INAUGURAL MEETING OF THE GLOBAL CHALLENGES FORUM

Hosted by:
U.S. Mission to the UN in Geneva

Organized by:
U.S. Naval Postgraduate School,
Talal Abu-Ghazaleh Organization &
University of Geneva

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I. Executive Summary

The Global Challenges Forum (GCF) is an organization of think tanks, research centers, and academic institutions with the goal of contributing to the much-needed resolution of existing and future global security challenges. Consisting of a dynamic online community sharing solutions through collaborative networks, a series of issue-specific Multi-Stakeholder Forums (MSFs) that occur throughout the globe, and an annual summit organized as a “forum of forums,” the GCF builds on a diverse membership and worldwide network of partners to propose solutions to global challenges.

Recognizing the complexity, imminent risks, and potential impacts of the 21st century problems and the need to develop more integrated, holistic, and bottom-up approaches, representatives from strategy centers, academia, civil society, intergovernmental organizations, and business are brought together through the Global Challenges Forum in the spirit of global partnership and a cosmopolitan ethos.

The Global Challenges Forum Report Series details and summarizes the discussions of the various MSFs and the annual Summit, as well as providing policy-relevant summaries on various issues that arise out of the collaborative work of the GCF community. This, the first report in the series, details the November 2010 Inaugural Meeting in Geneva which culminated in the 17 November 2010 launch of the Global Challenges Forum. Dr. Walter L. Christman served as the founding executive coordinator of the session.

The organization is to be domiciled in Geneva as a not-for-profit international foundation registered in Switzerland. Its establishment is guided by a Founders Committee and a Secretariat, committed to transparency and accountability in their decision-making processes.

Dr. Talal Abu-Ghazaleh of the Talal Abu-Ghazaleh College of Business and Dr. Leonard Ferrari of the U.S. Naval Postgraduate School, serve as the founding co-chairs of the Global Challenges Forum.
Dear Colleague:

It is our distinct pleasure to welcome you to the 2010 Global Challenges Forum. Today it is widely accepted that in addition to "traditional" security challenges, a host of new issues are emerging that pose significant threats to global security. These globalized issues necessitate new policies and approaches to complement existing ones. In gathering a global body of experts, we seek to build the partnerships that will craft them. We thank the University of Geneva and the U.S. Mission to the UN for helping to make this meeting possible.

Please join us for the Opening Ceremonies of the Global Challenges Forum on Monday, 15 November, 19:00-21:00 at the InterContinental Hotel in Geneva, where Dr. Khalid Al-Khalifa, President of the University College of Bahrain is hosting us for a cocktail buffet and Dr. Bates Gill, Director of the Stockholm International Peace Research Institute will provide the Opening Keynote Address.

The goal of this inaugural planning session of the Global Challenges Forum is to shape the contours of a future institutional membership organization that will address the emerging global challenges of the twenty-first century. The first day of roundtable discussions will focus attention on the global security risks posed by the on-going global economic crisis, first exploring the linkages between economics and security, and then moving to an open discussion session. Please be at the hotel lobby no later than 07:50 as the bus will depart promptly for the U.S. Mission at 08:00. We need to arrive in time to pass through security (see agenda about details) to join U.S. Ambassador Betty King at the start of our program at 08:45.

We are distinctly honored that our Keynote Speaker for the formal Launch of the Global Challenges Forum is Ambassador HE Yafei of the Permanent Mission of China to the UN Offices in Geneva. Ambassador HE will speak about the emerging global challenges and systemic risks that are faced by all nations and possible ways of addressing them. Please be in the lobby no later than 17:50, as the bus departs promptly at 18:00 to the historic dinner venue of Chateau de Coppet, about which you can read more in the enclosed program agenda.

This dialogue will be expanded upon on the second day to address what kind of permanent Forum should be established, and how it should be governed. Again a prompt departure from the hotel at 08:00 will bring everyone to the Founder’s Meeting, and a facilitated group process to establish the Global Challenges Forum and the way ahead for future partnership endeavors.

As the co-chairs, we encourage your active participation in joining with leading research institutions and international organizations from around the world in the launch of this important endeavor. We look forward to productive discussions as we move to address the challenges of a globalized world.

Yours sincerely,

Leonard A. Ferrari  
Executive Vice President and Provost  
U.S. Naval Postgraduate School  

Talal Abu-Ghazaleh  
Chairman  
UN Global Alliance on ICT and Development
III. Introduction – The Global Challenges Forum

On November 17th, 2010, the Global Challenges Forum was officially launched; the culmination of two days of intensive discussions and presentations in Geneva, Switzerland. Hosted by the U.S. Mission in Geneva, and co-organized by the Naval Postgraduate School, the University of Geneva, and the Talal Abu Ghazaleh Business University, it was the first official forum to be conducted after the 2009 Global Challenges Roundtable proposed the establishment of such an endeavor. Focused on shaping the organization in response to emerging issues of economics and security, the forum set an ambitious agenda for the coming years. During the Opening Ceremony and Reception at the InterContinental Hotel, GCF Co-Organizer, Professor Pierre Alan of the University of Geneva, introduced opening Keynote Speaker, Dr. Bates Gill, Director of the Stockholm International Peace Research Institute. Drawing on his extensive knowledge of contemporary security governance, Dr. Gill offered a frank assessment of what he has termed “the global diffusion of the threats, capabilities, and influence in the 21st century global security landscape.” Tracing the ontological diffusion of hard and soft power across states and institutions in a more multi-polar system, he stressed the growing importance of collaborative partnerships in mitigating shared risks. Tracing the effects of diffusion on today’s major security institutions, he highlighted their diminished ability to provide for a safe and secure world without being informed by new thinking which harnesses the network-based power of innovation in a globalized world.

In setting the tone for the rest of the Summit, Dr. Gill implied an ambitious future role for the partnerships and collaborative networks fostered by an institution like the Global Challenges Forum. He underscored the need for organizations which serve as incubators of innovative partnerships, turning strategic dialogue and monologues into a multi-stakeholder chorus of pragmatic change-makers.

As synergies will continue to develop between states and non-state actors, Dr. Gill’s remarks left participants with a feeling that though still in its infancy, the GCF might have a future role as a global catalyst, speeding up the reaction times of rusty state structures, allowing institutions to be more agile and nimble by providing the facilitation, managed resources, and the larger community of expertise necessary for multi-stakeholder partnerships to develop. Dr. Gill’s comments grounded future discussions of the Forum in the need to improve dialogue in an increasingly connected global commons. Some difficult questions were asked; and while the answers were not always clear, the need to craft an institution to address such questions was certain.

“We need a new global partnership that is more equal, that is more balanced, that has mutual and shared benefits. We survive or we sink together. So this new global partnership is extremely important... We are interdependent for the security of all others. So we need new thinking: new concepts, new mechanisms, and new means to achieve this concept.”

- Ambassador HE Yafei, Permanent Mission of the PRC to the UN Office at Geneva and other International Organizations in Switzerland
The Forum was officially opened by Ambassador Betty King, United States Ambassador to the United Nations and other International Organizations in Geneva. Ambassador King’s speech served as a framing statement for the discussions to come, calling for solutions to the challenges outlined by Dr. Gill. She spoke about the value of engagement with non-state actors and the importance of international cooperation. Most importantly, she applauded the participants’ efforts to shape the contours of an international organization designed to address the emerging global challenges of the 21st century.

“In the 21st century we also recognize that governments alone cannot solve all of these problems. We must work broadly, with the academic community, with civil society, with the private sector, and with the media, to come up with comprehensive and complex approaches to our most difficult challenges.”
– Ambassador Betty King, U.S. Ambassador to the UN.

1. The Global Challenges Forum – A New Institution for Global Challenges

Instability, regional conflict, climate change, and food security are just some of the multitude of issues that the world will face in the next millennium. These problems will no longer be confined to national borders; by their very nature, they ignore boundaries and spill over entire continents. There exists a need for an international organization to step in and to provide expert analysis, conducted by subject matter experts with years of experience addressing such issues.

The Global Challenges Forum (GCF) is envisioned to fill that need. By bringing together experts from many different fields to discuss global challenges and solutions for them, the GCF provides unique expert-level analysis by individuals who not only have thought on these issues in the past, but who are in positions to make a difference. The GCF will be a “Forum of Forums” that facilitates specialized conferences on different global challenges and then unites the proceedings from all of the individual conferences into one larger summit, held annually.

The purpose of the 2010 GCF meeting was to develop a structure and to lay the foundation for future meetings. On the first day of meetings a Global Economic Roundtable centered on discussion of the global economy in the context of the relationship between economics and security. The discussion was an exercise in the dissection of just one complex issue, and more importantly an example of how future GCF MSFs might operate. Building upon the progress of the Global Economic Roundtable, the second day of meetings centered on discussing the actual structure and process of the GCF, as well as the content that it would consider. What emerged from these two days was the groundwork for a new institution, designed specifically to address globalized challenges.
IV. Day One – Global Economics Roundtable

Before a formal structure for the GCF could be determined, it was imperative to define the problems upon which to focus, and how a GCF dialogue might function. The 2009 Global Security Challenges Roundtable was a first attempt at defining this complex problem space. Discussions centered on Energy, Maritime, Economic Environmental, Cyber, and Human Security; framing a variety of questions for the GCF to examine in subsequent sessions. Building on these discussions, Roundtable attendees laid the groundwork for an organization designed to leverage “open source” style community approaches to maximize the value and diversity of perspectives from across the global security landscape.

