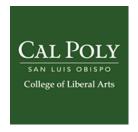
Autonomous Vehicles & Ethics

Workshop Program

14-15 September 2015





Stanford UniversityPalo Alto, California

Purpose

This workshop will focus on the ethics of autonomous vehicles, examining near-term practical issues for industry, especially as it relates to programming.

It will extend discussions from our larger meeting earlier this summer at Stanford on 5 June 2015: http://bit.ly/ProgrammingEthics

The workshop will be a closed, invitational-only meeting with about 30 participants from academia, law, and industry.

Unlike traditional academic workshops, at least in the US, this will truly be a working meeting, not merely a series of lectures. Each working session will begin with a 15-minute briefing about a particular issue, followed by an hour-long open discussion. The discussion will be moderated to ensure it stays focused and productive, exploring a diversity of scenarios and positions. The goal is to draw out expert insights into the issues and identify further points of contention and issues as we continue this line of research.

To foster an intellectually honest discussion, the meeting will be conducted under <u>The Chatham House Rule</u>: participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed without their expressed consent.

Acknowledgements

The conference is organized by Patrick Lin (California Polytechnic State University), Selina Pan (Stanford), and Chris Gerdes (Stanford). It is supported by funding from the US National Science Foundation, under award no. 1522240.

We owe special thanks to Adele Tanaka (Stanford), Erina DuBois (Stanford), Keith Abney (Cal Poly), Ryan Jenkins (Cal Poly) and Jessica Savelli (Cal Poly) for their invaluable assistance and contributions to this workshop.

Finally, many thanks to you, our workshop participants, presenters, and moderators!

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1. The Workshop at a Glance

Day 1 (14 Sept 2015)

0830-0900: Welcome + breakfast/coffee

0900-0915: Introductory remarks and participant introductions

0915-0930: Crash course on ethical theories

Presenter (15 min.): Ryan Jenkins

0930-1045: What is the prime directive?

Questions: Should the car obey the law first and foremost—or is the primary goal to avoid collisions, or to minimize net harm, or maximize total utility, or obey a set of conditional ethical rules, or something else? What if the ethical response is illegal, or the legally permissible (or obligatory) response is unethical? Is ethical design the same as functional safety? What are some scenarios to consider here and throughout the workshop, and do edge-cases matter? Is it hyperbole that cars may have to make life-or-death decisions?

Presenter (15 min.): Patrick Lin

Moderator: Patrick Lin

1045-1100: Coffee and networking break

1100-1215: Values and weights for decision algorithms

Questions: How should crash-avoidance/optimization algorithms be designed—what are the classes of objects to account for, and how much weight should they get? What is the process for arriving at those weights or values? Should certain classes (e.g., passengers, pedestrians, etc.) have special status? What about purchaser consumers and transferees, including when they are business entities? How should property damage be weighed against harm to persons? How should uncertainties be accounted for?

Presenter (15 min.): Sarah Thornton

Moderator: Selina Pan

1215-1345: Lunch

1345-1500: Adjustable ethics settings

Questions: If there's no clear consensus on values/weights, would it be legally or ethically permissible (or obligatory) to give operators a choice in setting those weights? May different models have a different ethics profile or "personality"? Would it be better to have some standard on this "ethics setting"—and who should determine that standard? Is there a role for random-number generators to solve dilemmas? What is the role for legislation or regulation? What is the effect of political and social dynamics?

Presenter (15 min.): Jason Millar

Moderator: Jason Millar

1500-1515: Coffee and networking break

1515-1630: Legal liabilities

What are the sources of legal liability for the manufacturer as well as owners, operators, pedestrians, and infrastructure providers from the preceding discussions and beyond? Does algorithmic transparency help (or hurt)? Should there be special immunities under the law or should default negligence, strict liability, and other liability doctrines become the standard? What does this issue mean for insurance, and who will be legally required to carry it?

Presenters (15 min.): Steve Wu and Gale Townsley

Moderator: Steve Wu

1630-1645: End-of-the-day remarks

1700-1830: Evening reception

Day 2 (15 Sept 2015)

0830-0900: Breakfast + coffee

0900-1015: **Human-computer interface**

Questions: How serious is the "handoff problem"—what are some solutions? Under what conditions would handoff of control release the manufacturer from liability, and when would it not? Can the "handoff problem" be a source of liability? Will legal standards require full automation?

