



Compete Connect

June 2025 Edition

From the CEO's Desk



Deborah L. Wince-Smith
President and CEO
Council on Competitiveness

Dear Council Community,

As we approach Independence Day and the Nation's 249th birthday, the Council is firing on all cylinders.

And I am happy to share – and ask you to **SAVE THE DATE**: we will convene in Washington, DC, this December 15-16 for our 2025 annual dinner and “National Competitiveness Forum.” More information follows in the newsletter, but I hope many of you will make plans to be with us.

June has been a productive whirlwind – but we reached solid ground in executing the latest edition of our “Competitiveness Conversations Across America” in New England. I was honored to join Dr. Sunil Kumar, President of Tufts University; Dr. David Greene, President of Colby College; Dr. Robert Johnson, President of Western New England University; and Dr. Marlene Tromp, President Designate of the University of Vermont, in hosting our fourth edition in 2025: [**A Competitiveness Conversation: Growing New England's Next Generation Innovation Economy.**](#)

This gathering brought together dynamic leaders to discuss opportunities to leverage the region's assets to accelerate its leadership in the blue and green economies. In addition to our cohosts, we were honored to have several other leaders from the Council with us, including Dr. Melissa Gilliam, President of Boston University; Dr Mark Nemec, President of Fairfield University; Dr. Mark Peters, President and CEO of The MITRE Corporation, and Mr. Chad Holiday, Chair Emeritus of the Council. Stay tuned for the summary report, which will capture the many important insights from the Conversation, including those from Senator Markey (D-MA) and Senator Collins (R-ME).

The Council team is also planning the next edition of the "Competitiveness Conversations Across America": "[Forging the Future – the Intersection of Health, AI & Tech.](#)" This gathering, taking place **October 19–21, 2025**, in Pittsburgh, is a first-of-its-kind crossover event with our sister organization, the Global Federation of Competitiveness Councils (GFCC). In partnership with the University of Pittsburgh Chancellor and Council Academic Vice-chair Joan Gabel, Carnegie Mellon University President Farnam Jahanian, and the GFCC, this summit will convene leaders from around the nation and world to explore the best and *next* practices for place-making innovation, which are transforming Pittsburgh and revolutionizing health outcomes in the United States and around the world. Please save the date for this landmark gathering.

Other important opportunities to engage are firming up on the Council's 2025 calendar:

July 21-25, Australia. A delegation of Council members heads to Australia to engage with senior public and private sector leaders in Melbourne, Canberra, Sydney, and Adelaide. This visit brings new life to pre-COVID work to deepen significant, bilateral partnerships with one of America's most strategic allies – and we are excited to engage with Australia's Minister of Resources, Assistant Minister for Productivity and Competitiveness, Chief Executive of CSIRO (Australia's science and innovation agency), the leadership of the Australian Academy of Technological Sciences and Engineering, the heads of Australia's major university associations, the leaders in the "shadow government" for a truly bipartisan engagement, and many more. Please contact Chad Evans at cevens@compete.org if you would like details or to join us.

September 8, Washington, DC – The next University Leadership Forum strategy meeting will take place in Washington, DC, at the Gallup World Headquarters.

September 17-18, Lafayette, IN – The Council's Board, Executive Committee, National Commissioners and special guests will convene in a "late summer meeting" with Primient CEO Jim Stutelberg at the company's global-leading bio production facility – to review Council progress to date and to catalyze concrete next steps for a "future of the bioeconomy" initiative.

November 4, Fort Worth, TX – The TLSI's 32nd Dialogue will take place at Lockheed Martin's primary production facility for the F-35 Lightning II fighter.

December 15-16, Washington, DC – The 2025 Annual Dinner + National Competitiveness Forum.

We look forward to seeing many of you at these upcoming events. If you have questions about any of these, please contact [Chad Evans](#).

I close this month's letter on a solemn note – but also in honor of a life well-lived. On May 26, 2025, the Council community lost a visionary leader—John Young, Founder of the Council on Competitiveness and former CEO of Hewlett-Packard. John's steadfast dedication to advancing U.S. innovation, cross-sector collaboration, and strategic leadership laid the foundation for the Council's enduring mission. His legacy continues to inspire our work and shape the nation's (and the world's) competitiveness agenda. We extend our heartfelt condolences to his family, friends, and colleagues. A tribute to his extraordinary contributions is available on our website [here](#).