The 2010 GCF was built upon these questions and recommendations, focusing on the global economy. Participants examined the changes of the past decade, and sought to explore the complexities of economic shift, development, and the rise of new economic powers. Discussion focused on exploring two broad but increasingly interrelated topic areas – Economics and Security. As national economies and security sectors become more connected, it will become more difficult to address problems on a state-by-state basis. An approach that integrates the positions of nation-states, corporations, and private citizens is the only way of solving new global problems. What emerged from these discussions was not only a more nuanced understanding of the problem space in which the GCF will operate, but also a sense of the immense scale and complexity of the types of problems the forum will address.

2. Economics and Security

This GCF founder’s meeting attempted to lay the groundwork for just such an approach, utilizing these multidisciplinary roundtables as a model for how future MSFs will operate. The topic was approached from two perspectives, divided into the “Economics of Security” and the “Security of Economics,” and a number of panelists delivered presentations on topics ranging from maritime security to corruption and global finance. Each topic area was framed by an expert panelist, who provided an overview and a framework for the active discussions that emerged.

The economics of security considers the channels by which outcomes in the security sector affect outcomes in the global economy. Much of the work in this field is conducted in the same way as “traditional” economics research; there is an emphasis on empirical research and it almost always involves an application of some form of economic theory to a security problem. Research could include topics as diverse as the economic costs of harboring terrorism, to the implications of export controls on global competitiveness for a national technology sector, to the impact of strict border security on trade. What unifies this body of work is not the subject matter; research areas are broad and rarely overlap. Rather, the economics of security is defined by its approach,
by the application of economic methods and theory to security topics and attempting to determine the chain of economic causation.

The security of economics takes the reverse approach and considers the security ramifications of economics, such as the economic outcomes of policy decisions. This research is typically in the vein of traditional political science research, in that it takes economic changes as exogenous and considers just their security impact. One recent area of emphasis has been the geopolitical and security ramifications of the global economic recession. The crisis has fundamentally changed the relationship between lending and debtor states, as the turmoil in the European Union over Greece and Ireland demonstrates. The relationship between the United States and China has also been one that is driven by economic factors, and it remains to be seen how that will change as China rises, particularly with regard to security and stability in Asia. The security of economics has been defined by its political science approach, and there is a healthy mix of theoretical and applied work in that respect.

Neither economics nor security operate independently, and an understanding of emerging issues in this related context is essential in crafting potential solutions. Solutions need a starting point, and dividing the messy topics of economics and security into two clearer subfields is sensible. Such a divide also provides for an exploration of how the GCF may begin to organize its MSFs for future discussions.

3. Roundtable Discussion: The Economic Aspects of Security

Chaired by faculty from the Global Public Policy Academic Group at the Naval Postgraduate School, five speakers from different institutions delivered presentations on the following topics: U.S. Strategic Competence in the Post-9/11 World; Global Migration: Competing for the Best and Brightest; Framing China; The Microanatomy of the Greek Crisis and its Security Implications; and Equilibrium MAD: Where might economic structural imbalances take us?

3.1 U.S. Strategic Competence in the Post 9/11 World

To what extent can the United States effectively develop and execute strategy? It was fitting for the GCF to begin with a discussion of strategy, for without strategy, it is impossible to analyze any of these challenges in a systematic way. The group agreed that strategy is fundamentally about creating advantages that can be pursued over a long period of time to achieve long term goals. However, due to the unpredictability of the future they must be flexible to account for an ever-changing environment.

The United States, the group agreed, has not been especially effective in the area of strategy development, due in part to the structure of the United States national security decision-making process. A major reason for this is the fact that cost ceilings are not built into strategy. This has led to the Pentagon not purchasing equipment during periods when it had large budgets to do that with; as those days come to an end, it is
unclear how the Department of Defense will adapt. The biggest issue is that current U.S. strategy is a wish list of desired outcomes, with no sense of integration or any idea of how to achieve them. Goals are not a strategy in and of themselves. Rather, strategy ought to include ways and means, and account for the complexity of the environment in which the U.S. operates.

3.2 **Global Migrations: Competing for the Best and Brightest**

How does a nation attract the best and the brightest from around the world? With the rise of globalization has come a fluidity of population, ebbing and flowing across borders in search of opportunity. Many countries tend to structure immigration policy so as to maximize benefit for their native populations, by instituting policies like entrepreneur visas, which require that an immigrant create a certain number of jobs for the domestic economy. Leading economists argue that there is considerable value in attracting international workers to a nation’s economy. If this is indeed the case, noted the panelists, it is easiest to get the talent when they are young. Creating opportunities in higher education is one of the best ways of attracting the best, as many foreigners in degree programs tend to stay when they receive degrees. Commensurate with this, however, is developing policies that allow for students to remain in the country following the completion of their degree.

During the interactive session, a participant asked the speaker about whether flows of migration vary from country to country. It seems that a decrease in flows to the United States from places like Central America and Mexico are to be expected as these countries become wealthier, but that these decreases will be in low-skill workers. Highly-skilled workers will move between countries repeatedly, and deportations even happen to them.

Several participants noted that universities now act as global networks with wider responsibilities than before, particularly with respect to migration and attracting new talent into a society. There is the possibility that if some places do not leverage the strengths of their universities, such as Europe, they will face brain drain and strategic marginalization. In exploring the role of education in economic development, the group emphasized the importance of fostering connections between educational institutions and policymakers – an issue to be elaborated on at future GCF MSFs.

3.3 **Framing China**

What are the implications of China’s rise in the global political and economic arena? How we frame China will shape our engagement, and ongoing engagement with China will become only increasingly important over the coming years. In the West, many think of China as a budding capitalist state, and this is how the western world interacts with China. However, if China is not actually a capitalist state, interaction of this sort would be less beneficial, and a new way of framing it is necessary for it to be engaged successfully.
The presenters argued that China is demonstrably not capitalist in two ways: first, the economy is state-driven, with many major firms owned by the state; second, the state focuses on GDP, not corporate profits. Since state-owned enterprises comprise such a large proportion of GDP, it is fairly easy for the Chinese government to continue investing into them and to increase GDP in this way, perhaps providing for another year of stability, but not necessarily providing for long-term economic sustainability. Therefore, it could be a mistake to call China’s rise “capitalism.”

Several participants noted that China’s rise could signal the end of the Washington Consensus, which held that liberal markets and private firms were the key to economic success. The new Beijing Consensus model is more open to experimentation, has fewer ideological imperatives, and does away with things like conditionalities that have drawn so much criticism to the International Monetary Fund. What clearly emerged from this discussion was that, regardless of how China is classified economically, there is a distinct need for more robust dialogue with Chinese partners.

3.4 The Microanatomy of the Greek Crisis and its Security Implications

What triggered the Greek economic crisis? Is the collapse symptomatic of broader systemic issues, or rooted in something at the fundamentally national level? This case study examined how a growing, global economy based on shipping, construction, and tourism plummeted so quickly into ruin. There were a number of structural issues with Greece that ailed its economy: lowest spending on research and development in the OECD, a professional class that shirks taxes, public sector jobs as a charity, youth ennui, a lack of trust in government, and general exploitation of the system by the nouveau riche. The presenter painted a portrait of a troubled, unsustainable model that other economies, such as Ireland, should learn from. In exploring the complexities of the Greek collapse, the presentation highlighted the need to consider economic issues in a broader context, a potential task for the GCF.

3.5 Equilibrium MAD: Where might economic structural imbalances take us?

Can the ways in which nations approach economics be analogous to their approaches to security? Should they be? This presentation introduced the idea of looking at economic equilibrium in the context of Mutually Assured Destruction (MAD) style thinking. The presenter placed the discussion in historical context with discussion about the Bretton Woods financial system, which created relative balance in the world economic system. Now that there are major imbalances, there is concern that the world will return to a mutually-assured destruction
model; are such imbalances sustainable in the future, or will they lead to conflict and destruction? All agreed that there will be significant turbulence in the future.

3.6 Key Conclusions

The roundtable demonstrated the value of bringing together leaders from many different fields to discuss such challenges and highlighted the utility of bringing together diverse opinions toward a common goal. Moreover, there was a universal recognition that solutions would require the expertise of a wide variety of institutions. A particular emphasis was placed on the need for the inclusion of academia, as universities continue to develop their own global networks of partners. The session raised the questions and topics that would contribute to the shaping of the GCF MSFs.

4. Roundtable Discussion: The Security Aspects of Economics

This roundtable session was led by a senior Department of Defense official and a faculty member of the Global Public Policy Academic Group at the Naval Postgraduate School. Participants enjoyed presentations delivered by four speakers on: Corruption and Global Finance, Maritime Security Sector Reform, Global Innovation Strategy: The Rise of Asia, and Multipolarity and Strategy. Similar to the first roundtable, following their presentations, the presenters entertained questions.

4.1 Corruption and Global Finance

Is corruption just “the efficient grease” of an economy that leads to market-clearing prices? Is corruption just another tax? The fact that United States tax code held that bribes paid in the conduct of business outside the U.S. were tax-deductible seems to suggest that corruption is acceptable. But the speaker also presented evidence that corruption is empirically bad for economies, crowding out private investment. And corruption could have its largest impact in places where the world community cannot monitor it, such as in sovereign wealth funds that are completely opaque. If there are misperceptions about the extent to which corruption permeates the international system and the extent to which it is acceptable, it is more likely that unsustainable bubbles will form — foreign exchange could be next, in part due to sovereign wealth funds.

On the topic of sovereign wealth funds and corruption, a participant noted that the Middle East is a major source of sovereign wealth and also suffers from institutional corruption. Is there a way to avoid a collapse? The presenter responded that the Middle East and Egypt are both moving in the right direction with regard to corruption, and business practices should improve over time. While some friction in the future is expected, it will not be a worst case scenario.

