National Competitiveness Dinner
Tuesday, October 29, 2013
The Library of Congress
Thomas Jefferson Building
Great Hall
10 First Street, S.E.
Washington, D.C. 20540

National Competitiveness Forum
Wednesday, October 30, 2013
The Newseum
Knight Conference Center
555 Pennsylvania Avenue, N.W.
Washington, D.C. 20001
# Table of Contents

From Our Leaders 4
Council on Competitiveness Board 6
Council on Competitiveness Executive Committee 7
Thank You to Our Generous 2013 Event Hosts 10

## 2013 SPONSORS AND MESSAGES

## NATIONAL COMPETITIVENESS DINNER

Program 43
Honorees 44

## NATIONAL COMPETITIVENESS FORUM

Agenda 51
Speakers 54
Provocateurs 69

## ABOUT THE COUNCIL ON COMPETITIVENESS

72
From Our Leaders

The Board and Executive Committee of the Council on Competitiveness welcome you to the 2013 National Competitiveness Forum (NCF).

Each year, the NCF brings together thought leaders representing every major sector of the economy—academia, labor, the national labs and government—to assess the state of U.S. competitiveness and make recommendations to strengthen America’s economic path forward. Through the Council’s Clarion Call for Competitiveness, our members are providing their assessment of where America stands; and this call to action makes clear that despite our inherent strengths, we walk on uncertain ground.

Yet the Council’s message and that of the NCF is a hopeful one for the country. We are reminded of America’s accomplishments and the foresight of its founders, as we are fortunate to dine among the collected works of the Library of Congress. And, we honor at dinner two members of Congress who on key competitiveness issues have sought common ground across what at times seems an un-crossable political chasm in Washington.

The NCF features a series of conversations engaging CEOs, college and university presidents, labor leaders, and lab directors, as well as top government officials, on critical aspects of the competitiveness landscape. We urge your participation in these conversations, as they both validate and shape the Council’s agenda on issues from energy and manufacturing competitiveness to technology policy to the opening of markets around the globe.
Consider some of the questions being posed to our speakers. What is the future of higher education? What skills should workers have to prosper in the next decade? What needs to happen to bring about an American manufacturing renaissance? Are we making the most of an energy surplus or missing an opportunity? Can we ever hope to get our fiscal house in order? How do we invest in our future and reduce the deficit and debt? How do we continue to innovate and protect our intellectual property?

The answers to these questions are vital to America’s prosperity and economic growth. As the Clarion Call makes clear—now is the time to set politics aside and to act.

Thank you for joining us for the NCF and thank you for your engagement in our mission.

Samuel R. Allen  
Chairman and Chief Executive Officer  
Deere & Company  
Chairman  
Council on Competitiveness

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

Chairman
Mr. Samuel R. Allen
Chairman and Chief Executive Officer
Deere & Company

Industry Vice Chairman
Mr. Michael R. Splinter
Executive Chairman of the Board
Applied Materials, Inc.

University Vice Chairman
Dr. Michael M. Crow
President
Arizona State University

Labor Vice Chairman
Mr. William P. Hite
General President
United Association of Plumbers and Pipefitters

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

President & CEO
The Honorable Deborah L. Wince-Smith
Council on Competitiveness
Mr. Thomas R. Baruch  
Chairman  
Formation 8 Partners

Dr. Gene D. Block  
Chancellor  
University of California, Los Angeles

Mr. William H. Bohnett  
President  
Whitecap Investments LLC

Mr. James K. Clifton  
Chairman and CEO  
Gallup, Inc.

Dr. John J. DeGioia  
President  
Georgetown University

Dr. Alice P. Gast  
President  
Lehigh University

Mr. James Hagedorn  
Chairman and CEO  
The Scotts Miracle-Gro Company

Ms. Sheryl Handler  
President and CEO  
Ab Initio

Dr. Paul J. Hommert  
Director, Sandia National Laboratories  
President, Sandia Corporation

The Honorable Shirley Ann Jackson  
President  
Rensselaer Polytechnic Institute
Council Executive Committee

Dr. Linda P. B. Katehi
Chancellor
University of California, Davis

Dr. Pradeep K. Khosla
Chancellor
University of California, San Diego

Dr. Steven Knapp
President
The George Washington University

Mr. John E. McGlade
Chairman, President and CEO
Air Products

Mr. James M. Phillips
Chairman and CEO
NanoMech, Inc.

Mr. Nicholas T. Pinchuk
Chairman and CEO
Snap-on Incorporated

Dr. James B. Milliken
President
University of Nebraska

Dr. Harris Pastides
President
University of South Carolina

Dr. James B. Milliken
President
University of Nebraska

Professor Michael E. Porter
Bishop William Lawrence University
Professor, Harvard Business School

Dr. Luis M. Proenza
President
The University of Akron
Mr. Punit Renjen  
Chairman of the Board  
Deloitte LLP

Mr. Robert L. Reynolds  
President and CEO  
Putnam Investments

Dr. Kenan E. Sahin  
Founder and President  
TIAX LLC

Mr. Mayo A. Shattuck III  
Executive Chairman  
Exelon Corporation

Dr. Lou Anna K. Simon  
President  
Michigan State University

Mr. Edward M. Smith  
President and CEO  
Ullico Inc.

Mr. Lawrence Weber  
Chairman  
W2 Group, Inc.

Ms. Randi Weingarten  
President  
American Federation of Teachers, AFL-CIO

Dr. Robert J. Zimmer  
President  
The University of Chicago
The Council on Competitiveness would like to thank those organizations who graciously hosted our 2013 events.

March 14  New York, NY
Higher Performance Computing Advisory Committee Meeting
Host: Mr. Bradford T. Spiers, Senior Vice President, Technology Innovation Portfolio, Bank of America

March 26  Oak Ridge, TN
Launch of American Energy & Manufacturing Competitiveness Partnership
Hosts: Dr. Thomas E. Mason, Laboratory Director, Oak Ridge National Laboratory; and the Honorable David Danielson, Assistant Secretary for Energy Efficiency and Renewable Energy, U.S. Department of Energy

April 10  Washington, DC
House Science and National Labs Caucus Briefing “The Future of the United States Research Ecosystem”

April 11  Washington, DC
Council on Competitiveness Executive Committee Meeting
Host: Mr. James K. Clifton, Chairman and CEO, Gallup, Inc.
April 11-12  Washington, DC
American Energy & Manufacturing Partnership Competitiveness Inaugural Dialogue
Hosts: Mr. James K. Clifton, Chairman and CEO, Gallup, Inc.; and the Honorable David Danielson, Assistant Secretary for Energy Efficiency and Renewable Energy, U.S. Department of Energy

April 18-19  Oak Ridge, TN
U.S. Manufacturing Competitiveness Initiative Dialogue on Additive Manufacturing
Hosts: Dr. Thomas E. Mason, Director, Oak Ridge National Laboratory; Mr. Edward A. Morris, Director, National Additive Manufacturing Innovation Institute (NAMII), Vice President, National Center for Defense Manufacturing and Machining (NCDMM); and Mr. Jeffrey J. Wilcox, Vice President of Engineering, Lockheed Martin Corporation

April 18  Oak Ridge, TN
National Engineering Forum Regional Dialogue
Hosts: Dr. Thomas E. Mason, Laboratory Director, Oak Ridge National Laboratory; and Mr. Jeffrey J. Wilcox, Vice President of Engineering, Lockheed Martin Corporation