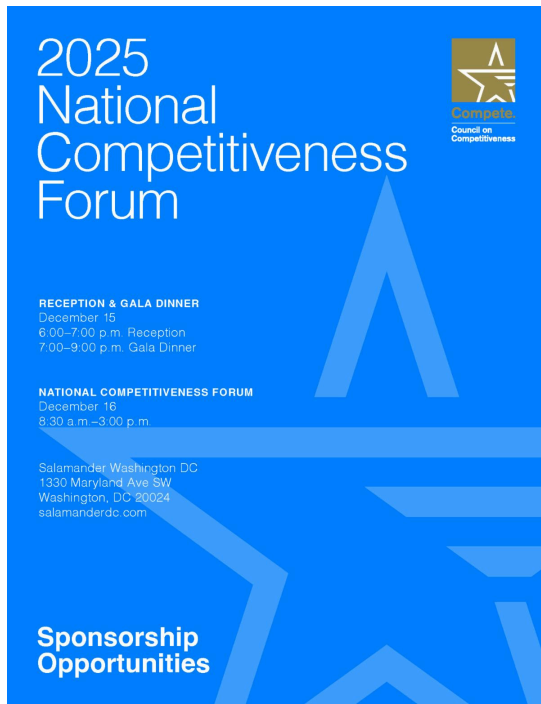
Once again, thank you for your engagement and involvement in the Council on Competitiveness. I am grateful for your energy, ideas, and partnership.

Sincerely,

The Hon. Deborah L. Wince-Smith
President & CEO
Council on Competitiveness

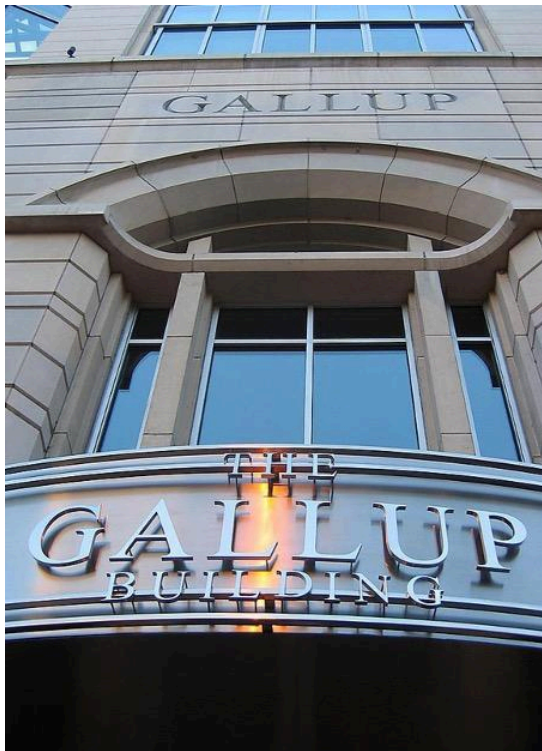
Upcoming Council Events





Sponsorship Opportunities Now Available

Join the Council on Competitiveness and national leaders from industry, academia, national laboratories, labor unions, and government for the Council's annual Gala Dinner on December 15 and the 2025 National Competitiveness Forum (NCF) on December 16 at the Salamander Hotel in Washington, DC. NCF sponsorships are available, so please do not miss the opportunity to sponsor the premier event on the annual competitiveness calendar. Generous benefits are available to sponsors, which you can learn more about in the [sponsorship brochure](#).



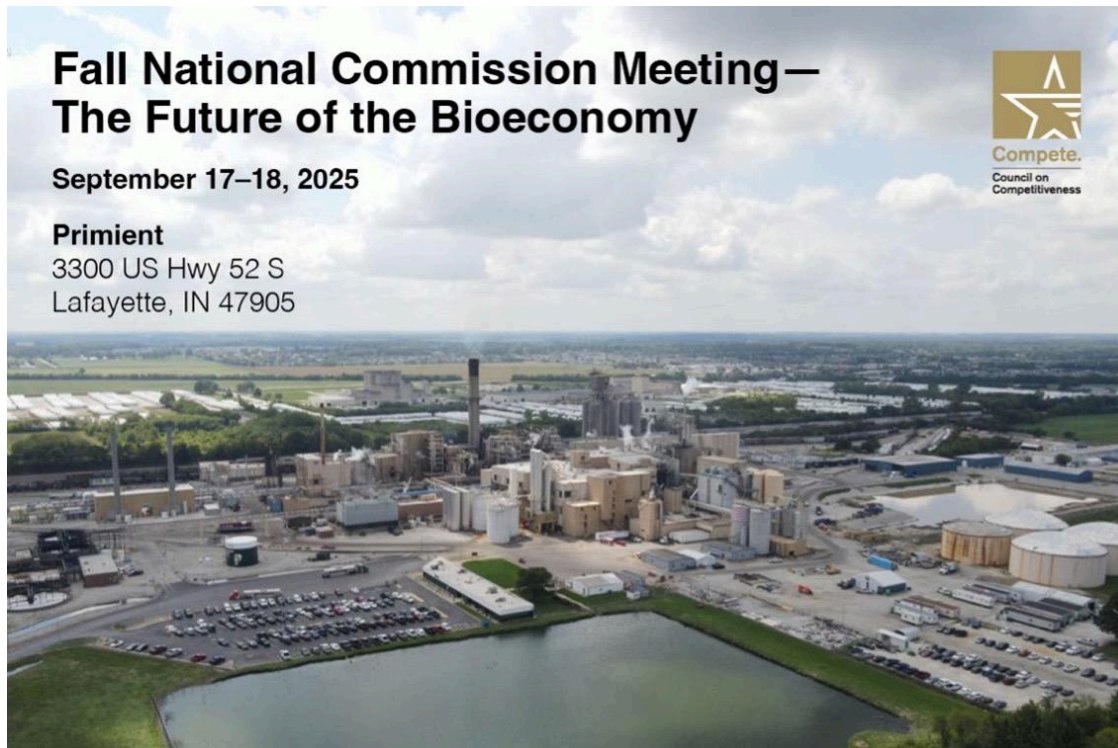
University Leadership Forum Strategy Meeting