4.2 Maritime Security Sector Reform

Maritime security sector reform was the topic of the next presentation, focusing on Somali piracy and the U.S. State Department’s efforts to combat it. Many think that piracy comes from economic uncertainty and a lack of development in Somalia, and the State Department has recognized this, focusing on institution building and security sector reform in Somalia. Developing maritime security certainly has a security aspect, particularly in improving the littoral capabilities of east African states, but including the civil justice, criminal justice, and commercial sectors into the conversation to build institutions will lead to sustainable reforms that will create fewer pirates in the future.
Participants noted that issues such as this, requiring the expertise and guidance of a large number of institutions, will be key focal points for the GCF.

### 4.3 Global Innovation Strategy: The Rise of Asia

As foreign investment in Research and Development continues to diversify, what can be expected from these emerging centers of R&D? This discussion focused on the globalization of research and development, with an emphasis on the rise of Asia in R&D and the relative decline of the United States. There are a number of important trends that are important to consider. First, the U.S. is not declining in terms of expenditures in R&D; the rest of the world is just catching up. Asia, and particularly China, is rising quickly, with a great growth in intellectual capital and a rise in the number of students in STEM programs, as well as in foreign R&D investment. Therefore, U.S. relative research superiority is degrading, and the world will soon see more projects like the BrahMos missile, produced in a joint venture between Russia and India. Looking ahead, participants postulated a rise in cooperative R&D efforts as a possible means of engaging with nations now rising to R&D prominence.

### 4.4 Multipolarity and Strategy

How will the role of the U.S. shift in the 21st century? There are a number of statistics that indicate how the U.S. faces significant challenges in the coming years with respect to its budget and to economic sustainability. One quarter of American mortgages are about to fail, while one third of American households have no money for retirement. If the U.S. can accept that it will soon be out of money and that it will not get better soon, in effect by acknowledging multipolarity, it can make the correct choices to cut spending and to look for new, rising allies.

The only real thing the U.S. will be able to cut from its government budget is defense, and as the defense budget decreases, U.S. foreign policy will have to change. This could mean that the U.S. retrenches to ally with Europe because the demographics are similar and decline is happening at the same time, or it could mean that U.S. strategy pivots to the Indian Ocean rim, where the most growth is occurring. The presenter suggested that Russia will not become a great power.

Throughout all of these presentations and discussions, it became clear that the world faces major security challenges that arise from economic issues, whether those be extreme poverty, economic imbalances, unequal investment, or a myopic attitude toward economic realities. All of the participants indicated distress at these challenges, but recognized that there are likely sensible solutions for all of them. It is less a matter of identifying these solutions, and more of a problem of communicating them to decision-makers.

### 4.5 Roundtable Discussion: Interactive Session

The final session of the Global Economic Roundtable was an interactive session between speakers and participants. The facilitator framed the discussion with an assessment of world systems: the international system in history has always had a leader. What will happen if there is no leader?

Additionally, what is the role of capitalism in creating systemic risk and the concentration of wealth in a few? To what extent does it exacerbate the problems discussed by the various panelists? Should the entire global system be changed? Should
social justice be incorporated in discussions about finance? Income disparity will indisputably lead to unrest – can incorporating justice into the discussion counter those forces?

Participants commented on how financial collapse should serve as a catalyst to realign priorities and to shift resources to more worthy causes; continuous bailouts of the financial system will no longer be sustainable. Capitalism as we know it now may even be anti-market.

Many participants commented on the role business schools play in educating the next generation of business leaders, with a particular emphasis on whether or not business schools require ethics courses. There was general agreement that ethics courses were necessary, and perhaps not emphasized enough in modern business curricula.

Some participants commented on the effects of austerity measures, and the idea that austerity could lead to even more negative outcomes. Future austerity in the defense sector has been foreshadowed by austerity in local and municipal governments. Due to financial collapse, many municipal governments across the world are unable to sustain staff and fulfill critical services.

5. Moving Forward

To build an institution to effectively address 21st century challenges, the landscape of those challenges must first be surveyed. While only covering a small portion of the emerging challenges, in this case the evolution of the global economy, the roundtable was nonetheless an immensely valuable exercise. In attempting to understand what one sub-forum of the GCF “forum of forums” could look like, participants emerged with an understanding of how better to approach the subsequent questions of structure and process that would be addressed on day two.
V. Keynote – Ambassador HE Yafei

Following the conclusion of the Global Economic Roundtable, GCF participants gathered at the historic Chateau de Coppet for the official launch of the Global Challenges Forum. Long a seat of forward thinking and academic discourse, the Chateau provided an ideal venue for the launch of the GCF – itself a forward-thinking framework. Following a tour of the chateau by Dr. Thomas Bloomer, participants adjourned for dinner hosted by Dr. Talal Abu-Gazaleh.

Over dinner, Professor Jean-Dominique Vassalli, Rector of the University of Geneva, recounted the history of the GCF, and significance of Geneva as the home of the forum. Following this introduction was the GCF founding keynote speech, delivered by Ambassador HE Yafei of the Permanent Mission of the People’s Republic of China to the UN Office at Geneva and other International Organizations in Switzerland. The Ambassador’s talk, and the participation of the PRC in subsequent discussions, were a major step in forming a truly global partnership. In reaching beyond the traditional borders of international organizations – be they geographic, institutional, or topical – the GCF is moving toward a new era of institutions.

The Ambassador’s speech echoed many of the sentiments of GCF attendees. Opening with commentary on the global economic system, he cited the failures of the last 10 years as “collective,” and the subsequent challenges as larger than any one nation can address. Rather, the global economy is in fact a “systemic risk for all of us.” His discussion of shared risks in global economic collapse reinforced many of the points made during the Global Economy Roundtable, especially those relating to a greater need for partner driven solutions to economic challenges.

Ambassador HE moved on to cite issues of security as his number two concern, citing not only explicit causes such as terrorism and the proliferation of nuclear weapons, but also emergent issues such as cybercrime, and the security implications of climate change. Building on this idea of emerging threats and concerns, the Ambassador discussed the implications of climate change and energy security. He expressed a deep concern over potential shortages in food and water, citing the combination of a shift in climate and a population explosion.
Rounding out his discussion of emerging challenges, he focused on development, and the widening gulf between rich and poor countries. Expressing doubts over the ability of the global community to meet the 2015 Millennium Development Goals, he turned to an analysis of what he saw as being “new” in these challenges.

Characteristics of Emerging Challenges

• Multiplicity – Challenges exist parallel to one another.
• Interconnectedness – Challenges are interconnected.
• Unpredictability – Challenges often emerge without warning.
• Persistence – Challenges will remain unless acted upon.

Ambassador HE noted that emerging challenges are multiple – they exist in concert and must be taken on en masse. So too, are they interconnected, often requiring solutions that address several challenges at once. They are unpredictable, emerging suddenly, and then persistent in their presence. How then, are these challenges to be addressed?

“We need to trust – we need to trust each other – so our policies and actions will be going in the same direction and not undercutting each other. We need reform, reform of global governance.”

Looking toward the idea of global solutions, the Ambassador urged participants to seek out partner driven solutions, stating that, “[w]e need a new global partnership that is more equal, that is more balanced; that has mutual and shared benefits. We survive or we sink together. So this new global partnership is extremely important.” Deferring to the participants as the experts better equipped to find the detailed solutions, the Ambassador offered his view of what ought to be done at the higher levels of government. He emphasized support for bodies such as the UN, and expressed a need to “democratize the international system.” Concluding with a discussion of security, Ambassador HE reminded those present that “[y]ou cannot achieve security at the expense of others.” He called for partnership in looking toward solutions to emergent security issues, and looked to the idea of an “open and inclusive” approach to how states and society interact.

Ambassador HE’s speech eloquently captured the spirit of the GCF. His call for partnership and openness as the best response to new challenges framed the discussions of the following day. Both his speech, and the participation of the Chinese Mission as observers, marked the beginning of a new chapter in international approaches to global problems.
VI. Day Two – Founders Meeting of the Global Challenges Forum

In contrast to the discussion exercises of the Global Economic Roundtable, day two of the GCF focused on the GCF itself. What would be the first challenges addressed? How would the GCF operate as an organization? Opening remarks came from Dr. Leonard A. Ferrari and Dr. Talal Abu-Ghazaleh. The two were brief, emblematic of the truism that the global community needs to focus its energies on doing, not just saying.

After his speech, Dr. Abu-Ghazaleh introduced the founding executive coordinator of the Global Challenges Forum, Dr. Walter L. Christman, to speak about addressing global challenges through a research and development forum. Dr. Christman reiterated how globalization had changed the game and echoed the necessity for partner-oriented solutions to shared risks. Dr. Christman was optimistic that GCF talent was just a small sample of the know-how and will ready to improve the trajectory for populations all over the world. Dr. Christman highlighted the importance of providing theoretical frameworks that can add consistency and direction to future policy initiatives. He reflected on the forum’s overall consensus that the future effectiveness of policies crafted to manage global complexity would depend on engaging a wide-array of actors. Dr. Christman called for increased research and development that might better define how networked governance inspired by an ethos of cosmopolitan ethics might inform solutions which are beyond the capacity of single states. The next five presenters included individuals working in military, state, and private business affairs.

6. Framing conversation: From envisioning a forum of forums to preparing a reality for the Global Challenges Forum

“Done is the age where forecasting and planning will be sufficient.” –2010 GCF Attendee

In that same vein, the ingredients necessary to solve today and tomorrow’s global challenges are just as diffuse as the threats themselves. Identifying and addressing solutions for non-traditional security threats that emerge from a volatile world economy, organized international terrorism, energy instability, global warming, or any other unforeseen pandemic risk, will take global understanding and effort. Thus, it is paramount that the Global Challenges Forum, a unique organization spearheading this effort, exists in institutional design to leverage a diverse membership and worldwide network of partners. Participants agreed that leaders from all facets of civil society, government, military, business, and academia, must be included in the process of collaboration. Just as important for the organization’s potency, participants agreed openness and transparency must be inculcated in its dealings so that constructive dialogue and shared research between non-traditional partners may begin and continue in earnest.
“Partnerships reduce competition that helps us tilt away from multipolar and toward multipartner.” – 2010 GCF Participant.

