

D. 6.20. International Conference Report



Go4 Final RRI-conference in Brussels 14. – 15. January 2016.

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Introduction:

Res-Agora held an international conference on responsible research and innovation to complete three years of intense scientific and practical co-construction work on RRI. The conference was the result of collaboration with three other EU FP 7 RRI projects terminating their projects simultaneously. The joint efforts in this “Meta” partnership aimed at creating a conference for promoting RRI with greater force in Europe than if wrapping up each of the projects separately with an ordinary conference. Henceforth the Resagora project developed the GO4 concept jointly with the GREAT, the PRoGReSS and the Responsibility project. The GO4 Conference “Responsible Research and Innovation-shaping new horizons” was held in the auspices of the European Economic and Social Committee, Brussels, 14-15th of January 2016. In spite of the nervous atmosphere in Brussels due to the Paris bombings, more than 200 participants decided to come to Brussels and join the conference anyway. The many and diversely framed sessions on RRI held during those two days, were packed with participants keen to involve themselves and participate in the discussions.



Go4 RRI-Conference at EESC Jan 2016

Collaboration with GO4

At the core of RRI sits collaboration, contestation and participation. All these challenges were experienced hands on during the actual collaboration between the four projects. All had very diverse approaches, scopes and understandings of RRI. The often difficult and frustrating discussions within the group, was successfully encompassed in the final programme. This was achieved by slowly and systematically getting to joint terms on how

to shape, adjust and fine-tune the final programme in a way that could meet the expectations and aims within each of the projects and live up to the overall shared goal of wanting to contribute to- and develop the already budding RRI community and growing consciousness on RRI in both academia, public administrations and not least in Industry and international organisations.

1) The Conference Programme

The programme consisted of a judicious mix of highly academic panel conversations mixed with workshop formats and open-space sessions. The overall idea was threefold: firstly: to loyally present the findings from the four projects in an open and inviting manner, thus avoiding lengthy and dull one-way talks and inducing a briefer more lively and inviting panel format. Secondly: to alternate between large-scale panel debates and a format with smaller workshop sessions running in parallel, each day offering the possibility to work hands on in open space with RRI concepts and Ideas. The overall moderation at panel sessions was done by Vivienne Parry. All other sessions was successfully facilitated by the GO4 partners. A range of lead academics, policy-makers and advisors for RRI was invited to speak: Thus Senior Innovation Advisor (EPSC) [Robert Madelin](#) gave the opening address and [Professor Richard Owen](#), University of Exeter closed the first day. For a full account on who was invited to speak at the conference please see the programme in the annex.



Vivienne Parry, Dr. Ralf Lindner and Robert Madelin at the Go4 Conference

2) Notes on the conference

According to many of the conversations we had with participants at the conference, the conference sessions where inspiring and gave a lot of food for thought such as the ones I tried to express for myself later on while reflecting on the conference:

“In between I get the feeling that there is really momentum for RRI in Europe. Some of the Key-note speakers spoke with so much compassion and hope for RRI, that it almost reminded me of the hopeful atmosphere in the early days after the election of Obama....when I look at the group of people gathered here today, they all have in common some kind of wanting to make this world a better place. But then again, listening to the many often highly academic disputes, makes me wonder, how on earth will we be able to translate all this valuable knowledge gathered here into words and ways, that can really be worked with in administrations, universities, industry. Words and ways that other people, maybe not so academic, maybe not so knowledgeable as the crowd here, can use as well, in ways that makes it meaningful to them.

There is a lot to done...but these are really valuable first steps...and maybe because the notion of RRI is so vague, it will be possible to adjust and work with it in many many contexts....also beyond Europe...when for instance I hear the touching inputs from the elder representative from the San people in South Africa, it really touches my heart to hear, expressed so differently, in such a knowledgeable manner and yet in a completely non-academic way, how this people possess knowledges very different from western knowledge, but equally deep, and how this knowledge is under an ever increasing pressure in terms of firms wanting it, requesting and buying it....How do we share knowledge(s), without exploiting either our natural- nor our human resourceshow do we learn to respect one another, listen and learn, involve and discuss without engaging in power-games over possessions and power...

