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# COUNCIL ON COMPETITIVENESS CELEBRATES 30 YEARS



# Letter from our Leaders



The 2016 National Competitiveness Forum and Gala Dinner marked the 30th anniversary of the Council on Competitiveness (Council). This special report captures highlights from the event, including the release of our *Clarion Call* and *No Recovery* reports. It tells the Council's story during an historic point in time—a change in administrations and an uncertainty about the future role of the United States in the world. The all-star line-up of speakers showcased everything from leading-edge innovations to proposed government policies to visions for America's future competitiveness.

Leveraging the Council's nonpartisan membership of CEOs, university presidents, labor leaders and national laboratory directors, the panels and presentations outlined a pro-growth agenda for the nation supported by innovation, exploration and collaboration. FedEx Chairman and CEO, Frederick W. Smith, gave a keynote address on the importance of global leadership and the value of trade. The Honorable Jerry Moran, United States Senate (R-KS), spoke about the ambitious 2017 congressional agenda. AOL Founder Steve Case emphasized the value of entrepreneurship. The future of advanced manufacturing was the topic of discussion for Subra Suresh, president of Carnegie Mellon University. And top innovators from the private sector, national labs and game-changing start-ups presented a sneak-peek into “The Next Big Idea!”

The Council's mission has not wavered from its founding in 1986 when John Young, former chief executive officer of the Hewlett Packard Company, saw our nation losing ground to Japan and Germany. As we head into the next 30 years, America's position as a global economic leader faces more challenges than ever before. The Council will continue to take action to ensure that U.S. innovation outpaces others in the global marketplace and that the standard of living continues to rise for all Americans.

Sincerely,

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

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

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# National Competitiveness Forum

## Washington, D.C.—December 9, 2016

The National Competitiveness Forum was one of the first and largest gatherings of major public- and private-sector leaders following the 2016 election. The possibility of change that comes with a new administration created a palpable energy among attendees as the day's discussions surrounding productivity and innovation progressed.

With media partner CNBC broadcasting live and C-SPAN also providing coverage, leaders from industry, academia, labor and national labs took to the stage to discuss the strengths and weaknesses facing the competitiveness of our country. Our forum galvanized the thinking that through this diversity of leadership and ideas, we can solve the grand economic challenges of our day.

**MEDIA PARTNERS**



“The Council formed 30 years ago at a time when the country was facing its most significant economic challenges since World War II. Now, more than ever, the unique role of the Council as a cross-sectoral convener and leader is vital to solving the country’s challenges to drive future productivity and prosperity.”

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

# 2016 Clarion Call: A Competitiveness Agenda for the 45th President of the United States

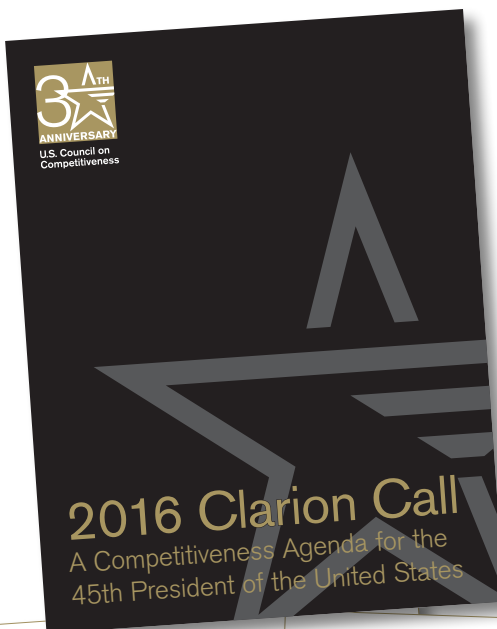
The Council released the *2016 Clarion Call: A Competitiveness Agenda for the 45th President of the United States*, examining U.S. performance across the pillars of talent, technology, investment and infrastructure.

The annual Competitiveness Report Card issued poor grades to U.S. policymakers on progress in key areas. The 2016 grades indicate a serious need for forward momentum in order to keep America competing at the highest level.