In a wish to shape a next generation collaborative foresight commons, the Global Challenges Forum will foster international partnerships through a “Forum of Forums” structure. Individual subject forums, such as the explorative Transformative Education Forum and Global Economic Stability Forum, will feed into a larger, annual capstone conference called the Global Partnership Summit. By embracing this interlinked anatomy, the Global Challenges Forum will aim to move dialogue and discussion forward into tangible programs of learning and actionable public policy. Great ideas and best practices will be able to permeate the entire system, maximizing opportunities for innovation on multiple fronts. But more importantly through this organizational structure, dynamic partnerships will be given a framework in which to create integrated, holistic, and bottom-up approaches to global security risks.

7. Building a New Institution: Exploring Possibilities

Throughout both days of discussion, there was a shared appreciation and concern for complex threats societies face around the world; state and non-state actors are only beginning to perceive the intense synergism inherent in globalization – reverberations of the 2008 financial collapse are still being felt around the world two years later. Increasing uncertainty due to unwieldy global linkages is a reality that cannot be denied. Acute future threats such as uncertainty by climate change or another contagious economic crisis are undoubtedly looming in the future. How might the international community position itself in a preventative stance instead of relying on reactive measures?

One approach for countering uncertainty in our complex world-system is to further imbue systems with agility and resilience mechanisms, said some participants. Malleable systems will be better prepared to handle flat-tail events. Aiding in the process of creating more flexible and resilient human and machine systems is the rapid pace of technological innovation. A munificence of technologies, ranging from alternative energy production to smart grid technologies, and societal innovations ranging from the already successful community health platforms and accessible credit for the bottom billion are waiting for widespread adoption if promoted with the proper incentive structure. These innovations and others like them cannot be ignored in the minds of tomorrows’ leaders echoed many participants.

Likewise, participants agreed that the next generation of leadership must embrace insight diverse communities to forge a global foresight commons. Many participants were optimistic about the powers of mass collaboration, technology, and social production models benefitting the GCF mission. The interconnectivity of modernity allows leaders across industries, governments, and non-governmental organizations to act simultaneously as both a catalyst and collaborator with other actors.
"The globalization of national security risks demands the globalization of cooperation, a shift that goes well beyond the bilateral and even multilateral collective security arrangements of the 20th century. Weapons and spies are of little use against escalating strategic risks to the environment from our ever more interconnected economic, social, and natural systems: food shortages, resource nationalization, destabilization of governments, forced migration, rising sea levels, and civil emergencies. These dilemmas command all of our attention, yet no single issue can be addressed in isolation."

Carol Dumaine on the need for a global foresight commons

The San Francisco based Kiva, a non-profit microlending group, and Boston based Ushahidi, a geographic information system meets humanitarian aid and disaster relief tool, stand as elegant testaments: the potential resting in the nexus of high-tech and social networking for problem solving is extraordinary and its potential is limitless. If the GCF should tap into the crowd of think tanks, research centers, and academic institutions to source solutions, the way ahead for the GCF will be to identify an operational infrastructure concomitant with a web platform conducive to collaboration. Such steps will buttress the global linkages extended through the “forum of forums” concept.

Participants suggested that the GCF could very well find its niche as an integrator. Its members, after spotting emerging trends and potential ideas, would design actionable solutions through its distributed network of self-initiating, self-supporting collaborating partners. Then, the GCF would vet the most capable vessel across a spectrum of organizations, eventually nominating a grass-roots effort or established organization to take ownership of the opportunity for positive change. Additionally, this outreach methodology has the potential to reinvigorate existing institutions by offering an opportunity to participate in a new venture or partnership. If a similar and already existent pilot program is identified, resources could be directed to it.

Before the participants separated into content and process groups in the afternoon session on the second day, questions were raised about the distinctiveness of the GCF. Specifically, will the forum of forums fall short of its mandate? Will it just replicate other international organizations – which have thus far been unable to effectively address the non-traditional global security challenges. Members of the group remained cautious to believe another good-willed international symposium will update our understanding of globally shared risks. However, the desire to move past cataloguing present issues and into the business of creating implementable, scalable solutions for the future struck a chord with many participants. The GCF, by being unique in its promotion of multi-stakeholder participation to an extent not yet seen in current international symposiums, by drawing on a more sophisticated theoretical understanding of how partnership might operate, and by harnessing the communicative power of online networks, will carve a strong place for itself in the current landscape of global efforts to craft practical and implementable solutions to complex security challenges.

Questions concerning the intersection of national sovereignty and global action also brought forth some very relevant concerns as the morning session ended. As many nations are looking to reassert national sovereignty, how might the GCF build solutions that are not restrained by sovereignty? Participants cited work of other non-state actors: the non-governmental organization (NGO)
community, multi-national corporations (MNCs), individual philanthropists, social entrepreneurs, and religious institutions as inspiration. Clearly, there are illustrations for navigating the national sovereignty waters successfully while having a widespread impact on improving the status quo.

8. “Structuring the Art of Possible”

After the morning’s opening remarks and plenary discussions, the founders of the Global Challenges Forum split up into moderated discussions on content and process. The ultimate goal of these discussions was to determine both how the GCF would structure itself, and what the scope of GCF activities might look like.

Content Questions

1. Drawing upon the “Global Security Challenges Roundtable Report” and NIC “Global Governance 2025,” what are the most salient global risks and how should they be addressed?
2. If emerging global risks may be defined as those that transcend national security threats, how can we now “define security together”?
3. What additional policy approaches at local, national, or global levels might be required to address such challenges?
4. What are the implied and most relevant research questions?

Process Questions

1. The Global Challenges Forum is conceived to be a “Research and Development” effort. How will it develop? If you do not agree, what are the alternatives?
2. Who are the key stakeholders and participants and what are the key outcomes?
3. The annual meeting of the GCF is conceived to be a “forum of forums.” How should this work? If you do not agree, what are the alternatives?
4. What should be the financial equities and governance mechanisms?

9. Content Group – Proceedings and Outcomes

Conversation during the first content session began with the hope of answering one existential question. The content group was led by Dr. Leonard A. Ferrari and the discussion facilitated by Dr. Daniel Warner.

What is the competitive advantage of the Global Challenges Forum in terms of what it can do that other no other organizations can do or have done yet?
The majority of participants agreed that the GCF’s competitive advantage lay in the nexus – interconnectivity leads to surprises – of different domain groups. Consensus was reached on the necessity of an eclectic membership and a robust multi-stakeholder approach when implementing solutions; participants also began apprehensions regarding how best to structure the “forum of forums.” Clearly, inputs should be wide and diverse. However, participants were extremely vocal that the GCF must exist in contrast to other international organizations where many good speeches and talk do not lead to an integrated approach to a problem, or any follow through.

The challenge lies in the development of actionable knowledge, where there is clear value added in terms of public policy, while creating synergies and exerting influence by extending resources out to the grass-root stakeholders who are better equipped to carry out processes of change. Some members were also concerned that a “forum of forums” structure would lead to a “silo-ing” effect, eroding much of the proposed benefits of the GCF altogether. At this juncture, participants spent some time framing another essential question:

_in what ways will the structure of the GCF be conducive to its idealized competitive advantages: 1) integrated, holistic, and with multiple stakeholders, 2) policy-oriented set of proposals that are implementable, 3) global/regional/local agility and influence?_

[Diagram of General Process Map]

Participants in both sessions asked for the creation of (which is in essence) a process map for the GCF. A process map is a complex agenda, which typically illustrates a series of meetings over time through a precedence network. “This kind of process map
illustrates how and when stakeholders will be involved in collaborative activities, not the activities performed by individuals between meeting.”

The creation of timetable process maps will not only help the GCF’s founders frame how to integrate all the forums into a capstone, year-end forum, but if used properly, will give individual forums and projects the ability to retain an air of adaptability when designing specific public policy solutions, or the individual, specific forums themselves. The work of the GCF will require great detail. It can be done using a process map. Apart from helping individuals and organizations visualize a process, giving a sense of assurance that a methodology is being followed, a process map has the following benefits:

- **Multiple stakeholders are educated about the consensus process and data upon which decisions are made**
- **Commitment and thoughtful planning build support**
- **Illustrates where and how different stakeholders will be included in the process**
- **Work can be easily organized into segments for latecomers or ancillary organizations to easily digest and immediately start contributing**
- **Orientates the group to think forwardly, planning future meetings in logical timing and sequences**
- **Broader context of the group’s mission is not lost**
- **A project map outline acts as a hanger on which new and changing ideas can be positioned**

Participants discussed the many thematic possibilities for the GCF within the larger genre of public policy solutions. One participant asked: If the GCF had to create a brand or a business plan to begin selling one type of widget, what would that widget be in order to create initial demand? Interest congregated around two “widget” fields that no international body or think tank appears to be covering at the moment. The first suggestion was strict look at the prevention of crisis. Participants believed there is value in aggregating information relating to global challenges inside a frame that would spur more interest groups and resources into action. It was recognized that at present people and institutions are not integrating data on many of the interconnected drivers of instability. The second was a suggestion to investigate the impact of globalization on innovation. Participants cited energy and agricultural innovation going in India resulting from globalization as two salient examples worth further study.

