



The Wealth of Notions:

CONVERGENCE

THOMAS DEBASS

Chief Partnerships Officer U.S. Department of state

Adjunct Faculty

George Washington University School of Business Virginia Tech Department of Economics

The Why

- Excellence
- Experience
- Freedom
- Future
- Knowledge

- Learning
- Light
- Truth
- Wisdom
- World



- Lees-McRae College: "Your Future Elevated"
- Middle Georgia Technical College:
 "Your Future is Our Business"
- Louisiana State University,
 Alexandria: "Your Future is Our Future"
- SUNY Westchester Community College: "Building Minds. Building Futures."
- Central Connecticut State
 University: "Start with a dream.
 Finish with a future."



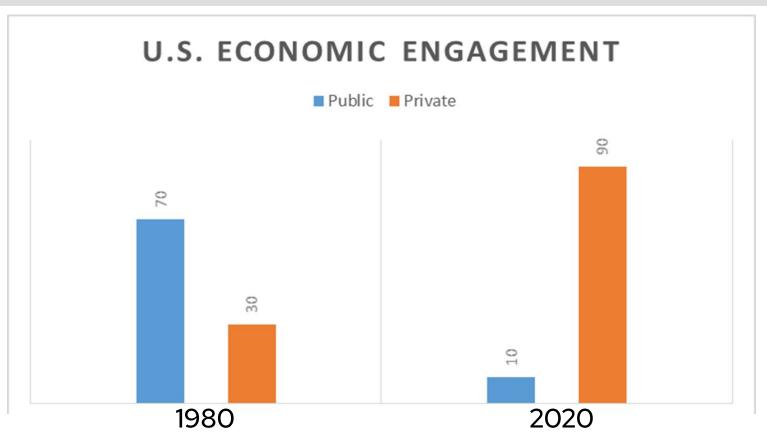


The Agenda

- 1. Convergence of Global Interests
- 2. Convergence of Technology
- 3. Convergence of Learning methods



The Data



Source: USAID, Hudson Institute



Total Amount: USD 841 Billion



Source: Indiana University Lilly Family School of Philanthropy, 2023 Global Philanthropy Tracker

Data: ODA and PCI from OECD; Remittances from the World Bank; Philanthropic outflows from various sources researched by the Indiana University Lilly Family School of Philanthropy and shared by partner organizations for some countries. See <u>Appendix A</u> for specific data sources for each country included.



FIGURE 4. TOTAL CROSS-BORDER RESOURCES BY FLOW AND BY COUNTRY, 2020 (in millions of inflation-adjusted 2020 US dollars)

