



BLOUIN CREATIVE LEADERSHIP SUMMIT

SEPTEMBER 21 – 22, 2015

THE METROPOLITAN CLUB, NEW YORK CITY



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SUMMARY INDEX

Founder’s Note.....	3
Summit Sessions.....	4
Summit Participants.....	48



Every year, the Louise Blouin Creative Leadership Summit convenes an unparalleled group of multidisciplinary global leaders to proactively address the opportunities and challenges presented by globalization. In a think-tank style discussion, Heads of State creatively engage with Directors of global agencies, leading CEO's, Technology and Media Innovators, Nobel laureates, Educators and Researchers, Design Icons and Cultural Ambassadors to develop new solutions and sustainable strategies to pressing issues.

FOUNDER'S NOTE

The Blouin Creative Leadership Summit, now in its 10th year, is designed to develop novel solutions to pressing global challenges through the promotion of cross-disciplinary dialogue. By bringing together world leaders and innovators from diverse backgrounds, the Summit provides a unique forum for creative collaboration across fields. The workshop format fosters a productive environment in which Delegates work together to develop strategies addressing a range of topics related to global health, economic development, and global security.

At the Summit's annual awards ceremony, we honor leaders who have made an extraordinary contribution at the global level. The Louise Blouin Foundation Award represents our esteem for the recipients' achievements as well as our belief in the value of finding creative ways to enhance and nurture society, the economy, and culture.

By working together at the local and global levels, and by recognizing the importance of cultural dialogue and exchange, we seek to address current crises and develop sound policies, institutions, and practices to meet the challenges of the decade ahead. We very much look forward to the 2015 edition of the Summit and are eager to see how Delegates will use the forum to build networks and create the seedbed for future innovations, discoveries, collaborations, and enterprises.

Sincerely,

Louise Blouin
Founder and Chairman
Louise Blouin Foundation



SUMMIT SESSIONS: INDEX

SEPTEMBER 21, 2015

FOUNDER’S OPENING ADDRESS: 21.A.....6

THE QUEST TO UNDERSTAND THE UNCONSCIOUS IN ART, MIND, AND BRAIN:
21.B.....8

EUROPE’S ECONOMIC OUTLOOK: 21.C.....9

CULTURAL EXCHANGE OR HOMOGENIZATION: 21.D.....10

GLOBAL HEALTH: 21.E.....11

NEUROSCIENCE: UNLOCKING THE BRAIN: 21.F.....12

ARCHITECTURE, URBANIZATION, AND AFFORDABLE HOUSING: 21.G.....13

LUXURY AND SUSTAINABILITY: A QUESTION OF CORE VALUES: 21.H.....15

OUTLOOK MIDDLE EAST: 21.I.....17

GLOBAL CORRUPTION: CAUSES AND CONSEQUENCES: 21.J.....18

BUSINESS STRATEGIES FOR THE NEXT DECADE: 21.K.....20

CORPORATE DATA SHARING FOR THE PUBLIC GOOD: 21.L.....21

DEMOCRACY IN AFRICA: FACT OR FICTION: 21.M.....22

TRENDS IN EMERGING ART MARKETS: 21.N.....24

AUTOMATION, ARTIFICIAL INTELLIGENCE, AND THE ECONOMY: 21.O.....26

CLOSING KEYNOTE: THE NEW ERA OF EXTREME BIONICS: 21.P.....27



SUMMIT SESSIONS: INDEX

SEPTEMBER 22, 2015

OPENING KEYNOTE: WHAT FUTURE FOR THE WEST? 22.A.....28

HISTORY BECOMES FORM: INTERNATIONAL ARCHITECTS, LOCAL ARCHITECTURE:
22.B.....29

IS GLOBAL SUSTAINABILITY POSSIBLE?: 22.C.....30

BEYOND EARTH: INSIGHTS INTO ASTROPHYSICS: 22.D.....31

CLIMATE CHANGE AND CIVILIZATION: 22.E33

NEW ADAPTATIONS FOR BUSINESS LEADERS: 22.F.....35

CYBER SECURITY: 22.G.....36

CONSEQUENCES OF GLOBAL INEQUALITY: 22.H.....38

REGIONAL FOCUS: CHINA: 22.I40

HAS THE ART MARKET ENTERED A BUBBLE?: 22.J.....41

COPING WITH SYRIA’S EXODUS: 22.K.....42

CONVERSATION: KEY SECURITY THREATS OF THE NEXT DECADE: 22.L.....44

SUSTAINABLE SOLUTIONS TO THE GLOBAL ENERGY CRISIS: 22.M.....45

CLOSING KEYNOTE: WHY GLOBAL MARKETS HAVE FAILED TO REDUCE INEQUALITY:
22.N.....46

FOUNDER’S CLOSING REMARKS.....47

FOUNDER'S OPENING ADDRESS

Featured Speaker:

Ms. Louise Viger Blouin, Founder and Chairman, Louise Blouin Foundation

Key Concepts:

This address outlined the prevailing themes of the 2015 Blouin Creative Leadership Summit: Innovation, Creativity, and Change.

Louise Blouin began her opening address by emphasizing that the key objective of the Summit was to develop a “cross-disciplinary forum focused on how voices from the arts, humanities and sciences could provide new perspectives and leadership, while addressing present and future challenges and opportunities.”

Ms. Blouin noted that in order to achieve this goal, a key question must be asked and answered: “What type of mind” is required to comprehend the complexities of a globalized, data-saturated world, to make prudent decisions, and overcome pressing challenges, particularly in the areas of economic renewal, climate change, and turmoil in the Middle East?

Cross-disciplinary thinking, she asserted, might have allowed for better decisions leading up to events like the Iraq War. “Had policy makers considered not only the role that the U.S. and allies would have to play in reconstruction, but also the complicated nature of cultural, religious and tribal dynamics within the country” said **Ms. Blouin**, “a more cautious approach may have been adopted.”

Ms. Blouin elaborated on this theme when speaking about the myriad technological changes that have transformed lives all over the world. Internet and mobile technologies have given birth to new forms of connectivity and expression, allowing for greater interaction with robotic and artificial intelligence-based systems, and have changed the nature of work and the economy. “What kind of mind is required to benefit and add value in an age of intelligent machines?”

Ms. Blouin asked participants to consider “what type of leadership is required to engage and prosper in a world of increased political and economic volatility” during a time in which humanity is fast becoming overwhelmed by the presence of digital technologies and intelligences.

She also urged delegates to think of ways in which to find creative solutions to these challenges. Creativity, noted **Ms. Blouin**, and, more importantly, developing new “minds” and new forms of creative leadership are key to developing new economies and reviving old ones, creating jobs, inventing new aesthetic experiences and providing the world with new solutions to apply to political and social challenges.

“What I would like to offer is that we invest in, explore and develop our human qualities—our imagination, senses, intuitions, aspirations—that make us unique and creative individuals.”

– Louise Viger Blouin



Key Conclusions and Actions:

- Creativity must be enhanced and is key to human progress.
- Economic dynamism is vital.
- A cross-disciplinary approach should be developed as a method to solve political issues.
- New education systems that teach us all how to best use human senses must be nurtured.

**THE QUEST TO UNDERSTAND THE UNCONSCIOUS IN ART, MIND, AND BRAIN,
FROM VIENNA 1900 TO THE PRESENT**Featured Speaker:

Dr. Eric R. Kandel, University Professor, Kavli Professor, and Director, Kavli Institute for Brain Science, Columbia University; Co-director, Mortimer B. Zuckerman Mind Brain Behavior Institute; Senior Investigator, Howard Hughes Medical Institute, Department of Neuroscience; Nobel Laureate

Key Concepts:

This keynote address explored the links between anatomy, psychology, and art in 20th century Austria.

Dr. Eric Kandel noted that the central challenge of the sciences in the twenty-first century is to understand the human mind in biological terms, a task facilitated by the blending of cognitive psychology and neuroscience starting in the mid-twentieth century. That said, anatomical research, other biological research, the debut of psychology, and art had been influencing each other in a significant way even earlier.

Dr. Kandel pointed out that initiating a dialogue between art and science is key to understanding the progression of modern science, notably psychology. Using Darwin's discoveries as templates, we now know that facial recognition has always been critical to instigating sexual attraction and response, and that this impetus has been translated into portraiture, as evidenced by the Vienna school of art around the turn of the twentieth century.

Darwin's discoveries had an immense influence on artists like Gustav Klimt, one of the most famous symbolic painters of the time period. Carl von Rokitansky's prodigious work in the field of anatomy—notably, thousands of autopsies—was also hugely influential. A former student of Rokitansky's, Freud was also an important player in biology and medicine, and developed his own, now widely known, theories on the link between the mind and body. The connection between discoveries in anatomy and psychology greatly influenced artists like Klimt, who focused on the face in their artistic renderings. Furthermore, as **Dr. Kandel** noted, Klimt and other artists of his era did not shy away from trying to understand and render female sexuality—unlike Freud himself.

Key Conclusions and Actions:

- Carl von Rokitansky's discoveries about the human body influenced both artistic and scientific movements at the time.
- The work of Gustav Klimt and other symbolist painters is inextricably linked to developments in modern science.
- Darwin had a dramatic influence on those artists.
- Though Freud failed to understand the complexities of female sexuality, whereas contemporary artists were actively working to depict it, he nonetheless had a great impact on the fields of science, psychology, and art.

EUROPE'S ECONOMIC OUTLOOK

Featured Delegates:

Mr. Edmond Alphandéry, President, Centre for European Policy Studies, Former Minister of Finance, France

Dr. Jacob Funk Kirkegaard, Senior Fellow, Peterson Institute For International Economics

Dr. Lorenzo Bini Smaghi, Chairman, Société Générale

Ambassador Jean-Daniel Tordjman, Honorary Ambassador of the Republic of Korea for international investment; Senior International Advisor of CEA Technologies

Moderator:

Mr. Matthew Klein, columnist, *Financial Times*

Panel Discussion - Key Concepts:

The future of European integration in the face of economic stagnation and crises was the subject of this panel.

Ambassador Jean-Daniel Tordjman noted that the banking union created by the Euro zone in the aftermath of the global financial crisis means that “for the next crisis, Europe will be better equipped.”

The notion that a country will eventually exit the euro zone needs to be finally discarded, said **Dr. Jacob Funk Kirkegaard**. Despite its less-than-ideal performance, for all member countries in all conceivable scenarios, “staying in the euro zone is always the superior option,” he stressed. The only way forward in the short-to-medium term, **Kirkegaard** declared, is “piecemeal, sector-by-sector integration driven by economic and political crisis.” **Mr. Edmond Alphandéry** agreed, noting “Leaders do not want to break the evolution of Europe, towards more integration.”

