

Summer 2021 Virtual Meeting of the Council on Competitiveness Board, Executive Committee and National Commissioners

July 19, 2021

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State of the Council

Since last Summer's meeting and this past December's release of [*Competing in the Next Economy*](#) at the National Competitiveness Forum, the entire world has undergone a series of challenges and transformations. Last year at this time, the Council on Competitiveness (Council), like all organizations, faced an extremely unprecedented set of challenges and institutional risks as it:

- Navigated the COVID-19 pandemic's onslaught;
- Dealt with national lockdowns;
- Accelerated the transformation to virtual and remote work;
- Ensured the physical and emotional well-being of Council teams and families;
- Secured the continuity of Council operations; and
- Moved forward to deliver on, at a fast pace and with the incredible participation of Council members, programmatic missions and commitments.

As a charitable nonprofit, the Council faced extreme uncertainty in its financial situation—with potentially significant impacts to membership, revenues and cash flow on the horizon. But the Council weathered those potential challenges and delivered a very strong year, fulfilling its commitments and creating real value for Council members, during a time of extreme political uncertainty, and social turmoil and upheaval.

The Council ended 2020 in a strong financial position, with membership growth and the delivery of its first-ever, virtual National Competitiveness Forum (NCF)—which had very high attendance and participation. The NCF was also the platform for the release of the first major report from the National

SESSION SUMMARY

July 19, 2021
2:30-4:00 p.m. Eastern

Hosts

Mr. Brian Moynihan
Chairman and CEO
Bank of America

Chairman
Council on Competitiveness

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

Guest Speakers

The Honorable Jennifer Granholm
U.S. Secretary of Energy
United States Department of Energy

The Honorable Gina Raimondo
U.S. Secretary of Commerce
United States Department of Commerce

Commission, *Competing in the Next Economy*. This report is an over-the-horizon, thought leadership piece articulating next-generation challenges and opportunities—coupled with a concrete, strategic and actionable policy agenda for the new administration, Congress, governors and other critical innovation stakeholders.

As the new administration moved into the White House and a new Congress settled into office, the Council was pleased to see many of its core National Commission recommendations finding fertile ground. President Joe Biden's commitments to increasing investment in infrastructure, and research and development (R&D)—and leveraging sustainable technologies and advanced manufacturing as job creation engines—reflect core messages the Council has recommended for many years to increase U.S. competitiveness and global leadership.

Since January, the Council has also increased its efforts to build on these strong recommendations and to find a larger audience for them:

- *Compete Connect*, a new e-newsletter, is becoming a regularly recurring channel to inform members and other stakeholders of Council efforts—as well as to provide deeper dives into key issues and data.
- And the Council has launched an ambitious effort to revitalize its website, linking it with the e-newsletter *Compete Connect* and a variety of other social media efforts.

In addition to the National Commission efforts, described more fully in the concluding section of this report, the Council's other ongoing efforts continue to make important headway.

First, the Council's CTO-led **Technology Leadership & Strategy Initiative** has continued its successful series of online engagements in 2021. So far, the TLSI has hosted—with its new chair, Dr. Jahmy Hindman, CTO, Deere & Company—four *Competitiveness Watch* sessions with speakers including:

- Mr. John Smee, CTO, Qualcomm;
- Dr. Victoria Coleman, Chief Scientist, U.S. Air Force, and former Director, DARPA;
- Dr. Vanessa Chan, Chief Commercialization Officer, U.S. Department of Energy; and
- Mr. Kenn Cukier, Senior Editor, *The Economist*.

Near-monthly meetings are planned throughout the rest of the year—including a plan to return to in-person gatherings in November.

The **Advanced Computing Roundtable (ACR)** leadership has met twice this year and has developed a white paper on possible Council engagement with a major new initiative on “AI for Science & Competitiveness.” The ACR leadership also is working on recruitment, and the Council is in the early stages of exploring grant opportunities to build on its work in advanced computing.

The **University Leadership Forum** has launched monthly meetings. On the policy front, this group is working on three initiatives:

- A statement on foreign influence on the research enterprise to try and mitigate federal or congressional action on the issue;
- A video campaign focused on the importance of merging STEM and the Arts; and
- Development of a Council-branded award for university-industry-government partnerships.

And, finally, the Council continues its bilateral and multilateral global engagement, despite the COVID-19 pandemic. On the bilateral front, the TLSI continues to engage peer CTOs in Australia. While the COVID-19 situation remains fluid, the TLSI is taking initial planning steps for a second U.S.-Australia CTO Dia-

logue in 2022 with its core partners: the Minister of Industry, Science and Technology; the Minister of Health; and the Commonwealth Scientific and Industrial Research Organization.

In addition, the Council is working on a joint statement with its Japanese counterpart CoC-Nippon in response to the recent visit between President Biden and Prime Minister Suga. The two leaders have called for the creation of a “U.S.-Japan Competitiveness and Resilience Partnership”—and the Council is preparing to offer support, based on the findings of *Competing in the Next Economy* and its report about resilience, *Transform 2020*.

On the multilateral front, the Council continues its role as the Secretariat and Board Member of the **Global Federation of Competitiveness Councils (GFCC)**, under the chairmanship of Mr. Charles O. Holliday, Jr. The GFCC is celebrating its 10-year anniversary and will meet virtually on December 1, 2021 for its annual meeting and summit this year. Programmatically, the GFCC has been extremely active, with monthly online conversations, the release of a compilation book from last year’s talks, ongoing research with its University and Research Leadership Forum, and exciting new partnerships.

Finally, the Council will hold its National Competitiveness Forum on December 16, 2021..

Special Guests: The U.S. Secretary of Energy and the U.S. Secretary of Commerce

The U.S. Secretary of Energy, the Honorable Jennifer Granholm, and the U.S. Secretary of Commerce, the Honorable Gina Raimondo, participated in the 2021 summer session of the Executive Committee and National Commissioners. Each shared their key priorities in executing critical components of the Biden Administration's agenda around investments in innovation, infrastructure, and job creation.

Insights from the U.S. Secretary of Energy

Mr. Brian T. Moynihan, Chairman, Council on Competitiveness, and Chairman and CEO, Bank of America, introduced and welcomed Secretary Granholm. He asked her to share with the Executive Committee and National Commissioners her agenda—and noted the Council leadership stands ready to support the U.S. Department of Energy's (DOE) efforts to bolster U.S. competitiveness.



