



Extropy Institute

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# Strategic Plan 2006

*January 1, 2006 — July 1, 2006*

Natasha Vita-More, President  
Extropy Institute  
Strategic Plan - Change Management  
January 1, 2006

# Strategic Plan

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## I. Extropy Institute and Its Future

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### A. Overview

The Extropy Institute Strategic Plan ("Plan") is published for its officers, members, and stakeholders to help keep them informed about the direction and plans of the organization. The Plan details Extropy Institute's vision for the future and the specific goals and initiatives in actively fulfilling that vision.

The Strategic Plan is the basis for the entire strategic planning process of Extropy Institute. The goals of the Plan set priorities which are established from a direct response to the growing needs and concerns of the Institute's members, the changing climate with regard to technological advances, and the desire of Institute's Board to practice the essence of the philosophy of "Extropy," defined as "the extent of a system's intelligence, information, energy, life, experience, diversity, opportunity, and growth." While there are numerous possible goals that we could focus on in the Plan, we settled on the goals that best meet the needs of Extropy Institute and its membership at this time.

The external forces that affect the current state and possible future of the Institute reflect the development of new future-oriented organizations within and around the culture of transhumanism, in which Extropy Institute had been the pioneering organization. Because Extropy Institute had worked toward expanding to a wider audience and a more diverse membership, it was important that the Institute help to lead the way for other up-and-coming organizations in this social sphere. The goals of this Plan are designed to reflect the conscientiousness of Extropy Institute in being a leader and its role as a substantial think tank for futurists and advocates of the proactive use of technology.

With this in mind, one of the key strategic initiatives in the Plan is advancing The Proactionary Principle. The Proactionary Principle stands for the proactive pursuit of progress; it favors measures that are proportionate to the probability and magnitude of impacts, and that have a high expectation value.

Extropy Institute is undergoing a transformational change and it will take a focused, yet flexible, approach in realizing its Plan. The Institute's leaders will commit to providing guidance and encouragement to members and other stakeholders during the transformation period. While the external drivers may affect, in some way, the four goals of the Plan, it is the Institute's leaders' intention to revise each initiative as needed to carry out its vision. By using balanced performance measures, the leaders will have clear-cut performance metrics which will help ExI to review progress toward completing each initiative in realizing the strategic goals for the future.

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## HISTORY

The philosophy of Extropy is a symbol for continued progress and reflects the extent of a living or organizational system's intelligence, functional order, vitality, and capacity and drive for improvement. The Principles of Extropy first took shape in the late 1980s to form an alternative lens through which to view the emerging and unprecedented opportunities, challenges, and dangers. The goal has been to use current scientific understanding along with critical and creative thinking to define a small set of principles or values that could help make sense of the confusing but potentially liberating technological capabilities to improve the human condition.

The Principles of Extropy do not specify particular beliefs, technologies, or policies. The Principles do not pretend to be a complete philosophy of life. The Principles of Extropy do consist of a handful values and perspectives that codify proactive, life-affirming, and life-promoting ideals. The Principles of Extropy are useful as postulates to guide, inspire, and generate innovative thinking about existing and emerging fundamental personal, organizational, and social issues.

Extropy Institute ("ExI") is a 501(c)3 not-for-profit educational organization formed in 1990 by Dr. Max More and Prof. Tom W. Bell in 1990 (originating in 1988 with *Extropy* magazine) to incubate positive futures. ExI acts as a networking and information center for those seeking to foster our continuing evolutionary advance by using technology to extend healthy life, augment intelligence, optimize psychology, and improve social systems. Through its networking function, the Institute brings together the finest critical and creative minds to challenge conventional thinking about human limits and to develop, critique, and implement new ideas about the use of technologies of all kinds to improve the future. As an information center, the Institute acts as a repository and portal for detailed information on advanced technologies, their positive potentials, their challenges, and their possible dangers.

ExI's fundamental and primary mission has been to bring great minds together to incubate ideas about emerging technologies, life extension, and the future. ExI's goals have been to (1) develop an elegant, focused philosophy for transhumanism—the philosophy of "Extropy"; (2) encourage discussions and debates on improving the human condition; and (2) develop a culture for activists, energized and devoted to bringing these ideas to the public. The key initiatives which have realized these goals are (1) *Extropy: the Journal of Transhumanist Thought*; Principles of Extropy; Extro Conferences 1, 2, 3, 4, and 5 from 1990-1997; public forums such as the famed "extropians" and "extropy-chat" email lists from 1991 – to the present; public presentations in the news, radio, televised documentaries, talk shows and films over 15 years; and the VP Summit of 2004 addressing the backlash from conservatives against technological advancements. The outcome deliverable of the VP Summit 2004 is known as "The Proactionary Principle."

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## PRESENT

Extropy Institute deems its fundamental and primary mission as essentially completed. The Board of Directors agree that the Institute is ready to now face a transformational change. This transformational change will result in the winding up and dissolution of Extropy Institute while ensuring that its legacy endures.

### **Winding Up.**

ExI's Board of Directors have unanimously decided that ExI's transformational change will include a new vision in winding up the business of ExI and preserving its good name. The Board are in full agreement that a central priority is to further The Proactionary Principle by forming a core group of multi-disciplinary experts.

