

Annual Report 2010-2011

Making **Impact.**



Compete.

Council on
Competitiveness



Raising the Competitive Bar for America since 1986



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★ 1986 - 2011 ★

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This year marks the Council on Competitiveness' 25th anniversary.

Dynamic shifts in the U.S. economy, coupled with the accelerating pace of global competition, are putting great pressure on America's future generations. Our diverse membership – corporate CEOs, university presidents and labor leaders – is leading the national conversation on competitiveness policy and creating a consensus for the actions necessary to put our economy on track for growth and create a more prosperous future for our children and grandchildren.

As we look ahead, the Council will maintain the same focus and long-term perspective that has yielded a quarter-century of success and impact. We have no political agenda. Our members have worked closely with every Administration since the Council's founding in 1986. As the current Administration renews the competitiveness policy debate, the Council continues to be a powerful voice for shaping America's economic future.

With a broad portfolio of domestic and international initiatives, the Council is deepening our understanding of new economic realities and establishing ways for the American economy to realize its potential.

To stimulate economic growth, the U.S. Manufacturing Competitiveness Initiative (USMCI) is developing a comprehensive roadmap toward a robust, third millennium industrial base. These perspectives will create a national manufacturing strategy to ensure the U.S. possesses the talent, technology, investment and infrastructure to create skilled jobs and raise the standard of living for every citizen.

The Council is also examining challenges to the nation's technology leadership and its supply of affordable energy. These are key catalysts of both manufacturing competitiveness and the overall health of the U.S. economy. The Technology Leadership and Strategy Initiative (TLSI) and the High Performance Computing (HPC) initiative focus on maintaining America's leadership in science and technology – the heart of the nation's unmatched ability to innovate.

Working globally, the Council co-created an unprecedented network of more than 30 international competitiveness councils to strengthen national competitiveness, stimulate economic growth and foster innovation. From Brazil to Russia, to South Korea and the United Arab Emirates, organizations have joined together to develop national competitiveness agendas. The Council also deepened its bilateral engagements with the world's most dynamic emerging economies, highlighted by the second U.S.-Brazil Innovation Summit held in September 2010.

The Council on Competitiveness is the preeminent source for America's competitiveness agenda. We do not know what all the drivers of competitiveness will be over the next 25 years, However, the Council is committed to bringing together public- and private-sector leaders to address the challenges ahead and work toward a more productive and sustainable future for our country.

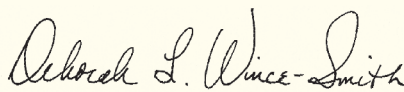
*Samuel R. Allen, Chairman,
Council on Competitiveness,
Chairman and CEO, Deere & Company*



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



Samuel R. Allen
Chairman, Council on Competitiveness
Chairman and CEO, Deere & Company



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

News from the Board

Joining the Board



William P. Hite, General President of the United Association of Plumbers and Pipefitters, has joined the Council as its labor vice chair. Prior to assuming the role of General President, Hite served as the Assistant General President from 2001-2004 and has been a United Association member for 42 years. In addition to his work with the United Association and the Council on Competitiveness, Hite is a member of the board of directors of the Nuclear Energy Institute and Helmets to Hardhats, which helps active duty military personnel find careers in construction. Hite was recently recognized with a Distinguished Service Award by the Military Officers Association of America.

Hite has served on multiple presidential task forces and advisory boards, and last year he was appointed by President Obama to the President's Export Council. Hite is also actively engaged in the Council's flagship U.S. Manufacturing Competitiveness Initiative as a member of the initiative's leadership council and a leading voice on educating and training a competitive workforce.



Michael R. Splinter, Chairman, President and CEO of Applied Materials, Inc., joined the Council as industry vice chair. Splinter became chairman of the board of directors at Applied Materials in 2009, and has been president and chief executive since 2003.

With three decades of experience in the semiconductor industry, Splinter is a global leader in expanding the use of solar power while driving down the cost. He serves on several influential boards, including the U.S.–India CEO Forum, a group of 24 CEOs with a focus on strengthening economic ties between the United States and India.

Prior to joining Applied Materials, Splinter was an executive at Intel Corporation where he held a number of positions in his 20 years at the company, including executive vice president and director of Sales and Marketing and executive vice president and general manager of the Technology and Manufacturing Group.

Splinter was among the nearly three dozen CEOs who contributed to the Council's *Ignite 1.0* report, a vision of a robust American manufacturing sector from leading chief executives.

Shirley Ann Jackson, President of Rensselaer Polytechnic Institute, will continue her role as the Council's university vice chair. Since joining the Council's board of directors in 2008, Jackson has played a central role in a broad range of initiatives, most notably as a co-chair of the Energy Security, Innovation and Sustainability Initiative and as a member of the U.S. Manufacturing Competitiveness leadership council.

During her tenure at the Rensselaer Polytechnic Institute, Jackson has transformed the nation's oldest technological university, creating multiple new platforms for innovation and discovery.

Jackson currently serves on numerous corporate boards and advisory groups. In 2009, she was appointed to the President's Council of Advisors on Science and Technology.



Edward McElroy Recognized for Commitment to Council's Mission

The Council recognizes the tremendous contribution of Edward J. McElroy, who served as an integral member of the Council's leadership team during his three-year term as labor vice chair. He is the former CEO of ULLICO Inc. and is President Emeritus of the American Federation of Teachers, AFL-CIO. As a life-long educator and labor leader, McElroy is a well-known and respected spokesman for the national labor movement with an invaluable wealth of knowledge and experience.



Council Honors Leaders of Competitiveness

Chairman Emeritus Charles O. Holliday, Jr. Recognized for Tremendous Contributions to Council's Work

The Council on Competitiveness honored the work of its long-time chairman Charles O. Holliday, Jr., with A Tribute to American Leaders of Competitiveness at the 2010 Annual Event, hosted at the Board of Governor's Hall at the American Red Cross National Headquarters.

During his five-year tenure as Council chairman, Holliday led the Council to address critical issues facing the nation's competitiveness and chart a course that assures America's long-term economic prosperity. Under his guidance, the Council developed groundbreaking studies on Energy Security, Innovation and Sustainability and released *Drive*, a comprehensive energy plan supported by a broad coalition of public and private-sector leaders. Most important, he championed action on these fronts to ensure they generated productivity and economic growth.

"With his leadership, vision and passion, Chad guided the Council through some of the most challenging economic times in our nation's history and left us stronger and better able to set an agenda to ensure America's enduring prosperity," said Council President and CEO Deborah L. Wince-Smith.

Highlighting Holliday's Accomplishments as Council Chairman

Five for the Future. Roadmap for Competitiveness in the 21st Century

Established the critical components of an effective competitiveness agenda in an increasingly global economy.

Competitiveness Index: Where America Stands

An updated edition of the Council's flagship report benchmarking current U.S. competitiveness against twenty years of domestic and global economic data.

Compete. New Challenges, New Answers

Called for America's leaders to take bold action to recapture U.S. competitiveness by transforming workforce training, investing heavily in research and development and launch a national savings bond program to raise capital for next-generation infrastructure.

Drive. Private Sector Demand for Sustainable Energy Solutions

A comprehensive plan to achieve energy security, sustainability and competitiveness, presented at the 2009 National Energy Summit & International Dialogue.



Charles O. Holliday, Jr., Chairman,
Bank of America, Chairman Emeritus,
Council on Competitiveness



*Former Representative
Vernon J. Ehlers (R-Mich.)*

The Council also honored retired Chairman Bart J. Gordon, of the House Science and Technology Committee, and retired Congressman Vernon J. Ehlers for their impact on America's ability to keep its competitive edge in the global marketplace.