UNITED KINGDOM SAUDI ARABIA SAUDI ARABIA JAPAN JAPAN LANDIA AUSTRALIA ITALY SOUTH KOREA NETHERLANDS SWITZERLAND SWEDEN QATARO BELGIUM NORWAYO DENMARK AUSTRIA HUNGARY NEW ZEALAND FINLAND IRALAND GREECE PORTUGAL CZECH REPUBLIC LUXEMBOURGO CHILEO COHILEO COHILEO COHINAO SLOVAK REPUBLIC LUXEMBOURGO GREECE PORTUGAL CZECH REPUBLIC LUXEMBOURGO OHILEO CHILEO COHINAO SLOVAK REPUBLIC LUXEMBOURGO OHILEO ORAZILO SERBIATO MONTENEGROTO MEXICOO BRAZILO SERBIATO MONTENEGROTO ALBANIATO ALBANIATO TANZANIATO TANZANIATO TANZANIATO		9 4	
GERMANY		\$216	TANZANIA+0
ORMANY	1.1	\$687	KENYA†°
GERMANY		\$1,372	
GERMANY	7	\$8,372	
GERMANY		\$50	ALBANIA†°
GERMANY SAUDI ARABIA CANADA AUSTRALIA AUSTRALIA SUEDEN SUITZERLAND SUITZERL		\$148	OSNIA AND HERZEGOVINA†°
SERMANY	4.	\$186	MONTENEGRO+°
GERMANY UNITED KINGDOM SAUDI ARABIA™ SAUDI ARABIA™ SAUNITED ARAB EMIRATES™ FRANCE SPAIN CANADA AUSTRALIA SUEDEN SUITH KOREA SUEDEN SUITZERLAND SUEDEN SUITZERLAND SUITZERLA	1 //	\$237	NORTH MACEDONIA†°
GERMANY	20	\$2,406	SERBIA†°
GERMANY		\$2,705	BRAZILº
GERMANY UNITED KINGDOM SAUDI ARABIA® S56.699 SAUDI ARABIA® S46.680 JAPAN S46.680 JAPAN S45.682 FRANCE SPAN CANADA AUSTRALIA ITALY S20.865 NETHERLANDS SWITZERLANDS SWITZERLAND BELGIUM BELGIUM BELGIUM S50.33 SWEDEN ODENMARK NORWAY® S13.317 QATAR® BELGIUM S50.33 SWEDEN DENMARK NORWAY® S13.317 QATAR® BELGIUM S50.33 SWEDEN BELGIUM S50.33 SWEDEN S13.317 QATAR® BELGIUM S13.30 DENMARK S50.33 SWEDEN S12.40 BELGIUM S13.317 QATAR® S13.317 QATAR® S13.317 QATAR® S13.354 GREECE PORTUGAL S2.537 LUXEMBOURG® S2.724 CZECH REPUBLIC CHILE® S2.532 CROATIA® S1.261 S1.201 S1.266 S1.266 S1.266 S1.266 S1.266 S1.266 S1.266		\$3,569	MEXICO°
GERMANY UNITED KINGDOM SAUDI ARABIA° SAUDI ARABI		\$3,986	SOUTH AFRICA®
GERMANY		\$7,266	
GERMANY UNITED KINGDOM SAUDI ARABIA° SAUDI ARABI		\$13,966	
SERMANY SEC.288 SEC.288 SEC.288 SEC.288 SEC.288 SEC.289 SEC.289 SEC.289 SEC.289 SEC.289 SEC.289 SEC.280 SEC.		\$913	
GERMANY UNITED KINGDOM SAUDI ARABIA® SAUDI ARABI		\$1,201	CROATIA®
GERMANY UNITED KINGDOM SAUDI ARABIA* JAPAN JAPA	1.7	\$2,532	CHILE*
GERMANY UNITED KINGDOM SAUDI ARABIA JAPAN	10.00	\$2,559	LUXEMBOURG®
GERMANY UNITED KINGDOM SAUDI ARABIAº SAUDI ARABI	C arrier	\$2,671	CZECH REPUBLIC
GERMANY UNITED KINGDOM SAUDI ARABIA ^(*) SAUDI ARABIA ^(*) SAUDI ARABIA ^(*) JAPAN JAPAN JAPAN SAUSI ARABIA ^(*) SPAIN CANADA AUSTRALIA CANADA AUSTRALIA SOUTH KOREA NETHERLANDS SWITZENLAND SWEDEN ORTHAND BELGIUM NORWAY ^(*) DENMARK AUSTRIA AUSTRIA AUSTRIA JESALAND SS.537 NEW ZEALAND SS.537 NEW ZEALAND SS.5351 SS.354 GREECE SS.3564		\$2,724	PORTUGAL
GERMANY UNITED KINGDOM SAUDI ARABIA ⁰ SPAIN CANADA CANADA AUSTRALIA ITALY SOUTH KOREA NETHERLANDS SWITZERLAND SWITZERLAND SWITZERLAND ODENMARK AUSTRAL AUSTRAL SAUSS SIZ.440 BELGIUM SIZ.440 DENMARK AUSTRAL SIZ.54 HUNGARY SIZ.400		\$3,264	GREECE
GERMANY UNITED KINGDOM SAUDI ARABIA ^o SAUDI ARABIA ^o SAUDI ARABIA ^o JAPAN JAPAN JAPAN JAPAN JAPAN SAUSTRALIA ITALY SOUTH KOREA NETHERLANDS SWITZERLAND SWEDEN QATAR ^o BELGIUM NORWAY ^o DENMARK AUSTRIA JESALAND SS.5.37 HUNGARY SS.5.351 NEW ZEALAND SS.851 ISRAEL ^o SAUSS SS.3.499 SS.3.499	_	\$3,354	IRELANDO
GERMANY UNITED KINGDOM SAUDI ARABIA ^o SAUDI ARABIA ^o SAUDI ARABIA ^o JAPAN JAPAN JAPAN JAPAN JAPAN SAUDI ARABIA ^o FRANCE FRANCE SPAIN CANADA AUSTRALIA ITALY SAUTH KOREA SUITH KOREA SUITHERLANDS SWITZERLAND SWITZERLAND BELGIUM NORWAY ^o DENMARK AUSTRIA AUSTRIA AUSTRIA AUSTRIA BELGIUM NORWAY ^o DENMARK AUSTRIA SS.537 NEW ZEALAND SS.537 NEW ZEALAND SS.3851 SS.285		\$3,499	ISRAELO
GERMANY UNITED KINGDOM SAUDI ARABIA ^o SAUDI ARABIA ^o JAPAN		\$3,851	FINLAND
GERMANY UNITED KINGDOM SAUDI ARABIA JAPAN		\$4,098	NEW ZEALAND
GERMANY UNITED KINGDOM SAUDI ARABIAº SAUDI ARABI		\$5,351	HUNGARY
GERMANY UNITED KINGDOM SAUDI ARABIA® SAUDI ARABIA® SAUDI ARABE EMIRATES® FRANCE SPAIN CANADA AUSTRALIA ITALY SOUTH KOREA NETHERLANDS SWITZERLAND SWITZERLAND BELGIUM NORWAY® DENMARK SSO.701 SSO.256 SSO.266 S44.886 S45.682 S45.682 S45.682 S45.682 S44.886 S45.682 S44.886 S45.682 S45.686 S45.886 S20.700 S20.865 NETHERLANDS SWITZERLAND S12.400 S12.400 S52.711	Marine	\$5,537	AUSTRIA
GERMANY UNITED KINGDOM SAUDI ARABIA® SAUDI ARABIA® SAUSI ARABE EMIRATES® FRANCE SPAIN CANADA AUSTRALIA LITALY SOUTH KOREA NETHERLANDS SWITZERLAND SWITZERLAND SWITZERLAND BELGIUM NORWAY® STANDA SSAUSSA SSAUSSA SAUSSA S		\$5,711	DENMARK
GERMANY UNITED KINGDOM SAUDI ARABIA ^o SAUSTANCE SPAIN CANADA CANADA AUSTRALIA CANADA AUSTRALIA ITALY SOUTH KOREA NETHERLANDS SWITZERLAND SWITZERLAND SUEDEN QATAR ^o BELGIUM SSC.288 SSC.2865 SWITZERLAND SSC.2866 SSC.2865 SWITZERLAND SSC.2866 SSC.2865 SWITZERLAND SSC.2866 SSC.		\$7,330	NORWAYO
GERMANY UNITED KINGDOM SAUDI ARABIA ^o SAUDI ARABIA ^o SAUDI ARABIA ^o JAPAN JAPAN JAPAN SAUSI SAUSE FRANCE SPAIN CANADA CANADA AUSTRALIA ITALY SOUTH KOREA NETHERLANDS SWITZERLAND SWEDEN QATAR ^o S13.317 S12.440		\$12,054	BELGIUM
SERMANY SEC.288 SEC.286 SEC.288 SEC.286 SEC.288 SEC.286 SEC.		\$12,440	QATAR°
SERMANY SEC.288 SEC.		\$13,317	SWEDEN
UNITED KINGDOM SAUDI ARABIA® JAPAN INITED ARAB EMIRATES® FRANCE SPAIN CANADA AUSTRALIA ITALY SOUTH KOREA NETHERLANDS SERMANY SSOURCE SAUDI \$25.887 SOUTH KOREA STALLA		\$15,033	SWITZERLAND
UNITED KINGDOM SAUDI ARABIA JAPAN NITED ARAB EMIRATES FRANCE SPAIN CANADA AUSTRALIA ITALY S26.887 SOUTH KOREA S48.288 S82.288 \$46.680 \$46.680 \$46.680 \$45.626 \$45.626 \$44.886 \$45.082 \$44.886 \$54.082 \$44.886 \$54.082 \$44.886 \$54.082 \$44.886 \$54.082 \$54.082 \$54.082 \$54.082 \$54.082 \$54.082 \$54.082 \$54.082 \$54.086	_	\$18,809	NETHERLANDS
UNITED KINGDOM SAUDI ARABIA JAPAN NITED ARAB EMIRATES FRANCE SPAIN CANADA AUSTRALIA ITALY S26.887 ITALY S26.887 S88.288 \$46.680 \$46.6		\$20,865	SOUTH KOREA
UNITED KINGDOM SAUDI ARABIA		\$24,936	ITALY
UNITED KINGDOM SAUDI ARABIA ^o SAUDI ARABIA ^o SAUDI ARABIA JAPAN JAPAN SAUDI ARAB EMIRATES ^o FRANCE SPAIN CANADA CANADA SAUDI ARAB SSO.700	•1	\$26,887	AUSTRALIA
UNITED KINGDOM SAUDI ARABIAº SAUDI ARABIAՌ SAUDI	.1	\$30,700	CANADA
UNITED KINGDOM SAUDI ARABIA° S		\$36,304	SPAIN
GERMANY UNITED KINGDOM SAUDI ARABIA SAUDI ARABIA JAPAN JAPAN S45.62 S45.62 S45.08	2001	\$44,886	FRANCE
GERMANY UNITED KINGDOM SAUDI ARABIA		\$45,082	UNITED ARAB EMIRATES®
GERMANY UNITED KINGDOM SAUDI ARABIA S46.68		\$45,626	JAPAN
UNITED KINGDOM \$56.		\$46,680	SAUDI ARABIAº
GERMANY		\$56,699	UNITED KINGDOM
		\$82,288	

