

Summary Report



Technology Leadership & Strategy Initiative

TLSI Dialogue 31

April 2, 2025

9:00 a.m. – 5:00 p.m.

Location:

Lockheed Martin Deer Creek Campus
Mt. Evans Conference Room
12999 W Deer Creek Canyon Rd.
Littleton, CO 80127

Schedule Overview:

9:00 a.m.	Arrival at Deer Creek, Badging/Registration, and Breakfast
9:30 a.m. - 12:00 p.m.	Dialogue Sessions
12:00 p.m. - 1:15 p.m.	Working Lunch
1:15 p.m. - 2:00 p.m.	Dialogue Sessions
2:00 p.m. - 5:00 p.m.	Tours of Lockheed Martin Space Facilities
5:00 p.m.	Dialogue Concludes

TLSI Dialogue 31 Overview

Dialogue 31 gathered TLSI members and distinguished guests at the Lockheed Martin Deer Creek and Waterton Campuses for a highly productive day focused on refining the *Compact for America: A Call to Action for a New Tech-Driven Industrial Base and National Innovation Ecosystem*. Attendees provided valuable input, which the Council team will incorporate into a revised version and redistribute to TLSI members for final review and approval. Following this process, the Council will plan with TLSI members an aggressive and strategic release, targeting the President, key Administration leaders (e.g., former Council Distinguished Fellows — the Honorable Paul Dabbar, nominee for Deputy Secretary of Commerce; and the Honorable Michael Kratsios, Director of the White House Office of Science and Technology Policy), and other critical policymakers across Capitol Hill and around the country.

During the discussions, attendees noted the *Compact* effectively addresses three critical questions President Trump has posed to Director Kratsios [in a letter dated March 26, 2025](#), charging Kratsios “...to blaze a trail to the next frontiers of science. We have the opportunity to cement America’s global technological leadership and usher in the Golden Age of American Innovation.”

Additionally, participants enjoyed a special lunch presentation from onsite host, Dr. Tahllee Baynard, Vice President of Ignite at Lockheed Martin Space. Dr. Baynard spoke about the breadth and sophistication of innovation occurring across the domain of commercial space, as well as sharing insights from significant transformations that have hit the aerospace sector over the past decade.

To conclude the day, attendees participated in guided tours of Lockheed Martin’s cutting-edge space facilities.

TLSI Dialogue 31 Key Highlights

Opening Remarks. The Hon. Deborah L. Wince-Smith, President and CEO of the Council on Competitiveness, opened TLSI Dialogue 31 by framing a collaborative discussion on the technology and innovation landscape shaping 2025. She also recapped the March 30-April 1 Mountain West edition of the Council’s “[Competitiveness Conversations Across America](#)” series, which focused on enhancing the innovation ecosystem along the Colorado, New Mexico, and

Wyoming I-25 Corridor. Two TLSI Co-chairs, the Hon. Pat Falcone, Deputy Director for Science and Technology at Lawrence Livermore National Laboratory, and Dr. Steve Walker, Vice President and Chief Technology Officer at Lockheed Martin, made significant contributions to the Mountain West edition of the Competitiveness Conversations, taking part in a panel with Council EVP and COO Mr. Chad Evans, and previewing the *Compact's* call for a more agile defense industrial base. Several other TLSI members also attended the Mountain West edition of the Competitiveness Conversations Across America.

As part of her update on the Council, which emphasized how TLSI members can engage in the Council's work, Ms. Wince-Smith noted future Competitiveness Conversations, including the next edition in [Santa Fe, NM, on May 5-6](#), which will explore the intersection of innovation and national security. Following New Mexico, the Council will co-host a Competitiveness Conversation in [Medford, MA, on June 5-6](#), focusing on the Blue and Green Economies.

Ms. Wince-Smith also encouraged participation in the upcoming Council delegation to launch phase 2 of the TLSI-initiated "U.S.-Australia Innovation Immersion," aimed at strengthening strategic research and business partnerships between the two nations, amid broader geopolitical tensions in the Indo-Pacific region. The July 21-25, 2025, effort – spanning Melbourne, Canberra, and Sydney – will build on priorities established by TLSI members in phase 1, 2016-2019.

Moreover, she discussed current status and outreach around the major report from the Council's flagship "National Commission on Innovation and Competitiveness Frontiers": [Competing in the Next Economy: Innovating in the Age of Disruption and Discontinuity](#); the University Leadership Forum's efforts to promote the value of U.S. higher education for America's competitiveness; and the effort to revitalize the Council's Alliance for Transformational Computing.

TLSI Co-chairs Dr. Steve Walker, Dr. Patricia Falcone, and Dr. Sally Morton also provided updates from their respective institutions, as well as high-level perspectives related to the state of innovation in the United States from business, national laboratories, and higher education, respectively.