May 29  Albuquerque, NM
National Engineering Forum Regional Dialogue
Hosts: Dr. Paul Hommert, Director, Sandia National Laboratories, and President, Sandia Corporation; Dr. Ray O. Johnson, Senior Vice President and Chief Technology Officer, Lockheed Martin Corporation; and Mr. Jeffrey J. Wilcox, Vice President of Engineering, Lockheed Martin Corporation
May 29-30  Albuquerque, NM
U.S. Manufacturing Competitiveness Initiative Dialogue on Cyber-Enabled Manufacturing
Host: Dr. Paul Hommert, Director, Sandia National Laboratories, and President, Sandia Corporation

June 4  Washington, D.C.
Technology Leadership & Strategy Initiative (TLSI) Dialogue 9
Hosts: Dr. Spiros Dimolitsas, Senior Vice President for Research & Chief Technology Office, Georgetown University; Dr. Klaus G. Hoehn, Vice President, Advanced Technology and Engineering, Deere & Company; Dr. Ray O. Johnson, Senior Vice President and Chief Technology Officer, Lockheed Martin Corporation; and Dr. Mark M. Little, Senior Vice President and Chief Technology Officer of GE Global Research, General Electric Company

June 11  Los Angeles, CA
National Engineering Forum Regional Dialogue
Hosts: Dr. Yannis C. Yortsos, Dean of Engineering, University of Southern California; and Mr. Jeffrey J. Wilcox, Vice President of Engineering, Lockheed Martin Corporation

June 20  Toledo, OH
Second American Energy & Manufacturing Competitiveness Partnership Dialogue
Hosts: Dr. Lloyd A. Jacobs, President, University of Toledo; and the Honorable David Danielson, Assistant Secretary for Energy Efficiency and Renewable Energy, U.S. Department of Energy

July 10  Washington, D.C.
House Science and National Labs Caucus Briefing
“EXTREME COMPUTING: Why United States Industry, National Labs, and Academia Need Advanced Computing”

July 11  Washington, D.C.
High Performance Computing Advisory Committee Meeting
Host: Mr. David Turek, Vice President, Exascale Systems, IBM
July 22  
Boston, MA
Communications Advisory Committee Inaugural Meeting & Planning Session
*Host: Mr. Lawrence Weber, Chairman, W2 Group, Inc.*

August 13  
Niskayuna, NY
Third American Energy & Manufacturing Competitiveness Partnership Dialogue
*Hosts: Dr. Mark M. Little, Senior Vice President and Chief Technology Officer of GE Global Research, General Electric Company; and the Honorable David Danielson, Assistant Secretary for Energy Efficiency and Renewable Energy, U.S. Department of Energy*

September 11-12  
Rio de Janeiro, Brazil
3rd U.S.-Brazil CEO Innovation Summit
*Hosts: Mr. Elicio Anibal de Lucca, Superior Council President, The Brazilian Competitiveness Movement (MBC); Dr. Mauro Borges Lemos, President, The Brazilian Agency for Industrial Development (ABDI); and Dr. Luciano Coutinho, President, the Brazilian National Development Bank (BNDES)*

October 1  
Washington, D.C.
Technology Leadership & Strategy Initiative (TLSI) Dialogue 10
*Hosts: Dr. Klaus G. Hoehn, Vice President, Advanced Technology and Engineering, Deere & Company; Dr. Ray O. Johnson, Senior Vice President and Chief Technology Officer, Lockheed Martin Corporation; Dr. Mark M. Little, Senior Vice President and Chief Technology Officer of GE Global Research, General Electric Company*

October 10  
San Diego, CA
National Engineering Forum Regional Dialogue
*Hosts: Dr. Pradeep Khosla, Chancellor, University of California San Diego; Dr. Ray O. Johnson, Senior Vice President and Chief Technology Officer, Lockheed Martin Corporation; Mr. Jeffrey J. Wilcox, Vice President of Engineering, Lockheed Martin Corporation*
October 14  Seattle, WA
National Engineering Forum Regional Dialogue
Hosts: Dr. Michael Bragg, incoming Dean of Engineering, University of Washington; Dr. Michael Kluse, Director, Pacific Northwest National Laboratory; and Mr. Jeffrey J. Wilcox, and Vice President of Engineering, Lockheed Martin Corporation

October 17  Santa Clara, CA
Fourth American Energy & Manufacturing Competitiveness Partnership Dialogue

October 31  Columbus, OH
National Engineering Forum Regional Dialogue
Hosts: Dr. Joseph Alutto, Interim President, The Ohio State University; Mr. Steven Betza, Director, Hardware Engineering and Advanced Manufacturing, Lockheed Martin Corporation; Dr. Jeffrey Wadsworth, President and CEO, Battelle Memorial Institute; and Dr. David Williams, Dean of Engineering, The Ohio State University

November 12  Houston, TX
National Engineering Forum Regional Dialogue
Hosts: Dr. Katherine Banks, Vice Chancellor for Engineering, and Dean of Engineering, Texas A&M University; Dr. John Sharp, Chancellor, Texas A&M University System; and Mr. Jeffrey J. Wilcox, Vice President of Engineering, Lockheed Martin Corporation

December 2  Dearborn, MI
National Engineering Forum Regional Dialogue
Hosts: Dr. Mary Sue Coleman, President, University of Michigan; Mr. Douglas Rothwell, President & CEO, Business Leaders for Michigan, Dr. Lou Anna K. Simon, President, Michigan State University; and Mr. Jeffrey J. Wilcox, Vice President of Engineering, Lockheed Martin Corporation
Sponsors
The Council on Competitiveness would like to thank our sponsors for their very generous support of the 2013 National Competitiveness Dinner and Forum.
2013 Sponsors

**PREMIER SPONSOR**
Deere & Company
Lockheed Martin Corporation

**NATIONAL SPONSOR**
The University of Akron

**CHAIRMAN’S SPONSORS**
FedEx Corporation
Rockwell Automation
United Association of Plumbers and Pipefitters
University of Cincinnati

**BENEFACTORS**
Arizona State University
CA Technologies
Gallup, Inc.
BENEFACTORS
Michigan State University
Rensselaer Polytechnic Institute
The University of Chicago
University of Michigan

PATRONS
Anonymous
Deloitte LLP
Ernst & Young LLP
Georgetown University
HNTB Corporation
Lehigh University
Putnam Investments
Snap-on Incorporated
The Scotts Miracle-Gro Company
Whirlpool Corporation

FRIENDS
American Chemical Society
Becker College
Steelcase, Inc.
Weiner, Edrich, Brown, Inc.

EXHIBITORS
Georgia Institute of Technology
Lincoln Electric
John Deere is proud to be a Premier Sponsor of the Council on Competitiveness. We support its mission to address America’s long-term competitive challenges, generate innovative public policy solutions, and strengthen U.S. performance in the world economy.

Today, John Deere’s operations are becoming more global in their size and scale as we respond to the world’s growing need for food, shelter and infrastructure. However, the United States remains our largest, most important market. For this reason, we are keenly interested in a U.S. economy that is robust and dynamic, one that places a premium on quality and innovation and produces goods and services that are competitive and highly valued throughout the world.