Pretending that one or both of these avenues were taken, participants thought an ultimate end for the GCF might be the ability to persuade large and small state actors and institutions by the nature of the information collected and analyzed in the GCF’s

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avant-garde manner. In other words, information needs to be the driver. Presuming that the GCF can distinguish itself, participants were optimistic that much of the international community could come to see the value of an integrated, holistic approach and would come to not only demand GCF’s analysis but will seek out GCF’s network to begin new partnerships on all global challenges. For each global (or perhaps regional) challenge, a set of proposals that are policy-oriented and implementable would be created. The year-end product is a set of proposals that are “doable.”

Another idea questioned whether the “forum of forums” physical manifestation, by way of meetings, should be the emphasis. Some participants felt that the emphasis should be executing efforts towards solving global challenges through the GCF network. The GCF, said one participant, could be viewed as an information clearing house with intellectually-layered groups connected to and by a significant online presence. The information clearing house idea adds value by the fact that there is too much information available. This group could gain prominence by cutting the fat, packaging, and communicating it properly whether online or to individual users via report. Additionally, technology allows the intellectual capital created by the GCF to be spread out in a diffused way, accessible by many groups.

Tributary to the aforementioned offering were comments in the morning session stating that much pertinent advocacy information is available, yet legitimate actors are reticent to act because of a lack of holistic understanding when it comes to global challenges. Many participants acknowledged that desired end goals for the global population are evident; however, the strategy for executing them is not.

Driving the query concerning GCF’s physical presence were participants wary that the GCF would morph into a consulting group, rather than a collection of partners, that would like to build in-house capacity in order to produce change. Regardless of which content would be worked on first, near unanimity was reached that members of the GCF should gain equally, if not more from the content, as its outside partners. All internal members could be drivers of change, each bringing their niche knowledge, force, and existing partnerships to the GCF’s toolbox.

As the last minutes of the second content session closed, some participants stressed the importance of maintaining autonomy from governments and other elements - the UN has unfortunately been stymied in many of its committees because of its political nature. Remaining outside the sphere of political influence is central if the GCF can give unbiased and unabashed recommendations that are packed so intelligence and progress is more effectively communicated than at present by
international organizations. This is not to say international bodies should not be consulted and leveraged for advocacy, but rather to underline that prudent guidelines should be installed to keep the GCF out of political winds.


The process group discussion led by Dr. Talal Abu-Ghazaleh and the discussion facilitated by Dr. Prabhu Guptara.

The first issue discussed by the process group was deciding how to establish the GCF as an official legal entity. Two options were raised: to establish the GCF as a foundation or as an association. A foundation would be registered in the Swiss Federation. As prerequisites, a foundation must have firm objectives and CHF 50,000 in seed capital. There is minor oversight from the Geneva government. A foundation, if registered in Geneva, is held under Swiss law. The other option for the GCF is to begin as an association. An association can be started without financial consideration and eventually be transitioned into a foundation if desired. There is no government oversight of associations in Switzerland.

The Global Challenges Forum

**Academic Partner:** University of Geneva  
**Founders:** Launch participants, 2010  
**Founding Chairs:** Dr. Talal Abu-Ghazaleh & Dr. Leonard A. Ferrari  
**Membership:** Think tanks, research centers, and academic institutions focused on the enumerated issues  
**Affiliates:** Governments, corporations, experts, and individuals, civil society, international and non-governmental organizations  
**Funding:** Membership fees (preferential for low-income institutions), affiliated sponsors  
**Activities & Content:** Facilitate MSFs, present agenda to decision-makers and policy-makers to form consensus  
**Governance:** Exempted of fees, but an organization should be expected to provide “knowledge capital”  
• Members and Board of Directors  
• Advisory Council and two Vice-Chairs  
• Director and Secretariat
VII. Moving Forward – From Challenges, to Opportunities, to Solutions

The second day concluded with a plenary session, focused on determining a way ahead for the GCF, based on the spirited discussions of the process and content groups. After the presentation of findings from both groups, the session turned to an intensive discussion of the format and organization of the GCF. Most prominent among the questions posed was that of how the GCF was to differentiate itself from similar organizations. The group concluded that the GCF focus on openness would be key to this differentiation. This openness would allow for a more robust partner network, in turn providing for more diverse and informed recommendations to be made by the organization as a whole.

The final act of the 2010 GCF was the drafting of a formal press release and the determination of a way ahead. The published version is included in Appendix A and captures the intent of this year’s GCF – to lay the groundwork for a new and unique organization of academic institutions, think tanks, and research centers partnering with governments and international and non-government organizations. While significant, this was the first step in a more complex process.

With the GCF now established as an organization, the more complex task of determining future events will begin. This was recognized by the attendees, and many commented that while the 2010 GCF was a successful first step, significant follow up would be in order to truly leverage its potential as an organization. To that end, steps shall be taken toward establishment, aligning the goals outlined by the 2010 attendees with the requirements of a formal organization.
VIII. The Way Forward – Blueprints for a 21st Century Global Institution

11. GCF Charter and Oversight

There was widespread agreement that following the conference, preliminary steps should be taken to establish the GCF as a legal entity.

In accordance with the general consensus and the long-term, global ambitions of the Global Challenges Forum, all necessary steps will be taken to establish the GCF as a non-profit foundation with legal character under the Swiss Civil Code. The Foundation will be defined in the Charter as: "[A] membership organization primarily oriented towards universities, educational institutions, and non-profit research-oriented ‘think tank’ entities. While primarily a research-led organization, the Foundation will encourage associate membership and partnerships with Governments, Non-Governmental Organizations, and International and Regional Organizations in the interest of fostering inclusive, networked solutions to promote good governance in addressing the emerging security challenges and shared global risks posed by globalization."

The GCF Foundation, tasked with the purpose of funding all activities executed by the GCF in Geneva, will be governed by a Board of Trustees. The Board of Trustees will be Co-chaired by Dr. Talal Abu-Ghazaleh and Dr. Leonard Ferrari. Two vice-chairs will be appointed, and subsequent board members will be nominated from other major GCF stakeholder institutions, with the Board not to exceed a total of 12 members.

The Board of Trustees will be assisted by an Advisory Council who will be invited to participate ‘ex officio.’ Members of the Advisory Council will serve in a non-official capacity, though they may come from a specific member institution and should be generally familiar with the needs and capabilities of the GCF institutional membership.
The Board of Trustees and Advisory Council will conduct an Annual Group Meeting (AGM) to set the vision of the foundation for the coming year and to review progress. The first AGM is tentatively scheduled for early 2012.

It was agreed that contributions from member institutions will allow for a team based in Geneva to cover administrative tasks and coordination between different stakeholders. Appropriate membership dues will be determined by the Board of Trustees in consultation with the Advisory Council and will be tiered by institution-type. An external auditing service will be retained to ensure a transparent allocation of funds within the GCF and compliance with all requirements under Swiss law. Additional funding options will be explored in the form of individual and institutional donations.

Decisions of the Board will be carried out by an Administrative Secretariat. Dr. Walter Christman will serve as the Founding Director of the Secretariat. The other members of the Secretariat will consist of staff located in Geneva in support of the research agenda of the GCF. They will be tasked with the implementation and support of GCF events, the maintenance of GCF promotional materials, and the oversight of reporting on GCF events.

12. GCF Structure

The Administrative Secretariat will interface with institutional members in helping them to develop and implement MSFs as ad hoc forums established by the members on different focus issues. MSFs can draw upon the resources and institutional strengths of the members and be determined by their ambition and initiative. Membership organizations should take the lead to organize and fund, either directly or through in-kind contributions, the collaborating MSFs.

Each year, all GCF members will gather for a general assembly meeting in Geneva for the "Global Partnership Summit," the ‘Forum of Forums’, to be held in coordination with academic partner University of Geneva. They will share best practices and lessons learned from individual MSFs, network with new potential partners, and create recommendations that can be used to inform policy-making. The results of the previous year’s MSFs and the Summit will be collected for publication and distribution. Select non-member organizations and individuals will be invited to participate in the Summit as non-voting stakeholders, with the potential for future membership. The Summit assembly will have the ability to craft official GCF policy recommendations and programs based on the outcomes of discussions on a wide range of issues.

The GCF web-presence will serve as a parallel component of the foundation. The site will accommodate the uploading of user-driven content, to be shared with and commented on by individuals whose organizations are affiliated with the GCF. By maintaining a socially-driven online network, individuals well-placed within universities and research centers will have constant access to emerging work occurring at the forefront of different issues and will be better able to understand the complex interdependence between emerging challenges.

Progress on MSFs, important content generated from the online think-tank, and relevant developments from around the world will be shared with GCF stakeholders in a periodic newsletter.
These combined efforts – establishing a legal entity for universities and research centers to host MSFs and come together in an annual Summit, and a parallel open-source think-tank – open up a unique space for the GCF in the litany of organizations currently in existence. These inter-related components will provide strategic insight to help a wide-range of stakeholders manage global challenges throughout the coming century. In these efforts, the GCF will be informed by a cosmopolitan ethos and an enduring commitment to fostering global partnerships. Harnessing the innovative power of networks and creating new linkages where none have previously existed, the GCF will be an institutional pioneer that provides an example for a modernized global governance system, rooted in multi-stakeholder partnerships, in the increasingly connected global foresight commons.
IX. Appendix A – Global Challenges Forum Official Press Release

PRESS RELEASE

17 November 2010 – Geneva, Switzerland

The Global Challenges Forum (GCF) was launched today in Geneva as a unique organization of think tanks, research centers, and academic institutions, with the goal of contributing to the much-needed resolution of existing and future global challenges. To be organized as a “forum of forums,” the GCF will build on a diverse membership and worldwide network to propose solutions to global challenges such as economic security, environmental sustainability, and human well-being.

Recognizing the complexity, imminent risks and potential impacts of the 21st century problems and the need to develop more integrated, holistic and bottom-up approaches, representatives from strategy centers, academia, civil society, intergovernmental organizations and business participated in the launch meeting.

