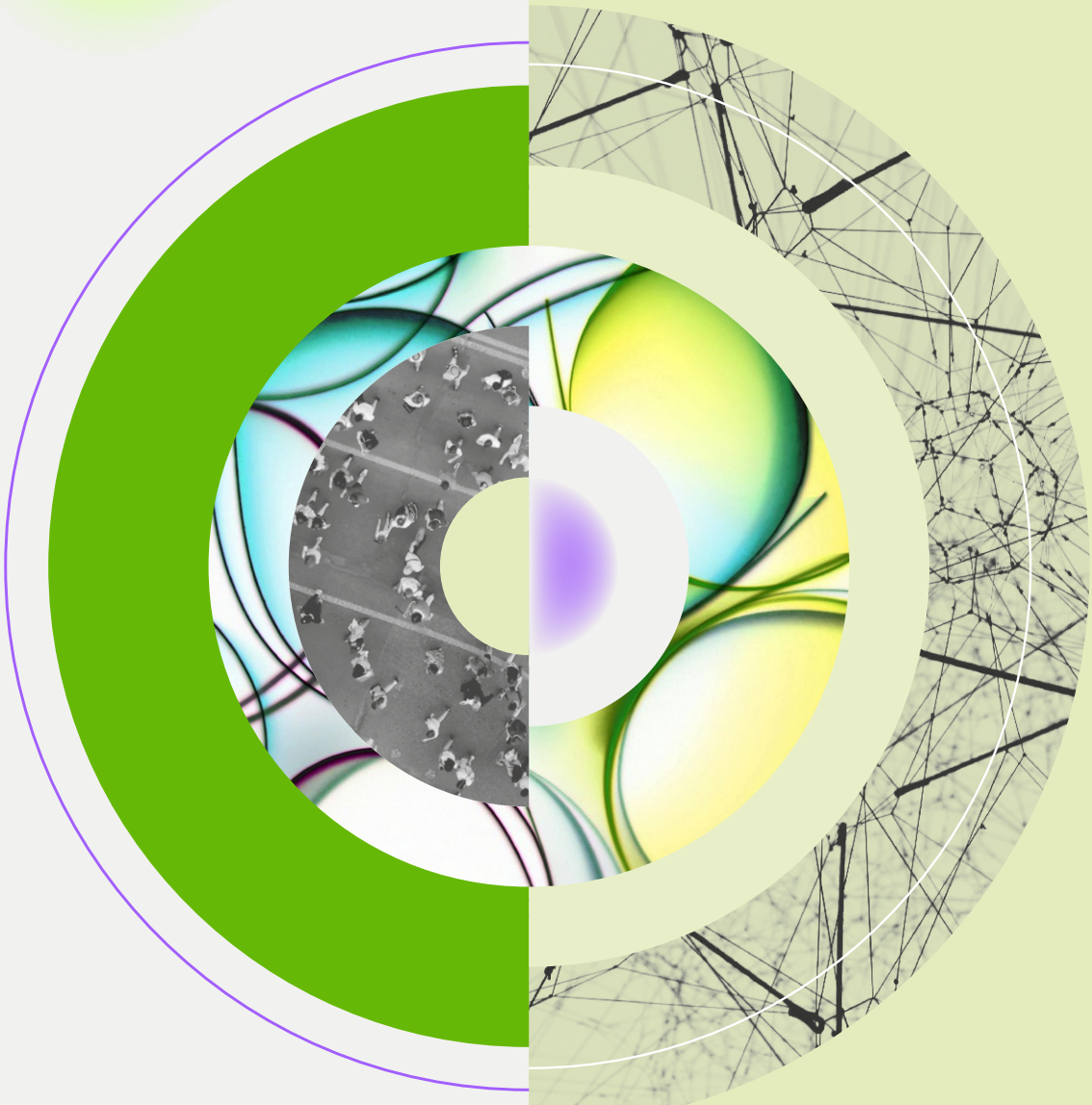
IEX . BERKELEY
COLLIDER SUMMIT
Hosted at the Berkeley International Co-Lab



NAVIGATING TECHNOLOGICAL AND GEOPOLITICAL TRANSFORMATION

IEX Berkeley Collider Summit
Outcome Report
28/29 October 2025

UC Berkeley International Co-Lab for Technology & People

ie UNIVERSITY
SCHOOL OF SCIENCE & TECHNOLOGY

THIS REPORT DISTILS INSIGHTS FROM ACADEMIC, INVESTMENT, AND INDUSTRY LEADERS ON HOW INNOVATION ECOSYSTEMS ARE BEING RECONFIGURED, RESHAPING CAPITAL FLOWS, TALENT SYSTEMS, AND INSTITUTIONAL PATHWAYS FOR TRANSLATING RESEARCH INTO REAL-WORLD IMPACT AMID GEOPOLITICAL AND TECHNOLOGICAL TRANSFORMATION.

The IEX Berkeley Collider Summit and this report were made possible through the collaboration of academic institutions, industry partners, and participating experts.