We salute the dedicated representatives of industry, labor and academia who work together under the Council’s leadership for a more vigorous domestic economy. Deere’s ongoing support of the Council is a central part of our company’s efforts to promote a better way of life and a greater measure of prosperity for people everywhere.
**About John Deere**

For more than 175 years, John Deere (NYSE: DE) has been creating advanced products and services that deliver superior productivity to customers in the U.S and, increasingly, around the globe.

This enduring record of achievement has helped make John Deere the world's leading manufacturer of agricultural and forest-harvesting machinery as well as a major provider of construction and turf care equipment and financial services.

We are committed to serving those linked to the land. Our customers cultivate, harvest, transform, enrich, and build upon the land to meet the needs of a growing population.

John Deere will continue to be a catalyst for positive change. In doing so, we will focus our energy, intellect and resources on helping improve agricultural productivity and supporting stronger, more vibrant communities where we live and work.
It is a pleasure to be a member of the Council on Competitiveness and to help bring together diverse leadership perspectives to advance the United States' global capabilities and competitiveness. It is imperative that the academic, business, and government leaders of our nation work together to influence conditions that will accelerate U.S. productivity, strengthen our economy, and ensure the prosperity of our citizens.

Technology leadership and innovation are foundational elements to sustaining our competitive strength in the global market. The Council’s Technology, Leadership, and Strategy Initiative (TLSI), which I am proud to co-chair, seeks to guide and inspire innovation in technology and business, focus and accelerate the pace of research and development, and develop the high-skill jobs that will grow our 21st century, knowledge-based economy. Among the global challenges we face together are energy and sustainability, food and water security, affordable and accessible health care, and cyber security.

Innovation, technology, and engineering continue to be essential to America's economic development, and they will only become more important to our global competitiveness in the years ahead.
About Lockheed Martin Corporation
Headquartered in Bethesda, Md., Lockheed Martin is a global security and aerospace company that employs about 116,000 people worldwide and is principally engaged in the research, design, development, manufacture, integration, and sustainment of advanced technology systems, products and services. The Corporation’s net sales for 2012 were $47.2 billion.

We serve domestic and international customers with products and services that have defense, civil, and commercial applications. Our main areas of focus are in defense, space, intelligence, homeland security, and information technology, including cyber security. Lockheed Martin is the largest provider of information technology services, systems integration, and training to the U.S. government.

Building on a century of innovation with purpose, we are driven by a passion to help solve the world’s most difficult problems.

We’re exploring the far reaches of the universe and expanding the boundaries of human knowledge in our quest for innovative solutions that make life better for people around the world. From game-changing breakthroughs in clean energy and advanced materials to major leaps in robotics and big data technologies, Lockheed Martin is focused on helping our customers create a brighter future.

We are a strong advocate of science, technology, engineering, and math (STEM) education and believe that a robust STEM workforce is the cornerstone of America’s competitiveness. Lockheed Martin will sponsor the third USA Science & Engineering Festival, April 26 – 27, 2014, which celebrates scientists and engineers and the wondrous innovations and inventions they create for society.
A new spirit of innovation, borne of collaborations and partnerships that comprise the full spectrum of research institutions, corporations and government bodies, is contributing to the improved economic health of Northeast Ohio, with unemployment below the national average and gross regional product (GRP) close to pre-recession levels.

Over the past 15 years, The University of Akron has helped catalyze numerous such collaborative partnerships to promote innovation, commercialization and talent development to meet industry needs.

For example, a recent collaboration between The University of Akron and The Timken Company, a manufacturer of tapered bearings and specialty steels, was identified in a 2013 Report of the MIT Taskforce on Innovation and Production as an example of innovative public-private collaborations “that may pay the greatest dividends.”

Just as individual companies, organizations and institutions come together to form partnerships, the resulting initiatives also cooperate in pursuit of specific goals. For example, the Austen BioInnovation Institute in Akron and the University of Akron Research Foundation (UARF) partnered to win one of the first six national i6 Challenge awards presented by the U.S. Department of Commerce. This economic development award recognizes the most innovative ideas to drive technology commercialization and entrepreneurship. The UARF also engineers capital development initiatives and promotes the engagement of industry retirees as innovation service providers and university-industry networkers.

The University of Akron, as the public research university in Northeast Ohio, supports the Council’s competitiveness initiatives to enable national prosperity through regional innovation, growth and manufacturing competitiveness.

About The University of Akron
The University of Akron demonstrates that smaller research institutions can advance economic growth at regional and
national levels through innovation and collaboration. In June 2013, the National Science Foundation named Akron one of the nation’s three initial I-Corps sites to help scientists and engineers extend their focus beyond the laboratory and translate technology into commercial products.

Researchers at UA also engage in basic research with broad potential impact. In July 2013, the prestigious W.M. Keck Foundation announced the awarding of a $1 million grant, the maximum permitted under its guidelines, to support the work of three University of Akron researchers to better understand the properties of glassy materials. It was the first Keck Foundation grant issued to an Ohio research team in more than five years.

In 2010, Akron became home to the National Center for Education and Research on Corrosion and Materials Performance. This initiative was established by Congress and the Department of Defense to utilize education, research, workforce development and outreach to address the $400 billion annual impact of corrosion on the nation’s economy.

An important aspect of this initiative was the creation of the nation’s first bachelor’s degree program in corrosion and reliability engineering. The program began with just 12 students and in only four years enrollment has grown to well over 100. With retirements projected to exacerbate the national shortage of corrosion engineers, companies are very interested in this program. Students who are still years from graduation command some of the highest co-op salaries, and employers already are lining up to identify potential job candidates from the Class of Spring 2015.

UA endorses the philosophy that to create robust and adaptive regional economic ecosystems, universities must embrace their roles as key innovators, thought leaders, conveners and champions for the generation and translation of ideas with the goal of enhancing U.S. competitiveness.
Access to global markets is the key to opportunity. Free trade and open markets spur economic growth and improve standards of living. Limiting access can stall or reverse prosperity around the world. During the recession, the growth of global output was cut in half, and it was a wake-up call on the importance of all countries being able to compete on a global scale.

Statistics show that global access and competition are critical components of increased prosperity in the United States, as well as around the world. According to the Office of the U.S. Trade Representative, U.S. goods and services exports supported an estimated 9.8 million jobs in 2012. Free trade and broad access create the connections that tie one economy to many others. It levels the playing field for the machinist in Cincinnati, the fisherman in New Zealand, and the couture designer in Paris. But today, free trade is under pressure around the world from tariffs, quotas, sanctions, and embargoes.

At FedEx, we continue to urge policymakers to favor fair and open trade, and we congratulate the Council on Competitiveness for its support of those policies so beneficial to America.

FedEx Corp. (NYSE: FDX) provides customers and businesses worldwide with a broad portfolio of transportation, e-commerce and business services. With annual revenues of $45 billion, the company offers integrated business applications through operating companies competing collectively and managed collaboratively, under the respected FedEx brand. Consistently ranked among the world’s most admired and trusted employers, FedEx inspires its more than 300,000 team members to remain “absolutely, positively” focused on safety, the highest ethical and professional standards and the needs of their customers and communities. For more information, visit news.fedex.com.
Chairman’s Sponsors

Rockwell Automation

We are working with industry, government, educational, and other leaders to help develop public policies that can take advantage of the next generation of 21st Century Smart Manufacturing. Smart Manufacturing is a highly connected, knowledge-enabled industrial enterprise where all business and operating actions are optimized to achieve substantially enhanced efficiency, sustainability and economic performance.