Presenter (15 min.): Wendy Ju

Moderator: Selina Pan

1015-1030: Coffee and networking break

1030-1145: **Abuse**

Questions: How should the car deal with abusive behavior by other drivers, e.g., playing "chicken" with the car? How about abuse or misuse by owners? Should cars have self-defense mechanisms, e.g., in the event of a carjacking; and if so, what kind? How should hacking by owners and malicious actors be addressed? Is it ever permissible for a car to act deceptively or issue false information—would it ever need to? Should vehicles have a "kill switch" by which law enforcement agencies could stop them?

Presenter (15 min.): Keith Abney

Moderator: Keith Abney

1145-1215: **The road ahead**

Questions: How should privacy and information security be addressed? What other issues need to be addressed in the near-term? Mid-term and far-term? What are ways to better account for ethics in engineering—can we embed ethics by design?

Presenter (15 min.): John Sullins

Moderator: Patrick Lin

1215-1230: Concluding remarks—end of workshop

2. Participant Biosketches

Keith Abney

California Polytechnic State University, San Luis Obispo Lecturer and Fellow kabney@calpoly.edu

Keith Abney is a senior lecturer in the Philosophy Department and a fellow of the Ethics + Emerging Sciences Group at Cal Poly. Previously, he held academic appointments at Auburn University, Chesapeake Biological Laboratory, and Calvin College. He is well published on the ethics of emerging technologies—including robotics, cybersecurity, Al, human enhancements, space exploration, bioethics, and more—including their national security implications. He has also participated in organizations such as the Consortium for Emerging Technologies, Military Operations and National Security (CETMONS), and hospital bioethics committees.

John Alsterda

Stanford University PhD candidate, Mechanical Engineering alsterda@stanford.edu

John Alsterda commences his PhD studies in mechanical engineering at Stanford University this quarter. He earned a physics BS from University of Illinois in 2011, where his research focused on high energy particle physics. He spent the last four years in the Navy teaching at the Naval Nuclear Power School.

George Bekey

University of Southern California / California Polytechnic State University, San Luis Obispo Professor Emeritus / Research Scholar bekey@usc.edu

George A. Bekey is professor emeritus of computer science, electrical engineering, and biomedical engineering at the University of Southern California (USC) and Research Scholar at California Polytechnic University (Cal Poly) in San Luis Obispo, California. He has worked in robotics for more than 30 years. He is the founder of the Robotics Research Laboratory at USC, author or co-author of over 250 published technical papers in robotics, and several books, including *Autonomous Robots* (MIT Press, 2005). He has received a number of awards for his work and served as President of the Robotics and Automation Society of the Institute of Electrical and Electronics Engineers (IEEE). His current research interest concerns the ethical implications of robotics. Jointly with colleagues in the Philosophy Department at Cal Poly he edited and published a book entitled *Robot Ethics*, (MIT Press, 2012) and a number of articles on the subject. Professor Bekey is a member of the National Academy of Engineering and a fellow of three professional organizations: the Institute of Electrical and Electronics Engineers (IEEE), the American Association for Artificial Intelligence (AAAI), and the American Association for the Advancement of Science (AAAS).

Larry Cathey

Stanford University
VAIL Driving Simulator Lab Manager
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Larry is currently the manager for the VAIL Driving Simulator at Stanford University. Prior to coming to Stanford in January 2015, he was a senior project manager at Realtime Technologies, Inc. (RTI) for 7 years. His responsibilities included design, development, and installation of ground based vehicle simulators deployed worldwide. Prior to joining RTI, Larry worked as a research engineer for the Ford Research Laboratory in Dearborn, Michigan. He retired from Ford after 30 years in 2007. His last 12 years were spent in active safety research, which includes pedestrian detection systems and driver warning systems. He received both his master's and bachelor's degrees from Wayne State University in Detroit, Michigan. In addition, he has co-authored over 25 papers in microelectronics, active safety research, hardware in the loop (HWIL), and driving simulation technology over the years.