“The president elect probably won’t like his report card. There’s a lot of F’s and D’s and not too many A’s on there... The important thing we’re trying to highlight in the *Clarion Call* is there is a way forward.”

**Mr. Samuel R. Allen**  
Chairman & Chief Executive Officer, Deere & Company  
Chairman, Council on Competitiveness



U.S. Council on Competitiveness 2016 Clarion Call

CALL TO ACTION	GRADE (2015)	JUSTIFICATION
<b>TALENT</b>	<b>F (D)</b>	Despite continued broad support for immigration, the number of highly skilled immigrants who acquire an advanced degree in the United States is declining. The number of STEM engineers, technology engineering and math (STEM) graduates is declining. The number of STEM graduates is declining. The number of STEM graduates is declining.
Expand degree demands in science, technology, engineering and math (STEM) and encourage the diversity of that population.	<b>B (B)</b>	The number of STEM graduates is declining. The number of STEM graduates is declining. The number of STEM graduates is declining.
Strengthen career and technical education (CTE) and training programs through partnerships with business or labor that prepare students and workers for good jobs that fit labor market needs. Issue H-1B training grants to train Americans in fields for which companies now rely on foreign nationals.	<b>B (B)</b>	The Workforce Investment Act of 2014 (WIA) was reauthorized in 2015. The major program, established in 2002, is set to expire in 2018. The program is set to expire in 2018. The program is set to expire in 2018.
Enable greater lifelong learning opportunities by allowing workers to make learning contributions to a savings account for that purpose. Offer tax credits to employers who create contributions.	<b>C (N/A)</b>	This is a new Council initiative. The purpose was to introduce a new program. The purpose was to introduce a new program.

CALL TO ACTION	GRADE (2015)	JUSTIFICATION
<b>TECHNOLOGY</b>	<b>A (A)</b>	Two more rounds of new manufacturing R&D tax credits. The number of new manufacturing R&D tax credits is declining.
Continue expanding the National Network of Manufacturing Innovation Institutes (now Manufacturing USA Institutes).	<b>A (A)</b>	Two more rounds of new manufacturing R&D tax credits. The number of new manufacturing R&D tax credits is declining.
Launch an initiative on technology commercialization that examines local, state, federal and global efforts. Propose new actions to incentivize entrepreneurship, address barriers to scale up, improve access to capital and encourage partnerships between industry, academia and national laboratories.	<b>C (N/A)</b>	This is a new Council initiative. The purpose was to introduce a new program. The purpose was to introduce a new program.
Develop and implement a “whole of nation” President-led strategy for a large sustainable public-private partnership to support America’s ecosystem for global leadership in the research, design and production of trusted semiconductors and microelectronics.	<b>C (N/A)</b>	This is a new Council initiative. The purpose was to introduce a new program. The purpose was to introduce a new program.
Launch a High Performance Computing (HPC) by connecting to essential computing, addressing issues of software, skills and industry access and launch pilots that enable U.S. small and medium-sized businesses to leverage modeling and simulation tools.	<b>B (A)</b>	In 2015, President Obama signed the new administration’s HPC strategy. The number of HPC strategy is declining.
Prohibit best practices in the production of intellectual property rights around the world and secure critical infrastructure against cyber-attacks.	<b>C (C)</b>	Privacy of data and national security are declining. The number of privacy of data and national security is declining.

U.S. Council on Competitiveness 2016 Clarion Call

CALL TO ACTION	GRADE (2015)	JUSTIFICATION
<b>INVESTMENT</b>	<b>F (F)</b>	Despite urgent calls to increase federal research and development and encourage cross disciplinary partnerships to commercialize results.
Double the investment in federal research and development and encourage cross disciplinary partnerships to commercialize results.	<b>F (F)</b>	Despite urgent calls to increase federal research and development and encourage cross disciplinary partnerships to commercialize results.
Work across party lines to compromise on spending and revenue measures that will bring the nation’s debt down to historical norms.	<b>D (C)</b>	The federal debt as a share of GDP is at its highest level since 1946. The number of federal debt as a share of GDP is declining.
Lower the corporate tax rate to 23 percent, in line with the upper quartile of OECD economies.	<b>D (D)</b>	The United States has the highest corporate tax rate in the world. The number of corporate tax rate is declining.
Reduce taxes on repatriated earnings to less than 5 percent, in line with other OECD economies.	<b>D (D)</b>	Corporate tax reform has held overseas due to repatriating foreign earnings. The number of corporate tax reform is declining.

