Commerce.

America's Edge
Creating Value from Ideas to Devices

Compete.
Council on Competitiveness

"Manufacturing has always been part of the ethos of America…and a key to economic growth, good jobs and innovation. The products of the future, from advanced batteries to wind turbines, must come from the manufacturing sector. And, the country that is the lead in green energy manufacturing will lead the world economy."

Secretary of Commerce Gary Locke

Vision

America must choose to compete in a world of rising and more robust competition, a world in which the rapid pace of technological changes enable leapfrog competition and a world in which highly skilled talent is increasingly abundant and natural resources are increasingly constrained.

For better or worse, America cannot succeed by trying to recapture the economic security we enjoyed during the post-World War II era. Rather than looking backward, America must focus its ingenuity, innovation, pragmatism and "can-do" spirit on creating winning strategies for the next 50 years.

"Making things" will be one of the keys to success. We learned a hard lesson over the past year: financial engineering is no substitute for real engineering. But, manufacturing is also more than a set of NAICs or SIC codes. It is a value creation system that includes everything from ideas to delivered devices. That system includes cutting-edge science and technology, sustainable design, systems engineering, smart services and supply chain excellence, as well as lean and green manufacturing. In fact, many of the value-creating elements are not even designated as manufacturing. In the 21st century value system, manufacturing and services are no longer separate or even separable sectors.

The purpose of this Manufacturing Competitiveness Initiative is to develop a comprehensive strategy to secure America's economic leadership in the 21st century. Making things must be part of America's edge. But, we need a new strategy to assure that America can rise above a rising bar of global competitors. And, we need to be able to get ahead of the emerging trends in innovation and sustainability to recalculate America's competitive advantages.

The initiative will bring together the insights of America's business, university and labor leaders who operate on the front lines of the global competition for investment, jobs and growth. It will leverage the networks and expertise of some of America's most prestigious organizations and knowledge centers. In the end, it will define a path forward that will create an economic win for companies, citizens and the country.

Key Themes

The competitive landscape is changing. The "flat world" is creating a world of more nearly equal competitors with stronger positions in the fundamental drivers of competitiveness: talent, technology, investment, access to knowledge and expertise, infrastructure, global market access and the competitive conditions created by tax, regulatory and legal structures (the cost basis of competitiveness). That means that previously successful strategies may no longer suffice to sustain America's margin of advantage. When others are successfully copying a success model, it is time to look for a new one.

New drivers of competitiveness have emerged just over the past decade—and are changing the competitiveness dynamic for companies as well as countries. The accelerating pace of technology change driven by IT, rising energy costs and the prospect of carbon pricing, the emergence of global innovation networks which transmit new research findings instantaneously and enable trickle-up innovation, and vulnerabilities of extended and interdependent global networks are altering where and how companies invest. And these new-to-the world drivers of competitiveness should also be shaping U.S. strategies for the future. In the 1980s and 1990s, low cost talent drove investments globally. Going forward, other drivers—costs of energy and carbon; access to high quality, specialized talent; resilience of infrastructures and networks—are likely to change the site selection calculation. We need to be asking how America can transform these emerging trends into competitive differentiators.

We can not measure what matters in manufacturing—21st Century manufacturing is more than simply production of saleable objects. As long as manufacturing companies were vertically integrated, economic statistics captured a full spectrum of high value activity. As corporations restructure to a more horizontal model, linked together through collaborative partnership and supply chains that are often classified as service industries, we lose the ability to measure the full economic impact of the manufacturing economy. In the same way, there are many more jobs directly tied to manufacturing than are counted in the statistics. What matters is innovation and integration of products, services and systems that create the value premium that captures global market share and supports high wages in the United States.

America needs a new policy roadmap for manufacturing competitiveness. National approaches that were highly successful in an earlier era may no longer be sufficient to ensure America's future competitiveness. America needs a new strategy and commitment to sustain its competitive leadership, which cannot be taken for granted. Our economic competitiveness, industrial capacity for defense and ability to secure our sources of safe and sustainable energy all depend on it.

This Initiative will tap the insights of America's private sector leaders to:

- Question the conventional wisdom that manufacturing is dirty, dumb, dangerous—and disappearing;
- Listen to what America's business, university and labor leaders are saying;
- Redefine manufacturing for the 21st century as a system of value creation from ideas to devices;
- Identify the best practices of leading companies and map those to government policies;
- Explore what America must do to rise above the rising bar of global competitiveness in key competitive drivers: talent, technology infrastructure, investment, and the cost basis of competitiveness;
- Benchmark the best policy practices of competitor nations; and
- Develop a comprehensive policy roadmap for U.S. leadership.