The Honorable Jennifer Granholm
U.S. Secretary of Energy



The Honorable Gina Raimondo
U.S. Secretary of Commerce

Secretary Granholm outlined the Biden Administration's climate goals, her vision of the role technological innovation will play in achieving those goals, and the ways in which the administration is seeking to maximize job creation in the clean energy sector. She also discussed opportunities for the Council and its National Commission to educate members of Congress on the importance of the [Bipartisan Infrastructure Framework](#), ways the DOE is working to expedite the deployment of new technologies and construction of infrastructure, and the Biden Administration's plans for nuclear energy and carbon pricing.

The Biden Administration's Clean Energy Goals

Secretary Granholm detailed the Biden Administration's goals and current efforts for combatting climate change. President Biden aims to cut emissions in half by 2030 and achieve 100 percent clean electricity generation by 2035, with an eventual goal of net-zero emissions for the entire country by 2050. In service of these goals, the DOE has invested \$1.6 billion in clean energy solutions since the inauguration, and funding opportunities exist for nearly every type of renewable energy, including solar, offshore wind, geothermal, and hydrogen. The DOE also is funding methane and carbon capture projects.

Secretary Granholm explained that DOE has two objectives: deploying clean energy technology that already exists and innovating around obstacles to decarbonization. During the administration of President Barack Obama, the DOE reached its goal of driving innovations that substantially reduced the cost of solar electricity. Now, the DOE aims both to

The DOE's [Earth Shots](#) will accelerate breakthrough innovations for more abundant, affordable and reliable clean energy solutions until 2030 in support of the 2050 net-zero carbon goals. In doing so, they will also create jobs in the new clean energy economy.

They are a major commitment to sustainable research and development and are leading science and technology innovations to address key tech challenges and cost obstacles, such as solar and hydrogen costs.

cut the cost of solar by another 60 percent and cut the price of liquid hydrogen fuel to \$1.00 per kilogram. These projects, along with a goal of cutting the cost of grid-scale energy storage by 90 percent, have been dubbed "[Earth Shots](#)," and the DOE has set up a loan program office with \$40 billion in loan authority to help transition technology from laboratories to the marketplace to facilitate their achievement. In addition to providing funding where banks will not because of the risk, the DOE has committed to putting brainpower to work across the department to help commercialize next-generation energy technology.

Clean Energy and Job Creation

Drawing on her experience as governor of Michigan during the Great Recession and the struggles of the Big Three auto makers and their supply chains, Secretary Granholm emphasized her commitment to

“We have to use this opportunity to lift up communities that have been unseen for a long time, especially communities of color, and include them in the future.”

The Honorable Jennifer Granholm
U.S. Secretary of Energy

ensuring America's clean energy renaissance provides good-paying jobs for American workers that will remain in demand during the 21st century. The DOE has brought workers and labor unions to the table to help ensure new industries are providing good-paying, career-focused jobs, and has created the Justice 40 initiative to ensure communities that will be hit first and worst by climate change, including communities of color and tribal communities, receive 40 percent of the benefits from these jobs and clean energy programs. The program also aims to diversify America's STEM workforce, which the Secretary Granholm said would both increase inclusion and help America identify a wider range of solutions to clean energy challenges.

Secretary Granholm also reassured participants that President Biden is not content to watch global competitors outpace American R&D investment and capture the manufacturing jobs of the future. Noting estimates that clean energy will represent a \$23 trillion global market by the end of the decade (see Figure 1), Secretary Granholm emphasized a

successful investment in clean energy jobs today will deliver a more prosperous future for the American economy. Secretary Granholm stressed the importance of successfully guiding the bipartisan infrastructure bill through Congress, because the provisions and intended investments she outlined are part of the pending legislation.

Accelerating Clean Energy Deployment

Mr. Moynihan asked Secretary Granholm how the DOE could accelerate the technological transitions to and reduce the lead time for clean energy projects, noting that, frequently, a lack of a clear path forward—rather than insufficient capital—prevents the deployment of new technologies. Secretary Granholm shared a sense of general frustration with slow deployment and scale up—but highlighted the DOE's participation in intergovernmental working groups focused on critical issues like streamlining siting and permitting. She noted many rules with good intentions have outlived their usefulness and were now impeding the deployment of new technologies.

Secretary Granholm also provided insights on potential solutions:

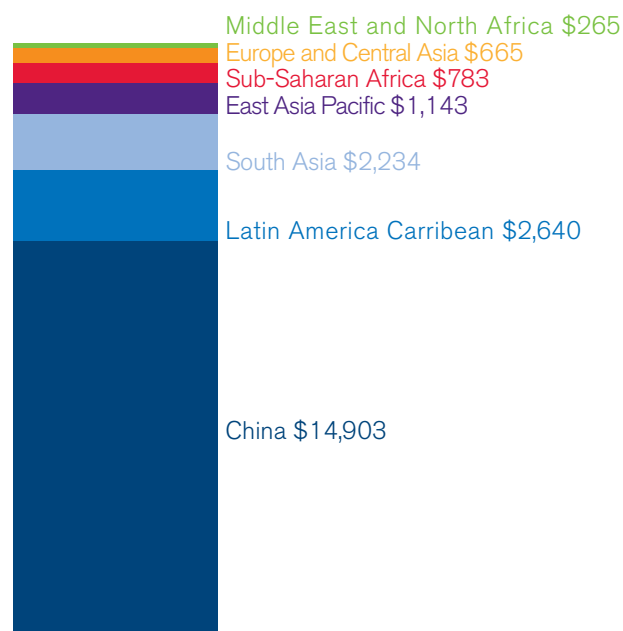
- One potential model for a solution to pick up the pace of innovation is the National Renewable Energy Laboratory's [SolarAPP+](#), which expedites the permitting for installing solar panels on roofs from four weeks down to one day. The app takes into account all local regulations in the communities signed up to participate, and Secretary Granholm has established a goal of having 125 communities signed up by the end of summer 2021.

