Agenda

Competitiveness Conversations Across America: Maryland — Existential New Technologies of the Next Decade: AI and Quantum

Monday, March 23, 2026

Morgan State University
Student Center Ballroom
1700 E. Cold Spring Lane
Baltimore, MD

9:15 AM – Registration, Continental Breakfast, and Networking
9:50 AM – Conversation Programming
12:00 PM – Lunch
1:00 PM – Conversation Programming
4:45 PM – President's Reception
5:30 PM – President's Dinner
8:00 PM – Adjourn

Complimentary shuttle service will be provided on the morning of March 23 between The Hotel at The University of Maryland and Morgan State University, returning to The Hotel following the dinner.

Note, attendees are encouraged to stay at The Hotel at The University of Maryland. For a discounted rate, Conversation attendees should register here.

Tuesday, March 24, 2026

University of Maryland, College Park
The Hotel at The University of Maryland
7777 Baltimore Ave
College Park, MD 20740

8:30 AM – Registration, Continental Breakfast, and Networking
9:00 AM – Conversation Programming
12:00 PM – Lunch
12:45 PM – Conversation Programming and Strategic Exploration of Discovery District Maryland
5:00 PM – President's Reception
6:00 PM – Adjourn

Maryland — Existential New Technologies of the Next Decade: AI and Quantum

Monday, March 23, 2026

Morgan State University
Student Center Ballroom
1700 E. Cold Spring Lane
Baltimore, MD

Day 1 Emcee: Hon. Dr. Willie E. May, Vice President, Research and Economic Development, Morgan State University

8:15 AM **SHUTTLE SERVICE TO MORGAN STATE UNIVERSITY**

For those interested, a complimentary shuttle service will be provided on from The Hotel at The University of Maryland to Morgan State University (with a return trip provided after dinner on March 23).

9:15 AM **REGISTRATION, CONTINENTAL BREAKFAST, AND NETWORKING**

9:50 AM **KEYNOTE: LEADERSHIP PERSPECTIVE FROM THE STATEHOUSE**

- Hon. Wes Moore, Governor of Maryland
- ***Introduction:*** Dr. David K. Wilson, President, Morgan State University

10:25 AM **SETTING THE CONTEXT FOR THE MARYLAND EDITION OF THE COMPETITIVENESS CONVERSATIONS ACROSS AMERICA SERIES**

- Dr. Darryll J. Pines, President, University of Maryland, College Park
- Dr. David K. Wilson, President, Morgan State University
- ***Moderator:*** Hon. Deborah L. Wince-Smith, President and CEO, Council on Competitiveness

11:00 AM **THE STATE OF MARYLAND'S LEADERSHIP IN TECHNOLOGY COMMERCIALIZATION**

Maryland's concentration of leading universities and federal labs creates a powerful platform for innovation in AI, quantum, and more. This conversation will explore the

state's plans to align partnerships, capital, and policy to accelerate tech transfer and move discoveries to market — with organizations, like TEDCO, playing an important role.

Key Discussion Points:

1. In an era of intensifying national and global competition, what must Maryland do now to convert research strength into sustained economic leadership?
2. What are the state's most significant friction points in moving AI, quantum, and other breakthrough technologies from lab to market? What would most meaningfully accelerate commercialization?
3. How can universities, federal labs, state leaders, and private capital align more intentionally to function as an integrated innovation engine?

- Dr. Patrick G. O'Shea, Vice President and Chief Research Officer, University of Maryland, College Park and University of Maryland, Baltimore
- Mr. Wayne E. Swann, Director, Office of Technology Transfer, Morgan State University
- ***Moderator:*** Mr. Troy A. LeMaile-Stovall, CEO, TEDCO

11:30 AM MARYLAND'S ANCHOR UNIVERSITIES: CATALYSTS FOR PLACE-BASED INNOVATION

This panel highlights the state's innovation ecosystem underpinning leadership in AI and quantum. The session will explore how coordinated regional action — anchored by the region's premier universities and deep, multi-sector partnerships — translates breakthrough science into enduring regional and national competitiveness.

Key Discussion Points:

1. With AI and quantum poised to reshape the economy, how are your institutions partnering with industry to anticipate workforce needs, and align curricula and research training accordingly to ensure Maryland is developing a future-ready talent pipeline?
2. What must happen now to translate scientific excellence into sustained regional and national competitive advantage?
3. In five years, what tangible outcomes — in the number of startups generated, jobs created, investment magnetized, national security assured, etc. — would signal Maryland successfully converted discovery into durable leadership for the state, the region, and the nation?

