



COMMITTED TO
IMPROVING THE STATE
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OVERVIEW OF GLOBAL SHAPERS COMMUNITY 'ADVISORY COUNCILS'

The purpose of this document is to explain the rationale, objectives and operating principles of the "Advisory Councils" of the Global Shapers Community. Advisory Councils are groups of Shapers who can be consulted on strategy and specific initiatives related to one of the Global Shapers Community's core functional areas (please see appendices for more detail on each area).

A. Rationale

The Global Shapers Community works to demonstrate that young leaders must be integrated into decision-making and agenda-setting processes locally, regionally and globally. This belief is built into our structure and processes: first the success of our community is directly in the hands of Shapers and Curators, who are independent as they run their Hubs; their independent actions determine the outcomes and success of the Community. Furthermore, Global Shapers sit on the Foundation Board of the Community, overseeing its strategic development along with several other non-Shaper stakeholders; and finally, our specific Community guidelines (on selection, funding, branding, etc.) are developed with regular input from Shapers throughout the year and especially from Curators at the Annual Curators Meeting.

Advisory Councils are an essential part of our community architecture because they allow Shapers to take a more prominent role in the building of the global Community, beyond their own Hub. Each Advisory Council is made up of members of the Global Shapers Community who are selected according to their expertise and willingness to be consulted more intensively than average, and to contribute ideas that will strengthen the Community in a particular area. Please see more information about how these Councils work below. All activities are guided by the Charter of the Community.

B. Objectives

Advisory Councils of the Global Shapers Community serve the following objectives:

- To offer a direct channel for members of the Community to influence the way the group is developing (this is because members of an Advisory Council have direct access to the head of a relevant function or core activity area).
- To help shape what quality and success look like in all functional areas.
- To deepen the engagement of the Shapers in the affairs of the Community, reinforcing a sense of ownership and increasing the transparency of strategy and tactics.
- To encourage individual members to contribute their expertise, skills and experience for the benefit of the entire Community.
- To ensure that strategic decisions fully reflect and embrace the diversity of our Community (including those potential Shapers and stakeholders who are not yet members) by staying connected to a wide and varied group of people, who function as sounding boards.
- To maintain a strong connection between the Global Shapers team and the Community.



OVERVIEW OF GLOBAL SHAPERS COMMUNITY 'ADVISORY COUNCILS'

C. What a Global Shapers Advisory Council is

Members of Advisory Councils have the privilege of closer consultation with regard to the strategic and tactical matters around the development of the Community. Like any other member of the Community, they have the power to make recommendations with or without consultation. However, Council members will be actively consulted, and their direct access to relevant functional leaders, with whom they can share nuanced thoughts and ideas, allows them greater influence over the development of the Community. In this role, Council members will regularly be privy to potential developments before any other member of the Shapers Community, and are expected to operate in a manner that respects the confidentiality of the Council's work.

D. What a Global Shapers Advisory Council is not

Advisory Councils are not entities in themselves, instead they are groups of experts who have been mobilized to support and influence the agenda of the relevant core functional area of the Global Shapers Community. Among other things, they offer perspectives and insights that help to shape what quality and success look like for each core functional area.

To further clarify the nature and mission of the Advisory Councils, it is helpful to compare them with the following entities:

- Global Agenda Councils: these World Economic Forum Councils focus on technical subject matter such as competitiveness or the "future of the internet". Advisory Councils, on the other hand, focus on the internal management of the Global Shapers Community and other strategic matters related to its core functional areas (Partnership Activation, Hub Activity, Hub Development, etc.). There is no dedicated event organized for Advisory Councils and their meetings are virtual.
- Global Shapers Foundation Board: unlike the Foundation Board, Advisory Councils have no executive decision-making power, but rather serve as consultants making recommendations to the relevant lead of the key function.
- Global Shapers team: unlike team members, Advisory Council members are not Forum employees and may not present themselves as such.

E. Eligibility criteria

All members of the Global Shapers Community are eligible to join Advisory Councils. This includes Alumni and those Founding Curators who are not Shapers.

F. Mandate and duration

Advisory Council members serve for a one-year term, running from July to June and renewable only once for the same Council.



COMMITTED TO
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OF THE WORLD

OVERVIEW OF GLOBAL SHAPERS COMMUNITY 'ADVISORY COUNCILS'

G. Size and cast

The size and composition of Advisory Councils varies according to the needs of the corresponding strategic activity domain. In general, they are expected to consist of at least 18 members of the Global Shapers Community, selected on the basis of their expertise.