Dr. Lorenzo Bini Smaghi noted that France has 1% of the world's population, accounts for 4% of global GDP, and spends 15% of the world's social costs. “It's unmanageable in the long term, and the collapse of Europe will come from that,” he stated. **Kirkegaard** disagreed, saying that large-scale immigration into Europe has been going on for some time, and is absolutely necessary for Europe's long-term economic outlook—“an antidote to Europe's demographic decline.”

Tordjman predicted growth gradually strengthening in Europe in the next few years, helped by low oil prices. **Alphandéry** was also optimistic in light of the weaker euro and cheaper raw materials, but noted that productivity needs to be raised in Europe.

Key Conclusions and Actions:

- Continue to strengthen political and economic institutions in Europe.
- Provide jobs for immigrants so they won't be a drag to Europe's economy.
- Raise productivity in Europe through greater investment in R&D.
- Encourage the rebalancing of growth to domestic consumption.

CULTURAL EXCHANGE OR HOMOGENIZATION?

Featured Delegates:

Mr. Kasper Holten, Director of Opera, The Royal Opera House

Ms. Liliana Saldaña Lobera, Director General, Palace of Fine Arts, Mexico City

Mr. Matthias Naske, CEO and Artistic Director, Weiner Konzerthaus

Moderator:

Ms. Leeza Ahmady, Director, Asian Contemporary Art Week; Head, Ahmady Arts

Panel Discussion - Key Concepts:

This panel addressed the thin line between cultural exchange and homogenization.

Leeza Ahmady launched the panel by questioning whether cultural homogenization is a valid threat. Noting that this phenomenon began well before the Renaissance, **Ahmady** stated, “cultural exchange has its own process of appropriation and borrowing, and doesn’t belong to East or West, South or North.” She stressed that it’s important to concentrate on how to create mechanisms for local arenas to connect with both their own traditions and practices and the international arena.

Matthias Naske echoed Ahmady’s comments: “We all agree that culture is a very strongly dynamic phenomenon.” Invoking the political aspect of homogenization, **Naske** noted that as European countries struggle to contain the influx of refugees from Syria and elsewhere, certain governments and political parties are playing off citizens’ fears of the unknown. He asked, “Why do people fear change?”

Kasper Holten formulated his response around a few major concerns: defensiveness towards new trends in art and culture; the concentration of money in a few cultural organizations and the resulting “monopolization of storytelling”; information overload and the need for choice; and finally, the impact of public subsidies on art organizations, particularly mid-size groups.

Liliana Saldaña Lobera voiced her opinion that homogenization has to do both with uniformity and improving the final quality of the project, i.e., by taking one cultural phenomenon and expressing it in a different way. Cultural exchange and homogenization are thus both complimentary and necessary.

Key Conclusions and Actions:

- Cultural exchange is a cosmopolitan process that began centuries ago, and is not unique to any one region.
- Artists are able to exchange in a more nuanced and accessible manner than ever before.
- Homogenization has a historic political element that can be detected in the current refugee crisis in Europe.
- Cultural exchange should not be viewed as a threat, but rather as an opportunity to spread, and possibly improve, on existing cultural and artistic traditions.

GLOBAL HEALTH

Featured Delegates:

Dr. David Bangsberg, Director, Center for Global Health, Massachusetts General Hospital

Mr. Stanley Bergman, Chief Executive Officer, Henry Schein, Inc.

Dr. Mary Jo Boufford, President, The New York Academy of Medicine

Dr. Christine Sow, Executive Director, Global Health Council

Moderator:

Dr. Gbenga Ogedegbe, Professor of Population Health and Medicine; Director, Division of Health and Behavior; Director, Center for Healthful Behavior Change, NYU School of Medicine

Panel Discussion - Key Session Concepts:

This panel examined the ways in which the Ebola crisis affected international estimations of emergency capabilities and overall holes in global health response.

Dr. Mary Jo Boufford stated that despite the existence of a concrete, effective strategy in terms of responding to emergencies, there is a global need to follow through with international donor agreements that is not being met. Unfortunately, that feat also requires the “strengthening of government” and ministries of health that are traditionally weak.

When **Dr. Gbenga Ogedegbe** asked the panelists to comment on Ebola in the context of poverty, **Dr. Christine Sow** was quick to point out that Ebola isn’t necessarily an “ailment of poverty,” although the impact of the disease is definitely related to poverty. Moreover, the element of community is essential in terms of international participation.

All the panelists agreed that the global response to Ebola could have had drastically different results given more human resources. **Dr. David Bangsberg** said that developing human resource capacity for healthcare systems is vital. He noted that the Ebola crisis put the media spotlight on the stark dearth of health workers. In Liberia, six Ebola victims per 1,000 died, but eight healthcare workers per 1,000 died. All the progress that Liberia had made in terms of maternal/infant death rates had been lost.

Key Conclusions and Actions:

- The Ebola outbreak highlighted the stark lack of human resources on the ground to handle health emergencies.
- New exchanges are needed between donor countries and recipients.
- Millions more healthcare workers are needed on the ground.
- The numbers of deaths from Ebola could have been lessened given more human resources.
- International medical organizations need to work more closely with communities to foster trust in the event of a medical crisis.

NEUROSCIENCE: UNLOCKING THE BRAINFeatured Delegates:

Dr. Antonio Damasio, David Dornsife Professor of Neuroscience, USC

Dr. Stuart Firestein, Professor, Biological Sciences, Columbia University

Dr. David Heeger, Professor of Psychology and Neural Science, New York University

Dr. James McGaugh, Research Professor, Neurobiology and Behavior School of Biological Sciences; Fellow, Center for the Neurobiology of Learning & Memory, University of California, Irvine

Dr. Van Wedeen, Associate Professor in Radiology, Harvard Medical School; Assistant Neuroscientist, Massachusetts General Hospital; Director of Connectomics, Martinos Center

Moderator:

Ms. Maia Szalavitz, Author, Freelance Reporter; Investigative Journalist, *Time* magazine

Panel Discussion - Key Session Concepts:

This panel examined existing tools and developing technologies to understand neurological diseases.

Dr. David Heeger noted that the neuroscience field is struggling with a level of abstraction. **Dr. James McGaugh**, whose studies focus on memory, added that he is looking into the functions of emotions and how they are meant to create lasting memories: Do we have changes in our brain that represent all our experiences? Do we have permanent representations or fragile ones?

Dr. Antonio Damasio discussed his work on the relationship between music and the brain. After two years of placing children from low-income neighborhoods in L.A. in educational programs where they study music for half of every day, **Dr. Damasio** noted, those children are more articulate, kind, and aware.

Dr. Stuart Firestein studies the relationship between humans' sense of smell and the brain. By noting that there is one carbon molecule difference between pear and banana, he highlighted how incredibly specific a human's sense of smell is, and why holds so much potential for sensory discovery. Finally, **Dr. Van Wedeen** conducts research focused on detecting variability in the brain with highly specialized cameras. He noted the brain doesn't "have" a coordinate system—it *is* one.

The experts all agreed on one thing: levels of funding are problematic in that they either are inadequate or they are not stimulating the next generation of neuroscientists in the right ways.

Key Conclusions and Actions:

- There is a disconnect between funding and how it stimulates new scientists.
- The tools to better understand the human brain exist and are being developed every day.
- The research from neuroscience can elevate projects that will better the public good.
- More research will benefit humanitarian projects in immeasurable ways; now, the neuroscience community needs the financial backing to do so.

ARCHITECTURE, URBANIZATION, AND AFFORDABLE HOUSINGFeatured Delegates:

Ms. Diane Lewis, AIA, FAAR, Principal, Diane Lewis Architects P.C.; Professor of Architecture, The Irwin S. Chanin School of Architecture, The Cooper Union for the Advancement of Science and Art

Dr. Doug Massey, Henry G. Bryant Professor of Sociology and Public Affairs, Princeton University

Professor Robin Paul Malloy, E.I. White Chair and Distinguished Professor of Law; and Kauffman Professor of Entrepreneurship and Professor of Economics, Syracuse University

Moderator:

Dr. Nicholas Dagen Bloom, Associate Professor, Chair of Interdisciplinary Studies, Director of the Core Curriculum, New York Institute of Technology

Panel Discussion - Key Session Concepts:

What can urban planners, architects, and real estate developers do to foster better conditions for all city dwellers? How can housing policy create more equitable socioeconomic conditions in major metropolises?

Dr. Nicholas Bloom provided the historical context for affordable housing in the United States, and emphasized the distinction between “public” and “affordable.” He noted that the panel was especially timely because affordable housing’s “day of reckoning” had arrived. Though there have been notable gains in the field, there has also been growing criticism that new affordable housing complexes have underlined socio-economic segregation in American cities. Furthermore, while such complexes are affordable to rent, they are very expensive to build; they are not permanently affordable and thus inherently instable.

Dr. Doug Massey reiterated that in an increasingly urbanized context, the main problem is affordability, which in the United States has a racial backdrop. Indeed, affordable housing in the U.S. involves a myriad of complex factors, including the spatial isolation of Latino populations characterized by mass illegality, intense racial segregation, and the rise of inequality over the past few decades, which has been expressed spatially as class segregation.

Professor Robin Malloy shifted the conversation to the recipients of affordable and sustainable housing, noting that the question of “for whom are we making communities” is often left out of the debate. Aging populations and people with disabilities, and how their needs intersect with urban landscapes, are often overlooked as well.

Diane Lewis offered a practitioner and artist perspective, drawing on her experience as a design architect and professor, by contrasting Corbusier’s “unité” of living— a vertical structure encompassing an entire community with an open ground plan—with contemporary conceptions of affordable housing as bleak, uninspired structures. **Lewis** bemoaned the lack of innovation in affordable housing and called the culture gap between architecture and the housing sector a “grand canyon.”



Key Conclusions and Actions:

- The future of humanity is an urban one.
- Affordable housing is expected to provide shelter, solve housing crises in global cities like New York City, desegregate suburbs, and create better communities.
- It is vital to consider the socio-economic ramifications of affordable housing structures, as well as often over-looked populations, e.g., illegal Latino immigrants, aging communities, the disabled, etc.
- There is a fundamental gap between theory and practice that has manifested itself as a lack of creativity and innovation in affordable housing.

LUXURY AND SUSTAINABILITY: A QUESTION OF CORE VALUESFeatured Delegates:

Mr. Francis Bitonti, Designer, Francis Bitonti Studio

Mr. Milton Pedraza, Founder & CEO, Luxury Institute

Mr. Peter Thum, Founder & CEO, Fonderie 47

Ms. Diana Verde Nieto, CEO and Co-Founder, Positive Luxury

Moderator:

Ms. Sonia Kolesnikov-Jessop, Global Chief Editor for Lifestyle & Fashion, Louise Blouin Media

Panel Discussion - Key Session Concepts:

Panelists discussed the redefinition of luxury brands and high-end goods to incorporate sustainability, and an emphasis on values including social justice and ecological concerns.