The Competitiveness Report Card

CALL TO ACTION	GRADE (2015)	JUSTIFICATION
<b>INFRASTRUCTURE</b>	<b>F (F)</b>	The United States continues to have significant infrastructure issues, but it appears that progress is being made. The President and Congress agreed to a \$100 billion highway bill at the end of 2015. In addition, state and local governments are taking advantage of the increased rules to finance infrastructure at its highest level since 2010.
Quality modern and resilient energy, transportation and cyber infrastructure to encourage investment and production in the United States. Energy investments should include renewables and energy efficiency technologies.	<b>F (F)</b>	The United States continues to have significant infrastructure issues, but it appears that progress is being made. The President and Congress agreed to a \$100 billion highway bill at the end of 2015. In addition, state and local governments are taking advantage of the increased rules to finance infrastructure at its highest level since 2010.
Reinstate leadership in global trade, expanding access to markets and assisting the enforcement of trade rules. The United States should negotiate strategic agreements with Brazil, China, India, Japan, the EU and other major trade partners.	<b>C (B)</b>	The United States and 11 other nations signed the Trans-Pacific Partnership Agreement (TPP) in February 2016. Significant opposition from both parties in Congress and the President-elect effectively block the pact. The future of new and existing agreements also are in flux as the incoming administration has pledged to renegotiate America’s trade relationships.
Reauthorize the Export-Import Bank and expand its mission to fund domestic infrastructure projects.	<b>B (C)</b>	The Export-Import Bank was reauthorized through September 30, 2015.
Review regulatory burdens that delay or inhibit infrastructure investment in the United States and streamline or eliminate rules that add cost or delay to such investments, without a clear benefit to consumers.	<b>B (N/A)</b>	This is a new Council recommendation that should be pursued by the incoming administration.

44. Highway Trust Fund Shortfall and Engineering Institute 2014, National Science Foundation.

45. Department of Labor, Bureau of Labor Statistics, “U.S. Labor Force Participation Rate,” 2015.

46. U.S. Census Bureau, “U.S. Births, Deaths, and Marriages,” 2015.

47. The White House, “Fact Sheet on Winner of Nobel Peace Prize,” 2015.

48. Bureau of Economic Analysis, “GDP Growth,” 2015.

49. National Conference of State Legislatures, “State Budgets,” 2015.

50. American Association for the Advancement of Science, “Historical Trends in Federal R&D,” 2015.

51. Congressional Budget Office, “Update to the Budget and Economic Outlook: 2016 to 2026,” August 2015.

52. Committee on Ways and Means, “Data, Corporate Income Tax Rates Across the World,” The Tax Foundation, August 18, 2015.

53. Ibid.

54. Lewis, “Japan,” Washington Post, 2015.

55. “U.S. Export-Import Bank,” U.S. Trade and Development Administration, 2015.

“When we think about opportunities for growth, there are still a lot of opportunities out there. Exciting, new technologies are just around the corner that can jumpstart U.S. productivity and begin another wave of growth.”

**Dr. Mehmood Khan**

Vice Chairman and Chief Scientific Officer for Global Research and Development, PepsiCo, Inc.  
Industry Vice Chairman, Council on Competitiveness



“The focus for competitiveness needs to be on the continued development of ideas. We’re underfunding fundamental research. We’re underfunding the basis from which these ideas can emerge. We’ve been stagnant and not moving at the speed that we should be moving.”