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## B. Vision

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### VISION STATEMENT — The Proactionary Principle Realized

**Our core group uses the most advanced decision-making and forecasting methods to promote critical and creative thinking about emerging technologies. We advise the public and private sectors on policies and initiatives to better manage risks and maximize benefits and opportunities arising from emerging technologies. Our passion is helping others to improve decision-making about these technologies, especially those presenting challenges without precedent—sometimes even affecting the human condition itself.**

A primary outcome of ExI's transformational change is supporting The Proactionary Principle by developing advanced decision-making methods. In bringing together the core group's extended experts from multidisciplinary fields (best minds), ExI is setting the stage for a new enterprise or network and building an educational venue for discussions concerning emerging technologies.

The core group will encourage a collaborative atmosphere in its aim to help society question and comprehend the vast technological advances taking place and to provide current and reliable information to society..

The vision: The Proactionary Principle and its core group provide a forward-thinking educational forum by continually re-examining its own assumptions about the future.

#### Core Values

This vision reflects ExI's fundamental values by putting an “extropic” value into practice. This specific action is furthering The Proactionary Principle. In doing so, the values are:

- To apply the most advanced thinking and tools for understanding and shaping the future
- To ardently apply both critical thinking and creative thinking in problem solving
- To provide the best and most accurate information and resources to our members, associates and clients
- To set an ethical and cooperative standard by which futurists work together
- To encourage questioning and examining our own practices as well as the practices of others

There is no one specific spiritual or religious belief among the members of ExI. However, members have shared a common respect for life and the hope that at some point in time, life will continue indefinitely. ExI members have believed that in the coming decades humans will live well beyond 122 years and become a more compassionate, intelligent, and capable species. Members of ExI have shared an ideological belief that humanity can and shall solve the many problems it faces today, and tomorrow, through critical and creative thinking and a proactive approach, accepting the unknown that challenges humanity, and adapting to the changes brought about by emerging technologies. Members of ExI have shared the understanding that there will be dangers brought about by emerging technologies and that it is our responsibility to be proactive in planning ahead and preparing for these dangers while also implementing the technologies that will improve the human condition. The Proactionary Principle is a next step in practicing the fundamental values of extropy and a means to carry on the memory of ExI by and through The Proactionary Principle's advancement and success.

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## C. Mission

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### MISSION STATEMENT PRIOR TO 12-31-2005

**The Mission of ExI has been to serve its members by ensuring a reputable, open environment for discussing the impacts of emerging technologies and for collaborating with diversely-skilled experts in exploring the future of humanity.**

The mission of ExI established the organization's purpose in providing forums, such as conferences, email lists and events, for the exchange of ideas in active discussions and debates. ExI has placed an emphasis on the quality of experts participating in the forums and diversity in their fields, signifying a multi-disciplinary approach to problem solving. ExI also has made it a priority to collaborate constructively with other organizations to proactively address ways to reduce risks of emerging technologies while, at the same time, supporting the benefits of emerging technologies for improving the human condition.

In its transformational change, the last mission of ExI is to support The Proactionary Principle as a motivating force in educating the public about the future. The mission statement will be used to guide its activities in developing a high quality forum for critical and creative thinking about reducing the risks and maximizing the benefits of emerging technologies and social change.

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### NEW MISSION STATEMENT AS OF 01-01-2006

**The Mission of ExI in its transformational change is to serve its members by developing a core group to encourage and support the furtherance of The Proactionary Principle.**

#### Internal Assessment

The internal environment of the Institute in meetings, gatherings, and on the extropy-chat list, reflects that members and other stakeholders express a strong desire for building proactive, preferred futures.

Members and other stakeholders are concerned about a lack of credible leaders addressing the pros and cons of emerging technologies, a lack of awareness of society in dealing with change, and a lack of nonbiased representation concerning philosophical, religious, and social views about global change. To facilitate the needs of its members and other stakeholders, ExI commits to its transformational change and new vision which establishes a change management procedure. The purpose of the change management is to further The Proactionary Principle by putting the Plan's four goals and their initiatives into action.

#### External Assessment

In developing ExI's mission prior to January 1, 2006, the Strategic Planning team assessed the time frame in which the Institute has been operating and the changing external environment. Recent events include a strong public reaction to the potential of biotechnology changing what it means to be human. Events such as cloning Dolly, sequencing DNA, and the *Beyond Therapy Report* have caused ExI to take a close look at its mission and its future. (Appendix E, "External Assessment Worksheet").

Within the next five to ten years, technological trends will affect decision-makers and decision-making government policies and regulations. These trends will affect society's ability to accept, resist, or reject the changes ahead. This, in turn, will affect the furtherance of The Proactionary Principle.

Events which could radically change the future and, therefore, the application of The Proactionary Principle, reflect a number of potentially dangerous occurrences stemming from run away nanotechnology, genetic mutation, out of control advances in artificial intelligence, and the potential for superintelligence. Events could also bring about positive occurrences such as human life extending well beyond 100 years, curing of cancer, AIDS and other diseases, and developing alternative energy sources. Events could also mean an end to poverty and hunger and a shift toward all nations in the world supporting human rights.

