

# Compete: Impact



Compete.

Council on  
Competitiveness

2009 Accomplishments  
and 2010 Outlook



*David D. Nelson, Career Member of the Senior Foreign Service, U.S. Department of State; Deborah L. Wince-Smith, President, Council on Competitiveness; Shirley Ann Jackson, University Vice Chair, Council on Competitiveness, President, Rensselaer Polytechnic Institute; Joseph R. Biden, Jr., Vice President of the United States; Robert D. Hormats, Under Secretary for Economics, Energy and Agricultural Affairs, U.S. Department of State, at the Council's National Energy Summit Dinner at the Department of State*

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## 2009 Accomplishments and 2010 Outlook

- |    |  |    |   |
|----|--|----|---|
| 3  | Our Members are Movers   | 30 | Compete: Global   |
| 4  | A Comprehensive and Interconnected<br>Agenda to Keep America Competitive | 36 | Compete: Global—Multi-lateral Engagement                    |
| 9  | Compete: Federal Engagement  | 42 | Council on Competitiveness Board and<br>Executive Committee |
| 11 | Compete: Energy  | 43 | Council Members   |
| 22 | Compete: Technology  | 45 | Council Staff   |
| 28 | Compete: Manufacturing   | 48 | Follow Our Leaders  |
| 29 | Compete: 21st Century Workforce and the<br>Regional Economy              |    |   |

# Council's June Executive Committee Meeting



**Top left** Charles O. Holliday, Jr., Chairman, Council on Competitiveness, Chairman, DuPont; James H. Quigley, Chief Executive Officer, Deloitte Touche Tohmatsu

**Top right** Gene D. Block, Chancellor, University of California, Los Angeles; Mark G. Yudof, President, University of California System - Regents

**Middle left** Charles O. Holliday, Jr., Chairman, Council on Competitiveness, Chairman, DuPont; James H. Quigley, Chief Executive Officer, Deloitte Touche Tohmatsu; Lee A. McIntire, Chief Executive Officer, CH2M HILL

**Middle right** James M. Phillips, Managing Partner, Pinnacle Enterprises; Shirley Ann Jackson, University Vice Chair, Council on Competitiveness, President, Rensselaer Polytechnic Institute; Steven Knapp, President, The George Washington University

**Bottom** Robert J. Zimmer, President, The University of Chicago; Marye Anne Fox, Chancellor, University of California, San Diego; Anthony J. Tether, Distinguished Fellow, Council on Competitiveness; James W. Owens, Chairman and Chief Executive Officer, Caterpillar Inc.

## Our Members are Movers



*Frederick W. Smith, Chairman and Chief Executive Officer, FedEx Corporation*



*Steven Knapp, President, The George Washington University; Sheryl Handler, President and Chief Executive Officer, AB Initio; Kenan Sahin, President and Founder, TIAX, LLC*



*Robert J. Zimmer, President, The University of Chicago*

**The Council on Competitiveness is a leadership organization comprised of CEOs, university presidents and labor leaders committed to ensuring that the United States remains the world leader. The Council has one goal: to strengthen America's competitive advantage by acting as a catalyst for innovative public policy solutions that address America's major competitive challenges and capitalize on its unique strengths.**

Since the Council was founded by Hewlett-Packard CEO John A. Young in 1986, it has emerged as a bipartisan platform to forge consensus on key competitiveness issues. These issues include innovation, energy, manufacturing, workforce development, global partnerships, regional economic development and technology. The Council provides a positive, forward-looking environment for senior White House, executive and legislative branch

officials to exchange views and seek the counsel of the nation's most respected corporate and non-profit leaders. As Dana Blankenhorn of smartplanet.com noted, "the Obama Administration is trying to focus on groups like the Council on Competitiveness."

We appreciate your interest in and support of the Council on Competitiveness, and look forward to working with you in our tripartite fashion.

# A Comprehensive and Interconnected Agenda to Keep America Competitive



Russell M. Artzt, Vice Chairman and Founder, CA Inc.; U.S. Senator, Lisa Murkowski; Charles O. Holliday, Jr., Chairman, Council on Competitiveness, Chairman, DuPont



Douglas R. Oberhelman, Vice President and Chief Executive Officer-elect (effective January 1, 2010), Caterpillar Inc.; U.S. Senator, Mark R. Warner

The mission of the Council on Competitiveness is to shape the national debate on competitiveness and engage our international partners on issues of common interest. When the economic clouds appeared darkest in early 2009, the Council responded with *Rebound*, a call-to-action to federal policymakers to inject capital into the economy and get America back to work. The economic stimulus package passed by Congress and signed by President Obama included key recommendations put forward in *Rebound*, and began a year of tremendous impact for the Council.

Our report was named *Rebound*, however our objective was to *respond*. The Council's leadership and its members saw the early signs of the energy crisis and the worst recession since the great depression and mobilized and offered policy advice in a time of political transition. If anything was clear from the polling and analysis of the 2009 off-year elections, it was that jobs and the economy are the front-burner issues for the American people.

There were many highlights in 2009, but the Council is especially proud of its efforts in engaging leaders across the political spectrum, including the new

Administration of the federal government. As the Obama Administration moved into town, the Council was sought out by the Presidential Transition Team to conduct over a dozen policy-area briefings, and provided an historic prologue of guidance from our near quarter-century of work for the common good. The result was a seamless transition from old friends to new ideas.

A great example was the Council's National Energy Summit & International Dialogue last September. The Summit brought together three cabinet secretaries, senior Administration officials, leading voices



*C. Wm. Booher, Jr., Executive Vice President and Chief Operating Officer, Council on Competitiveness; Deborah L. Wince Smith, President, Council on Competitiveness; Edward G. Rendell, Governor of Pennsylvania; Debra van Opstal, Senior Vice President, Council on Competitiveness. Deborah is handing Governor Rendell a Compete Bond, one of the recommendations in Compete at a Summit on Transportation Infrastructure and Competitiveness, co-hosted by the U.S. Secretaries of Commerce and Transportation and the Council*

from Capitol Hill and foreign dignitaries with over 400 private sector, university, research and labor leaders to explore the linkages between energy, the environment and competitiveness.

Engagement by senior Administration officials didn't end there, as we were honored to welcome Vice President Joseph R. Biden Jr. as our special dinner speaker for our National Energy Summit.

The Council also launched the Technology Leadership and Strategy Initiative (TLSI), which is identifying the conditions that will drive U.S. innovation from frontier research to deployment, value creation and jobs. The TLSI is directed by a group of leading chief technology officers representing a broad range of industries, institutions and national labs. The President's chief technology

officer Aneesh Chopra, a participant in this Initiative, has pledged to work with us to help achieve a strategic technology vision for the United States.

If the 20th century was the century of American ideas brought to life, then the 21st century will be one of global competitiveness. Whether the competition is the Japanese quality of the 1980's or the commoditization of labor of the 1990's and 2000's, the Council continues to recognize the importance of understanding the nation's global partners and competitors. To this end, another 2009 milestone for the Council was the inaugural meeting of the Global Council on Competitiveness (GCC), held in Washington, D.C. in September. This meeting brought together leaders of competitiveness councils from more than 20 countries to discuss



*Robert D. Hormats, Under Secretary for Economics, Energy and Agricultural Affairs, U.S. Department of State; Charles O. Holliday, Jr., Chairman, Council on Competitiveness, Chairman, DuPont; Joseph R. Biden, Jr., Vice President of the United States*

shared challenges and opportunities. It was an exciting first step in expanding the scope of the Council's leadership and reflects the growing interconnectedness of today's global economy.

