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# [Perspectives: Six Myths of Innovation Policy](http://www.europeaninstitute.org/index.php/180-european-affairs/ea-july-2013/1762-perspectives-six-myths-of-innovation-policy)

By [Michael Nelson](http://www.europeaninstitute.org/index.php/180-european-affairs/ea-july-2013/1762-perspectives-six-myths-of-innovation-policy?author=By%20Michael%20Nelson,%20Adjunct%20Professor%20at%20Georgetown%20University%20and%20Senior%20Analyst,%20Bloomberg%20Government), Adjunct Professor at Georgetown University and Senior Analyst, Bloomberg Government

There is broad, bipartisan agreement that spurring economic growth needs to be at the top of the policy agenda in both the U.S. and in Europe--and that fostering innovation is one of the best ways to do it. As a result, over the last three years, the U.S. Congress has reauthorized the America COMPETES Act and the Department of Commerce has put [renewed focus](http://www.commerce.gov/blog/2012/01/06/commerce-department-releases-competes-report-roadmap-strengthening-us-competitivenes) on innovation. Likewise, the European Union has made an "[Innovation Union](http://ec.europa.eu/research/innovation-union/index_en.cfm?pg=intro)" one of seven flagship initiatives in its Europe 2020 Strategy. Unfortunately, these efforts are limited and often lack the necessary political support because both policy makers and the general public misunderstand innovation and how best to promote it. This article examines six "myths of innovation policy."

###### MYTH 1: INNOVATION EQUALS INVENTION

Scott Berkin's book, "[The Myths of Innovation](http://scottberkun.com/2013/ten-myths-of-innnovation/)," is required reading for anyone who wishes to truly understand innovation. A recurring theme throughout the book is that just coming up with a good idea is not enough. He writes that one important myth is "that good ideas are rare." Actually, according to Berkin, "Good ideas are everywhere; what’s uncommon is people with the conviction to put their reputation behind ideas." This same theme recurs throughout a [compendium](http://scottberkun.com/2013/mega-summary-of-myths-of-innovation/), in which Berkin compiled 177 "myths" that other authors have documented.

Because policy makers often equate innovation with invention, an inordinate amount of the debate (and funding) devoted to innovation policy has focused on research and development. While R&D investments by governments and the private sector have provided large, well-documented returns on investment, [according to Geoffrey Moore](http://geoffmoore.blogs.com/my_weblog/2006/02/top_ten_myths_a.html), the co-founder of Intel, "R&D investment is not a commitment to innovation." Much more is needed.

###### MYTH 2: MORE PATENTS AND COPYRIGHTS WILL SPUR MORE INNOVATION

The United States was built by innovators. One of the Founding Fathers, Ben Franklin, was an inventor and tinkerer. Abraham Lincoln was awarded a patent--a device to lift boats over obstructions and shoals. The United States has innovation policy embedded in the Constitution: "To promote the Progress of Science and useful Arts, by securing for limited Times to Authors and Inventors the exclusive Right to their respective Writings and Discoveries." Since those words were written in 1787, the scope of intellectual property rights and penalties for violations of such rights have increased dramatically, fed by the belief that protecting inventions and creative works will foster more innovation and creativity. But in recent years, it has become increasingly clear that it is possible to have too many patents and copyrights. As a result, a number of U.S. court rulings have examined whether to limit patents and copyrights. Most recently, the Supreme Court decided that is it not possible to patent naturally occurring genetic sequences. According to a recent Bloomberg Government study, this will open up the market for new genetic tests--and new competitors. Similarly, in the cellphone and smartphone market, Apple, Samsung, and other manufacturers have been using their portfolios of patents to sue each other and block the sale of each other's products. Throughout the information technology industry, fights over patents have delayed development and adoption of badly-needed standards and held back the use of valuable open-source software. The National Academies of Sciences published recently a [book](http://www.nap.edu/catalog.php?record_id=14686) that called for more research and data on how copyright can limit innovation.