In 2016, the International Finance Corporation (IFC) released an analysis following the Paris Climate Conference that highlighted the huge opportunity for investment that clean energy presents. The analysis suggests that nearly \$23 trillion in opportunities for climate-smart investments in certain emerging markets will open up until 2030. Based on the national climate-change commitments and underlying policies of 21 emerging-market economies, representing 48 percent of global emissions, it identifies sectors in each global region with the greatest potential for investment—from climate-resilient infrastructure in South Asia to clean energy in Africa.

Read the full analysis [here](#).

Figure 1. Climate-Smart Investment Potential 2016-2030 Totals \$23 Trillion (\$ billion)

Source: *Climate Investment Opportunities in Emerging Markets*. International Finance Corporation, 2016.



- Another cross-cutting, cross-government measure the DOE is taking to expedite the construction of clean energy infrastructure is an effort with the Department of the Interior to identify public lands and offshore waters suitable for the deployment of clean energy technology.
- The DOE is also working with the Department of Housing and Urban Development to tackle “NIMBYism” and to find public lands for transmission sites. The combination of using federal lands and “carrots” for local government and authorities to improve siting policies will speed up the process of approval and construction for clean energy projects.

“The clean energy sector is the fastest growing sector. Making a strong commitment to clean energy, therefore, also means making a strong commitment to good paying jobs in a long-term, growing sector.”

The Honorable Jennifer Granholm
U.S. Secretary of Energy

Secretary Granholm added that the pending infrastructure bill also provides grid development authority to the DOE to implement these rule changes, and she stressed the nation cannot wait on construction of energy infrastructure, as the United States needs to double its grid capacity to meet its clean energy goals and to ensure the nation's energy infrastructure is resilient in the face of natural disasters and cyberattacks.

Opportunities for Council Engagement

During their conversation, Mr. Moynihan asked Secretary Granholm how the Council and its flagship initiative, the **National Commission on Innovation and Competitiveness Frontiers**, could help her and the DOE achieve its goals, noting the Council's support of the pending infrastructure bill. Secretary Granholm noted the Council—because of its distinctive membership base—likely has windows of insight into solutions

“We can stand by and watch other nations take charge and lead in this endeavor, or we can invest into us, into our workers, our training and education, our talent and industries.”

The Honorable Jennifer Granholm
U.S. Secretary of Energy

the government has not yet conceived of. She called for a continued dialogue with the Council's membership to identify those opportunities.

Secretary Granholm also highlighted the many opportunities for public-private partnerships arising from the Biden Administration's agenda and as part of the infrastructure bill, including demonstration projects for scaling clean energy, carbon capture, and carbon sequestration. Secretary Granholm encouraged the National Commission community to share with her and the DOE its thoughts on cost-sharing, identifying potential partners, and other key details of public-private partnerships.

She also praised the involvement of the DOE National Laboratory system within the Council and the National Commission, noting the Biden Administration sees the DOE National Laboratories as an invaluable resource for clean energy and carbon reduction efforts, and that they are the hosts of the Earth Shot projects.

“If you want people to succeed economically, giving them access to high-speed internet is important.”

The Honorable Jennifer Granholm
U.S. Secretary of Energy

“We have fallen behind on R&D investment globally. We need to change that. We need to invest in curiosity; in next-generation computing.”

The Honorable Jennifer Granholm
U.S. Secretary of Energy

Infrastructure and R&D Investment

In response to a query from Mr. Moynihan about infrastructure and enhanced federal R&D investment—a key recommendation of the Council and its National Commission—Secretary Granholm expanded upon the Biden Administration’s infrastructure goals. She noted, as examples:

- Water infrastructure is an essential component of the infrastructure bill, and that replacing lead pipes throughout the country had widespread support across all political affiliations.
- Additionally, the bill provides a substantial investment in internet infrastructure, as people cannot thrive economically without reliable access to high-speed internet.
- Other components of the infrastructure package include investments in roads, bridges, trains, electric vehicles, and power transmission. With a goal of helping to spur and create good-paying jobs for workers with a high school degree and some training, the bill also includes tax credits to make building in the United States more competitive.

In addition to traditional infrastructure investment, Secretary Granholm outlined the Biden Administration’s advocacy for increased basic and applied research across the entirety of the scientific enterprise. She emphasized robust R&D funding is what has made America competitive and special, and she noted the importance of funding curiosity-driven, basic research to lay the groundwork for future discoveries. She called for investment in high-performance computing and quantum computing to maintain American competitiveness.

While R&D is not funded in the pending, bipartisan infrastructure bill, Secretary Granholm commented there is support on both sides of the aisle for increased R&D spending, and a desire among members of Congress to fund these efforts separately. Secretary Granholm stressed how critical it is to get funding to universities and DOE National Laboratories, especially for investments in globally distinctive user facilities that will allow scientists to access the resources needed for breakthrough research.

Nuclear Power and Carbon Pricing

Secretary Granholm concluded her remarks by addressing Mr. Moynihan's question about the role nuclear and carbon pricing would play in America's transition to a cleaner energy future. Secretary Granholm described nuclear energy as critical to meeting climate goals, as it currently supplies more than 50 percent of the nation's carbon-free electricity. And she underscored the need to keep existing U.S. plants going and to invest in next-generation nuclear technology, whether that be modular reactors or nuclear fusion. She added the reconciliation version of the infrastructure bill has a Clean Energy Standard that acts as a tent-pole for energy transition, and that nuclear is defined as clean energy in that standard.

With regard to carbon pricing, while the Biden Administration and Congress have weighed a carbon border adjustment, there has not been discussion of a general carbon pricing plan. Instead, the Biden Administration has focused on, for example, supply-side incentives to locate production in the United States of cleaner aviation fuels, as forecasts indicate the country will need 400 new refineries to develop clean aviation fuels to meet its climate goals.