The Council will build upon these successes in 2010 to create a dynamic set of new initiatives geared towards enhancing America's competitiveness.

The Council's Innovation in Manufacturing Initiative is designed to chart new strategic directions to strengthen America's manufacturing competitiveness. And the Council will continue to develop its core competency in benchmarking set by our flagship publication, the *Competitiveness Index*, which identifies the drivers of America's competitiveness and assesses our country's competitiveness in relation to other countries.

What follows on these pages is not a discreet list of programmatic accomplishments, but an interconnected network of critical areas identified by our members as the keys to America's long-

term prosperity. Energy, manufacturing, technology development and deployment and talent are inextricably linked at the apex of the global competitiveness landscape. We know, for example, that access to renewable energy is critical to manufacturing. We know that high performance computing is a unique American comparative advantage, but we must expand access to it. We know that the global race for talent and frontier research is key to all aspects of our national competitiveness.

As the United States continues to recover from economic crisis, the Council stands poised to continue to shape and impact the debate on competitiveness in Washington, D.C. and around the world.

CHARLES O. HOLLIDAY, JR.  
*Chairman*  
*Council on Competitiveness*

DEBORAH L. WINCE-SMITH  
*President*  
*Council on Competitiveness*





*Charles O. Holliday, Jr., Chairman, Council on Competitiveness, Chairman, DuPont; Deborah L. Wince-Smith, President, Council on Competitiveness; Lawrence H. Summers, former Council member and current Director of the National Economic Council and Assistant to the President for Economic Policy. Mr. Summers spoke at the Council's Executive Committee dinner prior to the 2009 State of Innovation Summit*

# Compete: Federal Engagement

## The Impact of the Council on Competitiveness on National Policy



Gary Locke, U.S. Secretary of Commerce



Raymond H. "Ray" LaHood, U.S. Secretary of Transportation



John P. Holdren, Director, White House Office of Science and Technology Policy

**Immediately after the November 2008 national elections, the cutting-edge thinking embodied in the Council's work, coupled with its unique membership, attracted the attention of key policymakers and helped shape the competitiveness agenda of the new Administration. Council staff and members were tapped to participate in more than a dozen presidential transition team meetings. As a result, numerous Council priorities, from energy efficiency measures to tax incentives, were included in the final economic stimulus legislation signed into law early in 2009.**

In September 2009, the Council's National Energy Summit & International Dialogue featured the participation of key members of the new leadership team in Washington, D.C. They included Vice President to Joseph R. Biden Jr.; U.S. Secretary of Energy Steven Chu; U.S. Secretary of Commerce Gary Locke; U.S. Secretary of Transportation Ray LaHood; Assistant to the President for Science and Technology John P. Holdren; U.S. Senator, Mark R. Warner and U.S. Senator, Lisa Murkowski. Also lending their names to the Honorary Committee for the Summit was a distinguished list of governors, senators and representatives.

During the Summit, the Council released *Drive: A Comprehensive Roadmap to Achieve Energy Security, Sustainability and Competitiveness*. In October 2009, U.S. Senator Jeff Bingaman sponsored a congressional briefing on this landmark policy roadmap for key senate energy staff. Similar briefings for the U.S. House of Representatives, as well as the nation's governors, mayors and other decision-makers are planned for 2010.

These are just a few examples of the Council's history of effective policy leadership, which has provided its members with a strong voice to engage every presidential administration and Congress since

1986. Other examples of the Council's public policy engagement in 2009 include:

- Participation of key government officials in the Council's Executive Committee Dinner, including remarks by the Lawrence H. Summers, Chair of the National Economic Council and Assistant to the President for Economic Policy.
- Co-hosting a summit on transportation infrastructure and competitiveness with the U.S. Secretaries of Commerce and Transportation. Featured participants included U.S. Senator, Mark R. Warner; Edward G. Rendell, Governor of Pennsylvania; General Duncan J. McNabb, Commander, U.S. Transportation Command; and Douglas R. Oberhelman, Vice Chairman and CEO-elect (effective January 1, 2010) of Caterpillar Inc.
- Testimony by the Council's President, Deborah L. Wince-Smith, before the Senate Energy & Natural Resources Committee.
- A Council briefing for key congressional staff on *Prioritize: A 100-Day Energy Action Plan for the 44th President of the United States*.
- A meeting with U.S. Secretary of Energy Steven Chu to discuss next steps to encourage the adoption of High Performance Computing across all sectors of the U.S. economy.
- Participation of U.S. Undersecretary of Commerce for International Trade Frank Sanchez in the Global Council on Competitiveness.

# Compete: Energy



*Shirley Ann Jackson, University Vice Chair, Council on Competitiveness, President, Rensselaer Polytechnic Institute; D. Michael Langford, National President, Utility Workers Union of America, AFL-CIO; James W. Owens, Chairman and Chief Executive Officer, Caterpillar Inc.*



*Charles O. Holliday, Jr., Chairman, Council on Competitiveness, Chairman, DuPont, opening the National Energy Summit & International Dialogue*

## Co-Chairs

James W. Owens, Chairman and Chief Executive Officer, Caterpillar Inc.

Shirley Ann Jackson, University Vice Chairman, Council on Competitiveness and President, Rensselaer Polytechnic Institute

D. Michael Langford, National President, Utility Workers Union of America, AFL-CIO

## Key Platform: Energy Security, Innovation & Sustainability Initiative

Phase I of the Energy Security, Innovation & Sustainability (ESIS) Initiative culminated in the release of *Drive*, a two-year study funded by the U.S. Department of Energy and Council members. It incorporated study, research and engagement by and with leading energy experts from around the world. The release of *Drive* and the National Energy Summit received substantial attention from U.S. government leaders, foreign governments and the national media.



Deborah L. Wince-Smith, President, Council on Competitiveness; Charles O. Holliday, Jr., Chairman, Council on Competitiveness, Chairman, DuPont; James W. Owens, Chairman and Chief Executive Officer, Caterpillar Inc.; Steven Chu, U.S. Secretary of Energy

## Key 2009 Accomplishments

- Drive. Private Sector Demand for Sustainable Energy Solutions: A Comprehensive Roadmap to Achieve Energy Security, Sustainability and Competitiveness.*** This landmark study recommended specific public policy actions to ensure that the United States remains a leader in the 21st century, low-carbon economy. *Drive* recommendations include rewarding energy efficiency, appropriately pricing energy resources, identifying and committing sufficient resources to achieve technological breakthroughs and training the workforce talent necessary for this sector. This document has been circulated among decision makers in Washington, D.C. and around the world, and has quickly become a key public policy resource.
- National Energy Summit & International Dialogue**—On September 23–24, 2009, the Council hosted the National Energy Summit & International Dialogue, which was attended by nearly 400 leaders from academia, labor organizations and the private and public sectors from the United States and from around the world. Summit partners included the Brookings Institution, Center for the Study of the Presidency and Congress, Energy Future Coalition, National Academy of Sciences, Securing America's Future Energy, TransAtlantic Business Dialogue, United Nations Foundation, World Business Council for Sustainable Development and World Resources Institute.

*Newsweek* served as an exclusive media partner and provided its most senior editors, including Eleanor Clift, Robert Samuelson, Rana Foroohar, *Newsweek* Chairman Richard M.