Supported by
Agora Strategy | AtScale | Capital49 | Celesta Capital | GSK | Kohlmann & Co. AG | Mirai Capital Global | Novo Nordisk Foundation | Ripple UBRI | Shorelight | Silicon Valley Bank | Telstra | UnternehmerTUM | Vertex Ventures US | Yope Foundation

Universities
IE University | Technical University of Denmark (DTU Skylab) | Technische Universität München (TUM) and UnternehmerTUM, Germany | UC Berkeley International Co-Lab | University of Melbourne

With thanks to
Faculty, researchers, students, and programme teams from Berkeley Engineering and IE University whose contributions shaped the discussions and outcomes reflected in this report.

Participants
Angelica Kohlmann, Basil Cleveland, Bissan Ghaddar, Chris Lynch, Christian Mohr, Christopher Cheng, Ikhlaq Sidhu, Jorge Pou Burgos, Justin Andrews, Justin Wiley, Kai Andrejewski, Karin H. Bauer, Lauren Weymouth, Leticia Cabral Calvillo, Li Song, Marc Tarpenning, Mark Asta, Mark Wilfried Mueller, Martin Eberhard, Martin Varsavsky, Michael Baum, Michael Marks, Mikkel Skovborg, Mikkel Sørensen, Nacho Molina, Olaf Groth, Puneet Pandit, Simo Mäkiharju, Tarek Zohdi, Thas Nirmalathas, Trond Petersen, and Victoria Howell.

Editorial and Production
Report development and editorial coordination: Julie Harari, IE School of Science & Technology
Design and layout: epoqstudio.com

This publication is released under the Chatham House Rule. Statements reflect the collective analysis of participants rather than individual attribution.

IE.EDU/SCHOOL-SCIENCE-TECHNOLOGY/NEWS/NAVIGATING-TOWARD-GLOBAL-20

TABLE OF CONTENTS

04 Foreword—*Ikhlaq Sidhu*

05 Foreword—*Trond Petersen*

06 Executive Summary

08 Navigating Global 2.0: The Collider Framework

10 Block 1—Navigating Global Complexity

11 Block 2—Tech Venture and Innovation Trends

12 Block 3—Tech Research and University–Industry Interfaces

14 Cross-Cutting Themes and Insights

22 Conclusions and Next Steps—*Leticia Cabral Calvillo*

FOREWORDS

"At a moment when technology is rewriting the logic of globalization, universities must operate as adaptive systems, not static repositories of expertise."

We designed the inaugural IEX Collider Summit, held at Berkeley in October 2025, to bring together ideas, institutions, and people in a genuine meeting of minds—at a time when technology is rewriting the logic of globalization.

IE University has built its academic model around the premise that universities must operate as adaptive systems, not static repositories of expertise. Within this context, the IE School of Science & Technology approaches research as a human-centered activity embedded in the real world. As AI, data governance, and climate systems increasingly intersect with education and economics, no single discipline can respond in isolation. Through these Collider events, we aim to link the academic method, in other words critical inquiry and evidence, with worlds of technology ventures, research, and geo-business policy, advancing from discovery to deployment.

Berkeley provides the perfect setting for this experiment. Its tradition of academic freedom and global connectivity enables open exchange, without sacrificing scientific depth. Together with UC Berkeley's International Co-Lab, we convened leaders from research, investment, and industry to map the emerging landscape of Global 2.0—a world defined by digital sovereignty, intelligent infrastructure, and re-designed collaboration.

This summit marks the first step in a continuing series that will extend these dialogues across Europe, Asia, and the Americas, drawing on diverse expert perspectives to better understand what is changing—and what remains unexamined. I am grateful to Professor Trond Petersen for his partnership, to Leticia Cabral Calvillo and the IEX Research Xcelerator team, and to every participant who challenged, questioned, and built with us.

It is my hope that through the IEX Collider Series, science and technology visionaries in education and business will continue to collaborate, whilst remaining deeply engaged in shaping the future of the world we seek to improve.

Ikhlaq Sidhu
Dean, IE School of Science & Technology
Co-Chair, IEX Berkeley Collider Summit

“Progress cannot be reduced to technology alone; it requires scientific imagination and social empathy.”

Universities have always been mirrors of their societies. Today that mirror reflects a world of accelerating change, whether it be technological, geopolitical, or demographic. This first IEX Collider Summit was created to examine how institutions like ours can act not only as observers of change but as active designers of the systems that govern innovation.

UC Berkeley’s International Co-Lab brings together researchers, entrepreneurs, and policy leaders in a setting designed for open yet critical exchange. Partnering with IE University’s School of Science & Technology, we can rethink what collaboration means in an era where knowledge, capital, and talent cross borders differently than before.

These Collider sessions showed that while the forces shaping our future, such as AI, climate change, and demographic shifts, are immense, our responses can be agile and human-centered.