Developing a Path Forward
for U.S. Higher Education

September 8, 2025

Gallup World Headquarters
The Gallup Building, F Street, NW
Washington, D.C. 20004

The Council on Competitiveness' University Leadership Forum will convene in person on September 8 at the Gallup World Headquarters in Washington, DC. In partnership with Gallup and Deloitte, this session will spotlight the latest research on the state of higher education, as well as explore the development of a "Compact on the Future of Higher Education" and a higher-education dashboard. For details, please contact Council Senior Advisor Bill Bates at bbates@compete.org.



Fall National Commission Meeting— The Future of the Bioeconomy

September 17–18, 2025

Primient

3300 US Hwy 52 S
Lafayette, IN 47905



The Council's Board, Executive Committee, National Commissioners, and special guests will gather for a late-summer / early-fall meeting, hosted by Primient CEO Jim Stutelberg's state-of-the-art biomanufacturing and feedstock facility — among the most innovative places in the world for producing food and industrial ingredients from plant-based, renewable sources. This place for heartland innovation will provide the perfect backdrop for our sessions to review the Council's robust 2025 policy activities, to plan for the 2025 and 2026 National Competitiveness Fora (the Council's 40th anniversary is next year), and to catalyze a major policy priority for the "National Commission on Innovation and Competitiveness Frontiers:" writing the next chapter of the U.S. bioeconomy. If interested to learn more, please contact Council EVP and COO Chad Evans at cevens@compete.org.



The Councils' Technology Leadership & Strategy Initiative (TLSI) will convene for its Fall Dialogue on November 4 at Lockheed Martin's F-35 research and production facility in Fort Worth, TX. More to come on the agenda for this in-person gathering. If interested to learn more, please contact Council EVP and COO Chad Evans at cevans@compete.org.



Join the Council on Competitiveness, the Global Federation of Competitiveness Councils (GFCC), the University of Pittsburgh, and Carnegie Mellon University October 19-21 in Pittsburgh, PA, for a first-of-its-kind crossover event between the [Competitiveness Conversations Across America](#) and the GFCC's Global Innovation Summit. "Forging the Future: The Intersection of Health, AI, & Tech" will convene innovators from across Pennsylvania, the United States, and the world to understand the challenges and opportunities that arise when emerging technologies

co-mingle and co-create new inventions, innovations, and industries of the future. Plan to join us in Pittsburgh, and be on the lookout for more information as we approach this groundbreaking event. [Learn more here.](#)

Reflecting on the New England Edition of the Competitiveness Conversations Across America Series



Photo Credit: Tufts University

Left to Right: Dr. Melissa Gilliam, President, Boston University; Dr. David A. Greene, President, Colby College; The Hon. Deborah L. Wince-Smith, President and CEO Council on Competitiveness; Dr. Robert Johnson, President, Western New England University; and Dr. Marlene Tromp, President Designate, University of Vermont.



Photo Credit: Tufts University

Left to Right: The Hon. Deborah L. Wince-Smith, President and CEO, Council on Competitiveness; Dr. Sunil Kumar, President, Tufts University; Mr. Chad Holliday, Chair, Global Federation of Competitiveness Councils; Chair Emeritus, Council on Competitiveness; and Mr. Jim Clifton, Chairman, Gallup.



Photo Credit: Tufts University

Left to Right: Dr. Kirk Dombrowski, Vice President, Research and Economic Development, University of Vermont; Dr. Bernard Arulanandam, Vice Provost, Research, Tufts University; Mr. Blair Bateson, Senior Vice President, Net Zero Strategy, Bank of America; and Mr. Chad Evans, Executive Vice President and Chief Operating Officer, Council on Competitiveness.