The combination of automation and information is the next wave of manufacturing productivity. We believe this tight integration of information technologies and automation systems is required to face future competitiveness challenges at many levels. Not only is this vision important to meet on-going macroeconomic challenges, but it is critical for almost every type of manufacturer to drive new heights of competitive differentiation.

To prepare workers for technology-infused, high productivity workplaces, industrial strategies as well as public policies must address three key attributes of workforce development:

• Lifelong Learning;
• Competency-Based, Multi-Media Instruction; and
• Partnerships between Learning Centers and Manufacturers.

A smart, safe and sustainable manufacturing sector relies on the knowledge, skills and innovation of its workforce.

About Rockwell Automation

As the world’s largest company dedicated to industrial automation and information solutions, Rockwell Automation makes manufacturers more productive and the world more sustainable. Helping manufacturers succeed and grow is what we do best—with next generation Smart Manufacturing solutions that can give them a competitive advantage.

Manufacturers and machine builders alike rely on our comprehensive portfolio of products, solutions and services to deliver value and help them meet their business objectives: faster time to market, lower total cost of ownership, better asset utilization, and broader enterprise risk management.

Our global capabilities extend across 80 countries and include a PartnerNetwork of regional and global firms specializing in distribution, system integration and product referencing. Simply put, we’re there with the right solution when and where our customers need us.
United Association of Plumbers and Pipefitters

Mr. William P. Hite
General President

The United Association (UA) is proud to be a member of the Council on Competitiveness because we believe that making U.S. companies more competitive is one of the best ways to help raise the standard of living of Americans. We also recognize we have to be highly productive and innovative to succeed in today’s international markets and that the best U.S. firms do this by forming partnerships with their workers and the unions that represent them.

Competition, provided it is reasonably fair, makes us all stronger. American companies and their workers can compete and win in the toughest markets if given the chance. We see this with the international contracting firms we work with and in the U.S. construction industry, which is fiercely competitive. Our approach focuses on solid partnerships with our contractors, training and productivity.

Through these partnerships, the UA invests over $250 million every year in state-of-the-art training centers across the country that produce the best trained, most highly-skilled workers in our industry. Our commitment to education and training allows us to not only outperform low-wage competitors, but has also positioned us to compete in emerging markets, many of which require cutting-edge training in new materials, systems and technologies.

The UA believes these types of “value-based” strategies can be used by U.S. companies in most industries to compete and to win in today’s global marketplace. Since its inception, the Council on Competitiveness has embraced this philosophy, and it has provided unprecedented leadership to assist American companies, unions and workers implement it. At the UA, we remain committed to the Council’s vision for the future and want to extend, on behalf of our members, our sincere congratulations to the Council for the 2013 National Competitiveness Forum.

About the United Association of Plumbers and Pipefitters
The United Association, or “UA,” represents plumbers, pipe fitters, welders, sprinkler fitters and HVACR technicians, belonging to approximately 300 individual local unions across North America. Founded in 1889, the UA has been training pipe trade professionals longer than anyone else in the industry. Recently, the Plumbing Trades Employees Union of Australia affiliated with the United Association. Now our organization consists of pipe trades workers in the United States, Canada, and Australia, and we are approaching 400,000 members.

For more information about the UA, please visit www.ua.org.
Chairman’s Sponsors

University of Cincinnati

Cincinnati Smart. It’s how we describe a special way of learning—one that combines classroom experience with real-world opportunity. It’s scholarship, with a purpose, when top researchers join forces with leaders of industry and commerce to create jobs and drive innovation. It’s an approach that’s rigorous and relevant in every way. And it’s a model we’ve followed since 1906, when we invented cooperative education. Since then, our unique brand of smart has driven everything we do, from preparing students to hit the ground running to making breakthrough discoveries that improve lives.

Cincinnati Smart. It’s smart on a whole different level. It’s who you become. And it’s your competitive edge.

Dr. Santa J. Ono
President
Sustaining the economic competitiveness of the United States has never been a more complex task nor a more worthy endeavor. We are at an inflection point where the choices we make will have impact on ourselves and our descendants that may endure for generations.

The Council on Competitiveness was created to bring awareness to the 21st century challenges that threaten our prosperity and to help us reengineer to deal with those challenges. Since its beginning, the Council has proven itself to be effective in this mission.

To be successful, the fabric of American endeavor must be woven with common purpose and shared understanding. Arizona State University commends the Council for convening the National Competitiveness Forum as a platform for the exchange of ideas that will hopefully lead us to such common purpose and shared understanding.

About Arizona State University
Arizona State University is one of the top 100 research universities in the world and fifth in the United States for producing career-ready graduates with the skills to succeed in the workforce. It is the largest public research university in the nation under a single administration, with total student enrollment of more than 76,000 in metropolitan Phoenix, the nation's fifth-largest city. ASU is creating a new model for American higher education, an unprecedented combination of academic excellence, entrepreneurial energy and broad access. This New American University is a single, unified institution comprising four differentiated campuses positively impacting the economic, social, cultural and environmental health of the communities it serves. Its research is inspired by real world application, blurring the boundaries that traditionally separate academic disciplines. ASU champions intellectual and cultural diversity, and welcomes students from all fifty states and more than one hundred nations across the globe.

Experts say that technological innovation accounted for almost half of U.S. economic growth during the past 50 years, and the demand for workers skilled in science, technology, engineering and math (STEM) continues to grow. But the supply of those workers is not growing fast enough to meet the demand. One study predicts that by 2018 there will be 3 million fewer U.S. workers with college degrees than our companies will need. This threatens America’s competitive position and our global leadership in technology and innovation.

As a software company, CA Technologies has a clear and vested interest in advancing STEM education. To grow our business in a highly competitive market, we need the brightest software engineers, data scientists and computer scientists. Today’s youth should be the best-equipped ever to fill these roles. After all, they are part of a generation defined and enabled by technology.

Businesses have a significant role to play in helping young people—especially those in underserved communities—realize their untapped potential. By creating opportunity for them, we can also create a new generation of innovators and leaders for our companies.

We aim to do just that at CA Technologies—through partnerships with the Council on Competitiveness and programs like the Tech Girls Rock initiative we created with Boys & Girls Clubs of America and the STEM hub we are launching in partnership with Sesame Workshop. These programs will help us attract young people to IT careers, fuel our innovation and growth, and advance America’s competitive position in the world.
The world’s 7 billion people have spoken, and there is one thing they want more than anything else: a good job. As jobs go, so goes the fate of nations. Every country, including the United States, needs to assemble their best and brightest minds together to focus on this singular issue. Since 1986, the Council on Competitiveness has been doing just that—bringing business, academic, labor, and government leaders together to ensure economic growth and job creation for our great country.

The U.S. wins when businesses in this country are competitive on a global scale. Quite simply, we need the Council on Competitiveness to continue to encourage U.S. business access to the customers of the world. I am a proud supporter of the Council and deeply honored to participate in the National Competitiveness Forum.