While serving as committee chairman, Gordon authored the landmark bipartisan America COMPETES Act, which aimed to foster U.S. economic competitiveness by strengthening math and science education with the goal of ensuring the U.S. workforce has the skills needed for high-tech jobs of the future.

As the first research physicist to serve in Congress, Ehlers served on the Science and Technology Committee, where he oversaw the 1998 writing of the nation's first major statement on science policy since 1945; he additionally co-chaired the STEM ED Caucus, which is dedicated to improving the nation's K-12 science, technology, engineering and mathematics (STEM) education.

The Council was privileged to convene its prestigious membership to honor these three leaders of competitiveness policy.



From left: Deborah L. Wince-Smith, President and CEO, Council on Competitiveness; Former Representative Bart J. Gordon (D-Tenn.)



From left: Michael R. Splinter, Industry Vice Chair, Council on Competitiveness, Chairman, President and CEO, Applied Materials, Inc.; Samuel R. Allen, Chairman, Council on Competitiveness, Chairman and CEO, Deere & Company

2011 calendar of events



June 13-14

U.S. Manufacturing Competitiveness Initiative Steering Committee Meeting

Hosted by Alan Mulally, President and CEO, Ford Motor Company
Location: The historic Ford River Rouge Factory, Dearborn, Michigan

Alan Mulally, President and CEO, Ford Motor Company

July 14

Technology Strategy and Leadership Initiative (TLSI) Dialogue 5

Focused on game-changing technologies that are opportunities for innovation and competitiveness

Location: Washington, DC

July 18

First meeting of the Economic Advisory Committee

Chaired by Gene Huang, Chief Economist and Vice President at the FedEx Corporation
Location: Washington, DC

October 12-13

USMCI Steering Committee Meeting

Hosted by Samuel R. Allen, Chairman and CEO of Deere & Company
Location: Moline, Illinois

October 24

TLSI Dialogue 6

Forming the “technology think tank” for Council’s flagship USMCI – providing insight and recommendations to that effort
Location: Washington, DC

December 7-8

25th Anniversary Celebration

National Manufacturing Summit

Release of a Comprehensive National Manufacturing Strategy

Location: Washington, DC

3rd Millennium Manufacturing “Out of the Blue” Dialogues

April 25-26

Dialogue on Ensuring a Globally Competitive Workforce

Chaired by William P. Hite, General President, United Association of Plumbers & Pipefitters
Location: Chicago, IL

May 5-6

Dialogue on Ensuring Access to Investment and Risk Capital

Chaired by William H. Bohnett, President, Whitecap Investments, LLC
Location: New York, NY

May 23-24

Dialogue on Accelerating Deployment and Commercialization

Chaired by Steven F. Ashby, Deputy Director for Science and Technology, Pacific Northwest National Laboratory
Location: Richland, WA

May 25-26

Dialogue on Strategic Resources and Advanced Materials

Co-chaired by Paul A. Alivisatos, Director, Lawrence Berkeley National Laboratory; M.W. Scoggins, President, Colorado School of Mines
Location: Santa Clara, CA

June 20-21

Dialogue on Creating Intelligent, Secure and Resilient Infrastructures

Chaired by Pierre L. Gauthier, President-United States, Alstom Inc.
Location: Chattanooga, TN

June (tbd)

Dialogue on Cyber Infrastructure and Security

Co-chaired by Eric D. Isaacs, Director, Argonne National Laboratory; Walter P. Havenstein, CEO, Science Applications International Corporation; John J. DeGioia, President, Georgetown University
Location: Chicago, IL

June 31-July 1

Cloud Computing

Chaired by William E. McCracken, Chairman and CEO, CA Technologies
Location: New York, NY

July (tbd)

Energy Security, Innovation and Sustainability Initiative (ESIS)

Location: Washington, DC

July 6-7 (t)

Dialogue on Advanced Manufacturing Technologies

Co-chaired by William H. Swanson, Chairman and CEO, Raytheon; and Susan Hockfield, President, Massachusetts Institute of Technology
Location: Boston, MA

July 12-13

Dialogue on Ensuring America’s Business Environment is Competitive

Chaired by Steven Knapp, President, The George Washington University
Location: Washington, DC

July 20-22

Dialogue on Developing Renaissance Scientists and Engineers

To take place in conjunction with Lincoln Center, National Imagination Summit
Location: New York, NY

July 28-29

Dialogue on Leveling the Global Playing Field: Investment, Standards

Chaired by Anthony J. Maddaluna, President, Global Manufacturing, Pfizer Inc
Location: New York, NY

September 8-9

Sustainable Manufacturing Mini-Summit

Chaired by Richard H. Brodhead, President, Duke University
Location: Raleigh-Durham, NC

September 14-15

Next-Gen Supply Networks and Logistics Mini-Summit

Chaired by G. P. “Bud” Peterson, President, Georgia Institute of Technology
Location: Atlanta, GA

Compete: Policy Impact



From left: Deborah L. Wince-Smith, President and CEO, Council on Competitiveness; John P. Holdren, Director, Office of Science and Technology Policy



Senator Sherrod Brown (D-Ohio)



Former Senator Byron L. Dorgan (D-N.D.)

2010 Accomplishments

The Council on Competitiveness continued to have a measurable impact on public policy through the engagement of its private sector network with the leadership of Congress and the Administration and the development of forward-looking policy prescriptions designed to put the U.S. on a path to long-term prosperity. The Council helped secure passage of two critical components of the competitiveness agenda during a contentious year in Washington. Through consistent engagement with legislators and the White House, the Council is now among the key organizations shaping Washington's economic agenda.

The reauthorization of the America COMPETES Act, and the inclusion of the Council's recommendations in the December tax compromise, represents two major legislative victories that will have a lasting impact on America's competitiveness. The Council played an instrumental role in developing and passing the original COMPETES Act in 2007, much of which was based on the Council's landmark National Innovation Initiative report, *Innovate America*. And last year, *New York Times* columnist Tom Friedman recognized the key role the Council played in supporting competitiveness legislation

Testifying before the House Science and Technology Committee last March, Council President & CEO Deborah L. Wince-Smith called the first COMPETES Act, which increased funding for scientific research and science and technology education, "a wake-up call." She also noted that the "need for action has not diminished and, if anything, the need is greater." Congress went on to pass the 2010 reauthorization, that was signed into law by President Obama.

Another important element included in the COMPETES Act reauthorization was support for the Council's initiative to extend high performance computing modeling and simulation technologies to small and medium-sized manufacturing companies. The recognition of this technology as critical to the health of the manufacturing sector was a direct result of the Council's engagement with policymakers.

The tax compromise, agreed upon just before the 112th Congress concluded, was another important step towards a robust economic recovery. The agreement included the Council's recommendation, made in the stimulus report *Rebound* spearheaded by the Council's Executive Committee, to allow companies to accelerate the depreciation rate on capital investment and extended the expiring research and development tax credit for another two years.

These results are a product of the deep engagement with government leaders that serves as a pillar of every Council initiative. Examples are numerous, but include Ron A. Bloom, Assistant to the President for Manufacturing Policy, who attended the launch of the Council's manufacturing initiative and participated in a discussion with members on the future of American manufacturing.