Emily Frascaroli

Ford Motor Company Counsel, Safety & Regulatory efrascar@ford.com

Emily Frascaroli serves as counsel for Ford Motor Company where she advises globally on automotive safety, regulatory, and product liability issues; including a focus on autonomous vehicles, mobility, and cybersecurity. She has extensive experience handling regulatory matters with National Highway Traffic Safety Administration (NHTSA) and other governmental entities, product defect investigations and complex product litigation cases. She is a frequent guest speaker on these topics at various legal conferences, and is also co-chair of the Legal and Insurance Working Group of the University of Michigan Mobility Transformation Center. She earned her JD, cum laude, from Wayne State University (2001) and was an editor of the *Wayne Law Review*. She received her BS in aerospace engineering from the University of Southern California (1995) and a MEng in aerospace engineering from the University of Michigan (1996). Prior to practicing law, she worked as an engineer at both Ford and NASA (Dryden Flight Research Center).

Chris Gerdes

Stanford University Professor of Mechanical Engineering, and Director of CARS and Revs Program <u>gerdes@stanford.edu</u>

Chris Gerdes is a professor of mechanical engineering at Stanford University, director of the Center for Automotive Research at Stanford (CARS), and director of the Revs Program at Stanford. His laboratory studies how cars move, how humans drive cars, and how to design future cars that work cooperatively with the driver or drive themselves. When not teaching on campus, he can often be found at the racetrack with students, instrumenting historic racecars or trying out their latest prototypes for the future. Vehicles in the lab include X1, an entirely student-built test vehicle, and Shelley, an Audi

TT-S capable of turning a competitive lap time around the track without a human driver. Professor Gerdes and his team have been recognized with a number of awards including the Presidential Early Career Award for Scientists and Engineers, the Ralph Teetor Award from SAE International, and the Rudolf Kalman Award from the American Society of Mechanical Engineers.

Noah Goodall

Virginia Center for Transportation Innovation and Research Research Scientist

Noah Goodall is a research scientist with the Virginia Center for Transportation Innovation and Research. His research in vehicle automation focuses on the ethics of crash avoidance systems, real-time risk management, and state policy implications. He is a licensed engineer in the Commonwealth of Virginia, and received his PhD from the University of Virginia.

Sarah Hunter

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Head of Public Policy, Google [x]
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Sarah Hunter heads up the Public Policy Team for Google [x] where she works on products such as self-driving cars, drones, and life sciences. Prior to coming to California, she ran Google's UK Public Policy team for four years. Her background is in government and policy development. She was senior policy advisor to Prime Minister Tony Blair in Downing Street for five years; this is where she built her policy expertise, by working within the broadcasting and media sectors of companies such as the BBC.

Ryan Jenkins

California Polytechnic State University, San Luis Obispo Assistant Professor, Department of Philosophy ryjenkin@calpoly.edu

Ryan Jenkins, PhD, is an assistant professor of philosophy and a research fellow at the Ethics + Emerging Sciences Group at California Polytechnic State University. He has published on emerging technologies in the *Journal of Military Ethics* and *Ethical Theory and Moral Practice*. He is currently co-editing two books on military ethics (Oxford) and robot ethics (MIT). He earned his BA in philosophy from Florida State University and his PhD from the University of Colorado Boulder.

Wendy Ju

Center for Design Research, Stanford University Executive Director of Interaction Design Research wendyju@stanford.edu

Wendy Ju is executive director for Interaction Design Research at Stanford's Center for Design Research, as well as an associate professor in the Graduate Design Program at the

California College of the Arts in San Francisco. Her research is primarily focused upon the design of interactive devices, in particular human-robot interaction and autonomous car interfaces. She is the author of the book *The Design of Implicit Interactions*, which is available from Morgan and Claypool.