Photo Credit: Tufts Now

Left to Right: Dr. Sunil Kumar President, Tufts University; The Hon. Jon Mitchell Mayor of New Bedford, Massachusetts; The Hon. Deborah L. Wince-Smith President and CEO Council on Competitiveness.

The fourth edition of the Council's 2025 "Competitiveness Conversations Across America" took place on June 5–6 in Medford, MA, and offered powerful insights into the forces driving New England's innovation ecosystem — particularly in advancing the nation's blue (maritime) and green (sustainable technology) economies. The Council thanks Dr. Sunil Kumar, President of Tufts University, for graciously hosting us on the Tufts campus; and thanks our other co-hosts — Dr. David A. Greene,

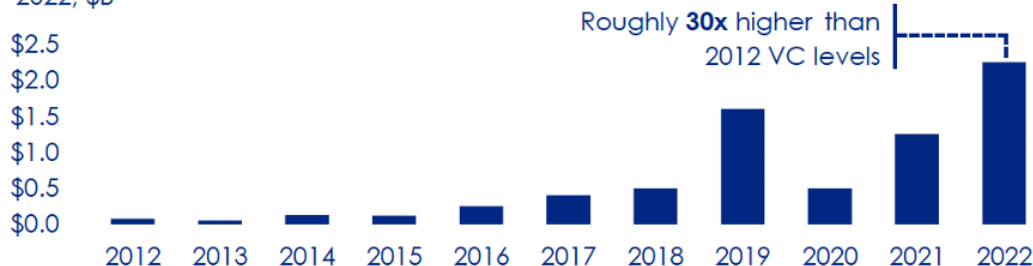
President of Colby College; Dr. Robert Johnson, President of Western New England University; and Dr. Marlene Tromp, President Designate of the University of Vermont.

[A compelling feature in Tufts Now](#) highlights how this event convened leaders from across the region's innovation ecosystem to accelerate the growth of the blue and green economies through cross-sector collaboration among academia, industry, and government. One of the most compelling insights came from President Kumar, who called for a new model of innovation — what he termed “centrifugal densification.” This approach envisions innovation anchors, such as Tufts, extending their reach across the region to spark innovation in more places and engage more people — rather than concentrating activity around a single institutional hub.

The Council is producing a full summary report of the Conversation, capturing key takeaways and lessons. Here is a sneak peek at four key takeaways from the Conversation:

1. New England's coastline and maritime history provide it with an unparalleled opportunity to lead in the blue economy. With more than 5,500 miles of coastline and a longstanding economic and cultural reliance on the ocean, the region is distinctively positioned to drive the next generation of high-tech maritime innovation. New England is already home to 16,000 blue economy businesses employing 250,000 people, and its blue economy has grown more than 28 percent between 2011 and 2021. These employers include shipbuilders that deliver the world's most advanced submarines to the U.S. Navy.

Venture Capital Investments into the Blue Economy in New England 2022, \$B



Pitchbook, analysis by Netherlands Enterprise Agency

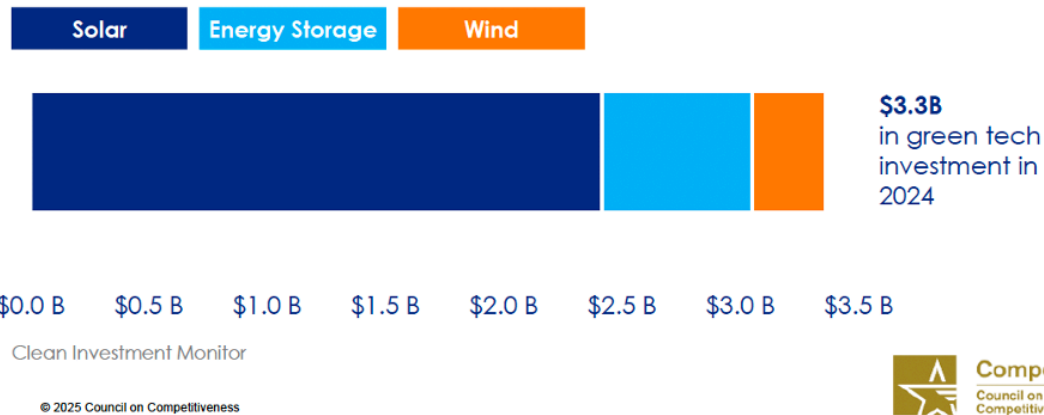
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2. The region is deeply committed to sustainable energy production as both an economic and environmental goal. Policymakers across New England are advancing the clean energy technologies needed to meet a projected tripling in electricity demand. In 2024 alone, investors committed \$3.3 billion to clean energy initiatives in the region. Startups like the New England-based Commonwealth Fusion Systems are at the forefront, developing next-generation energy technologies for deployment, both in New England and around the world. These startups are supported by public efforts like the Massachusetts Clean Energy Center, which provides invaluable testing grounds for new energy technologies.