Nina Bryndum, organizer Res-AGorA Project, Danish Board of Technology Foundation

A very engaged and eager representative from industry, Monica Schofield, put it this way later on in an e-mail conversation we had with her on the prospective for RRI:



Arie Rip - Twente University, Leo Hennen - KIT/ITAS, Nina Bryndum (standing) - DBT, David Winickoff - OECD, Lars Klüver - DBT, Monica Schofield - EIRMA

“There is of course not only the problem of bridging the language and mission between academia and industry, but also operational culture. Also judgmental attitudes (on both sides) doesn't help. The problem I felt both last week and at the PACITA conference last year is that the RRI research community is unaware of just how much has been done in industry already relating to these topics, but of course it appears under other labels. One of our goals of the EIRMA task force now is to try to find a way to make this more visible. Many companies don't necessarily communicate the details

of their operational processes regarding this kind of topic because they fear people will just say they are just advertising (reaction to the greenwash problem).”

Monica Schofield, Speaker at the conference, EIRMA task force.

3) Key findings from the conference

- European RRI community is becoming more and more visible and has matured
- Experiences with and perspectives on RRI in developing countries can enrich the European debates
- The term “responsible” was criticized for distracting attention away from the really important issues of which kind of innovation societies want
- There seem to be a growing interest in RRI
- The participants were very engaged in the discussions
- Many requests on how to develop RRI further within organisations
- A need for bridging RRI stronger to sustainability and CSR schemes in industry
- many concepts, methods and instruments are now available these could be used for experimentation:
 - The Res-AGorA [Responsibility Navigator and The Co-construction Method](#)

4) Annex: International Conference

- a) Concept note**
- b) Programme**
- c) Speakers**
- d) Participants list**
- e) Power points**

a) Concept note



(Concept note continued)

GO4



In February 2013, four EU-funded projects, the "Go4"¹, were launched (FP7, SIS work programme 2011). GREAT, Res-AGorA, ProGRESS, and Responsibility share a common concern to improve our understanding of the emerging concept of Responsible Research and Innovation (RRI), and develop approaches, tools and mechanisms to facilitate the uptake of RRI across Europe and beyond.

The Go4 projects will present key results of their work at a joint final conference, which will maximize their dissemination and potential impact.

Responsible Research and Innovation

The EU seeks to become a genuine Innovation Union by 2020, striving for excellent science, competitive industry, and a better society without compromising on sustainability, ethical acceptability or societal desirability.

Responsible Research and Innovation, RRI, is a governance approach that supports the Innovation Union.

There is an active debate on how best to translate the broad aims of the Innovation Union into principles and concrete actions for RRI (e.g. European Commission leaflet², Rome Declaration on RRI³ and Europe 2020⁴). While the discourse on RRI is far from being settled, an impressive number of RRI activities have unfolded over the past few years. The European Union's funding of dedicated RRI research projects and coordination activities has significantly contributed to this development. The first wave of these projects, the Go4, will be ready to present their findings, conceptual developments, concrete messages and policy recommendations to the full range of stakeholders (researchers and research organisations, government policy at European, national and international levels, business and industry, and civil society) on 14-15 January 2016.

The interplay between RRI and Carlos Moedas' (Commissioner for Research, Science and Innovation) key priorities of "Open Innovation, Open Science and Openness to the World", needs to be addressed. RRI also has contributions to make to the current European Commission's 10 high-level priorities (from a new boost for jobs, to democratic governance).

Juncker's 10 priorities for Europe

1. A New Boost for Jobs, Growth and Investment
2. A Connected Digital Single Market
3. A Resilient Energy Union with a Forward-Looking Climate Change Policy
4. A Deeper and Fairer Internal Market with a Strengthened Industrial Base
5. A Deeper and Fairer Economic and Monetary Union
6. A Reasonable and Balanced Free Trade Agreement with the U.S.
7. An Area of Justice and Fundamental Rights Based on Mutual Trust
8. Towards a New Policy on Migration
9. A Stronger Global Actor
10. A Union of Democratic Change

¹ GREAT (<http://www.great-project.eu>), Res-AGorA (<http://res-agora.eu>), ProGRESS (<http://www.progressproject.eu/>) and Responsibility (<http://responsibility.eu/>).