H. Selection process

Those wishing to join an Advisory Council must follow a two-step application process:

1. Update profile: candidates should ensure that their information on the Global Hub is current and complete (picture, complete bio, interests, etc.)
2. Express interest and secure backing of fellow Community members. This entails:
 - a. Completing a short online form.
 - b. Highlighting relevant skills and experience.
 - c. Indicating two Community members who support the application.

These two steps should be completed by the end of the day on **Monday, 16 June 2014**.

The Global Shapers team will be selecting the final Advisory Council candidates for the year 2014-2015 with a view to creating a diverse team that can support the portfolio's objectives. Successful applicants will be contacted no later than **Friday, 27 June 2014**.

I. Governance, roles and responsibilities

Each Advisory Council addresses a core functional area of the Global Shapers Community and advises the team member responsible. For example, the Hub Development Advisory Council advises and reports to the head of Hub Development. For information about the specific roles and responsibilities applicable to each Advisory Council, please see Appendices.



COMMITTED TO
IMPROVING THE STATE
OF THE WORLD

OVERVIEW OF GLOBAL SHAPERS COMMUNITY 'ADVISORY COUNCILS'

Appendices

The following appendices detail the roles and responsibilities applicable to each Advisory Council for the 2014/2015 cycle in the following core areas of activity:

1. Architecture
2. Collaborations
3. Hub Activity
4. Hub Development
5. Interactions
6. Media and communication
7. Partnerships

These areas of activity are independent, but also deliberately interrelated.



OVERVIEW OF GLOBAL SHAPERS COMMUNITY 'ADVISORY COUNCILS'

Appendix 1: Advisory Council on Architecture 2014/2015

Definition

The Architecture core activity area encompasses four elements that support and facilitate the engine, functioning, spirit and sustainability of the Global Shapers Community. These elements foster an intimacy and camaraderie within each Hub and a sense of community across all Hubs.

- **Processes** – enable the Community to operate optimally, improve efficiency and work to scale, while fostering intimacy, fellow-feeling and a sense of community.
- **Documentation** – initiate, create, collect, store and distribute guidelines, documentation, best practices and reports.
- **Reporting** – produce and maintain clear reports, dashboards and factsheets about the Community.
- **Infrastructure** – develop cutting-edge and high-performance infrastructure to support the Global Shapers Community (such as the Global Hub, website, etc.), ensure an organic and living architecture, and maintain a sense of purpose and sense of “family” within the Community.

Objectives

The Advisory Council on Architecture 2014/2015 has the following objectives:

- To provide consultation on design and implementation of the Architecture strategy.
- To advise on architecture innovations related to one or more of the portfolio's four pillars.
- Advise on mechanisms that can help meet the diverse needs of the Community.

Size and cast

The Advisory Council will be made up of at least 10 members. Ideally, the Council will include representatives from a variety of regions who are passionate about building tools and platforms that can help the Community work at scale, have an interest in open innovation, and who would like to champion the Community's sense of purpose and “tribe”.

Roles and responsibilities

When it comes to Hub Activity, the Advisory Council should:

- Discuss and review strategies to achieve the objectives stated above.
- Participate in regular virtual strategic meetings related to Architecture.
- Be the voice of the Community on everything related to Architecture.



COMMITTED TO
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OF THE WORLD

OVERVIEW OF GLOBAL SHAPERS COMMUNITY 'ADVISORY COUNCILS'

Appendix 2: Advisory Council on Collaborations 2014/2015

Definition

The Collaborations core activity area oversees all initiatives and projects that engage more than one Hub, especially those that include the majority or all of the Hubs. This can be in the form of a Community-wide initiative or project or it can be an activity with a non-Shaper organization (e.g. the Forum or United Nations).

The Collaborations activity area supports the Community in its mission to ensure young people have a seat at the table wherever the agenda is being shaped. This includes integrating Shapers in key discussions among the various Forum communities and also in discussions among highly respected organizations that are shaping the global, regional and national agendas. Furthermore, it launches community initiatives and projects around the world to address global challenges.

