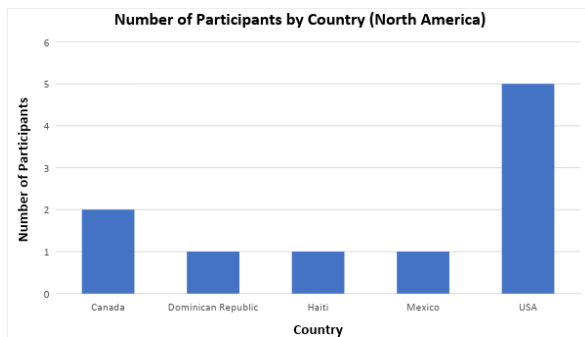
The TTCSP Global Summit (2018) was one populated by both male and female participants, with a higher percentage of male participants to female participants. Across representatives from all countries in attendance, seventy-nine percent (79%) of attendees were male, while only 41% of attendees were female. Percentage of Female Attendees to Male Attendees: TTCSP Global Summit (2018)



The 41 women who participated in the TTCSP Global Summit came from 24 different countries, with several countries of concentration. The country from which a majority of female attendees originated, Belgium, was responsible for 24% of female attendees. Spain and Italy individually comprised 7.3% percent of female attendees

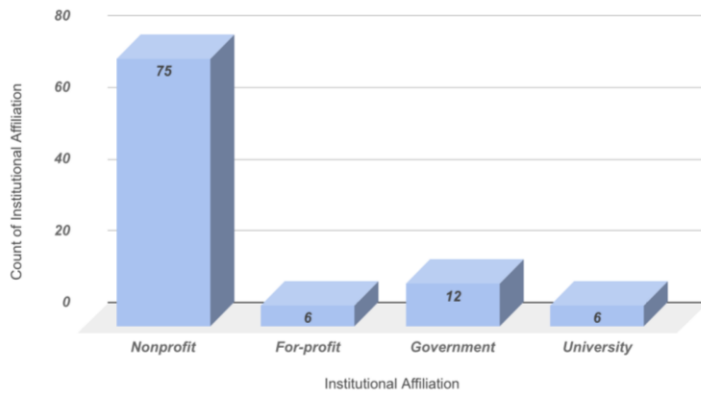
each, and Germany, The Russian Federation, the Netherlands, and the United Kingdom each supplemented with two female attendees each. Georgia, Hungary, Lebanon, Indonesia, México, Nepal, Saudi Arabia, Serbia, Switzerland, the United States of America, China, Finland, France, Canada, Bahrain, Austria, and Algeria all supplied one female representative.

Geographic Distribution

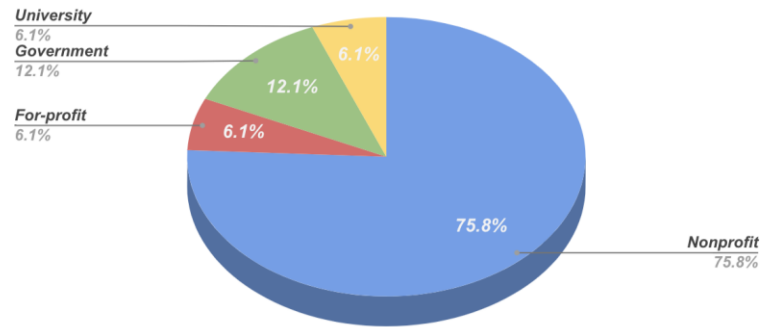


Institutional Affiliation

Types of Institutional Affiliation



Percentage of Institutional Affiliations



Think Tanks & Civil Societies Program

The Lauder Institute

The University of Pennsylvania

“Helping to bridge the gap between knowledge and policy”

Researching the trends and challenges facing
think tanks, policymakers, and policy-oriented
civil society groups...

Sustaining, strengthening, and building
capacity for think tanks around the world...

Maintaining the largest, most
comprehensive database of over
8,000 think tanks...

All requests, questions, and comments should be directed to

James G. McGann, Ph.D.

Senior Lecturer, International Studies

Director

Think Tanks and Civil Societies Program

The Lauder Institute

University of Pennsylvania



About TTCSP

Think Tanks and Civil Societies Program

The Think Tanks and Civil Societies Program (TTCSP) of the Lauder Institute at the University of Pennsylvania conducts research on the role policy institutes play in governments and civil societies around the world. Often referred to as the “think tanks’ think tank,” TTCSP examines the evolving role and character of public policy research organizations. Over the last 30 years, the TTCSP has developed and led a series of global initiatives that have helped bridge the gap between knowledge and policy in critical policy areas such as international peace and security, globalization and governance, international economics, environmental issues, information and society, poverty alleviation, and healthcare and global health. These international collaborative efforts are designed to establish regional and international networks of policy institutes and communities that improve policy making while strengthening democratic institutions and civil societies around the world.