Fortunately, some provisions of the America Invents Act, which was enacted in September 2011, and is now being implemented by the U.S. Patent and Trademark Office, should reduce the number of vague or spurious patents, which have led to expensive, protracted lawsuits. In early June, President Obama announced a [new initiative](http://www.europeaninstitute.org/www.nytimes.com/2013/07/17/business/ftc-turns-a-lens-on-abusers-of-the-patent-system.html?partner=bloomberg&_r=0) to fight "patent trolls" whose lawsuits can block innovation and investment in new technologies. Likewise, the Federal Trade Commission may investigate patent trolls. The House Energy and Commerce Committee has begun a series of hearings on copyright reform that will be an opportunity to examine whether overly broad application and enforcement of copyrights can hinder innovation.

###### MYTH 3: INNOVATION IS JUST ABOUT TECHNOLOGY

Too often policy makers (and the general public) equate innovation to devices they touch and feel and to the software they use and play with. But many of the most important innovations of the last fifty years have involved processes, new business models, and management. The success of Dell Inc. was not due to technological innovations.  Rather it was due to the innovative idea of waiting until a customer placed an online order before building a machine, eliminating billions of dollars of inventory and depreciation costs.

Because policy makers so often equate innovation with technology, much of the legislation and funding for "innovation" goes to training students in the "hard" sciences and engineering and to bolstering U.S. manufacturing capabilities. All this is necessary but not sufficient. Innovation also requires social scientists, designers and managers. It requires innovation in the [services sector](http://www.academia.edu/1371342/A_Research_Manifesto_for_Services_Science), which constitutes more than 70% of the U.S. GDP. And that requires multidisciplinary teams that can combine their skills to come up with new products, develop new ways to produce them, find new markets, and develop new ways to learn from and respond to their customers.

###### MYTH 4: INNOVATION IS INFLUENCED BY POLICY NOT CULTURE

This may be the most problematic myth about innovation. On Capitol Hill and in Brussels, there seems to be a belief that if only governments adopt the right tax policies, adequately fund R&D, enforce patents and copyrights, and support manufacturing, innovative, then start-ups will pop up everywhere and supercharge economic growth. Unfortunately, that misses an underlying problem: In many parts of the U.S. and Europe, innovation is not really welcome. It is misunderstood and even feared. Table 1 provides my caricature of how Europe, the East Coast, and West Coast respond to innovation and new technologies.