Objectives

The Advisory Council on Collaborations 2014/2015 aims to:

- Help shape what quality and success look like for the strategy on Collaborations.
- Identify “important tables” where the agenda is shaped and where Shapers need to be integrated at global, regional and national level and which can be accessed via collaboration.
- Identify global challenges that require intervention from our Community in the form of Community-wide initiatives or projects.
- Provide consultation on the design of a scalable model which evaluates new collaboration opportunities.

Size and cast

The Advisory Council on Collaborations comprises at least 18 members; with at least two representatives for every world region, as per the following division: North America and the Caribbean, Latin America, Europe, the Middle East and North Africa (MENA), Africa, Eurasia, Asia Pacific, South Asia, and China. Each Council member has expertise across business, government, non-profit sector and links to a network of other relevant stakeholders.

Roles and responsibilities

A member of the Advisory Council on Hub Development is expected to:

- Discuss and review strategies to achieve the objectives stated above.
- Discuss synergies and potential collaboration points for different target organizations.
- Capture perspectives from within the Community that will improve performance.
- Discuss “pain points” and solicit advice.



OVERVIEW OF GLOBAL SHAPERS COMMUNITY 'ADVISORY COUNCILS'

Appendix 3: Advisory Council on Hub Activity 2014/2015

Definition

Hub Activity refers how Hubs connect with and contribute to their local communities. These usually fall into one of the following three categories:

1. Hub projects (initiatives that Global Shapers put together to have a positive impact in their communities).
2. Hub capacity building (everything Global Shapers do to improve their own skills and capacity to have a lasting positive impact in their communities. This includes training people, meeting local leaders, visiting local organizations and travelling to other Hubs around the world).
3. Hub governance and administration (local regulation, recruitment of Shapers, discipline, meeting management and more).

Objectives

The Advisory Council on Hub Activity 2014/2015 aims to:

- Provide consultation on design and implementation of the Hub Activity strategy.
- Advise on Hub Activity innovations.
- Advise on mechanisms that can help to integrate the diverse needs of the Community.
- Celebrate Hub activities that help Shapers grow local presence and impact.
- Help to define what quality and success look like for the strategy on Hub Activity.

Size and cast

The Advisory Council on Hub Activity comprises at least 27 members; 3 representatives for every region as per the following division: North America and the Caribbean, Latin America, Europe, the Middle East and North Africa (MENA), Africa, Eurasia, Asia Pacific, South Asia, and China.

Roles and responsibilities

A member of the Advisory Council on Hub Activity is expected to:

- Discuss and review strategies to achieve the objectives stated above.
- Participate in strategic virtual meetings related to Hub Activity.
- Share ideas for innovations related to Hub Activity.



OVERVIEW OF GLOBAL SHAPERS COMMUNITY 'ADVISORY COUNCILS'

Appendix 4: Advisory Council on Hub Development 2014/2015

Definition

The Global Shapers Community seeks to provide every community hosting a critical mass of promising change-makers, aged 20 to 30, with a framework and network that will allow them to achieve greater impact both locally and globally. Hub Development refers to the growth of the Community via the addition of new Hubs and the chief concern of our Hub Development strategy is to maintain the highest levels of quality while establishing Hubs in communities that need them.

Objectives

The Advisory Council on Hub Development 2014/2015 aims to:

- Help define what quality and success look like for the strategy on Hub Development.
- Invite members of the Community to contribute their expertise in the strategic review of priority target locations.
- Make use of networks and mobilize resources in Council members' respective regions to:
 - Source feedback on potential Founding Curators in challenging communities.
 - Mentor new Hubs and Founding Curators.
- Capture our collective imagination in terms of Hub Development innovations.

Size and cast

The Advisory Council on Hub Development comprises at least 18 members; two representatives for every official region in the Global Shapers Community, as per the following list: North America and the Caribbean, Latin America, Europe, the Middle East and North Africa (MENA), Africa, Eurasia, Asia Pacific, South Asia, and China.

Roles and responsibilities

A member of the Advisory Council on Hub Development is expected to:

- Discuss and review strategies to achieve the objectives stated above.
- Capture perspectives from within the Community that will improve our due diligence on our target Hubs and potential Founding Curators.
- Help with the mentoring of new Hubs and Founding Curators.