The organization will be domiciled in Geneva and seeks to have University of Geneva as its venue. A not-for-profit international association registered in Switzerland will be established by a Founders’ Committee. Dr. Talal Abu-Ghazaleh of the Talal Abu-Ghazaleh College of Business and Mr. Leonard Ferrari of the U.S. Naval Postgraduate School, agreed to co-chair the forum.
X. Appendix B – Keynote Address by Ambassador HE Yafei

Keynote Address by Ambassador HE Yafei

Permanent Representative of the People’s Republic of China
to the United Nations Office at Geneva
and Other International Organizations in Switzerland

An Address

Presented to the

Global Challenges Forum

Château de Coppet, Geneva, Switzerland

16 November 2010
Outline of Ambassador HE Yafei’s Keynote Speech

1. Introduction
2. What are the Critical Global Challenges?
   2.1 Failure of the Global Economic System
   2.2 Security Challenges
   2.3 Resources, Environment, and Food Security
   2.4 Development Challenge and Income Gap
3. What is New about these Global Challenges?
   3.1 Multiplicity
   3.2 Interconnectivity
   3.3 Unpredictability
   3.4 Persistency
   3.5 Consequences of New Challenges
     3.5.1 Uncertainty
     3.5.2 Insecurity
4. What to do about these Global Challenges?
   4.1 Togetherness & Global Reform
   4.2 Partnership & Equity
5. HE’s Solutions to Specific Global Issues
   5.1 Macroeconomic Coordination
   5.2 Development to All
   5.3 Support and Reform of the UN
   5.4 Reform of Global Economic Governance
     5.4.1 World Bank and IMF: Democratizing Global Governance
     5.4.2 G-20: Reaching Out and Making It Work
   5.5 New Approach to Security: Interdependence
   5.6 Respect for Different Civilizations
     5.6.1 Openness and Inclusivity
6. China’s Global Contributions
   6.1 UN Peacekeeping Operations
   6.2 Debt Cancellation for Poor Countries
Transcription of Ambassador HE’s speech

1. Introduction

I wanted to be witness to the launch of Global Challenges Forum – the Forum of all Forums. And it happens to be situated in the capital of soft power – Geneva.

When I start my presentation, I feel humbled and awed because, as we toured the château before the dinner, our guide told us there was so much wisdom historically associated with this château. And as I look around in this hall, I can see so much wisdom on display here by so many great minds, that I am happy to speak. But anyway I have been given this instruction to talk and to lead the discussion, if I may.

2. What are the Critical Global Challenges?

We all know that the first 10 years of this century has witnessed a great increase in global challenges, both in numbers and also in complexity. Of course, we know globalization has brought us lots of advantages. What are these most critical global challenges? This is the first question I ask myself – what are they?

The first that comes to my mind is the failure of global economic system. We’re all having faith in the system, but it failed. Some would even, or, many people blame the United States, but I believe the U.S. has its due in its way, but it is collective failure. We have failed [emphasis] in this global economic system: financial regulation, accounting standards, even growth models. How can we re-balance global economic growth? So this is challenge #1 – challenge #1 – it has a systemic risk for all of us.

Secondly, security challenges. We now are facing greater security challenges, and also they are more complicated, more difficult to deal with. The traditional security threats, for instance, in the Middle East, we would have the Palestinian issue, we have Iran – Iranian nuclear issue, North Korea nuclear issue, etc., etc. And we are witnessing also a fast increasing of armaments – countries are arming themselves! – in spite of the fact that they don’t have much money for economic and social development. We are also witnessing the spreading of terrorist attacks, proliferation of weapons of mass destruction, and what nominally or alarmingly is the greatest threat, now coming into such areas of cyberspace, polar areas, even, outer space. There is no place where there is no security threat. So this, I would say, this is #2 – the #2 challenge.

Thirdly, there are some pressing issues that pose great challenges for all of us. To name only a few: energy and natural resources, or rather possible depletion of natural resources; climate change, however difficult it is to negotiate a solution, even if we know the dangers; water and food security or water and food crisis. These pressing issues pose grave dangers to not only economic and social development but the very survival of our human race. According to OECD and FAO (UN Food and Agriculture Organization) reports, our global population will be growing to 9 billion, probably, and by 2050 global food products or production has to increase by 70% for us to meet the demand of global population – to feed us.

Lastly – I’ll only name four – lastly, an extremely important one, is a development challenge. What is a development challenge? I would define it as a widening gap between rich and poor countries. Without the full development of, for instance, OECD least developed countries (LDCs) [note: a list made up mostly of African countries], without full development of African continent, we cannot say the world is on the way to a sustainable development. It doesn’t make economic sense, it doesn’t make social sense. I have a figure in my mind – this year, we have added 64 million people – 64 million people – to the group of people called ‘absolute poverty’ – 64 million more. I doubt very much whether we can fulfill on time by 2015 the MDG – the Millennium Development Goals. I doubt it very much, in spite of the fact we had the
summit in New York and this and that. These are a few of the challenges, as I think about them, they come to my mind.

3. What is New about these Global Challenges?

The second question I have been asking myself is, “What’s new about these challenges?” These challenges have existed for some time, so what’s new? Why are they so difficult to address? Why? I’ll give you my perception. One is multiplicity. These crisis challenges all come – seem to me – all come at the same time. It’s not that you can deal with one and then sit for dinner and another comes. The multiplicity has compounded the difficulties we have.

Secondly, it’s interconnectivity, it’s interconnected. These challenges... you cannot say this is a single challenge, we can deal with this and find a single solution. It’s all interconnected. Take China as an example, for instance. In the past, we would believe, whatever problem we have, it’s China’s problem. Not anymore. What policies we have will have an impact on other parts of the world, our trading partners. That’s why the value of our currency is the focus of attention of other people. And the line between domestic and international issues are very much blurred, very much blurred. Also the line between different areas, sectors, are blurred. This has reinforced the global nature of these trends – these are global.

Number three, I will say, is the unpredictability. Nobody could have thought that a financial crisis of such magnitude could happen, nobody could really... could happen in our generation. And now people are beginning to understand, this crisis might not go away in the next 2 or 3 years. We might face a decade or even more of stagnation. What shall we do? Not to mention the tsunami in the Indian Ocean, the Gulf oil spill, etc., etc. Even the volcanic ash from Iceland can disrupt the air traffic in Europe. So this unpredictability is very much there.

Lastly, I will say it’s persistency. These crisis challenges will not go away. If we wait, unfortunately, it will be with us or they will be with us for some time to come, no matter how hard we try.

This has brought us – the above set has brought us – two things, for all of us, for all people in the world, this community of ours. One is uncertainty, increased uncertainty. We’re not sure, especially decision makers, are not sure what is the future. What is going to happen? Secondly, it’s insecurity. People feel insecure. They will not spend money – you give them money, they put it under mattress. They will not invest, they will not do things they usually do. This has created chaos in our society. No country can handle these challenges single-handedly, no matter how powerful that country is.

4. What to do about these Global Challenges?

So, what is the way out? What to do? I believe we need togetherness – we are all in this together. Global challenges need global solutions. We live in a global village. We need to trust – we need to trust each other – so our policies and actions will be going in the same direction and not undercutting each other. We need reform, reform of global governance.

But most of all, we need partnership. We need a new global partnership that is more equal, that is more balanced, that has mutual and shared benefits. We survive, or we sink together. So this new global partnership is extremely important.
5. HE’s Solutions to Specific Global Issues

I don’t have time to give you a list of what we should do, you are better equipped, intellectually, to give me such a list. What we can do, at least, is address the issues I have outlined and give, for instance, macroeconomic coordination a [better try]. We need to coordinate. And we cannot afford, I’m sorry to say, I give the example of [600 billion infusion] by the Federal Reserve [Fed announced new round of quantitative easing on 4 November 2010 in amount of $600 billion]. It’s hurting us, too. And of course we need to think about the values of our currencies, what should we do? It’s all connected. So this partnership entails, we have a collective rethink, or rethinking.

We need to be very serious about development, the developmental gap, very serious about it. Not just talking about deficit countries, surplus countries. We tend to forget there is a large number of countries that are neither deficit nor surplus. We should not forget.

We need to support or give a greater support to the UN system, the United Nations system. This is the only international system we have, even if sometimes we’re not happy with it. Does that mean it could be improved? Yes, it can be improved. Should it be reformed? Yes, it should be reformed. We should support the UN system with all its specialized agencies.

We need to think very seriously about growth model. What should be the growth model, the test of economic growth for all of us. National thinking is not enough. We need to have a better coordinated, integrated approach to economic growth – reform of global governance.

The G20 has initiated reform of global governance, economic governance, and has made some progress in terms of transfer of voting powers shared in the World Bank and International Monetary Fund, from, more or less, developed countries to developing countries, increasing the rights of developing countries in these institutions. They should continue to do so. But the principle we should follow is justice, fairness, equality, and mutual benefit. To put it simpler, we need to democratize international relations. We all believe in democracy. We should also firmly believe in the democracy of the international system.

G20, I know is a group we have defined when we were hit by the financial crisis. It’s not an invention – it’s something that existed before. It is a group of more than 20, but we need to make it work. We need to make it work in the sense we need to increase or consolidate its legitimacy by reaching out to the other 172 countries, because you only have 20, only 20, more or less 20. How about that 172 countries? You have to reach out and bring everyone into your embrace, so that we can promote strong, sustainable, balanced growth of the global economy.

Two other solutions I want to propose. These other [control] solutions might not be workable, and might not work. One thing is a new concept of security, because there’s no zero-sum, absolute security. You cannot achieve security at the expense of others. As I said, togetherness, we’re all in this together. We are interdependent for the security of all others. So we need new thinking: new concepts, new mechanisms, and new means to achieve this concept.