From left: Congressman Michael H. Michaud (D-Maine); Samuel R. Allen, Chairman, Council on Competitiveness, Chairman and CEO, Deere & Company

At the Council's Annual Meeting in December, Senators Sherrod Brown and Byron L. Dorgan spoke passionately about the new political landscape and the critical role for manufacturing in the economic recovery. Under Secretary of State Robert D. Hormats and Deputy U.S. Trade Representative Miriam E. Sapiro praised the formation of the Global Federation of Competitiveness Councils (GFCC) and the release of the first ever Global Competitiveness Principles at the GFCC meeting in December.

2011 Outlook

The Council on Competitiveness is continuing to engage with Congress and the Administration to develop policies that will create a more competitive U.S. economy, new industries, new products and services, and new jobs.

- The Council leadership delivered an open letter to Congress leaders urging them to avoid major cuts to science research. The letter was quoted on the Senate floor and helped preserve research budgets in the Continuing Resolution.
- In March, Council President and CEO Deborah L. Wince-Smith joined an influential group of leaders from business, science and academia to call for a deficit reduction plan that is sustainable, and promotes economic growth and job creation.
- Later that month, President Obama's speech on energy policy, delivered at Georgetown University, followed several recommendations made by the Council's Energy Security, Innovation and Sustainability initiative. The president articulated an energy policy focused on setting efficiency standards and supporting a diverse portfolio of sources to satisfy America's energy demand.
- The Council's U.S. Manufacturing Competitiveness Initiative is tapping Congressional leaders to create an advisory committee that will advise the initiative on how it can help lawmakers create strong policies to support the sector. The first report in the Council's *Ignite* series, highlighting the vision of nearly three dozen CEOs for the future of America's industrial base, was released on Capitol Hill in February with the support of Senate Energy Committee Chairman Jeff Bingaman.
- President Obama's 2011 State of the Union focused on the Council's four pillars of economic competitiveness: Talent, technology, investment and infrastructure. The speech adopted many of the Council's recommendations in creating a broad growth agenda. "We need to out-innovate, out-educate, and out-build the rest of the world," the president said in his address to Congress.

The Economic Advisory Committee

The Council on Competitiveness formed an Economic Advisory Committee (EAC) to launch new projects aimed at identifying and supporting future productivity drivers for the nation, and will provide a new platform to share critical findings and recommendations with key policymakers. The Committee will also re-define and re-shape the Council's flagship publication, the Competitiveness Index.

Under the leadership of Gene Huang, Chief Economist and Vice President at the FedEx Corporation, the EAC will serve as a mechanism to test recommendations and strategies. The efforts and insights of the EAC will be of tremendous value as the Council strives to make the United States the most fertile and attractive environment for the development, implementation and delivery of high-value goods and services in the 21st century.

The first meeting of the EAC will be held on Monday, July 18th in Washington, DC.

Gene Huang, Chief Economist & Vice President, FedEx Corporation, is recognized as one of the leading business economists in the world. He is an elected member of the Conference of Business Economists (serving as chairman 2009-10) and the European Council of Economists.



Chairman Bart Gordon Joins Council As Distinguished Fellow

Retired Chairman Bart J. Gordon joined the Council as a Distinguished Fellow. Currently, Gordon is a partner in the Washington, D.C.-based public policy and law practice at K&L Gates LLP.

While serving Tennessee's sixth district for 26 years, Chairman Gordon was responsible for passing vital legislation to support America's competitiveness policies. As Chairman of the House Science and Technology Committee, he authored the landmark bipartisan America COMPETES Act, which aimed to foster



U.S. economic competitiveness by strengthening math and science education with the goal of ensuring the U.S. workforce has the skills needed for high-tech jobs of the future.

In 2010, the Council on Competitiveness honored Chairman Gordon at its annual event for his contributions to U.S. competitiveness. His distinguished record of public service and his unparalleled expertise in

science, technology and innovation policy will be a tremendous asset to the Council.

President Appoints Council Member Jeffrey Immelt To Head New Economic Advisory Board

General Electric Chief Executive Will Lead Council on Jobs and Competitiveness

In the Administration's renewed attempt to improve the American economy, President Obama created a new initiative on Jobs and Competitiveness earlier this year, and appointed Council member Jeffrey R. Immelt, GE's chief executive, to head the economic advisory group.

"The president and I are committed to a candid and full dialogue among business, labor and government to help ensure that the United States has the most competitive and innovative economy in the world," wrote Immelt in a Washington Post op-ed announcing his new role.

President Obama has asked the group to "focus its work on finding new ways to encourage the private sector to hire and invest in American competitiveness." Immelt indicated that manufacturing and exports, free trade,



and innovation will be the top priorities for the group to address.

Under Immelt's leadership as a member of the Council on Competitiveness, General Electric has been instrumental in a wide range of Council initiatives. Senior Vice President and Director of GE Global Research Mark M. Little serves as a co-chair of the Technology Leadership and Strategy Initiative, and the company played

a critical role in the Energy Security, Innovation and Sustainability Initiative.

"The Council is thrilled that one of our prestigious leaders has been chosen to head this new initiative," said Council President & CEO Deborah L. Wince-Smith. "We look forward to working more closely with the Administration to improve our economy and promote American competitiveness."

Compete: Manufacturing

2010 Accomplishments

The Council on Competitiveness is redefining and reigniting the American manufacturing base with the flagship U.S. Manufacturing Competitiveness Initiative (USMCI). The Council's leadership launched the USMCI during a National Press Club media event on June 23rd. The initiative's goal is to develop a comprehensive roadmap to a stronger and more competitive U.S. industrial base.

In its first six months, the initiative took important steps towards understanding the challenges facing U.S. manufacturers and identifying the short-term policies that will boost economic recovery. As an engine of job creation and a catalyst of economic growth, an energy efficient domestic manufacturing base is critical to U.S. competitiveness, and the efforts of the USMCI will be instrumental in ensuring the long-term vitality of this important sector of the economy.

Upon launching the USMCI, the Council, in partnership with Deloitte, released the *2010 Annual Global Manufacturing Competitiveness Index*, which surveyed more than 400 global manufacturing CEOs on manufacturing competitiveness today, and the competitiveness landscape over the next five years. The results of the survey serve as a warning for America's industrial future, stating that: "The competitive dynamics are changing in the downward direction for U.S. manufacturing." Manufacturing executives and other key decision makers increasingly believe that America's manufacturers will become less competitive over the next five years without a dynamic shift in U.S. policy.

Business leaders were also asked to identify the factors that have the greatest impact on national competitiveness. Overwhelmingly, talent-driven innovation was ranked as the most significant driver of global manufacturing competitiveness. These results have broad implications for the future of U.S. manufacturing, suggesting that long-term U.S. industrial resilience will be achieved through a robust talent pool.

Moreover, these findings suggest that research and innovation will continue to drive growth of the domestic manufacturing base. Erosion of the production process represents a direct challenge to America's position of manufacturing leadership. America's ability to innovate and produce breakthrough products will be critical to our national economic health in the years to come.

The 2010 Global Manufacturing Competitiveness Index brought unprecedented insight into the drivers of industrial competitiveness. The chief executives surveyed said that labor costs were not the main factor determining the location of manufacturing investment and growth, correcting a widely held misconception and shifting the public policy debate.