The new mission is based on the ability of people to make clear decisions about the best choices available in securing a positive future for humanity. Critical and creative thinking and open forums for discussions and debates are just a few of the core groups' needed elements in furthering The Proactionary Principle.

## **Stakeholders, Mandates and Mission**

The planning team addressed ExI's membership and their needs and its stakeholders and their interests as well as mandates. (Appendix F, "Stakeholders, Mandates and Mission") We also addressed the strengths and weakness of ExI, with evidential comments. ExI has a positive and respected reputation for being a first place holder in the domain of modern transhumanism and its membership has been comprised of expert thinkers and thought leaders.

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## **II. Goals**

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### **ExI Strategic Plan 2006-2009**



This section of the Strategic Plan establishes how ExI will seek to fulfill its new mission in its transformational change. The goals are the priorities that ExI will work toward in implementing the Plan, from January 1, 2006 through July 1, 2006 or the length of time it takes to wind-up and dissolve and complete its mission. The Board members and ensuing core group must review, understand, agree to, and commit to the four goals in order to pursue the strategies and initiatives.

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### **Goal 1 — Transformational Change**

#### **Wind up and Dissolve**

After one year of careful deliberation, ExI's Board determined that ExI's fundamental and primary mission has been essentially completed. Dissolving ExI requires a careful process in securing ExI's good name, providing a transition state for its members, developing a means for people to learn about ExI, and implementing a means for practicing extropy.

As a result of this determination, the board unanimously agreed that the best expression of extropy is to bring about a transformational change which would result in the dissolution of ExI and the building of a core group to further The Proactionary Principle.

This goal is to be completed within five months, or however long it takes to wind up and dissolve the corporation.

*How will the Institute measure the success of this goal?*

To measure the success of this goal, ExI will realize a smooth transformational change in preparing the Certificate of Dissolution and other legal documentation, handling official business matters, providing a continued expression of extropy by and through the furtherance of The Proactionary Principle, the development of a core group, a new email list, a global net-based library in honor of Extropy Institute located at ExI's current website location, and the active furtherance of, and alliance building for, The Proactionary Principle.

Target Value:

- Confirmation from Secretary of State's Office that dissolution papers have been filed and awarded
- Library of "Transhumanism, Extropy and the Future" in one year
- Affiliation with 25 organizations by July 1, 2006

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## Goal 2 — Reach As Many People As Possible

### People Read Materials about The Proactionary Principle

In order for the Proactionary Principle to reach as many people as possible, the core group needs to populate the principle wherever possible. Getting material (articles, publications, and book on strategies and decision markets for addressing the pros and cons of emerging technologies) out to the public will help to develop a broader network, including alliances with other like-minded organizations.

This goal is a continued outreach to as many people and organizations as possible to provide material on The Proactionary Principle.

*How will the Institute measure the success of this goal?*

To measure the success of this goal, the core group assesses the references to and use of The Proactionary Principle by the private and public sectors.

Target Value:

- Published downloadable reference guide
- Market guide across the network to 200 websites

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## Goal 3 — Support Core Group as a Professional Multidisciplinary Network

### Pursue On-Going, ProActive Professional Network

The core group is currently ExI's Board of Directors. The core group will develop a network of other multidisciplinary professionals. The objective for building this network is to actively practice the principles of extropy in furthering The Proactionary Principle. The network is also a means for ExI to pass on its reputation and accomplishments in building a concept that is proactive and tangible, *i.e.*, The Proactionary Principle. The goal is to provide high quality information and resources to the public. The outcome will be realized in actively working toward bridging the increasing gap in society between conservatives and progressives. The core group's high level of value and quality will increase the network's volume.

ExI's vision has been to be top of the mind in providing educational information to the public about humanity's future. In the Institute's transformational change, the vision illustrates the core group as a future-oriented network of professionals, and The Proactionary Principle as a principled measure used by policy makers and the private and public sectors when thinking about issues arising from emerging technologies.

As a recognized network for experts, scholars, entrepreneurs, and policy makers, the core group will promote The Proactionary Principle. The core group's ability to network multidisciplinary, collaborative projects will help people learn about technological change. Academically recognized projects will further brand The Proactionary Principle as a vital and applicable measure, and the core group as a network for putting ideas into action.

*How will the Institute measure the success of this goal?*

To measure the success of this goal, the core group will market The Proactionary Principle worldwide. To measure the success of this goal, the core group will review feedback from experts and other participants. Feedback is a valued and reliable source to objectively assess of discussion and debate. Ratings will be available on the website, along with critiques and commentary from observers. Another method for measuring the success of this goal is to produce a report developed from the number of Google mentions about The Proactionary Principle; number of mentions in the press/media from a clipping services, number of calls from the press for interviews with the core group, and the number of new links.