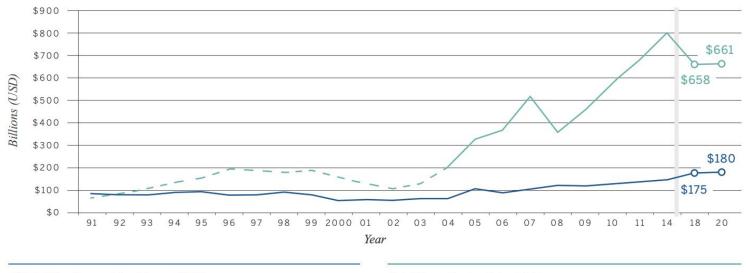
Source: Indiana University Lilly Family School of Philanthropy, 2023 Global Philanthropy Tracker

Data: ODA and PCI from OECD; Remittances from the World Bank; Philanthropic outflows from various sources researched by the Indiana University Lilly Family School of Philanthropy and shared by partner organizations for some countries. See <u>Appendix A</u> for specific data sources for each country included.



FIGURE 2. TOTAL CROSS-BORDER PRIVATE RESOURCE FLOWS (PHILANTHROPIC OUTFLOWS, REMITTANCES,

AND PRIVATE CAPITAL INVESTMENT), COMPARED WITH OFFICIAL DEVELOPMENT ASSISTANCE, 1991–2020 (in billions of current US dollars)



Official Development Assistance (ODA)

Total Cross-Border Private Flows

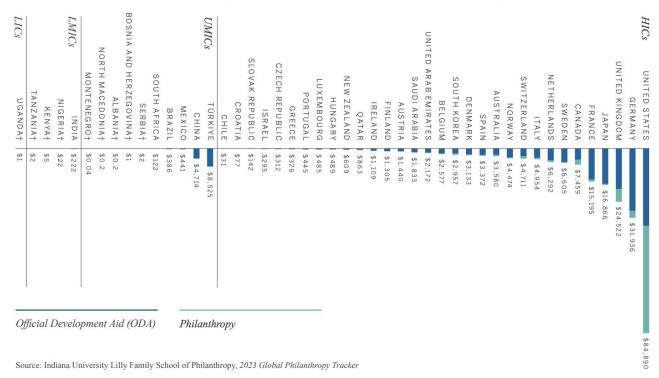
Source: Indiana University Lilly Family School of Philanthropy, 2023 Global Philanthropy Tracker

Data: ODA and PCI from OECD; Remittances from the World Bank; Philanthropic outflows in 1991–2014 from Hudson Institute's *The Index of Global Philanthropy and Remittances* (IGPAR), 2006–2016; Philanthropic outflows in 2018 and 2020 from various sources researched by the Indiana University Lilly Family School of Philanthropy and shared by partner organizations for some countries. See <u>Appendix A</u> for specific data sources for each country included.