**Dr. Michael M. Crow**

President, Arizona State University  
University Vice Chairman, Council on Competitiveness



“We recognize there’s not one silver bullet. This is an integrated system. To make progress on America’s competitiveness, the leaders in this room need to form strong bipartisan partnerships with the administration and Congress.”

**The Honorable Deborah L. Wince-Smith**

President & CEO, Council on Competitiveness



# How Trade Makes America Great

## Keynote

It is clear that the politics of protectionism which helped elect President Trump are changing U.S. trade policies.

Mr. Frederick W. Smith, Chairman and Chief Executive Officer, FedEx, sent a message to the incoming administration that “trade makes America great,” and that repudiation of trade agreements is a bad move for the U.S. economy.



“Trade certainly got its fair share of attention in the recent presidential campaign, but much of what was said is inaccurate. I’d like to set the record straight: Protectionism doesn’t work. Trade is good for—and absolutely essential to—American prosperity. Even though we’re the world’s largest economy, 80 percent of the world’s purchasing power and 95 percent of its consumers lie outside the United States.

“Trade has made America great, and expanding trade has been a bipartisan pursuit for over 80 years. The failure to continue to do so would be a severe mistake with enormous consequences for America and the world.”

### Mr. Frederick W. Smith

Chairman and Chief Executive Officer  
FedEx

## IN THE NEWS

### FORTUNE

FedEx CEO Fred Smith Slams Donald Trump's Trade Proposals

### POLITICO

FedEx chief urges Trump rethink trade views

FedEx Chairman Fred Smith urged President-elect Donald Trump on Friday to reconsider his opposition to the TPP and proceed carefully on his threats to withdraw from NAFTA, which he said would cause an economic disaster.

"American workers and businesses need agreements like the Trans-Pacific Partnership," Smith said at the National Competitiveness Forum in Washington, DC.

### MarketWatch THE WALL STREET JOURNAL

FedEx chief defends Pacific trade pact Trump has blasted

Published: Dec 9, 2016 9:18 a.m. ET

### POLITICS

POLITICS | ELECTIONS | PRESIDENTIAL DEBATES 2016 | WHITE HOUSE | CONGRESS

FedEx chief Fred Smith: Here's what's missing in the conversation about repatriation

Elizabeth Gurdus | @elizabethgurdus

Friday, 9 Dec 2016 | 11:38 AM ET

CNBC



Ms. Sara Eisen, Co-Ancor, *Squawk on the Street*, CNBC; and Mr. Frederick W. Smith, Chairman and Chief Executive Officer, FedEx.

# No Recovery

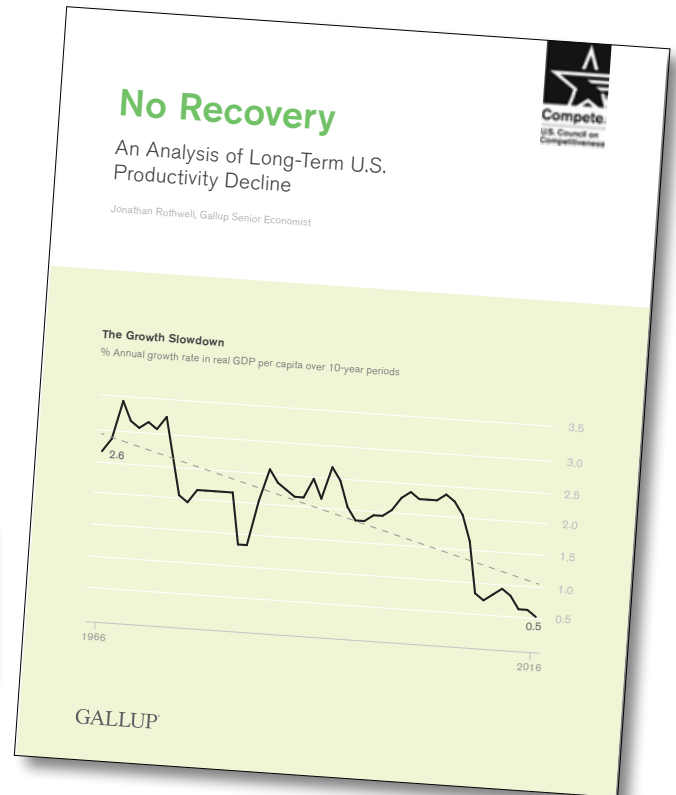
The Council on Competitiveness collaborated with Gallup, Inc. to produce a seminal report on the long-term decline of the U.S. productivity growth rate. *No Recovery: An Analysis of Long-term U.S. Productivity Decline* found that since 1980, U.S. GDP growth has been far below its long-run average, and since 2007 it has been almost negligible at around 1 percent.