Target Value:

- An increase by 200% of current core group in one year
- An increase in the number of public and private sector entities that refer to and/or apply The Proactionary Principle
- Mention in one top technology or business magazine in one year
- Inclusion in three documentaries in one year
- Realize twenty links to and from notable websites in one year

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## **Goal 4 —Secure Financial Stability Through Sponsorship**

### **Develop Sponsorship and Grants**

It is necessary to have financial sponsorship supporting The Proactionary Principle and building the Library of Transhumanism, Extropy and the Future.

*How will the Institute measure the success of this goal?*

To measure the success of this goal, the core group will provide monthly reports on the number of potential sponsors contacted; a follow-up of each person contacted and the response, the number of requests for brochures and the number of new benefactors, sponsors, and clients.

- Obtain \$10,000 by 2007.

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## A. Strategies

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### ExI Strategic Plan 2006-2009

The strategies are the specific actions taken in realizing the four goals of ExI's three-year Strategic Plan. The strategies often apply to more than one of the goals, and several strategies can overlap in achieving the goals.

**Strategy 1. Develop best practices.** The core group will work actively with future-oriented organizations in developing a bridge for society in understanding the future (*i.e.*, the "haves and have-nots"). This strategy would require the core group sponsoring more VP Summits with focused topics for bridge building. This strategy relates to Goals 1, 3, and 4.

**Strategy 2. Enhance efficiency and achieve quality in all operations.** This strategy is essential to encourage the core group to strive for excellence and commit to the new vision. The core group must be able to set an example of higher learning and critical thinking. The key is quality. Quality will help the core facilitate Web-based forums. It will also encourage open source which will help limit the duplication of good work already done by others and, instead, leverage that work by cooperating and connecting with the like-minded enterprises. This strategy relates to Goals 1, 2, 3, and 4.

**Strategy 3. Advance The Proactionary Principle.** Develop and manage initiatives that foster a means for determining the consequences of technological change by applying the tenets of The Proactionary Principle. The Principle will act as a means for establishing itself as a key element in the global decision-making processes. Promoting Principle will benefit ExI's Strategic Plan and new vision. This strategy relates to Goals 2, 3, and 4. (See attached addendum H, "Packaging the Principle")

**Strategy 4. Build "Library of Transhumanism, Extropy and the Future".** In order to function at a quality level, the core group needs to implement a reliable resource for people who want to learn about the philosophy of extropy and transhumanism. The strategy is to build a Library in memory of ExI. Therefore, the website will remain a center for networking and learning. This strategy relates to goals 1, 2, and 3.

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## B. Initiatives

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### ExI Strategic Plan 2006-2009

The initiatives of the Strategic Plan establish how the goals will be implemented. The initiatives will take place within a time frame of 6 months to one year, and usually not more than one year. The purpose of the following initiatives is to carry out the Plan's strategy and to serve one or more of the Plans aforementioned goals.

#### **Initiative No. 1 Objective:**

Promote the Proactionary Principle as a central project of the core group. This initiative calls for a new brochure for the Proactionary Principle, as well as other reading materials. All need to be downloaded from the website. Create an initiative opinion for the biopolitics, effects of superlongevity, environmental issues and globalization, and develop architecture for organizations and mechanism to be highly skilled to deal with problems: Global risk management. (See attached addendum G, "Initiative Specifics")

#### **Initiative No. 2 Objective:**

Design logo for The Proactionary Principle to reflect new vision. This initiative requires consulting with a marketing expert and designer. The new look needs to reflect the educational characteristic of the vision statement. The updated look will entail developing a revised website with brochure and downloadable materials. (See attached addendum G, "Initiative Specifics")

#### **Initiative No. 3 Objective:**

Author the booklet, *The Proactionary Principle Field Guide: Putting the Principle into Action*. Bring onboard a graduate research student to work with core group on the field guide. This initiative requires focused attention to the purpose of the principle and an analysis of how the principle can be applied in both the public and private sector, as well as containing an educational element. (See attached addendum G, "Initiative Specifics")

#### **Initiative No. 4 Objective:**

Build "Library of Transhumanism, Extropy, and the Future". This initiative requires hiring a researcher to develop the library from ExI's fifteen-year collection of materials. The library will be located at ExI's current website. The purpose of the library is to memorialize ExI and, in doing so, provides a meaningful place for people to go to learn about extropy and transhumanism. (See attached addendum G, "Initiative Specifics")

#### **Initiative No. 5 Objective:**

Core Group will oversee the authoring of an anthology about Extropy. This initiative will support the strategy of developing reading materials. This initiative reflects the goal of reaching as many people as possible. (See attached addendum G, "Initiative Specifics")



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### III. Conclusion

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#### ExI Strategic Plan 2006-2009

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##### Capability

ExI is undergoing a transformational change which will result in its dissolution. ExI has a valued reputation and a vivid team spirit. Now is the time for ExI to be memorialized by building a library in its honor and good name.

To date, there is no written principle similar to The Proactionary Principle in form or content. There is a need for such a principle and a core group who are willing to work with academic institutions and forums to encourage critical and creative thinking about issues concerning emerging technological and our future.

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##### Communication

*What business are we in and why?* We are in the business of higher learning. There is a growing need for critical and creative thinking about the future. The core group is enthusiastic about the wide use of and reference to The Proactionary Principle and the potential for a successful future.