Program At A Glance

BUILD the rationale for a Manufacturing Competitiveness Strategy

CREATE National Leadership Networks to Define Competitiveness Imperatives

- **CEO Council:** CEOs, university presidents, labor leaders, government executives
- **Legislative Advisors:** Honorary Congressional Committee and Congressional staffers
- **Executive Advisors:** heads of manufacturing, subject matter experts, policy leaders

ENGAGE Knowledge Networks

- **Competitive Edge Roundtables** to explore what America needs to do to stay ahead of a rising global bar and how to identify and exploit new competitive opportunities.

BENCHMARK National Best Practices to explore what other governments are doing to attract investment and accelerate innovation. Link to Corporate Best Practices

Timetable

• White Paper: Compete 2.0: The New Manufacturing Economy	October/November 2009
• Global CEO Survey on Manufacturing Competitiveness	January 2010
• Roundtable Reports	January-June 2010
• Global Head of Manufacturing Survey	May 2010
• Benchmarking Best Practices	July 2010
• National Manufacturing Summit: Call to Action	October 2010
• Issue Legislative Roadmaps	October-January 2011
• Public Policy Outreach—Making a Change	January-June 2011

What We Will Deliver

1. **Compete 2.0: Manufacturing Competitiveness**
   October/November 2009

"If you don't know where you're going, any road will take you there".

Manufacturing has evolved, but our understanding of it has not. Compete 2.0 will test the conventional wisdom about manufacturing to make sure that we are solving real, not rhetorical, problems. The report will examine some of the myths of manufacturing's decline:

- Myth: Manufacturing is dirty, dumb, dangerous and disappearing. In reality, up until the current recession, the value of manufacturing output increased by 3.7 percent per year, faster than the rest of the economy. Profits in the manufacturing sector outperformed the rest of the nation. Manufacturing exports were increasing, and America's share of global manufacturing output was increasing.
- Myth: Off-shoring is the principal culprit in the loss of America's manufacturing employment. In reality, there are three reasons for the secular decline in manufacturing employment, and off-shoring is the least of them. The most important influence on employment has been technology: what took 1000 employees to produce in the 1950s now takes 200. Second, as manufacturing companies restructured, certain key functions—IT, logistics, design, research—were outsourced (not off-shored) to a supplier network. Because of statistical legacies, those jobs were subsequently counted as service jobs and a net loss to the manufacturing sector. Off-shoring is arguably the smallest part of the job loss, negatively affecting only 0.1-0.3 percent of all jobs.
- Myth: Manufacturing is Primarily Production. In today's globally competitive landscape, manufacturers are inventors, innovators, global supply chain managers and service providers. What was once seen just as production is now production, research, design and service provision.

The report will provide an framework for understanding the challenges—and opportunities—facing American manufacturers, workers and policy makers.

2. Tapping Leadership Perspectives: What Matters in Manufacturing?
November//December 2009

In September, the Council interviewed more than 35 business, government and university leaders to elicit their views on:

- Why manufacturing matters in economic growth;
- What issues and opportunities manufacturers face; and
- What government can do to help support America's manufacturing enterprise.

Their insights provide comprehensive inside perspectives from America's national leaders on the priorities, paths and policies to revitalize America's manufacturing competitiveness

3. Climate for Manufacturing Competitiveness: Ranking Where America Stands
January 2010 and July 2010

One of the keys to building the policy roadmap for competitiveness is to benchmark America against the rest of the world. Two global surveys will target:

- The Global CEO View: Global Competitiveness in Manufacturing; and
- Global of Heads of Manufacturing: How Manufacturers Compete.

The global surveys will be distributed annually with the following objectives:

- Generate a unique global index, rating the overall manufacturing industry competitiveness of different countries today and in the future;
- Distinguish the most important factors within a country that contribute to manufacturing competitiveness; and
- Clarify what business executives globally see as best practices—for companies as well as for countries—and benchmark what competitively successful countries are doing to attract global investment and encourage the growth of domestic manufacturing.