Jerry Kaplan

Stanford University

Visiting Lecturer in Computer Science, and Fellow at the Center for Legal Informatics jerrykaplan@stanford.edu

Kaplan is widely known as a serial entrepreneur, technical innovator, bestselling author, and futurist. He co-founded four Silicon Valley startups, two of which became publicly traded companies. He is the author of *Startup: A Silicon Valley Adventure* (Houghton Mifflin) and the recently released *Humans Need Not Apply: A Guide to Wealth and Work in the Age of Artificial Intelligence* (Yale Press). Kaplan holds a PhD in computer science, and is currently a fellow at The Stanford Center for Legal Informatics. He also teaches philosophy, ethics, and impact of artificial intelligence in the computer science department at Stanford University.

Patrick Lin

California Polytechnic State University, San Luis Obispo Associate Philosophy Professor palin@calpoly.edu

Patrick Lin, PhD, is the director of the Ethics + Emerging Sciences Group, based at California Polytechnic State University, San Luis Obispo, where he's an associate philosophy professor. His current and past affiliations include: Stanford's School of Engineering (CARS); Stanford Law School's Center for Internet and Society; US Naval Academy; University of Notre Dame's Emerging Technologies of National Security and Intelligence initiative; Australia's Centre for Applied Philosophy and Public Ethics; Dartmouth College; and New America Foundation. Dr. Lin has published widely in technology ethics and has given invited briefings and talks to major government and industry organizations. He earned his BA in philosophy from UC Berkeley and PhD from UC Santa Barbara. Website: http://ethics.calpoly.edu

Tom Lue

Google Inc. Legal Counsel

Tom Lue is legal counsel for Google's Advanced Technology and Projects (ATAP) group and Google [x]. He advises on legal and policy matters for emerging technologies, which includes Google's self-driving car project. Before joining Google, Tom served as acting general counsel of the White House Office of Management and Budget (OMB) as well as an attorney-advisor in the Office of Legal Counsel (OLC) at the U.S. Department of Justice. He is currently a lecturer in law at Stanford Law School where he teaches a course on legal counseling for new and innovative technologies.

Neil Malhotra

Stanford Graduate School of Business Professor of Political Economy neilm@stanford.edu

Neil Malhotra's research interests include American politics, political behavior, and public opinion. Among other topics, he has studied how citizens evaluate government performance and its implications for democratic accountability. At the Stanford GSB, he teaches courses on ethics, measuring opinion and sentiment, and disruptive innovation.

Markus Maurer

TU Braunschweig Professor maurer@ifr.ing.tu-bs.de

Since 2008, Markus Maurer has been a professor for Automotive Electronics Systems at TU Braunschweig. His research interest includes autonomous driving, driver assistance systems, and automotive systems engineering. From 2000-2007, he worked at Audi where he established an R&D lab for driver assistance systems. In 2000, he received his PhD from the University of the Armed Forces Munich under the guidance of Ernst Dieter Dickmanns.

Ron Medford

Google Inc.
Director of Safety, Self-Driving Cars

Ron Medford joined Google [x] in January 2013 as the safety director for the Self-Driving Car team. He leads the program's safety team and works with other program development teams to ensure the safety of the self-driving car. Prior to joining Google, Ron served as the senior associate administrator for vehicle safety at the National Highway Traffic Safety Administration (NHTSA), U.S. Department of Transportation in May 2003. He was later promoted to the Deputy Administrator position in January 2010 where he was responsible for overseeing all aspects of the U.S. auto safety programs.

Jason Millar

Queen's University at Kingston PhD Candidate <u>jasonxmillar@gmail.com</u>

Jason Millar researches the ethics of robotics and automation technologies. He is a doctoral candidate in the Philosophy Department at Queen's University (Canada), and teaches robot ethics and philosophy at Carleton University, in Ottawa, Canada. He has a degree in engineering physics, and worked for several years designing telecommunications and aerospace electronics before turning his full-time attention to issues in ethics, philosophy, and technology. Jason has authored book chapters, reports, and articles on robot ethics, design ethics, privacy, as well as science and technology policy. His work on design ethics and autonomous cars has been featured in the media internationally. He is

co-author of a chapter in the forthcoming book, *Robot Law*, edited by Ryan Calo, Ian Kerr, and Michael Froomkin.