- Dr. Bruce E. Jarrell, President, University of Maryland, Baltimore
- Dr. Valerie Sheares Ashby, President, University of Maryland, Baltimore County
- Dr. David K. Wilson, President, Morgan State University
- ***Moderator*:** Hon. Deborah L. Wince-Smith, President and CEO, Council on Competitiveness

12:00 PM LUNCH

1:00 PM CONVERSATION STARTER FROM THE "FATHER OF THE INTERNET"

- Dr. Vinton G. Cerf, Vice President, Chief Internet Evangelist, Google

ELEVATING STANDARDS TO A STRATEGIC COMPETITIVENESS ISSUE

- Hon. Dr. Laurie Locascio, President and CEO, American National Standards Institute

1:05 PM THE OPPORTUNITY AND IMPACT OF GOOGLE REACH

REACH (Representation, Evaluation, and Cultural Heuristics) is a collaborative research initiative between Google and a consortium of Historically Black Colleges and Universities (HBCUs). The program focuses on advancing methods to evaluate generative AI systems for cultural relevance, representational fidelity, and contextual appropriateness.

Key Discussion Points:

1. What is the emerging opportunity space for generative AI systems as they become embedded across sectors — and why was it strategically important for Google and Morgan State to collaborate through REACH?
2. Beyond improving AI systems, how does REACH create new research pathways, talent pipelines, and innovation opportunities for HBCUs — and what would it take to scale this model nationally?

- Dr. Kofi Nyarko, Professor of Electrical and Computer Engineering and Director for the Center for Equitable AI and Machine Learning Systems, Morgan State University
- Dr. Jamila Smith-Loud, Human Rights and Social Impact Research Lead, Google

1:30 PM HARNESSING AI, QUANTUM, AND HIGH PERFORMANCE COMPUTING TO POWER U.S. COMPETITIVENESS

Artificial intelligence is reshaping the foundations of economic growth, national security, and technological leadership. This leadership panel will dive into the emergent Genesis Mission — an executive order tasking the U.S. Department of Energy with leading a national, coordinated effort to accelerate innovation and discovery with the latest advancements in AI, quantum, and HPC. Drawing on Maryland's distinctive innovation ecosystem, panelists will explore how regional assets can turbocharge the national mission.

Key Discussion Points:

1. The Genesis Mission signals a new chapter for the nation's science and engineering enterprise. How do you see AI, quantum, and HPC as a shared national innovation

infrastructure at the heart of U.S. scientific discovery, technological leadership, and competitiveness?
2. As AI, quantum, and HPC embed ever more deeply across federal labs, universities, and industry to increase productivity, what structural shifts are needed in the U.S. innovation ecosystem — from compute and data infrastructure, to cybersecurity, to secure and abundant energy, to public-private partnerships in talent generation — to ensure we scale breakthroughs into a durable national advantage?
3. Maryland sits at the intersection of federal research capacity, industry, and university excellence. How can the region further accelerate U.S. competitiveness in the decade ahead?

- Hon. Dr. Darío Gil, Under Secretary for Science, Director, Genesis Mission, U.S. Department of Energy
- Dr. Sudip Parikh, CEO, American Association for the Advancement of Science (AAAS)

2:00 PM THE ROLE OF DIGITAL TWINS IN DRIVING INNOVATION

Step inside the future of state innovation. Discover Maryland's bold plans to harness digital twins and statewide AI infrastructure — turning data into real-time, actionable insights to transform how government, education, and industry operate. Learn how cutting-edge technology and strategic partnerships are helping Maryland lead the charge in smart, connected, AI-driven systems.

Key Discussion Points:
1. If Maryland were to build a truly statewide digital twin, what would be necessary, and what decisions could policymakers make differently or better?
2. What barriers (technical, regulatory, cultural) stand in the way of that vision, and how can the state overcome them?
3. Maryland has digital twin pilots emerging across campuses, labs, and industry. What would it take to move from isolated use cases to a scalable, interoperable statewide platform — and who has to lead that integration?