Reaction from the National Commission Community

Mr. Moynihan thanked Secretary Granholm for her time and service, and the Honorable Deborah L. Wince-Smith, President & CEO, Council on Competitiveness, noted one of the key recommendations from its National Commission year one report, *Competing in the Next Economy*, calls for the expansion of the DOE National Lab authorities to address economic competitiveness as an explicit

The [U.S. Innovation and Competition Act](#) includes a provision providing \$10 billion in funding for regional technology hubs spread across each of the Economic Development Administration's (EDA) six regions. These hubs would be sponsored by consortia including state and local governments, universities, venture development organizations, and representatives from labor and industry, among others. Each hub would focus on advancing research, technology transfer, and competitiveness in a particular sector. The funding would come in two forms: strategy development grants to regional consortia to help build a regional innovation strategy (\$575 million over five years); and strategy implementation grants to approved technology hub proposals that could be used for initiatives ranging from capital access to workforce development (\$9.4 billion over five years). Find out more [here](#).

mission. Ms. Wince-Smith also reflected that Secretary Granholm's remarks seemed supportive of this mission, as well as the need to knit together industry, laboratories, and universities in partnerships. Mr. Charles O. Holliday, Jr., Chairman Emeritus, Council on Competitiveness, praised Secretary Granholm's command of all of DOE's efforts and projects, and Dr. Steven Ashby, Director, Pacific Northwest National Laboratory, encouraged the Council to consider messaging efforts around the need for an R&D plank to the infrastructure bill. Mr. Moynihan agreed, arguing for broad language in support on allocating research funding to the DOE National Laboratories and universities.

Dr. Thomas Zacharia, Director, Oak Ridge National Laboratory, and Co-Chair, National Commission, discussed the role the DOE (along with the Department of Commerce) will have in amplifying national efforts around “place-based innovation” and expressed hope both departments would share specifics around the \$10 billion they have for the creation of ten regional technology hubs around the country (as part of the U.S. Innovation and Competition Act [[USICA](#)]). Mr. Moynihan noted many local and state authorities want to know how investments in infrastructure and energy will help their communities, and Dr. Zacharia highlighted the Council’s mix of private sector, academia, and national laboratory members as being in a unique position to help think through the details of place-based innovation efforts.

Perspectives from the U.S. Secretary of Commerce

Mr. Moynihan welcomed the Honorable Gina Raimondo, U.S. Secretary of Commerce, and praised her track record both as Secretary and previously as the governor of Rhode Island. Secretary Raimondo discussed the Department of Commerce’s (DOC) efforts to boost American competitiveness through talent cultivation, R&D investment and technology deployment, and ensuring the distribution of innovation across the country so that its benefits are felt by all Americans. She also touched on the Biden Administration’s clean energy efforts and investment in infrastructure. Secretary Raimondo opened by noting that she had seen firsthand while governor of Rhode Island the benefits from bringing together different stakeholders, and looked forward to working with the Council.

“If we want to unleash the full American talent pool, we need to include women. And to include women, we need to offer benefits that include paid maternity leave... The care economy is crucial to achieve our full talent potential.”

The Honorable Gina Raimondo
U.S. Secretary of Commerce

Cultivating Talent and Expanding Opportunity in the Digital Economy

The first plank of Secretary Raimondo’s plan for enhancing American competitiveness is the cultivation and retention of workforce talent. She praised Bank of America’s paid leave and childcare benefit policies as an example of the way employers can help unleash the full potential of the country’s talent pool by providing services enabling parents to work full time. She also stressed the need for high quality education and job training to ensure America’s workers had the ability to participate in the digital economy. This includes not just those with four-year degrees, but blue-collar workers who have skills relevant to the “digital backbone” of the American economy in the 21st century. Secretary Raimondo urged private sector involvement in developing “digital apprenticeships” and other tech-enabled job training initiatives, warning that the government would not be able to get them right unless it

“We need to ensure everybody has a chance to participate in the digital economy.”

The Honorable Gina Raimondo
U.S. Secretary of Commerce

worked in partnership with business. Having had success in developing these programs at the state level in Rhode Island, she expressed a desire to scale these efforts across the country, in conjunction with the private sector and the U.S. Department of Labor. However, she emphasized that businesses need to commit at the back end to hiring differently, taking on workers with the requisite skills regardless of degree status.

Investing in Infrastructure for Competitiveness

Secretary Raimondo discussed her efforts to help navigate the bipartisan infrastructure bill through Congress, and discussed its provisions for infrastructure development, including investment in universal broadband, which she described as essential to ensure every American can participate in the innovation economy. Currently, 35 percent of Americans in rural areas and 50 percent of Americans in tribal areas lack access to broadband, and many Americans living in urban areas cannot afford it. Secretary Raimondo expressed hope that the Council could provide support in advocating for universal broadband as part of the infrastructure

“We need to make it easier for the NSF and colleges and universities to work with industry, to create products and commercialize technology.”

The Honorable Gina Raimondo
U.S. Secretary of Commerce

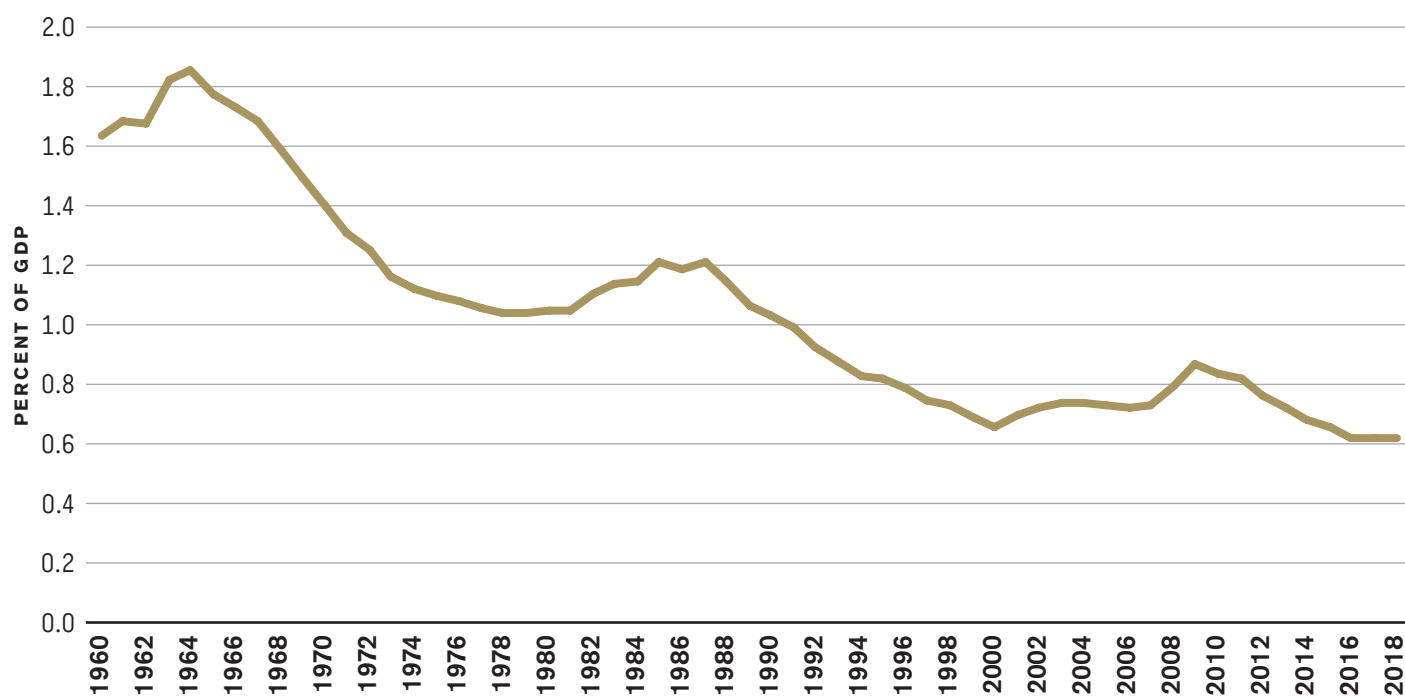
package. Another key ingredient for competitiveness is computer chip manufacturing. Currently, virtually all of the leading-edge computer chips are made in Taiwan, and Secretary Raimondo warned that the United States cannot depend on Taiwan and China for the chips that are essential for AI, machine learning, and other critical technologies of the future. While the Senate has passed the [CHIPS Act](#) allocating \$52 billion for semiconductors, the House has yet to pass the bill, and Secretary Raimondo reiterated the importance of its enactment into law.