Lastly, it might be a little bold for me to say that, because [you remember] Joseph Nye, talking about ‘soft power’ [and civilization]. The problem with the new concept of civilization… conflicts among civilizations should be avoided. Definitely. Civilizations existed for thousands of years – each and every one have great strengths. So we need to promote exchanges, peaceful coexistence, useful reinforcement of civilizations: [collision], fusion, are possible, but we need to make it work. Open and inclusive – two key words – open and inclusive. We need to respect different civilizations, respect the diversity of religious beliefs and cultural traditions of each and every country, respect the right of each nation to seek and find its own way of development.
6. China’s Global Contributions

I won’t waste time talking about China, we all know China very well, but we have been doing our share in promoting the ideas I have expounded. I’ll just give you one example: China has dispatched more than 14,000 soldiers and officers in 25 different peacekeeping operations in the UN. And China has played a role in rolling back the financial crisis. We have cancelled the debts, for instance, of 50 heavily indebted poor countries or HIPC, fifty, we have cancelled them, all of them, and we have increased to a great extent our assistance to Africa.

And I have a vision for Africa too that I won’t talk about today. But again, this is very short. I hope it’s not a waste of your time, but it will be some thoughts for your discussion tomorrow.
Inaugural Remarks by Ambassador Betty King

U.S. Ambassador to the UN

and Other International Organizations

An Address

at the Opening of the

Global Challenges Forum

U.S. Mission Geneva, Switzerland

16 November 2010
Transcription of Ambassador King’s speech

Welcome to Geneva and the U.S. Mission. As the co-host of this event with the University of Geneva, I am very pleased all of you have taken time out of your busy schedules to participate in this inaugural planning session of the Global Challenges Forum. The U.S. Mission welcomes the opportunity to be a co-host for this important event and appreciates the efforts of the Naval Postgraduate School and the Talal Abu-Ghazaleh Organization to make this event a reality. My formal co-sponsor, University of Geneva Rector Jean-Dominique Vassalli, will formally welcome you at the reception this evening.

This is the second meeting of the Global Challenges Forum at the U.S. Mission, the first having taken place a little over a year ago in September 2009. At second meetings, which I believe are always important because they often determine how effectively an initiative can or will be followed up, the co-organizers of the Global Challenges Forum have set the goal of shaping the contours of a future institutional membership organization that will address the emerging global challenges of the twenty-first century.

This is truly an ambitious and laudable task. It is also an important one because it seeks to address new global security challenges in a new way.

Today, in addition to traditional security challenges such as wars between states, nuclear proliferation and others, we are facing a range of new challenges to global security, new threats, such as cyber security and the protection of critical infrastructure, energy security, and human and economic security. Your task, as I understand it, is to devise new ways to address these challenges more effectively.

The two decades since the end of the Cold War have been marked by both the promise and perils of change. The number of peaceful democracies has expanded; the specter of nuclear war has diminished; the global economy has grown; commerce has stitched the fate of nations together; and more individuals can determine their own destiny.

Yet these advances have been accompanied by persistent problems. Wars over ideology have given way to wars over religious, ethnic, and tribal identity; nuclear dangers have proliferated; inequality and economic instability have intensified; damage to our environment, food insecurity, and dangers to public health are increasingly shared; and the same tools that empower individuals to build enable them to destroy.

Today, we need to be clear-eyed about the strengths and shortcomings of the international institutions that were developed to deal with the challenges of an earlier time and the shortage of political will that has at times stymied the enforcement of international norms. We must focus our efforts on strengthening international institutions and galvanizing the collective action that can serve common interests such as combating violent extremism; stopping the spread of nuclear weapons and securing nuclear materials; achieving balanced and sustainable economic growth; and forging cooperative solutions to the threat of climate change, armed conflict, and pandemic disease.

The starting point for that collective action is engagement, not just with other countries but with non-government actors. This has been a priority for President Obama from day one, and it continues to be a hallmark of this administration. While a cornerstone of this engagement is the relationship between the United States and our close friends and allies in Europe, Asia, the Americas, and the Middle East—ties which are rooted in shared interests and shared values, and which serve our mutual security and the broader security and prosperity of the world, we know this is not enough.
Therefore, we are also working to build deeper and more effective partnerships with other key centers of influence—including China, India, and Russia, as well as increasingly influential nations such as Brazil, South Africa, and Indonesia—so that we can cooperate on issues of bilateral and global concern, with the recognition that power, in an interconnected world, is no longer a zero sum game.

This engagement will underpin our commitment to an international order based upon rights and responsibilities. Rules of the road must be followed, and there must be consequences for those nations that break the rules—whether they are nonproliferation obligations, trade agreements, or human rights commitments.

But in the 21st century we also recognize that governments alone cannot solve all of these problems. We must work broadly, with the academic community, with civil society, with the private sector, and with the media, to come up with comprehensive and complex approaches to our most difficult challenges.

Speaking for the United States, I can say we have made the pursuit of engagement among peoples—not just governments—around the world a priority; we are making a sustained effort to engage civil society and citizens to facilitate increased connections among the American people and peoples around the world—through efforts ranging from public service and educational exchanges, to increased commerce and private sector partnerships, to international conferences and initiatives such as this one.

This initiative, the Global Challenges Forum, is a very good example of this and offers the potential to yield substantive international cooperation and international platforms to address new global challenges. I want to thank you all again for taking the time to participate this week, and I want to wish you all the best over the coming two days of what I expect will be some hard work.

With that, I will leave you and let you begin.
Remarks by Professor Jean-Dominique Vassalli

Rector

University of Geneva

An Address

at the Opening of the

Global Challenges Forum

Château de Coppet, Geneva, Switzerland

16 November 2010
Transcription of Rector Vassalli’s speech

Your Excellencies, Dear Colleagues, Ladies and Gentlemen,

I am pleased to be here at the Château de Coppet to greet you at the University of Geneva. I am especially pleased to thank our host for this evening’s dinner and the Chairman of the UN Global Alliance on ICT and Development, Dr. Talal Abu-Ghazaleh.

During the cocktail period, you have learned of the Château’s history and relevance to your program. Let me tell you that the University has cooperated closely with the Château de Coppet which hosted many colloquia and seminars, especially under the leadership of our European Institute.

Last year, a group of experts gathered together in our city to explore whether the emerging shared global risks to peace and prosperity were being adequately addressed and concluded that a special “forum of forums” might help better link ongoing efforts.

As they gathered on 21 September 2009, the UN International Day of Peace, and commenced discussions in the Salle de l’Alabama of the Geneva City Hall, the birthplace of international humanitarian law and historic venue for Red Cross movement leading to the Geneva conventions. Many of you participated in that event. As part of the proceedings, I was pleased to sign a cooperation agreement with the U.S. Naval Postgraduate School President, Admiral Daniel Oliver, to join as a partner in exploring a variety of joint research and educational possibilities.

In joining with the University of Geneva’s Faculty of Economic and Social Sciences, you have also engaged a faculty from whose ranks other notable initiatives have come before you. All of you know or have heard of Professor Klaus Schwab, founder of the World Economic Forum. Well, he started teaching “Business Strategy” in the early 1970s, while he was developing the WEF.

We understand that among your ideals is to create a public partnership complement that might also be a membership organization, but not only for Universities, Think-tanks, International governmental Organizations and Non-governmental organizations. The aim would be to research and develop inter-disciplinary academic research and novel global public policy approaches to address emerging shared global risks at the nexus of globalization and security. We wish you success and believe you have “come to the right place.”

It is worth noting that Harvard University Professor Joseph Nye, who coined the famous distinction between “hard power” of the military and the “soft power” of security collaboration, has called Geneva “the soft power capital of the world.” I couldn’t agree more. We are pleased to host you in that Geneva.

This endeavor is not the only one in which we have partnered with the US Naval Postgraduate School. I am pleased that Dr. Leonard Ferrari, the Provost, has been a strong backer and partner in the development of the Geneva Forum on Social Change, a joint endeavor to explore media, film, and new communications strategies as part of our International Organizations Masters in Business Administration (IOMBA) program.

The Geneva Forum on Social Change and it commenced last year in celebration of the University of Geneva’s 450th Anniversary and also as part of the U.S. Naval Postgraduate School’s 100th Anniversary. The keynote speaker, Nobel Peace Prize winner Reverend Desmond Tutu joined with over 1,000
members of the international community of Geneva to help foster a spirit of peace and security cooperation.

We are pleased to see that these energies are alive and well and gathering steam in the establishment the Global Challenges Forum, and as suggested by the Co-Chairman Dr. Talal Abu-Ghazaleh to serve as a “Forum of Forums.”

