2017 Think Tank Summit Report: The Future of Europe: Cooperation, Conflict, or Chaos? The Role of Think Tanks in Shaping Europe's Future

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James G. McGann, Ph.D. Senior Lecturer, International Studies Director Think Tanks and Civil Societies Program The Lauder Institute University of Pennsylvania Telephone: (215) 746-2928 Email: jmcgann@wharton.upenn.edu 2017 Copyright: All rights reserved. No part of this report may be reproduced or utilized in any form or by any means, electronic or mechanical, including photocopying, recording, or by information storage or retrieval system, without written permission from the University of Pennsylvania, Think Tanks and Civil Societies Program.

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Abstract
The theme of the 2017 Europe Think Tank Summit is: Cooperation, Conflict or Chaos? The Role of Think Tanks in Shaping Europe's Future. Populism, nationalism, nativism and protectionism are rising around the world and challenging conventional wisdom and the existing political, economic and social order. Understanding these undercurrents and their implications are critical to shaping future policies and avoiding problematic consequences. Think tanks have a key role to play in these turbulent times by shaping a constructive response to the economic and political fallout currently challenging the postwar economic and security architecture. Donald Trump's stunning victory, the success of the Leave Campaign and the rise of other populist movements in Europe require that we collectively generate new thinking on how to make national, regional and global governance more effective and efficient and create policies that respond to the needs of those who have not benefited from globalization. The national and global disorder requires that we develop new and better ways to address income stagnation and growing inequity and develop a response to the security challenges that flow from a period marked by protracted conflict and increasing instability in world politics. The Summit will explore these complex and evolving dynamics and identify strategies and programs to address them.

Disciplines
International and Area Studies

Comments
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THE FUTURE OF EUROPE: COOPERATION, CONFLICT, OR CHAOS?

The Role of Think Tanks in Shaping Europe’s Future

2017 THINK TANK SUMMIT REPORT
“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 7,000 think tanks...

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2017 EUROPEAN THINK TANK SUMMIT

COOPERATION, CONFLICT, OR CHAOS? THE ROLE OF THINK TANKS IN SHAPING EUROPE’S FUTURE

Chatham House, London, England
March 2-3, 2017
Think Tanks in Europe: Policy Options to Build a Better Future

With disorder spreading from seemingly every direction, think tanks in the Europe are faced with an extremely difficult task. The European migration crisis and its repercussions, both economic and social, continue to haunt the region. The success of populist movements in the United States and Britain, sustained tension between Saudi Arabia and Iran, the degradation of a U.S.-led global order, environmental issues, and economic relations changing within the region and around the world have left Europe in an uncomfortable situation. In such a political environment, the enhanced contributions of think tanks have never been so necessary. Despite differences in language and culture, countries in the region share a history and vested interests. With this in mind, panelists and participants joined to participate in a thoughtful discourse over policy options to build a better future in the region, as well as identify concrete policy recommendations for issues that plague the region as a whole.

The conference proceeded under Chatham House rules to ensure that the discussion remained open and productive. This report is written under those same rules in order to protect confidentiality and better express the themes and ideas expressed. The report will be divided into three sections, restoring faith in expertise, region vs rivalry, and influencing public policy in the digital age.

Restoring Faith in Expertise

The rise of populism in the West is an unsettling development for think tanks. The purpose of a think tank is to utilize the expertise of educated scholars in order to influence public policy. Despite the noble nature of this pursuit, the concept of “experts”, shadowy, elite figures who have become out of touch with the desires and thoughts of citizens has been met with hostility by many voters. This, plus the perception that career politicians are responsible, or, at the very least, failed to prevent the issues that currently ravage the world stage has led to expertise often becoming a detriment in connecting to citizens, rather than a benefit. This is a phenomenon observable all over the world, Europe is not shielded from the trend. The region is particularly sensitive due to its central location, surrounded by many of the world’s most pressing, vocal political issues.

Think tanks in the Europe must be keenly aware of this trend in order to be able to move forward in their attempts to influence public policy. Think tanks have always been viewed as “ivory tower” institutions. This perception of privilege and disconnect from the desires and emotions of citizens must be acknowledged and actively battled. In attempting to influence governments and political leaders, it can be easy for think tanks to lose touch. This is an international issue- many think tanks may not have the means or manpower for large-scale research projects and consistent community outreach events, reputations may go as followed; out of touch, or perhaps worse, virtually unknown.