The summit also reminded us that the meaning of progress cannot be reduced to technology alone. As societies’ age and birth rates decline, we see opportunity in redesigning education, care, and the creative arts. The next decades will require both scientific imagination and social empathy.

My thanks go to Dean Ikhlaq Sidhu and the IE School of Science & Technology community for their vision and execution, and to all participants for their candor and insight. This first Collider has shown that when institutions collaborate as equals, the boundary between research, education and societal problem-solving begins to dissolve, opening space for new forms of shared inquiry and responsibility.

Trond Petersen
Professor of Sociology and Associate Executive Dean,
UC Berkeley

EXECUTIVE SUMMARY

The inaugural IEX Berkeley Collider Summit (28–29 October 2025) convened over 30 leaders from academia, technology, venture capital, industry, and policy at UC Berkeley's International Co-Lab. Its objective was to understand, through knowledge sharing and lessons learnt, how innovation systems must adapt to a world defined by complexity, sovereignty, and intelligent infrastructure.

Across two days and three major blocks, participants explored how geopolitical turbulence, AI diffusion, and research transformation are reshaping strategy and collaboration. Discussions were conducted under the Chatham House Rule, encouraging open dialogue and synthesis.

BLOCK 1

Examined **global complexity, economic turbulence, and geo-business**, moderated by Olaf Groth. Participants assessed the shift from efficiency to resilience in globalization, the interplay of regulation and markets, and the need for new institutional trust architectures.

BLOCK 2

Led by Victoria Howell, focused on **venture and investment trends**. Investors, including In Sik Rhee, Michael Marks, Michael Baum, and Chris Lynch discussed how capital flows signal the next technological frontiers—from AI infrastructure to deep-tech manufacturing. A subsequent discussion brought in perspectives from European institutions that increasingly recognize the importance of AI-related venture activity, which depends on real-world skills, domain-specific AI applications, and new models of university–industry collaboration.

BLOCK 3

Chaired by Tarek Zohdi, addressed **research trends and university–industry gateways**, spotlighting advances in digital twins, autonomous systems, and biophysics-informed AI, and exploring how academic discovery translates into real-world application. The Deans' Panel highlighted that research impact now depends on institutional redesign: universities must build interdisciplinary structures, strengthen translational pathways, and modernize incentives so that discovery, application, and venture creation reinforce one another.

LEFT: SESSION CHAIRED BY OLAF GROTH
TOP: TROND PETERSON AND IKHLAQ SIDHU

Navigating 2.0: Key Takeaways

- The measure of innovation success has shifted from invention to scaled, real-world impact
- Globalization is being rewired for resilience and sovereignty, not just efficiency
- Education must pivot from credentialing students to cultivating agency and capabilities
- Scaling breakthroughs requires new, agile architectures for collaboration
- Artificial intelligence is shifting from a discrete tool to ambient, physical infrastructure
- Data governance has become a new strategic and geopolitical asset

These insights are explored in the thematic synthesis following the three Blocks.

NAVIGATING GLOBAL 2.0: THE COLLIDER FRAMEWORK

1. SUMMIT SNAPSHOT

1st Edition
IEX Berkeley Collider Summit

30+
global participants
Academia · Industry · Venture · Policy

2 days
of closed-door dialogue

15+
partner organizations
Europe · North America · Asia-Pacific

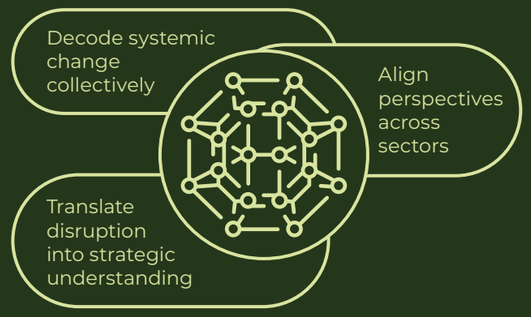
2. WHY THE COLLIDER MATTERS

01/ Innovation systems are shifting faster than institutional structures can respond.