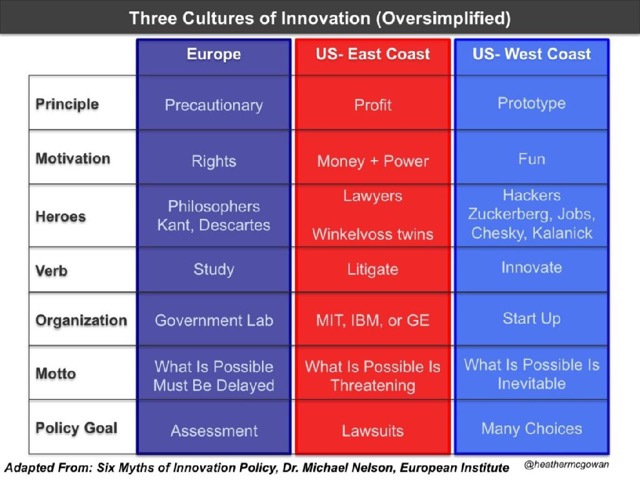


Figure 1 – provided by Heather McGowan

The cultural resistance to innovation was a focus of the Innovation and Jobs Summit held in March in Menlo Park, California in March. The Summit was organized by the [International Institute for Innovation Journalism](http://iiij.org/) in partnership with Bloomberg Government, the Kauffman Foundation, Qualcomm, Google, SRI International, Ideo, and other organizations. For two days, high-tech CEOs and entrepreneurs, Silicon Valley venture capitalists, former government officials from the US, Sweden, Israel, and elsewhere, academics, and other innovation experts debated a wide range of specific innovation policy proposals. A particularly interesting discussion was sparked by two papers examining how to [find](http://iiij.org/activities/i4j/i4j-white-papers/dead-wrong-americas-economic-assumptions) and [foster](http://iiij.org/activities/i4j/i4j-white-papers/designing-k-12-education-for-the-innovation-economy) risk-taking, entrepreneurial talent among K-12 students. Another [paper](http://iiij.org/activities/i4j/i4j-white-papers/re-integrating-losers-of-innovation-driven-structural-change-what-can-labor-market-policy-do) described German programs to move workers displaced by technological change into new sectors and new jobs, thus reducing public skepticism about new technologies. Many analysts credit such programs for the success that Germany has had in retooling its manufacturing sector and sustaining economic growth while much of the rest of Europe is still in recession.

Another cultural barrier to innovation is the longing for a permanent, even life-long job. At the Summit, one participant said, "We need to reframe the discussion about employment. We should talk of 'work' not full-time 'jobs' because life-long careers are gone." If a culture (and government policies) make it easier to shift jobs or to work multiple, part-time jobs, it will be easier for innovative companies to assemble the unique talent they need to grow quickly. Likewise, if changing jobs (or even careers) is considered normal, fear of losing your job due to technological change lessens. One speaker pointed to Obamacare as potentially the most important step to spur U.S. innovation in decades because it will enable more budding entrepreneurs to leave jobs at large companies that provide health care to try something new.

But there are other cultural barriers. Even though the French invented the word "entrepreneur," French parents are very reluctant to have their children marry one--far safer to marry a bureaucrat or a lawyer. Likewise, many cultures teach their children that they live in a "fixed pie world," where there is a constant struggle to get more of the pie. Innovators think differently. Buckminster Fuller, the inventor of the geodesic dome, was fond of pointing out that politicians see scarcity and try to figure out how to allocate it while engineers see scarcity and try to create abundance. At a European Institute event in Washington DC in April, Viviane Reding, the Vice President of the European Commission (and previously the Commissioner for Information Society and Media), was asked about how Europe could create a "culture of innovation." She admitted that her son, who works in the IT sector, was living in Silicon Valley and was likely to remain there until Europe became more innovation-friendly. She proudly mentioned the reform of European bankruptcy laws, which should allow entrepreneurs to fail faster, but that will only happen if cultural norms allow people who have gone bankrupt to have a second chance. Today, Europeans honor risk takers--but only when they succeed.

###### MYTH 5: INNOVATION IS ONLY ABOUT STARTUPS

Almost any discussion of innovation policy will include a mention of startup companies and incubators to host and nurture them. But if policymakers want to create jobs, they should be just as concerned about helping a fifty-person startup grow to five hundred employees because that creates nine times as many jobs (and not just for engineers). Growing to scale often requires employees with different skill sets than those required for a startup. In particular, a larger company usually requires more process and more managers--but processes and managers who are flexible enough to respond to new technological innovations and changing market conditions. Training managers who know technology and know how to innovate is not something most universities know how to do. At the Innovation and Jobs Summit there was a lively [discussion](http://iiij.org/activities/i4j/i4j-white-papers/the-global-virtual-university-a-way-to-a-less-elitist-elite-education) of how to radically rethink universities to enable cross-disciplinary majors for "double deep" students, use MOOCs (massive open online courses), and better serve mid-career students.

###### MYTH 6: ONLY YOUNG PEOPLE BENEFIT FROM INNOVATION

This may be the biggest barrier to effective national and state policies for innovation. The general public (and television and movie producers) usually imagine innovators and entrepreneurs as young, college-age kids--almost always male. But recent [studies](http://www.businessweek.com/smallbiz/running_small_business/archives/2009/06/entrepreneurship_the_new_mid-life_crisis.html) have found that many of the most successful entrepreneurs have spent at least a [decade or two](http://blogs.hbr.org/johnson/2013/06/entrepreneurs-get-better-with.html) in large or medium-sized companies or in academia before finding the resources and the partners (and the courage) needed to start a new business.