One method that was suggested to counter this is for think tanks, or experts at large, to acknowledge the dissenting side of arguments. Political issues, more so than ever before, have become global. National issues are regional issues. Regional issues, in turn, are world issues. This interconnectedness has come with a plethora of incredible benefits, but has also put what once
could be viewed as isolated problems under the magnifying glass. With this in mind, it is understandable as to why opinions on matters have grown to be so diverse, and often, extreme. The point of view of most think tanks in a politically turbulent region is to not represent the more extreme viewpoints, in an attempt not to publicize potentially dangerous political stances. This is rational, as think tanks are not news networks intended to distribute news at it happens, but vessels for long-term analysis and suggestions. With this in mind, it has become crucial for think tanks to slightly alter this approach.

Instead of turning a blind eye, experts must take an active approach and acknowledge that these opinions exist. Even potentially dangerous, hateful political opinions can fester and begin to make sense to citizens who feel as though their thoughts are disregarded. This does not mean writing articles to disprove or battle public opinion, but rather, mentions of dissenting viewpoints in publicly available works. This will assist in influencing public policy. Politicians often disregard issues festering in the public realm in order to “play it safe.” With the assistance of think tanks, public officials and governments at large can get a better idea of how to approach them. Not only is this a solid use of expertise in fulfilling the mission statement of a think tank, it also actively dissuades citizens from believing that experts are inherently corrupt.

**Region vs Rivalry**

With the region in flux, think tanks in Europe must assume a position on regional issues. Within the conference, a variety of different perspectives were represented. Is it best to assume an aggressive approach, attempt to play a role in the peace-process and facilitate compromise, or simply relay the facts, accepting that a certain element of chaos will always be present in such a dynamic region? Participants in the summit represented a range of different ideas on how to best represent national interest, while also taking into account how intertwined the region is. A shared past and common issues throughout the region are indicative of a shared future. It is difficult to take on a highly aggressive approach in research and publications on conflict-resolution and regions in periods of sustained crisis. Most participants were in agreement that in order to truly bring about change, instead of simply reporting on it, cooperation with other think tanks in the region was key. Think tanks often choose to operate alone. This is not difficult to understand, considering the financial struggles and staffing issues that think tanks face internationally. Knowledge is power, and holding onto data is an almost instinctive path for scholars and think tanks at large to take. To cede this is to relinquish an advantage. Think tanks must focus on qualitative and quantitative data. Despite not being a business in a traditional sense, think tanks must excel at analyzing data in order to come to meaningful conclusions in research and compete with consulting firms who conduct similar problems. Taking on a nationalist tone is also important, regardless of a think tank’s political position or view on globalization. This brings back the core question that many think tank experts struggle to define. What is the goal of a think tank? Is it simply to influence public policy? Or do scholars, prominent in their fields and resolute in their determination to make a change, owe the world more? As counterintuitive as it may seem from a business perspective, the sharing of data and collaboration with think tanks on projects is crucial for think tanks moving forward. National problems are regional problems. Regional problems are international problems. Above all else, scholars devoting their lives to analysis should want to do whatever it takes to see these problems disappear. In a debate between region and rivalry, it is difficult to take an isolationist approach when rivalry genuinely puts the entire region at risk.

**Influencing Public Policy in the Digital Age**

In an era where communication is instant, it has never been easier for think tanks to disseminate information. That being said, simply having information available publically is not the way for a think tank to expand its market or ensure that it reaches an audience. With revolutions in technology and media, is has never been so important for think tanks to be at the forefront of the media revolution.

Social media has become so tied to communication and marketing at this point, that simply participating will not separate a think tank from the pack. Having
a traditional social media presence, such as a website, Facebook and Twitter account, or even an Instagram are important, but so widely distributed and used that it has almost become an expectation to consumers. This can be damaging for think tanks without even this much of a social media presence. In order to genuinely take advantage of the instant communication made possible through the media revolution, think tanks must embrace that we are currently living in a world where data is king. The sharing of data and information was mentioned earlier. To genuinely capture an audience who craves information, but can often lack the background knowledge to effectively absorb large, scholarly blocks of text, information and data must be distributed creatively. Examples that were mentioned were micro-websites, high-production videos that resemble what one could feasibly view on television, and podcasts, which are experiencing a surge in popularity. The formatting of information and the methods chosen to broadcast are of utmost importance.