Gallup delivers forward-thinking research, analytics, and advice to help leaders solve their most pressing problems. Combining more than 75 years of experience with its global reach, Gallup knows more about the attitudes and behaviors of the world’s constituents, employees, and customers than any other organization. Gallup consultants help private and public sector organizations boost organic growth through measurement tools, strategic advice, and education. Gallup’s 2,000 professionals deliver services at client organizations, through the Web, and in nearly 40 offices around the world.

Gallup helps leaders achieve sustainable economic growth that results in job creation by identifying and fostering entrepreneurial talent, empowering business owners to address barriers to growth, building entrepreneurial capacity in early stage enterprises, and tracking economic energy at the city and regional level.

The National Competitiveness Forum is a welcome innovation. Under the guidance of president & CEO Deborah L. Wince-Smith, the Council on Competitiveness has created a unique environment for corporate, labor, and academic leaders to seek productive, collegial solutions to vital market-based problems. Council members have advocated successfully for the adoption of industrial supercomputing as a tool for U.S. competitiveness, have analyzed potential energy security and sustainability options of economic and environmental import, and have championed pervasive adoption of advanced manufacturing methods. The National Competitiveness Forum continues those good efforts, expanding them as the nation reassesses its progress and prospects. I take great pleasure in offering every good wish for continued success to the Council.

The nation’s pioneer land-grant university, Michigan State University began as a bold experiment in 1855 that democratized higher education and helped bring science and innovation into everyday life. It was the prototype for 69 land-grant institutions established under the Morrill Act of 1862, and the first institution of higher learning in the United States to teach scientific agriculture.

Today, Michigan State University is one of the top research universities in the world—one of the biggest, greenest campuses in the nation, with a 5,200-acre campus located in East Lansing, Mich., and 15,000 acres throughout Michigan used for research. It is home to a diverse community of 50,000 students, 10,000 faculty and staff, and nearly 500,000 alumni worldwide. In December 2008, Michigan State University was named the site for the $600 million Facility for Rare Isotope Beams (FRIB) by the U.S. Department of Energy Office of Science.
Benefactors

Rensselaer Polytechnic Institute

As president of Rensselaer Polytechnic Institute, the nation’s oldest technological research university, I am focused on both our opportunity and responsibility to work in partnership with government and industry to lay the foundation for a stronger, more competitive, economic future based on scientific discovery and technological innovation.

We live in a data-driven, web-enabled, supercomputer-powered, globally interconnected world. Focusing our energies to harness the emerging capacity of “big data” and high performance computing to address the grand challenges of our time—energy, health, food, and water security, and the interrelated challenges of climate change and the allocation of scarce resources—requires a strong and vibrant collaboration among the academic, government, and business sectors to create and sustain a robust innovation ecosystem. This includes a continued commitment to and investment in research, a focus on job-creating initiatives such as advanced manufacturing, and a passion for preparing the next generation of scientists and engineers who are innovators and entrepreneurs.

The Council on Competitiveness demonstrates the value of this collaborative model. Council members understand how essential it is to leverage the best that each sector has to offer, for maximum impact and effectiveness. I join in honoring the extraordinary contributions that Sen. Mike Crapo of Idaho and Rep. Steny H. Hoyer of the 5th Congressional District of Maryland have made in service to the nation, with global impact.

About Rensselaer Polytechnic Institute

Big Data, broad data, high performance computing, data analytics, cognitive computing, and Web science are creating a significant transformation globally in the way we make connections, make discoveries, make decisions, make products, and ultimately make progress.

At Rensselaer we are engaged in a university-wide effort, under the auspices of The Rensselaer Institute for Data Exploration and Applications—or The Rensselaer IDEA—to develop, enhance, and/or maximize the capabilities of these tools and technologies for the purpose of expediting scientific discovery and innovation, developing the next generation of these digital enablers, and preparing our students to succeed and lead in this new data-driven world.

As a university with “low walls,” a dynamic multidisciplinary approach to exploration and discovery, and a history of partnering across sectors, Rensselaer is positioned to address these issues that are so inextricably intertwined with our economic and national security.

By investing in promising research, including the application of data analytics and high performance computing to address these issues, and by educating the next generation of leaders who will make breakthroughs in these fields, Rensselaer continues its heritage of global reach and global impact.
Since 1986, the Council has played a decisive role in framing the discussions about, and building consensus for, policies that promote U.S. economic competitiveness.

From the Report by the Commission on Industrial Competitiveness in the late 1980s to the Innovate America report, the Council has been a powerful advocate for basic and applied research, technology transfer, and the link between individual and institutional outcomes as a measure of competitiveness.

The Council's effectiveness is grounded in unwavering principles: the importance of inclusiveness—of bringing a diversity of voices, including academia, business, and labor to the discussion; the importance of ongoing data collection and evaluation, and the need to constantly question one's assumptions; and a willingness to broaden the dialogue to include everything from the role of K-12 education to community-based initiatives.

On behalf of the University of Chicago, I am proud to be involved with this important organization.

The University of Michigan takes great pride in its association with the Council on Competitiveness. By convening leaders from industry, higher education, and labor, the Council continually pushes the nation forward with its initiatives, research, and spirit of collaboration.

Higher education is a critical source of talent and ideas for strengthening our nation’s economy. The growing swell of innovation and entrepreneurship throughout our colleges and universities owes much to the Council on Competitiveness and its unflagging commitment to our country’s future as a global leader.

As a top-tier research university, the University of Michigan is an engine of economic growth. With 19 schools and colleges, Michigan prepares students for careers in virtually all professions, including engineering, science, medicine, education, business and entrepreneurship, law, arts and entertainment, and government. The university also conducts more than $1.3 billion of research annually, laying the foundation for discovery and innovation in fields ranging from biotechnology to alternative energy. And through its research ties and alumni, Michigan is connected to the best ideas and practices emerging in laboratories and markets throughout the world. Great ideas changes everything, and the university’s Innovate website (http://innovate.umich.edu) provides an excellent overview of Michigan’s commitment to strengthening the economy.
Patrons

Deloitte LLP

Global competitiveness has never been more important to the United States. As the ultimate economic stake, the ability to compete effectively on the global stage determines possibilities for prosperity and growth. Throughout the history of the United States, the country has thrived on competition, with its leaders having a clear understanding of its essential power and impact. Fair and principled competition raises the quality of goods and services, lowers consumer costs, increases efficiencies, positively shapes how markets function, and both inspires and rewards innovation. In our increasingly interdependent world, the commerce of one nation can have a substantial ripple effect around the world. At this critical juncture, the world depends on the United States to be a strong and competitive leader.

Manufacturing will continue to play a vital role in our country’s competitiveness. Manufacturing creates a sustainable economic ecosystem, encourages the development of talent and infrastructure, drives both domestic and foreign investment, improves our nation’s balance of payments, and importantly creates high-value jobs for our citizens. Our ability to “make things” shapes our economic growth, wealth creation, and national security. Therefore, it is important to provide a platform for dialogue among key constituencies in order to align the policies of government officials, investments of manufacturing executives, and priorities of our leaders in education, research, and labor.

At Deloitte, we proudly support the work of the Council on Competitiveness, which consistently advances thoughtful public policy recommendations in support of Deloitte’s long-term agenda for competitiveness through a constructive collaboration of leaders from business, labor, and the academic and research communities.

Punit Renjen
Chairman of the Board

Ernst & Young LLP

EY is a global leader in assurance, tax, transaction and advisory services.