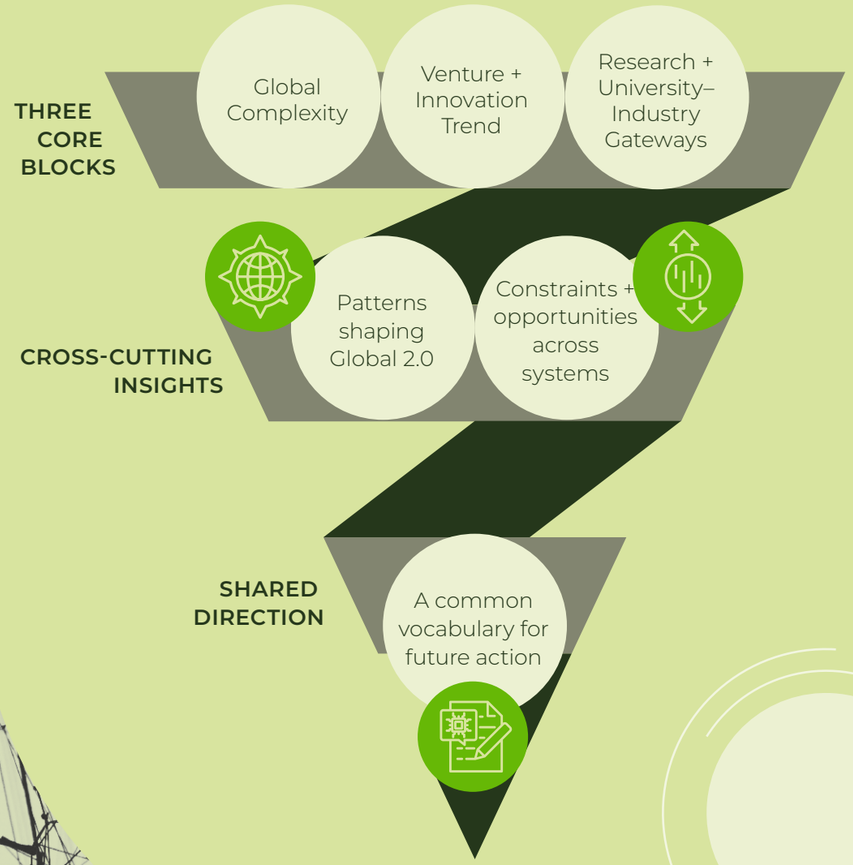
02/ Technological, geopolitical, and capital dynamics are increasingly intertwined.

03/ Leaders lack shared frameworks to interpret and act on this complexity.

THE COLLIDER CREATES SPACE TO:



3. THE COLLIDER METHOD



4. WHAT THIS MEANS FOR LEADERS

GLOBAL SYSTEMS
- Globalization is being redesigned
- Emphasis on sovereignty, resilience, and strategic control

INNOVATION LOGIC
- Impact depends on deployment and scaling
- Publications and IP are inputs, not outcomes

INSTITUTIONAL CAPABILITY
- Education and research must function as connected systems
- Siloed models no longer hold

TRUST AND DATA
- Integrity, interpretability, and trusted flows are now strategic assets

Global 2.0 begins with institutions built for trust, scale, and shared learning.

BLOCK 1
NAVIGATING GLOBAL COMPLEXITY

Geo-Business, Economic Turbulence and Regulation

The opening session, run by Olaf Groth, Professional Faculty from the Haas School of Business, UC Berkeley, established the geopolitical and economic framework for the entire summit. Discussions highlighted that globalization has entered a new phase in which resilience and sovereignty now outweigh efficiency. The world's economic and technological systems—once designed for open integration—are being recalibrated toward security, trust, and optionality.

Speakers observed that the concept of geo-business better captures current realities than "geopolitics" alone. Organizations must now operate in an environment where markets, regulation, and technological access are shaped by national interest and strategic control. The global operating system itself is being rewired, shifting from a model of cost-optimized globalization to one centered on durability and selective interdependence.

Participants noted that innovation ecosystems are increasingly constrained by regulatory divergence, data localization, and differing national AI governance frameworks. This fragmentation is forcing universities, companies, and investors alike to design new mechanisms for collaboration that respect sovereignty while maintaining openness.

One group reflected that the logic of competition has shifted: nations and institutions are now measured by their capacity to build trust architectures and manage complexity across jurisdictions. Risk management, reputation, and resilience have become strategic assets, not mere safeguards.

> "Globalization 1.0 was about efficiency; Global 2.0 is about resilience."
>
> *—Olaf Groth, Professional Faculty, Haas School of Business, UC Berkeley*

The session concluded that agility in global engagement will define future competitiveness. The institutions that thrive will be those capable of navigating multiple regulatory and cultural systems simultaneously—creating networks of trust that can withstand disruption.

ANGELICA KOHLMANN, LAUREN WEYMOUTH, JORGE POU

BLOCK 2
TECH VENTURE AND INNOVATION TRENDS

Investment Signals, Deep Tech, and the Changing Nature of Talent

TOP: IN SIK RHEE, IKHLAQ SIDHU AND RICH LYONS
LEFT: CHRIS LYNCH, MICHAEL BAUM AND IKHLAQ SIDHU

The second block examined how venture capital, innovation models, and talent development are adapting to uncertainty. While capital remains abundant, participants noted that investment logic has evolved. Investors increasingly prioritize scalability, applied outcomes, and societal relevance over novelty or intellectual property alone.

The conversation revealed a widespread recognition that entrepreneurial capability has become a national and institutional priority. Educating for agency, rather than simply credentialing for employment, was viewed as critical. Across both public and private domains, innovation is being redefined as the ability to translate ideas into enduring value under volatile conditions.

Investors and education leaders from Europe and the US together noted that the next wave of venture growth will depend on two linked factors:

01/ Capital that targets domain-specific AI and real-world infrastructure, and

02/ Education systems that cultivate agency, entrepreneurial skills, and institutional navigability. Without this alignment, both investment and talent remain under-leveraged.