Milton Pedraza stated that for most wealthy and affluent consumers, luxury incorporates the “best design, the best craftsmanship” and assumes a certain exclusivity, one-of-a-kind feature or unique experience. He added that in his conversations with longstanding clients on the subject of sustainability in luxury goods, particularly in the realm of social responsibility, they often cite ethics—from suppliers, associates, and society at large—as well as the importance of philanthropy that goes beyond the paradigm of “charity balls, where 80% of the money goes to the [event] and 20% goes to the beneficiary.” **Pedraza** also noted that environmental impact was a major concern. “[Clients] wish to know what you are doing to minimize the damage and what you are doing to renew the environment.”

Peter Thum stated that in his view, sustainability in the context of high-end items is the ability of a brand, company or firm to create a product or service that is “competitively profitable, so that they can stay in the business, but is done in a way so that they can remain in that business indefinitely and there isn't a foreseeable end to the labor and inputs” required to fulfill that goal. **Thum** cautioned, however, that the supply of these items cannot be detrimental to the long-term viability of the global environment that citizens perceive today and that humans can perceive in the future.

Diana Verde Nieto had a slightly different take, speaking on behalf of her clientele, many of whom, she said, comprise younger consumers of luxury goods, namely members of the Millennial Generation and also Generation Z. “They demand a different world altogether,” she said. “[To them], sustainability is rather boring, and ethics—in terms of the word—is too big. They can't wrap their heads around it.”

That said, continued **Nieto**, younger consumers do care about the components of what makes an item sustainable, about fair wages for the workers manufacturing these goods, animal welfare, how and where raw materials are sourced, and the like. She also cited their “addiction to technology” as a factor in their consumption habits and the way in which they view the world.



Francis Bitonti continued the theme of technology, noting that while the prevalent belief is that certain aspects of craftsmanship were lost through industrialization, advances in technology are beginning to bring those processes back into mass production. “We're setting up new supply chains,” he said, “and they are mostly data-driven.” Information, said **Bitonti**, is infinitely replicable.

“Craftsmanship, becomes distilled into software, and takes on the quality of software,” he said, “and the question becomes how do you retain the value of what are essentially commodities.”

With technology, there is an opportunity to set up a new infrastructure that will do away with the old ways and give rise to a more ethical and sustainable manufacturing method for luxury items as well as goods and services that are not considered high-end.

Key Conclusions and Actions:

- Luxury can rarely be described in purely economic terms, but must encompass an emotional and personal value unique to the purchaser.
- Environmental impact must be a concern across the supply chain, i.e., taking only what is necessary to produce and leaving a habitat in as good shape or better than it was found.
- Technological advances are reintroducing methods and craft rituals believed to have been lost during the rise of industrial manufacturing; it is through technology that a new paradigm weighted toward ethical conduct, conservation and sustainability can be crafted.

OUTLOOK MIDDLE EASTFeatured Delegates:

Dr. Alon Ben-Meir, Professor and Senior Fellow, Center for Global Affairs, New York University
Ambassador L. Paul Bremer, former Envoy to Iraq, US State Department
Dr. Paul Sullivan, University Adjunct Professor, Security Studies, Georgetown University
Professor Mustapha Tlili, Founder and Director, NYU Center for Dialogues

Moderator:

Elizabeth Weymouth, Senior Associate Editor, *The Washington Post*

Panel Discussion - Key Session Concepts:

This panel addressed the most urgent threats and crises in the Middle East, notably the advance of the Islamic State in Iraq and Syria, the breakthrough nuclear deal between the United States and Iran, and the continuing stalemate in Syria.

The featured delegates agreed that Syria's civil war is an intractable problem. Even if Syrian President Bashar al-Assad could be removed, stated **Professor Mustapha Tlili**, his departure would not end the conflict, but instead open a Pandora's Box. More than a man, Tlili said, Assad is a historical, political, and ethnic symbol, who represents a powerful religious minority in Syria, the Alawite sect. Removing him could pave the way for even greater violence—a thought with stark global implications.

Turning to Iran, **Ambassador L. Paul Bremer** spoke of the issue of U.S. credibility: how to enforce Iranian compliance when the United States has already set, and subsequently ignored, one red line in the region? Like Russia in past decades, **Bremer** noted, Iran "is a problem of containment." **Tlili** speculated that if things do change in Iran, it would be in large part from internal forces, not external ones. **Dr. Paul Sullivan** questioned how much sway the Iranian population has over government policy.

Looking back at the roots of current crises in the Middle East, **Dr. Alon Ben-Meir** summed up the past decade and a half of U.S. policy in the Middle East as "fifteen years of chaos." The promise of the Arab Spring has waned, with Tunisia the only country in the region making significant progress. After two costly wars, and billions of dollars spent, peace in the region is as elusive as ever.

Key Conclusions and Actions:

- Collaboration is critical to finding and implementing a comprehensive approach to issues in the region.
- Focus on rebuilding America's credibility in the region.
- Look beyond the current conflict to possible outcomes and repercussions.

GLOBAL CORRUPTION: CAUSES AND CONSEQUENCESFeatured Delegates:

Mr. Martin Kreutner, Dean, International Anti-Corruption Academy

Mr. Laurence Cockcroft, Author, “Global Corruption: Money, Power and Ethics in the Modern World”

Ms. Anya Schiffrin, Director, International Media, Advocacy and Communications specialization at Columbia University's School of International Affairs

Mr. Jesse Drucker, reporter-at-large, *Bloomberg News*

Moderator:

Mr. Michael Hudson, Senior Editor, Consortium of Investigative Journalists, Center for Public Integrity

Panel Discussion - Key Session Concepts:

This panel focused on the complex web of countries, banks, groups, and individuals that account for widespread corruption around the world.

Martin Kreutner noted that the World Bank estimates \$1 trillion per year is spent on bribes. That means that 25% of Africa’s GDP, 17% of Asia’s GDP, and 8-10% of Europe’s GDP is lost. On average, 3-5% of every contract and 10% of public procurement is diverted to corruption. The loss of trust is a main tragic effect.

Corruption became less acceptable after the Cold War, said **Laurence Cockcroft**, from outside and inside of those countries. In contrast to a one-party system where corruption discussion was limited, democratization and multi-party system has brought corruption to the fore with a rich internal debate, aided by global institutions like the World Bank. Political finance is a huge driver of corruption worldwide. So is organized crime, “which needs political support and is able to buy it,” he stated. **Cockcroft** added that in terms of bribery, corporate behavior has improved, but is still pretty bad. “Petty corruption” affects half of the world’s population on a weekly or monthly basis, but he disagreed that it is separate from “grand corruption,” as the two are often linked.

Jesse Drucker described the “ecosystem” of tax-haven countries from Switzerland to the British Virgin Islands that enable both corporations and kleptocrats to safeguard their wealth. The U.S. Department of Justice has effectively cracked down on tax avoidance for U.S. citizens, although it’s still a point of interest whether Swiss banks are providing shady services to clients of other nationalities.

Anya Schiffrin noted that the big money flowing into a country, particularly in extractive industries like oil and mining, is usually “irresistible” to corruption. She also decried how the EITI and Publish-what-you-pay initiatives have not lived up to their promise of ending corruption, and questioned what can and should be done next.



Key Conclusions and Actions:

- Continue to push for greater transparency worldwide, with legal accountability.
- Press banks and international accounting firms to not safeguard kleptocrats' assets.
- Tackle corruption at all levels, not exclusively focusing on grand corruption.
- Have open tenders for public procurement, and reap overall lower costs without corruption.

BUSINESS STRATEGIES FOR THE NEXT DECADEFeatured Delegates:

Mr. Daniel Fountenberry, Chief Executive Officer, Abundant Media, Inc.

Mr. Alex Goldberg, Managing Director, Canary Ventures

Mr. Leo Tilman, Executive Chairman, Capitol Peak Asset Management LLC

Moderator:

Mr. Art Kleiner, PwC; Editor-in-Chief, *Strategy+Business*

Panel Discussion - Key Session Concepts:

This panel focused on trends in the medium-term business environment, and future opportunities for firms.

Daniel Fountenberry talked about technology squeezing out middlemen. Thanks to the Internet and an ever-increasing number of apps, information can be transferred instantaneously from source to end-user, eventually dooming industries or firms reliant on intermediaries. He said that managing a declining firm—even if done well—is never fun, and added “If I was an intermediary, I’d be concerned.”

Alex Goldberg then spoke of two types of innovation, both enabled by technology. One addresses an existing need, like his company Take the Interview, which has promising job applicants upload video responses to employers’ questions to save HR time. The other type of innovation targets an “uncrowded sandbox,” exemplified by Cignify, another of his companies, which plans to use cell phone data in developing countries to identify new potential customers for financial services. Fountenberry and Goldberg agreed that sub-Saharan Africa has exciting entrepreneurship opportunities, in part because the lack of infrastructure makes it possible to leapfrog antiquated stages of development.

In response to a question about how business strategies should address larger pressing issues like healthcare, climate change, and poverty, **Leo Tilman** emphasized that firms need to go beyond corporate social responsibility (CSR). He added that in the future firms must increasingly integrate larger social goals into all of their operations.

The panel concluded on an optimistic note: today, “business as usual” automatically includes external social factors that extend beyond an exclusive focus on profits and shareholder value.

Key Conclusions and Actions:

- Prepare for the technology-driven end of intermediaries across many service industries.
- Incorporate larger social goals into overall business operations.
- Look to the developing world for untapped markets and business opportunities.
- Entrepreneurship-driven technology can improve business productivity and non-market areas like education.

**CORPORATE DATA SHARING FOR THE PUBLIC GOOD,
or “SHADES OF OPEN”**Featured Delegates:

Mr. Mark Dalton, Chief, Information Services Branch, UN Office for the Coordination of Humanitarian Affairs

Mr. William Hoffman, Head, Data Driven Initiatives, World Economic Forum

Mr. Robert Kirkpatrick, Director, UN Global Pulse, Executive Office of the Secretary-General

Mr. Jeffrey Friedberg, Chief Trust Architect, Microsoft, Inc.

Moderator:

Dr. Stefaan Verhulst, Co-Founder and Chief Research and Development Officer, Governance Laboratory, New York University

Panel Discussion - Key Session Concepts:

This panel examined how corporate data can contribute to the public good while also discussing the relationship between the private and public sectors.

Robert Kirkpatrick emphasized that projects using mobile data have been in the works for a few years, although there is a significant need for the private and public sectors to come together on such initiatives. Ultimately, the public and private sector need to work together in order to address the needs of millions of people. **Mark Dalton** pointed out that we are at a tipping point in terms of struggling to make sense of data within the humanitarian space. There is huge potential for corporate data to be used in an open system and for humanitarian efforts in crisis areas around the world.