Elderly, retired Americans probably need innovation more than any other demographic--and yet they don't realize it. Obviously, innovation in health care can have a direct impact on their daily lives (and their budgets.) But, less obviously, sustaining innovation is essential if retirees are going to see the returns on their investments needed to sustain a pleasant retirement. Without more innovation, U.S. growth rates will continue to stagnate. Worse, unemployment will stay high, which means the grandchildren of retirees will struggle to find good-paying jobs. Yet, members of the American Association of Retired People (AARP) are not pushing for more effective innovation policy.

###### CONCLUSION

Because of these myths, U.S. and European innovation policies do not utilize the full range of levers that could be used to spur growth and innovation. The focus on R&D, science and engineering education, R&D tax credits and patents is necessary but not sufficient. Not all innovators and entrepreneurs are computer science majors, under 30, and working at a startup. If policy makers realize this, and their policy proposals reflect it, their efforts to spur innovation will be much more effective.

Equally important, there will be more broad-based support for such policies. Today, in both the U.S. and in Europe, there is more rhetoric about innovation than real, new funding for effective initiatives. The programs authorized by the America COMPETES Act Amendments of 2011 have not been fully funded by the Congressional appropriations committees. One reason may be that policy makers have failed to educate their constituents on how innovation matters to all ages and all sectors.

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# Launch of Global Connect by the US State Department Sept. 27, 2015

Dear Colleagues,

On Sunday, we launched our new diplomatic initiative called “Global Connect” at UNHQ to bring 1.5 B additional people online by 2020. For this special event, we were joined by Dr. Jim Kim of the World Bank, the Presidents of Estonia and Tanzania, senior technology executives and global NGOs.

A few key highlights ---

* “Global Connect” was affirmatively supported in the formal statements of Jim Kim of the World Bank, the Presidents of Estonia and Tanzania, as well as the international tech companies and NGO leaders present. For example, ITI released this multi-company press statement supporting “Global Connect” --- [news release](http://redirect.state.sbu/?url=http://www.itic.org/news-events/news-releases/tech-industry-releases-statements-lauding-state-department-s-global-connect-initiative) and [blog](http://redirect.state.sbu/?url=http://www.itic.org/news-events/techwonk-blog/state-departments-global-connect-initiative-is-critical-step-in-bridging-the-digital-divide). In addition, global NGOs released this statement -- <http://bestbits.net/global-connect-initiative/>
* Under Secretary Novelli delivered a statement on behalf of Secretary Kerry, available here –<http://www.state.gov/e/rls/rmk/247375.htm>
* Megan Smith, Chief Technology Officer at the White House, attended our “Global Connect” event and delivered a formal intervention at the session.

On Sunday, “Global Connect” was also formally supported by statements from MCC CEO Dana Hyde, USAID’s Acting Administrator, and the FCC, among others --

* CEO Hyde stated: “Information and communication technologies have become a platform for economic growth as fundamental as highways, power grids and universities. MCC proudly supports Global Connect as part of our commitment to work with our U.S. and international partners to help ensure that people everywhere have access to the world-wide information grid.”
* Ambassador Alonso E. Lenhardt, Acting Administrator of USAID stated: "All across the globe, ordinary citizens rely on the Internet for accessing and sharing information, growing businesses, and holding governments accountable. But today, 4 billion people still cannot access this transformative tool. Building on USAID-supported programs like the Alliance for Affordable Internet and the Global Broadband and Innovations program, we are proud to join our colleagues across the U.S. Government in supporting Global Connect. In addition to establishing a unified vision for accessible digital infrastructure, a coordinated U.S. Government approach will pave the way for wide-ranging partnerships with the private sector, civil society, and other stakeholders to bring the Internet to all."
* The FCC issued the following statement – “We have observed how a free and open Internet can transform economies, nations, communities and individual existence. Access to the Internet is critical to empowering a modern and connected life, but this vision depends on the real world infrastructure and technology that supports a globally connected world. The FCC joins our counterparts and stakeholders around the world in this important initiative to make Global Connect a success. We look forward to contributing to the goals of Global Connect through our ongoing capacity building and development initiatives.”