Christopher Nowakowski

University of California, Berkeley
PATH Program and Human Factors R&D Engineer chrisn@path.berkeley.edu

Christopher Nowakowski is a human factors research engineer at UC Berkeley's PATH program, with almost 20 years of experience in automotive and transportation research. He has a BS in civil engineering from Bradley University and a MS in industrial engineering from the University of Michigan. His research interests have included the observation of driving behavior, Driver-Vehicle Interface (DVI), Advanced Driver Assistance Systems (ADAS) design, Automated Driving Systems (ADS), connected vehicles, car and truck platooning, and the field testing of Intelligent Transportation Systems (ITS). He is a member of the Human Factors and Ergonomics Society's Surface Transportation Group and an active member of the Society of Automotive Engineers' (SAE), serves on the Safety and Human Factors Steering Committee, as well as on task forces in other committees related to automated driving systems. He also currently co-chairs the Safety and Human Factors Committee on Adaptive Cruise Control and Forward Collision Warning Standards. Even as we move towards driving automation, we must maintain focus on the drivers, travelers, and interactions with other road users as integral parts of the overall transportation system design.

Selina Pan

Stanford University
Postdoctoral Researcher slpan@stanford.edu

Selina Pan is a postdoctoral researcher at Stanford University in the Department of Mechanical Engineering. She received the PhD degree in mechanical engineering from UC Berkeley in 2014, the MS degree in mechanical engineering from UC Berkeley in 2009, and a BEng degree in aerospace engineering from the University of Michigan in 2008. Her current research interests are in ethics, driver adaptation, integrated path planning, and tracking in autonomous vehicles. Her previous research includes unmanned aircraft and automotive engine control.

Tom Powers

University of Delaware Associate Professor tpowers@udel.edu

Tom Powers is the founding director of the Center for Science, Ethics, and Public Policy (CSEPP) at the University of Delaware. He holds appointments as associate professor in the Department of Philosophy, the School of Public Policy and Administration, and the resident faculty at the Delaware Biotechnology Institute. His research concerns ethics in science and engineering, the philosophy of technology, and environmental ethics. His

publications range from topics in artificial intelligence and robotic ethics to the ethical aspects of design. Powers received a BA in philosophy (College of William and Mary) and a PhD in philosophy (University of Texas at Austin) for a dissertation written on Immanuel Kant. He has been a DAAD-Fulbright dissertation-year fellow at the Ludwig-Maximilians-Universität, Munich, and a National Science Foundation postdoctoral fellow in the School of Engineering and Applied Science at the University of Virginia.

Rob Reich

Stanford University
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Rob Reich is a professor of political science and, by courtesy, of philosophy, as well as in the School of Education. He is a faculty co-director of the Center on Philanthropy and Civil Society and faculty director of the Center for Ethics in Society. His main interests are in political theory. He is currently completing a book on ethics, public policy, and philanthropy. He is the author of *Bridging Liberalism and Multiculturalism in American Education*, co-author of *Democracy at Risk: How Political Choices Undermine Citizen Participation*, and co-editor of *Toward a Humanist Justice: The Political Philosophy of Susan Moller Okin*. He is the recipient of several teaching awards, including the Phi Beta Kappa Undergraduate Teaching Award and the Walter J. Gores Award, Stanford Univ.

Debra Satz

Stanford University

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Debra Satz, the Marta Sutton Weeks Professor of Ethics in Society, is the senior associate dean for the Humanities and Arts at Stanford University. Satz, a philosophy professor, directs the McCoy Family Center for Ethics in Society. She earned a bachelor's degree from City College of New York and a doctorate in philosophy from Massachusetts Institute of Technology. Her research focuses on the ethical limits of markets, the place of equality in a just society, theories of rational choice, feminist philosophy, ethics and education, and issues of international justice.

Jessica Savelli

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Jessica Savelli is currently pursuing her Bachelor of Arts degree in philosophy with a concentration in ethics from California Polytechnic State University, San Luis Obispo.

Joerg Schlinkheider

Volkswagen Group of America, Inc. Head of Driver Assistance Systems joerg.schlinkheider@vw.com Joerg Schlinkheider is overseeing the R&D of Piloted Driving and Driver Assistance Systems (DAS) at Volkswagen Group Electronics Research Lab (ERL) in Belmont, California. Mr. Schlinkheider joined ERL in 2012 from Audi AG.