² https://ec.europa.eu/research/leaflet/pub_rn1032145950nc.pdf

³ http://ec.europa.eu/research/leaflet/pub_rn1032145950nc.pdf

⁴ http://ec.europa.eu/europ2020/index_en.htm

(Concept note continued)



Key Themes of the Conference

- RRI and the current EU policy-landscape
- How can Responsible Research and Innovation shape new horizons?
- Global voices: what is the international dimension of RRI?
- RRI and Governance
- The evolution of RRI
- What are RRI priorities and how to address them?
- RRI case studies and success stories
- RRI: From theory to practice
- Implementing RRI
- How can RRI be evaluated?
- RRI - the way forward

Keynote Speakers and Participants

The organizers are expecting approximately 250 participants representing policy makers, academics, policy advisors, civil society, industry and research funders.

A number of high-level institutional representatives and decision-makers (EU institutions, EU Parliament and member state governments) will be invited as keynote speakers.

Contacts

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|-------------------------------------|-------------------------------------|------------------|
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Acknowledgement

This conference is receiving funding from the European Union's Seventh Framework Programme for research, technological development and demonstration

Co-funded by the European Union

b) Programme



(Programme continued)

**Responsible Research and Innovation
In Europe and across the World**

Go4 Joint Final Conference
14-15 January 2016



Overview of Conference

In February 2013, four EU-funded projects, the "Go4", were launched (FP7, SS work programme 2011). GREAT, Res-AgorA, ProGRess, and Responsibility share a common concern to improve our understanding of the emerging concept of Responsible Research and Innovation (RRI), and develop approaches, tools and mechanisms to facilitate the uptake of RRI across Europe and beyond.

In January 2016, joining forces for a unique final conference, the Go4 projects present key results of their work.

| 14 January 2016 - Day 1 | | | |
|-------------------------|---|--|---|
| 9:00 | Arrival, Registration, Coffee | | |
| 9:30 | Opening Session - RRI Shaping New Horizons | | |
| 10:15 | RRI: From Theory to Practice | | |
| 11:30 | Coffee break | | |
| 12:00 | Session A Responsibility bridging the gap between science and society | Session B The benefits of Inclusive RRI | Session C The Craftsmanship of RRI: mainstreaming and institutionalizing RRI? |
| 13:15 | Lunch | | |
| 14:15 | RRI Open Space - How can RRI enter the real world? | Workshop A Governance In RRI: a new political horizon? | Workshop B RRI and the current EU policy-landscape |
| 15:45 | Coffee break | | |
| 16:15 | Keynote: Quo vadis Responsible Research and Innovation? Vent, vidi, vici? | | |
| 16:45 | Closing of Day 1 | | |
| 17:00 | Poster session "RRI Fair" and refreshments | | |
| 15 January 2016 - Day 2 | | | |
| 9:00 | Arrival, Registration, Coffee | | |
| 9:30 | Voices from around the World - Open Innovation, open science, open to the world | | |
| 10:15 | The evolution of RRI - What is the way forward? | | |
| 12:00 | Session A Democratic Horizons | Session B Tools for RRI - Observatory and Forum | Session C Participatory Approaches to RRI |
| 13:15 | Lunch | | |
| 14:30 | RRI Open Space - How can RRI have global Impact? | Workshop A Lessons from RRI In the Making | Workshop B RRI - Measuring the immeasurable: a critical approach between economy and responsibility |
| 16:00 | Coffee break | | |
| 16:15 | Round table: RRI - Take home messages from plenaries and parallel workshops | | |
| 16:45 | Closing of Day 2 and End of Conference | | |

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**Responsible Research and Innovation
In Europe and across the World**