*Björn Stigson, President, World Business Council for Sustainable Development (WBCSD); Richard M. Smith, Chairman, Newsweek*



*Robert Edward "Ted" Turner III, Chairman, Turner Enterprises, Inc.; Ólafur Ragnar Grímsson, President, The Republic of Iceland*

Smith, and others, to serve as moderators. In addition, CNBC's Squawk Box hosted by Becky Quick offered live coverage and conducted extensive on-air interviews with Council members. CleanSkiesTV provided gavel-to-gavel live coverage of the event, and many other media outlets covered the proceedings.

- **The Road to Copenhagen: A Key Economic Development Opportunity**—The Council's mission in the run-up to Copenhagen is to provide the framework for common-sense, "business case" solutions in a low-carbon world. An important document released during the Summit, the *Call to Action for Prosperity and Competitiveness in a Low-Carbon World*, is designed to help global negotiators shape a balanced outcome for our planet and our country at the United Nation's Climate Change Conference (COP15) in December 2009.

## 2010 Outlook

- The ESIS Initiative will focus on implementing an extensive outreach plan to publicize the recommendations of *Drive* across the nation, and raise awareness of the business case for positioning American companies to compete and win in the global race for commercializing leading-edge, low-carbon technologies.
- The ESIS Initiative will examine the practical tools and long-term strategies needed to ensure that the United States has the manufacturing capacity and workforce talent necessary to capitalize on the emerging markets for new energy products and solutions.



*In Front: Björn Stigson, President, World Business Council for Sustainable Development (WBCSD) In Back From Left to Right: William J. Antholis, Managing Director, The Brookings Institution; Deborah L. Wince-Smith, President, Council on Competitiveness; Charles O. Holliday, Jr., Chairman, Council on Competitiveness, Chairman, DuPont; Shirley Ann Jackson, University Vice Chair, Council on Competitiveness, President, Rensselaer Polytechnic Institute; James H. Quigley, Chief Executive Officer, Deloitte Touche Tohmatsu; Thomas M. Kirlin, Vice President of Operations and Chief Financial Officer, Center for the Study of the Presidency and Congress; Robin Murphy, Vice President, External Relations, World Resources Institute; Alexander A. Karsner, Distinguished Fellow, Council on Competitiveness; Raphael Diamond, President and Chief Executive Officer, Securing America's Future Energy; Reid Detchon, Executive Director, Energy Future Coalition*



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## Regional Summits

The Council is very grateful to the hosts and participants of the four regional energy summits that played a critical role in developing the policy recommendations in *Drive*. These summits took place in:

### Houston, Texas

February 12-13, 2009

*The Path to Energy Diversification—Addressing Public Policy, Business and Technological Challenges to Sustainable Energy Supplies.* Host: Clarence P. Cazalot Jr., President and Chief Executive Officer, Marathon Oil Corporation.

### New Brunswick, New Jersey

April 15, 2009

*Energy Efficiency and the Regional Greenhouse Gas Initiative.* Hosts: Ralph Izzo Chairman, President and Chief Executive Officer, Public Service Enterprise Group Incorporated; and Richard L. McCormick, President, Rutgers, the State University of New Jersey.

### Argonne, Illinois

May 13-14, 2009

*Investing in a Midwest Renaissance: The Future of Energy Security and Sustainability.* Hosts: James W. Owens, Chairman and Chief Executive Officer, Caterpillar Inc.; Eric D. Isaacs, Director, Argonne National Laboratory; Robert J. Zimmer, President, the University of Chicago.

### Mountain view, California

July 30, 2009

*Accelerating Energy Innovation: Spurring the Development and Commercialization of New Energy Technologies.* Hosts: General S. Pete Worden, USAF (Ret.), Director, Ames Research Center, NASA; George H. Miller, Director, Lawrence Livermore National Laboratory; Paul Alivisatos, Interim Director, Lawrence Berkeley National Laboratory; Mark G. Yudof, President, University of California System—Regents; and Thomas R. Baruch, Founder and Managing Director, CMEA Capital.

# National Energy Summit & International Dialogue



**Top left** Walter P. Havenstein, Chief Executive Officer, Science Applications International Corporation

**Top right** Becky Quick, co-anchor, Squawk Box, CNBC; Edward J. McElroy, Chief Executive Officer, ULLICO Inc.; Neil Z. Auerbach, Founder and Managing Partner, Hudson Clean Energy; Alexander A. Karsner, Distinguished Fellow, Council on Competitiveness; Mary Sue Coleman, President, University of Michigan

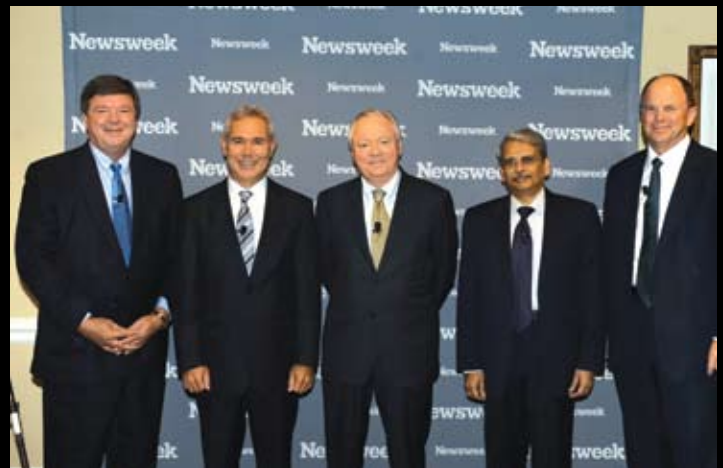
**Bottom left** Kandeh Yumkella, Director-General, United Nations Industrial Development Organization; Susan Hockfield, President, Massachusetts Institute of Technology; Rana Foroohar, Senior Editor, Business, Newsweek International; Helmy Abouleish, Chairman, Egyptian National Competitiveness Council, Managing Director, Sekem Group; Meyer S. "Sandy" Frucher, Vice Chairman, The NASDAQ OMX Group

**Bottom right** Randi Weingarten, President, American Federation of Teachers, AFL-CIO

**Next page top** Nisid Hajari, Director of Editorial Development, Newsweek; Kevin Parker, Chief Executive Officer, Deutsche Asset Management, Deutsche Bank Group; Steven F. Leer, Chairman and Chief Executive Officer, Arch Coal, Inc.; Mayo A. Shattuck III, Chairman, President and Chief Executive Officer, Constellation Energy

**Next page bottom** Richard M. Smith, Chairman, Newsweek; John Krenicki, Jr., President and Chief Executive Officer, GE Energy Infrastructure; Jonathan Lash, President, World Resources Institute; George A. David, Chairman, United Technologies Corporation; Frederick W. Smith, Chairman and Chief Executive Officer, FedEx Corporation





**Top left** Timothy E. Wirth, President, United Nations Foundation

**Top right** Pierre L. Gauthier, President and Chief Executive Officer, Alstom U.S.; Ahmet Dördüncü, Chief Executive Officer, Haci Ömer Sabancı Holding A.S.; Björn Stigson, President, World Business Council for Sustainable Development (WBCSD); S. Gopalakrishnan, Chief Executive Officer and Managing Director, Infosys Technologies Limited; James H. Quigley, Chief Executive Officer, Deloitte Touche Tohmatsu

**Middle left** Becky Quick, Co-Author, Squawk Box, CNBC; Edward J. McElroy, Chief Executive Officer, ULLICO Inc.

**Middle right** Richard H. Herman, former Chancellor, University of Illinois at Urbana-Champaign; Russell M. Artzt, Vice Chairman and Founder, CA Inc.; Daniel Gross, Economics Editor, Newsweek