A major concern, however, is the authenticity of the data being provided from corporations. **William Hoffman** noted the importance of understanding that the real-time decision-making capabilities we have now are unprecedented. Big data needs to be understood before we can take advantage of the benefits of having access to all this data.

Policy frameworks are also critical. It is the norm for technology to run ahead of government-based action; moving forward, there is the stark need for a policy structure that will facilitate public and private collaboration, and help make data available for bettering public services.

Key Conclusions and Actions:

- A greater understanding of how the public and private sectors can work together to use data is needed.
- Data is a new untapped natural resource.
- Technology is adopted at a faster pace than government can regulate it.
- Corporate data can play a huge role in facilitating humanitarian efforts.

DEMOCRACY IN AFRICA: FACT OR FICTIONFeatured Delegates:

Ambassador John Campbell, Ralph Bunche Senior Fellow for Africa Policy Studies, Council on Foreign Relations; Former Ambassador to Nigeria

Dr. Azzedine Layachi, Professor of International, Middle East and African Affairs, St. John's University

Hannah Tetteh, Minister of Foreign Affairs, Ghana

Dr. Zachariah Cherian Mampilly, Director of Africana Studies; Professor of Political Science and International Studies, Vassar College

Moderator:

Dr. Elke Zuern, The Alice Stone Ilchman Chair in Comparative and International Studies, Sarah Lawrence College

Panel Discussion - Key Session Concepts:

This panel explored success stories and failures in Africa in recent years, while addressing the feasibility of widespread democracy.

Dr. Elke Zuern opened the discussion by asking “How do we talk about democracy across a continent?”, citing factors like geographical scope and diversity, indicators of democracy, the significance of elections, internal perceptions of democracy, and the absence of coups, among others.

Ambassador Joseph Campbell echoed her thoughts, noting that the very definition of Africa is not always clear, and varies by institution. He dissected the cases of democracy in Nigeria and South Africa, in particular.

Dr. Azzedine Layachi concurred that there is no single definition of democracy, and stressed the difficulty of teaching the concept to others. He also reminded the audience that North Africa should be considered in all broad debates about democracy in Africa.

Dr. Zachariah Mampilly added that Africa has already undergone a broad process of democratization, in the 1980s, though many people are still unhappy about the state of democracy in Africa. This is reflective of the kind of democratization that has occurred. Mampilly steered the discussion to protest movements, and notably their value in evaluating a state's level of democracy. This “wave of discontent” may be as important as formal institutions in guiding a country towards greater transparency and stability.

Minister Hannah Tetteh stated that the way in which debates on Africa are currently framed are not helpful, notably by viewing the continent's countries as a homogenous unit. Tetteh suggested talking about Africa in terms of regions and analyzing the sub-trends within general trends occurring across the continent in order to create a “better picture.”



The panel also addressed the role of external actors, economic interests, African's relationship with China, young unemployment and deficiencies in primary education, and the complexity of Western condemnations of African dictators.

Key Conclusions and Actions:

- It is vital to understand the interests of external actors, be they economic or political, and the internal ramifications of foreign actions, for example, the manipulation of international denunciations of African dictators in order to foster anti-West sentiment.
- Youth unemployment and deficiencies in primary education are major challenges.
- Discussions on Africa need to be both more inclusive—for example, including North Africa if appropriate—and less generalized. The continent should not be perceived as a homogenous unit.
- Despite setbacks in governance, youth protest movements may herald progress towards more exhaustive democratization.

TRENDS IN EMERGING ART MARKETSFeatured Delegates:

Ms. Leila Heller, President, Leila Heller Gallery

Dr. Roman Kräussl, Associate Professor, Luxembourg School of Finance

Mr. Javier Lumbreras, Founder & CEO, Artmundi

Mr. Thaddaeus Ropac, Founder & Director, Galerie Thaddaeus Ropac

Ms. Magdalena Sawon, Founder, Postmasters Gallery

Moderator:

Mr. Eric Bryant, Editor-in-Chief, *Blouin Art+Auction*

Panel Discussion - Key Session Concepts:

The panelists focused on art collectors turning their attention toward new, less developed markets.

Dr. Roman Kräussl began the conversation by evoking the application of the term “emerging markets” and its origins in the world of economics. He specifically cited Goldman Sachs’ coining of the term BRIC—an acronym for four major emerging national economies: Brazil, Russia, India, and China—in the 1990s. **Dr. Kräussl** said that the term “emerging markets” began to make the rounds in the art world beginning in the early 2000s, prompting a dilemma of comparison between economic development and art market development. He went on to say that the passage of time has not made this point of comparison any clearer and that, additionally, the BRIC nations may now no longer be considered to be emerging markets, and that art collectors are looking to other regions, such as the Middle East. Some markets, like India, are “based on the data” dead. China, on the other hand, continues to grow.

Magdalena Sawon, who had recently returned from Beijing, opined that a majority of what is happening in China—and, in fact, in many emerging markets—is the localization of collecting and collections. **Sawon** presented a case study involving an artist with whom she has had a longstanding working relationship. The artist was born in China but raised from a young age in the United States and produced much of his work in the U.S. within what **Sawon** called the “Western canon.” As a result, she said, whenever he presented his work in collaboration with Asian galleries, the showings would often be viewed as failures in these markets because the artist’s work was “not considered Chinese enough,” as it lacked the references, models and traditions associated with Chinese art.

Mr. Thaddaeus Ropac shifted the discussion to the relationship between Europe and the United States in the early twentieth century, when they mainly focused on each other in relation to artistic expression and acquisition. However, **Ropac** added, in the past decade, the art world has developed curiosity on several fronts—museum shows, gallery representation, and collectors—that has included art from “all corners of the world.”



Mr. Javier Lumbreras focused on non-contemporary art, particularly in Latin American markets. He pointed out that a unique feature of Latin American art is the rich cultural history it can draw on due to the ethnic backgrounds that make up Latin American and Caribbean culture. He discussed Cuba in particular, where “85% of the population is of African descent,” and which boasts African influences in Cuban art and a distinct Afro-Cuban style and sentiment.

Ms. Leila Heller rounded off the discussion by focusing on her work in the Middle East, and her own experience as an artist from Iran who was unable to return to her native country after studying in the United States.

Key Conclusions and Actions:

- The term “emerging markets” when applied to the art world generally evokes ideas of selling or buying art, but art production must also be considered.
- Gross Domestic Product growth and charting the growth of high net worth individuals are important data points in determining an emerging art market, but so are “soft factors” such as the number of people attending galleries and museums, and the areas of greatest demand.
- The Middle East may emerge as the region with the strongest potential for growth for new art markets, particularly in areas such as the United Arab Emirates where museums are being built, and in the Gulf States, where governments are pushing their artists to produce.
- Privately run museums are becoming the norm, especially in areas like Turkey and India.
- Working with artists from areas characterized by political turmoil or cultural challenges requires tact, skill, patience and understanding.

AUTOMATION, ARTIFICIAL INTELLIGENCE, AND THE ECONOMYFeatured Delegates:

Dr. Thomas G. Dieterich, Distinguished Professor and Director of Intelligent Systems, School of Electrical Engineering and Computer Science, Oregon State University; President, Association for the Advancement of Artificial Intelligence

Mr. Daniel Fountenberry, Chief Executive Officer, Abundant Media, Inc.

Mr. Jaan Tallinn, Co-Founder, Skype; Founding Engineer, Kazaa; Co-Founder, MetaMed; Co-Founder, Centre for the Study of Existential Risk; Founder, Ambient Sound Investments

Moderator:

Dr. Edward Tenner, Research Affiliate, Princeton University

Panel Discussion - Key Session Concepts:

This panel focused on ongoing advances in AI and how they will affect employment, the economy, and humanity as a whole.

Daniel Fountenberry spoke of his company Books that Grow, whose educational books change in real-time to suit the individual progress of students by analyzing user-generated data. This is a demonstration of using AI to solve well-defined problems, more in the realm of adaptive algorithms than that of a self-aware artificial entity.

Dr. Thomas Dieterich then delved into the technical details of AI advancement, including the capabilities of various sensors. He discussed the potential benefits of AI but conceded that automation and AI would displace many jobs, notably those based on routine tasks. However, noting that machines can aid people in many functions, he predicted that in the future “employers may hire man-machine combinations.” **Dieterich** called for the complicated ethical issues to be worked out *now*.

More pessimistically, **Jaan Tallinn** explained existential risk: the danger that AI will turn against and eliminate humanity. Once dismissed as the stuff of science fiction, the relentless advance in AI has made it a serious concern. **Tallinn** pointed out that the crucial time window lies between the moment when machines are intelligent but still need human input and control to function, and the moment when machines get so smart that they can create their own AI independent of any human influence. He warned that we don’t know how long that time window is, and that it may be zero.

Key Conclusions and Actions:

- Pay much more attention to AI and its ethical and economic implications.
- Prepare for widespread automation of routine jobs by increasing vocational training programs.
- Establish universal safeguards among AI developers to lower the dangers of existential risk.
- Increase the capabilities and use of AI for benign aims.



CLOSING KEYNOTE ADDRESS: THE NEW ERA OF EXTREME BIONICS

Featured Speaker:

Dr. Hugh Herr, Associate Professor of Media Arts and Sciences; Head, BioMechatronic Research Group, MIT Media Lab

Keynote Address – Key Concepts:

Dr. Hugh Herr is a bilateral amputee, having had both of his legs amputated after a rock-climbing accident in 1982. He is at the forefront of developing bionic technology focused at alleviating human disability, both physical and mental, and developed the bionic limbs that he currently wears.

Herr described the four tenets of research at the Center for Extreme Bionics: how to get information in and out of the central brain; the peripheral (nerves and muscles) system; how to build biomechatronic body parts; and how to build regenerative body parts.

Herr emphasized that within this century human impairment will disappear thanks to bionic technology. He further emphasized that biomechanical solutions to physical disability have a positive impact on identity and self-perception, and will eventually augment non-impaired human capability.

Key Conclusions and Actions:

- All human disability will be eliminated within this century.
- The expense of bionics outweighs the expense of disease and conditions developed later on in life.
- There are multiple ways in which bionics and prosthetics work together to cure disabilities.
- Developments in regenerative technology will help fully restore a human body suffering from paralysis to normal function.
- Human identity will become fluid and malleable thanks to the advancement of bionics.

