

THINK TANK SUMMIT REPORT

THINK TANKS & CIVIL SOCIETIES PROGRAM

The Lauder Institute
The University of Pennsylvania



GLOBAL THINK TANK
INNOVATIONS SUMMIT

Think Tank
Innovations Summit

Dec. 13-15, 2015



Think Tanks and Civil Societies Program

“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 6,500 think tanks...

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2015 GLOBAL THINK TANK INNOVATIONS SUMMIT REPORT

The Think Tank of the Future is Here Today

**University of Pennsylvania
Philadelphia, USA**

13-15 December, 2015

Introduction

The 2015 Global Think Tank Innovations Summit on December 13-15, 2015 brought together 79 participants from 50 institutions based in 16 countries. This groundbreaking Summit was intended to serve as a catalyst for ideas, innovation and change in the global community of think tanks.

The 2015 Global Think Tank Innovations Summit, a meeting of institutions from across the world that have recognized the importance of innovation and made it a central part of their missions, was held over three days at four institutions in Philadelphia known for innovation in their own right. These institutions served as a fitting backdrop for the discussion of “the think tank of the future.” Featuring engaging panel discussions and keynote speeches at the Barnes Foundation, the Singh Center for Nanotechnology, the University of Pennsylvania Museum of Archeology and Anthropology, and the Annenberg School for Communication, the summit came at a critical time of transformation for think tanks as they convene to rethink their strategies and structures in the 21st century.

The conception of the Think Tank Innovations Summit grew out of the development of an uncertain environment for think tanks—one crowded with public policy organizations offering advice to time-constrained policymakers often overwhelmed by the high volume of information at their doorstep. While this environment presents challenges and obstacles that force think tanks to adapt different models of research and communication, it also presents an opportunity for them to develop into multidimensional, global, and technologically savvy organizations. With the intent of taking full advantage of this moment of opportunity, the 2015 Global Think Tank Innovations Summit convened to discuss areas in which innovation will prove to be key in the next fifty years. Those areas include diversity in recruitment; assuring the quality, independence, and integrity of think tank research; purposeful and meaningful collaboration; how to create innovative products/services/events; new institutional strategies and structures; identifying threats and opportunities; working with and catering to new audiences and partners; ensuring excellence, innovation, and impact; and harnessing technology and (big) data.



The conference proceeded under the Chatham House rule in order to encourage productive and open discussion of specific challenges, opportunities, and solutions that think tanks face regarding innovations in management, communications, and policy research. The topics discussed below are a synthesis of the major themes raised by participants over the three days and also represent the areas with the most opportunity to put innovation into action. Outlined at the end of this report is a set of concrete recommendations to think tanks, policymakers, and donors from participants that will help all three groups navigate the turbulent times ahead.



Participants were surrounded by both the new and the old at the Singh Center for Nanotechnology and the Penn Museum of Archeology. The Singh, opened in 2013, is at the forefront of both nanotechnology research and also sustainable design. It has been awarded LEED Gold Status by the US Green Building Council, Best Architecture of 2013 by the Denver Post, and First Place in Higher Education Projects by the Mid-Atlantic Chapter.. The Penn Museum, built in 1887, has roughly one million artifacts from all across the world, and represents the innovations and development of mankind from antiquity onwards.

Innovation in Action: Key Areas for Impact

Diversity in Recruitment

Conceptualization of diversity in recruitment has evolved from first generation thinking of fulfilling gender and racial quotas to a more nuanced second generation theory that proposes a “diversity of ideas.” The second generation approach is effective in multiple ways. It acknowledges that diversity on paper is not enough, and forces HR departments to think critically about where new ideas come from and to be proactive in seeking out new voices. Recruitment is a long term investment in scholars of various ages, political affiliation, upbringing, and beliefs, as well as gender and race. As one participant suggested, hiring a “troublemaker, or heretic” is an unconventional route to diversity that spurs internal discussion, provides incentive for rigorous research, and draws attention to projects that address contentious issues. Participants agreed that investment in diversity must be deliberate, and that new ideas should be *added* to the mix rather than *replacing* the old.