The insights and quality services we deliver help build trust and confidence in the capital markets and in economies the world over. We develop outstanding leaders who team to deliver on our promises to all of our stakeholders. In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities.

Mark Weinberger
Global Chairman & CEO
The Council on Competitiveness has been an extraordinary partner in bringing the nation's higher education community together to focus on the role we have to play in supporting the competitiveness of our nation. It has been a privilege for Georgetown University to be part of these conversations and to share our deep commitment to preparing young women and men to seek the highest levels of excellence, in service of the betterment of our nation and our world.

I am deeply grateful to Deborah L. Wince-Smith, Sam Allen, and Chad Holliday for their leadership and look forward to Georgetown’s continued engagement.

About Georgetown University
Georgetown University is one of the world’s leading academic and research institutions, offering a unique educational experience that prepares the next generation of global citizens to lead and make a difference in the world. We are a vibrant community of exceptional students, faculty, alumni, and professionals dedicated to real-world applications of our research, scholarship, and service.

Established in 1789, Georgetown is the nation’s oldest Catholic and Jesuit university. Drawing upon this legacy, we provide students with a world-class learning experience focused on educating the whole person through exposure to different faiths, cultures, and beliefs. With its Jesuit values and location in Washington, D.C., Georgetown offers students a distinct opportunity to learn, experience, and understand more about the world.

---

What kind of vision will guide future state and federal transportation policy and funding? Such questions come at a time of economic turmoil, political uncertainty and increasing awareness that the gas tax is no longer sufficient to fund the U.S. surface transportation network. Many people now understand the answers cannot be business as usual.

Based on current trends, growth of highway capacity will not keep up with swelling annual traffic levels. The average motorist can expect to spend 160 hours—the equivalent of four weeks—per year stuck in traffic. The U.S. Department of Transportation estimates the annual cost of simply maintaining our current highway system is 12 percent more than the government is spending. For mass transit, the gap is 25 percent.

HNTB believes protecting America’s security, economic competitiveness and overall quality of life means investing in a balanced, integrated multimodal system that:

- Restores critical highways to their preeminence.
- Expands passenger and freight rail capacity.
- Anticipates air traffic increases and technological advances.
- Identifies and explores alternative funding mechanisms.

The benefits of such a system will penetrate nearly every aspect of American life—creating jobs, bolstering our domestic and global economies, relieving congestion, enhancing emergency response and resiliency, and improving quality of life.

About HNTB
HNTB Corporation is an employee-owned infrastructure solutions firm serving public and private owners and construction contractors. With nearly a century of service, HNTB understands the life cycle of infrastructure and addresses clients’ most complex technical, financial and operational challenges. Professionals nationwide deliver a full range of infrastructure-related services, including award-winning planning, design, program delivery and construction management. For more information, visit www.hntb.com.
Lehigh University

Lehigh University is pleased to be a part of the Council on Competitiveness, an organization that promotes awareness of a critical need in this nation: the ability to create new technologies and innovative ways to make the things that move society forward. We were very happy to co-host, with the Council and Air Products, the 2012 forum: Leveraging the Talent Development Process to Drive Innovation. The insights from this dialogue helped to foster tangible educational initiatives that will produce the innovations needed for a prosperous economy.

We at Lehigh are working to provide the educated workforce that will drive our nation forward with true, sustainable progress. Research at Lehigh is shaped by some of the same challenges the Council is addressing: driving innovation, promoting entrepreneurship, securing energy, and improving sustainability. We are developing the next generation of leaders, thinkers, and innovators, and redefining what it means to lead.

About Lehigh University

At Lehigh University, we recognize that higher education is key to our nation’s continued prosperity and global leadership. It determines those who will succeed in this rapidly changing world. This is why we are committed to producing graduates with the knowledge, skills, and perspectives to lead in the competitive world we live in.

More than ever, our nation needs young people with passion, imagination, and commitment...young men and women with the ability to conceive new products, and the courage to take risks and start new companies. That is precisely the type of graduate we strive for at Lehigh. We provide an academically rigorous, interdisciplinary, highly personalized education to develop the expertise needed to lead in the 21st century through our Colleges of Arts and Sciences, Business, Engineering, and Education.

We are focused on three key strengths of globalization, integration, and leadership that will enable Lehigh to set a new standard for research and education. We challenge students to tackle hard problems, to take risks, and to innovate. The result is a hands-on bridging of theory and practice that extends far beyond the walls of the classroom.
The United States is at an historic inflection point. On one hand, we face truly dangerous long-term budget challenges caused primarily by rising longevity and health-care costs. Yet we also stand on the cusp of a new wave of economic growth driven by breakthroughs in domestic energy extraction and the maturing of a series of game-changing technologies ranging from cloud computing, to bio- and nano-technologies, new materials, and 3-D "printing." If we can solve our fiscal challenges and foster the extraordinary innovations already underway, the 21st century could see a real renaissance in America's economy.

No industry is better positioned than asset management to see and help shape that potential. Asset managers like Putnam Investments stand at the intersection between the savings of millions of individuals and institutions and the needs of entrepreneurs, established companies, and capital markets for investment. We hope to see all working Americans enjoy a real stake in our free enterprise system through participation in their workplace retirement savings plans. We welcome the intense competition in our own business that makes innovation and continuous improvement an imperative. So we naturally share the Council on Competitiveness' vision of a free, dynamic U.S. economy producing a "rising tide" of prosperity that can, as John F. Kennedy once said, "lift all boats."

As our nation struggles for fiscal solvency and budget discipline, asset managers like Putnam must speak out for national policies that encourage savings, capital formation, and personal retirement security. We believe that personal savings and household solvency are vital to sustain America's capital markets, fuel investment, lift productivity and competitiveness, and spur economic growth. And we see economic growth as far and away the best, most American, solution for our nation's long-term fiscal challenges. We are proud to help the Council communicate the positive promise of savings, investment, innovation, and growth for America's 21st century.

**Putnam Investments**

Founded in 1937, Putnam Investments is a global money management firm with 75 years of investment experience. At the end of August 2013, Putnam had $137 billion in assets under management, with mutual fund and institutional client assets across equity, fixed income, global asset allocation, and alternative investment strategies. Our commitment to innovation, proprietary research, and risk management distinguishes our approach to investing. With offices in Boston, London, Frankfurt, Tokyo, Beijing, Singapore, and Sydney, our global presence is united by our collaborative investment culture and singular focus on our clients' objectives. For more information, please visit www.putnam.com.
Patrons

Snap-on Incorporated

The Council on Competitiveness is a crucial effort to help focus America on meeting the challenges of the 21st Century. It's a cause that is worthy of our time and of our commitment.

Innovation and a superior workforce have long been the foundation of our Nation's progress, creating the America we enjoy today. Brilliant ideas from people like Ford and Edison have driven our competitiveness. At the same time, even the greatest conceptual breakthroughs cannot become broad realities without help...amplifiers to spread those innovations to the world. In the 20th Century, that help was our Nation’s workforce. The ideas of the few were enabled by the hands and the minds of the American many. The combination was a competitive advantage and the very basis of our prosperity.

Today, America is being competitively challenged, but it's not because of fewer ideas. If Nobel prizes are used as a measure of innovation, the U.S. appears stronger than ever. Since the first Nobel in 1901, America has won 39% of the awards. After 2001, the percentage rose to 45%...an indication not of a decline, but of ascendance.