*Where are we headed?* We are heading in the direction of think tanks, summits, and academic programs. We see tangible success for The Proactionary Principle and are headed in the direction of online summits, multidisciplinary networks, and academic programs.

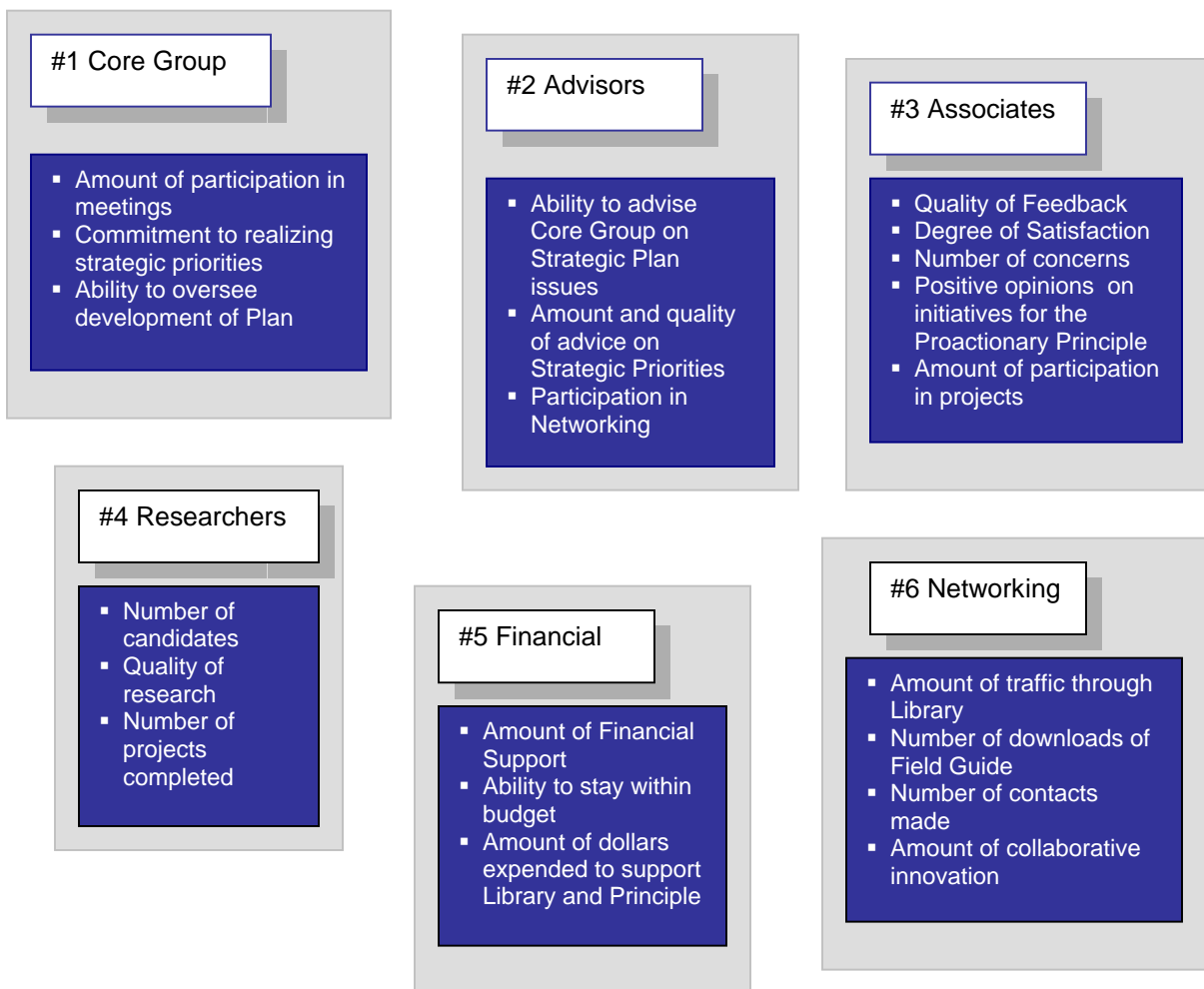
*What do we stand for as a core group?* As a core group we stand for innovation and reliability, creativity, and a focused future-oriented team.

## Addendum A — Balanced Performance Measures

### Balanced Performance Measures

A feature of ExI's Strategic Plan is performance measurement to assess the core group's progress toward achieving its goals. The Strategic Plan's performance will be evaluated through the learning and growth perspectives of seven sections: Core Group, Advisors, Associates, Researchers, Financial and Networking.

Within each of these six sections are criteria that provide standards for which the rate of success of the Strategic Plan can be determined. By integrating the performance measures gathered in each of the six sections, adjustments can be made as necessary to determine the best possible future for The Proactionary Principle.



## Addendum B — Authorization

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### Authorization by ExI Board of Directors

The **ExI Strategic Plan 2006** is accepted and approved in its form and contents by its Board of Directors in 2006.