Structures for Achieving Diversity

Participants offered several institutional routes towards fostering a diverse work force, many of them related to training the next generation of think tank leaders. Among those described were: a three-to-six month selective training program aimed at helping young scholars identify their strengths under close supervision; creating a Women in Think Tanks Network to support innovation and diversity among female scholars and managers; starting an international Think Tank Job Bank where applicants and organizations can match skills, interests, and gain international experience; conducting informal networking events between young trainees and experienced mentors; and engaging with primary and secondary education. As the Baby Boomer

generation is not retiring at the same time as previous generations, the imperative falls on think tanks to train and create space for the development of the next generation. Many institutions have found success in their engagement with young scholars through social media platforms, with digital interactions reaching a high. Social media allows think tanks to interact with young individuals from diverse backgrounds and to cultivate a diversity of ideas from an early age.

Assuring the Quality, Independence, and Integrity of Think Tank Research

The think tank community is undergoing a transformation in structure and role in society that affects their funding streams, communications and dissemination strategies, and therefore their research. Now more than ever, transparency in funding is essential to maintaining the trust of the public and protecting the independence of research. Participants discussed the need to diversify their funding through avenues such as publications, events, membership, monetizing independent scholarly blogs through advertising, and outsourcing certain parts of projects when necessary. One panelist emphasized that it is essential for think tanks to streamline their portfolio and learn how to say ‘no’ to donors when a project doesn’t meet standards of excellence.



Many participants voiced an interest in a collection of policies and procedures for think tanks that can be put in place to ensure the quality, independence, and integrity (QII) of their research. In response to this shared interest, TTCSP is currently carrying out a research project that compares the QII policies and procedures of major public and private research universities and hospitals to those of think tanks. As a result of this project, a compendium of policies and procedures will be available for dissemination to think tanks to ensure that they have codes in place for regulating their research. **This project, combined with a collective push from think tanks to prioritize transparency in general, will strengthen the community both in terms of the quality of their research and their relationships with policymakers, donors, and the public.**

Collaboration



Throughout multiple sessions, participants debated the merits and potential drawbacks of inter- and intra-institutional collaboration. While a few participants sounded a note of caution against collaboration, citing it as a potential distraction, the general consensus was that collaboration serves as a force multiplier in creating compelling research that generates a wider impact. The benefits of collaboration, whether between individual scholars or organizations, outweigh the systemic obstacles faced. With this in mind, think tank management should develop strategic plans for collaboration that include methods for ensuring value added. Think tanks can also provide a neutral meeting ground for discussion between visiting professors, policymakers, and other members of civil society that might not typically interact. Similarly to the “troublemakers” discussed above, think tanks have an obligation to engage with visitors regardless of their views in the name of stimulating discussion and inspiring thoughtful dialogue of opposing ideas.

One of the organizational issues think tanks face in the digital age is finding a common language between their employees. This is necessary for graphic designers, IT technicians, and foreign policy analysts to effectively present their research in an engaging manner, and to motivate scholars in different departments to pursue interdisciplinary projects. Some think tanks have created independent funding for collaborative projects to provide incentive for their scholars to make a conscious effort to work together. Securing funding for these projects is an essential part of think tank management strategy that contributes to quality research and maintaining relevancy.



Innovative Products, Services, and Events

Think tanks are increasingly having to showcase their research in innovative ways in order to capture the attention of donors and highly segmented audiences. The ability to exhibit projects through graphics and visual aids that are backed by research is an essential part of think tank communications. Scholars now use interactive websites, infographics, podcasts, Twitter aggregator tools, big data visualization, videos, embedded microsites, special channels, and even SoundCloud to reach the public, policymakers, and their staff. Participants cited infographics as one of the most effective ways to gain the attention of policymakers that are pressed for time. Once an

infographic catches their attention, policymakers (or their staff) are much more likely to read a report than if they had not been presented with the infographic first. By making think tank research more visually appealing to both policymakers and the public, they greatly increase the likelihood of their research having the impact it was designed for.