Manu Bhardwaj, Senior Policy Advisor for Economic Growth, Internet and Telecom, US State Dept.

Full webcast available here -- <http://webtv.un.org/watch/development-in-the-digital-age-high-level-panel-discussion/4513663507001>

# A High-Level panel discussion in the margins of the UN Summit on Post-2015 Development Agenda: Development in the Digital Age

Sunday 27 September 2015

UNHQ, CR3

Co-hosted by Estonia, the United States, the World Bank Group and the World Economic Forum, the panel discussion focused on the greater use of digital technologies as a more effective force for development through government initiatives as well as various private sector actions. The U.S. State Department also announced a new initiative, called “Global Connect,” that aims to bring an additional 1.5 billion people online by 2020 and further extend the economic and social benefits of connectivity to those who remain without access.

President Ilves of Estonia, President Kim of the World Bank, President Kikwete, NSRC’s Steve Song, and Ericsson CEO Vestberg all expressed support for the Department’s new initiative, first previewed by Secretary Kerry in Korea earlier this summer.

**H.E. Mr. Toomas Hendrik Ilves, President of Estonia** spoke about the rapid digital development of Estonia and the necessity of implementing national legislative policies which create an enabling environment for growth for businesses and consumers.

**President Jim Yong Kim, of the World Bank** highlighted the importance of ensuring that technological benefits are widely shared due to the impact connectivity has on global economy.

**Mr. Kaushik Sabu, Senior Vice-President and Chief Economist of the World Bank** focused on the potential of digital technologies to have a real, humanitarian impact on individual lives.

**H.E. Mr. J.M. Kikwete, President of the United Republic of Tanzania** spoke on technological advancements the Tanzanian government has made and how crucial investment in digital technologies is for developing world, highlighting the potential for such technologies to contribute to the “widening and deepening” of good governance and democracy through open data access.

**Ms. Catherine Novelli, U.S. Under Secretary of State for Economic Growth, Energy, and the Environment** spoke on the behalf of the U.S Secretary of State and announced the US initiative “Global Connect,” the aim of which is to bring 1.5 billion people online by 2020 by establishing multifaceted partnerships with all development stakeholders, including national governments, development agencies, NGOs and the private sector. The initiative has three goals, that 1) all countries integrate Internet connectivity as a key part of their own national development strategies, 2) international development institutions prioritize digital access – as the World Bank is now doing in their upcoming World Development Report focused on the impact of the Internet and digital technologies; and 3) ensuring that innovative industry-driven solutions to extend connectivity are catalyzed and supported.” In addition, U/S Novelli stressed how we will bring together governments, development agencies, industry, NGOs and other stakeholders to focus our efforts to bridge the digital divide. In doing this, we recognize that building internet infrastructure is only one step in digital inclusion. Creating a policy environment that sustains a healthy internet is critical for long-term success. Going forward, she stressed that we intend to partner with interested countries to develop tailor-made strategies to create the right enabling environments and how these policies will not only spur connectivity, but also entrepreneurship, cross-border information flows and open and competitive marketplaces.

**Mr. Steve Song, of the Network Startup Resource Center** is also the founder of Village Telco, a social enterprise that builds low-cost WiFi mesh VoIP technologies to deliver affordable voice and Internet service in underserviced areas, and highlighted the impact fiber network technology has had on the developing world.

**Mr. Hans Vestberg, CEO of Ericsson**, discussed the role of ICT as the “most important enabler” of the 17 SDGs and the policies, priorities and relationships that will be required in order for digital technologies to have a full impact on the current state of development. CEO Vestberg voiced his support for the State Department’s new diplomatic effort.