The report made news in the week leading up to the National Competitiveness Forum, with the Honorable Deborah L. Wince-Smith, President & CEO, Council on Competitiveness, appearing on CNBC, and a story coming later in *The Wall Street Journal*.



“*No Recovery* makes clear the seriousness of a decades-long slump in productivity and its ramifications—particularly in the three critical sectors of healthcare, housing and education. At a time when so many Americans feel the economy is not working for them, this report sheds light on the importance of reversing these productivity drags and reinvigorating American growth and high-value job creation.”

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



“Well-meaning economists, academics and government officials use the term ‘recovery’ when discussing the economy, implying that growth is getting stronger. Our study finds there is no recovery.”

**Mr. James K. Clifton**  
Chairman & Chief Executive Officer  
Gallup, Inc.

# Congressional Engagement

## The Honorable Jerry Moran, United States Senate (R-KS), Pledges Bipartisan Support

After appearing on CNBC early in the day from Capitol Hill, the Honorable Jerry Moran, United States Senate (R-KS), took the stage at the National Competitiveness Forum to emphasize his commitment to work with the Council on key policy issues. Along with Sen. Chris Coons (D-DE), Sen. Moran is Co-chair of the Senate Competitiveness Caucus. He pledged that the Caucus will immediately tackle the tax code, trade and work skills.

“While competitiveness may sound like something technical or policy oriented, it’s really something basic to our country and its economy,” said Sen. Moran. “Let’s give every American real opportunity and a chance to pursue it.”



“Competitiveness is a nice word for better jobs, higher paying jobs, job stability and the opportunity for more people to achieve the American Dream.”

**The Honorable Jerry Moran**  
United States Senate (R-KS)

### 2016 National Competitiveness Forum: Honorary Committee

Sen. Lamar Alexander (R-TN)  
 Sen. Chris Coons (D-DE)  
 Sen. Steve Daines (R-MT)  
 Sen. Angus King (I-ME)  
 Sen. Joe Manchin (D-WV)  
 Sen. Jerry Moran (R-KS)  
 Sen. Lisa Murkowski (R-AK)  
 Sen. Patty Murray (D-WA)  
 Sen. Mark Warner (D-VA)  
 Rep. John Delaney (D-MD)  
 Rep. Debbie Dingell (D-MI)  
 Rep. Tom Emmer (R-MN)  
 Rep. John Garamendi (D-CA)  
 Rep. Sheila Jackson Lee (D-TX)  
 Rep. Scott Peters (D-CA)  
 Rep. Tom Rice (R-SC)  
 Rep. Paul Tonko (D-NY)



*The Honorable Deborah L. Wince-Smith, President & CEO, Council on Competitiveness; the Honorable Jerry Moran, United States Senate (R-KS); and Mr. Samuel R. Allen, Chairman & Chief Executive Officer Deere & Company, and Chairman, Council on Competitiveness.*



# Defining “Competitiveness”

Mr. John A. Young, Founder, Council on Competitiveness



“The definition of ‘competitiveness’ for a nation hasn’t really changed over time. We need to meet our competitors while increasing the wealth of our nation. We don’t want an economy in which our people are working on the bottom of the heap. So, we have to keep devising new ways to compete and to develop businesses through innovation and technology. That’s the key to creating those high-value jobs.”