4. Benchmarking Government Best Policies and Practices
August 2010

While it is well understood that certain types of policies can drive businesses offshore, it is less clear what policies attract their investments in a world of global choices. An integral part of this Initiative will be a first-ever benchmarking of successful policy approaches around the world to accelerate innovation and attract investment in manufacturing.

- Literature Landscape: Comparison of global policies to attract and support high-value investment.
- Examine Phoenix industries: Examine the policies/environments that contributed to the rebirth of new industries in old industrial areas in the United States and EU.

- Tap Global Competitiveness Councils: Interview heads of Competitiveness Councils around the world to identify the top national policies and top sectoral policies that have been most successful in incentivizing domestic investment in new manufacturing or attracting foreign OEMs to invest.
- Tap expertise on site selection practices.
- Tap Council Leadership Networks: Interview CTOs from the Technology Leadership and Strategy Council and heads of global manufacturing from Compete 2.0: Manufacturing on policies around the world that attract their investment.

5. Competitive Edge Roundtables
January-July 2010

The profound changes in the global competitive environment necessitate a fundamental reassessment of America's competitiveness strategies. The roundtables will examine two key issues. First, in a flat world, how does America create a margin of advantage in the fundamental drivers of competitiveness? Second, what do emerging trends imply for U.S. competitiveness, and how can U.S. strategy become anticipatory to position America to capture competitive advantages from these changes?

Foundations of Competitiveness	Emerging Competitiveness Drivers
Skills, talents and attitudes	Accelerating pace of technological change
Technology	Open and global innovation networks
Innovation	Climate change and resource costs
Rapid deployment	Resilience of global infrastructures
Investment risk capital	Value chain management
Manufacturing infrastructure	Collaboration in the cloud and small manufacturers
Cost basis of competitiveness	
Global market access and IP protection	

The roundtables will bring together practitioners and subject matter experts to focus on solutions, rather than perfecting problem description. The Council is collaborating with a series of partners with particular expertise in key areas. Toffler Associates, a strategic visioning firm established by futurist Alvin Toffler, will help frame the game changers and anticipate what they mean for American competitiveness. Deloitte Touche Tohmatsu will help convene manufacturing executives to hone our understanding of the priorities of leader companies and help to create a menu of government policies to attract their investment. The Council will partner with the Manufacturing Institute on skills issues and networking small manufacturers and with MIT on productivity leaps from new process technologies. It will work in tandem with the National Academy of Engineering on support for sustainable manufacturing initiatives. The Council is partnering with the National Center for Manufacturing Sciences to identify models of collaboration that will hasten the deployment of technology.

The roundtables that are currently planned include:

- Anticipating Game Changing Competitive Drivers (CoC/Toffler)
  - Accelerating the Pace of Change
  - Global and Open Innovation Networks
  - Climate Change and Resource Costs/Constraints
  - Resilience of Global Infrastructures
  - Collaboration in the Cloud: Regional Strategies for Small Manufacturers
  - Management of Global Value Chains
- Best Practices of Leader Companies (Deloitte/CoC)
- The Skills Imperatives (Manufacturing Institute/CoC)
- Creating Competitive Advantage Through Networks of Small Manufacturers (Manufacturing Institute/CoC)
- Accelerating Technology Deployment: New Collaborative Solutions (CoC/NCMS)
- Sustainable Engineering and Manufacturing (CoC/NAE)
- Risk Capital Markets after the Meltdown (CoC)
- Productivity Leaps from Process Technology (CoC/MIT)

6) Policy Roadmaps for Manufacturing Competitiveness
October 2010

In the global economy, bottom line growth for companies does not always result in growing the incomes of workers or the GDP of countries. By the same token, strategies targeted at ensuring that companies are globally competitive do not always create incentives for investment and job creation in the United States. Recommendations for change need to address both profits of companies and prosperity for citizens.

The goal of the Policy Roadmaps is to identify win-win approaches in which company, worker and national interests intersect in the promotion of the continued growth of high value manufacturing in the United States.

The recommendations will also be mapped legislatively. Often, policy recommendations have thrown over the transom without regard to whether they map to committee jurisdictions or existing legislation. This Initiative has the benefit of a group of senior legislative directors to help identify ways in which the recommendations can be crafted to make them more actionable by the Congress.