What has changed is the competitive position of our workforce. Americans still display the same dedication and energy that made them special for Ford and so many others. In this Century, however, workers in other places display those same qualities. They are no longer differentiating characteristics.

To restore America's competitive advantage, we must again differentiate our workforce...enable it with extraordinary capabilities...and up skill through broader and deeper technical education. In fact, career and technical education is our strongest weapon in the commercial competition of the 21st Century. We must make such training a national priority, restore respect for the dignity of work, and recognize technical careers as a national calling. It's essential that American leaders in business, education, and government embrace these crucial imperatives, create a focus on them, and require that all decisions be viewed through a lens of reestablishing our broad capability advantage.

The Council on Competitiveness is uniquely positioned to urge such a critical approach. It deserves our support.

About Snap-on Incorporated

Snap-on Incorporated is a leading global innovator, manufacturer, and marketer of tools, equipment, diagnostics, repair information, and systems solutions for professional users performing critical tasks. Founded in 1920, Snap-on is a $2.9 billion, S&P 500 company headquartered in Kenosha, Wis.
Succeeding in a volatile global economy is simple. Manufacturers must build products that people want to own. For more than 100 years, Whirlpool Corporation has been focused on building innovative products that improve consumers’ lives. We see it as our responsibility to be adept at anticipating the needs of our stakeholders, even before they do, and fulfilling those needs. We’re focused on changing the market—not reacting to it—and stimulating demand, not filling orders.

One way we achieve this is through our investment in America; we employ more U.S. workers than all of our major competitors with 22,000 employees in the United States. Of the products we make, more than 80 percent of products sold in the U.S. are made in the U.S. Those include more than 300 ENERGY STAR-qualified major appliances, including refrigerators that consume less energy than a 60W light bulb and are more efficient than models from just 13 years ago.

A recent survey by Booz & Company with the University of Michigan’s Tauber Institute for Global Operations found that the future of U.S. manufacturing depends on decisions currently being made by the private and public sectors. According to the study, U.S. manufacturers provide about 75 percent of the products that Americans consume. But that number could soar to 95 percent within a few years, if business and government leaders take the right actions. Conversely, if the sector remains neglected, that output could fall by half, meeting less than 40 percent of U.S. demand.

Now more than ever we need strong leadership at all levels, leadership that faces realities and deals with them. We need stable and cost effective government, a tax policy that is competitive and trade laws fully enforced. We need a business environment that unleashes the power of the American worker’s ingenuity.

About Whirlpool
Whirlpool Corporation is the world’s leading manufacturer and marketer of major home appliances. The company markets Whirlpool, Maytag, KitchenAid, Jenn-Air, Amana, and Gladiator products and can be found in 8 out of every 10 U.S. households.

Whirlpool Corporation employs 22,000 employees in the United States. More than 80 percent of products sold in the U.S. are made in the U.S. The company has invested more than $2.2 billion in U.S. research development in the past 3 years and more than $7.4 billion is spent annually to nine U.S. manufacturing plants employing approximately 15,000 manufacturing employees.
Exhibitors

The Council on Competitiveness gratefully acknowledges the following exhibitors for their participation in the 2013 National Competitiveness Forum. We invite you to visit their booths during the Forum for a demonstration.
National Competitiveness Dinner
National Competitiveness Dinner Program

October 29, 2013
The Library of Congress
Thomas Jefferson Building

Evening
6:30  Cocktail Hour
7:30  Dinner

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

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

Dr. Michael M. Crow
President, Arizona State University
University Vice Chairman, Council on Competitiveness

Mr. Jeffrey J. Wilcox
Vice President of Engineering
Lockheed Martin Corporation

Dr. Luis M. Proenza
President
The University of Akron

Honorees
The Honorable Mike Crapo
United States Senate
Idaho

The Honorable Steny H. Hoyer
United States House of Representatives
5th Congressional District of Maryland

The Council is grateful to the University of Cincinnati, President Santa J. Ono, and the exceptional faculty and students of UC College-Conservatory of Music for providing entertainment.

Centerpieces will be donated to the Walter Reed National Military Medical Center via the Red Cross on October 30, 2013.
Honorees

The Honorable Mike Crapo
United States Senate
Idaho

As a lifelong Idahoan and third-term U.S. Senator for Idaho, Mike Crapo has learned that a willingness to listen makes for a more effective leader and lawmaker. Mike's commonsense approach and collaborative, creative problem-solving style have enabled him to achieve lasting solutions to issues of importance to Idahoans and the nation.

- United States Senator, 1998–present
- President Pro Tempore, Idaho State Senate, 1988–1992

Mike's sensible approach has earned him the respect of his colleagues, and he has been selected to serve in various leadership roles, including serving as Chief Deputy Whip for the 113th Congress.

Mike's committee assignments for the 113th Congress are as follows:

- Ranking Member, Senate Banking, Housing and Urban Affairs Committee
- Senate Finance Committee
  - Subcommittee on Energy, Natural Resources and Infrastructure
  - Subcommittee on Social Security, Pensions and Family Policy
  - Subcommittee on Taxation and IRS Oversight
• Senate Environment and Public Works Committee
  – Ranking Member, Subcommittee on Superfund, Toxics and Environmental Health
  – Subcommittee on Transportation and Infrastructure
  – Subcommittee on Clean Air and Nuclear Safety
• Senate Budget Committee
• Senate Indian Affairs Committee

Mike served on the President’s National Commission on Fiscal Responsibility and Reform, which crafted a proposal to shrink our nation’s debt by $4 trillion. Mike also leads or serves on several caucuses. Getting our nation’s unsustainable deficit and debt under control, reforming our tax code, curtailment of unreasonable government mandates, increasing our nation’s global competitiveness and advancing local, collaborative problem solving and many more critical issues are among Mike’s top priorities in the 113th Congress.

Mike was a partner in the law firm of Holden, Kidwell, Hahn & Crapo, in addition to serving a one-year clerkship with the 9th Circuit Court of Appeals prior to private legal practice and his service in Congress. Mike and his wife, Susan, have five children and five grandchildren.

**Personal History at a Glance**

• Born in Bonneville County, Idaho, 1951
• Graduated from Idaho Falls High School, 1969
• Bachelor of Arts, Political Science; awarded by Brigham Young University, Summa Cum Laude, 1973
• Juris Doctorate; awarded by Harvard Law School, Cum Laude, 1977
• Wife, Susan; five children, five grandchildren
• Eight years, Idaho State Senate (1984-1992)
• Six years, U.S. House of Representatives, Idaho 2nd District, 1993-1998 (3 terms)
• United States Senator, Idaho, 1999-present
Honorees

The Honorable Steny H. Hoyer
United States House of Representatives
5th Congressional District of Maryland

Congressman Steny H. Hoyer of Maryland is a strong advocate of Democrats' policies to strengthen America's middle class, our economy, and our national security. As House Democratic Whip for the 113th Congress, Congressman Hoyer is the second-ranking member of the House Democratic Leadership. He is charged with mobilizing the party vote on important legislation, acting as a liaison between Members and the Democratic Leadership, and coordinating strategy within the Caucus. He also plays a key role in shaping House Democrats' legislative priorities and in delivering the Democratic message. Congressman Hoyer previously served as House Majority Leader from 2007 to 2011, and as House Democratic Whip from 2003 to 2007 and in the 112th Congress.