**Mr. John A. Young,**  
 Founder, Council on Competitiveness  
 Former President & CEO, The Hewlett  
 Packard Company  
 (Interviewed August 2016)

THE WASHINGTON POST

... WEDNESDAY, DECEMBER 3, 1986 C3

## Council on Competitiveness Formed

Leaders Seek to Improve Performance of American Industries

By Mark Potts  
 Washington Post Staff Writer

A group of leaders from business, labor and higher education yesterday announced the formation of a group to further the cause of U.S. industrial competitiveness—but offered few specifics on how to do so.

The newly formed Council on Competitiveness is an attempt to revive the issues raised two years ago by President Reagan’s Commission on Industrial Competitiveness.

The commission, which like the new council was chaired by Hewlett-Packard Corp. President John A. Young, called for major changes in policies affecting trade, technology and capital investment to help U.S. industry compete better in global markets. Its recommendations, however, were all but ignored by the Reagan administration.

“Quite simply, someone needs to give the issue leadership,” Young said at a press conference yesterday. “When asked, everybody agrees that competitiveness is important. But more narrow or short-term issues seem to preempt attention.”

Listing rising trade deficits, poor productivity growth, technology transfer and confused trade policies among the problems keeping American industry from being more competitive on a global scale, Young said the council hoped to promote the issue of competitiveness as a national policy goal, get 1988 presidential contenders to adopt the issue as part of their platforms, analyze competitiveness issues, and bridge the public and private sectors to help implement some of the recommendations of the earlier competitiveness commission’s report.

“We’re looking at the issue from a national perspective,” Young said.

“We don’t represent any particular industry, region or group of people. Our sole purpose is to promote our nation’s competitiveness. And in our view that means the ability of U.S. companies to produce goods and services here in America—and at the same time provide the quality and attractive prices that appeal to customers worldwide.”

The council’s executive committee includes a variety of representatives from big business, big labor and big universities, including International Business Machines Corp. President John F. Akers, Eastman Kodak Co. Chairman Colby Chandler, AFL-CIO President Howard D. Samuel, United Auto Workers Vice President Donald Ephlin, Massachusetts Institute of Technology President Paul E. Gray and University of Massachusetts Chancellor Joseph Daffey.

Young said he hoped the council

would “help create the consensus in the private sector about what’s required to improve America’s competitiveness, and then to serve as a catalyst that speeds the implementation of solutions to the many problems that contribute to our competitive decline.”

However, Young and the other officials attending yesterday’s press session offered few specific recommendations for making American industry more world-competitive, saying they needed more time to study the problem. “We have not decided on what our priorities are,” Young said.

The Young commission report, issued last year, recommended the establishment of a U.S. Department of Trade and a Department of Science and Technology, decisive action to reduce the federal budget deficit and tax reform to encourage capital investment by industry in modernized plants and equipment.

Although hailed by many in industry and academe, virtually none of the commission’s recommendations were adopted by the Reagan administration. However, Young said in an interview, the issue of competitiveness



JOHN A. YOUNG  
 ... chairman of new council

ness is attracting new attention both from the White House and from Democratic presidential hopefuls.

The members of the council suggested yesterday that it would take a broad-based organization to press the multifaceted issues of competitiveness.



To John Young  
 With best wishes  
 Ronald Reagan

# American Innovation

For three decades, the Council has put forward policy recommendations backed by a commitment to action of its members. From the first competitiveness agenda to the groundbreaking work on resilience, energy, innovation and manufacturing, the Council has helped set national policy. At the forum, our key initiative leaders looked back on past accomplishments to set the agenda for future insights.



**Top:** The Honorable Deborah L. Wince-Smith, President & CEO, Council on Competitiveness; Dr. William P. Goldstein, Director, Lawrence Livermore National Laboratory; the Honorable G. Wayne Clough, President Emeritus, the Georgia Institute of Technology, and Secretary Emeritus, The Smithsonian Institution; and Mr. Craig Barrett, former Chairman and Chief Executive Officer, Intel Corporation.