7) Manufacturing Summit: Choose to Compete
November 2010

The National Dialogue on Manufacturing Competitiveness will bring together national leaders from business, academia, labor and government to discuss the policy roadmaps and begin the process of forging public-private consensus around a roadmap for America's economic competitiveness. We expect that the Summit will engage approximately 500 Council members and thought leaders.

Methodology
The project will establish three advisory groups to manage the content and oversee the recommendations process.

CEO Steering Committee
The Steering Committee, co-chaired by James Quigley, global CEO of Deloitte and Susan Hockfield, president of MIT, will bring together approximately 45-50 business, university and labor leaders. The Steering Committee will provide the overall vision for the project and CEO perspective on policy approaches that accomplish the triple bottom line: corporate profitability, individual prosperity and economic growth. The Steering Committee will meet two times and gather to present findings at the National Summit In November 2010.

The Council will also reach out to the heads of federal affairs and communications directors to ensure that the roadmap findings are embedded in organizational messaging.

Manufacturing Advisors

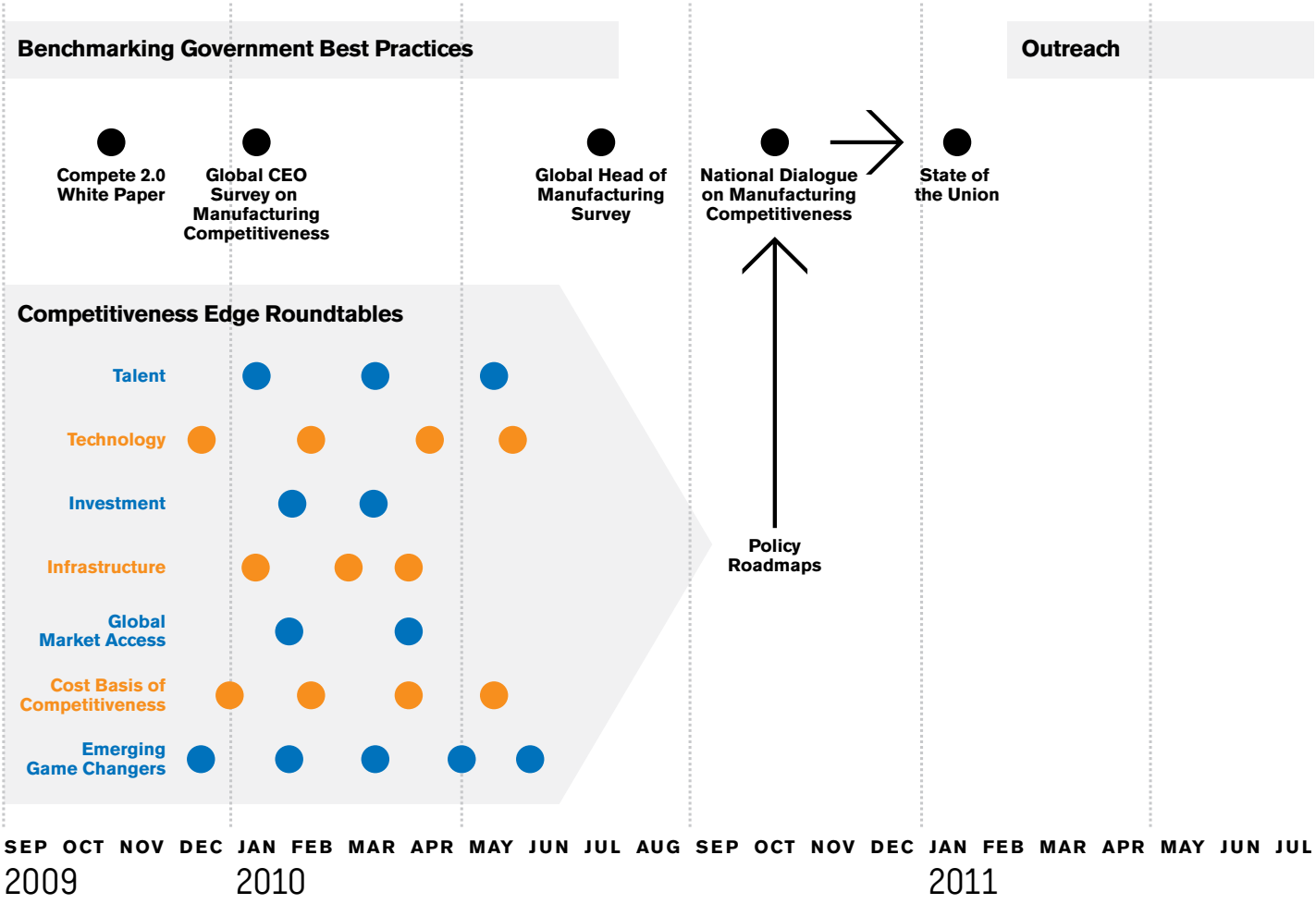
A group representing the global heads of manufacturing, chief technology officers, and subject matter experts will provide ongoing line review of roundtable research and proposed solutions. This group will meet regularly online and in person in the spring and summer of 2010 to review the action agendas.