One panelist asserted that big data is very effective at showing correlation (although not causation) and that it can be harvested much more quickly than traditional data. For example, one institution tracked election polls through Twitter, much more quickly than traditional polls, and was able to create a scattered data plot of the discussion surrounding the election. Other participating institutions are using big data to contribute to the sustainability of cities and show trends in US prison populations. The big data sets that think tanks can mine for information are often collected for a different primary purpose, but their secondary analysis can provide even further insight into an issue. Given the variety of ways in which think tanks are utilizing it now, big data is likely to become a large factor in think tank impact and analysis in the future.



New Strategies and Structures

Think tanks of all shapes and sizes face issues of staffing, funding and effective organization. The organizational structures of the 20th century are becoming obsolete as think tanks expand geographically, develop in-house digital media labs, mitigate issues of departmental overlap, and establish new ways to bring in young scholars. Multiple innovative institutions have established offices all over the world in order to have direct access to regions that are growing in global importance. Having access to the networks and information in different regions gives think tanks a wide portfolio of applied experience that policymakers value highly.

As younger scholars who are “digital natives” enter the workplace, they engage more naturally than older scholars (“digital migrants”) in digital communication of their work in their free time through social media. Therefore, in the future there will be both more pressure and more freedom for communications departments to develop more innovative ways of reaching their audiences while leaving traditional communication and social media to the scholars. Many think tanks are now developing their own in-house digital media labs that are finding compelling ways to present research at a

cheaper price point. These labs work with scholars from the conception of a research project to identify the media (infographic, video, etc.) that will best communicate the key points of the research. One panelist suggested that to fund in house digital media design, management can incorporate funding for developing a microsite or creating an infographic into grant proposals.

As discussed in recruitment, think tanks are beginning to engage with young scholars through summer programs, professional development schemes, and discussions on social media in order to develop the next generation of think tank executives and scholars. These structures, when organized effectively, can be a strong and helpful part of the think tanks' new strategies. They provide a platform for bringing in fresh ideas through programs that benefit both the organization and the young scholars. Investment in the next generation is not only a good investment, but an obligation to organizations that intend to survive in the now-crowded marketplace of policy research and advice.

Threats and Opportunities

As think tanks move forward in the 21st century, there will be an emphasis on creating reputable content within a lean, interdisciplinary organizational structure that has quantifiable impact on their targeted audiences. These traits will be essential in an environment that is facing high levels of competition from within and without the think tank community. Participants discussed threats and opportunities to think tanks today, ranging from consulting firms, to “disruptions to the world economy” to



ISIS. Keynote speaker Richard Dobbs emphasized that *urbanization, technology, globalization, and aging* will be the four biggest disruptions to the world economy over the next fifty to one hundred years. He also projected that over that time, half of the world's companies will come from emerging markets, which can be either an opportunity or a threat to think tanks looking to compete on a global stage. His most poignant suggestions were to “reset our intuitions”, to be outward-focusing

and agile, to not try to do everything in house, and to approach the changes we will inevitably face with optimism.

Along similar lines, one panel specifically addressed the increasingly blurred line between the work of consulting firms and think tanks, discussing the definitional differences between the two, their ability to set their research agenda, and therefore their ability to address the most important issues at hand. Independence of research was key in distinguishing consulting projects and think tank research—the difference lies in who owns the information and if there is any part of the process where the client can influence the outcome. Participants agreed that while it is essential that

think tanks continue to set their own research agenda, donors are increasingly interested in capabilities to see a project through from conception to implementation. Particularly in an environment where think tanks and consulting companies are often competing for funding, resources, and face time with policymakers, being able to quantify impact will have an existential effect on the future of think tanks.