Innovative Tech Investment in New England

2024, by state and type



3. The convergence of blue and green technology sectors (i.e., the “teal economy” as President Kumar termed it) provides unique growth opportunities. For example, New Bedford’s history of oceangoing commerce allowed it to become a hub for the construction of offshore wind turbines, which will one day power as many as 900,000 homes. Similarly, work done developing methods for offshore agriculture may soon spawn an industry commercially growing seaweed to be added to dairy cow feed to reduce methane emissions.

Forbes.com

Will the United States Lead or Languish in the 21st Century Innovation Race?

Forbes

BUSINESS > MANUFACTURING

An Inflection Point For U.S. Competitiveness

By [Deborah Wince-Smith](#), Contributor. © I write about manufacturing, competitiveness and innovation.

Published Jun 26, 2025, 12:05pm EDT

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Photo Credit: Getty Images/Forbes.com

In her latest [Forbes.com](#) article, [Council on Competitiveness](#) President and CEO [Deborah L. Wince-Smith](#) shares key insights from the Council's Technology Leadership and Strategy Initiative (TLSI) *Compact for America* — an ambitious blueprint developed over two years by 50 of the nation's top technology leaders. The report outlines strategic actions to accelerate the translation of cutting-edge technologies, leverage dual-use innovations for commercial and defense applications, and expand the geography and demography of innovation across the country. Featuring insights from TLSI Co-chairs — Council Distinguished Fellow Steve Walker, Arizona State University Executive Vice President of Knowledge Enterprise Sally C. Morton, and Lawrence Livermore National Laboratory Deputy Director for Science and Technology Patricia Falcone — Deborah's article makes a compelling case for why U.S. leadership in innovation is essential for economic prosperity and national security: [Forbes.com article](#).

Council Community News

Council Leadership Headlines 2025 National Academy of Inventors 14th Annual Conference



Photo Credit: NAI and Mark Skalny Photography

Themed around “Forward Together,” the 2025 NAI Annual Conference brought together hundreds of inventors and intellectual property stakeholders to discuss a range of issues at the heart of long-term IP generation and protection. Council EVP and COO, Chad Evans, joined a distinguished panel focused on advancing industry-academia-government partnerships, including: Council Executive Committee Member and MITRE Corporation CEO Mark Peters, Council National Commissioner and University of Maryland President Darryll Pines, Council TLSI Member and Colorado School of Mines VP for Research and Technology Transfer Walt Copan, GUIPPR Board Director Michael Nestor, and former Director of the USPTO Andrei Iancu. The NAI also inducted Evans, Peters, and Nestor as “Honorary Members.”



Photo Credit: NAI and Mark Skalny Photography

Left to Right: Dr. Walt Copan, VP for Research and Technology Transfer, Colorado School of Mines; Chad Evans, EVP and COO, Council on Competitiveness; Dr. Paul Sanberg, President, National Academy of Inventors

Dr. Elizabeth Cantwell Rejoins Council on Competitiveness as President of Washington State University

Photo credit: Washington State University

Dr. Elizabeth “Betsy” Cantwell, a longtime member of the Council on Competitiveness, has rejoined the Council in her new role as President of Washington State University — the first woman to lead the institution. Formerly President of Utah State University, Dr. Cantwell brings decades of cross-sector experience in research, innovation, and economic development. Her continued engagement with the Council reflects her commitment to strengthening national competitiveness and aligning WSU’s research enterprise with the needs of industry, government, and society. [Discover more about Dr. Cantwell’s role here.](#)

Dr. Rajeeb Hazra Calls for Stronger U.S. Quantum Investment on CNBC



Photo Credit: CNBC

Quantinuum CEO and Council on Competitiveness member Dr. Rajeeb “Raj” Hazra spoke on CNBC about the breakthroughs in quantum computing, previewing a new machine set to launch within months that will be a trillion times more powerful than the current H2 system. He noted that quantum computing enables solutions to problems classical computers cannot handle — from drug discovery to complex optimization — and generates valuable data for advanced AI models. Dr. Hazra notes in his interview that the United States must focus more on national competitiveness and on-shoring supply chains to ensure its leadership in quantum computing. [Watch the full interview here.](#)

Ted Carter Calls for Heartland Investment in *TIME* Op-Ed



Photo Credit: The Ohio State University

Council Executive Committee Member Walter “Ted” Carter, Jr., President of The Ohio State University, co-authored a recent *TIME* op-ed urging greater national investment in America’s heartland. He argues public universities and regional partnerships are essential to advancing innovation, restoring trust in institutions, and driving inclusive growth. President Carter’s piece positions the Midwest as a critical engine for U.S. competitiveness in the decades ahead. [Read President Carter’s op-ed in *TIME* here.](#)