Max More, Chair  
*United States*

Natasha Vita-More, President  
*United States*

Greg Burch, Vice President  
*United States*

David McFadzean, Director  
*Canada*

Anders Sandberg, Director  
*Sweden*

Jose Cordeiro, Director  
*Venezuela*

## Addendum C — Internal Situation

### Internal Situation

Exl’s Strategic Plan Team will learn about circumstances and forces inside the core group by evaluating its internal strengths and weaknesses. These conditions can affect and influence the successes. While the core group has some control over these conditions, it can assist or impede ability to adapt to any changing external conditions. Through this process, the Strategic Plan Team will be able to recognize the internal circumstances that actively expose the level of competency that might need to be improved.

Category	Strength	Weakness
1. Core Group Culture	<ul style="list-style-type: none"> <li>▪ Knowledgeable about domain</li> <li>▪ Life extension activists</li> <li>▪ Technology activism</li> <li>▪ Desire to not be associated with any one political point of view</li> <li>▪ Original thinkers and founders of transhumanism</li> <li>▪ Multidisciplinary</li> </ul>	<ul style="list-style-type: none"> <li>▪ Not in the same geographical location</li> <li>▪ Lack of financial support</li> <li>▪ Lack of lower and higher education opportunities and educational programs</li> </ul>
2. Core Group Image	<ul style="list-style-type: none"> <li>▪ Members with philosophical, scientific, technological and media leadership status</li> <li>▪ Transhumanists</li> <li>▪ Futurists</li> </ul>	<ul style="list-style-type: none"> <li>▪ “World’s most dangerous idea”</li> <li>▪ Term “futurist” often misunderstood</li> </ul>
2. Core Group Structure	<ul style="list-style-type: none"> <li>▪ Real time and virtual meetings</li> </ul>	<ul style="list-style-type: none"> <li>▪ Not in the same geographical location</li> </ul>
3. Core Group	<ul style="list-style-type: none"> <li>▪ Respected and respectful colleagues</li> <li>▪ International locations</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>

## Addendum D — Strategic Assessment

### Strategic Assessment

People served	Their needs	Exl products/services	Core Group benefits
1. People who want to learn about the future and the effects of rapid technological change caused by such technologies as biotechnology, molecular nanotechnology, artificial intelligence, and the future of supercomputing	<ul style="list-style-type: none"> <li>▪ Resources</li> <li>▪ Reliable information</li> <li>▪ Recent Findings</li> <li>▪ Educated and informed people to discuss issues</li> <li>▪ Research material</li> </ul>	<ul style="list-style-type: none"> <li>▪ Website Library</li> <li>▪ The Proactionary Principle Field Guide</li> <li>▪ Email lists</li> <li>▪ Summits</li> <li>▪ Expert advice</li> <li>▪ Newsletter</li> <li>▪ Networking environment to meet experts</li> </ul>	<ul style="list-style-type: none"> <li>▪ Satisfaction in being a reliable source of information for the public</li> <li>▪ Recognition and credit in books, periodicals, documentaries and university programs and courses</li> </ul>
2. People who are concerned and want to learn about the consequences of technology	<ul style="list-style-type: none"> <li>▪ Consistent knowledge about the pros and cons of technology</li> <li>▪ Papers and reports</li> <li>▪ Assurances that the challenges and consequences are being addressed objectively</li> </ul>	The Proactionary Principle Field Guide	<ul style="list-style-type: none"> <li>▪ Opportunity to introduce the Proactionary Principle to the world</li> <li>▪ Sense of accomplishment that a core group priority is successful</li> </ul>
3. People who are interested in philosophy, ethics and social trends	<ul style="list-style-type: none"> <li>▪ Information about the 21<sup>st</sup> century culture</li> <li>▪ Access to discussion groups focusing on global social change</li> </ul>	<ul style="list-style-type: none"> <li>▪ Library resources on extropy and transhumanism</li> <li>▪ Leading thinkers on transhumanism and the philosophy of Extropy</li> <li>▪ Original papers, magazines and articles on transhumanism and posthumans</li> </ul>	<ul style="list-style-type: none"> <li>▪ Maintaining the integrity of transhumanism and Extropy</li> </ul>
4. Businesses, corporate executives, and policy makers who want to learn about the future	<ul style="list-style-type: none"> <li>▪ Resourceful thinkers</li> <li>▪ Reliable and up-to-date information</li> <li>▪ Informed experts to discuss issues</li> </ul>	<ul style="list-style-type: none"> <li>▪ Core group consultants and speakers bureau</li> </ul>	<ul style="list-style-type: none"> <li>▪ Financial income</li> <li>▪ Networking</li> <li>▪ Opportunity to work with others</li> </ul>
5. Students who want to get credit for internships or extra credit for courses	<ul style="list-style-type: none"> <li>▪ Direction and advice</li> <li>▪ Reliable information and resources</li> <li>▪ Means to meet people and network</li> </ul>	<ul style="list-style-type: none"> <li>▪ Website and email lists</li> <li>▪ Access to University professors</li> <li>▪ Reading material</li> <li>▪ Feedback and support</li> </ul>	<ul style="list-style-type: none"> <li>▪ Enjoyment for being of service to the educational community</li> <li>▪ Satisfaction in expanding the number of people trained in and/or knowledgeable about the future</li> </ul>
6. Futurist Organizations	<ul style="list-style-type: none"> <li>▪ Recruits</li> <li>▪ Collaborations</li> <li>▪ Check out the Competition</li> </ul>	<ul style="list-style-type: none"> <li>▪ Track record of successes</li> <li>▪ Quality</li> <li>▪ Experience</li> </ul>	<ul style="list-style-type: none"> <li>▪ Satisfaction in meeting and working with other futurists</li> </ul>