New Audiences and Partners

Alongside providing a venue for debate of the issues facing think tanks today, the summit also afforded participants a space for informal networking and forging contacts with other think tank executives with whom they would not normally cross paths. These face-to-face meetings can lay the groundwork for creating new partnerships that push think tanks to reimagine and reinvent their current research routine. Furthermore, one panelist suggested that think tanks “reimagine their stakeholders”, and to recognize the impact their research could have on a wider range of audiences. Engaging in this self-reflection can drive a beneficial shakeup of methods and outputs. In carrying out this change, think tanks will need to engage with new actors in analyzing issues in different initiatives. Alternatively, taking a closer look at how their current target audience consumes their information can reveal new insights into how to effectively reach them. For example, one participant’s organization surveyed women in their region and found that none of them had time to watch the fifty minute programs they were broadcasting, even though they were interested in the subject matter. As a result, the institution broke down the topics into shorter three-to-five minute videos that could be watched in between activities or on their phones while on the go. This led to higher female viewership, appealed to young adults, and created a space for discussion and engagement with new audiences through comments and reactions on the shorter videos.



Excellence, Innovation and Impact

Alongside the focus of the summit on innovation and exploring new ways to use data and reach new audiences, there was also an emphasis on maintaining excellence and



rigor of research methods while simplifying and diversifying methods of communication. As a way of ensuring excellence and quality of research in the fast-paced digital age, some institutions have adopted a policy that every output—from a long form PDF report down to a Tweet—must be backed by or linked to research that has been conducted. This practice ensures that those institutions avoid becoming opinion-based advocacy groups and remain bastions of thorough research. Think tanks should prioritize having a clear mission and road map that integrates a rigorous approach from the inception of a research project to its projected impact and communication. This will ensure a standard of excellence across projects and communications of all length, subject, and form.

While measuring tangible impact is difficult at best, setting specific, measurable goals for various outputs is the best place to start. Think tanks can use web analytics to measure dwell time on target project web pages, the reach of their infographics, and number of plays on their videos. These measures are secondary targets that help think tanks meet their primary goal of reaching policymakers. One panelist discussed a cultural shift their think tank had been implementing over a number of years towards producing digital-first reports and media. They used a variety of microsites and strategic digital communications to drive traffic to their website. Eventually, the images from one of their issue-based microsites were used in a Senate Committee hearing. Presenting their research in a more accessible and interactive way resulted in a measurable impact on policymaking.

Harnessing Technology and Data

As discussed in “Innovative Products, Events & Services,” the presentation of big data can be one of the most compelling ways to reach new audiences. Big data is one of the products of the wide array of technological tools available to scholars. As this toolbox expands, think tanks need to harness technology both in terms of real-time data collection and in terms of the dissemination of research. Technology offers the opportunity to simplify the interaction between think tanks and their audiences. It also inspires experimentation of ideas and methods. The key moving forward will be to move to the forefront of experimentation and innovation while remaining in control of the technological outputs.



Conclusions & Recommendations

The summit served as a reminder of why think tanks are important—they create invaluable, fact-based policy research and recommendations—and it demonstrated that the most effective innovation is in improving the methods of collecting and disseminating information. Participants set demonstrable goals in improving management strategies, communications, and embracing new technology and data. The final day of the summit included in-depth discussions of the forward trajectory of the think tank community, with an emphasis on reaching a greater understanding of the turbulence, transitions, and challenges that the community is facing. Most importantly, participants discussed how to **prioritize** the issues discussed, how to **mobilize** the donors and the community, and how to **realize** action quickly. One participant summarized the major issues discussed as addressing both the “trend lines and the headlines, but the trend lines first”; finding creative and innovative ways to reach policymakers in a world inundated with information; and how to rethink the think tank itself as more of a network than a building.

Finally, the summit concluded with a movement of the group to consider the policies and procedures think tanks have in place to ensure the quality, integrity, and independence of research. Participants agreed that while the policies and procedures of individual institutions are adequate at the moment, the community would benefit from creating a collective set of best practices that increases monitoring and covers all possible areas of exposure.

Below are a set of recommendations to think tanks, policymakers, and donors that were outlined by participants either during the summit or in a follow-up survey.