- Mr. Andy Lin, CTO, Mark III Systems
- Hon. Dr. Sanjay Rai, Secretary, Maryland Higher Education Commission (MHEC)
- ***Moderator:*** Dr. Kofi Nyarko, Professor of Electrical and Computer Engineering and Director for the Center for Equitable AI and Machine Learning Systems, Morgan State University

2:30 PM GOVERNANCE AND GUARDRAILS FOR THE POST-TURING ERA

The future is arriving fast — and with it, questions about how to harness AI, quantum, and frontier technologies safely and strategically. Top leaders from government, national security, and frontier-tech business will tackle the tough questions as they debate how to shape the rules, ethics, and opportunities of the post-Turing era.

Key Discussion Points:

1. What is the governance challenge we are underestimating today that will define the next decade?
2. How do we set standards without stifling innovation? And at what stage of a technology's maturity should standards lock in?
3. Do we need new institutions for the post-Turing era, or can existing agencies evolve fast enough?

- Mr. Taylor Black, Director, AI and Venture Ecosystems, Office of the Chief Technology Officer, Microsoft; Founding Director, Interdisciplinary Institute on AI and Emerging Technologies, The Catholic University of America
- Dr. James Moreland, Jr, Principal Engineer, MEI Innovative Solutions
- Dr. Gracie Narcho, Directorate Head, for Technology, Innovation and Partnerships, National Science Foundation
- **Moderator:** Dr. Victor McCrary, Vice Provost for National Security Innovation, The Catholic University of America; Chair, National Science Board

3:00 PM BREAK AND TRANSITION TO AMPHITHEATER

3:15 PM LIGHTNING TALKS: AI SHAPING THE FUTURE

Facilitator: Dr. Timothy C. Summers, Vice President, Information Technology, Chief Information Officer, Morgan State University

- **3:15 PM — Growing AI Talent Pipelines and America's Future Workforce**

  The future of competitiveness depends on people. This session highlights the distinctive role of HBCUs and MSIs in developing the "missing millions" of AI talent essential for national and global leadership.

  - Ms. Gabriella Waters, Director, Center for Responsible AI, Virginia State University

- **3:30 PM — Building Smarter Cities with Responsible AI**

  From traffic to optimizing utility operations, AI is transforming cities — but only when it is trustworthy and responsibly deployed. Learn how smart city technologies are evolving high-risk sectors with ethics and safety at the forefront.

  - Dr. Mansoureh Jeihani, Professor, Transportation and Urban Infrastructure Studies, and Director, National Transportation Center, Morgan State University

- **3:45 PM — Rethinking Innovation in an Age of Disruption**
    - Dr. Sheena Erete, Associate Professor, College of Information, University of Maryland, College Park
- **4:00 PM — Investing in Modern AI for Solving Critical Climate and Nature Challenges**

  This session will explore how AI technologies can deliver resilient solutions for existential challenges.
    - Dr. Amen Ra Mashariki, Director, AI and Data Strategies, Bezos Earth Fund
- **4:15 PM — Morgan State's Plan for Implementing Enterprise AI**

  An overview of how Morgan State University will leverage its own data to develop a fully self-contained enterprise AI system.
    - Dr. Timothy C. Summers, Vice President, Information Technology, Chief Information Officer, Morgan State University

4:30 PM **DAY 1 WRAP-UP: Q&A WITH THE AUDIENCE AND REFLECTIONS ON THE DAY**

- Dr. Timothy C. Summers, Vice President, Information Technology, Chief Information Officer, Morgan State University
- Mr. Chad Evans, Executive Vice President and Chief Operating Officer, U.S. Council on Competitiveness

4:45 PM **PRESIDENT'S RECEPTION**

- ***Entertainment:*** Rahmat Shabazz Jazz Band

5:30 PM **PRESIDENT'S DINNER AND PANEL DISCUSSION**

- **5:30 PM — Dinner Welcome**
    - Hon. Dr. Willie E. May, Vice President, Research and Economic Development, Morgan State University
    - Dr. Beth Rheingold, President and CEO, Greater Baltimore Chamber of Commerce

- ***Selections:*** Morgan State University Choir

- **6:00 PM — Dinner Served**

- **7:00 PM — What the Mid-Atlantic Teaches the United States about the Future of Competitiveness**

  This Day 1 concluding session reflects on the region's approach to place-making innovation, offering lessons and best practices for fostering collaborative ecosystems, anchored by institutions of higher education, to drive the region's competitiveness. The session will explore how targeted strategy, talent development, and investment position regions — and the nation — for leadership in next-generation technologies.