OPENING KEYNOTE ADDRESS: WHAT FUTURE FOR THE WEST?Featured Speaker:

Dr. Edmund Phelps, McVickar Professor of Political Economy and Director of Center on Capitalism and Society, Columbia University; Nobel laureate

Moderator:

Dr. Richard Robb, Professor of Professional Practice in International and Public Affairs, Columbia University

Panel Discussion – Key Session Concepts:

This keynote speech focused on how culture determines economic structure and performance in Greece, and more generally in Europe, and the need for a shift away from corporatism.

Reducing the problems of the Western economies to determining the right amount of fiscal stimulus “misses the heart” of their poor performance, said **Dr. Edmund Phelps**. He elaborated on Greece as a striking example of clientelism and cronyism. The barriers to entry and preferential treatment for established players make Greece the hardest country in Europe to start a business. Without entrepreneurs and venture capital inflows, there won’t be innovation, the key to exciting work, he noted.

“This stunted system springs from Greece’s corporatist values: social protection, solidarity instead of competition, and discomfort with uncontrolled change,” **Phelps** declared. “These values may well be beneficial to family life... but they are a recipe for a static economy and stultified careers.”

He noted that rather than protecting Greece’s disadvantaged, the government’s corporatist values impoverish them. Beyond debt restructuring or even debt relief, “if young Greeks are to have a future in their country,” Greece must shed its corporatist values.

Richard Robb then described the scientific accomplishments of ancient Greece, akin to the change in cultural values that enabled the Enlightenment in Europe. He also noted that in the present, tinkering with bankruptcy laws and investment zones is not sufficient. **Phelps** added that change needs to start in the school system with parents reinforcing these values. “Schools have to teach the rewarding-ness of adventure, exploration, discovery, creating new things, innovation...”

Key Conclusions and Actions:

- Greece and Europe need to re-examine their corporatist values.
- Structural reforms are necessary but without the right cultural attitudes towards innovation they are insufficient to revive economies.
- Reform school systems in the West to foster the values of entrepreneurship.
- Cultural attitudes in a country have changed in the past, and can change again.

**HISTORY BECOMES FORM:
INTERNATIONAL ARCHITECTS, LOCAL ARCHITECTURE**Featured Delegates:

Mr. Bjarke Ingels, Founder, Bjarke Ingels Group

Ms. Diane Lewis, AIA, FAAR, Principal, Diane Lewis Architects P.C.; Professor of Architecture, The Irwin S. Chanin School of Architecture, The Cooper Union for the Advancement of Science and Art

Mr. Cesar Pelli, Partner, Pelli Clarke Pelli Architects

Moderator:

Mr. James S. Russell, Architecture Critic, Author, Journalist, and Consultant; former Architecture Critic, *Bloomberg News*; Professor, Spitzer School of Architecture

Panel Discussion - Key Session Concepts:

This subject addressed the role of architecture in understanding, expressing and engaging local values.

Bjarke Ingels stated that architecture is never conceived in isolation, but always responds to a series of conditions, namely climate—“the one thing you can never escape.” Ingels also addressed the impact of technology on architecture, insisting that while advances in technology have made architects somewhat less dependent on the permanent attribute of the architecture, the result has been the mass production of little more than a “big boring box containing space.”

Cesar Pelli noted that while technological concerns are important, considering the soul and traditions of a city should be paramount both in the planning and execution of a project. “Each building is a small piece of a city,” **Pelli** said, and, as such, must be in harmony with its surroundings and pay homage to a city’s history and heritage.

Diane Lewis spent some time refuting Mr. Ingels’ classification of “boring boxes” being a hallmark of the Modernist style. Sites inherently have tremendous character, **Lewis** said, and architects hope that their projects amplify those unique characteristics. Finally, the panel addressed the idea of sustainability. **Pelli** stated that he was at odds with wanting to create and acknowledging that the landscape is crowded and there are “too many people on the planet” – an idea **Ingels** flatly rejected. The role of architecture, according to **Ingels**, is organization and order, and it is the duty of the architect to “design the framework for the life we want to live.”

Key Conclusions and Actions:

- Consideration of climate, topography and environment is a necessary component of the planning and design process.
- Architecture has the capacity to express latent desires of a community into concrete form.
- Solving technological problems related to architecture are secondary to understanding a site’s culture and history.

IS GLOBAL SUSTAINABILITY POSSIBLE?Featured Speaker:

Dr. Heriberto Cabezas, Ph.D., FAICChE, BCEEM; Senior Science Advisor, Sustainable Technology Division, U.S. Environmental Protection Agency

Panel Discussion - Key Concepts:

This lecture explored the statistics of current environmental instability and the potential to reach sustainable growth around the world.

Dr. Heriberto Cabezas began by emphasizing that the initial problem with the notion of sustainability is that it “means everything to everybody.” Population increase and consumption increase are two huge challenges for continued sustainability. He pointed out that sustainability is entirely about human survival, and that nature has no problem eradicating a species and making a whole new one. Shelter, food, protection, and basic items are at the core of this need to survive.

The approach to thinking about sustainability starts with trying to link systems like ecology, economy, social, and other categories of human existence. Much of the problem lies in the burden that humans have put on these systems—either ones that existed before humans, like ecological ones, or ones that man created. **Cabezas** pointed out that the way to discuss the progress of un/sustainability is to look at the orderliness of the systems, because when systems are not functioning well, they become disorderly.

Through mathematical analyses, data, and concepts like the Fisher Information system, **Cabezas** considered how socio-economic, political, and biological sustainability systems have evolved, how they operate now, and whether they can move forward.

Key Conclusions and Actions:

- The increase in human population and human consumption are two direct causes of unsustainability.
- Sustainability is a concept that regards human survival.
- Nature is indiscriminate in its process to rid itself of an unsustainable species.
- Humans need to think about linking their social, political, ecological, and economical systems in order to achieve future sustainability.

BEYOND EARTH: INSIGHTS INTO ASTROPHYSICSFeatured Delegates:

Dr. Michael Blanton, Associate Professor of Physics, New York University

Dr. Zoltan Haiman, Professor, Department of Astronomy, Columbia University

Moderator:

Dr. Tim Paglione, Chair, Department of Earth & Physical Sciences, CUNY York College

Panel Discussion - Key Session Concepts:

Leading astrophysicists expounded on the creation and expansion of the universe.

Moderator **Dr. Tim Paglione** noted the unique nature of this panel, which was composed of three astrophysicists.

Dr. Michael Blanton explained that his field of interest relates to mapping the universe on very large scales, notably through on a ground telescope located in New Mexico. For the past sixteen years, Blanton has been involved in a project to produce large maps of the universe, find galaxies and identify super massive black holes within them. By calculating how fast celestial objects are moving away from us, astronomers can determine their distance from Earth. **Blanton** noted that with current technology, it is possible to map a “not unreasonably small fraction of the mappable universe.”

Dr. Zoltan Haiman offered a more theoretical perspective on the mapping of the universe, noting that current maps “go back in time almost to the big bang.” Echoing his colleagues’ optimism, **Dr. Haiman** stated that astrophysicists have a very strong chance within our lifetimes of mapping the entire history of the universe, from a “tiny, homogenous speck” to its current size. Black holes are of particular importance because of their (suspected) gravitational waves. Though astrophysicists have yet to visibly identify them, such waves are believed to be fundamental to modern-day understanding of space-time.

Dr. Paglione noted that many of the things that we take for granted—for example, the gold used to make a wedding ring—are the result of stellar evolution. Indeed, our relation to the rest of the universe is constant thanks to the cosmic rays surrounding us and the cascade of nuclear particles streaming through our bodies.

The discussion prompted a few existential questions from the audience, notably, “What is the impact of gravitational waves going through a body?” This question was soon followed by another: “Do you believe that premonitions are evidence of wrinkles in time?”

Dr. Paglione responded that belief has nothing to do with it—it’s the science that matters.



Key Conclusions and Actions:

- Mapping the universe is vital to understanding how fast the universe is expanding.
- Modern technology has made it possible to map a not insignificant fraction of the mappable universe.
- The creation and presence of black holes are fundamental to our understanding of how the universe works.
- The transparency of fields like astronomy and astrophysics have created a tremendous opportunity for “citizen science.”
- It is vital to break down barriers to science education and build diversity within science fields.

CLIMATE CHANGE AND CIVILIZATION

Featured Delegates:

Mr. Peter deMenocal, Professor, Department of Earth and Environmental Sciences, Columbia University; Faculty at the Earth Institute

Dr. Heriberto Cabezas, Ph.D., FAICChE, BCEEM; Senior Science Advisor, Sustainable Technology Division, U.S. Environmental Protection Agency

Dr. Graciela Chichilinsky, Chief Executive Officer, Global Thermostat

Moderator:

Mr. Andrew Revkin, Author; Reporter, the *New York Times*; Senior Fellow for Environmental Affairs, PACE University

Panel Discussion - Key Session Concepts:

This panel focused on what can and should be done to solve the world's climate change challenges.

Dr. Graciela Chichilinsky described her company Global Thermostat, which takes CO₂ out of the air and turns it into profitable commercial products. “The idea is that it doesn’t depend on regulation,” she added. The IPCC admits that reducing emissions no longer suffices to avoid catastrophic climate change, and that removal of CO₂ from the atmosphere must be done on a massive scale. Because the U.S. government has not invested one cent in CO₂-removal R&D, Global Thermostat wants to use a franchising model that is crowd-funded in order to encourage the use of its technology around the world.

Chichilinsky urged that the limits of the Kyoto Protocol, which expired in December, be extended. And she called for the creation of a “blue market that will start by putting limits on the biomass that we extract from the sea, 75% of which we throw away, perversely, cruelly, and destructively.”

Climate science has been largely an echo chamber among scientists, **Peter deMenocal** acknowledged, and he agreed that business and finance will be key to driving change. What scientists know is economically very valuable information—how a company can manage its risks from sea levels, water availability, and agricultural, all of which “are in flux”—and that’s very unexploited interdisciplinary territory. Other causes for optimism are that 400+ companies worth a combined revenue of \$8 trillion are now budgeting the costs of carbon in their balance sheets, independent of U.S. government regulations, and S&P now includes climate risk as part of a large company’s credit rating.

Dr. Heriberto Cabezas opined that markets are useful but not ultimate answers. He advocated using markets “in the context of cultural values,” because “if you throw a market into the wrong playing field, you can easily end up with perverse results.”



Key Conclusions and Actions:

- Place national limits and establish global markets for CO₂, water, and biodiversity, but have them appropriately based in cultural values to avoid perverse outcomes.
- Expand the use of climate science into the business world to drive sustainability even in the face of political inaction.
- Massively scale up the use of technology that removes CO₂ from the atmosphere.
- Raise climate awareness and change values through communication via journalism, schools, and social media.
- The message must be hope and inspiration, not doom and despair, and these solutions help.