Note: Historical data on the four resource flows for each year reflect a different number of countries that had data available in that year; therefore, the trend in the graph does not necessarily present the trend over time and may underestimate the real scope of some flows in some countries in a given year. The dash line represents less complete data on cross-border private flows before 2004.



FIGURE 6. OFFICIAL AND PRIVATE FOREIGN ASSISTANCE BY COUNTRY, 2020 (in millions of inflation-adjusted 2020 US dollars)

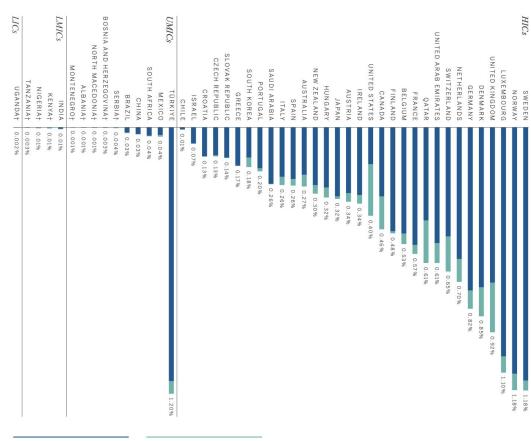


Data: ODA from the OECD; Philanthropic outflows from various sources researched by the Indiana University Lilly Family School of Philanthropy and shared by partner organizations for some countries. See Appendix A for specific data sources for each country included.

Notes: HICs: High-income countries; UMICs: Upper-middle-income countries; LMICs: Lower-middle-income countries; LICs: Low-income countries † Countries that did not have ODA estimates



¹¹ In the 2023 GPT, nine countries do not have available data on ODA. For a full list of the 38 countries that have available ODA data, see Part III of the report.



Official Development Aid (ODA) Philanthropy

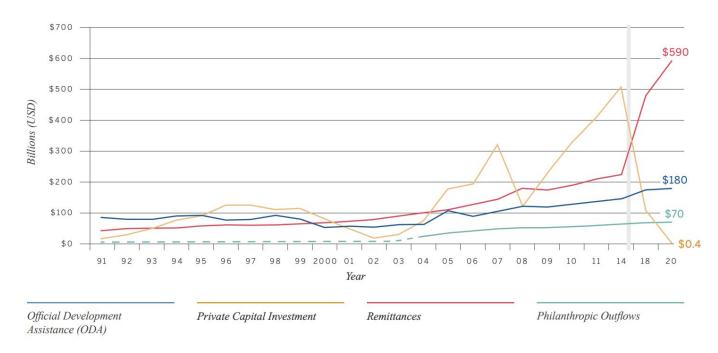
Source: Indiana University Lilly Family School of Philanthropy, 2023 Global Philanthropy Tracker

Data: ODA from the OECD; Philanthropic outflows from various sources researched by the Indiana University Lilly Family School of Philanthropy and shared by partner organizations for some countries. See <u>Appendix A</u> for specific data sources for each country included.

Notes; HICs; High-income countries; UMICs; Upper-middle income countries; LMICs; Lower-middle income countries; LICs; Low-income countries



FIGURE 3. TOTAL CROSS-BORDER RESOURCES BY FLOW, 1991-2020 (in billions of current US dollars)



Source: Indiana University Lilly Family School of Philanthropy, 2023 Global Philanthropy Tracker

Data: ODA and PCI from OECD; Remittances from the World Bank; Philanthropic outflows in 1991–2014 from Hudson Institute's *The Index of Global Philanthropy and Remittances* (IGPAR), 2006–2016; Philanthropic outflows in 2018 and 2020 from various sources researched by the Indiana University Lilly Family School of Philanthropy and shared by partner organizations for some countries. See <u>Appendix A</u> for specific data sources for each country included.

Note: Historical data on the four resource flows for each year reflect a different number of countries that had data available in that year; therefore, the trend in the graph does not necessarily present the trend over time and may underestimate the real scope of some flows in some countries in a given year. The dash line represents less complete data on cross-border philanthropic outflows before 2004.



Evolution of Engagement

1970s-1990s: Public-led development 2000s-2010s: Private-led development 2020s-2030s: Convergence of public & private interests



Created by remmachenasreddine from Noun Project



No nation alone can solve the world's most pressing issues. Partnering with other nations to confront shared challenges has thus long been an animating force behind United States foreign policy, and it will be under my Administration as well. However, working with other nations is no longer enough. Technological, social, and geopolitical changes are combining to expand the power and influence of non-state and sub-national actors, making their views on a wide range of national security and foreign policy issues important and cooperation with them essential. A diverse range of these actors is needed to address the pressing problems on our Nation's agenda. Cities and States have shown they can lead on issues such as climate change; industry stands on the cutting edge of technological development and is often responsible for securing our critical infrastructure; and social movements advance larger goals by taking coordinated, grassroots action. The United States must engage with all of these actors to best achieve its national security and foreign policy goals."

 White House Memorandum on Revitalizing America's Foreign Policy and National Security Workforce, Institutions, and Partnerships (February 4, 2021)

The Outfit

The Office of Global Partnerships (GP) strives to advance the Department of State's top foreign policy priorities through private sector engagement and public private partnerships.



The Mandate

- Convener, collaborator, catalyzer, and conductor of partnerships
- Advance the President's foreign policy agenda
- Institutionalize partnerships and private sector engagement
- Rapid response solutions platform for the Secretary of State



The Pillar

- Strengthen of legacy (1789)
- Strengthen of novelty (2008)
- Pursuit of shared value

The last P in PPP isn't procurement



The Results

 Since inception, GP has worked with over 1,800 partners and mobilized over \$3 billion of public and private sector resources to enhance diplomacy and development outcomes.