Susan Hockfield, President, Massachusetts Institute of Technology; Samuel R. Allen, Chairman, Council on Competitiveness, Chairman and CEO, Deere & Company



The Oil of the 21st Century: Talent

Over the past 25 years, educating and training a globally competitive workforce has been central to every Council on Competitiveness initiative. As Pulitzer-prize winner George Will recently quoted Council President & CEO Deborah L. Wince-Smith: “Talent is the oil of the 21st century.” With this thought as a foundation, the Council’s Workforce and the Economy Initiative, headed by Council Senior Fellow Amy Kaslow, is focusing on a particularly untapped resource for skilled labor: aging workers. Partnering with the Chicago-based Council on Adult and Experiential Learning in a Department of Labor pilot project, the Council is identifying skills needs and job opportunities for mature Americans. Supported by an Atlantic Philanthropies grant, the Council has taken an important lead in the mature worker policy arena.

From left: James H. Quigley, CEO, Deloitte Touche Tohmatsu; Shirley Ann Jackson, University Vice Chair, Council on Competitiveness, President, Rensselaer Polytechnic Institute; Samuel R. Allen, Chairman, Council on Competitiveness, Chairman and CEO, Deere & Company; William P. Hite, Labor Vice Chair, Council on Competitiveness, General President, United Association of Plumber and Pipefitters; Michael R. Splinter, Industry Vice Chairman, Council on Competitiveness, Chairman, President & CEO, Applied Materials, Inc.; Deborah L. Wince-Smith, President and CEO, Council on Competitiveness



From Left: Thomas R. Baruch,
Founder and Managing Director,
Baruch Future Ventures, LLC;
Jack McDougle, Senior Vice President,
Council on Competitiveness



The insight from the competitiveness survey, combined with the input from the initiatives' Leadership Council and Steering Committee will serve as the basis for an in-depth policy discussion that will continue in 2011 and beyond.

2011 Outlook

In 2011, the Council's USMCI team, led by Council Senior Vice President Jack McDougle, will actively engage in addressing the obstacles facing the U.S. manufacturing sector. The initiative will challenge the conventional thinking on America's manufacturing future, and publish a series of recommendations and insights that provide a roadmap for manufacturing competitiveness and immediately improve the environment for American manufacturers. The first document of this series, *Ignite 1.0*, was released in early February. Written by America's top CEOs, the document features proposals that focus on trade, intellectual property, energy, capital cost structure, supply chain infrastructure and R&D.

USMCI Leadership Council

Samuel R. Allen
Chairman and CEO,
Deere & Company

William P. Hite
General President,
United Association of
Pipefitters and Plumbers

Susan Hockfield
President, Massachusetts
Institute of Technology

Charles O. Holliday, Jr.
Chairman, Bank of America

Shirley Ann Jackson
President, Rensselaer
Polytechnic Institute

George H. Miller
Director, Lawrence Livermore
National Laboratory

James H. Quigley
CEO, Deloitte Touche Tohmatsu

Michael R. Splinter
Chairman, President and CEO,
Applied Materials, Inc.

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



From left: H. Holden Thorp, Chancellor, The University of North Carolina at Chapel Hill; Walter P. Havenstein, CEO, Science Applications International Corporation



Craig A. Giffi, Vice Chairman, Deloitte & Touche, USA LLP



USMCI's next steps include:

- Release *Ignite 2.0* and *3.0*, the next set of recommendations to share with congressional leadership through a series of meetings occurring over the summer, written by educators and labor leaders, respectively. The Council will also engage congressional staff through briefings and ongoing dialogues.
- Host a series of “Out of the Blue” Dialogues nationwide, tackling a broad range of competitiveness barriers facing the domestic manufacturing base.
- Conduct several case-studies addressing the factors driving manufacturing off-shore, and the factors leading industries to return production back to the U.S.
- Deliver a National Manufacturing Strategy to the President, Congress and key stakeholders at a Manufacturing Summit in 2011.

Growing competition from emerging economies demands a robust and dynamic U.S. industrial base. Through its efforts, the USMCI will bolster American manufacturing, and in doing so, advance U.S. competitiveness and prosperity.



From left: William P. Hite, Labor Vice Chair, Council on Competitiveness, General President, United Association of Plumber and Pipefitters; Edward McElroy, Former CEO, ULLICO, Inc.; Dominic J. Pileggi, President and CEO, Thomas & Betts Corporation

“The Council believes that no nation can achieve or maintain economic leadership without a robust manufacturing sector.”

Samuel R. Allen, Deere & Company

High Performance Computing Initiative Opens New Opportunities for U.S. Manufacturers

Council Emerges As Leader in Effort to Expand Use of Modeling and Simulation Technology

2010 Accomplishments

Evidence of the Council's ability to directly impact policy can be found most recently in its High Performance Computing (HPC) initiative. Specifically, section 605 of the America COMPETES Reauthorization Act of 2010, signed into law by President Obama in January 2011, states: "It is the policy of the United States to take all effective measures practicable to ensure that Federal programs and policies encourage and contribute to the use of high-end computing simulation and modeling in the United States manufacturing sector."

This passage, establishing an official policy to support modeling and simulation technology for manufacturers, is a direct result of the Council's intensive engagement with key stakeholders, the Administration and Congress. It is also an example of the Council's capacity to assist policymakers in creating meaningful legislation that will enhance America's long-term competitiveness position.

Shortly following the 2008 presidential election, the Obama Administration's science and technology transition team contacted the Council about how modeling and simulation could be used to stimulate the economy. Responding to the request, an HPC and U.S. Manufacturing Working Group – comprised of representatives from Boeing, Caterpillar, General Electric, Procter & Gamble, the University of Chicago, and the National Center for Supercomputing Applications – recommended policy solutions and implementation over the past two years.

Throughout 2010, the HPC initiative, led by Council Senior Vice President Cynthia R. McIntyre, convened the public and private sectors to foster a greater understanding of the potential for HPC to fundamentally alter the competitiveness of small- to medium-sized U.S. manufacturing firms.

In February, the Council on Competitiveness hosted a roundtable meeting at The George Washington University to discuss leveraging high performance computing to increase the innovation and productivity of the U.S. manufacturing sector. The meeting drew participation from senior government officials and advisors from the National Economic Council, the U.S. Department of the Treasury, the Department of Energy, the National Aeronautics and Space Administration, the Office of Science and Technology Policy and congressional staff, as well as the participation of key people from the national labs, academia, and HPC centers.

In August, the Council's HPC initiative took another step toward turning the conversation into action by holding a summit and workshop to discuss the creation of a pilot project that would leverage modeling and simulation to increase the innovation and productivity of the U.S. manufacturing sector. Congressman Daniel Lipinski (D-IL.), a member of the House Committee on Science & Technology who went on to co-sponsor the reauthorization bill, delivered the luncheon keynote at the event in support of the pilot project and its goals.

From left: Deborah L. Wince-Smith, President and CEO, Council on Competitiveness; and Ray O. Johnson, Senior Vice President and Chief Technology Officer, Lockheed Martin Corporation



Anthony J. Tether, Distinguished Fellow, Council on Competitiveness

From left: Rob Neely, Computer Scientist in Residence, Council on Competitiveness; Merle Giles, Director, National Center for Supercomputing Applications' Private Sector Program; Aneesh Chopra, United States Chief Technology Officer; Donald Q. Lamb, Louis Block Professor of Astronomy and Astrophysics, University of Chicago; Sean McClure, President's Senior Advisor for Manufacturing Policy; Brian P. McGowan, Deputy Assistant Secretary of Commerce; Deborah L. Wince-Smith, President and CEO, Council on Competitiveness; Cynthia R. McIntyre, Senior Vice President, Council on Competitiveness; Ron A. Bloom, Assistant to the President for Manufacturing Policy; John R. Fernandez, Assistant Secretary of Commerce for Economic Development; Richard B. Jarman, President and CEO, National Center for Manufacturing Sciences; David McKinnis, Technical Assistance Program Director, Purdue University; Ashok Krishnamurthy, Interim Co-Executive Director, Ohio Supercomputing Center



This summit generated the requirements for development of a proposal to the Economic Development Agency (EDA) for the creation of a public-private partnership aimed at spurring the use of modeling and simulation in the supply chain of America's large manufacturers. The proposal was submitted in December 2010, and officially awarded in spring of 2011.