NEW ADAPTATIONS FOR BUSINESS LEADERS

Featured Delegates:

Mr. Joseph Aiello, Director of Business Development North America, Meridiam; chairman of the fiscal and management control board of Massachusetts Bay Transportation Authority

Mr. Daniel Karpantschof, Co-Founder, Nexus: Global Youth Summit

Mr. Andrew Yang, Chief Executive Officer, Venture for America

Moderator:

Mr. Art Kleiner, PwC; Editor-in-Chief, *Strategy+Business*

Panel Discussion - Key Session Concepts:

Innovation and how it can be encouraged was the main focus of this panel.

Daniel Karpantschof described two types of innovation: incremental (giving a slight advantage over competitors) and disruptive (which transforms or even eliminates an entire industry). Competition, he stated, is a great driver of innovation. But **Andrew Yang** pointed out that the two main obstacles holding back innovation from the levels it needs to reach are: (i) most businesses have no tolerance for failure; and (ii) most innovations only target existing markets. The biggest disappointment of Silicon Valley, he stated, is that they don't push non-market innovation. Yang also lamented the declining proportion of youth in starting new businesses and linked it to the U.S. educational system that funnels students into pre-set paths.

Karpantschof disagreed somewhat, mentioning several large innovative companies like Apple and SpaceX that have completely changed the marketplace. **Yang** concurred, but noted that it's not the size of the company that matters, but rather their establishment of R&D labs that accept and encourage failure and work on a longer time frame to try out many possibilities. Larger firms may have more resources, but perhaps not the support of management seeking to optimize operations.

Joseph Aiello spoke about innovation from a public policy perspective. During his time at Boston's Transportation Authority, innovation meant changing how procurements were made and how internal data was used by the private sector. On average these projects have saved the city 20-30%, although there have been notorious incidents of management failures and cost overruns.

Key Conclusions and Actions:

- Accept inevitable mistakes and failures in the R&D process in order to create a needed culture of innovation.
- Open public sector projects to an accountable private sector in order to save taxpayer dollars.
- Promote more cross-disciplinary fields of study in schools, encouraging new ideas.
- Incentivize youth to get involved in entrepreneurship.

CYBER SECURITYFeatured Delegates:

Dr. L. Jean Camp, Professor, Indiana School of Informatics and Computing

Mr. Shuman Ghosemajumder, Vice President, Shape Security

Mr. Michael Kaiser, Executive Director, National Cyber Security Alliance

Dr. David Thaw, Assistant Professor of Law and Information Sciences, University of Pittsburgh

Ms. Jody Westby, Chief Executive Officer, Global Cyber Risk LLP

Moderator:

David Kirkpatrick, Founder, Host, CEO, Techonomy

Panel Discussion - Key Session Concepts:

This panel discussed the physical and digital dangers of rising cybercrime activity on a global scale. The ever-changing digital landscape continues to create vulnerabilities for individuals and businesses.

Michael Kaiser stated that the digital world we are not in did not happen by design—it evolved. He encouraged the delegates to think about transformational technology like electricity and its historic, super-high adoption rates in comparison to the incredible rates of communications technology adoption we see today. When rapid change occurs, the rules have to be rewritten. He noted that we are moving slower than the rate at which we are adopting some technologies. **Shuman Ghosemajumder** echoed that sentiment, saying that today’s technology is consistently staying ahead of legislation that seeks to regulate it.

A debate ensued over the question: are the bad guys winning? (Meaning hackers and cyber criminals.) **Jody Westby** maintained that cyber espionage has gotten so advanced that the perpetrators are winning. **Dr. David Thaw** dissented. The debate then drifted towards the example of passwords, and how easily they can provide access to sensitive information. **Thaw** argued that it isn’t necessarily the password that is the flawed technology—as passwords are undetectable in theory—but the input systems.

In general, the speakers agreed that while tools exist for companies to protect themselves against cyber crime, most organizations aren’t using them. **Ghosemajumder** pointed out that hackers want users to keep using the Internet, so as to continue stealing money like never before in history.

In terms of the relationship between government-based military action and cyber crime activities, **Dr. Jean Camp** made the point that the U.N. has done a great deed by moving away from calling cyber crime “war,” and that physical, military-based violence is not an appropriate response to hacking, even on an international scale.



Key Conclusions and Actions:

- We need to move away from placing blame on countries for cyber espionage because it is often likely to be the fault of one or several independent individuals.
- Available tools for organizations to battle cyber crime often go unused.
- Technology is moving faster than government regulation.
- Cyber criminals are now able to steal money at unprecedented rates.
- New rules and approaches are required in order to even attempt to think about stemming the tide of future cyber crime-based activity.

CONSEQUENCES OF GLOBAL INEQUALITYFeatured Delegates:

Dr. Sheldon Danziger, President, Russell Sage Foundation; Distinguished University Professor of Public Policy Emeritus, University of Michigan

Ms. Leila Janah, Founder and Chief Executive Officer, The Sama Group

Dr. Edmund Phelps, Nobel Prize Laureate, McVickar Professor of Political Economy, Director, Center on Capitalism and Society, Columbia University

Ms. Emira Woods, Global Client Principal for Social Impact Programs, Thoughts Works

Moderator:

Mr. Eduardo Porter, Columnist, *The New York Times*

Panel Discussion - Key Session Concepts:

This panel discussed the consequences of global inequality and the policies that can realistically be enacted to reverse this troubling trend. A special focus was placed on at-risk populations (e.g., women and children) as well as on the distinction between developed-world policies and developing-world policies aimed at targeting inequality.

Mr. Eduardo Porter opened the session by noting that widespread economic inequalities are present not only in the Western world, but also in some developing countries, notably China. He asked the panelists a few broad questions about global inequality: What is the broader damage to society? Can it be slowed? What are some policy prescriptions?

Dr. Edmund Phelps responded that his focus has been less on income inequality at the top, but rather on inequality at the bottom, calling, for example, for government subsidies for companies to hire low-wage workers. **Dr. Sheldon Danziger** agreed, and added a historical perspective on inequality in the United States.

Leila Janah contributed a practitioner perspective, noting her experience with very poor people: “poor people wanted one thing more than anything else—a decent job.” While it’s important to consider inequality at the global scale, it risks masking what’s happening within countries like China and India, where economic inequality remain major problems.

Emira Woods shifted the debate away from a U.S.-centric approach to an international one, noting there is no better reminder of the consequences of global inequality than the current refugee crisis. **Woods** added that “global economic structures have failed miserably” and the planet can no longer sustain them. That said, the recent surge of social movements offers a glimpse of hope that innovation in technology and the creativity of the human spirit will drive efforts to rectify global inequality.



Key Conclusions and Actions:

- The language used to discuss inequality is polarizing, meaning new terms could be useful—for example, a “standard, baseline income,”
- Existing policy solutions, for example, food stamps in the United States, are not always pragmatic and should be re-evaluated.
- Efforts to address inequality should focus on the bottom, perhaps in the middle – but not necessarily at the top.
- Automation, technology, and climate change are all factors in global inequality, for better or worse.
- The potential for more creative solutions exists: Really creative solutions are not being explored.

REGIONAL FOCUS: CHINAFeatured Delegates:**Ms. Junheng Li**, Founder, JL Warren Capital**Mr. Clarence Tak-Chuen Kwan**, Co-Founder of Transparency International, Senior Partner, Sino-Century China Overseas Investment PartnersModerator:**Dr. Lourdes S. Casanova**, Senior Lecturer, Academic Director, the Emerging Markets Institute, Samuel Curtis Johnson Graduate School of Management, Cornell UniversityPanel Discussion - Key Session Concepts:

This panel examined China's development trajectory from a top-down perspective.

Clarence Tak-Chuen Kwan noted that every Chinese leader has to manage three things, growth, reform, and stability, in a balancing act. He added, "China will live up to its role as a global citizen." Its vision for 2020 is to double the country's GDP from 2010's level, and double the per-capita GDP over the same time period. Xi Jinping's anti-corruption campaign is causing capital flight, but the Communist Party believes it can be handled without threatening the regime.

China's labor intensive business model, driven by manufacturing, fixed assets, investments, and exports, is ending, said **Junheng Li**. The shift to a services-based economy needs rule of law, especially enforcement which is currently lacking.

In terms of product knock-offs, she doubted that Chinese firms like Xioami would produce any innovation. She asked, why invest in any R&D when a knockoff can do a similar product to yours at 10% of the cost and at 10% of the price, in a weak rule-of-law environment?

Lourdes Casanova disagreed, noting that Chinese firm Huawei last year was "either number one or number two company in the world by the number of patents filed, so China is moving so fast in so many domains..."

Key Conclusions and Actions:

- China must encourage more innovation in its companies and teach it in schools.
- China's path forward will be rocky but will nonetheless progress from big to strong.
- The Communist Party will continue to fine-tune the balance between growth, reform, and stability.
- Despite recent volatility, the Chinese stock market will continue to grow.

HAS THE ART MARKET ENTERED A BUBBLE?

Featured Delegates:

Mr. Patrick Meade, CEO, Bonhams

Mr. Paul Aitken, CEO, Borro

Mr. Peter Loughrey, Director, Los Angeles Modern Auctions

Moderator:

Dr. Roman Kräussl, Associate Professor, Luxembourg School of Finance

Panel Discussion - Key Session Concepts:

This panel considered the financial ups and downs of the art market, and examined the potential for its future.

Dr. Roman Kräussl discussed the differences in returns from various artists, pointing out that very young artists are bringing in massive returns compared to other artists. He displayed slides on the changes in who is contributing to the art market, for example in countries like Azerbaijan.

Patrick Meade pointed out that discussions of the art bubble have been ongoing for some time, noting different changes within various markets, as well as growing correlations with financial markets. The financial markets' downturn directly relates to the downturn of the art markets. In the future, the art market is going to be relying more on wealthy Americans and Europeans.

Peter Loughrey stated that the market is in a bubble, but that he expects a softer deflation as opposed to a sharp burst. He is also largely bullish on the future of the art market, particularly because of developing and disruptive technologies that have yet to hit the art world. He believes that there will be a tremendous influx of capital coming into the art market in the next 5-10 years.

Paul Aitken emphasized that the top 1% of the market represents a huge section of it, and that it is an unregulated investment class that's doing the investing. However, those in the pricing list arena are becoming "a lot more data driven." He mentioned that there is a lot of unknown information about certain categories of art pricing, and only time will tell whether or not they pop or deflate.

Key Conclusions and Actions:

- While the art market is in a bubble, it's not one that will necessarily burst to the detriment of investors any time soon.
- It is important to look at the fluctuation in the value of art from not only categories of genre, but from different countries.
- Certain regions of the world are burgeoning in their art investments.
- The art market is now intrinsically tied to the financial market.