  Key Discussion Points:
  1. The Mid-Atlantic has one of the highest concentrations of R1 research institutions in the country. What is the value of that research density for the region — not just in knowledge creation, but in company formation, job growth, and long-term competitiveness — and what lessons should the rest of the United States draw from this model?
  2. How is the Mid-Atlantic building future-ready talent pipelines, and what should national leaders learn from this region's level of collaboration — connecting education, workforce, and industry demand?
  3. What one policy shift or investment priority, informed by best practices in this region, would most strengthen the United States' long-term competitiveness?

  - Dr. Jonathan R. Alger, President, American University
  - Dr. Wayne A. I. Frederick, President, Howard University
  - Dr. Gregory Washington, President, George Mason University
  - ***Moderator:*** Deborah L. Wince-Smith, President and CEO, Council on Competitiveness

- **7:45 PM – Closing Remarks**

  - Dr. Hongtao Yu, Senior Vice President and Provost, Morgan State University

8:00 PM **SHUTTLE SERVICE TO THE UNIVERSITY OF MARYLAND, COLLEGE PARK**

A complimentary shuttle service will be provided following dinner from Morgan State University to The Hotel at The University of Maryland.

Tuesday, March 24, 2026

University of Maryland, College Park
The Hotel at The University of Maryland
7777 Baltimore Ave
College Park, MD 20740

8:30 AM REGISTRATION, CONTINENTAL BREAKFAST, AND NETWORKING

9:00 AM ADVANCING AI AND QUANTUM TO UNLEASH U.S. INNOVATION AND GLOBAL COMPETITIVENESS

Building on the insights from Day 1 at Morgan State, where we explored the transformative potential of AI, this session pivots to quantum and its role in driving the next frontier of U.S. innovation. Against the backdrop of the Discovery District in College Park, the Cohosts will highlight the power of a concentrated ecosystem — where academic research, federal labs, large companies, and startups converge — to accelerate innovation and commercialization, and drive U.S. competitiveness.

Key Discussion Points:
1. From yesterday's discussions, were there any insights, approaches, or "next practices" that could be applied more broadly to drive innovation nationally?
2. We have already learned a lot about the innovation ecosystem between Baltimore and College Park — what are the implications of all that's transpiring here, not only for Maryland, but for the nation?
3. Looking forward, what is the evolving strategy for College Park, Maryland, and the surrounding region to expand innovation capacity

- Dr. Darryll J. Pines, President, University of Maryland, College Park
- Hon. Dr. Willie E. May, Vice President, Research and Economic Development, Morgan State University
- ***Moderator:*** Hon. Deborah L. Wince-Smith, President and CEO, Council on Competitiveness

9:20 AM CAPITAL OF QUANTUM

Discover Capital of Quantum (CoQ), Maryland's bold initiative to position the state as a national hub for quantum research, education, and innovation. This session will explore how CoQ fits into the national quantum landscape, highlight Maryland's significant contributions, and set the stage for a day of insights into the future of quantum science and technology — both in the state and beyond.

Key Discussion Points:
1. What is the Capital of Quantum's mission?
2. Who is involved in structuring this initiative for success? How is the work being done?
3. As the United States enters the next phase of the National Quantum Initiative, where does Capital of Quantum plug into the national architecture? What role should Maryland play in shaping the country's quantum strategy?

- Dr. Gretchen Campbell, Associate Vice President for Quantum Research and Education, University of Maryland, College Park
- Dr. Corey Stambaugh, Director, Capital of Quantum

9:45 AM **PLACE-MAKING INNOVATION: DISCOVERY DISTRICT AND IONQ'S COLLEGE PARK HEADQUARTERS**

A focused conversation on how strategic place-making and innovation district design are driving technology growth in College Park, featuring IonQ's CEO on why the company chose to build its headquarters in the Discovery District and how proximity to talent, research, and ecosystem partners shapes competitive advantage.

Key Discussion Points:
1. The United States has a range of innovation ecosystems working at the cutting edge of quantum — from the work being undertaken across Maryland, to that spanning New Mexico and Colorado, and beyond. Not to mention global efforts. What are the top reasons IonQ is in Maryland?
2. What is the nature of IonQ's work in the state — and vision for the long term?
3. Are there policy or other issues where IonQ is seeking more or seeking something different from the state of Maryland, from the universities here, from industry partners?
4. Who is Maryland's greatest global competitor in developing the next generation of quantum computing — and why?