Foreign Policy Association (FPA) Awards Chancellor Pradeep K. Khosla a Foreign Policy Association Medal at the 2025 FPA Annual Dinner

Photo Credit: UC San Diego

The Council congratulates Executive Committee member and University of California, San Diego Chancellor Pradeep K. Khosla, for receiving the 2025 Foreign Policy Association Medal at the FPA Annual Dinner. This medal — the FPA's highest honor — recognizes individuals who demonstrate responsible internationalism and a deep commitment to advancing public understanding of international affairs. [Explore Chancellor Khosla's achievement here.](#)

SST Committee Hosts Roundtable with U.S. Department of Energy National Laboratory Directors

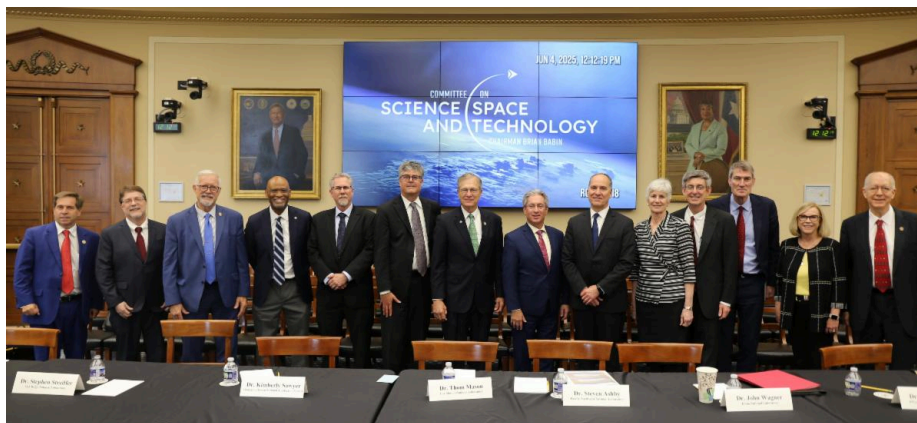


Photo Credit: House Committee on Science, Space, and Technology

On June 4, the Science, Space, and Technology Committee held a roundtable discussion with directors and senior leaders from the United States Department of Energy National Laboratories, including Pacific Northwest National Laboratory Director Steven Ashby, Los Alamos National Laboratory Director Thom Mason, SLAC National Accelerator Laboratory Director John Sarrao, Oak Ridge National Laboratory Director Stephen Streiffer, National Energy Technology Laboratory Director Marianne Walck, and Idaho National Laboratory Director John Wagner. The Laboratory leaders shared updates on their work in energy innovation, national security, and advanced technologies, while highlighting the critical role Congress can play in strengthening support for the laboratories and their missions. [Explore the insights from this meeting here.](#)

Washington AI Network Honors the Hon. Patricia Falcone for Advancing Public-Driven AI Research



Photo credit: AIHonors

Left to Right: Dr. Roger Falcone, the Hon. Deborah Wince-Smith, the Hon. Pat Falcone, and Dr. Kim Budil.

The Washington AI Network honored the Hon. Patricia “Pat” Falcone – Lawrence Livermore National Laboratory Deputy Director for Science and Technology and Co-chair of the Council’s Technology Leadership & Strategy Initiative – for her outstanding contributions to advancing AI research in service of the public good. Dr. Falcone was one of only seven honorees. [Learn more about Dr. Falcone’s honor here.](#)

Vanderbilt University Appoints TLSI Member Padma Raghavan to be the Chancellor’s Executive Director for Science and Technology Strategy

Photo Credit: Vanderbilt University

Vanderbilt University has appointed TLSI Member Padma Raghavan to be the Chancellor’s Executive Director for Science and Technology Strategy. A national leader in supercomputing and innovation, she will guide the university’s strategic efforts in energy, defense, health tech, and regional innovation. [Discover more about Dr. Raghavan’s new role here.](#)

UTSA President, Acting President of The University of Texas Health Science Center, and National Commissioner Taylor Eighmy Helping Lead the Nation’s Largest State Cyber Command



Photo Credit: UTSA Today Home
 From left to right: Rep. Giovanni Capriglione, Gov. Greg Abbott, and President Taylor Eighmy.