The Challenges

- The velocity of change
- The poverty of imagination
- The rigidity of bureaucracy
- The emergence of technology



The Future

What is VUCA (Volatility, Uncertainty, Complexity, Ambiguity)?

Volatility

Volatility refers to the speed, volume, nature, magnitude of a phenomenon that may or may not be in a pattern form. Volatility increases complexity.

Complexity describes the amount of different states a system can get into at a certain point in time. The more states a system can get into, the higher its complexity and the harder it gets to manage it.



Uncertainty

Uncertainty occurs when there are no concrete trends or patterns, which makes it difficult to establish what will happen next and base decision on it.

Ambiguity

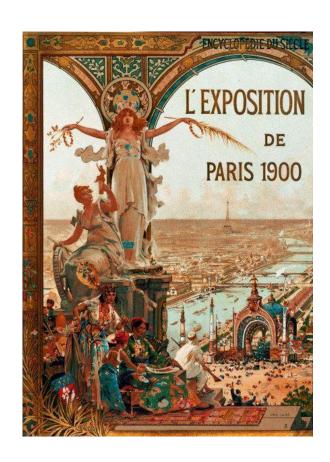
Ambiguity describes a situation where multiple interpretations are permitted and equally valid. This makes it hard to decide what to do in order to achieve a desired outcome.



The *future* started yesterday, and we are already late.