**Bottom left** Cynthia McIntyre, Senior Vice President, Council on Competitiveness; Renée Jones-Bos, Ambassador of The Netherlands to the United States; Maria van der Hoeven, Minister of Economic Affairs, The Netherlands

**Bottom right** Nancy Smith-Nissley, Senior Coordinator, Economic Policy Analysis and Public Diplomacy, U.S. Department of State; David D. Nelson, Career Member of the Senior Foreign Service, U.S. Department of State; Joseph R. Biden, Jr., Vice President of the United States. Nancy coordinated the event at the Department of State



**Top left** Cynthia Carroll, Chief Executive Officer, Anglo American PLC; Jamshyd N. Godrej, Chairman and Managing Director, Godrej & Boyce Manufacturing Company Limited

**Top right** Deborah L. Wince-Smith, President, Council on Competitiveness; Charles O. Holliday, Jr., Chairman, Council on Competitiveness, Chairman, DuPont; Susan Rochford, Senior Vice President, Council on Competitiveness; James W. Owens, Chairman and Chief Executive Officer, Caterpillar Inc.; Shirley Ann Jackson, University Vice Chair, Council on Competitiveness, President, Rensselaer Polytechnic Institute

**Middle left** Daniel Lyons, Technology Editor, Newsweek; George H. Miller, Director, Lawrence Livermore National Laboratory; John P. Holdren, Director, Office of Science and Technology Policy

**Middle right** Deborah L. Wince-Smith, President, Council on Competitiveness; Kathleen Deveny, Deputy Editor and Global Business Editor, Newsweek

**Bottom left** Undersecretary RADM Jay M. Cohen U.S.N. (Ret.), Former Under Secretary for Science & Technology, U.S. Department of Homeland Security; General Charles F. Wald, USAF (Ret.), Director and Senior Advisor, Aerospace & Defense Industry Deloitte Services LP; Craig A. Giffi, Vice Chairman, U.S. Leader, Consumer & Industry Products Deloitte & Touche, USA LLP; Sandy K. Baruah, Executive Vice President, Policy and Programs, Council on Competitiveness

**Bottom right** The Anchormen of the U.S. Naval Academy Men's Glee Club performing the at the Council's National Energy Summit Dinner at the Department of State



**Top left** Daniel McGinn, Senior Articles Editor, Newsweek

**Top right** S. Gopalakrishnan, Chief Executive Officer and Managing Director, Infosys Technologies Limited

**Middle left** Ahmet Dördüncü, Chief Executive Officer, Hacı Ömer Sabancı Holding A.S.; Björn Stigson, President, World Business Council for Sustainable Development (WBCSD)

**Middle right** Thomas R. Baruch, Founder and Managing Director, CMEA Capital

**Bottom left** Hélène Pelosse, Director-General, International Renewable Energy Agency; Lee A. McIntire, President and Chief Executive Officer, CH2M HILL

**Bottom right** Lou Anna K. Simon, President, Michigan State University



**Top left** *Kandeh Yumkella, Director-General, United Nations Industrial Development Organization (UNIDO)*

**Top right** *Dan E. Arvizu, Director, National Renewable Energy Laboratory*

**Middle left** *Mary Sue Coleman, President, University of Michigan*

**Middle right** *Mayo A. Shattuck III, Chairman, President and Chief Executive Officer, Constellation Energy*

**Bottom left** *John J. "Jack" DeGioia, President, Georgetown University*

**Bottom right** *From Left to Right: Raymond H. "Ray" LaHood, U.S. Secretary of Transportation; Pierre L. Gauthier, President and Chief Executive Officer, Alstom U.S.*

# Compete: Technology

Map the Frontiers, New Tools and Business Models for S&T Leadership and Value Creation



Mark M. Little, Senior Vice President and Director of GE Global Research, General Electric Company; Aneesh Chopra, Chief Technology Officer and Associate Director for Technology, White House Office of Science and Technology Policy; Ray O. Johnson, Senior Vice President and Chief Technology Officer, Lockheed Martin Corporation



Leo Annab, Corporate Senior Vice President, CA Inc.; Robin Staffin, Acting Deputy Under Secretary for Labs and Basic Sciences, U.S. Department of Defense; Sydney Pope, Acting Deputy Under Secretary for Industrial Policy, U.S. Department of Defense

## Key Platform #1: Technology Leadership & Strategy Initiative (TLSI)

### Co-Chairs

Ray O. Johnson, Senior Vice President and Chief Technology Officer, Lockheed Martin Corporation

Mark M. Little, Senior Vice President and Director of GE Global Research, General Electric Company

Building on the Council's long-standing belief that technology leadership drives competitiveness, the Council launched the TLSI. This is a three-year program that has brought together over 40 chief technology officers (CTOs) from industry, leading universities and national labs, to create a technology think tank powerhouse.

### TLSI will

- Map the technology landscape of the 21st century global economy and identify how, where, why and in what ways private sector technology leaders will invest.
- Chart the most promising "frontiers" of technology and the sources of technology competitive advantage in the 21st century.
- Benchmark technological capacity and deployment in the United States and globally.
- Identify barriers to frontier technologies and more effective partnerships with the federal government.
- Design a strategy to leverage public and private sector technology investments more effectively and collaboratively.
- Accelerate technology deployment and value creation in the United States.



*Chad Evans, Senior Vice President, Council on Competitiveness; Mark M. Little, Senior Vice President and Director of GE Global Research, General Electric Company; Christopher Scolese, Associate Administrator, NASA; Ray O. Johnson, Senior Vice President and Chief Technology Officer, Lockheed Martin Corporation; Deborah L. Wince-Smith, President, Council on Competitiveness*

## 2009 Accomplishments

- State of Innovation Summit**—In conjunction with the inaugural meeting of the TLSI, the Council held the first-ever State of Innovation Summit, which examined the convergence of science, technology and business, and identified the key elements necessary for a new era of innovation in America.
- Dialogue 1—“The Changing Global Landscape for Technology Leadership.”** This Dialogue—the first in a series of progressive conversations—focused on global science and research networks, and the concrete ways in which countries are gaining competitive advantage from investments and innovation in science and technology. It also explored barriers that inhibit technological innovation in the United States, and the impact of research and technology globalization on U.S. national security.
- Dialogue 2—“Examining Technology Frontiers.”** This initiative examined the challenges of scientific and technological leadership in a systematic way by developing a framework and benchmarking process that tracks the elements of technological advantage. These elements included identifying the national and global grand challenges that require technological solutions, the leaders who are meeting these challenges and U.S. government actions to fund and encourage access to cutting-edge technologies.
- Council on Competitiveness / Seed Media Group 2009 CTO Survey**—Our world is more complex, dynamic and interdependent than at any time in recent history. The purpose of the Council’s first-ever chief technology officer (CTO) survey was to examine the ways in which technology drives national prosperity in a global economy. This survey was an integral part of



**Top left** Tomás Díaz de la Rubia, Acting Principal Associate Director of Science and Technology, Chief Research and Development Officer, Lawrence Livermore National Laboratory

**Top right** C. Wm. Booher, Jr., Executive Vice President and Chief Operating Officer, Council on Competitiveness; Leo Annab, Corporate Senior Vice President, CA Inc.

**Bottom left** Wayne L. Delker, Senior Vice President, Chief Innovation Officer, The Clorox Company

**Bottom right** Harold Schmitz, Chief Science Officer, Mars, Incorporated; Steven F. Ashby, Deputy Director for Science and Technology, Pacific Northwest National Laboratory (Battelle)

the TLSI, the goal of which is to understand the changing landscape of global innovation and the need for a public-private collaboratory to co-invest in America's future. The survey found that while 85 percent of respondents believed that the United States is the global leader in research and development-based innovation today, fully 65 percent believed this will not be the case in five years if current trends continue.