Recommendations to Think Tanks

- ✓ Create think tank networks and associations that can serve as a meeting place for ideas and support
 - Those networks may include:
 - The launch of Women In Think Tanks by TTCSP and the Wilson Center
 - A Global Think Tank Association
 - An international database of think tank jobs and applicants
 - Next Generation Network
- ✓ Prioritize transparency as a duty to policymakers, donors, and the public, and as a way to ensure resiliency
 - Due to recent criticism from the media regarding transparency of funding sources, think tanks have a responsibility to act transparently to maintain trust
- ✓ Create a global collection of innovations and best practices developed by think tanks (human resources, management, public engagement)
- ✓ Publish a newsletter showcasing innovative practices across all sectors
 - TTCSP will introduce a “Featured Innovations” section in their forthcoming newsletter
- ✓ Incorporate presentations from other sectors into future Think Tank Summits
- ✓ Implement Knowledge Sharing Platforms
- ✓ Create Partnership and Exchange Programs
- ✓ Build awareness of changing demographics, media environment, and needs of policymakers
 - This is a long term goal of management self-awareness that requires think tanks to be self-critical and outward-looking
- ✓ View other think tanks as potential partners for excellence and impact

- ✓ Restrict size and stay “lean”
 - This was identified as an essential management strategy that will improve performance in the long term
- ✓ Ensure that staff/products reflect the diversity of the society/governments that institutions are trying to serve

Recommendations to Policymakers

- ✓ Enable qualified staff to spend time at think tanks to research, write and speak
 - This can take the form of sabbatical or short research assignments
- ✓ Participate in structured dialogue with think tanks—i.e. joint conferences and workshops
- ✓ Work to ensure the independence of nonprofit think tanks today and in the future
 - This can take the form of either formal or informal regulation of government influence on think tanks
- ✓ Make quality of research a priority when consulting think tanks—be critical of research
 - The universe of think tanks has widened dramatically—not all information is researched with equal rigor
- ✓ Consciously recommend projects to think tanks that policymakers view as important

Recommendations to Donors

- ✓ Beware of rigid use of metrics to measure impact
 - Having a diversified portfolio of both quantitative and qualitative performance measures is the only way to measure impact
- ✓ Support a Think Tank Alliance or Association to promote exchange of expertise, methods, and information



- Think tanks that collaborate are likely to conduct high quality research
- ✓ Recognize the importance of overhead funding, general expenses, and communications/dissemination to complement rigorous research
 - Investment in an institution, rather than just a project, goes a long way
- ✓ Use diversity as a benchmark for good performance

Attachment 1: 2015 Think Tank Innovations Agenda

SUNDAY DECEMBER 15TH 2015

TIME	PROGRAM
5:00pm - 8:30pm	Summit Venue Barnes Foundation 2025 Benjamin Franklin Pkwy, Philadelphia, PA 19130
5:00pm - 6:15pm	Private Gallery Tour of the Barnes Foundation
6:15pm - 6:30pm	Welcome Address <i>Carlos Ivan Simonsen Leal - President, Fundação Getulio Vargas</i> <i>James G. McGann - Director, Think Tanks and Civil Societies Program</i>
6:30pm - 7:30pm	Panel I: The Think Tank of the Future Is Here Today: New Strategies, Structures and Staffing Patterns <i>Chair: James G. McGann Director, Think Tanks and Civil Societies Program</i> <i>Speakers: Steven Bennett Vice President & COO, Brookings (US)</i> <i>Winnie Stachelberg Executive Vice President for External Affairs, Center for American Progress (US)</i> <i>Jose Luis Chicoma President, Ethos (Mexico)</i> <i>Paul Hofheinz President and Co-Founder, The Lisbon Council (Belgium)</i>
7:30pm - 8:30pm	Dinner <i>Introduction: Mauro Guillen - Director, The Lauder Institute, Zandman Professor, The Wharton School University of Pennsylvania (US)</i> <i>Keynote Address: Richard Dobbs - Director McKinsey Global Institute</i> <i>"No Ordinary Disruption: The Four Forces Breaking All the Trends"</i>