-John Legend

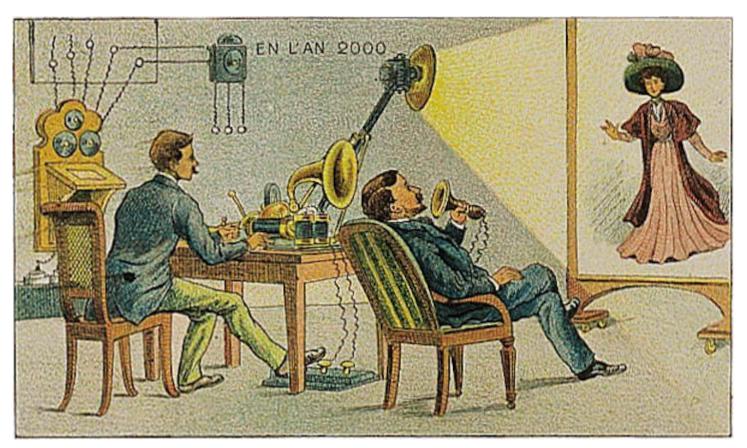






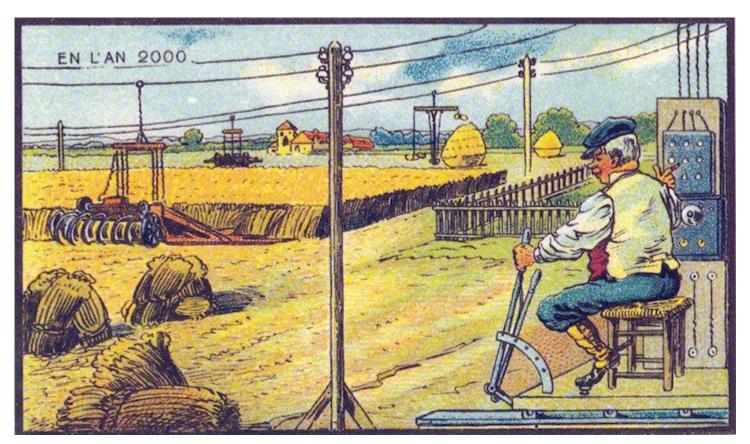






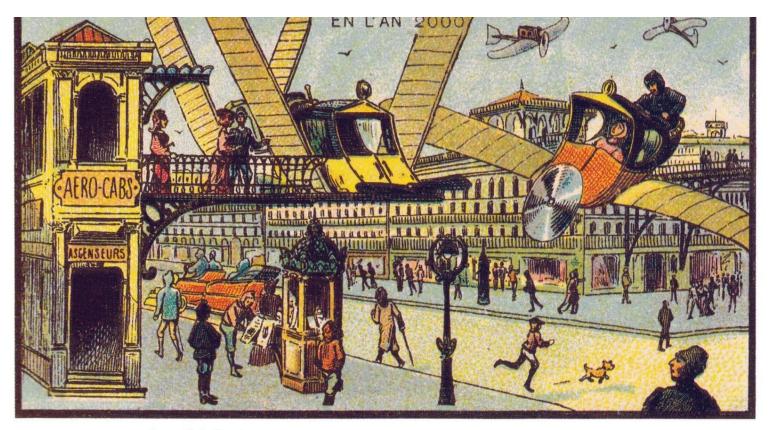
future of media





future of agriculture

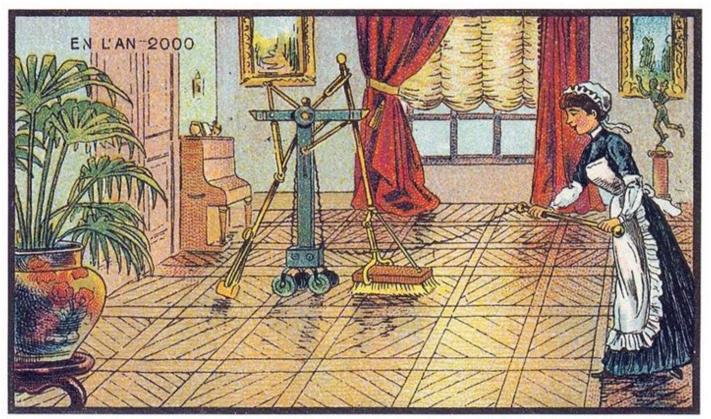




Aero-Cab Station

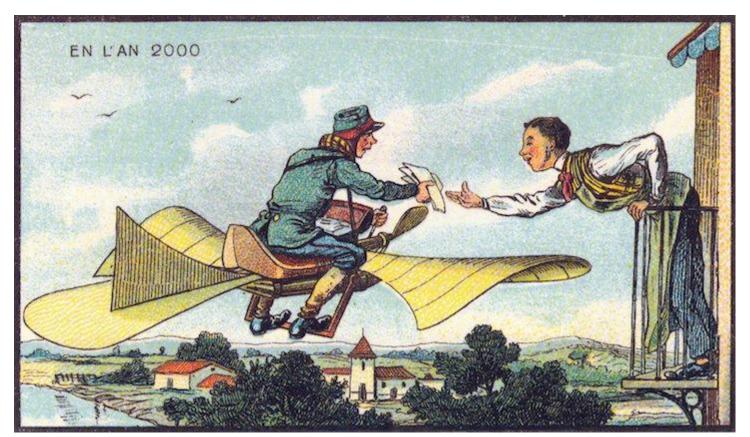
future of transportation





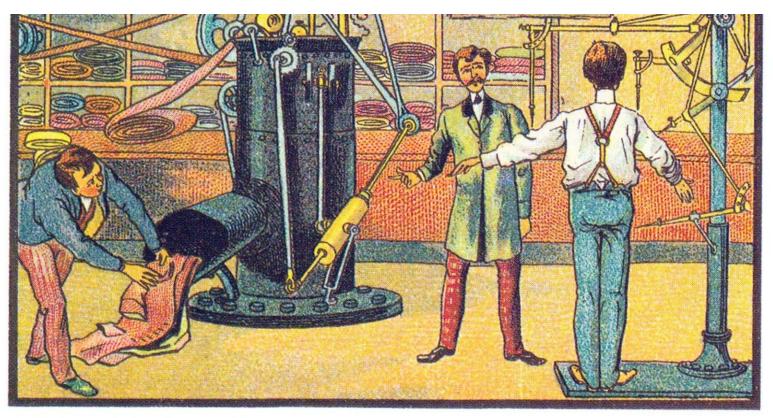
Electric Scrubbing

future of housekeeping



future of logistics and delivery





A Tailor of the Latest Fashion

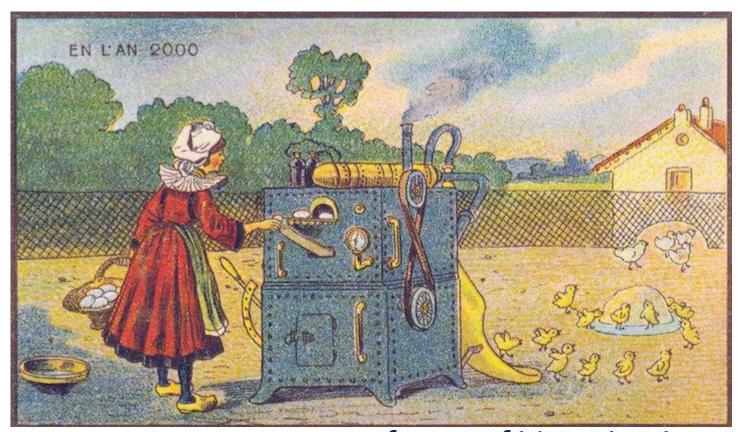
future of manufacturing





future of micro-mobility





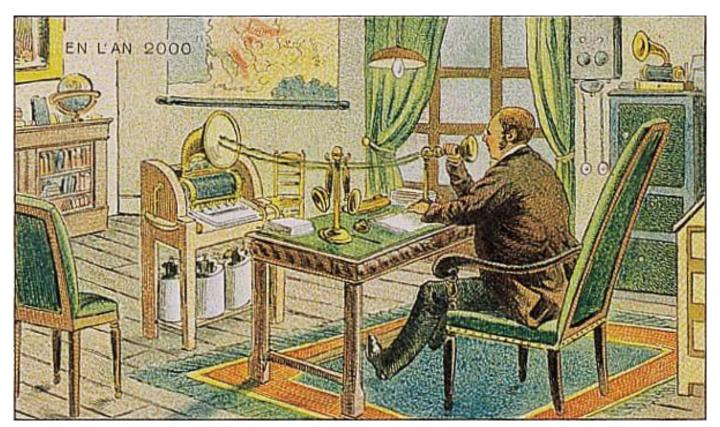
future of biotechnology





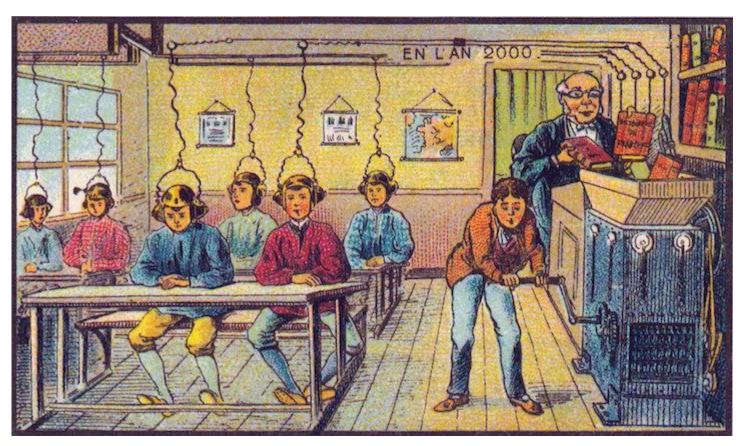
future of virology





future of broadcasting





future of learning



Evolution of Technology

1970s: Building computers

1980s: Connecting computers

1990s: Connecting pages

2000s: Connecting people

2010s: Connecting data

2020s: Convergence of everything (AI)