**Bottom left:** Mr. James L. Balsillie, Co-founder, Institute for New Economic Thinking, former Chairman & Co-CEO, Research in Motion (BlackBerry).

**Bottom center:** Dr. Carol Folt, Chancellor, University of North Carolina at Chapel Hill; and Mr. Jonas Prising, Chairman and Chief Executive Officer, ManpowerGroup.

**Bottom right:** Mr. Mike Fucci, Chairman, Deloitte LLP.



**Top:** Mr. Steve LeVine, Washington Correspondent, Quartz; Dr. Peter Littlewood, former Director, Argonne National Laboratory; and Mr. Christopher Crane, President and Chief Executive Officer, Exelon Corporation.

**Bottom left:** Mr. Wes Bush, Chairman, Chief Executive Officer and President, Northrop Grumman Corporation; and Dr. Joseph Aoun, President, Northeastern University.

**Bottom right:** Mr. Mark Minevich, Venture Partner, GVA Capital Group, and Senior Fellow, Council on Competitiveness; Dr. Daniela Rus, Professor, Electrical Engineering and Computer Science, and Director, Computer Science and Artificial Intelligence Laboratory, Massachusetts Institute of Technology; Dr. Cynthia Breazeal, Director, Personal Robots Group, MIT Media Lab, and Professor, Media Arts and Sciences, Massachusetts Institute of Technology; and Mr. Roy Bahat, Head, Bloomberg Beta.

# 30th Anniversary Gala

On the eve of the forum, Council members gathered at the Smithsonian National American History Museum for a formal gala celebrating three decades of enhancing U.S. competitiveness.



**Top:** Mr. Roger Bowers, Vice President, HNTB Holdings Ltd.; Mr. Paul Yarossi, President, HNTB Holdings Ltd.; the Honorable Deborah L. Wince-Smith, President & CEO, Council on Competitiveness; Mr. Bill Simmons, Managing Principal, Grayling; and Mr. Nicholas T. Pinchuk, Chairman and CEO, Snap-on Incorporated.

**Bottom left:** Dr. Keoki Jackson, Vice President and Chief Technology Officer, Lockheed Martin; the Honorable Deborah L. Wince-Smith, President & CEO, Council on Competitiveness; and Mr. Matthew Riddle, President and Chief Executive Officer, Walbro Engine Management.

**Bottom right:** Dr. Holden Thorp, Provost and Executive Vice Chancellor for Academic Affairs, Washington University in St. Louis; Dr. Mark S. Wrighton, Chancellor, Washington University at St. Louis; Dr. Michael M. Crow, President, Arizona State University, and University Vice Chairman, Council on Competitiveness; and Dr. Jennifer K. Lodge, Vice Chancellor for Research, Washington University in St. Louis.

**OPPOSITE PAGE**

**Top:** The Honorable Deborah L. Wince-Smith, President & CEO, Council on Competitiveness; the Honorable Ernest J. Moniz, former Secretary, United States Department of Energy; the Honorable Subra Suresh, President, Carnegie Mellon University; and Dr. John Holdren, former Director, Office of Science and Technology Policy, Executive Office of the President of the United States.



**Center:** Mr. Samuel R. Allen, Chairman & Chief Executive Officer Deere & Company, and Chairman, Council on Competitiveness; Mr. Luke Harms, Senior Manager, Government Relations, Whirlpool Corporation; Ms. Eva Greene, Government Relations Analyst, Whirlpool Corporation; and Mr. David T. Szczupak, Executive Vice President, Global Product Organization, Whirlpool Corporation.

**Bottom:** Dr. Thomas Mason, Director, Oak Ridge National Laboratory; Dr. Steve Ashby, Director, Pacific Northwest National Laboratory; Dr. Carol Battershell, Principal Deputy Director Energy Policy and Systems Analysis, U.S. Department of Energy; and Dr. Eric D. Isaacs, Executive Vice President for Research, Innovation and National Laboratories, The University of Chicago.