2011 Outlook

The Council's leadership, in championing the use of high performance computing, is creating new opportunities for its membership in the coming year. Not only did the America COMPETES Reauthorization Act officially recognize the need for modeling and simulation in the United States, but it also authorized the creation of a pilot project that would expand the technology to small and medium-sized manufacturers. The Council was chosen by the Department of the Treasury, and the Department of Commerce to manage this project.

With the EDA grant awarded, the Council on Competitiveness is overseeing a Midwest HPC Pilot Project that will focus on improving the efficiency of manufacturing firms across the supply chain through modeling and simulation. Companies including Deere & Company, General Electric, Lockheed Martin Corporation and Proctor and Gamble will participate, committing their time and resources to improving America's supply chain.

Secretary of Commerce Gary Locke, Assistant to the President for Manufacturing Policy Ron A. Bloom, U.S. Chief Technology Officer Aneesh Chopra and U.S. Assistant Secretary of Commerce John R. Fernandez announced the grant award at the White House in March, which officially launched the National Digital Engineering and Manufacturing Consortium (NDEMC).



From left: Arun Majumdar, Director, ARPA-E, Acting Under Secretary of Energy, Department of Energy; David J. Kappos, Under Secretary of Commerce for Intellectual Property, Director of the United States Patent and Trademark Office, Department of Commerce



Shortly afterward, the HPC initiative re-launched the HPC Advisory Committee under the auspices of the Council's flagship Technology Leadership & Strategy Initiative (TLSI). The committee was hosted at Lawrence Livermore National Laboratory by the initiative's newest co-chair, Tomás Díaz de la Rubia, who serves as the Deputy Director for Science and Technology, and featured Ron A. Bloom as a keynote speaker. Key stakeholders from national laboratories, industry, academia and government attended the meeting to address exascale computing, global competition, industrial access to HPC, and computational science education

Over the last twelve months, the Council's HPC initiative affected a tangible change in U.S. policy toward modeling and simulation and was selected by the Administration to lead the pilot project intended to implement the new policy. The initiative looks forward to a overseeing a successful program that clearly demonstrates the importance of high performance computing to the future of American manufacturing.



From left: Alexander "Andy" A. Karsner, Distinguished Fellow, Council on Competitiveness; James M. Phillips, Chairman and CEO, NanoMech Corporation

“This important public-private partnership to strengthen manufacturing in the Midwest is an example of the type of investment that can help America win the future by out-innovating and out-competing the rest of the world.”

Assistant Secretary of Commerce, John R. Fernandez

A Network of America's Leaders



*E. Gordon Gee, President,
The Ohio State University*



*Sheryl Handler, President and CEO,
Ab Initio*



*Keith D. Nosbusch, Chairman and CEO,
Rockwell Automation*



*Patrick Gallagher, Director,
National Institute of Standards
and Technology*



*From left: Deborah L. Wince-Smith, President and CEO, Council
on Competitiveness; William H. Swanson, Chairman and CEO,
Raytheon Company; Robert L. Reynolds, President and CEO,
Putnam Investments*



*From Left: W. Randolph Woodson, Chancellor, North Carolina State
University; Gene D. Block, Chancellor, University of California, Los Angeles*

PEOPLE

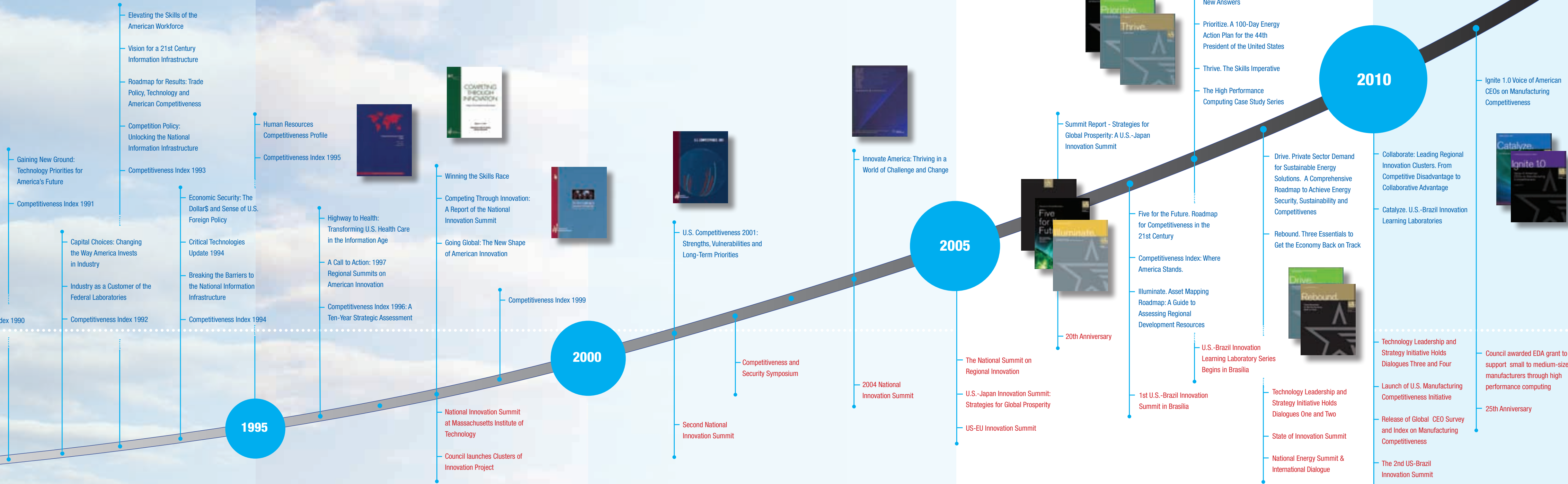
Chairman

President



Compete. Council on Competitiveness

PUBLICATIONS



MILESTONES

ACTIONS

Omnibus Trade and Competitiveness Act

Sens. Ensign, Lieberman introduce National Innovation Act (NIA)

President Bush signs America COMPETES Act

Tax-cut bill signed by President Obama allowing businesses to expense 100% of capital investments in 2011, and a two-year extension of the R&D tax credit

Council member Jeff Immelt tapped to head Obama's Council on Jobs and Competitiveness



Shirley Ann Jackson, University Vice Chair, Council on Competitiveness, President, Rensselaer Polytechnic Institute



Michael R. Splinter, Industry Vice Chairman, Council on Competitiveness, Chairman, President and CEO, Applied Materials, Inc.



John S. Langford, President, Aurora Flight Sciences



From left: Mayo A. Shattuck III, Chairman, President and CEO, Constellation Energy; William P. Hite, Labor Vice Chairman, Council on Competitiveness, General President, United Association of Plumbers and Pipefitters



From left: Charles M. Vest, President, National Academy of Engineering; Luis M. Proenza, President, The University of Akron

Council Building a Better America by Reinvigorating Innovation

Technology Leadership and Strategy Initiative to Spur Game-Changing Technologies

Entering its third year, the Technology Leadership and Strategy Initiative (TLSI) convenes chief technology officers from America's premier companies, the research leaders of top universities and directors of national laboratories. The initiative is led by co-chairs Klaus G. Hoehn of Deere & Company, Ray O. Johnson of Lockheed Martin Corporation and Mark M. Little of General Electric.