With it being so easy to spread information to the public, the question comes into play of who exactly the target audience of a think tank is. The goal, of course, is to influence public policy. That being said, it is important that think tanks not deliver information and research only to those in the same “echo-chamber.” This actually reduces the ability of a produced work to make a difference and effectively spread. The beauty of information dissemination via social media is just how quickly it can be spread, across a variety of audiences. It has given not only think tanks, but all groups attempting to spread a message a new way of networking and reaching audiences. With the opportunity to reach beyond the academic community and the same readers, think tanks have a responsibility to their cause to fully embrace this.

Of course, competence and quality are still key. Instant communication can make it tempting to put out instant reports and want to generate many, short-term focused forms of analysis. This temptation must be fought. Think tanks are not news networks. Academic integrity and the devotion of think tanks to working towards long-term, political solutions must be preserved, lest this revolution in communication be ultimately worthless. This academic integrity and well-thought out research must be delivered to audiences in their preferred language. This multi-channel model of communication can be compelling to both audiences learning of issues for the first time, as well as politicians looking to gain an understanding of how to approach political issues through the lens of the masses.

There was disagreement over the merits of live streaming events. On one hand, it is a way to ensure that a larger audience can view events held by think tanks. With think tank followers and networks growing rapidly due to the spread of information through social media, it is a good way to make sure that geographically distant followers can be involved. However, there is also the risk of live-streaming events leading to less people physically coming to events, as well as the potential to change the behavior of people in the room and questions asked during an event.

Despite the disagreement on how to best utilize live-streaming for live events, one thing that was widely agreed upon was that think tanks with outdated methods of communication will get left behind, struggle to secure funding, and have a generally tougher time selling themselves as an elite institution.

Conclusion

The 2017 Europe Think Tank Summit brought together some of the most influential minds in the region to discuss think tank strategies, regional politics, and methods of cooperation and communication to best serve the think tank community in the future. The meeting, part of a successful summit that covered a range of topics relevant to the international political community and think tanks all over the globe, encouraged greater communication between think tanks, a strong desire to hold more frequent meetings, and a newfound sense of determination to tackle regional and international problems through data analysis, the use of social media and instant communication, and community outreach to restore faith in expertise, in a period where it is both desperately needed and actively being fought against.
17.00 - 18.30  Opening Plenary Session Panel

Discussion Welcome
Leslie Vinjamuri, Council Member; Associate Fellow, US and Americas Programme, Chatham House, (United Kingdom)
James G. McGann, Director TTCSP, Lauder Institute, University of Pennsylvania (United States)

Panel: Populism, Public Policy and Governance: National, Regional and Global Perspectives
Politicians in the Europe and the US have challenged existing political and social norms by tapping into the electorate’s sense of a loss of national identity as well as the economic and physical insecurities felt as a result of globalization, disruptive technologies, a host of transnational threats and the inability of national, regional and global governance to meet the complexities, terror and treacheries of the new world disorder. Nowhere is this more evident than in Europe where the divisions in society are exposed and may continue to deepen. These new realities have provided fertile ground for disruptive technologies and politics which have caught the existing political, intellectual and corporate elites off guard and is turning politics, public policy and governance on its head.

The populist movements in Europe have the potential of sweeping ultra-right, nationalist and Eurosceptic parties into power across the continent in a series of elections that will take place in the spring and fall of 2017. Even the most ardent European federalist these days will agree that the goal of an “Ever closer Union” as enshrined in the Rome Treaty (which in March actually celebrates its 60th anniversary) is not a realistic proposition in the present circumstances. This is something that warrants reflection and reform: even if European cooperation is not headed for full-blown collapse, what are the prospects and rationale for reviving the integrationist spirit at a time when the EU’s three major post-Cold War achievements (Schengen, the Euro and now even the Eastern enlargement) are under severe strain? The panel will include a mix of journalists, politicians/policymakers and think tanks who will discuss these historic and transformative events. Davos Style questions to the panelists—no power points and no speeches.