## 2010 Outlook

- **Dialogue 3—"Creating a Public-Private Collaboratory."** For the United States to compete successfully against emerging global innovators, it needs a new paradigm to ensure more effective co-investment strategies between the public, private and non-profit sectors. This initiative will examine the collaborative arrangements that are replacing the Cold War technology-funding model, the obstacles impeding public-private technology collaboration and the legal and regulatory changes needed to address these barriers to progress.

# State of Innovation Summit

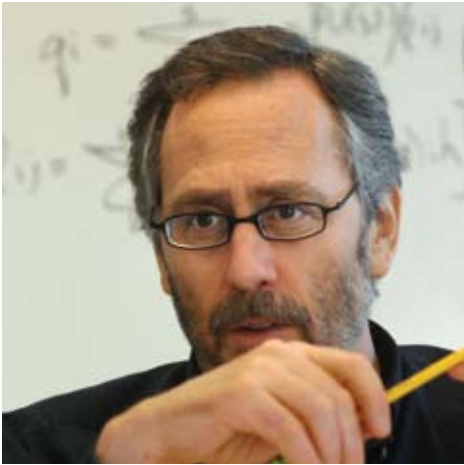


**Top** Ray O. Johnson, Senior Vice President and Chief Technology Officer, Lockheed Martin Corporation; Charles O. Holliday, Jr., Chairman, Council on Competitiveness, Chairman, DuPont; George Campbell, Jr., President, The Cooper Union for the Advancement of Science and Art

**Bottom left** Klaus G. Hoehn, Vice President, Advanced Technology & Engineering, Deere & Company; Deborah L. Wince-Smith, President,

Council on Competitiveness; Sheryl Handler, President and Chief Executive Officer, Ab Initio

**Bottom right** Charles O. Holliday, Jr., Chairman, Council on Competitiveness, Chairman, DuPont; G. Wayne Clough, Secretary, The Smithsonian Institution



**Top** David E. Shaw, Chief Scientist and Founder, D.E. Shaw Research

**Bottom** Richard H. Herman, Chair Emeritus, (Former Chancellor, University of Illinois at Urbana-Champaign)

## Key Platform #2: High Performance Computing—Promoting the Adoption of Modeling & Simulation among U.S. Manufacturers

### Co-Chairs

David E. Shaw, Chief Scientist and Founder, D.E. Shaw Research

Richard Herman, Chair Emeritus, (Former Chancellor, University of Illinois at Urbana-Champaign)

High performance computing (HPC) is critical to the ability of the United States to be a leader in manufacturing and to solve many of the grand challenges in energy security and sustainability. U.S. manufacturers and their global supply chains are facing increasing cost and performance pressures. The United States risks losing its manufacturing leadership if it fails to utilize HPC for modeling, simulation and analysis. The Council's HPC Initiative is intended to encourage wider use of HPC in the private sector in order to increase productivity, innovation and competitiveness.

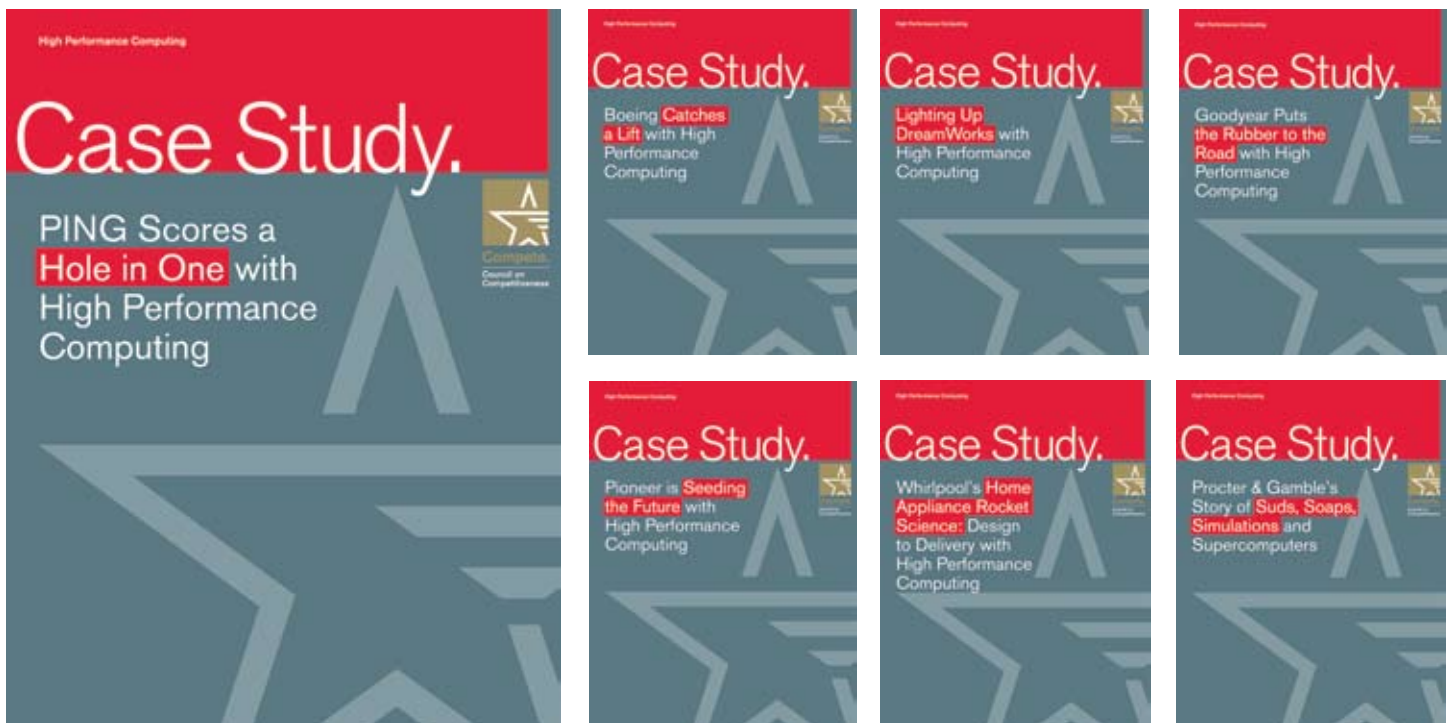
### 2009 Accomplishments

- The Council released two white papers in 2009 offering policy guidance for HPC in the manufacturing sector: *High Performance Computing to Enable Next-Generation Manufacturing*, and *U.S. Manufacturing- Global Leadership through Modeling and Simulation*.

- In partnership with the Defense Advanced Research Projects Agency (DARPA), the Council's HPC Initiative developed extensive case studies of the benefits of HPC in the private sector focusing on the experiences of Goodyear, PING, Pioneer, Whirlpool, Boeing, Procter & Gamble and DreamWorks, and presented these findings to DARPA in November.

## 2010 Outlook

- **DARPA Initiative**—The Council will release the results of a DARPA pilot program focused on the ways in which HPC has added value to ten companies, many of which are in the U.S. Department of Defense supply chain.
- **HPC in Manufacturing**—The Council plans a two-day conference on the best practices to increase the adoption of HPC among U.S. manufacturers and to maintain U.S. leadership in this sector. This conference will be co-hosted by the National Center for Manufacturing Sciences.
- **Leveraging HPC for Health Care**—The Council is in the initial stages of studying the application of HPC to the healthcare and biomedical research sectors.