## Addendum E — External Assessment Worksheet

The era covers a series of biotechnology events that caused a strong public reaction to the potential of biotechnology changing what it means to be “human.” Some of these events were: Cloning Dolly, Sequencing DNA, “Why the Future Doesn’t Need Us” (*Wired* Article by Bill Joy), *Beyond Therapy Report* (by Francis Fukuyama, and President Bush’s newly formed Bioethics Council.

1. What difference did that event make in the external environment?

	<i>Previous era(Before Event)</i>	<i>Current era (Now)</i>
a.	Changes to the human biology were considered science fiction and bioconservatives said cloning would never be successful. Old Era: The splitting of an embryo was the only natural duplicate of a living being. It was against the law to perform therapeutic stem cell cloning in many countries.	Cloning of Dolly and other animals is accepted by a large portion of society. Cloning endangered species is generally considered to be both ethical and necessary by a large segment of society. Now Era: Cloning endangered species practiced. Therapeutic stem cell cloning is not illegal in some countries.
b.	Hayflick’s Theory of a fixed lifespan for humanity was a given, and society accepted the aging process and a lifespan between 75 and 100 to be acceptable. Old Era: Lifespan averaged out at an expected 74.4 years in developed countries.	Increase in centenarians and a growing interest in the research and development of ways to prolong youthfulness and add more years to the human lifespan. Genetics is identifying genes that cause aging and working to reverse their clock. Society is accepting longer, healthier lives. Now Era: More people are expecting to live longer, living into 80s, 90s and reaching 100 years.
c.	Difficult to find academic programs offering courses in nanotechnology. Biotechnology companies could not get funding Old Era: Lack of programs for study and research.	Today, universities are competing with one another in the areas of nanotechnology, as cities are competing with each other in developing the biotech industry. Now Era: Offering courses in nanotechnology is common in many large universities. Cities, such as San Diego, are making biotech their main industry and competing to keep it that way.

2. What **trends** will affect The Proactionary Principle in the next 5-10 years?

- a. Increase in biotechnologies for extending human lifespan.
- b. Increase in legislation governing advanced technologies.
- c. increase in lawsuits concerning outcomes of biotechnology.
- d. Decrease in number of retirees due to healthy, vital older generation reentering the workforce.

3. What potential future **events** would radically change the future for The Proactionary Principle?

- a. Isolating a gene that triggers cell degeneration which causes aging and eliminating in research studies with a positive outcome.
- b. Mishaps with the development or applied use of biotechnology and nanotechnology.
- c. Biotechnology’s genetic engineering may become a hero for humanity’s survival rather than feared by society.

4. What **issues** are being debated in the environment that could change the future for The Proactionary Principle?

- a. The moral consequences of tampering with the human condition, affecting what it means to be “human.”
- b. How to measure the pros and cons of advanced technologies such as nanotechnology and biotechnology.
- c. Aggressive attempts by the religious right to gain massive advantage.

## **Assessment**

1. As a result of any of the aforementioned trends, events and/or issues, what **opportunities** exist in the environment for The Proactionary Principle
  - a. Lack of social awareness about advances in life extension.
  - b. Need for expert-based educational programs about how the world will change from new technologies.
  - c. Limited reading materials that expressly target the pros and cons of rapid technological change.
  - d. \*Need for a means to measure the pros and cons of future technologies.
  - e. Consumers questioning accuracy and authenticity of futurists' ideas.

As a result, what **threats** exist in the environment for and the momentum of The Proactionary Principle?

- f. Not enough monetary support to further The Proactionary Principle.
- g. Not enough researchers to perform the necessary research to pave the way for The Proactionary Principle, and its proposed "action" materials.
- h. Growing Christian Right movement in the United States, as well as other "conservative" interests growing worldwide.
- i. Threat that Society could turn sharply away from future-oriented interests to improve the human condition.

## **Strategic Issues**

Finally, based on the opportunities and threats listed above, what three external **strategic issues** should ExI's Strategic Plan (January 1, 2006 – July 1, 2006) address? (Among these three is probably at least one opportunity and one threat.)

- a. Building a financial base to develop and promote The Proactionary Principle.
- b. How to help people understand the ebb and flow of change and that "progressive-oriented" activists are looking ahead critically to assess what the future holds for everyone (the haves and the have-nots).
- c. Changes and shifts in the social climate will come about by the development and use of biotechnology and that we need to look ahead to both develop and caution the outcomes.
- d. Promotion of The Proactionary Principle as a means to measure the pros and cons of future technologies is advantageous to all of humanity.
- e. How to strategically build a core group network of experts to helping society, the private sector and the public sector, and educational foundations and their students, learn about the future consequences of new technologies.