Steven Shladover

University of California, Berkeley California PATH Program, Program Manager, Mobility steve@path.berkeley.edu

Dr. Steven Shladover is the program manager of mobility at the University of California PATH Program, where he has been leading research projects related to road vehicle automation for the past 26 years. He has been conducting research on both technical and non-technical aspects of vehicle automation since he was in graduate school at MIT over forty years ago. His current research includes several projects on cooperative adaptive cruise control for cars and trucks and provides technical advice to the California DMV on their development of regulations for automated driving. Dr. Shladover chairs the TRB Committee on Vehicle-Highway Automation and represents the U.S. in the development of international standards for Vehicle-Roadway Warning and Control Systems in ISO TC204.

Ken Shotts

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Ken Shotts uses game theory to analyze how elections and political institutions influence policy choices made by government officials. He has published papers on presidential leadership, racial redistricting, term limits, and the politics of regulatory enforcement. He is currently doing research on several topics, which include: electoral accountability, policy entrepreneurship, political risk, and industry-level self-regulation. At the Stanford Graduate School of Business, he teaches classes on two topics: ethics and strategy beyond markets.

Janet D. Stemwedel

San Jose State University Professor, and Department of Philosophy Chair janet.stemwedel@sjsu.edu

Janet D. Stemwedel received a BA in chemistry and philosophy (1989) from Wellesley College, as well as PhD degrees in physical chemistry (1994) and in philosophy (2001), both from Stanford University. Her teaching and research focus on philosophy of science and ethical issues in scientific research, as well as the broader question of how scientists and non-scientists should share the world. Since 2006 she has written on ethics in science for outlets including *Forbes, Scientific American*, and *ScienceBlogs*.

John P. Sullins

Sonoma State University Professor john.sullins@sonoma.edu

Dr. John P. Sullins, (PhD, Binghamton University (SUNY), 2002) is a professor at Sonoma State University in California where he is a member of the Center for Ethics Law and Society. He teaches philosophy and robotics, cyber-ethics, philosophy of science, and technology and logic. His research interests are in the philosophy of technology, computer ethics, and the philosophical implications of emerging technologies such as robotics, AI, and artificial life. His recent publications have focused on artificial agents and their impact on society as well as the ethical design of successful autonomous information technologies, including the ethics of the use of personal robots, autonomous vehicles, and robotic weapons systems.

Sarah Thornton

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PhD Candidate, Mechanical Engineering
smthorn@stanford.edu

Sarah Thornton is currently pursuing her doctoral degree in mechanical engineering at Stanford University. She obtained her MS degree in mechanical engineering from Massachusetts Institute of Technology in 2013, where her research focused on developing an adaptive shift control algorithm for automatic transmissions. She received her BS degree in mechanical engineering from UC Berkeley in 2011. Her current research interests are in the area of ethical, uncertain decision making for automated vehicles.

Gale A. Townsley

Severson & Werson Law Group Senior Counselor gat@severson.com

Ms. Townsley is a frequent speaker on the topics of Driverless Automobile, Drone, and Cyber Insurance, with special emphasis on the role of the London and European reinsurance and excess insurance markets in providing insurance for emerging risks. With over 25 years of insurance coverage experience, Ms. Townsley advises insurers regarding coverage, product development, and policy drafting. She also serves as monitoring counsel for London, European, and US underwriters: negotiating pre-litigation settlements, handling claims, supervising outside coverage and litigation counsel, and counseling the insured on loss prevention, risk management, professional responsibility, and ethics. Ms. Townsley is a member of the ABA Science & Technology Section's Information Security Committee and the Robotics & Artificial Intelligence Committee. She completed her undergraduate studies in experimental psychology, and master's studies in philosophy at Florida State University. She completed studies in the PhD program in philosophy at the University of Georgia. Ms. Townsley completed her JD at Golden Gate University in San Francisco, California.