OVERVIEW OF GLOBAL SHAPERS COMMUNITY 'ADVISORY COUNCILS'

Appendix 5: Advisory Council on Interactions 2014/2015

Definition

Here, interaction refers to everything around the physical or virtual meetings of Shapers from more than one Hub. Examples of these are SHAPE events, City Series, Shaper-organized events and events organized by non-Shaper institutions and individuals (for example, World Economic Forum events and UN events). This area of activity is focused on using the power of interactions to further the mission of the Global Shapers Community, specifically when it comes to securing young leaders a “seat at the table”. This is to be done in a sustainable, scalable, fair and transparent way – while prioritizing the benefit to the wider Community.

Objectives

The Advisory Council on Interactions 2014/2015 aims to:

- Help define what quality and success look like for the strategy on Interactions.
- Share and/or comment on ideas for Shaper events and opportunities for physical or virtual interaction at the global and regional levels.
- Provide consultation on the design of efficient, fair and transparent methods of sharing these opportunities with the Community and best ways of selecting the most relevant Shapers.
- Provide consultation on participation opportunities in such a way that it maximizes benefits to the Shapers.
- Explore ideas about how to engage members of the Community who cannot be physically present at events.
- Provide counsel with regard to ensuring the financial sustainability of interactions.

Size and cast

The Advisory Council comprises at least 18 members. Ideally, the Council will include diverse representatives from different regions, who are passionate about events and interactions and ideally understand how to make the most out of “community gatherings at scale”.

Roles and responsibilities

A member of the Advisory Council on Interactions is expected to:

- Discuss and review strategies to achieve the objectives stated above.
- Participate in six virtual meetings a year.
- Contribute to the discussions on innovative engagement design and financial sustainability.



OVERVIEW OF GLOBAL SHAPERS COMMUNITY 'ADVISORY COUNCILS'

Appendix 6: Advisory Council on Media and Communications 2014/2015

Definition

The Media and Communications area of activity works to amplify our impact and our voice to ensure optimal outcomes from all our activities: locally, regionally and globally.

Objectives

The Advisory Council on Media and Communications serves the following objectives:

- Helping to shape what quality and success look like for the strategy on Media and Communications.
- Reviewing strategies to provide media support to Shapers in their individual and professional capacities, as well as to Hubs.
- Using networks and mobilizing resources in Council members' respective regions to:
 - Establish strategic relationships with institutions that can support the Community.
 - Improve understanding of the media landscape in key regions.
- Helping to ensure that the Global Shapers Community remains on the cutting edge of media and communications innovation by highlighting new developments and encouraging the adoption of new technologies.

Size and cast

The Advisory Council comprises at least 18 members. Ideally, it will include members of the Community with diverse expertise, who are passionate about media and communications. A balance is sought between those with expertise in traditional media and those with expertise in digital media.

Roles and responsibilities

A member of the Advisory Council on Media and Communications is expected to:

- Discuss and review strategies to achieve the objectives stated above.
- Participate in regular virtual meetings.
- Contribute to the discussions on innovations in media and communications.



OVERVIEW OF GLOBAL SHAPERS COMMUNITY 'ADVISORY COUNCILS'

Appendix 7: Advisory Council on Partnerships 2014/2015

Definition

The Partnerships area of activity is focused on ensuring an optimal level of interaction and collaboration between financial partners and members of the Global Shapers Community. It is a level of activity that supports and reinforces the overall objectives of the Global Shapers Community, especially its financial sustainability, globally and regionally.

Objectives

The Advisory Council on Partnerships aims to:

- Help shape what quality and success look like for the strategy on partnerships.
- Review understanding of the needs of the Community with regard to engagement with partners. This means deciding what is and isn't relevant in order to build interesting engagement opportunities with Partners.
- Use networks and mobilize resources in Council members' respective regions to:
 - Establish strategic relationships with institutions that can support the Community.
 - Seek insights/opinions with respect to potential types of partnerships.
- Regularly review and brainstorm possible innovations in partnerships

Size and cast

The Advisory Council comprises at least 18 members. Ideally, it will include members of the Community who have already been exposed to engagement opportunities with Partners or have relevant professional expertise/experience. The Council must have sufficient regional representation to ensure that there is a geographical diversity of perspectives.

Roles and responsibilities

A member of the Advisory Council on Partnerships is expected to:

- Discuss and review strategies to achieve the objectives stated above.
- Participate in physical/virtual discussions for sharing of information and brainstorming with regard to engagement activities between Partners and the Community.
- Support in the gathering and spreading of useful information, specifically best practices and "red flags" in engaging with Partners.
- Contribute to the discussions on innovations in partnerships.