On June 2, 2025, Governor Greg Abbott signed House Bill 150 into law, officially creating the Texas Cyber Command in San Antonio, TX — now the largest state-run cybersecurity department in the United States. With a \$135 million investment, the Texas Cyber Command will launch a Cyber Threat Intelligence Center to identify and repair weaknesses in state and local government systems, train and educate users about preventing cyber breaches, and coordinate with governments on swift and effective responses to cyberattacks. The University of Texas at San Antonio — under the leadership of National Commissioner, UTSA President, and Acting President of The University of Texas Health Science Center Taylor Eighmy — is poised to play a leadership role in its development. Eighmy called the announcement a “perfect match” for UTSA’s top-ranked cyber programs and deep federal partnerships. [Explore the new Texas Cyber Command here.](#)

Competitiveness News

Former Council Distinguished Fellow Paul Dabbar Confirmed as Deputy Secretary of Commerce

Photo Credit: Broadband Breakfast

The U.S. Senate has confirmed former Council on Competitiveness Fellow Paul Dabbar as Deputy Secretary of Commerce in a 56–40 vote. Mr. Dabbar, who previously served as Under Secretary for Science at the Department of Energy, will serve under Commerce Secretary Howard Lutnick and is expected to play a central role in the future of the Broadband Equity, Access, and Deployment (BEAD) program. A leader with deep experience at the intersection of science, policy, and business, Mr. Dabbar brings to the role a strong track record of advancing innovation and infrastructure development nationwide. [Learn more about Dabbar’s confirmation here.](#)

New Bipartisan BIOTech Caucus Launches in Congress

Photo Credit: [Wally Gobetz](#)

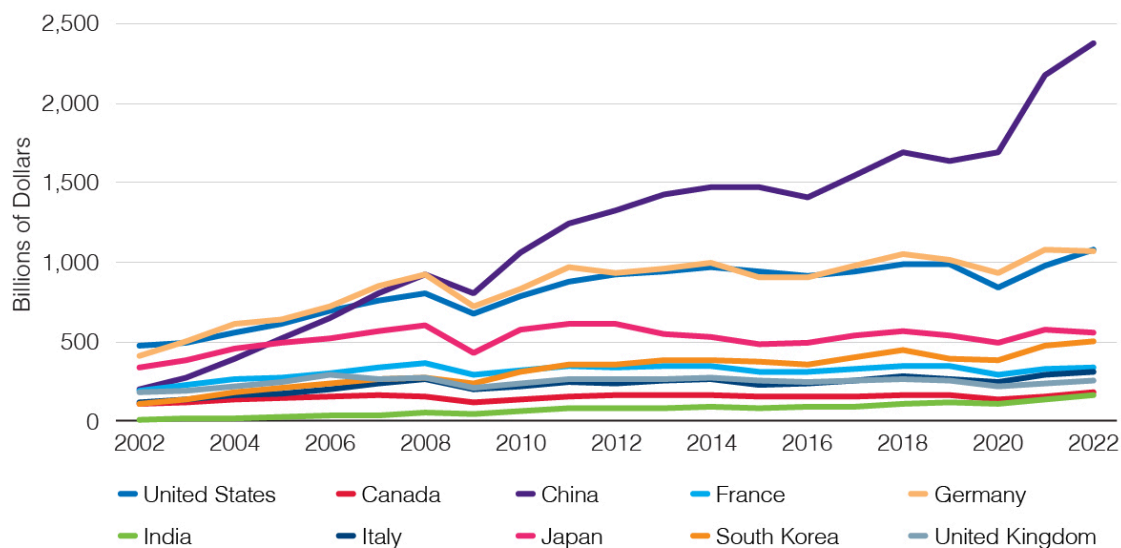
Representatives Chrissy Houlahan (D-PA) and Stephanie Bice (R-OK) have launched the bipartisan BIOTech Caucus to strengthen U.S. leadership in biotechnology. Joined by Vice Chairs Ro Khanna (D-CA), Gus Bilirakis (R-FL), Jake Auchincloss (D-MA), and Pete Sessions (R-TX), the Caucus will focus on biosecurity, innovation, and economic opportunity. The group aims to advance legislation and awareness following urgent warnings in the recent National Security Commission on Emerging Biotechnology report, which highlights China's growing biotech edge. [Learn about this crucial caucus here.](#)

Council Insight

Two Contrasting Pictures of U.S. Trade in Knowledge and Technology-Intensive Industries (KTIs)