Stephen Wu Silicon Valley Law Group Of Counsel ssw@svlg.com

Stephen Wu is an attorney with Silicon Valley Law Group in San Jose, California. Steve served as the 2010-2011 Chair of the American Bar Association Section of Science & Technology Law, and founded its Artificial Intelligence and Robotics Committee. His practice emphasizes information governance and information technology matters, in areas including information security, privacy, mobile computing, records management, and computer-related investigations. Steve's practice also includes compliance, liability, and information governance in emerging areas of technology law such as artificial intelligence, robotics, human-computer interfaces, Big Data, and the Internet of Things. He has written or co-written six books on information on security and the law. He wrote product liability chapters for a recent book from the Daimler and Benz Foundation on autonomous driving and the recent book from the American Bar Association on legal issues arising from drones. Steve is a graduate of the University of Pittsburgh and Harvard Law School.

3. Location and Maps

This workshop will be held at the **Stanford Faculty Club**: http://facultyclub.stanford.edu/

Address: 439 Lagunita Drive, Stanford, California 94305

Phone: +1 650 723 9313

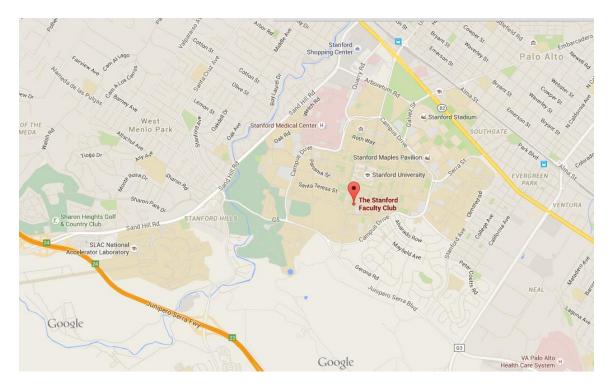
The meeting will be held in the Gold Lounge at the bottom level of the Stanford Faculty Club.

Maps

See directions and maps below. More maps here: https://campus-map.stanford.edu/

University campus

Take Campus Drive on the back (south) side of campus. Be careful: there are two turn-offs on Junipero Serra Blvd. for Campus Dr.



(Maps continued on next page)

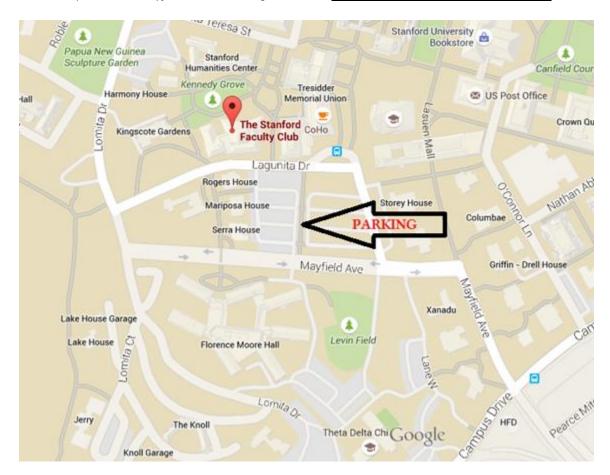
Stanford Faculty Club

From Crowne Plaza hotel: take El Camino Real/82 north; turn left on Stanford Ave; then right on Bowdoin St.; then left on Campus Dr.; then right on Mayfield Ave. See next map below.



Visitor's Parking Lot

Take Campus Dr. to Mayfield Ave.; turn right into lot. Save your receipts for reimbursement.



4. Instructions at Stanford

Attribution of statements

To foster an intellectually honest discussion, the meeting will be conducted under <u>The Chatham House Rule</u>: participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed without their expressed consent.

Campus parking and reimbursement

Please plan to arrive a bit early, in case it is difficult to find a visitor's parking spot. We will reimburse you for your daily parking pass (\$12 per day). Please save these passes, as we will need to have them in order to reimburse you.

Dress code

As this workshop is an academic meeting, and we want to provide a relaxed environment for open conversations, the dress code is "university casual", whatever that means to you.

Wireless access information

- Choose the wireless network "Stanford Visitors"
- Accept the terms and conditions, and you should be connected
- On some devices, you may need to open a browser to complete this

5. Organizer Contact

Patrick Lin, Ph.D.

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