Compact Discussion. TLSI Dialogue 31 participants dedicated several hours to finalizing the *Compact for America: A Call to Action for a New Tech-Driven Industrial Base and National Innovation Ecosystem*. Members

discussed all five pillars of the draft report, suggesting adjustments to the structure and order of several recommendations. They called out the need to heighten the document's urgency, provide additional examples, and strengthen the executive summary by presenting a list of specific recommendations upfront. The conversation was both collaborative and constructive, and the Council team is now working to integrate this feedback into the next set of recommendations, which — once reviewed, approved, and finalized by the TLSI members — will be shared with senior-level policymakers and influencers, as well as distributed to a wide range of innovation leaders within the Council's extended network.

A draft communications plan was included in the TLSI 31 agenda and is also attached as an addendum to this summary report. Further discussions will be necessary to refine this plan and explore how TLSI members can enhance the promotion of these recommendations.

Lunch Keynote Speaker. Dr. Tahllee Baynard, Vice President of Lockheed Martin Ignite, a business unit focused on driving innovation and rapidly advancing new technologies, provided a working lunch keynote. With 18 years of experience at Lockheed Martin Space, Dr. Baynard delivered a provocative talk highlighting Ignite's distinctive approach to innovation. He addressed the changing landscape of commercial space, the impact of recent "Sputnik moments" prompting policymakers and national security experts to reassess the important role of space in national defense, and the Golden Dome initiative.

He began with an overview of Ignite — launched by Robert Lightfoot, President of Lockheed Martin Space — to address the "valley of death" in new space technology. The program aims to enhance speed and efficiency through rapid prototyping and risk reduction. Among other areas of focus, Ignite works to integrate external technology innovations into space hardware, foster partnerships with universities to boost workforce development and innovation, and invest in emerging technologies.

In his discussion on the commercialization of space, Dr. Baynard noted while it presents significant financial opportunities, immature regulations and heavy capital requirements characterize the sector. In response to increasing demand for space technology and to increasing competition from private space ventures to provide it, Ignite is supporting Lockheed Martin's effort to accelerate further the pace of innovation.

Dr. Baynard engaged attendees in a thought experiment — developing a list of "Sputnik moments" that have or are reshaping America like: 9/11, China's construction of artificial islands in the South China Sea, Russia's invasion of

Ukraine, etc. He proposed this thought experiment to highlight that many of these pivotal moments were observable from space, and that this realization has caused defense leaders to reassess the role of space in national security. With greater technology and precision, and rising global tension, space has become a critical driver of U.S. economic and national security competitiveness.

Dr. Baynard concluded by sharing a perspective on the Golden Dome initiative, President Trump's next-generation missile defense shield, pointing to the importance and scale of the effort, and how rapid collaboration is required to align industry efforts to deliver this project. He also underscored that advancements in space technology might come with other corporate and broader societal trade-offs due to the project's large scale and scope.

Facility Tours

The day wrapped with guided tours of Lockheed Martin's state-of-the-art space facilities, including a chance to view a sectionalized, inert Trident II D5 missile, and various other artifacts highlighting evolution of the Trident design. Johnathon Caldwell, Lockheed Martin's Vice President and General Manager for Strategic and Missile Defense Systems (SMD), then led a tour of the GPS High Bay, providing insights as attendees observed cutting-edge manufacturing practices of GPS satellites in action.

The tour concluded with an immersive visit to the Collaborative Human Immersive Laboratory (CHIL), where TLSI participants explored NASA's Orion spacecraft in a virtual environment. CHIL stands as one of the largest virtual reality laboratories of its kind, fostering collaboration between design and manufacturing teams to quickly identify and solve problems.

Next Steps & Key Dates

The Council team will draft and share a revised version of the *Compact* in the coming weeks.

In addition to remaining Competitiveness Conversations and the U.S.-Australia Innovation Immersion, July 21-25, 2025, save dates for:

1. TLSI Dialogue 32, November 4, 2025, at Lockheed Martin's Fort Worth, TX facilities; and
2. 2025 National Competitiveness Forum, November 13-14, 2025, in Washington, DC.

Addendum: Compact for America Draft Communications Plan Outline

The following communications plan is designed to maximize the visibility, engagement, and impact of the *TLSI Compact for America* using online platforms, collaboration with the TLSI network, and stakeholder and media outreach.

Objective. Raise awareness of the *TLSI Compact for America* and its recommendations to drive a national conversation and focused action around the need to reimagine the defense industrial base and U.S. innovation enterprise.

Audience.

- Policymakers and influencers in Washington, DC, and states around the country
- Innovation stakeholders across business, universities, non-profits, the U.S. DOE National Laboratory System, etc.
- Defense industry stakeholders

Messaging focus.