The TTCSP works with leading scholars and practitioners from think tanks and universities in a variety of collaborative efforts and programs and produces the annual Global Go To Think Tank Index that ranks the world’s leading think tanks in a variety of categories. This is achieved with the help of a panel of over 1,900 peer institutions and

experts from the print and electronic media, academia, public and private donor institutions, and governments around the world. We have strong relationships with leading think tanks around the world, and our annual Think Tank Index is used by academics, journalists, donors and the public to locate and connect with the leading centers of public policy research around the world. Our goal is to increase the profile and performance of think tanks and raise the public awareness of the important role think tanks play in governments and civil societies around the globe.

Since its inception in 1989, the TTCSP has focused on collecting data and conducting research on think tank trends and the role think tanks play as civil society actors in the policy-making process. To date TTCSP has provided technical assistance and capacity building programs in 81 countries. We are now working to create regional and global networks of think tanks in an effort to facilitate collaboration and the production of a modest yet achievable set of global public goods. Our goal is to create lasting institutional and state-level partnerships by engaging and mobilizing think tanks that have demonstrated their ability to produce high quality policy research and shape popular and elite opinion and actions for public good.

The Lauder Institute of Management and International Studies

The Lauder Institute of Management and International Studies offers an M.A. in international studies and conducts fundamental and policy-oriented research on current economic, political, and business issues. It organizes an annual

conference that brings academics, practitioners, and policy makers together to examine global challenges such as financial risks, sustainability, inequality, and the future of the state.

University of Pennsylvania

The University of Pennsylvania (Penn) is an Ivy League school with highly selective admissions and a history of innovation in interdisciplinary education and scholarship. Its peer institutions are Harvard, Stanford, Columbia, Brown, Dartmouth, and the University of Chicago in the US and Oxford and Cambridge in the UK. A world-class research institution, Penn boasts a picturesque campus in the middle of Philadelphia, a dynamic city that is conveniently located between Washington, D.C. and New York, New York. Benjamin Franklin founded the University of

Pennsylvania in 1740 to push the frontiers of knowledge and benefit society by integrating study in the liberal arts and sciences with opportunities for research and practical, pre-professional training at both the undergraduate and graduate levels. Penn is committed to meeting the full-demonstrated need of all undergraduates with grant-based financial aid, making this intellectually compelling integration of liberal and professional education accessible to talented students of all backgrounds and empowering them to make an impact on the world.

TTCSP Recent and Forthcoming Publications:

Think Tanks: The New Knowledge and Policy Brokers in Asia (Brookings Press and Asian Development Bank Institute, 2019) <https://www.brookings.edu/book/think-tanks/>

Trends and Transitions in Security Expertise from Deterrence to Climate Change and Back Again (Routledge, 2017) <https://www.routledge.com/Global-Trends-and-Transitions-in-Security-Expertise-From-Nuclear-Deterrence/McGann/p/book/9781138304000>

Think Tanks, Foreign Policy and the Emerging Power Policy Networks (MacMillan, 2017) <https://www.palgrave.com/us/book/9783319603117>

Think Tanks and Emerging Power Policy Networks (MacMillan, 2017) <https://www.palgrave.com/us/book/9783319719542>

The Fifth Estate: Think Tanks Public Policy and Governance (Brookings, 2016) <https://www.brookings.edu/wp-content/uploads/2016/06/chapter-one-the-fifth-estate.pdf>

Think Tanks and SDGs: Catalysts for Analysis, Innovation and Implementation (TTCSP 2015) <http://www.lulu.com/shop/james-mcgann/think-tanks-and-sdgs-catalysts-for-analysis-innovation-and-implementation/paperback/product-22563604.html>

How Think Tanks Shape Development Policies (University of Pennsylvania Press, 2014) <http://www.upenn.edu/pennpress/book/15244.html>

Security Expertise Practice, Power, Responsibility (Chapter 6) (2014 Routledge) <https://www.routledge.com/Security-Expertise-Practice-Power-Responsibility/Berling-Bueger/p/book/9781138819115>

Think Tanks and Global Policy Networks, Chapter in an edited volume (Routledge, 2013) <https://www.routledge.com/International-Organization-and-Global-Governance/Weiss-Wilkinson/p/book/9781138236585>

Global Think Tanks, Policy Networks and Governance (Routledge, 2010) <https://www.routledge.com/Global-Think-Tanks-Policy-Networks-and-Governance/McGann-Sabatini/p/book/9780415779791>