Go4 Joint Final Conference
14 -15 January 2016



14 January 2016 - Day 1

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| 9:00 | Arrival, Registration, Coffee | |
| 9:30-10:15 | Opening Session RRI Shaping New Horizons | <p>Welcome addresses: Go4 representative: Prof. Ralf Lindner</p> <p>Gonçalo Lobo Xavier, Vice-President - European Economic and Social Committee (EESC)</p> <p>Ana Arana Antelo, Head of Unit B7 - Science with and for Society - DG Research and Innovation, EC</p> <p>Opening Address Robert Madelin, Senior Innovation Advisor - European Political Strategy Centre (EPSC), EC</p> <p>VIDEO - Prof. Jerzy Buzek Chair of Industry, Research and Energy Committee (ITRE) and former President of the European Parliament</p> <p>Moderator: Vivienne Parry, OBE</p> |
| 10:15-11:30 | RRI: From Theory to Practice | <p>GREAT Governance of Ethical Reflexivity for RRI</p> <p>ProGReSS RRI in the real world - from Comensus to the Kalahari</p> <p>Res-AGorA Governance challenges</p> <p>Responsibility A Tool for Dissemination and Observation of RRI - The Observatory</p> <p>Panel Discussion</p> <p>Moderator: Vivienne Parry, OBE</p> |
| 11:30-12:00 | Coffee break | |
| 12:00-13:15 | Session A: Responsibility bridging the gap between science and society | <p>This session will illustrate the development of institutional relations between science and society, highlighting how the responsibility concept tries to finally close the gap between the two.</p> <p>Prof. Bernard Reber, SciencesPo Dr René Von Schomberg, EU Commission Prof. Armin Grunwald, KIT ITAS</p> <p>Moderator: Veikko Ikonen, VTT</p> |

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| 12:00-13:15 | Session B: The benefits of inclusive RRI | This session will provide a brief on global inclusive innovation, show-case how marginalized populations from the Kalahari can provide leads to innovation, and introduce the longest standing end-user engagement program at any UK university as well as a product developed with end-users in Germany. The majority of speakers will be end-users. Prof. David Kaplan, University of Cape Town Reverend Mario Mahongo, South African San Institute Lisa Davies, Comensus UCLan Jacqueline Vella, Comensus UCLan Prof. Bernd Stahl, De Montford University Moderator: Dr Francesca I. Cavallaro, UCLan |
| 12:00-13:15 | Session C: The Craftsmanship of RRI: mainstreaming and institutionalizing RRI? | This session will discuss the existing craftsmanship of RRI which is unfolding under diverse names. How do we expand on the existing knowledge on RRI and ensure it is continuously developed, maintained and supported? Are specific institutions for RRI needed? Where should the incentives for mainstreaming RRI come from? Prof. Arie Rip, Twente University Hilary Sutcliffe, Director, MATTER Dr Leonhard Hennen, KIT/ITAS David Winickoff, OECD Moderator: Lars Klüver, Director of the Danish Board of Technology Foundation |
| 13:15-14:15 | Lunch | |
| 14:15-15:45 | RRI Open Space, Day 1 How can RRI enter the real world? "Open Space Technology is effective in situations where a diverse group of people must deal with complex and potentially conflicting material in innovative and productive ways" (H. Owen). | Facilitator: Dr Roger Chennells, Cape Town with assistance from: Prof. Doris Schroeder, UCLan Dr Francesca Cavallaro, UCLan Prof. Bernd Stahl, de Montford University Dr Michael Obach, Tecnalia |
| 14:15-15:45 | Workshop A: Governance in RRI: a New Political Horizon? | This session will focus on conditions for the implementation of RRI, taking into account the complexity of governance. Is it possible to draw a new political horizon for RRI? Prof. Philip Brey, Twente University Prof. Stefan Kuhlmann, Twente University Prof. Philippe Goujon and Dr R. Gianni, Namur University Moderator: Prof. Bernard Reber, SciencesPo |

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| 14:15-15:45 | Workshop B: RRI and the current EU policy-landscape | This session will examine the relevance and the impact of RRI policy to the Juncker priorities and Moedas' call for "Open innovation, Open science and Openness to the World". Lambert van Nistelrooij, MEP Nicole Dewandre, Advisor for societal issues to the Director General, DG Connect Prof. Adriana Schiopoiu Burlea, University of Craiova, Romania Prof. Gerd Wolf, Member EESC 1998-2015, Rapporteur for the OPINION on Innovation Policy Maria Da-Graca Carvalho, Senior Adviser to Commissioner Moedas (tbc) Moderator: Vivienne Parry, OBE |
| 15:45-16:15 | Coffee Break | |
| 16:15-16:45 | Quo vadis - Responsible Research and Innovation? Veni, Vidi, Vici? | Key Note: Prof. Richard Owen, University of Exeter Moderator: Vivienne Parry, OBE |
| 16:45-17:00 | Closing of Day 1 | Moderator: Vivienne Parry, OBE |
| 17:00-19:00 | Poster session, "RRI Fair" and refreshments - RRI-related Projects with posters and presentation material | |