Legislative Advisors

Council staff will be meeting monthly with an informal group of legislative staff from the House and Senate to understand their issues and concerns, anticipate pending legislation and solicit feedback on Initiative recommendations. In particular, the Council will be looking for their input on whether recommendations can be mapped to legislative jurisdictions or amended to existing legislation.

Timeline and Deliverables

A Manufacturing Competitiveness Initiative



Why the Council on Competitiveness

The Council is uniquely positioned to carry forward this critical work for several reasons.

Leadership Perspectives

We are the only non-profit organization in the country whose mission and focus is national competitiveness and whose members represent all three sectors of private sector stakeholders: business, academia and labor. Our membership comprises 175 national leaders dedicated to setting an action agenda that drives U.S. economic competitiveness and results in a rising standard of living for American citizens. The Council's current chair is Charles O. Holliday, Jr., chairman and CEO of DuPont. Shirley Ann Jackson, president of Rensselaer Polytechnic Institute, is the university vice-chair, and Doug McCarron, head of the United Brotherhood of Carpenters, is the labor vice-chair.

Collaborative Partnerships

Competitiveness is increasingly dependent on collaboration, and the Council attempts to employ as it advocates. The Manufacturing Initiative will leverage the expertise and networks of numerous formal collaborators, including the global networks of Deloitte Touche Tohmatsu, the national manufacturing networks of The Manufacturing Institute at NAM and the National Institute for Manufacturing Sciences, the National Academy of Engineering and Toffler Associates, a management firm specializing in emerging trends. The Council will reach out to new partners as the Initiative unfolds.

Expertise

For more than two decades, the Council has led the national and international policy debate on competitiveness issues, including the role of technology as a core driver of long-term prosperity. And the Council is strategically posed to shape economic agendas—for private sector organizations as well as for the nation—in response to global economic and security challenges. It brings to this proposal more than 20 years of path-breaking policy work related to technology and innovation.

- In the mid-eighties, the Council launched its flagship publication, *The Competitiveness Index*, one of the world's first benchmarking studies of America's productivity, trade and technology leadership.
- In the early 1990s, the Council's report, *Gaining New Ground: Technological Priorities for America's Future*, created the first benchmark of U.S. technological leadership and laid the intellectual groundwork for the government's Critical Technologies list.
- In 1994, the Council conducted the first-ever national conference to examine the potential market benefits of linking the nation's telecommunications infrastructure with high speed computing into a "national information infrastructure." At that time, the Internet was used predominantly by academia. Few commercial organizations had websites, and Marc Andreesen, a graduate student at the University of Illinois, had just created Mosaic.

- In 1996, the Council's *Endless Frontiers, Limited Resources* report sparked a renewed emphasis on the need for public-private partnerships to maintain America's technological leadership.
- In 1998, the Council convened the first-ever National Innovation Summit at MIT. This summit created the policy framework to link innovation and prosperity and focused legislative attention on the elements of the national innovation platform. A direct outgrowth of the Innovation Summit was the concept for the Council's Forum on Technology and Innovation. Launched at the behest of Senator Rockefeller, who with Senator Frist became the founding chairs, the Forum was designed to create a cadre of "tech-savvy" legislative assistants who understood the technological issues that underpin much of the legislation before Congress today. The Council's report, *Imperatives for Innovation 2001*, following the Second National Innovation Summit in San Diego, directly resulted in legislation aimed at building the base of technical talent in the United States.
- In 2002, the Council launched its Competitiveness and Security Initiative, the first attempt to make the business case for security and to create the performance criteria and metrics for success in achieving security and productivity. The report, *Creating Opportunity out of Adversity*, promises to lay the foundation for a new paradigm of integrated security management.
- In 2004, the Council launched the National Innovation Initiative (NII)—originally co-chaired by IBM Chairman and CEO Samuel J. Palmisano and then-President of the Georgia Institute of Technology G. Wayne Clough, and now co-chaired by Intel Chairman Craig Barrett and Johns Hopkins University President William Brody. This Initiative has involved the active participation of more than 150 CEOs, university presidents, labor leaders, nonprofit and institution leaders and some of America's top innovation thought leaders. The NII has defined a transformational agenda to drive innovation nationwide, based on the path-breaking NII report, *Innovate America: Thriving in a World of Challenge and Change*. Falling under the three critical platforms of Talent, Investment, and Infrastructure, the NII recommendations have served as the foundation for legislation introduced by a bipartisan group of 24 Senators in 2005, and provided important input to the President's American Competitiveness Initiative, announced in February of 2006.