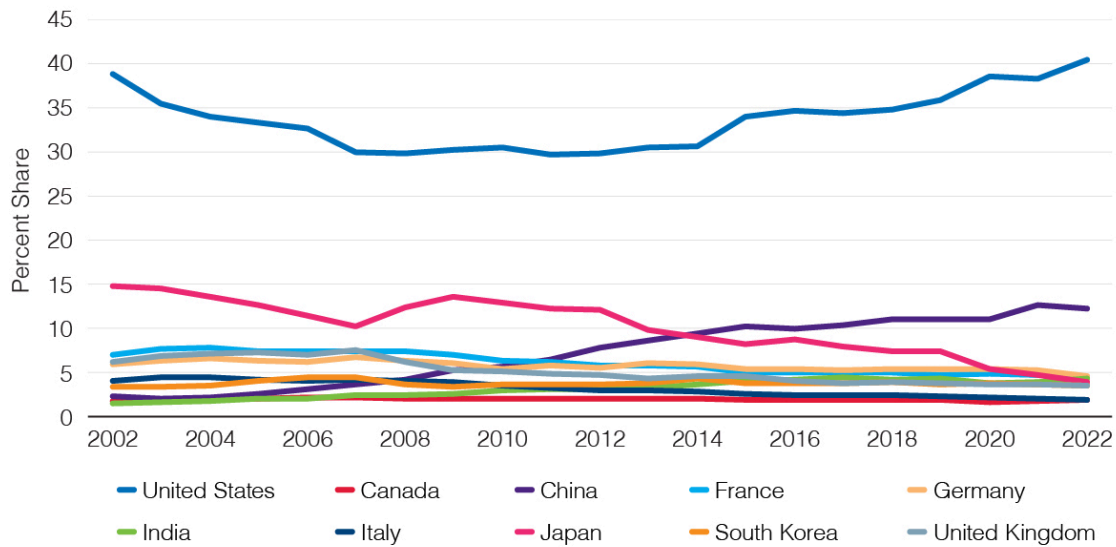
Gross Exports of KTI Manufacturing Industries for Selected Economies, 2002–22

S&P Global IHS Markit, Comparative Industry Service special tabulations, October 2023.



Country Share of Global KTI Services Value Added for Selected Economies, 2002–22

S&P Global IHS Markit, Comparative Industry Service special tabulations, October 2023.



Data Source: Center for Strategic and International Studies

Conventional narratives around the United States' global competitiveness often focus on the persistent trade deficits across the economy. One crucial area where the United States has a major trade deficit is the knowledge- and technology-intensive (KTI) manufacturing sector — industries that rely heavily on research, advanced technology, and skilled workers, such as aerospace, electronics, and pharmaceuticals. From 2002 to 2022, the United States experienced sustained trade deficits in key KTI manufacturing categories, including semiconductors, electrical equipment, and motor vehicles. During the same period, China emerged as the dominant global exporter of KTI manufacturing goods, capturing nearly 21 percent of global market share by 2022. In contrast, the United States maintained export levels of approximately \$1.1 trillion but struggled to achieve a positive trade balance in high-technology manufacturing sectors.

However, this manufacturing trade gap is only part of the story. The United States holds a commanding position in KTI services — such as R&D, intellectual property, software, and advanced business services. In 2021, the United States accounted for 36 percent of global value added in KTI services, more than twice China's share of 14 percent. That same year, the United States posted a \$102 billion trade surplus in KTI-related services.

This structural shift reflects not decline, but adaptation. In an increasingly digital, interconnected, and knowledge-driven global economy, the ability for a country of the size and scope of the United States to export high-value services — including cloud computing, AI-enabled platforms, design and engineering consulting, and frontier R&D — is a critical pillar of national competitiveness, alongside manufacturing prowess.

The Council's flagship policy reports — [Competing in the Next Economy: Innovating in the Age of Disruption & Discontinuity](#) and the Technology Leadership & Strategy Initiative's (TLSI) [Compact for America: A Call to Action for a New Tech-Driven Industrial Base and National Innovation Ecosystem](#) —

provide clear recommendations for achieving this balance and synergy between services and manufacturing.

Fellows Insight

Michael Cassidy Champions Collaboration to Accelerate Biotech Breakthroughs



"No single entity possesses all the assets required to develop and deliver new health technologies at scale."

C. Michael Cassidy
Executive Director
Emory Innovations, Inc.

In a fast-evolving sector like biotechnology, where innovation cycles move swiftly and global competition is fierce, success is built on a vital truth: breakthrough innovation thrives on collaboration. Council Senior Fellow C. Michael Cassidy, Executive Director of Emory Innovations, highlights in an interesting case study how cross-sector partnerships — spanning academia, startups, pharmaceutical giants, and government agencies — were instrumental in bringing a novel antiviral treatment to market at record speed. This model exemplifies how the United States can retain global leadership in biotech — through strategic cooperation, aligned capabilities, and shared urgency. As Cassidy notes, "No single entity possesses all the assets to deliver new health technologies at scale. Partnerships are the foundation of progress." [Read the full insight here.](#)

New to the Community



Photo credit: [LinkedIn](#)

Mr. Mark Warner
CEO
Liberation Bioindustries

Mr. Warner joins as a General Member.

Photo credit: University of Colorado Boulder

Dr. Massimo Ruzzene
Senior Vice Chancellor for Research and Innovation and
Dean of the Institutes Research & Innovation Office
University of Colorado Boulder

Dr. Ruzzene joins as a member of the TLSI.

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