

**Closing Remarks by Workshop Co-Chairman John W Wood.**

**END NOTES**

We now come to the end of our workshop. I hope that you all have found it useful and despite the vagaries of Oxford weather, enjoyable.

On behalf of the Trilateral Group, I would like to thank you all once more for being so generous with your time and expertise, and for the wise and profound contributions that you have all made.

NATO

We all owe a special vote of thanks to our sponsors, first to NATO, who have the vision to run the Advanced Workshop Programme and thus partially fulfil Chris Donnelly's dream of a virtual think-tank for NATO as it focuses upon new problems that confront the emerging Global Society. You are now all members of that think-tank.

OFFICE OF NAVAL RESEARCH GLOBAL

Our great thanks to Jim Franks of the Office of Naval Research Global, who was an early and enthusiastic backer of this project, not only in the practical, financial sense, but in the far more important, intellectual sense, of helping to shape the program and to suggest workshop members.

DEPARTMENT OF HOMELAND SECURITY

And our thanks, of course, to Jim DeCorpo and the Department of Homeland Security for their crucial support both programmatic and financial and for their patience.

TSWG

In the same vein, we are extraordinarily grateful to Todd Brethauer and the Technical Support Working Group, also early and enthusiastic and helpful supporters of the program.

## DEFENCE COLLEGE

Too, we owe a huge debt of thanks to Rob Hyde-Bales and his colleagues at the British Defence College at Shrivenham, who have worked so hard with us to bring this workshop to fruition and who made an invaluable contribution in terms of program, topics and personnel.

## CO-CHAIRS

I am extraordinarily grateful to my friend and Co-Chairman, Ambassador Japaridze, for his wisdom, insight and warnings; and for his endless encouragement and James Tuttle, of the Department of Homeland Security, who focused us so well on threats ahead and to Dr Sybil Schniepers, of the Oxford University program on the Changing Character of War, who gave us such an excellent and thought provoking welcome.

## PANEL CHAIRS

We owe a particular debt to our panel Chairmen, Dr. Jack Caravelli, to Abel Gonzalez (who in coming all the way from Buenos Aires must be given a medal for dedication and attendance), to André Hollis, and also to Sergei Konoplyov, who in continuing the support of the Harvard University Black Sea Security and U.S Russian Security Program, continues our Oxford-Harvard NATO partnership. And of course, there can be no panels without panellists. And we are particularly grateful for the insights and profound contributions of each and every panellist and participant: to all of you. Because without expertise there is no precision in decision making, without debate, no refinement of knowledge, and without dialogue, no integration of action. And that is above all what we have devoted ourselves to developing in these workshops.

## TRILATERAL TEAM

Behind every successful venture there is a hardworking team and this workshop is no exception. We owe a huge vote of thanks to our organisational geniuses Derek Robinson, Susie Lubomirski, Olivia Bennett, Robin Booth, and Alexander Shaw. Derek and Susie have particularly done an unbelievable amount of complex, vital and demanding work to make this

workshop and your trips to Oxford such a success. Derek alone is an entire one man A-Team. And they have done it as always, smoothly, efficiently and cheerfully. And special thanks, as always, to Dr. Anna Tsiporkina for her typically quiet and, as always, effective work and for cutting short her trip to Kiev to be here to share her insights with us.

And now, if you would please grant me a personal indulgence, I would like to single out two other colleagues. First, Dr. Jack Caravelli, who has laboured mightily and effectively from the outset to use his wisdom, network and connections to bring this workshop to fruition. And finally, unbounded thanks to Dr. Duncan Wood. If you take all the categories of thanks that I have just described, Duncan, shares all of them and more. This workshop was his brainchild. He began to develop it first in Moscow with our dear and much mourned colleague, Dr. Nikolay Platé, Vice-President of the Russian Academy of Sciences, and Director of the Topchev Institute, Russia's pre-eminent Chemical Institute. Had Nikolay lived, he would have been the Co-Chairman with Tedo Japaridze, instead of me. Nikolay had a particular family interest in this subject. His father, like him a distinguished chemist, became a hero of the Soviet Union for inventing the Molotov cocktail. Duncan and Nikolay began to develop the concept and Duncan, more than anyone else, has worked to shape the intellectual agenda, to encourage the sponsors, to motivate the process and to use his formidable knowledge and extensive network to draw us all together and to shape our contributions.

For all of us at Trilateral, it has been a great pleasure and honour to have spent the last three days with you. It has been a very productive time. Our thanks and congratulations. Travel happily and have a well-earned rest this weekend!

J. W. Wood