15 January 2016 - Day 2

| | | |
|------------|--|--|
| 9:00 | Arrival, Registration, Coffee | |
| 9:30-10:15 | Voices from around the World Open Innovation, Open Science, Open to the World | KEYNOTE Group This dynamic session will provide snapshots from around the world on how RRI is perceived or operationalised globally. Each speaker will make a 2-minute statement to provide a kaleidoscope of views in one keynote session. Prof. Doris Schroeder, UCLan (UK) Prof. Michael Davis, IIT (US) Prof. John Weckert, CSU (Australia) Dr Rohaya Mohid Nor, Unimas (Malaysia) Prof. David Kaplan, UCT (South Africa) Dr Han Bing, IWEPCASS (China) Prof. Sachin Chaturvedi, RIS (India) Hennie Swart, SASI (South Africa) Prof. Fatima Castillo, UP Manila (Philippines) Robert Terry, World Health Organisation Dr Dorian Karatzas, EC DG Research Moderator: Vivienne Parry, OBE |

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| 10:15-11:30 | The evolution of RRI What is the way forward? | <p>ProGRess Prof. Michael Davis, Illinois Institute of Technology Dr Francesca Cavallaro, UCLan</p> <p>GREAT Dr Robert Gianni, University of Namur</p> <p>Responsibility Elena Tavlaki, Director Signosis</p> <p>Res-AgorA Prof. Stefan Kuhlmann, Twente University</p> <p>Moderator: Vivienne Parry, OBE</p> |
| 11:30-12:00 | Coffee break | |
| 12:00-13:15 | Session A: Democratic Horizons | <p>This session will address the democratic conditions for developing a legitimate and efficient approach to RRI.</p> <p>Prof. Jeroen van den Hoven, Delft University Prof. Sylvain Lavelle, Institut Catholique des Arts et Métiers</p> <p>Moderator: Dr Barbara Grimpe, Oxford University</p> |
| 12:00-13:15 | Session B: Tools for RRI - Observatory and Forum | <p>This session will be an Interactive Presentation and Demonstration.</p> <p>12.00-12.15 Introduction, Mohamad Ajami, Fraunhofer IPK</p> <p>12.15-13.15 Session with pro-active and interactive approach GO4, RRI-Tools and RRI-Industry</p> <p>Responsibility: Mohamad Ajami GREAT: Dr Sara Wilford, de Montford University (DMU) ResAgora: Dr Erich Griessler, Institute for Advanced Studies ProGRess: Dr Stephan Linger, European Academy of Technology and Innovation Assessment Responsible Industry: Dr Catherine Flick, DMU RRI-Tools: Daniel Garcia Jiménez, La Caixa Foundation</p> <p>Moderator: Vivienne Parry, OBE</p> |

(Programme continued)

**Responsible Research and Innovation
In Europe and across the World**

Go4 Joint Final Conference
14-15 January 2016



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| 12:00-13:15 | Session C: Participatory Approaches to RRI | This session will focus on practitioners' experiences in diverse areas/realm of governance where Responsible Research and Innovation already has a significant impact. It will discuss the idea of strengthening the qualities of interaction as a core principle in RRI. Anne Roulin, Vice President, NESTLE Dr Melanie Peters, Director, Rathenau Institute Giuseppe Borsalino, Science with and for Society - DG Research and Innovation, European Commission Lars Klüver, Director, DBT Robin Clarke, Sciencewise Françoise LAVARDE, Commission nationale du débat public Moderator: Prof. Pierre-Benoît Joly, IFRIS |
| 13:15-14:30 | Lunch | |
| 14:30-16:00 | RRI OPEN SPACE, DAY 2 How can RRI have global impact? "Open Space Technology works superbly if ... people are willing to admit that they just do not know the answer, but ... believe that collectively they have a shot at creating a viable solution" (H. Owen). | Facilitator: Dr Roger Chennells, Cape Town (South Africa) with Prof. Doris Schroeder, UCLan (UK) Dr Francesca Cavallaro, UCLan (UK) Dr Jasper Roodenburg, Netherlands Organisation for Scientific Research |
| 14:30-16:00 | Workshop A: Lessons from RRI in the Making | Responsibility in research and innovation continually evolves as countries, organisations, and multi-actor fora respond to changing interpretations of what it means to be responsible and seek to respond to evolving technological and societal issues of the day. We call this evolving perspective 'RRI-in-the-Making'. This session showcases empirical research, case studies, and methodologies used to investigate this process, and will present a co-construction method used to turn this learning into actionable practice. Prof. Pierre-Benoît Joly, IFRIS Dr Sally Randles, Manchester University Dr Barbara Grimpe, Oxford University Dr Niels Mejlgaard, Aarhus Uni Gary Randall, The Stroke Association Bjorn Bedsted, Danish Board of Technology Moderator: Prof. Arie Rip, Twente University |