TLSI strives to ensure that the United States builds more productive private-public research partnerships and commercializes technology more effectively. An invigorated innovation enterprise creates new jobs and firms, drives economic growth, and is the key to solving some of America's greatest challenges in health, energy and security.

2010 Accomplishments

The initiative held two dialogues, added eleven new members, and created four new working groups to generate ideas on how Americans can thrive in a changing technology and business environment.

The first dialogue of 2010, Dialogue 3 of TLSI, was held June 24th in Washington, D.C. and featured presentations from high-level government officials and industry experts:

- Zachary J. Lemnios, Assistant Secretary of Defense for Research & Engineering, Department of Defense
- David J. Kappos, Under Secretary of Commerce for Intellectual Property, Director of the United States Patent and Trademark Office, Department of Commerce
- Arun Majumdar, Director, ARPA-E, Acting Under Secretary of Energy, Department of Energy
- Brett B. Lambert, Director of Industrial Policy, Office of the Assistant Secretary of Defense for Acquisition, U.S. Department of Defense
- Vinton G. Cerf, Vice President and Chief Internet Evangelist, Google Inc.

From left: Brett B. Lambert, Director of Industrial Policy, Office of the Assistant Secretary of Defense for Acquisition, Department of Defense; Zachary J. Lemnios, Assistant Secretary of Defense for Research & Engineering, Department of Defense





TLSI Working Groups

- The Accelerating Innovation Working Group aims to improve the movement of ideas from laboratory to market.
- The Regulation and Policy Working Group aims to establish more coherent federal laws and regulations that make commercialization less expensive, better incentivized and more strategic.
- The Talent Working Group aims to develop, attract and retain world class scientific and technical talent for the United States.
- The Innovation Outreach Working Group aims to “tell the innovation story” more effectively to key audiences, particularly policymakers, students and the American public.

From left: Chad Evans, Senior Vice President, Council on Competitiveness; Laura Adolfie, Director for STEM Development, STEM Development Office Research Directorate, Office of the Secretary of Defense; Mark M. Little, Senior Vice President and Director of GE Global Research, General Electric Company; Zachary J. Lemnios, Assistant Secretary of Defense for Research & Engineering, Department of Defense; Deborah L. Wince-Smith, President and CEO, Council on Competitiveness; Ray O. Johnson, Senior Vice President and Chief Technology Officer, Lockheed Martin Corporation



From left: David J. Kappos, Under Secretary of Commerce for Intellectual Property, Director of the United States Patent and Trademark Office, Department of Commerce; Alan Taub, Vice President, Global Research & Development, General Motors Corporation

The conversation focused on commercialization models, the role of manufacturing in an advanced 21st century economy, and the role of government in promoting strategic technology investments to support national security and drive economic competitiveness. The meeting also created four working groups with the goal of developing recommendations for various innovation stakeholders.

Five months later, TLSI convened for Dialogue 4 to review and augment the preliminary ideas offered by the new working groups. The meeting was hosted by TLSI co-chair Ray O. Johnson at the Lockheed Martin Center for Innovation in Suffolk, Virginia.

Dialogue 4 took advantage of Lockheed Martin Corporation's innovative tools to capture and exchange ideas in real time, concurrent with the presentations and discussions of the Dialogue.

“Our goal is to establish a new paradigm for collaboration between the public and private sectors.”

Ray O. Johnson, Lockheed Martin Corporation



From left: David E. Millhorn, Executive Vice President, The University of Tennessee; Kevin M. Nepveux, Vice President, Global Manufacturing Services, Pfizer Inc

From left: Vinton G. Cerf, Vice President and Chief Internet Evangelist, Google Inc.; Klaus G. Hoehn, Vice President, Advanced Technology and Engineering, Deere & Company



From left:
Betsy Thurston, Vice President,
Council on Competitiveness;
George J. Fischer, EVP & Group
Executive Worldwide Sales & Operations,
CA Technologies; Margaret Brooks, VP,
Sales, Governance, Risk & Compliance
Solutions, CA Technologies

2011 Outlook

Directed by Council Senior Vice President Chad Evans, the third year of TLSI will focus on finalizing a set of high-priority recommendations, reaching out aggressively to public officials, and looking more closely at how the United States can foster game-changing technologies.

Consistent with the Council's integrated approach, TLSI will act both as its own initiative and serve as the "technology think tank" for the Council's U.S. Manufacturing Competitiveness Initiative – providing insight and recommendations to that effort.

TLSI leaders have emphasized repeatedly that they are committed to translating their *community of interest* into a *community of action*. As the dialogue and recommendation phase of TLSI is completed in 2011, plans will be laid to capture the benefits of the initiative by engaging policymakers and stakeholders to make the recommendations a working reality.

From left: Ken Howery, Co-Founder and
Managing Partner, Founders Fund;
Lou Anna K. Simon, President, Michigan State
University; David Vieau, President and Chief
Executive Officer, A123 Systems, Inc.



Compete: Global



James B. Steinberg, Deputy Secretary of State, U.S. Department of State



Francisco J. Sánchez, Under Secretary of Commerce for International Trade, U.S. Department of Commerce, International Trade Administration

Above, from left: John J. DeGioia, President, The Georgetown University; Jose Augusto Fernandes, Executive Director, National Confederation of Industry Brazil; Thomas A. Shannon, Jr., U.S. Ambassador to Brazil, Embassy of the United States, Brasília; Deborah L. Wince-Smith, President and CEO, Council on Competitiveness; Reginaldo Arcuri, President, Brazilian Agency for Industrial Development; Erik Camarano, President, Brazilian Competitiveness Movement

Western Hemisphere's Two Largest Economies Enter New Phase of Innovative Partnership

2nd US-Brazil Innovation Summit Serves As Foundation for Deeper Engagement, New Opportunities

2010 Accomplishments

The Council on Competitiveness deepened its partnership with one of the world's fastest growing economies during the 2nd U.S.-Brazil Innovation Summit, held on September 20-21, 2010 in Washington, D.C.

In its sixth year, the engagement between the Council, the Brazilian Competitiveness Movement (MBC), and the Brazilian Agency for Industrial Development (ABDI) is producing tangible results and a new network of leaders from the public and private sector. The Innovation Summit was a clear demonstration of the partnership's significance, convening over 400 C-Suite executives, university presidents and senior government officials from both nations to address the challenges that face the global economy, and to map out new areas for collaboration.

The Summit marked the beginning of a new phase in the relationship following the 2008-2010 U.S.-Brazil Innovation Learning Laboratories, a series of 10 meetings in both countries focused on broadening collaboration among the Western Hemisphere's largest economies. The project is a tremendous success, producing a new sister city smart grid demonstration project in Belo Horizonte, Brazil and Richland, WA, and a "co-incubation" initiative that is bringing together the largest public research university in the United States, Arizona State University, and the largest private university in Brazil, Pontifical Catholic University.

The Council's work with Brazilian industry continues to produce countless business partnerships that are opening up new markets to entrepreneurs and companies in both countries.

Results like these represent a break from tradition – they are an innovation in and of themselves, a part of a new economic development model that the United States and Brazil are building together, based not on dependency, but upon common interests and strengths.