- Elevate the role of innovation in national security and economic growth.
- Highlight the importance of modernizing the defense industrial base.
- Encourage collaboration among government, industry, and academia to innovate with greater speed, scale, and impact.
- Deliver priority recommendations for necessary modernization.

Tactics.

1. **Compact for America Landing Page.** On Compete.org, develop a page displaying the designed report. From the landing page, include links to related collateral, like:
 - a. Possible Forbes.com article
 - b. Possible Q&A with cochairs
2. **Pre-launch (and Ongoing) Hill Briefings.** Work with TLSI members to schedule Hill meetings with Members, staffers, and leaders from the Trump Administration, such as those at ASD(S&R), OSTP, NSF, DOE Office of Science, NIST, etc.
3. **Virtual Launch Event — 60-Minute Briefing.** Invite Council on Competitiveness Members, the broader Council community, and DC stakeholders for a 60-minute virtual (Zoom) briefing to introduce the

project and elevate the report's key recommendations. The virtual meeting would be led by the TLSI Cochairs.

- A press release and social posts, developed and shared by the Council and amplified by TLSI members, will announce both the report's release and launch event.
 - To drive attendance to the virtual launch event (and *Compact* report), the Council will engage its community and partner with TLSI members to invite policymakers and policy influencers, stakeholders from across the innovation economy, and media.
4. **Forbes.com Article.** For one month, Deborah Wince-Smith's Forbes.com articles will focus on the *Compact's* recommendations, linking to the full report.
 5. **Op-ed.** Reposition the *Compact's* opening letter as an op-ed and pitch to national/regional outlets.
 6. **Media Outreach.** Pitch media the press release and offer TLSI members as spokespeople to discuss the *Compact* and its recommendations, focusing on the need for a new tech-driven industrial base and national innovation ecosystem for the growth of the U.S. economy and national security. Target national, regional, and digital outlets.
 7. **1-Month Social Media Drumbeat.** Use LinkedIn and X to share the report and its key recommendations. Use imagery and graphics to back up the recommendation and include hashtags such as #Innovation, #DefenseInnovation, and #DefenseIndustry to garner attention.
 - a. Collect quotes from TLSI members reflecting on the importance of reimagining the defense industrial base and U.S. innovation enterprise. Couple these with the TLSI member's headshot, and include a call to action to download the report.
 8. **Council Event Integration.** Weave the release of the *Compact* into Competitiveness Conversation messaging (e.g., Mountain West Competitiveness Conversation), as well as during a dedicated panel discussion at the 2025 National Competitiveness Forum.
 9. **Sponsor an Innovation Breakfast/Dinner.** Host a breakfast or dinner that brings together relevant business leaders, non-profit organizations, and think tanks to discuss the report's recommendations.

- a. Possibly tie this into the November TLSI meeting, or it could be held in Washington, DC.

Additional tactics.

- 10. Media tour
- 11. In-person launch event
- 12. Video testimonials

Participants



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Lockheed Martin Deer Creek Campus

TLSI CO-CHAIRS & COUNCIL LEADERSHIP

The Hon. Patricia Falcone
Deputy Director
Science & Technology
Lawrence Livermore National
Laboratory

Dr. Sally C. Morton
Executive Vice President
Knowledge Enterprise
Arizona State University

Dr. Steven Walker
Vice President and
Chief Technology Officer
Lockheed Martin

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

Mr. Chad Evans
Executive Vice President and
Chief Operating Officer
Council on Competitiveness

ONSITE HOST

Dr. Tahllee Baynard
Vice President
Ignite
Lockheed Martin Space

PARTICIPANTS

Mr. Spencer Ballus
Research Associate
Council on Competitiveness

Dr. Carol Burns
Deputy Laboratory Director
Research
Lawrence Berkeley National
Laboratory

Dr. Parag Chitnis
Vice President
Research & Economic
Development
University of Wyoming

The Hon. Walter Copan

Vice President
Research & Technology Transfer
Colorado School of Mines

Dr. Peter Dorhout

Vice President
Research
Iowa State University

Dr. Nancy Glenn

Vice President
Research & Economic
Development
Boise State University

Dr. Kristyn Kadala

Program Engineer Senior Staff
Lockheed Martin

Dr. Andre Marshall

Vice President
Research, Innovation & Economic
Impact
George Mason University

Mr. Michael Nelson

Vice President
Council on Competitiveness

Dr. Ezemenari Obasi

Vice President
Research & Innovation
Wayne State University

Dr. Padma Raghavan

Vice Provost
Research & Innovation and
Chief Research Officer
Vanderbilt University

Mr. Chris Reynolds

Technical Assistant to the
Chief Technology Officer
Lockheed Martin

Ms. Jaclyn Shaw

Senior Associate Vice Provost
Research, Strategy and
Operations
Tufts University

Dr. Jay Walsh

Vice President
Economic Development &
Innovation
University of Illinois