The Council honored the Honorable Ernest J. Moniz, former Secretary of the United States Department of Energy, and Dr. John Holdren, former Director of the Office of Science and Technology Policy in the Executive Office of the President of the United States, for their contributions to the imperative work of building a U.S. innovation ecosystem.

**Top:** The Honorable Ernest J. Moniz, former Secretary, United States Department of Energy; and the Honorable Deborah L. Wince-Smith, President & CEO, Council on Competitiveness.

**Bottom:** Dr. Michael M. Crow, President, Arizona State University, and University Vice Chairman, Council on Competitiveness; and Dr. John Holdren, former Director of the Office of Science and Technology Policy, Executive Office of the President of the United States.



**Top left:** Ms. Sara Eisen, Co-Ancor, Squawk on the Street, CNBC; and Mr. James K. Clifton, Chairman and CEO, Gallup, Inc.

**Top right:** Mr. Charles R. Stamp, Jr., Vice President, Corporate Strategy & Business Development, Deere & Company; Ms. Alexandra Sheppard, former Project Coordinator, Deere & Company; Ms. Sarah Dean, Manager, International Affairs, Deere & Company; Ms. Anku Nath, Director, International Affairs, Deere & Company; Ms. Vanessa Stiffler-Claus, Manager, International Affairs, Deere & Company; and Mr. Samuel R. Allen, Chairman & Chief Executive Officer Deere & Company, and Chairman, Council on Competitiveness.

**Center left:** Dr. Carmel G. Ruffolo, Associate Vice President for Research and Innovation, Marquette University; Mr. Craig Giffi, Vice Chairman and U.S. Manufacturing Industry Leader, Deloitte, LLP; and the Honorable Deborah L. Wince-Smith, President & CEO, Council on Competitiveness.

**Center right:** Dr. John Holdren, former Director of the Office of Science and Technology Policy, Executive Office of the President of the United States; and Mr. Craig Barrett, former Chairman and Chief Executive Officer, Intel Corporation, and Co-Chair of the Council's National Innovation Initiative.

**At left:** Dr. Harris Pastides, President, University of South Carolina; Mr. Ashok Agrawal, Managing Director for Professional Development, and Director, Outreach and Engagement, American Society for Engineering Education; Dr. Holden Thorp, Provost and Executive Vice Chancellor for Academic Affairs, Washington University in St. Louis; and Dr. Gene D. Block, Chancellor, University of California, Los Angeles.

# Save the Dates

## JUNE 27-28

### 7th Brazilian Industry Innovation Summit

São Paulo, Brazil

① Mr. Chad Evans, [cevans@compete.org](mailto:cevans@compete.org)

## SEPTEMBER 20-21

### 4th U.S.-Brazil Innovation Summit

San Diego, CA

① Mr. Chad Evans, [cevans@compete.org](mailto:cevans@compete.org)

## SEPTEMBER 26

### America Competes Award

New York, NY

① Mr. Gourang Wakade, [gwakade@compete.org](mailto:gwakade@compete.org)

## NOVEMBER 28-30

### GFCC Global Innovation Summit

Kuala Lumpur, Malaysia

① Ms. Kathryn Tinker, [ktinker@thegfcc.org](mailto:ktinker@thegfcc.org)

## DECEMBER 15

### National Competitiveness Forum

Washington, D.C.

① Mr. Gourang Wakade, [gwakade@compete.org](mailto:gwakade@compete.org)

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## Council on Competitiveness

### ABOUT THE COUNCIL

The Council on Competitiveness is a nonpartisan leadership group of CEOs, university presidents, labor leaders and national lab directors working to ensure U.S. prosperity. Together, we advance a pro-growth policy agenda and promote public-private partnerships in the emerging “innovation ecosystem” where new technologies are born.

### WE OPERATE BY

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

### JOIN OUR CONVERSATION



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#### Chairman Emeritus

Mr. Charles O. Holliday, Jr.  
Chairman  
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The Honorable Deborah L. Wince-Smith  
Council on Competitiveness

#### Founder

Mr. John A. Young  
Former Chief Executive Officer  
The Hewlett Packard Company

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