MONDAY DECEMBER 15TH 2015

TIME	PROGRAM
8:30am - 4:30pm	Summit Venue Day II : Singh Center 3205 Walnut St, University of Pennsylvania, Philadelphia, PA
8:20am - 8:30 am	Welcome Address Vijay Kumar, Ph.D., Nemirovsky Family Dean School of Engineering and Applied Sciences "Engineering Innovations: The Building, Faculty and Students"
8:30am - 9:30am	Panel II: Re-engineering Think Tanks: The Challenges & Opportunities Chair: James Lindsay, Senior Vice President and Director of Studies, Council of Foreign Relations (US) Speakers: Kevin Rudd President, Asia Society Policy Institute (US) Frederick Kempe, President, The Atlantic Council (US) Paolo Magri, Director of Institute for International Political Studies (Italy) Huiyao (Henry) Wang, Founder and Director, Center for China and Globalization (China) Richard Dobbs, Director McKinsey Global Institute, (United Kingdom)
9:45am -10:45am	Panel III: Venture Human Capital: Investing in Innovation & Diversity Chair : Jane Harman, President and CEO, The Wilson Center (US) Speakers: Ivana Smolenova, Communications and Outreach Manager, Prague Security Studies Institute (Czech Republic) Corinna Horst, Deputy Director, German Marshall Fund, Brussels (Belgium) Jillian Rafferty*, Program Manager and Research Associate, Americas Program, Center for Strategic and International Studies (US) Christina Lynn Economy*, Government Innovation Fellow, Harvard Kennedy School SIB Lab and The Successor Generation (US) Jay Finch*, Engagement Manager 18F Consulting (US) Matt Bishop, Founder & CEO iGiveMore Inc. (US)
The Wilson Center & Think Tanks & Civil Societies Program, Global Launch of Women & Think Tank Network & New Faces & New Ideas Initiative Jane Harman, Wilson Center & James McGann, Think Tanks and Civil Societies Program	
10:45am-11:00am	Coffee Break
11:00am-11:45am	Roundtable Discussion Opening Plenary Session Keynote & Sessions I & II Michael X. Delli Carpini, Dean, Annenberg School for Communication, University of Pennsylvania (US)

MONDAY DECEMBER 15TH 2015

TIME	PROGRAM
11:45am-12:45am	<p>Panel IV: Program & Policy Innovations at Think Tanks: Catalysts for Ideas, Innovation & Action</p> <p>Chair : Celso Castro, <i>Dean, School of Social Sciences Fundação Getulio Vargas (Brazil)</i></p> <p>Speakers: Matt Dann, <i>Director General Bruegel (Belgium)</i> Aaron Shull, <i>Chief of Staff & General Counsel Centre for International Governance Innovation (Canada)</i> Samir Saran, <i>Vice President, Observer Research Foundation (India)</i> Renato Rocha Souza, <i>Assistant Professor, Fundação Getulio Vargas (Brazil)</i> Matthew Connelly, <i>Professor of History, Columbia University (US)</i> Michael O'Hanlon, <i>Director of Research, Foreign Policy Program, Brookings Institution (US)</i></p>
12:45pm - 2:00pm	<p>Lunch Keynote Address & Innovations Exchange</p> <p>Introduction: Michael O'Hanlon, <i>Director of Research, Foreign Policy Program, Brookings Institution (US)</i></p> <p>Keynote Address: David E. Sanger <i>Chief Washington Correspondent, The New York Times and Senior Fellow, Belfer Center for Science & International Affairs- "A Journalist & Thin Tank Visitor in an Age of Tweets and Instant Analysis"</i></p>
2:15pm - 3:15pm	<p>Panel V: Think Tanks as Consultants & Consulting Firms As Think Tanks: What's Up?</p> <p>Chair: Erik R. Peterson, <i>Partner & Managing Director, Global Business Policy Council A.T. Kearney, Inc. (US)</i></p> <p>Speakers: Eric Noël, <i>Senior Vice President - North America, Oxford Analytica Inc.</i> Samantha King, <i>Associate Director, FSG Group (US)</i> Ani Dasgupta, <i>Global Director, WRI Ross Center for Sustainable Cities, World Resources Institute (US)</i> Nelson Lim, <i>Executive Director, Fels Center of Government, University of Pennsylvania and Senior Social Scientist, RAND (US)</i> Alexandre Costabile, <i>Partner & Managing Director, Boston Consulting Group (US)</i></p>
3:15pm - 4:15pm	<p>Roundtable Discussion Sessions III & IV</p> <p>Chair: Keith Burnet, <i>Director, Communications and Publishing (United Kingdom)</i></p>
5:00pm - 6:30pm	<p>Cocktails & Private Gallery Tour of Penn Museum for Archeology</p> <p>Introduction: Amy E. Gadsden, <i>Executive Director, Penn Global, University Pennsylvania (US)</i></p>
6:30pm	<p>Keynote Address : "Innovations for Impact: Technology, Think Tanks and Public Policy"</p> <p>Jim Balsillie, <i>Founder and chair of the Centre for International Governance Innovation (CIGI) and the former co-CEO of Research In Motion (BlackBerry) (Canada)</i> <i>"Innovations for Impact: Technology, Think Tanks and Public Policy"</i></p>
7:30pm - 8:30pm	<p>Dinner at the Penn Museum for Archeology</p>