COPING WITH SYRIA'S EXODUSFeatured Delegates:

Dr. David Cuthell, Trustee, Institute of Turkish Studies, Columbia University

Dr. Michel Gabaudan, President, Refugees International

Dr. Yasmin Haque, Deputy Director of Emergency Programs, US Fund for UNICEF

Ambassador Michael Klosson, Vice President, Policy and Humanitarian Response, Save the Children; Former US Ambassador, Cyprus

Mr. Kenneth Roth, Executive Director, Human Rights Watch

Dr. Paul Sullivan, University Adjunct Professor, Security Studies, Georgetown University

Moderator:

Mr. Hugh Eakin, Senior Editor, *The New York Review of Books*

Panel Discussion - Key Session Concepts:

This panel addressed the humanitarian quandaries of the exodus of refugees from Syria, and possible solutions.

Moderator **Hugh Eakin** underlined the devastating consequences of the crisis in Syria, calling it “one of the worst human displacements any of us have ever seen.” **Kenneth Roth** expanded on Eakin’s statements, stating that some four million Syrians have left Syria; roughly half the country’s population has been displaced—a scale not seen since World War II. While the emergence of ISIS has been a major factor behind this mass displacement, the biggest cause comes from “the way Assad has chosen to fight this conflict,” i.e., deliberately targeting civilians in opposition-held areas. After years of failing to quell the exodus, world powers may now be facing a moment of opportunity. According to **Roth**, the international community could use high-visibility public occasions—namely, the U.N. General Assembly—to pressure Assad’s allies in Moscow to stop supporting the Syrian regime.

Turning to Turkey, **Dr. David Cuthell** emphasized the oft-ignored role of Turkey in shouldering the burden of Syria’s refugees. He noted that while German Chancellor Angela Merkel made an important gesture in pushing for Europe to further open its borders, global response has remained largely Eurocentric. Noting that Turkey is hosting some two million Syrian refugees, **Cuthell** advised the audience to “keep an eye on what’s going on with the Turks.”

While agreeing that Turkey was indeed playing an important role—notably spending over \$6 billion on refugees from Syria—**Dr. Yasmin Haque** underlined the importance of supporting children affected by the crisis. Beyond the physical impact on a “lost generation,” **Haque** addressed the emotional and mental components, showing drawings created by young Syrian refugees, which portrayed death, violence, and destruction as seen through a child’s perspective. **Ambassador Michael Klosson** added that a large number of children fleeing Syria are traveling alone. In Serbia, for example, noted **Klosson**, one in four arriving child refugees have made the journey on their own. The ambassador



called for a comprehensive approach to the crisis, including a more orderly asylum system and improved resettlement programs.

Dr. Paul Sullivan voiced a more pessimistic view: “How do you put this country [Syria] together? You don’t.” He admonished the failure of global power players to act four years ago, when, according to Sullivan, “good diplomacy” may have been able to temper or prevent the current refugee crisis. Though the respective administrations of the United States, Russia, Israel, and Iran have been unable—or unwilling—to intervene, gathering thinkers and leaders around a table may yet produce a solution.

Key Conclusions and Actions:

- Acknowledge the role of non-European nations in shouldering the financial and logistical burden of Syria’s refugee exodus.
- Emphasize the necessity of educating a “lost generation” of Syrian youth, while combating the rise of early marriage among Syrian girls.
- Re-evaluate current asylum and resettlement programs.
- Maintain funding at subsistence levels while striving for a multi-tiered, collaborative approach.



CONVERSATION: KEY SECURITY THREATS OF THE NEXT DECADE

Featured Delegate:

Lt. General Robert E. Schmidle, Jr. Principal Deputy Director, Cost Assessment and Program Evaluation, Office of the Secretary of Defense

Moderator:

Dr. Darren Hayes, Director of Cybersecurity at Pace University

Key Conversation Concepts:

This discussion examined the different ways to think about the potential, future strategies that will be used to address security threats to the United States.

To begin, **Lt. General Robert E. Schmidle** emphasized that one of the most important elements to understanding security threats is understanding history. To grasp the past and future of what modern countries need to prioritize in terms of security, one needs to understand what has come before.

Schmidle emphasized that while cyber security is the “bright, shiny object” of the day, there is a tendency to focus on the technology. Of course, that understanding is vital, but there needs to be an overlap with people who work in the policy area of security and their technical expertise.

Social media and other communications technologies present unique challenges in their own right as many policy makers and other security workers have little idea of how to handle the volumes of data that come in from such resources.

In terms of entering a cyber war, or at least, the potential to do so, the notion of attribution is key. It is increasingly murky for those working in cyber protection to figure out who is doing what, in the most basic sense. Over the next decade, these questions, and others, will plague not only Washington, but a new generation of policy makers.

Key Conclusions and Actions:

- Policy workers need to have a better handle on the technical side of the technological aspect of security.
- There are challenges that still need to be explored in terms of the swaths of data coming in from social media and other newer communication technologies.
- The notion of attribution is a major challenge given that people and bodies responsible for technological threats are increasingly difficult to pinpoint.



SUSTAINABLE SOLUTIONS TO THE GLOBAL ENERGY CRISIS

Featured Delegates:

Dr. Daphne Wysham, Associate Fellow, Institute for Policy Studies; Founder & Co-Director, Sustainable Energy and Economy Network

Mr. David Manning, Director of Stakeholder and Community Relations Office, Brookhaven National Laboratory

Mr. Matthew Wittman, Associate at Christofferson, Robb & Company

Dr. Thomas Mason, Director, Oak Ridge National Laboratory

Moderator:

Mr. Edmond Alphandéry, President, Centre for European Policy Studies, Former Minister of Finance, France

Panel Discussion - Key Session Concepts:

This panel analyzed trends in renewable energy, namely technological challenges and opportunities.

Dr. Daphne Wysham noted the need to shift infrastructure and investment away from fossil fuels. She highlighted that over \$2.6 trillion has already been divested from fossil fuels, a movement that began with students and subsequently took off. She favors a carbon tax, with measures to counter its regressive impact. The three ingredients necessary for sustainable energy development—policy, technology, and finance—are aligning better than ever, emphasized **David Manning**. He said it's also a generational issue, nothing Google and “bring with them tremendous credibility in the millennial market.”

In 2014, \$40 billion in new renewable energy investments were made in the U.S., underscored **Matthew Wittman**, and globally the amount was \$270 billion. Solar is growing at 40% per year, which combined with cheaper storage is taking a serious bite of the whole electricity mix. He predicted rooftop solar in the developing world “will be huge,” praising the microfinancing model

Dr. Thomas Mason stressed that while decarbonizing the economies of the developed world is important, the real challenge lies within the developing world, which is both growing in population and energy use per capita. He advocates a greater and diverse mix of renewable energy sources, with a base load of nuclear power, and “selective use of natural gas for peaking power.”

Key Conclusions and Actions:

- Continue to expand divestment away from fossil fuels, especially coal.
- Improve the cost-effectiveness of electricity storage.
- Facilitate further gains in the adoption of solar, wind, and nuclear power.
- Push for a strong binding international agreement on emissions, and encourage grassroots sustainability movements.

**CLOSING KEYNOTE ADDRESS:
WHY GLOBAL MARKETS HAVE FAILED TO REDUCE INEQUALITY**Featured Delegate:

Dr. Eric S. Maskin, Adams University Professor, Harvard University; Nobel Laureate

Keynote Concept:

This keynote address was centered on the topic of inequality and its connection to globalization.

Dr. Eric S. Maskin noted that over the past 20 years, the spread of globalization can be viewed via the availability of goods and products from all over the world in marketplaces. The production process has become globalized, aided by a decline in transportation and communication costs, and the removal of trade barriers in the form of tariff reductions and trade agreements. Therefore, noted **Dr. Maskin**, globalization has offered an implicit promise of prosperity not just for industrialized nations, but for emerging markets, as well. To some degree, there has been some success on that front in the economies of China and India. Another expectation of globalization, **Dr. Maskin** continued, was that it would lessen the gap between the “haves and the have-nots.” But, he said, the record has not been very good. **Dr. Maskin** said that in countries such as Nigeria and many Latin American nations, there has been a substantial increase in inequality.

Dr. Maskin queried whether if, from an economic standpoint, it should come as a surprise that inequality has risen in so many developing countries. The answer is yes, he argued, as it contradicts the theory of comparative advantage.

This theory has held true for previous globalizations, he said, particularly at the end of the nineteenth century when the fall of transit costs for trans-Atlantic shipping allowed for greater trade between North America and Europe. But the theory has not applied to the current trend of globalization, prompting **Dr. Maskin** to develop an alternate theory with one of his Harvard colleagues that is intended to supplement the theory of comparative advantage and identify what is different about the current globalization.

Key Conclusions and Actions:

- In developing countries, there is a correlation between the eradication of poverty and the reduction in inequality.
- There is a link between political instability and high amounts of inequality.
- It is false that the more different countries are, the more trade will occur between them.
- The lowest-skilled workers in developing countries must be given the opportunity to increase their skill level through education and job training so that they can benefit from the current culture of globalization.
- As employers have a low incentive to pay for education and training for lowest-skill workers, third-party efforts must be employed: government subsidies, foreign aid, NGO assistance are all possibilities.

FOUNDER’S CLOSING REMARKS

Featured Speaker:

Ms. Louise Viger Blouin, Founder and Chairman Louise Blouin Foundation

Key Concepts:

In the final address of the 2015 Blouin Creative Leadership Summit, **Louise Blouin** thanked attendees and delegates for their participation in the two-day event.

“We’ve heard positive remarks, we’ve heard negative remarks. But our challenge today is to deal with the future,” noted Ms. Blouin in discussing the content and theme of the two-day summit.

Ms. Blouin praised the staff of Louise Blouin Media who, under artinfo.com Editor-in-Chief **Tom de Kay**, assisted in the planning and preparation of the event.

“None of this could happen without a great team,” said **Ms. Blouin**, who expressed her gratitude to the members of the LBM staff who put the content together for the summit, and, she added, whose work will now enable the Blouin Foundation to move to other countries and hold “two to three [summits] a year” to spread the message that creativity is an important factor across many disciplines.

Key Conclusions and Actions:

- Though current attention is focused on the Middle East crisis, there should be a much stronger focus on shaping the future.
- The Blouin Creative Leadership Summit will very shortly expand to different countries and will be held several times a year.
- Creativity is an important facet of foreign policy, art, and all disciplines from science to economics, and will always remain so.