# Compete: Manufacturing

Elucidate and Promulgate a New, 21st-Century, Extended Manufacturing Paradigm of *Ideas to Devices*



## Co-Chairs

James H. Quigley, Chief Executive Officer,  
Deloitte Touche Tohmatsu

Susan Hockfield, President,  
Massachusetts Institute of Technology

## Key Platform: Innovation in Manufacturing Initiative

America's national security, energy security and economic competitiveness demand a new vision about the importance of making things, both for wealth and job creation. The United States now competes in a global economy dominated by trade in complex, high value goods. Our share of that goal marketplace in goods is in decline, resulting in huge deficits and affecting our ability to invest in our future. The U.S. cannot afford to walk away from the global competition—and indeed, has the opportunity to restore its leadership in an evolving manufacturing

sector that combines production and services and stretches from ideas to products to distribution.

Building on more than two decades of work in innovation, competitiveness policy, high performance computing, energy security and sustainability, the Council is launching a manufacturing competitiveness initiative to define a fresh approach to growth and job creation in this vital sector. In the spirit of one Council, one mission, the manufacturing competitiveness and energy security and sustainability initiatives will link up to assure that America can create a competitive clean energy sector to support domestic manufacturing.

## 2010 Outlook

- **Compete 2.0: Manufacturing Competitiveness**—Framing document with sector assessment and competitiveness priorities.
- **CEO Manufacturing Survey: Where America Stands**—In partnership with Deloitte, a survey of global CEOs on the manufacturing competitiveness of different countries.
- **Competitive Edge Policy Roundtables**—Build action agendas on key manufacturing drivers from diverse input from around the country.
- **Manufacturing Executive Survey: Competing for Investment**—In partnership with Deloitte, a survey of global manufacturing executives of best practices to attract manufacturing investment.
- **Benchmarking Government Best Policies and Practices**—Benchmark successful policy approaches around the world to attract manufacturing.
- **Draft Policy Roadmaps for Manufacturing Competitiveness**—Identify win-win approaches that create benefits for every major stakeholder and the country.

# Compete: 21st Century Workforce and the Regional Economy

Identify, Catalyze and Grow Across All Sectors and Regions the 21st Century Talent and Skills Needed for High-Value Jobs and Productivity



Edward J. McElroy,  
Chief Executive Officer, ULLICO Inc.



James B. Milliken,  
President, University of Nebraska



Luis M. Proenza,  
President, The University of Akron

## Co-Chairs

Edward J. McElroy,  
Chief Executive Officer, ULLICO Inc.

James B. Milliken, President,  
University of Nebraska

Luis M. Proenza, President,  
The University of Akron

## Key Platform: Regional Innovation Initiative

Although global competition is often viewed as a national challenge, it is increasingly becoming a regional issue as companies, workers, researchers, universities, entrepreneurs and governments come together at the local level to innovate and create wealth. The Council on Competitiveness has authored compelling research supporting the creation of regional innovation strategies. The mission of this Initiative is to bring the Council's policy framework to the local level, where it can help strengthen regional economic development and innovation.

## 2009 Accomplishment

- The Council has launched a partnership with the U.S. Department of Labor, the Council for Adult

and Experiential Learning (CAEL) and Atlantic Philanthropies to issue *Regional Economic and Workforce Strategies: a Focus on the Mature Workforce*. This key report examines the economic incentives for workers over the age of 55 to postpone retirement, seek new employment opportunities, or request accommodations from their employers in order to continue working.

## 2010 Outlook

- **Tapping Mature Talent (TMT)**—The Council will provide technical assistance to ten U.S. regions developing public policy recommendations to help America's mature workers who choose to remain in the workforce. This project is part of the *Ageing Workers Initiative*, sponsored by the U.S. Department of Labor's Employment and Training Administration.
- The **Regional Innovation Initiative** will release the third in a series of regional innovation studies for the U.S. Department of Commerce's Economic Development Administration (EDA). The National Prosperity/Regional Leadership study will evaluate the feasibility of creating a center for regional leadership development linking universities, experts and practitioners.

# Compete: Global

Create, Lead and Articulate the “Global Voice and Action Agenda for Competitiveness Policy”



**Top** Ambassador Michael Collins, Ireland; Mary Coughlan, Tanaiste and Minister for Enterprise, Trade and Employment, Deputy Prime Minister, Ireland; C. Wm. Booher, Jr., Executive Vice President and Chief Operating Officer, Council on Competitiveness

**Bottom** José Alencar Gomes da Silva, Vice President of Brazil; Deborah L. Wince-Smith, President, Council on Competitiveness



Top Chad Evans, Senior Vice President, Council on Competitiveness; Claudio Leite Gastal, President, Movimento Brasil Competitivo; Ricardo Felizzola, President, Altus; Reginaldo Arcuri, President, Movimento Brasil Competitivo; Thomas D. Perry IV, Program Manager, Clean Energy Entrepreneurship Center, National Renewable Energy Laboratory; Ravishankar Iyer, Vice Chancellor for Research, University of Illinois at Urbana-Champaign

**In today's interconnected world, no country can compete successfully in isolation. During a year that saw President Obama reach out to Muslim countries to improve and expand relations, the Council was approached by numerous countries from the Middle East seeking partnerships. Around the globe, leaders of competitiveness councils and governments have turned to the U.S. Council as the preeminent leader in competitiveness policy and action. The Council built upon its leadership role in the Americas, Asia, and Europe and sought out new collaborations with countries critical to U.S. economic success in global markets including Republic of Korea, India, Egypt and Croatia.**

## Bilateral Engagement

### Key Platform: U.S.-Brazil Innovation Initiative

The Council's ground-breaking partnership with Movimento Brasil Competitivo and the Brazilian Agency for Industrial Development (ABDI) included the first U.S.-Brazil Innovation Summit held in 2007, and 10 U.S. Brazil Innovation Learning Laboratories held in 2008–2009. The U.S.-Brazil Innovation Initiative is assessing the innovation environments in the United States and Brazil, identifying key barriers to change, exploring opportunities for collaboration, and designing strategies that will enhance the competitiveness of both economies. The outcomes of the Innovation Learning Laboratories have included new policy recommendations, concrete research partnerships and enhanced business relationships that will provide the basis for the 2nd US-Brazil Innovation Summit.

## 2009 Accomplishments

- Innovation Learning Laboratories have created several bilateral collaborations including a Co-Incubation Initiative, a Smart Grid Demonstration project and Clean Tech Open Brazil.

## 2010 Outlook

- **2nd U.S.-Brazil Innovation Summit**—Hosted by John J. DeGioia, President of Georgetown University. This CEO-level event will provide a premier networking opportunity for business leaders interested in expanding their presence in both the United States and Brazil. It will include senior level government officials from the United States and Brazil, as well as leaders from the non-profit and academic communities in both countries.



