
2025 Internet Resilience Forum

November 14, 2025

UCLA Luskin Center, Los Angeles, CA, USA

8:00am – 1:00pm

Purpose

The Marconi Society's Internet Resilience Forum brings together global leaders from infrastructure, hyperscalers, utilities, and public-interest sectors to address systemic vulnerabilities and co-create actionable solutions for a more resilient digital future. As Internet resilience is redefined to mean adaptability, not just recoverability, the Forum fosters collective accountability, sectoral alignment, and long-term collaboration. As resilience shifts from recovering after failure to anticipating and adapting to disruption, the Forum provides a space for candid dialogue, shared accountability, and long-term collaboration to safeguard the digital future.

Agenda

By convening global leaders across infrastructure, hyperscalers, utilities, finance, and public-interest sectors, the Forum aims to build a shared sense of accountability and identify cross-sectoral solutions.

Throughout the day, we will explore the following key questions:

- Why must resilience be adaptable as sectors are interdependent?
 - Where accountability lies across sectors and how it can be shared?
 - The risks of fragmented or siloed approaches.
-

8:00 – 8:30am | Executive Networking & Coffee

8:30 – 8:45am | Welcome & Opening Remarks

This session will set urgency and context: resilience is no longer optional, it is foundational to the Internet's role as core human infrastructure. The speakers will establish the Forum as a place for candid, solution-oriented dialogue and will emphasize the urgency of collective action to enhance resilience in an increasingly interdependent Internet ecosystem.

Key considerations:

- Why now? The convergence of physical, cross-sectorial and technological risks.
- How the Marconi Society aims to catalyze collaborative solutions.
- A call for openness, candor, and long-term commitment from participants.

Speakers:

- John Janowiak, President & CEO, The Marconi Society
- Vint Cerf, VP/Chief Internet Evangelist, Google

8:45 – 9:15am | Setting the Stage: Activities and Insights from the IR Institute

This segment grounds participants in the IR Institute’s recent work, ensuring a shared evidence base. The objective is to establish a common understanding of the challenges and clarify the need for cross-sectoral responses. The Hyperscalers and Mapping workstreams highlight both systemic vulnerabilities and methodological innovations in visualizing interdependence.

Key questions:

- What early findings from the Hyperscaler Working Group reveal about best practices?
- How mapping exposes invisible dependencies in infrastructure and supply chains?
- Why must resilience frameworks integrate both technical and policy layers?

Speakers:

- Pablo Hinojosa, Strategic Advisor, Internet Resilience Institute
- Ram Mohan, Chief Strategy Officer, Identity Digital
- Fiona Alexander, Co-Founder, Salt Point Strategies

9:15 – 10:30am | Session I: “Safeguarding the Digital Future – Sectoral Interdependence and Shared Risk”

Resilience cannot be built in silos. This session explores how networks, energy grids, hyperscalers, transport systems, and content providers are bound together in ways that expose hidden risks. Contributors will discuss lessons from recent disruptions and consider how industries can move from fragmented risk models toward collective preparedness. This interactive conversation will examine the balance between sector-specific responsibility and shared accountability for safeguarding the digital future.

Key questions:

- How can hyperscalers and traditional infrastructure players jointly address resilience at scale?

- Lessons from recent disruptions (i.e., power outages, submarine cable cuts, ransomware). What dependencies between power, cloud, and networks remain hidden or unmanaged?
- What mechanisms (joint risk registries, collective simulations, shared SLAs) can move resilience from individual responsibility to collective preparedness?

Speakers:

- Nancy Morgan, Strategic Advisor, The Cantellus Group
- David Cross, CISO, Atlassian
- John Crain, SVP & Chief Technology Officer, ICANN
- Dr. Radia Perlman, Fellow, Dell EMC
- Mike Smith, Principal, Utility 2030

10:30 – 10:45am | Coffee & Comfort Break

10:45 – 11:45am | Session II: “Designing Coordinated Solutions: From Dialogue to Action”

With interdependence recognized and with shared risks on the table, this session shifts from diagnosis to solutions. Contributors will explore practical, scalable, and fundable interventions to reduce systemic vulnerabilities across infrastructure layers. This interactive discussion will emphasize how accountability can be designed into partnerships, what conditions enable sustainable collaboration, and how resilience can be measured and tracked over time.

Participants will leave with a clearer picture of where collective investment and innovation can make the most impact.

Key questions:

- What interventions could lower systemic risk (e.g., redundancy investments, federated trust frameworks, cross-sector drills)?
- How accountability for resilience can be distributed fairly among public, private, and civic actors?
- Pathways for long-term partnerships: joint financing models, multistakeholder agreements, or regulatory alignment?
- The role of measurement: how to track and benchmark resilience improvements?

Speakers:

- Maarten Botterman, GNKS Consult BV
- Victor Kuarsingh, Managing VP, Connectivity, Capital One Financial

- Paul Vixie, Deputy CISO, AWS
- Caleb Queern, Managing Director, Cyber Security, KPMG
- Girish Chandran, Corporate CTO, Viasat

11:45am – 12:00pm | Closing Remarks

This session will bring together the threads of the Forum, highlighting both insights and commitments. Participants will leave today encouraged to carry the work forward.

Key questions:

- What consensus or “no-regrets” actions emerged across sessions?
- How resilience can become an organizing principle, not a reactive measure?
- Next steps: where can participants plug in to the IR Institute’s ongoing workstreams?

Speakers:

- Pablo Hinojosa, Strategic Advisor, Internet Resilience Institute
- Ram Mohan, Chief Strategy Officer, Identity Digital
- Fiona Alexander, Co-Founder, Salt Point Strategies

12:00 – 1:00pm | Executive Networking & Lunch

Participants are invited to continue conversations over lunch and explore opportunities for collaboration. All IR Forum participants are encouraged to attend the afternoon portion of the Academic Forum.