Panelists:
Arnaud Castaignet, Vice President of Open Diplomacy and digital strategist for the French President François Hollande
Paul Linnarz, Director Team Political Dialogue and Analysis (Germany)
Paolo Magri, Vice President and Executive Director, ISPI (Italy)
Monika Sie Dhian Ho, Director, Clingendael (Netherlands)
Chair: Leslie Vinjamuri, Council Member; Associate Fellow, US and Americas Programme, Chatham House (United Kingdom)

19.30 - 22.00  Dinner and Keynote Address
Adam Boulton, Editor-at-large; Presenter, All Out Politics, Sky News
MARCH 3, 2017

07.45 – 18.00  Venue: British Academy, 10-11 Carlton House Terrace, London, SW1Y 5AH

07.15 - 07.45  Registration

07.45 - 08.45  Think Tank Networking and Strategy Breakfast

Chatham House, McKinsey Global Institute and TTCSP will chair and feature some short presentations on innovative or high impact projects over breakfast. Participants are encouraged to network and share how their think tank is meeting the challenges and opportunities created by disruptive technologies and politics in a series of small group discussions over breakfast.

James G. McGann, Director TTCSP, Lauder Institute, University of Pennsylvania (United States)

The Future of Work and Impact on Think Tanks and Public Policy
Jacques Bughin, Director, McKinsey Global institute

Reflections on geopolitics and populism from a Eurosceptic
Rt Hon Michael Gove. Plenary speech (United Kingdom)

09.00 - 10.30  Session 1

Panel: Ideas and Analysis vs. Personality Politics and Provocative Tweets

Populist parties across Europe have been gaining an increasing share of the popular vote by targeting key demographics and carefully selected issues that have helped expand and energize the core support for these movements. While many populist parties rely on traditional campaign strategies and tools they have increasingly made use of social media (Facebook, Twitter, Snapchat, Instagram, etc.) to reach key segments of the electorate. Strategic communications and social networking have enabled these movements to market their ideas directly to voters ignoring traditional parties, the media, pollsters and policy advocacy groups.

During Britain’s referendum on EU membership one cabinet minister and Vote Leave supporter declared “I think people in this country have had enough of experts.” His fellow Brexiteers were quick to back him up. “There is only one expert that matters,” said Labour MP Gisela Stuart, also of Vote Leave, “and that’s you, the voter.” Donald Trump routed 15 formidable and well-funded establishment candidates in the Presidential primaries without the “benefit” of campaign advertising, field offices or the backing of the Republican Party. He did, however, have over 26 million and growing followers on Facebook, Instagram and Twitter. These new, tech savvy and unconventional politicians are rising in the US and throughout Europe and having a profound impact on national, regional and global politics. The Netherlands will hold general elections two weeks after the Europe Think Tank Summit in what promises to be the first test about Europe’s populist tide in this election year (France, Germany, and likely Italy to follow). What does it mean for the existing political and economic order in Europe, the United States and beyond?

What is happening? Will the populist, nationalist, nativist, protectionist movements continue to rise and gain strength in Europe? What are the implications for think tanks, the media and political parties in this new era of politics and governance?

Panelists:
Bjarke Moller, Executive Director, Think Europa, (Denmark)
Laurence Nardon, Head of North America Program, IFRI, (France)
Andrew Schwartz, Chief Communications Officer, CSIS (United States)
Alberto Nardelli, Europe editor for BuzzFeed News (United Kingdom)
Chair: Bénédicte Paviot, Broadcast Journalist and UK Correspondent, France 24

10.30 - 10.45  Coffee Break
11.00 - 12.30 | Session 2 (Break Out Groups I)
Policy Dilemmas, Partisan Politics and Parliamentary Paralysis: Think Tanks, Now More Than Ever Before (Part I)

Greater unpredictability at national government levels is likely to lead to greater international paralysis and the rise of personality politics. Combined with the public’s arguably growing thirst for information – not necessarily fact-based – how can think tanks ensure facts are not seen as purely subjective and promoting objective debate more effectively. More importantly how can think tanks produce new ideas and strategies that are “faster, better, smarter” to help break the political gridlock and policy paralysis that have contributed to a crisis of confidence in governments and elected officials throughout Europe and the United States. Panelist and participants will be asked to explore key issues and develop possible responses to address some of the key challenges facing think tanks, policy makers and the public. Does Donald Trump and the populist mean the end to think tanks or are they more important today than ever before? More importantly what steps do think tanks need to take to effectively respond to the technology, political and policy challenges that we are faced with today?