Participants in the November 20, 2009 US-Brazil Innovation Learning Laboratory at the Fundação Dom Cabral in Belo Horizonte, Brazil, co-sponsored by the Council on Competitiveness, Movimento Brasil Competitivo (MBC) and the Agência Brasileira de Desenvolvimento Industrial (ABDI).  
Front Row: Maria Luisa Campos Machado Leal, Director, ABDI; Afonso Cozzi, Professor and Coordinator, Entrepreneurship Center, Fundação Dom Cabral; Monica Cordeiro, Superintendant, New Business, CEMIG; Reginaldo Arcuri, President, ABDI; Deborah L. Wince-Smith, President, Council on Competitiveness; Chad Evans, Senior Vice President, Council on Competitiveness; Julia Rosen, Associate Vice President for Innovation and Entrepreneurship, SkySong—Arizona State University; Roberto Alvarez, International Affairs Manager, ABDI

# U.S.-Brazil 2009 Innovation Learning Laboratories

The Council is very grateful to the hosts and participants of the eight U.S.-Brazil Innovation Learning Laboratories that the Council and its Brazilian partners (Movimento Brasil Competitivo and the Brazilian Agency for Industrial Development ) convened across the United States and Brazil during 2009—in part funded by the U.S. Department of Energy and managed by the National Renewable Energy Laboratory. These Innovation Learning Laboratories centered around 3 major themes and will play a critical role in the conceptualization and execution of the 2nd U.S.-Brazil Innovation Summit that Georgetown University President Jack DeGioia will host on March 29–30, 2010.

## Theme 1: Research and Development—The Seedcorn for Innovation

**Porto Alegre, Brazil**—April 22–23, 2009  
Host: Ricardo Felizzola, Vice President, FIERGS/IEL (the Federation of Industry for the State of Rio Grande do Sul)

**Chicago, IL**—May 12–14, 2009  
Host: Richard Herman, Former Chancellor, University of Illinois at Urbana-Champaign

**Research Triangle Park, NC**—June 1, 2009  
Host: Jeff Finkle, President and Chief Executive Officer, International Economic Development Council; and, Ary Plonski, President, ANPROTEC.

## Theme 2: Moving Ideas out of the Lab and into the Marketplace—The Role of Tech Transfer and Entrepreneurship in Innovation Economies

**São Paulo, Brazil**—July 13–15, 2009  
Hosts: Claudio Furtado, Director, Getúlio Vargas Foundation; and, the University of São Paulo

**Silicon Valley, CA**—August 5–7, 2009  
Hosts: Mark Gottschalk, Partner—Clean Tech Practice, Wilson Sonsini Goodrich & Rosati; and, Brian Goncher, Clean Tech Investor, Deloitte & Touche, LLP

## Theme 3: Catalyzing Workforce and Economic Development

**Rio de Janeiro, Brazil**—August 19–21, 2009  
Host: Luís Fernandes, President, FINEP (Brazilian Innovation Agency)

**Denver and Golden, CO**—September 9–11, 2009  
Hosts: Lee McIntire, Chief Executive Officer, CH2M HILL; and, Dan Arvizu, Director, National Renewable Energy Laboratory

**Belo Horizonte, Brazil**—November 19–20, 2009  
Hosts: Governor Aécio Neves, State of Minas Gerais; and, Emerson de Almeida, President, Fundação Dom Cabral; Alberto Portugal, Secretary of Science, Technology and Higher Education, Minas Gerais State Government





**Top left** Seated from left, Deborah L. Wince-Smith, President of the Council on Competitiveness; and Awwad S. Al Awwad, Chief Executive Officer of the National Competitiveness Center and Deputy Governor for Investment Affairs. Standing from left, Amr Al-Dabbagh, Chairman of the National Competitiveness Center and Governor and Chairman of the Board of the Saudi Arabian General Investment Authority (SAGIA); and Michael E. Porter, Bishop William Lawrence University Professor at Harvard Business School

**Top right** Chad Evans, Senior Vice President, Council on Competitiveness; Susan P. Rochford, Senior Vice President, Council on Competitiveness; C. Wm. Booher Jr., Executive Vice President and Chief Operating Officer, Council on Competitiveness; Alexander A. Karsner, Distinguished Fellow, Council on Competitiveness; Awwad al Awwad, Deputy Governor for Investment Affairs, Saudi Arabian General Investment Authority; Betsy Thurston, Vice President, Council on Competitiveness; Deborah L. Wince-Smith, President, Council on Competitiveness; Talah Al- Tamimi, U.S. Country Director, Saudi Arabian General Investment Authority; William C.

Bates, Vice President, Council on Competitiveness; Cynthia R. McIntyre, Senior Vice President, Council on Competitiveness

**Bottom** Back Row Tamer Mostafa Ali, Second Secretary, Embassy of Egypt, Washington, DC; Ashraf El Rabiey, Minister Plenipotentiary, Embassy of Egypt; Samiha Fawzy, First Assistant to Minister of Trade and Industry, Government of Egypt; C. Wm. Booher Jr., Executive Vice President, Council on Competitiveness; Chad Evans, Senior Vice President, Council on Competitiveness; William C. Bates, Vice President, Council on Competitiveness; Betsy Thurston, Vice President, Council on Competitiveness; Cynthia R. McIntyre, Senior Vice President, Council on Competitiveness. Front Row: Rachid Mohamed Rachid, Minister of Trade and Industry, Government of Egypt; Deborah L. Wince-Smith, President, Council on Competitiveness



*Omar O. Al Shamsi, Minister Plenipotentiary of the Embassy of the United Arab Emirates, Charles O. Holliday Jr., Chairman, Council on Competitiveness, Chairman, DuPont, witness as Abdullah Nasser Lootah, Secretary General of the Emirates Competitiveness Council, and Deborah L. Wince-Smith, President of the Council on Competitiveness, sign a Memorandum of Understanding between the United Arab Emirates Competitiveness Council and the United States Council on Competitiveness*

# Compete: Global–Multilateral Engagement

Key Platform: The Global Council on Competitiveness

**The Council launched the Global Council on Competitiveness (GCC) on September 25, 2009, to bring together the leaders of competitiveness organizations from around the world to exchange views. A core principle of the GCC is that America’s employers and workers must remain globally competitive in order to succeed at home. The GCC will address key issues including global talent development, intellectual property protection, trade barriers, challenges to capital formation and the effectiveness of national competitiveness policies.**

The inaugural GCC meeting was attended by 20 national competitiveness councils from Asia, the Caribbean, Latin American, the Middle East, North America, North Africa and Europe. Current participants in the GCC include Russia, the Republic of Korea, Japan, Singapore, Saudi Arabia, Egypt, the United Arab Emirates, Croatia, Ireland, Mexico, Brazil, Kenya, India, Sweden, Germany, the Philippines, Turkey, Chile, Columbia and the Dominican Republic.

## 2009 Accomplishments

- Building on its long-standing work to better understand the global competitiveness landscape for America’s companies and citizens, the Council identified over 30 potential partnering organizations from around the world to help form the first-ever Global Council on Competitiveness.
- The inaugural meeting of the Global Council on Competitiveness was attended by 20 competitiveness organizations from around the

world. The meeting was hosted by James Clifton, CEO of the Gallup Organization.

- The session was followed by the launch of the GCC website, which included overviews of all the competitiveness groups involved, discussion of key issues for collaboration and highlights of the first meeting.

## 2010 Outlook

- The GCC will formalize its operating and funding structure, host a planning meeting of the Founders in Saudi Arabia in January 2010 at the 3rd annual Global Competitiveness Forum, convene the 1st Annual GCC Meeting in Washington, D.C., establish a statement of Competitiveness Principles and begin the process of disseminating best practices and establishing global competitiveness metrics.