## Addendum F — Stakeholders, Mandates and Mission

	<i>Their needs/interests</i>	<i>Products/Services that satisfy those needs/interests</i>	<i>Benefits derived from satisfying these needs/interests</i>
<i>Customer sets</i>			
7. Public and Private Sector	Real-time and virtual environment for networking; Philosophical affiliation; Access to top-notch information re high-tech industry and scientific breakthroughs; Resource library for researching topics on the future; Solutions to consequences of pros and cons of technology.	Summits; email list for discussions, debate and dialogue; Website Resources and FAQ and links; The Proactionary Principle.	Opportunity to serve society with reliable information to address their concerns about the future in a safe and professional environment.  Networking.
8. Summit and other gathering Attendees	Information on latest technological advancements; Means to connect with professionals in the sciences and technologies to discuss pros and cons of technology/science, Philosophical association	VP Summit online venue; Social events and other gatherings; Library of Extropy and Transhumanism	Maintain and also build organizational public prominence; Opportunity to meet new people and build alliances.
9. Website Viewers and Email List Subscribers	Resourceful information, virtual venue for networking with others; heady constructive dialogue; learn latest, most up-to-date information about the future; safe environment to discuss futuristic ideas; place to socialize.	Website resource Library, website for The Proactionary Principle, email list; careful moderation of posts.	Appreciation for providing a substantial venue for people to exchange ideas and learn about the future and The Proactionary Principle.

	<i>Their interests (mandates)</i>	<i>Any restrictions</i>	<i>Benefits derived from satisfying the mandates</i>
<i>Stakeholder sets</i>			
a) Core Group	To see organization fulfilling its mission.	Restrict the core group from increasing.	Willingness to work diligently for the furtherance of The Proactionary Principle; Commitment in seeing mission and goals realized; Positive leadership for the core group.  Enjoyment in providing a rich and intelligent virtual venue for ideas on the future.
b) Professional Associations	To work with an organization that is respectable and honest; Reciprocity and good will; Shared professional opportunities; to encourage learning and being proactive about the future.		Growth by affiliating with other professionals; Working together to develop a means for dealing with pros and cons of technological change cooperatively; Develop a larger pool of talents to draw from.

## Addendum G — Initiative Specifics

**Initiative No. 1 Objective:** Promote the Proactionary Principle as a central project of the core group.  
(See attached addendum H, "Packaging the Principle")

- Hire graduate student researcher.
- Author text and design look of brochure.
- Apply for sponsorship and grants.
- Build new website.

**Initiative No. 2 Objective:** Design logo for The Proactionary Principle to reflect new vision.

- Design logo, brochure and website.
- Apply researcher's information to website.
- Make all material easily downloadable from websites and other online venues.

**Initiative No. 3 Objective:** Author the booklet, *The Proactionary Principle Field Guide: Putting the Principle into Action*.

- Hire research graduate student.
- Develop outline and illustrations for *The Proactionary Principle Field Guide: Putting the Principle into Action*.
- Obtain feedback from core group.
- Revise field guide.
- Publish field guide.
- Market field guide.

**Initiative No. 4 Objective:** Library of Transhumanism, Extropy and the Future

- Hire researcher to develop "library" from ExI's collection of materials.
- Locate and provide researcher with all magazines, articles, essays and conference material over the past 15+ years
- Obtain feedback from core group and associates about direction of the library.
- Redesign ExI's website as the "Library of Transhumanism, Extropy and the Future".
- Library will contain the "Best of The List" emails spanning 1992 - 2006, papers from the Extro Conferences, and articles from the *Extropy: A Journal of Transhumanist Thought* magazine, published from the late 1980s through the 1990s.
- Extro-Conferences: Compile talks/presentations into specific categories as determined.
- Extropy Magazine: Compile articles and essays into specific categories as determined.
- PR, Media Mention: Compile 20 years of media mention in books, magazines, newspapers, TV programs, documentaries and films.
- Web layout and design:: Compile all materials into a word document and organize.
- Review and Edit: Review all material and edit.
- Input Revisions: Continue to make changes to library and ask for feedback.
- Continually update as necessary.

## Addendum H — The Proactionary Principle Initiative Specifics

### Packaging the Principle



#### I. Objectives:

- External Environment Scanning
  - Research
    - What practices are currently being used by enterprises in the private and public sector to determine risk analysis and pros/cons of emerging technologies?
    - Who is our competition? What enterprises or individuals are developing a method to do this?
      - How good are they at it?
      - How unique is The Proactionary Principle?
  - Marketing
    - What is being marketed?
    - How should we approach the environment?
    - Who should we contact?
  - Educational Component
    - How will Principle help individuals and society?
    - Why is it important to know about the Principle?

#### II. Projects:

- CD and Field Guide, "The Proactionary Principle Field Guide: Putting the Principle into Action"
  - Elements
    - Brochure
    - CD
    - Endorsements
    - CD/Booklet Contents
      - Principle
      - History of Principle
      - Why we need a principle
      - Occurrences in the world that call for a principle
      - The Principle as a futurist's tool
      - Systems design using The Principle
      - Quick How To
      - Endorsements