It was observed that investment is shifting toward infrastructure and manufacturing layers underpinning AI, energy transition, and climate technology.

> "We have to reimagine education as a dynamic bridge to turn the untapped potential of our ecosystem, into the essential competencies of the future."

—Christian Mohr, CCO and Managing Director, UnternehmerTUM

Deep tech, once niche, is now viewed as a strategic sovereignty asset. This has encouraged new forms of collaboration between venture funds, governments, and research institutions.

Several contributors discussed the continuing need to bridge transatlantic and inter-regional gaps in innovation culture. Regions with strong engineering and academic capacity often struggle to convert research into scale-ready ventures, while those with agile startup ecosystems can lack depth in technical research. The most effective models, therefore combine both: long-term scientific investment paired with entrepreneurial flexibility.

> "The founders who make the biggest impact are those with the agency and conviction to turn scientific breakthroughs into solutions for really complex, global challenges."

—Michael Baum, Founder and CEO, The Yope Foundation

Participants agreed that the future of innovation depends on alignment between talent, capital, and governance. Financial resources alone are insufficient; ecosystems must also provide mentorship, risk-sharing mechanisms, and adaptive regulation.

The block concluded that the next generation of innovators will emerge from environments that reward experimentation and cross-disciplinary collaboration. Universities and investors alikemust evolve to support this integrated approach to talent and technology.

BLOCK 3
TECH RESEARCH TRENDS AND UNIVERSITY–INDUSTRY INTERFACES

Research Frontiers, Translation Mechanisms and Collaborative Infrastructure

RIGHT: TAREK ZOHDI
BELOW: THAS NIRMALATHAS, MARK ASTA

The final block turned attention to the research frontier, focusing on the mechanisms that enable discoveries to translate into applied impact. It was widely recognized that the boundaries between academic research, industry development, and public policy are increasingly porous and that effective collaboration now demands shared governance models.

The session opened with the concept of the digital twin, described as a rapidly computable digital replica of a physical system capable of simulating and optimizing real-world behavior. Once confined to aerospace or defense, this methodology now underpins sectors from precision agriculture to urban planning. The convergence of artificial intelligence with physics-based modelling was identified as a key enabler for predictive, adaptive systems that can respond dynamically to new data.

> "We need both: strong theory and deep application. The best impact happens when these two spheres inform each other."
>
> *—Prof. Mark Asta, Dean, UC Berkeley*

The block also featured new work on autonomous drone systems, demonstrating how advances in data-driven control, real-time fault detection, and automated hardware–software co-design are reshaping the frontier of applied robotics. The presentation showed drones capable of adapting to rotor failures, operating with minimal sensing in constrained environments, and even transitioning between air and water. These developments point to a future in which autonomy is both robust and versatile, supporting applications from infrastructure inspection to environmental monitoring and multi-agent coordination.

Participants then explored the energy transition and the challenge of linking multiple infrastructure systems—energy, water, transport, and data—within unified analytical frameworks. Treating these networks as co-optimized rather than as separate systems was considered essential to achieving climate goals and improving resource efficiency.

In health and biotechnology, the integration of AI with biophysics and molecular modelling was presented as an emerging paradigm for discovery. Rather than replacing mechanistic science, AI complements it, extending the capacity to simulate, diagnose, and predict complex biological processes.

Conversations on autonomy and sensing turned to how research outcomes are now embodied in physical systems such as drones, robotics and neuromorphic sensors that merge digital intelligence with real-world environments. These developments represent not just technological progress but a transformation in how knowledge is applied and verified.

A concluding panel among academic leaders emphasized that research translation is no longer a linear pipeline but a system-level function. Universities must redesign their structures to stay relevant. This entails aligning funding models, entrepreneurial education, interdisciplinary "convergence" frameworks, and industry partnerships —so that impact is measured not only through publication but through tangible societal outcomes enabled at scale.

Block 3 closed with an acknowledgment that technology must remain anchored in human purpose. As one participant summarized, progress in the next decade will depend as much on values and meaning as on science and capital.

COLLIDER
SUMMIT
NAVIGATING
TECHNOLOGICAL
AND GEOPOLITICAL
TRANSFORMATION

CROSS-CUTTING THEMES AND INSIGHTS
INTERPRETING THE EMERGING GLOBAL 2.0 LANDSCAPE

1. Globalization Is Being Rewired for Technology Sovereignty

Globalization no longer functions as a single, integrated operating system. The model of open markets and distributed supply chains that defined the past three decades is giving way to a structure shaped by fragmentation, sovereignty, and selective interdependence.

Participants observed that this change is not a retreat from globalization but a *re-architecting* of it. Institutions are redesigning networks around trust, redundancy, and resilience rather than pure efficiency. Capital, data, and talent now move through more regional and politically defined corridors, while innovation increasingly depends on the ability to navigate multiple regulatory regimes simultaneously.