The breakthroughs of the first Innovation Learning Laboratory series are captured in the Council's comprehensive *Catalyze* report, which details the participants, agenda and insights from each multi-day Innovation Learning Laboratory.

Miguel Jorge, Minister of Development, Industry and Trade, Government of Brazil



Ambassador Miriam Sapiro, Deputy U.S. Trade Representative, Office of the United States Trade Representative



Chad Evans, Senior Vice President,
Council on Competitiveness

2011 Outlook

The insights gathered from the first set of Innovation Learning Laboratories, and the 2nd U.S.-Brazil Innovation Summit are serving as the foundation for the next phase of the U.S.-Brazil partnership:

- A new series of Innovation Learning Laboratories will be held across both nations in 2011 and 2012, and will be expanded to address how the two economies can work together to solve five key challenges of the 21st century.
- The initiative also seeks to expand its Innovation Learning Laboratories to other leading trading partners around the globe.

During President Obama's March visit to Brazil, the bilateral work of the Council on Competitiveness and its Brazilian partners was recognized in the President's joint statement with Brazilian President Dilma Rousseff. It was noted:

"The Presidents affirmed that Innovation in science and technology, and associated human capital are keys to sustained economic growth and competitiveness. They expressed their support for the work of the Joint Commission for Scientific and Technological Cooperation, and **praised the results of the Innovation Summits**. They encouraged further communication between these initiatives."

With confirmation from government sources of the intention and direction of the comment, this recognition supports the importance of our shared efforts and the need to forge forward with a strategic dialogue between the United States and Brazil that is centered upon innovation's role in addressing the grand challenges on the 21st century.



From left: Deborah L. Wince-Smith, President and CEO, Council on Competitiveness; Reginaldo Arcuri, President, Brazilian Agency for Industrial Development; Erik Camarano, President, Brazilian Competitiveness Movement



From left: Lee A. McIntire, Chairman and Chief Executive Officer, CH2M HILL; Eduardo da Costa, Director, 2014 Biz Project, FINEP



From left: Ricardo Felizzola, Founder and Associate of ALTUS, Teikon and HT Micron, Coordinator, CITEC-FIERGS; João Carlos Ferraz, Director, BNDES, Brazilian Development Bank

Five Key Challenges of 21st Century

- 1 How will the United States and Brazil meet global demand for energy, which will increase by nearly 50 percent in 20 years, while balancing the need for sustainable growth and use of other critical resources, like water?
- 2 How can two of the world's leading agricultural producers feed the world – which faces a need to double global food production in 50 years – and continue to innovate at the frontier of the biosciences?
- 3 How do leaders in both nations foster creativity and innovation in a world in which, by 2050, more than two-thirds of the population will live in cities?
- 4 What are the critical tools and infrastructures needed for 21st century innovation – from transportation and logistics networks to broadband and the “cloud” – and how do we best equip ourselves?
- 5 What does manufacturing look like in the 21st century – and how can the United States and Brazil lead in the development and deployment of a platform for the most innovative mix of manufacturing and services that will create the value for society: the new firms, industries and jobs that will define prosperity in the decades to come?



From left: Thomas A. Shannon, Jr., U.S. Ambassador to Brazil, Embassy of the United States, Brasília; Mauro Vieira, Ambassador of Brazil to the United States, Embassy of Brazil; Miguel Jorge, Minister of Development, Industry and Trade, Government of Brazil; Reginaldo Arcuri, President, Brazilian Agency for Industrial Development

Council Creates Global Federation of Competitiveness Councils

Global Federation Will Study Shifting Dynamics in International Marketplace



Robert D. Hormats, Under Secretary of State for Economics, Business, and Agricultural Affairs, U.S. Department of State

The Council on Competitiveness is leveraging its strong presence in the international community to broaden its understanding of how key trading partners are addressing global competitiveness strategy. In 2010, the Council became a founding member of the Global Federation of Competitiveness Councils (GFCC), the first international organization to focus exclusively on competitiveness policies. The mission of the GFCC is to create a global network of competitiveness councils to exchange information on best practices and create new metrics to benchmark international competitiveness.

The Council on Competitiveness is leading this effort by serving as the GFCC Secretariat and is one of seven founding members, along with competitiveness councils from Brazil, Egypt, Russia, Saudi Arabia, South Korea, and the United Arab Emirates. The nascent organization is being headed by Council Chairman Emeritus Charles O. Holliday, Jr., who brings world renowned expertise in competitiveness policy to his role as the GFCC's first Chairman. In addition, Council President & CEO Deborah L. Wince-Smith will serve as GFCC President.

The GFCC held its first annual meeting in Washington, D.C. on December 10, 2010, to release the 2010 Global Competitiveness Principles, which describe the framework that any country must have in place to be competitive and prosperous. The Principles will be released annually to reflect the rapidly shifting dynamics in the global economy and the changing requirements for global competitiveness.



From left: Helmy Abouleish, Chairman, Managing Director and Co-Founder, SEKEM Group, Chairman of the Board of Directors, Egyptian National Competitiveness Council; Mahmoud Mohieldin, Managing Director, the World Bank Group; Mona El Baradei, Former Executive Director, Egyptian National Competitiveness Council; Deborah L. Wince-Smith, President and CEO, Council on Competitiveness, President, Global Federation of Competitiveness Councils; Adham Nadim, Chairman and Managing Director, Nadim Enterprises; Ashraf el Rabiey, Minister Plenipotentiary, Consulate of the Republic of Egypt, New York City

From left: Charles O. Holliday, Jr., Chairman, Global Federation of Competitiveness Councils, Chairman, Bank of America; Deborah L. Wince-Smith, President and CEO, Council on Competitiveness, President, Global Federation of Competitiveness Councils; The Honorable Koji Omi, Founder and Chairman, STS Forum; Yu Serizawa, STS Forum



The meeting demonstrated the value of bringing together competitiveness organizations from around the world. Each organization in attendance delivered a short presentation outlining the challenges facing their respective economies, and the steps they are taking to meet those challenges. The group also heard two presentations regarding divergent methods of measuring global competitiveness and then discussed the validity of each technique.

2011 Outlook

The GFCC inaugural meeting set out an ambitious agenda for 2011, which includes four separate initiatives that will advance our understanding of the global economy. Over the next year the organization will:

- Release a report on the best competitiveness practices,
- Complete a global manufacturing CEO survey,
- Develop a framework for competitiveness metrics, and
- Announce the 2011 Global Competitiveness Principles, which will be presented at the next GFCC meeting – set for November 2011 in Brazil.

The Global Federation of Competitiveness Councils is creating a unique network that will provide the member Councils an opportunity to gain valuable contacts in the international business community and affect change in global competitiveness policy. Recognizing the accelerating presence of global competition in the marketplace, the Council on Competitiveness views the GFCC as a critical piece of its overall competitiveness portfolio. For more information about the organization, please visit www.thegfcc.org.

James K. Clifton, CEO, Gallup, Inc.



Charles O. Holliday, Jr., Chairman, Global Federation of Competitiveness Councils, Chairman, Bank of America

“Competition today is defined more by collaboration and cooperation than it is by winners and losers. We cannot view economic success as a zero-sum game.”