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| 14:30-16:00 | Workshop B: RRI - Measuring the immeasurable: a critical approach between economy and responsibility | This session will define the relationships, always fundamental, between economic needs and responsible approaches, trying to detect commonalities. Indicators are sharp tools for translating qualitative attempts into quantitative data. What are their limits and what are their advantages? Dr J. Spaapen, Royal Netherlands Academy of Arts and Sciences Dr V. Blok, Wageningen University Dr Erich Griebler, Institute for Advanced Studies Dr Maria Schrammel, Zentrum für Soziale Innovation Moderator: Dr Sara Wilford, de Montford University |
| 16:00-16:15 | Coffee Break | |
| 16:15-16:45 | Round table: RRI - Take home messages from plenaries and parallel workshops | Go4 Representatives and Open Space Representative Moderator: Vivienne Parry, OBE |
| 16:45-17:00 | Closing of Day 2 and End of Conference | Go4 Representative and Vivienne Parry, OBE |

Responsible Research and Innovation In Europe and across the World

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Acknowledgement:
The conference is making funding from the European Union's Seventh Framework.



ProGRESS



c) Speakers

The conference was organized such, that leading and organizing the sessions was distributed among the GO4's. All sessions being open for contributions from the other GO4's. Thus Resagora participated in all sessions in one way or the other, but lead and organized in total five of the sessions, this implying inviting speakers and designing flow and content. The following are the sessions that Res-AGorA organized.

RRI: from theory to practice: which was a panel session presenting the findings from the four projects in a concise and overall manner with plenty of time provided for the audience to ask questions and engage in discussions with the GO4 partners.

Speakers:

- * Res-AGorA: Ralf Lindner, Fraunhofer ISI and Stefan Kuhlmann, University of Twente?
- * ProGReSS: Doris Schroeder and Francesca Cavallaro, UCLan
- * GREAT: Philippe Goujon and Robert Gianni, Namur University
- * Responsibility: Aki Zaharya Menevidis?

The Craftmanship of RRI: Mainstreaming and institutionalizing RRI? This session discussed the possibilities for expanding the already existing knowledge on RRI and ensure its continuous development.

Speakers:

- * Arie Rip, University of Twente
- * Monica Schofield (replacing Hilary Sutcliffe) EIRMA task force
- * Leonard Hennen, KIT/ITAS
- * David Winnickoff, OECD

Moderator:

- * Lars Klüver, DBT

The evolution of RRI, what is the way forward? This session discussed in an interactive way how the GO4 envisioned the future of RRI.

Speakers:

- * ProGReSS: Michael Davies, Illinois institute of technology and Francesca Cavallaro, UCLan
- * GREAT: Robert Gianni, University of Namur
- * Responsibility: Elena Tavlaki, Director Signosis

* Res-AGorA: Stefan Kuhlmann, Twente University

Moderator:

* Vivienne Parry

Participatory Approaches to RRI: This session focused on practitioner's experiences in diverse areas of governance where RRI already has a significant impact.

Speakers:

* Anne Roulin, Vice president, Nestle

* Melanie Peters, Director Rathenau Institute

* Giuseppe Borsalino, Science and with society, DG Research and Innovation, EC

* Lars Klüver, Director Danish Board of Technology Foundation

* Robin Clarke, Sciencewise

* Françoise Lavarde, Commission nationale du débat public

Moderator:

* Pierre-Benoit Joly, IFRIS

Lesson from RRI in the Making: This session showcased the empirical research, case studies and methodologies used to investigate how RRI is evolving across Europe and elsewhere.

Speakers:

* Pierre-Benoit Joly, IFRIS

* Sally Randles, Manchester University

* Barbara Grimpe, Oxford University

* Niels Mejlgaard, Aarhus University

* Gary Randall, The Stroke Association

* Bjørn Bedsted, The Danish Board of Technology Foundation

d) Power points



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