The implication for universities, companies, and governments is strategic rather than ideological: they must develop the capacity to operate in a world of overlapping systems, each with its own standards and expectations. Those that succeed will be the ones that can combine openness with control; that collaborate globally while retaining the confidence of domestic constituencies.

> "AI will change our lives more deeply than most of us yet understand. It already outperforms human clinicians in pattern recognition—especially in complex or edge cases."
>
> *—Angelica Kohlmann, Co-founder and Chairman, Kohlmann & Co. AG*

2. Intelligence Is Diffusing: AI will not only be accessible in the cloud, meanwhile Silicon Valley will also make more Silicon Again

Artificial Intelligence is shifting from a discrete technological field to an ambient layer of infrastructure. It is embedded in logistics, manufacturing, healthcare, and governance—moving from algorithmic analysis to physical embodiment through sensors, robotics, and autonomous systems.

Artificial intelligence has moved beyond software; it has become an infrastructure that underlies production, logistics, energy, and research. Participants remarked that Silicon Valley itself has returned to "silicon"—to the physical substrates, fabrication processes, and energy systems that make intelligent computing possible.

AI conversation has matured. Questions have evolved from what *AI can do to how societies and institutions must adapt* when intelligence is everywhere. The most promising direction is not larger, general models but smaller, domain-specific, and privacy-preserving architectures that reflect the environments in which they operate.

At the same time, new vulnerabilities are emerging: algorithmic opacity, workforce displacement, and the risk of "explainability gaps." Addressing these issues will require regulatory innovation and ethical literacy within engineering and business education alike. Although, some speakers commented that jobs have always been shifting and that they will do so again with greater adoption of AI.

This signals a deeper industrial shift. The frontier now lies in combining digital and physical innovation: semiconductors, energy-efficient computation, robotics, and digital twins.

> "Digital systems are becoming the primary source of global energy consumption—we must rethink computation itself."
>
> *—Thas Nirmalathas, University of Melbourne*

AI is also altering social contracts. Managing algorithmic trust, labor transitions, and ethical accountability now requires interdisciplinary governance and educational reform. Institutions must build fluency in the systems logic of AI—understanding not just how models work but how they shape markets, labor, and knowledge.

A recurring theme was the blending of data-driven learning with physical modelling. Across research domains—from digital twins to biophysics-informed AI—participants argued for approaches that combine theory and data rather than treating them as opposites. This hybrid logic may define the next stage of intelligent systems.

> "By background, I'm a hardware guy. For about thirty years, Silicon Valley left hardware behind. And now after all this time, Silicon Valley is about silicon again. Hardware matters. It's where AI meets the physical world."
>
> *—Michael Marks, Investor, Celesta Capital, Flextronics/Tesla*

CROSS-CUTTING THEMES AND INSIGHTS

3. Education at a Strategic Threshold: Moving from Pedigree to Skills

The summit identified higher education as one of the systems most in need of redesign. Many graduates still struggle to translate credentials into capability. Institutions are under pressure to produce graduates who can learn, adapt, and lead in an environment of uncertainty.

The discussions revealed broad agreement that universities must pivot from transmission of knowledge to cultivation of agency. Project-based, interdisciplinary, and challenge-driven learning models are becoming central to this transformation. Faculty roles are expanding from instruction to mentorship, requiring structures that reward collaboration and experimentation.

> "We keep saying students need agency, yet every tool we give them takes it away."
>
> *—Basil Cleveland, Executive Vice-President and Co-Founder, Shorelight*

Equally important, universities themselves must become more *navigable*. External partners—industry, investors, and public agencies—need transparent pathways to engage with research and talent. The concept of "institutional navigability," introduced in the summit's first day, captured this ambition: to make knowledge assets, people, and collaborations discoverable and actionable.

Education is thus positioned not as a sector but as infrastructure for national and global competitiveness. The institution of the future will operate less like a fortress of knowledge and more like a platform for applied learning and co-creation.

> "The future belongs to universities that roll up their sleeves. We're not funding ideas, we're funding adoption."
>
> *—Lauren Weymouth, Senior Director, Ripple UBRI*

> "Entrepreneurship gives young people direction—it helps them process anxiety about the future by building their own path."
>
> *—Chris Lynch, CEO AtScale*

4. From Intellectual Property to Impact: Getting past publication and patents

A consistent message across all sessions was that impact now outweighs invention. The traditional emphasis on publications and patents as indicators of innovation success is giving way to outcome-based measures: adoption, deployment, and influence.

Innovation capacity is increasingly defined by the ability to scale-up and integrate rather than merely to originate ideas. In practice, this means aligning research, capital, and policy systems so that promising discoveries can move rapidly into use. Applied breakthroughs require risk-tolerant financing beyond the seed stage and collaborative models that reward shared outcomes over ownership.