Competing with China: Tech Hubs, Partnerships, and Research

Mr. Moynihan asked what the Biden Administration was planning to do over the next 12 months to compete with China. Secretary Raimondo responded that a big increase in R&D funding was a major component of America's competitiveness strategy, and observed that funding for basic research as a share of GDP has gone down sharply over the past 30 years (see Figure 2). She called for more funding for basic research at federal agen-

Figure 2. Federal Government R&D Investment as Percent of GDP

Source: National Science Foundation



cies and departments like DOE and the National Science Foundation (NSF), as well as to universities and the national laboratories.

A second component is the facilitation of partnerships between industry and colleges and universities, as well as the NSF and other federal agencies. The United States is also hamstrung by the difficulties it faces in commercializing innovations due to lack of coordination and partnership across sectors. One provision of the CHIPS Act that would address these issues is the plan to create ten regional tech hubs across the country that would bring together

the private and public sectors to stimulate talent cultivation outside of existing hubs like Boston, New York, and Silicon Valley. Secretary Raimondo said that many areas, like Champaign-Urbana in Illinois, have world-class universities and the requisite talent to become tech hubs coupled with much lower costs of living than established centers of innovation, which could provide a boon not just to the local economy but to employers looking for lower cost locations or pools of remote workers. Mr. Moynihan noted that these efforts echoed the Council's longstanding advocacy of geographically distributed innovation.

“Creating regional tech hubs will be a huge opportunity to create deep (innovation) ecosystems where the cost of living is low, where there are great colleges and where incredible talent is available.”

The Honorable Gina Raimondo
U.S. Secretary of Commerce

Clean Energy and a “Just Transition” Away from Fossil Fuels

Secretary Raimondo also discussed the need to transition the economy over to clean energy, but acknowledged that the switch could not happen overnight. As the President Biden’s carbon neutrality goals require the development of technology that does not currently exist, finding, stimulating, unlocking, and incentivizing new green technologies will be essential for a successful energy transition, and this will require effective collaboration.

Another crucial part of the energy transition involves the outcomes associated with the move away from fossil fuels. Many regions of the country have already seen significant job loss in the coal industry, and further investment in clean energy will lead to still more job loss. In order to help displaced workers, Secretary Raimondo said the DOC has been working with the DOE to develop initiatives where those workers can find work right away on constructing new energy infrastructure, as well as train them for long-term jobs of the future. In addi-

“Just transition is crucial. We need to move away from coal as fast as possible. There is no way around that. But we need to find solutions for those people who will be out of work. Our investment in infrastructure will create those jobs in the near term and create jobs in the building sector, but long term we also need to incentivize companies to build operations in areas of restructuring.”

The Honorable Gina Raimondo
U.S. Secretary of Commerce

tion, she emphasized the need to work with the private sector to encourage them to locate their operations in these regions.

Replicating Successful Partnerships

Mr. Moynihan asked how the United States could turbocharge its creative infrastructure to keep pace with the investments made by countries such as China, France, and the United Kingdom in developing hubs for startups. Secretary Raimondo cited broadband as essential for any tech hub, and drew on her work as governor of Rhode Island in creating a startup incubator that could serve as a model for

successful public-private partnerships in other tech hubs. The Rhode Island incubator involved state funding for a facility where universities like Brown University and the University of Rhode Island set up offices, along with several venture capital firms and other sources of capital. A large offshore wind company located its North American R&D headquarters in the facility, which in turn attracted startups from wind-related industries. From there, the private sector took hold, and Secretary Raimondo highlighted this process as an example of how state investment can get the ball rolling by providing the facilities and infrastructure to attract private investment. Secretary Raimondo also reiterated the need to develop talent, noting that every company now has an endless need for data scientists, AI scientists, and software engineers. She added that if government and universities could create a deep talent pool for data scientists and software engineers in a location, companies would be attracted there to either set up operations or hire people to work remotely. She concluded by stating that while there may never be another Silicon Valley, it was possible to establish “mini-Silicon Valleys” all around the country.

State of the National Commission

Council CEO Deborah L. Wince-Smith concluded the summer session of the Executive Committee and National Commissioners with a “State of the Commission” report.

Outreach as a Key Goal in the First Half of 2021

The major focus of the **National Commission** work so far in 2021 has been on outreach, taking advantage of the momentum from the December 2020 release of the Commission’s year one deliverable, *Competing in the Next Economy*.

Following last year’s elections and during the December and January transition period, the Council’s work and its voice has been called upon by the transition teams, senior members of Congress and their staffs.