- Mr. Niccolo de Masi, President and CEO, IonQ
- Mr. Ken Ulman, President, Terrapin Development Company and UMD Chief Strategy Officer for Economic Development

10:15 AM **KEYNOTE: ADDRESS FROM CONGRESS ON WINNING THE GLOBAL QUANTUM RACE**

- Hon. Glenn Ivey, U.S. Representative, Maryland's 4th Congressional District
- **Introduction:** Dr. Jennifer King Rice, Senior Vice President and Provost, University of Maryland, College Park

10:30 AM **BREAK**

10:40 AM INTEGRATION AND SCALING QUANTUM: INDUSTRY'S PERSPECTIVE

Industry leaders examine how Maryland can convert its quantum research strengths into commercial scale. The discussion will focus on integrating the state's assets — universities, federal labs, startups, and industry — and the policies, partnerships, and infrastructure needed to position Maryland as a leader in the quantum marketplace.

Key Discussion Points:

1. What does quantum science and technology mean for your business, your industry — today? Over the coming 5 years — and beyond?
2. What bottlenecks are you facing in moving from world-class quantum research to commercially deployable systems?
3. What could Maryland do more of (or do differently) to drive further investment in quantum from your company, partners, or supplier?

- Dr. Peter Heim, Chief Technology Officer, Thorlabs Quantum Electronics
- Dr. Rick Muller, Vice President, Quantum Systems, IonQ
- Dr. Charlie Tahan, Partner, Microsoft Quantum
- ***Moderator:*** Dr. Patrick G. O'Shea, Vice President and Chief Research Officer, University of Maryland, College Park and University of Maryland, Baltimore

11:10 AM FEDERAL LEADERSHIP, PARTNERSHIPS, AND INNOVATION DRIVING QUANTUM

- Dr. John Beieler, Executive Director, Applied Research Laboratory for Intelligence and Security (ARLIS), University of Maryland, College Park
- Dr. James Kushmerick, Director, Physical Measurement Laboratory, National Institute of Standards and Technology (NIST)

11:35 AM HOW THE STATE OF MARYLAND IS LEADING THE SECOND QUANTUM REVOLUTION

- Dr. William D. Phillips, Professor, Joint Quantum Institute (JQI), University of Maryland, College Park; Distinguished Visiting Professor, Morgan State University
- Dr. Steven Rolston, Professor and Chair, Department of Physics, University of Maryland, College Park

12:00 AM LUNCH

12:45 PM TECH TALK: QLAB

The National Quantum Laboratory (QLab) at the University of Maryland is a quantum user facility that provides access to state-of-the-art quantum computers for researchers, educators, and entrepreneurs. Originally established in collaboration with IonQ, QLab now has a broad range of national and international collaborators, accelerating quantum

applications, fostering cross-disciplinary research, and developing the next generation of quantum talent.

- Dr. Norbert Linke, Director, QLab, University of Maryland, College Park

1:00 PM **THE ROLE OF UNIVERSITY-AFFILIATED RESEARCH IN QUANTUM INNOVATION**

The Capital of Quantum (CoQ) is positioned to connect quantum technologies with real-world applications in national defense and intelligence. Leaders from the Applied Research Laboratory for Intelligence and Security (ARLIS) at the University of Maryland, College Park and the Johns Hopkins University Applied Physics Laboratory will share how their labs are advancing quantum innovation, bridging research and operational use, and accelerating solutions that strengthen national security.

Key Discussion Points:

1. University-affiliated research labs sit between academia and federal mission agencies. What does that position allow you to do in quantum innovation traditional labs could not do alone?
2. What does it take to move a quantum technology from promising research to operational deployment?
3. What quantum capability should national security leaders be paying more attention to today…because it could redefine U.S. competitive advantage over the next 5, 10, or even greater number of years from now?

- Dr. Joan Hoffman, Mission Area Executive, Research and Exploratory Development, Applied Physics Laboratory
- Dr. Paul Lopata, Visiting Research Scientist, Applied Research Laboratory for Intelligence and Security (ARLIS), University of Maryland, College Park
- ***Moderator:*** Dr. Joshua Baron, Deputy Chief Strategy Officer, USD(R and E), United States Department of War

1:30 PM **RAPID-FIRE CASE STUDIES: GENERATING THE KNOWLEDGE AND TALENT TO LEAD THE WORLD IN QUANTUM**

- **1:30 PM —** Dr. Alexey Gorshkov, Scientist, Quantum Measurement Division, National Institute of Standards and Technology, and Fellow, Joint Quantum Institute Park