SUMMIT PARTICIPANTS

2015 DELEGATES

Ms. Leeza Ahmady | Director, Asian Contemporary Art Week

Mr. Joseph Aiello | Director of Business Development, North America, Meridiam

Mr. Paul Aitken | Founder and Chief Executive Officer, Borro

Mr. Edmond Alphandéry | President, Centre for European Policy Studies

Dr. David Bangsberg | Director, Center for Global Health, Massachusetts General Hospital

Dr. Alon Ben-Meir | Professor and Senior Fellow, Center for Global Affairs, and Senior Fellow, World Policy Institute, New York University

Mr. Matthew Bishop | Globalization Editor, the *Economist*

Mr. Francis Bitonti | President and Founding Director, Francis Bitonti Studio

Dr. Nicholas Dagen Bloom | Associate Professor, Chair of Interdisciplinary Studies, and Director of the Core Curriculum, New York Institute of Technology

Dr. Jo Ivey Boufford | President, The New York Academy of Medicine

Ambassador L. Paul Bremer | Former Envoy to Iraq and former Ambassador to the Netherlands, U.S. State Department

Mr. Eric Bryant | Editor in Chief, Blouin *Art+Auction*

Dr. Heriberto Cabezas | Senior Science Advisor, Sustainable Technology Division, U.S. Environmental Protection Agency

Dr. L. Jean Camp | Professor, Indiana University School of Informatics and Computing

Ambassador John Campbell | Ralph Bunche Senior Fellow for Africa Policy Studies and former Ambassador to Nigeria, Council on Foreign Relations

Dr. Lourdes S. Casanova | Senior Lecturer and Academic Director, Emerging Markets Institute, Samuel Curtis Johnson Graduate School of Management, Cornell University

Ms. Graciela Chichilnisky | Chief Executive Officer, Global Thermostat

Mr. Laurence Cockcroft | Co-Founder of Transparency International

Dr. David Cuthell | Trustee, Institute of Turkish Studies, Columbia University

Mr. Mark Dalton | Chief, Information Services Branch, UN Office for the Coordination of Humanitarian Affairs

Dr. Antonio Damasio | David Dornsife Professor of Neuroscience, University of Southern California

Dr. Sheldon H. Danziger | President, Russell Sage Foundation; Distinguished University Professor of Public Policy Emeritus, University of Michigan

Professor Peter B. deMenocal | Professor Department of Earth and Environmental Sciences, Columbia University

Dr. Thomas G. Dietterich | Distinguished Professor and Director of Intelligent Systems, School of Electrical Engineering and Computer Science, and President, Association for the Advancement of Artificial Intelligence, Oregon State University

Mr. Jesse Drucker | Reporter-at-Large, Bloomberg

Mr. Hugh Eakin | Senior Editor, *The New York Review of Books*

Dr. Stuart Firestein | Professor of Biological Sciences, Columbia University

Mr. Daniel Fountenberry | CEO, Abundant Media Inc.

Mr. Jeffrey Friedberg | Chief Trust Architect, Microsoft

Dr. Michel Gabaudan | President, Refugees International

Mr. Shuman Ghosemajumder | Vice President, Shape Security



- Mr. Alex Goldberg** | Managing Director, Canary Ventures
- Dr. Zoltan Haiman** | Professor of Astronomy, Columbia University
- Dr. Yasmin Haque** | Deputy Director of Emergency Programs, US Fund for UNICEF
- Dr. Darren Hayes** | Director of Cybersecurity, Pace University
- Dr. David Heeger** | Professor of Psychology and Neural Science, New York University
- Ms. Leila Heller** | President, Leila Heller Gallery
- Dr. Hugh Herr** | Associate Professor of Media Arts and Sciences and Head of the BioMechatronic Research Group, MIT Media Lab
- Mr. William Hoffman** | Head, Data Driven Initiatives, World Economic Forum
- Mr. Kasper Holten** | Director of Opera, The Royal Opera House
- Mr. Michael Hudson** | Senior Editor, International Consortium of Investigative Journalists, Center for Public Integrity
- Mr. Bjarke Ingels** | Founder, Bjarke Ingels Group [BIG]
- Ms. Leila Janah** | Founder and Chief Executive Officer, the Sama Group
- Mr. Michael Kaiser** | Executive Director, National Cyber Security Alliance
- Dr. Eric R. Kandel** | University Professor, Kavli Professor, and Director of the Kavli Institute for Brain Science, Co-director of the Mortimer B. Zuckerman Mind Brain Behavior Institute, and Senior Investigator, Howard Hughes Medical Institute, Department of Neuroscience, Columbia University; Nobel laureate
- Mr. Daniel Karpantschof** | Co-founder, Nexus: Global Youth Summit
- Dr. Jacob Funk Kirkegaard** | Senior Fellow, Peterson Institute for International Economics
- Mr. David Kirkpatrick** | Founder, host and Chief Executive Officer, Techonomy
- Mr. Robert Kirkpatrick** | Director, UN Global Pulse, Executive Office of the Secretary General
- Mr. Matt Klein** | Columnist, Alphaville Blog, The Financial Times
- Mr. Art Kleiner** | Editor-in-Chief, Strategy+Business, PricewaterhouseCoopers LLP (PwC)
- Ambassador Michael Klosson** | Vice President, Policy and Humanitarian Response, Save the Children; Former US Ambassador to Cyprus
- Ms. Sonia Kolesnikov-Jessop** | Global Chief Editor for Lifestyle & Fashion, Louise Blouin Media
- Dr. Roman Kräussl** | Associate Professor, Luxembourg School of Finance
- Mr. Martin Kreutner** | Dean and Executive Secretary, International Anti-Corruption Academy
- Mr. Clarence Tak-Chuen Kwan** | Senior Partner, Sino-Century China Overseas Investment Partners
- Dr. Azzadine Layachi** | Professor, Government and Politics, St. John's University
- Dr. Diane Lewis** | Principal, Diane Lewis Architects P.C, and Professor of Architecture, Irwin S. Chanin School of Architecture, the Cooper Union
- Ms. Junheng Li** | Founder, JL Warren Capital
- Ms. Liliana Saldaña Lobera** | General Director, Palace of Fine Arts, Mexico City
- Mr. Peter Loughrey** | Director, Modern & Contemporary Art, Los Angeles Modern Auctions (LAMA)
- Mr. Javier Lumbreras** | Founder and CEO, Artmundi
- Professor Robin Paul Malloy** | E.I. White Chair and Distinguished Professor of Law, Kauffman Professor of Entrepreneurship, and Professor of Economics, Syracuse University
- Dr. Zachariah Cherian Mampilly** | Associate Professor of Political Science and Director of Africana Studies, Vassar College
- Mr. David Manning** | Director, Stakeholder and Community Relations Office, Brookhaven National Laboratory
- Dr. Eric Maskin** | Adams University Professor, Harvard University; Nobel laureate



Dr. Thomas Mason | Director, Oak Ridge National Laboratory

Dr. Doug Massey | Henry G. Bryant Professor of Sociology and Public Affairs, Princeton University

Dr. James L. McGaugh | Research Professor, Neurobiology and Behavior, School of Biological Sciences; Fellow, Center for the Neurobiology of Learning & Memory, University of California, Irvine

Mr. Patrick Meade | Chief Executive Officer, Bonhams

Mr. Matthias Naske | Chief Executive Officer and Artistic Director, Wiener Konzerthaus

Ms. Allison Neale | Public Policy Advisor, Henry Schein, Inc.

Dr. Nicholas Negroponte | Founder and Chairman of One Laptop per Child; Co-founder and Director of MIT Media Laboratory, and Jerome B. Wiesner Professor of Media Technology, Massachusetts Institute of Technology

Dr. Gbenga Ogedegbe | Professor of Population Health and Medicine; Director, Division of Health and Behavior; Director, Center for Healthful Behavior Change, NYU School of Medicine

Dr. Tim Paglione | Chair, Dept. of Earth & Physical Sciences, CUNY York College

Mr. Milton Pedraza | Founder and Chief Executive Officer, Luxury Institute

Mr. Cesar Pelli | Partner, Pelli Clarke Pelli Architects

Dr. Edmund Phelps | McVickar Professor of Political Economy and Director of Center on Capitalism and Society, Columbia University; Nobel laureate

Mr. Eduardo Porter | Author, Economic Scene Column, New York Times

Mr. Andrew Revkin | Author; Reporter, The New York Times; Senior Fellow for Environmental Affairs, PACE University, The New York Times

Dr. Richard Robb | Professor of Professional Practice in International and Public Affairs Director, International Finance and Economic Policy Concentration, Columbia University

Mr. Thaddaeus Ropac | International Founder and Director, Galerie Thaddaeus Ropac

Mr. Kenneth Roth | Executive Director, Human Rights Watch

Mr. James S. Russell | Architecture Critic, Author, Journalist, and Consultant; Former Critic, Bloomberg News; Professor, Spitzer School of Architecture, City College of New York

Ms. Magdalena Sawon | Founder, Postmasters Gallery

Dr. Anya Schiffrin | Director, International Media and Communications Program, Columbia University

Lt. General Robert E. Schmidle, Jr., USMC | Principal Deputy Director, Cost Assessment and Program Evaluation, Office of the Secretary of Defense

Dr. Lorenzo Bini Smaghi | Chairman, Société Générale

Dr. Christine Sow | Executive Director, Global Health Council

Dr. Paul Sullivan | University Adjunct Professor of Security Studies, Georgetown University

Ms. Maia Szalavitz | Investigative Journalist, Time Magazine

Mr. Jaan Tallinn | Founding Engineer, Skype; Founder, Ambient Sound Investments

Dr. Edward Tenner | Research Affiliate, Princeton University

H.E. Ms. Hanna Tetteh | Foreign Minister, Republic of Ghana

Dr. David Thaw | Assistant Professor of Law and Information Sciences, University of Pittsburgh

Mr. Peter Thum | Founder and Chief Executive Officer, Fonderie 47

Mr. Leo M. Tilman | Executive Chairman, Capitol Peak Asset Management

Professor Mustapha Tlili | Founder and Director, NYU Center for Dialogues



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Ms. Diana Verde Nieto | Chief Executive Officer and Co-founder, Positive Luxury

Mr. Stefaan Verhulst | Co-founder and Chief Research and Development Officer, Governance Laboratory, New York University

Dr. Van Wedeen | Assistant Neuroscientist, Massachusetts General Hospital; Associate Professor in Radiology and Director of Connectomics, Martinos Center, Harvard Medical School

Ms. Jody Westby | Chief Executive Officer, Global Cyber Risk, LLP

Mrs. Elizabeth Weymouth | Senior Associate Editor, the Washington Post

Mr. Matthew Wittman | Structured Credit Investor, Christofferson, Robb & Company

Ms. Emira Woods | Global Client Principal for Social Impact Programs, ThoughtWorks

Ms. Daphne Wysham | Director, Sustainable Energy & Economy Network

Mr. Andrew Yang | Chief Executive Officer, Venture for America

Dr. Elke Zuern | The Alice Stone Ilchman Chair in Comparative and International Studies, Sarah Lawrence College