Policy Issues
1. Solving The Advanced Industrial Economy Trap: Wage Stagnation and Growing Economic Inequality
Miguel Otero-Iglesias, Senior Analyst, Elcano Royal Institute and Research (Spain)
Christiana Stewart-Lockhart, Director of Programs, Institute for Economic Affairs, (United Kingdom)
Moderator: Thomas Aubrey, Director, Centre for Progressive Capitalism (United Kingdom)

Organizational Issues
1. Big Ideas, Big Data & Small Tweets: Technology, Politics and Policy Advice
Weltzien Åsmund, Head of Communications, Norwegian Institute of International Affairs (Norway)
Nicole Valentinuzzi, Director of Communications and Marketing, Institute for Government (United Kingdom)
Moderator: Andrew Schwartz, Chief Communications Officer. CSIS (United States)

12.30 - 13.30 | Lunch

13.30 - 15.00 | Session 3 (Break Out Groups II)
Policy Dilemmas, Partisan Politics and Parliamentary Paralysis: Think Tanks, Now More Than Ever Before (Part II)

Policy Issues
1. Free Trade, Dead or Alive? Economic Nationalism vs. Economic Internationalism
Maria Demertzis, Deputy Director, Bruegel (Belgium)
Elisabeth Hagen, Executive Director, Vienna Institute for International Economic Studies (Austria)
Moderator: Lim Wonhyuk, Vice President and Executive Director, Center for Regulatory Studies, Korea Development Institute (South Korea)

Organizational Issues
1. Harnessing Technology to Enhance Research and Public Engagement
Marco Incerti, Head of Communication & Research Fellow (CEPS) (Belgium)
Joseph Barnsley, Communications Officer LSE IDEAS (United Kingdom)
Moderator: Nathalie Delapalme, Executive Director, Research and Policy, Mo Ibrahim Foundation (United Kingdom)
### March 3, 2017

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
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<tr>
<td>15.00 - 15.15</td>
<td><strong>Coffee Break</strong></td>
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<td>15.15 - 16.15</td>
<td><strong>Session 4</strong></td>
<td>The Future of Europe: Cooperation, Conflict or Chaos?</td>
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<td>This session will focus on the “exist movements” in Europe and “America First” in the US to gauge the impact they are having on the regional cooperation and governance. Panelists will examine the implications of Brexit and the Trumpexit on the free flow of people, capital, goods and services and collective security and how these developments might impact the future of European Union and NATO.</td>
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|             |                        | **Speakers:** Ricardo Borges De Castro, Adviser on Strategic Foresight, European Political Strategy Centre (EU)  
|             |                        | Marco Piantini, Adviser to Italy’s Prime Minister for European Affairs, (Italy)  
|             |                        | Patricia Lewis, Research Director, International Security, Chatham House (UK) |
|             |                        | **Chair and Closing Keynote address:** Sir Robert Cooper, Career Diplomat, and former Counsellor of the European External Action Service and a Special Advisor, the European Commission (United Kingdom) |
| 16.30 - 17.30 | **Closing Plenary Session** | The Role of Think Tanks In Shaping Europe’s Future                     |
|             |                        | A closing panel of participants will provide analysis and commentary on the major conclusions, strategies and actions generated by the summit |
|             |                        | **Speakers:** Jordi Bacria, Director, CIDOB (Barcelona Centre for International Affairs) (Spain)  
|             |                        | Rosa Balfour, Acting Director, German Marshall Fund of the United States- Europe Program (Belgium)  
|             |                        | Sylvie Matelly, Deputy Director Institut de Relations Internationales et Stratégiques (France)  
|             |                        | Fabrizio Tassinari, Senior Researcher, Danish Institute for International Studies (Denmark)  
|             |                        | **Chair:** Mark Leonard, Director, European Council on Foreign Relations (United Kingdom) |
| 17.30 - 18.00 | **Closing Remarks and plans for 2018 Europe Summit – Summit Organizers** |Claire Spencer, Senior Research Fellow, Chatham House, (United Kingdom)  
|             |                        | James G. McGann, Director TTCSP, Lauder Institute, University of Pennsylvania (United States) |
### Confirmed List of Think Tanks