- **1:40 PM —** Dr. Mohammad Hafezi, Minta Martin Professor of Electrical and Computer Engineering and Physics; Senior Investigator, Robust Quantum Simulation (RQS), University of Maryland, College Park

- **1:50 PM —** Dr. Kasra Sardashti, Assistant Research Professor of Physics, and Principal Investigator, Laboratory for Physical Sciences, University of Maryland, College Park

- **2:00 PM —** Prof. Birol Ozturk, Professor of Physics, Morgan State University

- **2:10 PM —** Prof. Maajida Murdock, Adjunct Professor of Physics, Morgan State University

2:20 PM **FROM CAMPUS TO MARKET: THE ROLE OF UNIVERSITIES IN FUELING QUANTUM SPINOUTS**

Universities are hotbeds of breakthrough research, but turning that science into profitable companies requires vision, support, and strategic partnerships. This panel will explore how academic institutions help researchers launch startups, navigate venture funding, and bring transformative technologies to market.

Key Discussion Points:

1. How is Maryland's innovation ecosystem — in quantum and advanced technologies — distinct, and what are examples of the ecosystem delivering?
2. For quantum founders coming out of universities, what is the hardest leap — technical validation, building a management team, raising capital, or shifting from a research mindset to a market mindset? Or something else?
3. Quantum companies often face long development timelines and significant capital intensity. Is our current venture and university funding model built for this — and how might it evolve?

- Dr. Rezlind Bushati, CEO, PhaseShift
- Mr. Dan Kunitz, Executive Director, NSF Mid-Atlantic I-Corps Hub, University of Maryland, College Park
- Dr. Dennis Lucarelli, CEO and Founder, Error Corp.
- Mr. Stan Smith, Managing Director, Discovery Fund and Terrapin Fund, University of Maryland, College Park
- ***Moderator:*** Dr. Dean Chang, Chief Innovation Officer, University of Maryland, College Park

2:55 PM **TRANSFORMATIVE COMPUTING AS THE PLATFORM FOR COMPETITIVENESS: ISSUES, CHALLENGES, AND OPPORTUNITIES**

How will AI, quantum, and high performance computing transform productivity and economic growth, prosperity, and security for all Americans? The discussion will highlight current and emerging opportunities. In addition, panelists will explore the partnerships and policies needed to translate computational breakthroughs into broad economic and societal impact.

Key Discussion Points:

1. Quantum, AI, and beyond exascale HPC are strategic technologies that will define 21st-century competitiveness. What risks does our nation face if it does not lead the world in these enabling, platform technologies? And on the other hand, what are the opportunities for leaders?
2. Next-gen computing promises to tackle society's toughest probleFrom your perspectives, what grand challenges are solvable over the next decade through the use of advanced computing?
3. Looking further ahead, 15 to 50 years from now, how will these technologies possibly transform our world?

- Dr. Craig Martell, Chief Technology Officer, Lockheed Martin
- Dr. Mark Peters, President and CEO, The MITRE Corporation
- Dr. Darryll J. Pines, President, University of Maryland, College Park
- Hon. Deborah L. Wince-Smith, President and CEO, Council on Competitiveness
- ***Moderator:*** Mr. Chad Evans, Executive Vice President and Chief Operating Officer, Council on Competitiveness

3:30 PM PLACE-MAKING INNOVATION – HERE AND NOW: EXPLORING THE UNIVERSITY OF MARYLAND'S INNOVATION ECOSYSTEM

Join us on a tour of the Discovery District Maryland to see the unique, world-class quantum tech facilities within the Capital of Quantum.

5:00 PM FINAL REFLECTIONS AND PRESIDENT'S RECEPTION

After two days of exceptional discussions, tours, and insights, we leave with a deeper appreciation of both the opportunities and challenges ahead. As we take a moment to network over a concluding reception, the Cohosts will also share their reflections on what we've learned, what's next, and where we go from here.

Key Discussion Points:

1. After two days of discussions and tours, what insights or surprises stand out to you about the opportunities and challenges facing U.S. competitiveness today?
2. As we think about what comes next, what actions or priorities do you see as most critical for translating these discussions into impact?

- Dr. Shirley M. Malcom, Member, Board of Trustees, Morgan State University
- Dr. Darryll J. Pines, President, University of Maryland, College Park
- Hon. Deborah L. Wince-Smith, President and CEO, Council on Competitiveness

6:00 PM ADJOURN