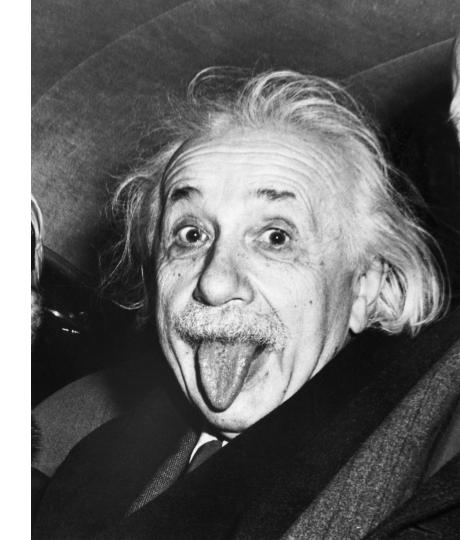






"Any fool can know. The point is to understand."

Albert Einstein



Knowledge is increasingly becoming a cheap commodity but comprehension is getting rarer!



Lived Experience > Learned Experience

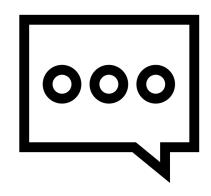


Economics is the operating system of Humanity!



The Pursuit

We want students to become Economic Explorers, not just **Economists:** Reframe the teaching approach.



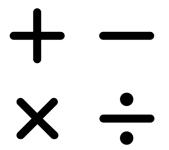
Created by Niels Gesquiere from Noun Project



The Default

Conventional wisdom: what is?

Fixed Outcome



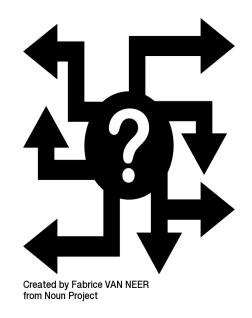
Created by Nara Vieira da Silva from Noun Project



The Quest

Collaborative wisdom: what if?

Infinite possibilities





The DCU

- GW Strategic Management
- GW Consulting Abroad Program: UAE
- GW/VT Economic Foresight
- GW/VT Startup Economics: Austin/SXSW
- GW/VT Economics of Algorithms





...

Econ-Tourism

What are the most popular majors of unicorn founders in top universities?

Top 18 US universities account for 724 (31%) of all the unicorn founders. We collected undergraduate major subjects for most of them. It turns out there is a great variation among universities.

Only three subjects are in the first place by the number of founders who chose it: Engineering, Economics, and Computer Science (CS).

Engineering is first in 8 universities, including at Massachusetts Institute of Technology, University of California, Berkeley, Cornell University, University of Michigan, and University of Illinois Urbana-Champaign. It is in top 3 in 13 out of 18 universities.

Economics is first in 5 places, including at Harvard University, Yale University, and UCLA. It is in top 3 in 9 universities.

CS is first in 5 places (Stanford University, Brigham Young University, Carnegie Mellon University, Brown University, and University of Washington). But it is in top 3 also in 13 like Engineering. If you count by the total number of medals, CS will displace Economics.

Harvard University and University of Pennsylvania stand out, being the only two universities without featuring either Engineering or CS among top 3.

The other majors in top 3 are Political Science (5 universities), Biology (3), Mathematics (3), Business/Management (3), Physics (Cornell University), and Visual Arts (UC San Diego)

Do these majors differ from majors for founders at other universities and non-unicorn founders? Follow to learn more.

Thank you to the Stanford University Graduate School of Business Venture Capital Initiative team for spearheading this research.

#stanford #stanfordgsb #venturecapital #startups #innovation #technology



Startup Economics: SXSW



Last month, several Virginia Tech students took their classroom knowledge to the real world with a remarkable field trip to SXSW Austin, Texas. Thomas Debass taught a special studies course called The Economics of Start-Ups. which not only covered #economics, #entrepreneurship, and venture capital but also emphasized experiential learning.

Students like Alexander Ardaiz, Holly Stewart, and Aiden Keesee immersed themselves in the vibrant ecosystem of startups. They engaged with entrepreneurs, attended pitch competitions, and networked with industry leaders, gaining insights that are seldom available within the confines of a classroom.

This hands-on experience was particularly valuable as it connected students with real-world applications of their studies. Discover more about how the Department of Economics is redefining the learning experience and preparing students for a successful future: https://lnkd.in/eJ8UpQ9M