- And as an outgrowth of the National Innovation Initiative, the Council launched in 2007 a new flagship project, the Energy Security, Innovation and Sustainability Initiative (ESIS). The ESIS Initiative is led by Caterpillar, Inc. CEO James W. Owens, Rensselaer Polytechnic Institute President Shirley Ann Jackson and Utility Workers of America President D. Michael Langford—along with a CEO-level steering committee of more than 40 diverse chief executives from business, labor and academia (and more than 400 senior advisors and thought leaders from across the country), who bring a strategic and global perspective to the multiple facets of the energy-competitiveness equation. The goal of this Initiative is to enhance U.S. competitiveness and energy security by developing a public-private action agenda to drive private sector demand for sustainable solutions and create new markets, industries and jobs.

Through initiatives like these, public-private partnerships, publications, conferences and extensive leadership networks, the Council provides national leaders with first-to-the-world insights on the issues that are changing the world's competitiveness equation.

Related Publications

September 2009
Drive. Private Sector Demand for Sustainable Energy Solutions: A Comprehensive Roadmap to Achieve Energy Security, Sustainability and Competitiveness

August 2009
The Technology Leadership and Strategy Council is co-chaired by Ray Johnson, CTO of Lockheed Martin and Mark Little, head of GE Global Research

March 2009
U.S. Manufacturing–Global Leadership Through Modeling and Simulation

April 2008
Thrive: The Skills Imperative

January 2009
Prepare: Workshop on Risk Intelligence and Resilience

January 2007
Competitiveness Index: Where America Stands

May 2005
Innovate America: Report of the National Innovation Initiative

Staff Biographies

Deborah L. Wince-Smith is the president of the Council on Competitiveness—a premiere group of CEOs, university presidents and labor leaders committed to driving U.S. competitiveness. Since her appointment as president in 2001, she has spearheaded a national campaign that made innovation a top-tier national policy issue. Wince-Smith is recognized in the global business community as a "go to" person for strategic counsel, as exemplified by her appointment to the board of directors of the NASDAQ OMX Group, Inc., and the NASDAQ Stock Exchange.

As president of the Council on Competitiveness, Wince-Smith's expertise in technology policy, economic development and global competition is frequently sought after by government, industry and news media. She was appointed by President George W. Bush and confirmed by the U.S. Senate to serve as a member of the Oversight Board of the Internal Revenue Service. She is also a member of the U.S. Department of State's Advisory Committee on International Economic Policy, and serves on the Board of Argonne National Laboratory.

Her eclectic knowledge and prescient foresight have been called on by three presidents. She has more than 20 years of experience as a senior U.S. government official, including as assistant secretary for technology policy in the Department of Commerce during the George H.W. Bush administration. Following her government tenure, Wince-Smith became active in governance of various national scientific laboratories and provided strategic counsel to several FORTUNE 100 companies.

Since becoming president of the Council on Competitiveness, Wince-Smith has helped recharge the national debate on competitiveness, innovation and resilience.

Wince-Smith earned a degree in classical archaeology and graduated Magna cum Laude and Phi Beta Kappa from Vassar College. She earned her master's degree from King's College, Cambridge University. In December 2006, she received an honorary doctor of humanities degree from Michigan State University.

The Honorable Sandy K. Baruah joined the Council on Competitiveness in February 2009 as a distinguished fellow and became executive vice president, responsible for leading and coordinating the Council on Competitiveness' policy programs and initiatives, in September 2009.