# UN-Habitat champions children and youth participation in New Urban Agenda

Posted October 15th, 2015 by [UNHABITAT](http://www.pressreleasepoint.com/user/unhabitat)

By Lynne.Karago on 10/15/2015

New York City © Songquan Deng; Shutterstock

New York 15 October 2015—A side event by UN-Habitat at the United Nations General Assembly highlighted the key role of young people in sustainable urbanization, providing documented evidence of their leadership at the local, national and international level.Some focus issues included unprecedented demographic, environmental, economic, social and spatial challenges.

The event was an important milestone in examining challenges of ineffective and non-inclusive urban planning combined with rapid urbanization and a demographic youth bulge.

Data was presented by stakeholders from the UN and civil society including SK S M Shaikat (SERAC-Bangladesh, UN-Habitat Urban Youth Fund beneficiary 2010), Aline Rahbany (Centre of Expertise for Urban Programming, World Vision International).

Mr. Doug Ragan, Chief, Youth and Livelihoods at UN-HABITAT

Comments were provided by Mr. Doug Ragan (Chief, Youth and Livelihoods at UN-HABITAT), Mr. Ravi Karkara (Strategic Adviser to the Assistant Secretary General & Deputy Executive Director, UN Women), and Mr. Marvin Matthew.

The speakers emphasized that in many places around the world, the effects of urbanization and the youth-bulge can already be felt. Youth face lack of access to proper housing and often find themselves in slums and informal settlements; inadequate and outdated infrastructure – be it roads, public transport, water, sanitation, or electricity – escalating their poverty and unemployment; children and youth, especially girls and women, are impacted disproportionality by crime and violence, and there is rapidly diminishing public space for young people relegating them both socially and spatially to the urban margins.

The conference highlighted the phenomenal shift towards urbanization, especially with 6 out of every 10 people in the world expected to reside in urban areas by 2030 and the developing world accounting for over 90% of the world’s urban growth. With more people under the age of 25 today than ever, totaling nearly three billion or almost half of the total global population, a call for more focus on youth was made.

Of the youth population, 1.3 billion of that total are between the age of 12 and 24. These young people live, by and large, in cities and towns. It is estimated that as many as 60% of all urban dwellers will be under the age of 18 by 2030. Speakers emphasized that youth must play a pivotal role in the urban agenda

A seminal piece on Innovation, Tech, and Youth was released by authors Ravi Karkara and Marvin Matthew, with a foreword from Monique Morrow, CTO-Evangelist-New Frontiers for Development-Engineering at Cisco.

The piece, titled “Innovation, Tech, and Youth: Harnessing Lessons Learnt for Strengthening Youth Participation for Sustainable Development” was a first-of-its-kind youth focused technology piece that examines the role of youth in technology and innovation in various parts of the world and the connection with development.

[News Source : UN-Habitat champions children and youth participation in New Urban Agenda](http://www.pressreleasepoint.com/print/938820)

# How to make sure nothing gets done at work

by Anne Fisher \* @anbfisher \* September 30, 2015, 11:35 AM EDT

A World War II manual on undermining organizations from within might describe your office all too well.

So you’ve just come from yet another meeting that, after sucking up an hour or two you’ll never get back, produced nothing useful — partly because somebody talked on and on about a topic that strayed far off the meeting’s agenda. Then someone else brought up doubts about a decision from the last meeting, and there was talk of referring it to a task force for further research. Still another team member questioned whether the decision was even this group’s to make, or if maybe it conflicted with something higher-ups had said they wanted.

If that sounds familiar, think about this: You’ve just witnessed four of the eight techniques outlined in a document called the “Simple Sabotage Field Manual.” Published in 1944 by the U.S. Office of Strategic Services (predecessor to the CIA), it was a guide for European spies on how to undermine the Axis powers from within.

The handbook was classified until the 1970s, but Bob Frisch, managing partner of consulting firm Strategic Offsites Group, came across it just a few years ago — and found it eerily similar to what often goes on in workplaces now.