TUESDAY DECEMBER 15TH 2015

TIME	PROGRAM
8:30am - 12:30pm	<p>Summit Day Venue III: Annenberg School of Communications 3620 Walnut Street, Philadelphia, PA 19104</p>
8:30am - 9:15am	<p>Panel IV: Something Old, Something New, Something Barrowed, Something Bluetooth: Think Tanks Philly Style Chair: Andrew Selee, <i>Vice President, Woodrow Wilson Center (US)</i> Speakers: Nelson Lim, <i>Executive Director, Fels Center of Government University of Pennsylvania and Senior Social Scientist, RAND (US)</i> Alan Luxenberg, <i>President, Foreign Policy Research Institute, (US)</i> William W. Burke-White, J.D., Ph.D., <i>Inaugural Director, Perry World House (US)</i></p>
9:15am - 9:30am	<p>Coffee Break</p>
9:30am - 10:30am	<p>Panel VII: Big Ideas, Big Data & Small Tweets: The Technology, the Tensions & Policy Advice Chair: Lawrence MacDonald <i>Former Vice President, Communications and Policy Outreach at Center for Global Development</i> Speakers: Jose Luis Chicoma, <i>President, Ethos (Mexico)</i> Andrew Schwartz, <i>Vice President, Center for Strategic and International Studies (US)</i> Marco Aurelio Ruediger, <i>Director, Department of Policy Analysis, Fundação Getulio Vargas (FGV) (Brazil)</i> Salah Eddin Elzein, <i>Director, Al Jazeera Centre for Studies (Qatar)</i> Andreas Kraemer, <i>Founder & Director Emeritus, Ecologic Institute (Germany)</i></p>

TUESDAY DECEMBER 15TH 2015

TIME	PROGRAM
11:00am - 12:00pm	Panel VIII: ISIS Innovations: The Dark Side of Innovations & Adaptation Chair: Jeremy Shapiro , <i>Research Director, European Council on Foreign Relations (United Kingdom)</i> Paolo Magri , <i>Director of ISPI (Institute for International Political Studies) (Italy)</i> Andrew Schwartz , <i>Vice President, Center for Strategic and International Studies (US)</i> Salah Eddin Elzein , <i>Director, Al Jazeera Centre for Studies (Qatar)</i>
12:00pm - 12:45pm	Roundtable Discussion Sessions V, VI & VII Chair: Tom Carver , <i>Vice President for Communications and Strategy Carnegie Endowment for International Peace (US)</i>
12:45pm - 1:00pm	Closing Remarks & Next Steps Carlos Ivan Simonsen Leal - <i>President, Fundação Getulio Vargas (Brazil)</i> James G. McGann - <i>Director, Think Tanks and Civil Societies Program (US)</i>
Optional Programming	
3:00 pm	Old City Philadelphia Tour
5:30 pm	Informal Dinner at Fond Restaurant 1537 S 11th St, Philadelphia, PA 19147