We wish you all success and want to thank you for inviting the University of Geneva to be a partner in the endeavor.
### XIII. Appendix E – Participating Organizations

#### Universities
- The American University in Cairo
- Geneva Institute for Leadership and Public Policy
- The Graduate Institute of International and Development Studies
- Institute of Security and Resilience Studies, University College London
- Korea University
- National Defence College Sweden
- National University of Singapore
- Royal United Services Institute for Defense and Security Studies
- State University of New York (SUNY)
- Talal Abu-Ghazaleh University
- University of California, Los Angeles (UCLA)
- University College of Bahrain
- University of Fribourg
- University of Geneva
- University of Michigan
- U.S. National Defense University
- U.S. Naval Postgraduate School
- U.S. Naval War College
- The Wharton School, University of Pennsylvania
- University of Southern Denmark - SDU

#### International Organizations
- Bosnia and Herzegovina Ministry of Defense
- International Organization for Migration (IOM)
- International Telecommunication Union (ITU)
- NATO Headquarters
- United Nations Global Compact
- United Nations High Commissioner for Refugees (UNHCR)
- United Nations Institute for Disarmament Research
- United Nations Institute for Training and Research (UNITAR)
- World Health Organization

#### U.S. Government
- U.S. Central Intelligence Agency
- U.S. Department of Defense
- U.S. Department of State
- U.S. Navy

#### Corporate Organizations
- Baker & McKenzie
- Hulsman Enterprises
- Kroll Associates
- The Talal Abu Gazaleh Organization

#### Research Institutes
- Center for Strategic and Budgetary Assessments
- Geneva Centre for Security Policy
- Gulf Research Center
- International Risk Governance Council
- Judge Institute, Cambridge University
- Stockholm International Peace Research Institute

#### Non-Governmental Organizations
- ACTS Group of Institutions
- Asia Society
- Conference of NGOs in Consultative Relationship with the United Nations (CoNGO)
- Foundation for Integrated Development Action
- Geneva Security Forum; ICT for Peace Foundation
- Wolfsberg Platform for Executive and Business Development

#### National Diplomatic Missions
- Permanent Mission of the Peoples Republic of China to the UN and Other International Organizations in Geneva
# XIV. Appendix F – 2010 Global Challenges Forum Agenda

## Monday, 15 November 2010

### Opening Ceremony and Reception at InterContinental Hotel

**Opening Statement by Co-Chairmen of the Global Challenges Forum**

Dr. Talal Abu-Ghazaleh, Chairman, UN Global Alliance on ICT and Development  
Dr. Leonard A. Ferrari, Exec. V.P. and Provost, U.S. Naval Postgraduate School

**Opening Keynote Address**

Dr. Bates Gill  
Director, Stockholm International Peace Research Institute  
Introduced by GCF Co-Host Professor Pierre Allan, University of Geneva Faculty of Economic and Social Sciences

### Welcome Buffet Reception

Hosted by Dr. Khalid Al-Khalifa, President University College of Bahrain  
Introduced by Dr. Walter Christman, Associate Professor, U.S. Naval Postgraduate School

## Tuesday, 16 November 2010

### Seminar on the Global Economy

Co-Chaired by: Dr. Leonard A. Ferrari and Dr. Talal Abu-Ghazaleh

**Inaugural Remarks**

Ambassador Betty King  
U.S. Mission to the UN and other International Organizations in Geneva  
Introduced by Dr. Leonard A. Ferrari

**Global Economy Roundtable 1: The Economic Aspects of Security**

Co-Chairs: Prof. C.J. LaCivita and Dr. Mie Augier (U.S. Naval Postgraduate School)  

- **Mr. Barry Watts** (Center for Strategic and Budgetary Assessments): *U.S. Strategic Competence in the Post – 9/11 World*  
- **Dr. Matthew Schulz** (Baker & McKenzie): *Global Migrations: Competing for the Best and Brightest*  
- **Dr. Marshall Meyer** (Wharton School): *Framing China*  
- **Dr. Christos Pitelis** (Judge Business School, Cambridge University): *The Microanatomy of the Greek Crisis and its Security Implications*  
- **Dr. Jamie MacIntosh** (University College London): *Equilibrium MAD: Where might economic structural imbalances take us?*

**Global Economy Roundtable 2: The Security Aspects of Economics**

Co-Chairs: **Mr. Peter Verga** (U.S. Department of Defense) and **Dr. Bob McNab** (U.S. Naval Postgraduate School)  

- **Dr. Stephen Everhart** (American University, Cairo): *Corruption and Global Finance*  
- **Ms. Donna Hopkins** (State Department): *Maritime Security Sector Reform*  
- **Dr. Charles Kimzey** (NPS): *Global Innovation Strategy: The Rise of Asia*  
- **Dr. John Hulsman** (Hulsman Enterprises): *Multipolarity and Strategy*

**Luncheon at Chateau de Penthès**

Address by Dr. Talal Abu-Ghazaleh, Co-Chairman of the Global Challenges Forum  
Introduced by Luncheon Host, Dr. Pierre Allan, University of Geneva Faculty of Economic and Social Sciences

**Global Economy Roundtable 3: Interactive Session**

Co-Chairs: **Dr. Paul Dembinski**, Professor of Economy, University of Fribourg and **Dr. Daniel Warner**, Director Centre for International Governance, The Graduate Institute  

*Note: All speakers from Sessions 1 and 2 will engage in dialogue with participants*

**Closing Remarks**

Dr. Leonard A. Ferrari and Dr. Talal Abu-Ghazaleh
**TUESDAY EVENING, 16 NOVEMBER 2010**

**LAUNCH OF THE GLOBAL CHALLENGES FORUM**

**Welcoming Remarks**

Professor Jean-Dominique Vassalli, Rector, University of Geneva

**Dinner at Chateau de Coppet**

hosted by Dr. Talal Abu-Ghazaleh

Dinner Keynote Speaker: Ambassador HE Yafei

Permanent Mission of the People’s Republic of China to the UN Office at Geneva and other International Organizations in Switzerland

*A Chinese Perspective on the Emerging Global Challenges and Systemic Risks that are Faced by all Nations and Possible Ways of Addressing Them.*

**WEDNESDAY 17 NOVEMBER 2010**

**FOUNDERS MEETING OF THE GLOBAL CHALLENGES FORUM**

**Visioning the Concept of a “Forum of Forums”**

Opening Remarks by Co-Chairmen of the Global Challenges Forum: Dr. Leonard A. Ferrari and Dr. Talal Abu-Ghazaleh

**Introductory Briefing**

Goal setting: Addressing Global Challenges through a “Research and Development” Forum - Overview of the Forums composing “Forum of Forums”

Presentation by Dr. Walter L. Christman, Associate Professor, Naval Postgraduate School

**Visioning the Global Challenges Agenda: Two Perspectives**

Dr. Tomas Ries, Senior Lecturer, National Defense College, Sweden

Mr. Diego Ruiz-Palmer, Strategic Planner, Emerging Challenges Division, NATO HQ

**Preparing the Group Dynamic for Identifying the Way Ahead**

Mr. David Bame, U.S. Department of State

Dr. PrabhuGuptara, Executive Director, Organizational Development UBS Wolfsberg

Dr. Daniel Warner, Director, Centre for International Governance

*Break up into groups. Each participant must join in one content session and one process session, reversing the order between the first and second sessions.*

**GROUP SESSION 1**

**Content Group - Dr. Ferrari**

**Process Group - Dr. Abu-Ghazaleh**

*Discussion Facilitator: Dr. Warner*

1. Drawing upon the “Global Security Challenges Roundtable Report” and NIC “Global Governance 2025,” what are the most salient global risks and how should they be addressed?
2. If emerging global risks may be defined as those that transcend national security threats, how can we now “define security together”?
3. What additional policy approaches at local, national, or global levels might be required to address such challenges?
4. What are the implied and most relevant research questions?

*Discussion Facilitator: Dr. Guptara*

1. The Global Challenges Forum is conceived to be a “Research and Development” effort. How will it develop? If you do not agree, what are the alternatives?
2. Who are the key stakeholders and participants and what are the key outcomes?
3. The annual meeting of GCF is conceived to be a “forum of forums.” How should this work? If you don’t agree, what are the alternatives?
4. What should be the financial equities and governance mechanisms?
**PLENARY FORMAT: REPORTS FROM WORKING GROUPS – SESSION 1**

**GROUP SESSION 2**

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<th>Content Group: Dr. Ferrari</th>
<th>Process Group: Dr. Abu-Ghazaleh</th>
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<td><strong>Discussion Facilitator:</strong> Dr. Warner</td>
<td><strong>Discussion Facilitator:</strong> Dr. Guptara</td>
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<td>Roundtable Report and NIC GC 2025 Participants switch groups and discuss same issues, but to the next level of detail.</td>
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<td>Participants switch groups and discuss same issues, but to the next level of detail.</td>
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**PLENARY FORMAT: REPORTS FROM WORKING GROUPS – SESSION 2**

Co-Chairmen of the Global Challenges Forum: Dr. Leonard A. Ferrari and Dr. Talal Abu-Ghazaleh

**CLOSING SESSION - Implications for the Way Ahead**

Questions to be Resolved:

-- What are the shared global risks that all nations face?
-- What are the most important global risks to be addressed?
-- How are they best defined and how do we "define security together"?
-- What new forms and tools of Partnership are best able to address them?
-- What kind of organization should the Global Challenges Forum be?
-- What should be its mission and goals?
-- Who are the key stakeholders?
-- Who are the participating members?
-- What are the expected financial commitments?
-- What is the anticipated outcome?
-- How do we set about making it a reality?
-- Timeline: What do we want one year from now?

Rapporteurs: Dr. Warner and Dr. Guptara

**FINAL REMARKS**

Co-Chairmen of the Global Challenges Forum: Dr. Leonard A. Ferrari and Dr. Talal Abu-Ghazaleh
For more information

Members of the Global Challenges Forum only come together in person on an occasional basis. Yet, the power of the Internet allow participants to meet at anytime from anywhere via the GCF website at http://globalchallengesforum.org.

The website it is a space to collect the materials from GCF events, including conference documents, reports, and newsletters. These are accessible via the page for that year’s conference.

Second, and perhaps most importantly, the GCF website provides discussion groups for use by all participants in continuing the dialogue started at the Geneva meeting. Signing up is as simple as clicking the link to the members’ site on the main page and creating an account at http://members.globalchallengesforum.org.

We welcome your thoughts and comments as well as your updates and news that you would like to share with the GCF community. We also welcome your recommendations of colleagues and organizations who would be interested in the work of the GCF.

Email: AdminSec@globalchallengesforum.org

Website: http://globalchallengesforum.org