Charles O. Holliday, Jr., Bank of America

Global Federation of Competitiveness Councils **Founders**



Helmy Abouleish

Chairman of the Board of Directors, Egyptian National Competitiveness Council, Vice Chairman, Managing Director and Co-Founder, SEKEM Group, Egypt

Amr Al-Dabbagh

Governor and Chairman of the Board, Saudi Arabian General Investment Authority, Chairman SAGIA-National Competitiveness Center, Saudi Arabia

Awwad al Awwad

Chief Executive Officer, Deputy Governor for Investment Affairs, Saudi Arabian General, Saudi Arabia

Reginaldo Arcuri

President, Brazilian Agency for Industrial Development, Brazil

Erik Camarano

President, The Brazilian Competitiveness Movement, Brazil

Mona El Baradei

Executive Director, Egyptian National Competitiveness Council, Egypt

Charles O. Holliday, Jr.

Chairman Emeritus, Board, Council on Competitiveness.

Man-Soo Kang

Chairman, Presidential Council on National Competitiveness, Special Economic Advisor to the President, South Korea

Abdullah Nasser Lootah

Secretary General, Emirates Competitive Council, United Arab Emirates

Alexei Prazdnitchnykh

Advisor, Opora Russia, Russia

Borisov Sergei Renatovich

President, Opora Russia, Russia

Deborah L. Wince-Smith

President and CEO, Council on Competitiveness, United States

William C. Bates

Chief of Staff, Council on Competitiveness, United States

From left: Reginaldo Arcuri, Former President, Agencia Brasileira de Desenvolvimento Industrial; Sarah Al-Tamimi, Former Competitiveness Strategy Officer, Saudi Arabian General Investment Authority; Mona El-Baradei, Former Executive Director, Egyptian National Competitiveness Council; Charles O. Holliday, Jr., Chairman, Bank of America, Chairman, Global Federation of Competitiveness Councils; Deborah L. Wince-Smith, President & CEO, Council on Competitiveness, President, Global Federation of Competitiveness Councils; Helmy Abouleish, Chairman, Managing Director and Co-Founder, SEKEM Group, Chairman of the Board of Directors, Egyptian National Competitiveness Council; Alexander Idrisov, Managing Partner, Strategy Partners Group, Co-Founder, Eurasia Competitiveness Institute; Jongku Choi, Secretary General, Presidential Council on National Competitiveness, Korea; Hwy Chang Moon, Professor of International Business and Strategy, Seoul National University

Fred Bush Joins Council As Executive Vice President

Ambassador Frederick M. Bush joined the Council as the new executive vice president. In this role, Bush will lead the Council's fundraising and business development efforts.

Bush previously worked as the Associate Director of the Woodrow Wilson International Center for Scholars where he created and developed the prestigious Woodrow Wilson Awards for both Corporate Citizenship and Public Service. The Wilson Center now presents awards in many cities around the world. In 1992, Bush was appointed U.S. Ambassador and Commissioner-General to the Seville, Spain EXPO and has served three presidents in various positions including Assistant Secretary of Commerce for Tourism. He was also Deputy Chief of Staff to Vice President Bush and has been a principal development consultant for the George and Barbara Bush Endowment for Innovative Cancer Research Center at The University of Texas M.D. Anderson Cancer Center in Houston.

Fred Bush can be reached at fbush@compete.org.



Chris Mustain Joins Council As Vice President

Christopher Mustain joined the Council as vice president. He is engaged principally on the Technology Leadership and Strategy Initiative and also assists on Council initiatives to invigorate manufacturing, leverage high-performance computing, and improve economic policy through better metrics analysis and development. Chris brings 20 years of public policy experience to the Council including his role on the core team that produced the Council's Innovate America report of the National Innovation Initiative.

Prior to assuming his position with the Council, Chris ran an independent government relations firm, Innovation Advocates, which offered advice and analysis on science and technology policy. For nine years, Chris was a Governmental Programs Executive at IBM, serving as the corporation's lead U.S. executive for innovation policy and leading efforts on education, privacy, and other business technology issues.

Chris Mustain can be reached at cmustain@compete.org.



William Bates Named Chief of Staff

William C. Bates was promoted to Council chief of staff. He previously served as the vice president for government affairs and co-authored the Council's Five for the Future report. Bill is also the executive director of the Global Federation of Competitiveness Councils.

Bill Bates can be reached at bbates@compete.org.



Samuel Leiken Retires

Samuel Leiken retired as Vice President of the Council. Leiken directed the Council's work on workforce issues and regional clusters, including the 2010 Collaborate report that examined how regions can work together more effectively to create economic opportunities. During his tenure, Leiken made outstanding contributions to the Council, and his insight and creativity will be missed.

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Catharine Bond Hill
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Madeleine S. Jacobs
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Sagebrush Capital, LLC

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DuPont

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Lester A. Lefton
Kent State University

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CA Technologies

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Air Products and Chemicals Inc.

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Indiana University

Alan G. Merten
George Mason University

James B. Milliken
University of Nebraska

Alan Mulally
Ford Motor Company

Mark A. Nordenberg
University of Pittsburgh

Keith D. Nosbusch
Rockwell Automation, Inc.

Stephen J. Owens
University of Missouri System

Vikram S. Pandit
Citigroup Inc.

Harris Pastides
University of South Carolina

G.P. "Bud" Peterson
Georgia Institute of Technology

Rory Riggs
Balfour, LLC

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Exelon Corporation

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Babson College

M. W. Scoggins
Colorado School of Mines

Scott D. Sheffield
Pioneer Natural Resources Company

John B. Simpson
State University of New York at Buffalo

David J. Skorton
Cornell University

Frederick W. Smith
FedEx Corporation

Mary S. Spangler
Houston Community College

Graham B. Spanier
The Pennsylvania State University

Jack Stack
SRC Holdings Inc.

Samuel L. Stanley, Jr.
Stony Brook University, Southampton

Susan S. Stautberg
Partner Com Corporation

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Mohr Davidow Ventures

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The University of North Carolina at Chapel Hill

Frank Trocki
Montana State University-Northern

Tom M. Uhlman
New Venture Partners LLC

Steven L. VanAusdler
Walla Walla Community College

David Vieau
A123 Systems, Inc.

Jeffrey Wadsworth
Battelle Memorial Institute

Joseph L. Welch
ITC Holdings Corp.

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Johnson & Johnson

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South Dakota School of Mines & Technology

Timothy P. White
University of California, Riverside

Keith E. Williams
Underwriters Laboratories Inc.

Jack M. Wilson
The University of Massachusetts

W. Randolph Woodson
North Carolina State University

Mark S. Wrighton
Washington University in St. Louis

Paul A. Yarossi
HNTB Holdings Ltd.

Audrey Zibelman
Viridity Energy, Inc.

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Alstom U.S.

John P. Selldorff
Legrand North America

National Affiliates

ALGA

American Association for the Advancement of Science

American Association of Community Colleges

American Mathematical Society

American Society for Engineering Education

Arizona Technology Council

Arlington Chamber of Commerce

Association of American Colleges and Universities

Association of American Universities

BITS, Financial Services Roundtable

Business Leaders for Michigan

Georgia Research Alliance, Inc.

IEEE-USA

International Economic Development Council

JumpStart Inc

Junior Achievement USA

National Center for Manufacturing Sciences

National Center for Women & Information Technology

NorTech

Oak Ridge Associated Universities

Rothman Institute for Entrepreneurial Studies

SMC3

The Bi-National Sustainability Laboratory

The Meridian Institute

United Negro College Fund, Inc.

United States Council for International Business

U.S. Civilian Research & Development Foundation

University Economic Development Association

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Erich Bloch

Bart J. Gordon

Daniel S. Goldin

Alexander A. Karsner

Amy Kaslow

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