Students get up-close lessons in economics and more at SXSW conference

news.vt.edu

COO Harris Babin and 21 others

3 reposts









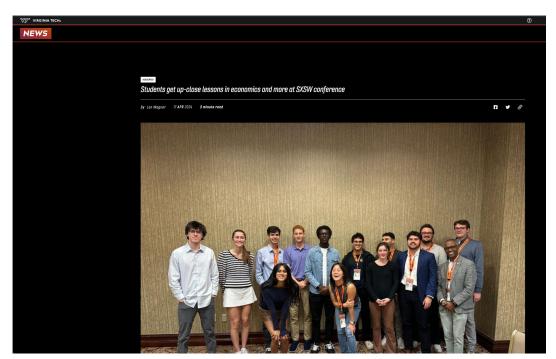




Repost

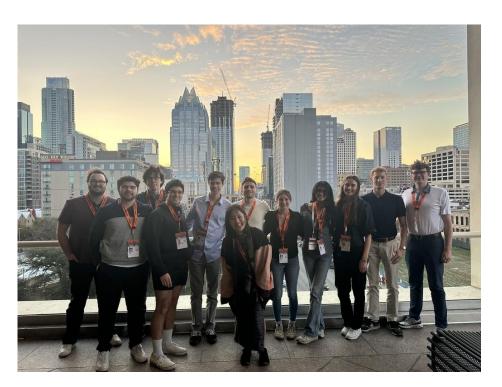


Send





Startup Economics: SXSW





WEBAS:

Economics

Al Is Making Economists Rethink the Story of **Automation**

by Walter Frick

May 27, 2024



picture alliance /Getty Images

































Economics of Algorithm



Request Info

Academics Current Students Career Center Research News & Events About Q

2024 Business & Society Series Artificial Intelligence and Blended Finance Courses Prepare Students for Career Success

June 26, 2024



First-hand experiences and activities are integral to the Business & Society series at the GW School of Business.

Artificial intelligence and global learning form the core of a recent Global & Experiential Education course at the GW School of Business. Over four days this summer, graduate students enrolled in Business & Society: All heard from guest speakers and delved into frameworks and analyses about All and its future potential. Professor Thomas Debass, lecturer in strategic management and public policy, teaches the course. Debass



Launched in 2013, Diplomacy Lab enables the Department of State to "course-source" research and innovation related to foreign policy by harnessing the efforts of students and faculty at universities across the country.



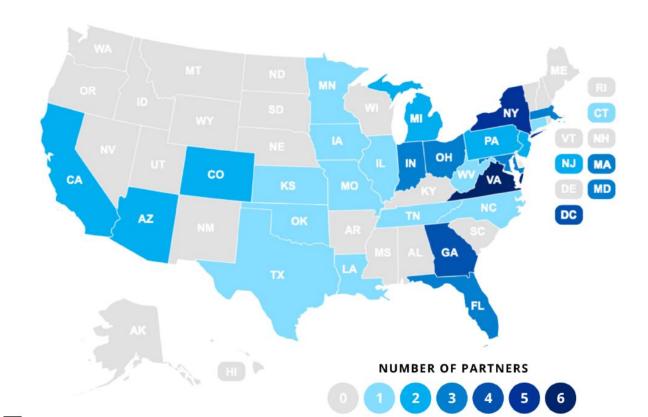
Diplomacy Lab is designed to address two priorities:

- 1) The Department of State's determination to engage the American people in the work of diplomacy
- 2) The imperative to **broaden the State Department's research base** in response to a proliferation of complex global challenges.



The Network

ACADEMIC PARTNERS





The Numbers

- Currently over 60 university partners from over 30 States and the District of Columbia
- Project menus include between 80 110
 proposals each semester cycle
- Over 450 projects undertaken between
 Fall 2016 and Spring 2021 semesters



The Sample

- Economic Valuation of Wildlife and Wild Spaces – OES/ECW (Fall 2024)
- Migrant Worker Debt in Southeast Asia: The Problem of High Recruitment Fees – Embassy Singapore (Spring 2024)
- Presenting the U.S. Economy to an Overseas Audience - Office of the Chief Economist (Spring 2024)



DiplomacyLab.org



About Y Academic Partners Apply Y Contact Diplomacy Lab Fair Y

Diplomacy Lab

Diplomacy Lab is a public-private partnership between the <u>U.S. Department of State</u> and a <u>network of U.S.</u>

academic institutions.

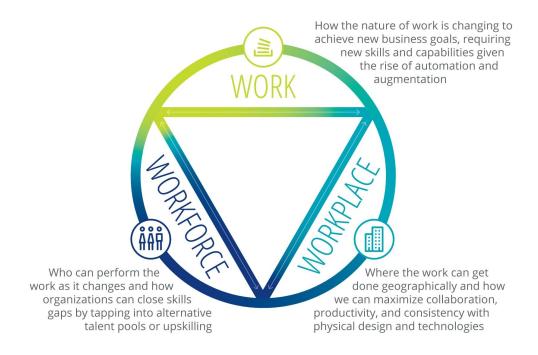




The Caution: Turbulent times are ahead

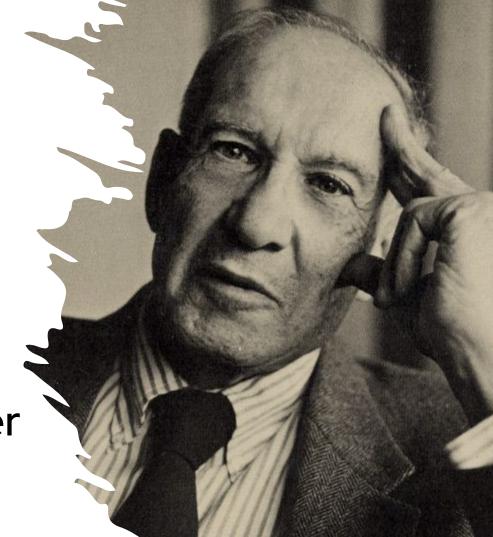
FIGURE 1

Creating value in government: How more options for work, workforce, and workplace expand opportunity



The greatest danger in times of turbulence is not the turbulence itself, but to act with yesterday's logic.

-Peter Drucker



Thank You!

debasst@vt.edu

debass@qwu.edu

@debass

https://debass.com