Baruah served as President George W. Bush's last administrator of the U.S. Small Business Administration (SBA). Prior to leading SBA, he served as the U.S. assistant secretary of commerce leading the Economic Development Administration (EDA). Under Baruah's leadership, the EDA earned the second highest performance ranking in the government, was inducted into the Balanced Scorecard Hall of Fame, and hosted in partnership with CNBC two highly acclaimed "National Summit on American Competitiveness" conferences. He also led the U.S. government's delegation to the Organization for Economic

Cooperation and Development (OECD) on economic development and public-private partnership issues. Prior to serving as assistant secretary, Baruah held the posts of chief of staff and deputy assistant secretary of commerce.

Before moving to Washington in 2001, Baruah served seven years as a senior consultant at Performance Consulting Group, a corporate management consulting firm specializing in financial institutions in merger environments. His previous government service includes positions with U.S. Senator Bob Packwood and President George H.W. Bush.

In addition to his work at the Council on Competitiveness, Baruah serves as honorary chairman of California Business Ascent, a statewide business plan competition organized by the California venture capital community, and serves as a board member or advisor to several organizations.

Debra van Opstal is senior vice president and director of the Manufacturing Competitiveness Initiative. She also has served as secretary to the board of directors of the Council since 2003.

Van Opstal joined the Council as vice president in April 1996 to manage its ongoing work in innovation policy and national competitiveness. She launched the Council's first innovation project chaired by William Hambrecht, founder of Hambrecht and Quist; William Brody, president of Johns Hopkins University; and William Steere, chairman and CEO of Pfizer.

Van Opstal has authored or co-authored several Council reports, including *Science and Business: Moving Beyond Boardroom and Lab* (2009); *Thrive: The Skills Imperative* (2008); *Five for the Future* in 2007 with William Bates, Council vice president of government affairs; the 2001 *Competitiveness Index* with Harvard Business School professor Michael Porter; and the companion volumes *Going Global: The New Shape of American innovation* and *The New Challenge to American Prosperity: Findings from the Innovation Index*. She was a principal author of *Innovate America*, the 2004 report of the National Innovation Initiative.

She leads the Enterprise Resilience Initiative, launched in 2003, managing the steering committee, co-chaired by Charles O. Holliday, Jr., chairman of Dupont, and Jerry Cohon, president of Carnegie Mellon University, which oversaw this work. Van Opstal authored the initiative's 2007 publication *Transform. The Resilient Economy: Integrating Competitiveness and Security* and *Prepare: Workshop on Risk Intelligence and Resilience.*

Van Opstal currently chairs the judging panel for the Gerald R. Ford journalism award. She holds a Bachelor of Arts from Pitzer College and an Master of Arts from the Fletcher School of Law and Diplomacy.

Ronald Stowe has extensive executive experience in corporate government relations and national non-profit issues management. He has served as the national director of America's Edge, a national non-profit organization committed to engaging business executives, major business and education organizations, and public officials to help ensure that all American students are prepared with 21st century skills. He has also served as president of the Institute for Education and the Arts, a national non-profit education institution established in 2002 in association with the Smithsonian Institution and Library of Congress to facilitate creative use of the arts and cultural heritage to engage all students enthusiastically in learning and to improve performance in core academic subjects.

Stowe has extensive legislative outreach experience as the vice president for government relations worldwide of Eli Lilly and Company from 1995-2001 and vice president for Washington Operations for Pacific Telesis Group from 1986-1995.

He received his Bachelor of Arts from Brown University and his Juris Doctorate from New York University.

About the Council on Competitiveness

WHO WE ARE

The Council's mission is to set an action agenda to drive U.S. competitiveness, productivity and leadership in world markets to raise the standard of living of all Americans.

The Council on Competitiveness is the only group of corporate CEOs, university presidents and labor leaders committed to ensuring the future prosperity of all Americans and enhanced U.S. competitiveness in the global economy through the creation of high-value economic activity in the United States.

Council on Competitiveness

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HOW WE OPERATE

The key to U.S. prosperity in a global economy is to develop the most innovative workforce, educational system, and businesses that will maintain the United States' position as the global economic leader.

The Council achieves its mission by:

- Identifying and understanding emerging challenges to competitiveness
- Generating new policy ideas and concepts to shape the competitiveness debate
- Forging public and private partnerships to drive consensus
- Galvanizing stakeholders to translate policy into action and change

FOR MORE INFORMATION

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