Several discussions pointed to the importance of "translation architectures": intermediary mechanisms—accelerators, research hubs, and public-private platforms—that connect discovery with deployment. The Ripple UBRI programme was cited as one such model, combining philanthropic funding with ecosystem building across universities and startups.

The emerging paradigm sees publication and intellectual property as a tool, not the goal, of innovation. The ultimate value lies in creating systems that improve lives, not in accumulating patents.

5. Data and Sovereignty as the New Strategic Facet

Data has become both a raw material and a geopolitical instrument. Cross-border data flows, AI training sets, and health information are increasingly governed by national policy rather than global convention. This transformation is producing a patchwork of digital sovereignties, each influencing what can be built, shared, or commercialized.

Participants warned that an over-emphasis on data volume and centralization risks diminishing returns. The most valuable datasets are often the most structured, context-rich, and ethically curated—and in particular, the most valuable data is in a format and quality that can be used to predict things about people, decisions, and infrastructure.

As one discussion noted, the future advantage will lie not in possession but in interpretability and interoperability.

Emerging approaches such as federated learning, synthetic data, and *governance-by-design* frameworks were seen as practical responses to this complexity. However, they also demand new forms of institutional cooperation, including data-sharing agreements between universities and industry that balance privacy with progress.

> “The next global infrastructure is not physical transport—it is trusted data flow.”
>
> *—Jorge Pou, Director of Innovation and Commercial Acceleration, GSK Spain*

FROM LEFT TO RIGHT: CHRISTIAN MOHR, ANGELICA KOHLMANN, TROND PETERSON, JORGE POU, KAI ANDREJEWSKI, MIKKEL SKOVBORG, OLAF GROTH, MIKKEL SØRENSEN AND NACHO MOLINA

6. Scaling Innovation through Better Structures

The Collider dialogues consistently returned to the theme that breakthroughs alone do not solve global challenges. What matters is the capacity to scale ideas through networks of aligned institutions.

Participants called for redesigned "plumbing" in innovation ecosystems: governance models that enable rapid collaboration between public and private sectors while maintaining accountability and trust. Public–private partnerships must move beyond symbolic intent to operational clarity; notably to shared incentives, defined roles, and transparent value exchange.

Scaling also requires agility in decision-making. Many current research and policy processes remain linear and bureaucratic; yet the problems they address, whether it be climate, health or digital security, are systemic and interdependent. Building adaptive structures that mirror this complexity is now a strategic imperative.

The summit concluded that the architecture of collaboration, or how actors connect, finance, and govern, is as critical as the technologies themselves.

"AI is now integrated as the product or service itself, not just a feature… nobody is selling the software as software—software as we know it traditionally is taking a back seat."

—In Sik Rhee, General Partner, Vertex Ventures US

"The real test for institutions in Global 2.0 is not how much they invent, but how well they learn to co-create and scale positive change in industry and society."

—Ikhlaq Sidhu, Dean IE School of Science & Technology

7. Global 2.0: The Next Institutional Horizon

All discussions converged on the recognition that the world has already entered the era of Global 2.0. It is defined not by de-globalization but by intelligent interdependence: systems that are simultaneously more contested and more connected.

This new environment challenges institutions to develop situational awareness—understanding where global rules are fracturing and where cooperation remains possible. It also requires a generational investment in trust: between nations, between sectors, and between science and society. The Collider Summit itself was conceived as an instrument of that trust-building. It is a platform where different systems of knowledge can interact without seeking premature consensus but where research and knowledge can be shared with a view to navigating change and creating economic impact. Institutions that act now, with awareness and collaborative infrastructure, will be best positioned to navigate this complexity and to shape the next chapter of global innovation.

MICHAEL MARKS AND TESLA FOUNDERS
MARTIN EBERHARD AND MARC TARPENNING

From Insight to Institutional Action

01. SYSTEM REALITIES

- Interconnected systemic stress
- Convergence of technological, geopolitical, and capital dynamics
- Shift from efficiency toward resilience

02. INSTITUTIONAL IMPLICATIONS

- Adaptive, trust-based institutional models
- Shared, transparent architectures
- Distributed knowledge networks shaping policy and investment

03. STRATEGIC IMPERATIVES

- Act early, collaboratively, and with clarity
- Deep strategic embedding (strategy, curricula, partnerships)
- Scalable Institutional Systems: moving from pilots to reliable deployment at scale

CONCLUSIONS AND NEXT STEPS

The inaugural IEX Berkeley Collider Summit shows that the global innovation landscape is shifting faster than traditional academic, corporate, or policy structures can adapt. The purpose of the Collider is precisely to create a space where representatives of such structures can meet, analyze, and design for that change.

The Collider series was conceived as a forum to translate complexity into shared understanding, bringing together actors from different ecosystems. The results of the Berkeley edition confirm that such translation is both necessary and possible.

Across all three blocks, participants converged on several shared convictions:

- Globalization is being fundamentally redesigned, requiring new skills in institutional agility and geopolitical literacy.
- Education and research must evolve from isolated disciplines to interconnected systems of capability development.
- Innovation success is measured by real-world deployment, not publication nor intellectual property metrics alone.
- Data integrity, trust, and scale are now the critical currencies of collaboration.