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<tr>
<th>Think Tank Name</th>
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<tr>
<td>Adam Smith Institute</td>
<td>Institute for European Environmental Policy</td>
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<tr>
<td>Adviser on Strategic Foresight</td>
<td>Institute for Government</td>
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<td>Asian Development Bank Institute</td>
<td>Institute for Public Policy Research</td>
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<td>Australian Institute of International Affairs Bruegel</td>
<td>Institute for the US and Canadian Studies of the Russian Academy of Science (ISKRAN)</td>
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<td>Center for Social and Economic Research</td>
<td>Institute of Development Studies</td>
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<td>Center for Strategic &amp; International Studies</td>
<td>Institute of International and European Affairs</td>
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<td>Center for Strategic Studies, University of Jordan</td>
<td>Istituto per gli Studi di Politica Internazionale</td>
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<td>Centre for Progressive Capitalism</td>
<td>Konrad Adenauer Stiftung</td>
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<td>Centre for Public Policy (PROVIDUS)</td>
<td>Korea Development Institute</td>
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<td>Centre for European Policy Studies (CEPS)</td>
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<td>OxGAPS</td>
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<td>Primakov National Research Institute of World Economy and International Relations (IMEMO- Institute, Moscow)</td>
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<td>Razumkov Centre</td>
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<td>Stockholm Environment Institute</td>
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<td>French Institute of International Relations (IFRI)</td>
<td>Think Europa</td>
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<td>Infogamma Ltd</td>
<td>Think Tanks and Civil Societies Program</td>
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<td>Institute of Development Studies</td>
<td>Ukrainian Think Tanks Liaison Office, Brussels</td>
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<td>Institut de Relations Internationales et Stratégiques (IRIS)</td>
<td>Vienna Institute for International Economic Studies</td>
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<td>Institute for Advanced Sustainability Studies</td>
<td>Wilfried Martens Centre for European Studies</td>
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**CHATHAM HOUSE**  
The Royal Institute of International Affairs

**TTCSP**  
Think Tanks and Civil Societies Program  
University of Pennsylvania

11
Summit Contributors

Summit Organizers
Chatham House
Think Tanks and Civil Societies Program University of Pennsylvania

Summit Host and Partner
McKinsey Global Institute

Partners
Bruegel (Belgium)
Friedrich-Ebert-Stiftung (Germany)
Institute for International Political Studies (Italy)
Netherlands Institute of International Relations Clingendael (Netherlands)

Summit Planning Committee
Barcelona Centre for International Affairs (CIDOB) (Spain)
Bruegel (Belgium)
Centre for European Policy Studies (CEPS) (Belgium)
Centre for Social and Economic Research (CASE) (Poland)
Chatham House (United Kingdom)
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Elcano Royal Institute (Spain)
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German Council on Foreign Relations (DGAP) (Germany)
Institute for Development Studies (United Kingdom)
Institute for International Political Studies (Italy)
McKinsey Global Institute (MGI) (United Kingdom)
Netherlands Institute of International Relations Clingendael (Netherlands)
Think Tanks and Civil Societies Program, University of Pennsylvania (United States)
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 25 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 policymaking process. In 2007, the TTCSP developed and launched the global index of think tanks, which is designed to identify and recognize centers of excellence in all the major areas of public policy research and in every region of the world. 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 MA 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.

THE 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. A world-class research institution, Penn boasts a picturesque campus in the middle of a dynamic city. Founded by Benjamin Franklin in 1740 and recognized as America’s first university, Penn remains today a world-renowned center for the creation and dissemination of knowledge. It serves as a model for research colleges and universities throughout the world.