To leverage this distinctive moment in time—a path-breaking report with substantial recommendations, and a new administration and Congress—the Council has doubled-down and invested in a new era of engagement and communication to transform the National Commission into an evolving platform for engagement and communication.

- One of the most important new platforms has been the development and launching of a new, monthly e-newsletter: *Compete Connect*. This e-newsletter explicitly focuses on highlighting new members, upcoming programs, events and members activities.
- The National Commission launched this Summer a major social media campaign that reflects upon, communicates and shares key themes, findings and recommendations from the National Commission.

Engagement on the Rise

The Honorable Deborah L. Wince-Smith, President & CEO, Council on Competitiveness, recognized nine new National Commissioners:

- Dr. Gregory Fenves, President, Emory University
- Mr. Gregory P. Hill, President and Chief Operating Officer, Hess Corporation
- Dr. Robert Johnson, President, Western New England University
- Dr. Om Nalamasu, President, Applied Ventures, LLC, and Senior Vice President and CTO of Applied Materials
- Dr. James Peery, Director, Sandia National Laboratories
- Mr. Nolan Pike, President and CEO, Electrolux North America
- Dr. Darryll Pines, President, University of Maryland
- Mr. Alex Rogers, President, Qualcomm Technology Licensing, and
- Dr. Edward Seidel, President, University of Wyoming

This social media campaign across Twitter and LinkedIn kicked off in mid-July 2021 with posts featuring a range of National Commissioners. The campaign is fully populated with content through the early fall, and the campaign is envisioned to be ongoing. Therefore, the Council needs the support and engagement of the Executive Committee and the National Commissioners to enliven the social media campaign. Interest to engage can be communicated to Council EVP Chad Evans.

- Another significant communication platform for the National Commission and the *Competing in the Next Economy* report has been a new, highly attended, webinar series featuring National Commission Members that the Council has produced in partnership with Lockheed Martin.
- The first webinar was titled “Sustainability: Pursuing Innovation with Purpose, and featured Lockheed’s Chief Sustainability Officer. The second webinar, “Beyond Digital Manufacturing,” featured Lockheed’s Chief Information Officer.
- These webinars provide a crucial channel to further unpack key National Commission recommendations, and they have set the stage for introducing new ideas and concepts that will shape the second phase of the Commission. A third webinar focused on frontier innovations will take place in October 2021 and feature Lockheed’s Chief Technology Officer.
- And, in collaboration with the editorial team at Forbes.com, the Council, through the voice of Ms. Wince-Smith, now has a monthly recurring column used to feature the National Commissioners—as well as focusing content around critical priorities for the Commission.

Launching last December in conjunction with the release of *Competing in the Next Economy*, the Forbes.com article series kicked off with a call to the new administration to consider the key recommendations of the National Commission.

And in the months since then, the column has been attracting thousands of views—more than 13,000 pageviews, in fact—to consider priorities like: investing in the nation’s innovation infrastructure, committing to an all-of-nation strategy to support advanced microelectronics, to build new “tech diplomacy” capabilities, and more.

Engagement with Policy Leadership at the Highest Level

These efforts have been undertaken to ensure the Council makes an impact on policy in Washington, D.C., and around the country. And a lot of progress can be tracked on these fronts.

This time last year, the Council was joined by Senators Chuck Schumer (D-NY) and Todd Young (R-IN)—as they discussed the Endless Frontier Act they had introduced to transform the mission and scope of the NSF. Since then, the Council has played a significant role with them and their staffs in the transformation of that Act to the U.S. Innovation and Competition Act, which has passed the Senate, with action pending in the House.

But engagement efforts have not stopped there. The Council has taken advantage of the power of being virtual to engage deeply with many other leaders on the Hill, including: House Majority Leader Steny Hoyer (D-MD), Senators Tim Scott (R-SC), Chris Coons (D-DE), and Mark Warner (D-VA), as well as with their staffs and key com-

mittee staff. And these efforts have had an impact on a range of significant pieces of legislation like the NSF of the Future Act and the Department of Energy Science for the Future Act.

In addition to engaging with Secretaries Granholm and Raimondo, the Council's outreach with the new administration has also proceeded at a fast pace—and with many leaders across President Biden's team—including the Director of the NSF and the Director of the White House Office of Science and Technology Policy.

It is important to recognize that during the past six to seven months, many of the Council's members have been engaged and carrying the torch of the Council and the National Commission. While the Council has developed outreach kits for Commissioners with sample social media posts and messaging for key recommendations in the report, many members have gone further on their own. For example:

- Thomas Mason, Director, Los Alamos National Laboratory, provided critical testimony before the Senate Committee on Energy and Natural Resources.
- Greg Fenves, President, Emory University authored a deep article in *The Emory Report*.
- Holden Thorp, Editor-in-Chief, *Science* magazine, wrote an article and blog post.
- And there are many more examples.

Next Steps for the Council and the National Commission

During the coming months, the Council will re-ignite its National Commission Working Groups, focusing on topics like the future of sustainability and competitiveness, the future of work, the future of microelectronics leadership, and place-based innovation. In addition, the Council is hopeful for a late 2021/early 2022 return to the practice of engaging with members in person, in their communities—co-hosting workshops, regional dialogues, etc., that advance the Council's mission across the country.

Building on—and in many ways integrating—the intensive communications efforts of the past half year, the Council will be revitalizing and launching a new website in the second half of 2021. The website will reflect and support a new visual and design vocabulary for the Council's efforts, with greater alignment between the new e-newsletter, social media efforts and the site.

And the Council will hold its National Competitiveness Forum on December 16, 2021.

The Honorable Jennifer M. Granholm

U.S. Secretary of Energy

Jennifer M. Granholm was sworn in as the 16th U.S. Secretary of Energy on February 25, 2021, becoming just the second woman to lead the U.S. Department of Energy.

Secretary Granholm will lead the Department in helping America achieve President Joe



Biden's goal of net-zero carbon emissions by 2050 by advancing cutting-edge clean energy technologies, creating millions of good-paying union clean energy jobs, and building an equitable clean energy future.

Secretary Granholm will also oversee DOE's core missions of promoting American leadership in scientific discovery, maintaining the nuclear deterrent and reducing nuclear danger, and remediating the environmental harms caused by legacy defense programs.