“We’re not suggesting that enemies are lurking in your midst,” write Frisch and his two co-authors, Robert M. Galford and Cary Greene, in a fascinating new book, Simple Sabotage: A Modern Field Manual for Detecting and Rooting Out Everyday Behaviors That Undermine Your Workplace. “But the odds are great that some individuals have unwittingly taken a page from [the OSS manual]. Left unchecked, their behaviors will undermine your group or organization, slowing down its — and your — best efforts.” (Italics theirs.)

Here are the eight tactics the OSS recommended for tripping up an Axis agency from the inside:

“Insist on doing everything through channels. Never permit short-cuts to be taken to expedite decisions.”

“Make speeches. Talk as frequently as possible and at great length. Illustrate your ‘points’ by long anecdotes and accounts of personal experiences.”

“When possible, refer all matters to committees, for ‘further study and consideration.’ Attempt to make the committees as large as possible — never less than five.”

“Bring up irrelevant issues as frequently as possible.”

“Haggle over precise wordings of communications, minutes, and resolutions.”

“Refer back to a matter decided upon at the last meeting and attempt to re-open the question of the advisability of that decision.”

“Advocate ‘caution.’ Be ‘reasonable’ and urge your fellow conferees to be ‘reasonable’ and avoid haste which might result in embarrassments or difficulties later on.”

“Be worried about the propriety of any decision. Raise the question of whether [it] lies within the jurisdiction of the group or whether it might conflict with the policy of some higher echelon.”

These tactics proved “incredibly subtle, and devastatingly destructive.” Alas, they still are. But “rooting out these corrosive behaviors isn’t so simple,” the authors note, because “they are often mutant excesses” of habits that are actually helpful, like involving coworkers in decisions that affect them.

Complicated for sure, but not impossible. Most of Simple Sabotage is about four ways managers can keep (usually inadvertent) saboteurs from getting in the way of everyone else’s efforts. In some companies, the first step may be the hardest: “Spot sabotage as it occurs.” And then speak up.

<http://fortune.com/2015/09/30/workplace-bureaucracy-simple-sabotage/>

# Plan to Wire the World – by Lev Grossman

Chandauli is a tiny town in rural India about a four-hour drive southwest of New Delhi. India’s a big country, and there are several Chandaulis. This is the one that’s not on Google Maps.

It’s a dusty town, and the roads are narrow and unpaved. A third of the people here live below the poverty line, and the homes are mostly concrete blockhouses. Afternoons are hot and silent. There are goats. It is not ordinarily the focus of global media attention, but it is today, because today the 14th wealthiest man in the world, Mark Zuckerberg, has come to Chandauli.

Ostensibly, Zuckerberg is here to look at a new computer center and to have other people, like me, look at him looking at it. But he’s also here in search of something less easily definable.

I’ve interviewed Zuckerberg before—I wrote about him in 2010, when he was TIME’s Person of the Year—and as far as I can tell, he is not a man much given to quiet reflection. But this year he reached a point in his life when even someone as un-introspective as he is might reasonably pause and reflect. Facebook, the company of which he is chairman, CEO and co-founder, turned 10 this year. Zuckerberg himself turned 30. (If you’re wondering, he didn’t have a party. For his 30th birthday, on May 14, Zuckerberg flew back east to watch his younger sister defend her Ph.D. in classics at Princeton.) For years, Facebook has been the quintessential Silicon Valley startup, helmed by the global icon of brash, youthful success. But Facebook isn’t a startup anymore, and Zuckerberg is no longer especially youthful. He’s just brash and successful.

The story of Facebook’s first decade was one of relentless, rapacious growth, from a dorm-room side project to a global service with 8,000 employees and 1.35 billion users, on whose unprotesting backs Zuckerberg has built an advertising engine that generated $7.87 billion last year, a billion and a half of it profit. Lately, Zuckerberg has been thinking about what the story of Facebook’s second decade should be and what most becomes the leader of a social entity that, if it were a country, would be the second most populous in the world, only slightly smaller than China.

Read More @ <http://time.com/facebook-world-plan/>