Rather than attempting to homogenize perspectives, the Collider method thrives on diversity. Insights were generated through the interplay of academic analysis, entrepreneurial urgency, and policy pragmatism. This combination proved that complexity can be constructive when channeled through a structured process.

I believe that the Summit's most important outcome lies in the emergence of an institutional framework for Global 2.0, integrating systems engineering, social science, and human development. Each theme identified during the sessions points to tangible areas for future work:

- **Education for Agency:** The need to reframe education as a generator of adaptive skill and civic capability.
- **Data as Governance:** The creation of cross-border frameworks for ethical and secure data mobility.
- **Sovereign Collaboration:** Designing partnerships that respect national priorities while sustaining international research networks.
- **Sustainable Intelligence:** Aligning AI development with energy efficiency and environmental responsibility.
- **Scalable Implementation:** Creating institutional and collaborative architectures that enable ideas to move from discovery to deployment rapidly, reliably, and with transparent governance.

Leticia Cabral Calvillo,
Executive Director,
IEX Research Xcelerator

A Shared Agenda for Navigating Technological and Geo-Business Transformation

THE MANDATE FOR CHANGE: CORE CONVICTIONS FOR A NEW ERA

Globalization is being fundamentally redesigned
Requires institutions to develop new skills in geopolitical literacy, and agility to navigate sovereignty.

Education and research must evolve into interconnected systems.
Isolated disciplines are obsolete; success requires integrated systems for developing real-world capabilities.

Innovation Impact is Measured by Real-World Deployment
Focus must shift from publication and intellectual property metrics alone to scaling.

Trust and Data Integrity are the new strategic currencies
In an interconnected world these are now critical currencies of collaboration.

FIVE CATALYSTS FOR ACTION IN GLOBAL 2.0

Education for Agency:
Reframing education to build adaptive skills, entrepreneurial mindset, and civic agency for uncertain futures.

Data as Governance:
The creation of cross-border frameworks for ethical and secure data mobility.

Sovereign Collaboration:
Partnerships that respect national priorities while sustaining global research networks. international research networks.

Sustainable Intelligence:
Aligning AI development with energy efficiency and environmental responsibility.

Scalable Implementation:
Institutional architectures that move ideas from discovery to deployment with speed, trust and governmental transparency.

> "The challenge for institutions is not merely to innovate within their own boundaries, but to design for interoperability across them."
>
> *—Leticia Cabral, Executive Director, IEX Research Xcelerator*

WHAT NEXT: A PROTOTYPE FOR COLLECTIVE ACTION

Collider Series
Future editions will focus on applied domains—finance, health, climate—building shared insight through curated, cross-sector collaboration.

The Next Step is Action
Learning from the Collider's shared perspectives, identify priority areas that institutions can embed into science and technology strategies, curricula, and partnerships.

"Global 2.0 will reward institutions that act early to align technology, governance, and education around shared societal purpose."

For IE School of Science & Technology and UC Berkeley's International Co-Lab, these themes will inform the development of new collaborative programs, linking researchers, industry partners, and policymakers in applied research projects that demonstrate measurable impact. Because, as we've learnt, Global 2.0 will reward institutions that act early to align technology, governance, and education around shared societal purpose.

Continuity and Future Editions

The Collider at Berkeley is the first in a continuing IEX Collider Series to be replicated across regions and disciplines. Each edition will focus on a major area of application—finance, health, climate, education—examining how technology and governance intersect within it. By iterating this format, the IEX Research Xcelerator aims to create a distributed knowledge network capable of shaping international policy and investment dialogue.

Preparation is already underway for forthcoming editions, each designed to build on the analytical foundations laid in Berkeley. These gatherings will retain the Collider's defining attributes: small scale, curated participation, and emphasis on cross-sector outcomes rather than promotional showcases.

A Shared Agenda for the Decade Ahead

The Collider model represents a microcosm of what the world itself must become—adaptive, integrative, and oriented toward collective intelligence. The challenge for institutions is not merely to innovate within their own boundaries, but to design for interoperability across them.

The path forward depends on building structures of trust and shared learning that can withstand political, technological, and environmental turbulence. In this context, the IEX Berkeley Collider Summit highlights how closer ties between Europe and the United States can support the development of a global-impact science and technology hub, bringing together universities, public institutions, industry, and the entrepreneurial ecosystem to confront the major technological and scientific challenges of our time.

The next step is action: embedding these insights into the strategies, curricula, and partnerships that will define the coming decade of science, technology, and societal progress.

Thank you to all who participated.

IE.EDU/SCHOOL-SCIENCE-TECHNOLOGY/WHAT-IS-IEX

UC Berkeley International Co-Lab for Technology & People

ie UNIVERSITY
SCHOOL OF SCIENCE & TECHNOLOGY