The Honorable Gina M. Raimondo

U.S. Secretary of Commerce

Gina M. Raimondo serves as the 40th U.S. Secretary of Commerce and was sworn in by Vice President Kamala Harris on March 3, 2021. As Secretary of Commerce, she is focused on a simple but vital mission—to spur good-paying jobs, empower entrepreneurs to innovate and grow, and help American workers and businesses compete.



Secretary Raimondo was formerly the 75th Governor of Rhode Island and its first woman governor. She grew up in Smithfield in a tight-knit Italian-American family, the youngest of Joseph and Josephine Raimondo's three children. Her family history and her childhood experiences shaped her core beliefs in hard work, opportunity for all, and the importance of financial security.

After arriving from Italy at age 14, Secretary Raimondo's grandfather learned English studying in the Providence Public Library and later lived with her family. Her mother was a homemaker, who dedicated her life to teaching her children about the importance of hard work and determination. Her father was a World War II Navy veteran from a family of butchers and became the first in his family to attend college thanks to the GI Bill. After working for 26 years in manufacturing, Joseph lost his job along with hundreds of others when the factory moved overseas, and the Raimondo family lost their sense of financial security.

As a teenager, Secretary Raimondo rode a public bus to LaSalle Academy in Providence, where she was valedictorian of her graduating class. She went on to graduate with honors from Harvard, where she was recognized as the top economics student in her class. She won a Rhodes Scholarship to Oxford University where she earned a doctorate and met her future husband Andy Moffit. She later graduated from Yale Law School. Secretary Raimondo clerked for U.S. District Judge Kimba Wood and served as founding employee and senior vice president at Village Ventures.

Wanting to start her own business and be close to family, she returned home to Rhode Island and founded Point Judith Capital, which was the state's only venture capital firm. In November 2010, Secretary Raimondo was elected to serve as General Treasurer of Rhode Island, receiving the largest number of votes of any statewide candidate. When she took office as General Treasurer, she tackled the state's \$7 billion unfunded pension liability. Secretary Raimondo was sworn into office as Governor in January 2015 and won a second term in 2018. She also served as chair of the Democratic Governors' Association in 2019.

During her time as Governor, Secretary Raimondo kick-started the state's economy and made record investments in infrastructure, education and job training. She focused tirelessly on creating economic opportunity and good-paying jobs for all Rhode Islanders. Early in her administration, she launched an innovative workforce development program that develops business-led partnerships to address unique workforce challenges.

Secretary Raimondo is married to Andy Moffit and they have two children, Ceci and Tommy, and a rescue dog, Sparky.

State of the National Commission Presentation

State of the National Commission on Innovation and Competitiveness Frontiers

JULY 19, 2021



Welcome to Our New and Returning Board Members



NEW CHAIRMAN:

Brian Moynihan, Chairman and CEO, Bank of America



NEW ACADEMIC VICE-CHAIR:

Joan Gabel, President, University of Minnesota



RETURNING TO THE BOARD AS CHAIRMAN EMERITUS

Chad Holliday



The New Age of Council Communications

The National Competitiveness Forum in December 2020 kicked off a new era of engagement and communication with community members and key DC policymakers and transformed the National Commission into an evolving platform for engagement and communication.

National Competitiveness Forum

Competing in the Next Economy

December 17, 2020 • Virtual • 12:00–4:00 p.m. EST • **REGISTER @** [NCF2020.compete.org](https://ncf2020.compete.org) • **#NextEconomy**

Competing in the Next Economy
The New Age of Innovation
Key Recommendations



3

Distinguished Fellow Dr. France Cordova selected President by the Science Philanthropy Alliance

The Science Philanthropy Alliance announced its newly elected president Dr. France Cordova on May 5. Dr. Cordova's appointment follows her record of achievement and experience in academia and as the National Science Foundation Director under President Obama.

Read more [here](#).

New Council Members and Fellows in 2021

Since the beginning of the year, the Council has welcomed many new members, commissioners, and fellows and continues to grow the community.

New Members

Dr. Gregory Fennes,
President, Emory University

Dr. Suresh V. Garimella,
President, University of Vermont

Dr. Eric Kalen,
President, Case Western Reserve University

Member Spotlight

Electrolux North America's President and CEO Nolan Pike joins the Council on Competitiveness as a new member and commissioner

The Council on Competitiveness is pleased to welcome Nolan Pike, President and CEO, Electrolux North America, as a new member and a commissioner on the Council's National Commission on Innovation and Competitiveness Frontiers.

Council President & CEO Deborah Winco-Smith noted, "Nolan will bring a wealth of experience and insight to the Council and to our continuing work to enhance U.S. manufacturing driven by innovation, resilience and sustainability."

Read the full release on our [website](#).

Nolan Pike,
President and CEO, Electrolux North America



Strengthening the Competitiveness Community, Monthly

- Highlighting new members, upcoming programs, events, and member activities.
- Nearly 800 email sends each month.

Compete Connect
First Edition

4

Gary S. May
Chancellor, University of California, Davis

Diversity drives success in the global workforce. As a practical matter, research shows that diversity leads to better outcomes. Without diversity, we see design flaws and innovation that forgets women and people of color. Academic and business leaders are in a unique position to bring access, opportunity and advancement to all. It requires commitment from the highest levels and then throughout an organization, and it needs to be sustainable. Diversity initiatives must be linked to business strategies and written into plans, along with performance metrics and dedicated resources to ensure success. These steps are a good starting point.

Carol Dahl
Executive Director
The Lemelson Foundation

Inventors and entrepreneurs are the source of needed solutions, but the process of engineering can inadvertently generate new problems through products and services that are designed without environmental impact in mind. We must equip the innovation talent of the future with the skills and knowledge to develop products that do not harm the planet and businesses that embrace sustainability as a core principle.

Thom Mason
Director
Los Alamos National Laboratory

Unleashing our National Labs will expand the map of innovation in the U.S., just as we deploy our technology across government to address critical national security needs we need to couple to the private sector to drive clean energy technology and job creation.

Making Competitiveness Personal with Social

Our newest social media campaign shares insights directly from **you**, highlighting the unique perspectives of our Commission membership.

Contact Chad Evans (cevens@compete.org) to submit a quote of your own.