**Top** Charles O. Holliday, Jr. Chairman, Council on Competitiveness, Chairman, DuPont, launched the inaugural meeting of the GCC. Feras N. Abu-Ibrahim, Policy Advisor, Prime Minister's Office, United Arab Emirates; Abdullah Nasser Lootah, Secretary General, Emirates Competitiveness Council; Liam Nellis, Chief Executive, InterTradeIreland; Deborah L. Wince-Smith, President, Council on Competitiveness; Charles O. Holliday, Jr., Chairman, Council on Competitiveness, Chairman, DuPont; Awwad al Awwad, Deputy Governor, Investment Affairs, Saudi Arabian General Investment Authority; Sarah F. Al-Tamimi, Competitiveness Strategy Officer, Investment Affairs, Saudi Arabian General Investment Authority

**Bottom left** James Clifton, Chief Executive Officer, The Gallup Organization, hosted and addressed the GCC

**Bottom right** Man-Soo Kang, Chairman, Presidential Council on National Competitiveness, Special Economic Adviser to the President of the Republic of Korea; Chanwoo Lee, Director General for Planning and Coordination, Presidential Council on National Competitiveness of the Republic of Korea

# The Global Council on Competitiveness



*Top left* Deborah L. Wince-Smith, President, Council on Competitiveness; Melih Bulu, General Coordinator, International Competitiveness Research Institute-URAK of Turkey; Charles O. Holliday, Jr., Chairman, Council on Competitiveness, Chairman, DuPont; Mira Lenardic, Secretary General, National Competitiveness Council of Croatia

*Top right* Tom Friedman, Foreign Affairs Columnist, New York Times; Alexander A. Karsner, Distinguished Fellow, Council on Competitiveness



**Previous page middle left** Liam Nellis, Chief Executive, InterTradelreland; Deborah L. Wince-Smith, President, Council on Competitiveness; Charles O. Holliday, Jr., Chairman, Council on Competitiveness, Chairman, DuPont; Awwad al Awwad, Deputy Governor for Investment Affairs, Saudi Arabian General Investment Authority

**Middle right** Feras N. Abu-Ibrahim, Policy Advisor, Prime Minister's Office, United Arab Emirates; Abdullah Nasser Lootah, Secretary General, Emirates Competitiveness Council; Liam Nellis, Chief Executive, InterTradelreland

**Bottom left** Melih Bulu, General Coordinator, International Competitiveness Research Institute—URAK of Turkey; Andrés van der Horst Alvarez, Executive Director, National Council of Competitiveness, Dominican Republic

**Bottom right** Alexey Prazdnichnykh, Advisor, OPORA RUSSIA; Reginaldo Arcuri, President, Brazilian Agency for Industrial Development

**This page Top left** Javier Gamboa, Vice President, Private Council of Competitiveness of Colombia; Alaa Hashim, Board Member, Egyptian National Competitiveness Council (ENCC), Chief Executive Officer,

MAC Group; Mona El Baradei, Executive Director, Egyptian National Competitiveness Council (ENCC); Helmy Abouleish, Chairman of the Board of Directors, Egyptian National Competitiveness Council (ENCC), Managing Director, Sekem Group

**Top right** Sandy K. Baruah, Executive Vice President, Council on Competitiveness; Jennifer Bond, Senior Advisor, Council on Competitiveness; Background, Bree Sanchez, who provided the visual facilitation for inaugural meeting of the GCC; Javier Gamboa, Vice President, Private Council of Competitiveness of Colombia

**Bottom** C. Wm. Booher, Jr., Executive Vice President and Chief Operating Officer, Council on Competitiveness; Clayton Campanhola, Director, Brazilian Agency for Industrial Development; Andrés van der Horst Alvarez, Executive Director, National Council of Competitiveness of the Dominican Republic; Robert Barbour, Director and Chief Executive, Centre for Competitiveness of Ireland; Don Thornhill, Chairman, National Competitiveness Council of Ireland; Alexey Prazdnichnykh, Advisor, OPORA RUSSIA; William C. Bates, Vice President, Council on Competitiveness; Mira Lenardic, Secretary General, National Competitiveness Council of Croatia



**Top left** Deborah L. Wince-Smith, President, Council on Competitiveness; Charles O. Holliday, Jr., Chairman, Council on Competitiveness, Chairman, DuPont; Javier Gamboa, Vice President, Private Council of Competitiveness of Colombia

**Top right** Alaa Hashim, Board Member, Egyptian National Competitiveness Council (ENCC), Chief Executive Officer, MAC Group; Deborah L. Wince-Smith, President, Council on Competitiveness; Charles O. Holliday, Jr., Chairman, Council on Competitiveness, Chairman, DuPont; Helmy Abouleish, Chairman of the Board of Directors, Egyptian National Competitiveness Council (ENCC), Managing Director, Sekem Group

**Middle left** Takao Nakatsuka, Chief of Office, Council on Competitiveness–Nippon; Seiichi Yoshikawa, Executive Advisor, Fujitsu Laboratories Ltd., Member, Working Committee, Council on Competitiveness–Nippon

**Middle right** Don Thornhill, Chairman, National Competitiveness Council of Ireland; Sokjin Chang, Adviser/Public Sector Specialist, Presidential Council on National Competitiveness, Republic of Korea

**Bottom left** Sarah F. Al-Tamimi, Competitiveness Strategy Officer, Investment Affairs, Saudi Arabian General Investment Authority

**Bottom right** Cynthia R. McIntyre, Senior Vice President, Council on Competitiveness; Mona El Baradei, Executive Director, Egyptian National Competitiveness Council (ENCC)



**Top right** Deborah L. Wince-Smith, President, Council on Competitiveness; Man-Soo Kang, Chairman, Presidential Council on National Competitiveness, Special Economic Adviser to the President of the Republic of Korea; Shirley Ann Jackson, University Vice Chair, Council on Competitiveness, President, Rensselaer Polytechnic Institute

**Top left** Liz Gilmartin, Board Member, Centre for Competitiveness, Northern Ireland; Adrian Devitt, Department Manager, National Competitiveness, Infrastructure and Sustainability Department for Forfás; Chad Evans, Senior Vice President, Council on Competitiveness; William C. Bates, Vice President, Council on Competitiveness

**Bottom** Tom Friedman, Foreign Affairs Columnist, New York Times; Deborah L. Wince-Smith, President, Council on Competitiveness; Steven Knapp, President, The George Washington University; Charles O. Holliday, Jr., Chairman, Council on Competitiveness, Chairman, DuPont

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**João Gama-Dias**  
**Adrienne Haswell**  
**Nathanial Kimball**  
**Tui Kokphae**  
**Leslie Leonard**  
**Holly Mariella**  
**Leah Murphy**  
**Sarah Spooner**  
**Josh Werthheimer**  
**Zhiyong Zhu**

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# Follow Our Leaders

**Competitiveness is on the mind of all Americans, from ordinary citizens to national leaders, so the Council is stepping back and asking hard questions about the nation's future economic prospects. For this reason, the Council on Competitiveness has been the "go to" organization for members of the press this year, at an unprecedented level.**

Our leaders and spokespersons have been featured prominently by broadcast leaders such as CNBC, PBS, NPR and Bloomberg. The Council has been a source for major print stories with publications including *Newsweek*, *Businessweek*, *Fortune*, *Wired*, the *Chicago Tribune*, the *Los Angeles Times*, the *Wall Street Journal* and top Washington, D.C. publications such as the *Hill*, *Roll Call*, *Congress Daily*, *Congressional Quarterly*, *National Journal* and *Politico*. And in the online

world, where the discussion is even more robust, the Council is reaching out to people all over the world through Twitter, Facebook, YouTube and through engagement with leading bloggers on issues such as energy, technology leadership and the future of U.S. manufacturing. The Council is getting the word out, and getting it out constantly. The Council's leading voices are being heard, which impacts the solutions that our public policy leaders are creating.

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