Attachment 2: Participant List

Name	Title	Organization	Country
Aaron Shull	Chief of Staff and General Counsel	Centre for International Governance and Innovation (CIGI)	Canada
Aaron Stanley	Program Assistant	Carnegie Corporation	United States
Alan Luxenberg	President	Foreign Policy Research Institute	United States
Alexandre Costabile	Partner and Managing Director	Boston Consulting Group	United States
Alexandre Moreli	Assistant Professor	Fundação Getulio Vargas	Brazil
Amy E. Gadsden	Executive Director	Penn Global, University of Pennsylvania	United States
Andrew Schwartz	Senior Vice President	Center for Strategic and International Studies (CSIS)	United States
Andrew Selee	Vice President	Wilson Center	United States
Ani Dasgupta	Global Director, WRI Ross Center for Sustainable Cities	World Resources Institute	United States
Anita Summers	Board Member and Emeritus Professor of Public Policy, University of Pennsylvania	Mathematica Policy Research	United States
Bartholomew Armah	Chief of Planning	United Nations Economic Commission for Africa	Ethiopia
Bridget Lowell	Vice President for Strategic Communications and Outreach	Urban Institute	United States
Carlos Ivan Simonsen Leal	President	Fundação Getulio Vargas	Brazil
Celso Castro	Dean	Fundação Getulio Vargas	Brazil
Christi Economy	Government Innovation Fellow	Harvard Kennedy School SIB Lab	United States
Claudia Calvin	Director General	Mexican Council on Foreign Relations	Mexico
Corinna Horst	Deputy Director	German Marshall Fund	Belgium
David E. Sanger	Chief Washington Correspondent of The New York Times	Belfer Center for Science and International Affairs	United States
Debra Eisenman	Executive Director	Asia Society Policy Institute	United States
Eric Noël	Senior Vice President-North America	Oxford Analytica, Inc.	Canada
Erik R. Peterson	Partner and Managing Director, Global Business Policy Council	A.T. Kearney, Inc.	United States
Frederick Kempe	President and CEO	Atlantic Council	United States
Ha-Yan Lee	Senior Economist	Asia Development Bank Institute	Japan
Huiyao (Henry) Wang	Founder and President	Center for China and Globalization	People's Republic of China
Ivana Smolenova	Communications and Outreach Manager	Prague Security Studies Institute	Czech Republic
James Lindsay	Senior Vice President and Director of Studies	Council on Foreign Relations	United States

James G. McGann	Director	Think Tanks and Civil Societies Program, University of Pennsylvania	United States
Jane Harman	President and CEO	Wilson Center	United States
Jeremy Shapiro	Research Director (Incoming)	European Council on Foreign Relations	United Kingdom
Jillian Rafferty	Program Coordinator and Research Assistant, Americas Program	Center for Strategic and International Studies (CSIS)	United States
Jim Balsille	Founder	Centre for International Governance Innovation (CIGI)	Canada
José Luis Chicoma	Executive Director	Ethos Public Policy Lab	Mexico
Keith Burnet	Director, Communications and Publishing	Chatham House	United Kingdom
Kevin Rudd	President	Asia Society Policy Institute	United States
Marco Aurélio Ruediger	Director of FGV's Public Policy Analysis Division	Fundação Getulio Vargas	Brazil
Marlos Lima	Executive Director	Fundação Getulio Vargas	Brazil
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Steve Bennett	Vice President and Chief Operating Officer	Brookings Institution	United States
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About FGV

Founded in 1944 with the main purpose of training qualified personnel for the administration of the nation's public and private sectors, Fundação Getulio Vargas has pushed the boundaries of teaching and advanced into the research and information areas, becoming a center of quality and excellence. A pioneer in the education field, Fundação Getulio Vargas is considered a reference point not only for its undergraduate, master's and doctorate programs and for its research, but also for its constant search for modernity and innovation. FGV researchers and executives have been key advisors to ministries, presidents and state governors. In last 5 years 3 former staff have served as ministers of Brazil, including Guido Mantega, the country's longest serving Minister of Finance. In addition, a number of FGV alumni, researchers, and professors are former ministers and heads of the central bank. There is an ongoing dialogue among the FGV president, the President of Brazil, and key ministers.

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 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.

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.