5

"Competing in the Next Economy" Webinars in Partnership with Lockheed Martin

A new webinar series to further unpack key National Commission findings, recommendations and priorities with community leaders and experts from across the competitiveness ecosystem.

- 187 total participants from top institutions
- Over 300 total registrants

May 13: Sustainability: Pursuing Innovation with Purpose


Deborah L. Whitehead
Executive Director
Competitiveness


Leo S. Mackay, Jr.
Executive Director
Competitiveness


Joe Gonsky
Executive Director
Competitiveness


Karl Mueller
Executive Director
Competitiveness


Al P. Pappas
Executive Director
Competitiveness


Chad Evans
Executive Director
Competitiveness

PRESENTED BY: LOCKHEED MARTIN

June 23: Beyond Digital Manufacturing: Understanding the Imperative of Total Transformation


Yvonne Dodge
Executive Director
Competitiveness


Deborah L. Whitehead
Executive Director
Competitiveness


Joe Gonsky
Executive Director
Competitiveness


Karl Mueller
Executive Director
Competitiveness


Al P. Pappas
Executive Director
Competitiveness


Chad Evans
Executive Director
Competitiveness

PRESENTED BY: LOCKHEED MARTIN

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Technology Leadership and Strategy Initiative: Competitiveness Watch Series

Bringing together experts in technology and innovation to discuss the latest trends and recommendations.

FEATURING:



MARCH:

Vanessa Chan,
Chief Commercialization Officer, US
Department of Energy



MAY:

John Smee,
Vice President of Engineering, Qualcomm



APRIL:

Victoria Coleman,
Chief Scientist, US Air Force and Former
Director, DARPA



JUNE:

Kenn Cukier,
Senior Editor,
The Economist



**Viktor
Mayer-Schonberger,**
Professor,
University of Oxford

Mark your calendars for an upcoming TLSI: Competitiveness Watch Webinar on September 10, and our in-person, Fall TLSI Dialogue on November 4



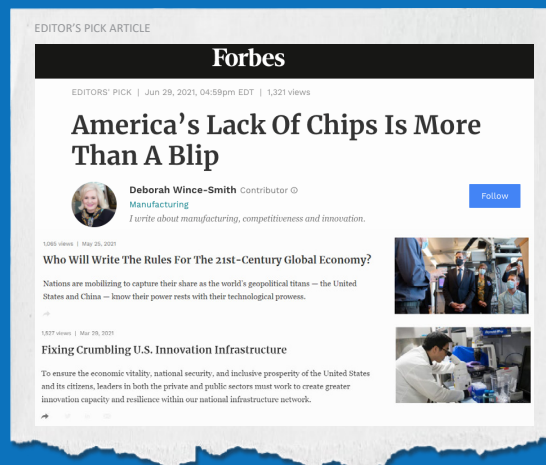
7

Raising the Profile of Competitiveness in Forbes.com

- Featuring member perspectives and insightful quotes each month and key Council findings and recommendations.
- Averaging **1,100+** reads/article.
- Over **13,000** total pageviews since December 2020 launch.

STRATEGIC FOCUS POINTS:

- Innovation call-to-action to President Biden
- Innovation infrastructure
- The future of semiconductor manufacturing
- Tech diplomacy
- Smart manufacturing



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Impacting America's Competitiveness in Washington

The Council and our members have welcomed and advised the Biden administration and political leaders across the nation.

Meetings with key policymakers including:



**Senate Majority Leader
Chuck Schumer**



**Senator
Todd Young**



**House Majority Leader
Steny Hoyer**



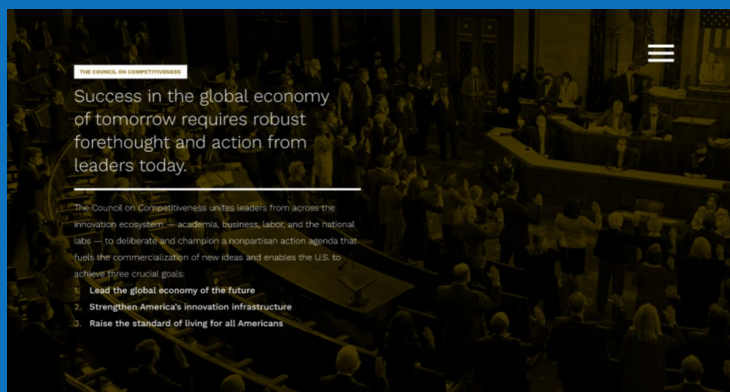
MEMBERS MAKE THE CASE:

- Thom Mason testifies before the Senate Committee on Energy and Natural Resources
- Greg Fennes highlights Commission findings in *The Emory Report*
- Holden Thorp focuses on Council perspectives and recommendations in *SCIENCE Magazine*
- And many more...

OUTCOMES:

- Bridging the Endless Frontier Act to the U.S. Innovation and Competitiveness Act
- U.S. Innovation and Competitiveness Act passed by the Senate
- President Biden's Executive Order to secure and review supply chains for essential goods
- NSF of the Future Act passed
- Department of Energy Science for the Future Act passed

Fall 2021...A fresh look for compete.org.



Next Steps for the National Commission

The second half of 2021 will focus on:

Reinvigorated Working Groups – building on the 100+ meetings hosted in 2020

Exploring New Issues –

- The future of sustainability
- The future of U.S. leadership in advanced microelectronics
- The future of work
- And more ...



About the Council on Competitiveness

For more than three decades, the Council on Competitiveness (Council) has championed a competitiveness agenda for the United States to attract investment and talent, and spur the commercialization of new ideas.

While the players may have changed since its founding in 1986, the mission remains as vital as ever—to enhance U.S. productivity and raise the standard of living for all Americans.

The members of the Council—CEOs, university presidents, labor leaders and national laboratory directors—represent a powerful, nonpartisan voice that sets aside politics and seeks results. By providing real-world perspective to Washington policymakers, the Council's private sector network makes an impact on decision-making across a broad spectrum of issues from the cutting-edge of science and technology, to the democratization of innovation, to the shift from energy weakness to strength that supports the growing renaissance in U.S. manufacturing.

The Council's leadership group firmly believes that with the right policies, the strengths and potential of the U.S. economy far outweigh the current challenges the nation faces on the path to higher growth and greater opportunity for all Americans.

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