Congressman Hoyer has helped lead efforts in Congress to invest in job creation and growing our middle class, and he is committed to helping all Americans find good jobs that won't be shipped overseas. Since 2010, he has spearheaded Democrats' “Make It In America” plan, which is focused on rebuilding American manufacturing and bringing more well paying jobs to our shores. He made crucial contributions to the passage of legislation to expand access to affordable health care to all Americans, as well as new common-sense rules to rein in Wall Street excesses and protect consumers while upholding the free market.
Congressman Hoyer believes that fiscal responsibility is critical to ensuring that we have the resources to invest in our future, as well as protect important programs like Social Security and Medicare. To that end, he helped lead the restoration of the pay-as-you-go law, ensuring that our country pays for what it buys, and has been an advocate for a big and balanced approach to restoring fiscal discipline.

A voice for those who have been hit hardest by the economic crisis, Congressman Hoyer has fought to help people who have lost jobs through no fault of their own; keep teachers, police officers, and firefighters on the job; and encourage small businesses to grow and create jobs. He has been a longtime proponent of full-service community schools, whose range of services have been shown to improve academic performance and parental involvement in at-risk communities.

As an advocate of equal opportunity, Congressman Hoyer guided the historic Americans with Disabilities Act to passage in 1990, as well as the ADA Amendments Act in 2008 which strengthened the law. He was a lead sponsor of the Help America Vote Act in 2002, which was hailed as the most important voting rights legislation since the 1960s. Over the past several months, as several state legislatures imposed new and discriminatory barriers to ballot access, Congressman Hoyer has helped lead an effort to protect every American’s right to vote and have those votes counted accurately. Furthermore, in 2010, he was a leader in successfully ending the outdated and discriminatory policy of “Don't Ask, Don't Tell,” which has weakened our military by depriving it of the service of thousands of brave Americans willing to risk their lives for their country.

Congressman Hoyer is a respected voice on defense and foreign policy. He has worked diligently to ensure passage of the annual homeland security, intelligence, and defense authorization bills that are critical to our national security.

One of Congress’s leading champions of human rights, Congressman Hoyer served as Chairman of the Helsinki Commission, fighting for political and religious freedom during the last years of the Soviet Union. He led a bipartisan Congressional delegation to Darfur in 2007 to call greater attention to the recent genocide and has continued to support a strong American role in defense of human rights.
National Competitiveness Forum
MORNING

7:30  Registration and Networking Breakfast

8:15  Where America Stands—The 2013 Clarion Call for Competitiveness

The Council on Competitiveness will release its 2013 Clarion Call for Competitiveness assessing progress and challenges on critical national competitiveness issues. The Clarion Call sets forth an actionable path forward and outlines a strategy for policymakers and private sector leaders to build long-term sustainable economic growth.

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

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

8:40  Formal Release of the 2013 Clarion Call and Council on Competitiveness Executive Committee Photo

8:45  Leadership Perspectives on Competitiveness Trends and Drivers

A series of one-on-one discussions with leading CEOs to discuss mega-trends, emerging opportunities, technological transformations and key challenges to turbocharge U.S. competitiveness.

Provocateur
Mr. Albert R. Hunt
Columnist, Bloomberg View
Host, “Political Capital with Al Hunt”

Energy and Investment
Mr. Frederick W. Smith
Chairman and Chief Executive Officer, FedEx Corporation

Fiscal Policy, Tax and Regulation
Mr. Jeff M. Fettig
Chairman and CEO, Whirlpool Corporation

Next Generation Infrastructure
Mr. Eric Spiegel
President and CEO, Siemens Corporation

9:45  Networking Break

10:30  The Future of Higher Education

The U.S. higher education system is among the best in the world conferring tremendous competitive advantage to America. How secure is that position? Are universities and colleges adapting to the rapidly changing global economy and its demands for evolving worker skills? Will online learning, MOOCs and innovations like Khan and Code Academies serve as disruptors and leave traditional higher education behind? And has the cost of higher education finally reached a point where students will seek out or demand alternatives that prepare them for the workforce without the burden of debt? This panel of university leaders will look inward and engage with each other to answer these questions.

Provocateur
Ms. Megan Hughes
Washington Correspondent, Bloomberg TV

Panel
Dr. Michael M. Crow
President, Arizona State University

Dr. John J. DeGioia
President, Georgetown University

The Honorable Mitchell E. Daniels, Jr.
President, Purdue University

Dr. Pradeep K. Khosla
Chancellor, University of California, San Diego

WiFi Network: NewseumGuest, no password required
11:30 The Future of Work

Talent-driven innovation is repeatedly cited as the most important factor for competitiveness by CEOs around the world. But, the nature of work itself is changing, and this trend is particularly stark in the United States where the need for technical skills, creativity, problem solving and entrepreneurship is becoming a requirement for future success. Four short presentations will precede a roundtable discussion on how the U.S. must educate and train its workers for success.

Workforce Engagement in the U.S. and Around the World
Mr. James K. Clifton
Chairman and CEO, Gallup, Inc.

The “A” in STEAM
The Honorable G. Wayne Clough
Secretary, The Smithsonian Institution

The “E” in STEM
Mr. Blake Moret
Senior Vice President, Control Products & Solutions, Rockwell Automation
Chairman-Elect, The Manufacturing Institute, National Association of Manufacturers

Bridging Skills and Jobs
Mr. J. David Armstrong, Jr.
President, Broward College

AFTERNOON

12:20 Lunch

12:45 Keynote Speaker
The Honorable Penny Pritzker
Secretary, U.S. Department of Commerce

1:45 Getting our House in Order
A national debt now more than $17 trillion, an annual deficit of several hundred billion dollars, a complex and antiquated tax system and a Congress known more for gridlock and partisanship than accomplishments and compromise place America’s future economic growth upon a crumbling foundation. This panel will explore ways in which that foundation can be strengthened and offer their insights on the steps necessary to move in that direction.

Provocateur
Mr. Phil Mattingly
White House Correspondent, Bloomberg News

Panel
Mr. Mark A. Weinberger
Global Chairman & CEO, Ernst & Young LLP

Mr. Robert L. Reynolds
President and Chief Executive Officer, Putnam Investments

Mr. Paul A. Yarossi
President, HNTB Holdings Ltd.
Executive Vice President, HNTB Corporation

Mr. Nicholas T. Pinchuk
Chairman and Chief Executive Officer, Snap-on Incorporated
2:45  Encouraging Companies to Build it Here and Export it There

Driving investment into a state, city or region requires a perfect storm of collaboration between industry, government, academia and the workforce. For the U.S. economy to grow, regional economies must grow and create an environment that encourages investment, enhances workers skills and builds upon homegrown strengths. Key stakeholders in this process will offer their perspectives on the opportunities and challenges.

**Provocateur**
Ms. Stephanie Kirchgaessner
Washington Correspondent, Financial Times

**Panel**
Mr. Daniel R. DiMicco
Executive Chairman, Nucor Corporation

Dr. Thomas E. Mason
Director, Oak Ridge National Laboratory

The Honorable Scott Smith
Mayor, City of Mesa, Arizona
President, U.S. Conference of Mayors

Dr. Harris Pastides
President, University of South Carolina

3:45  Deriving Value from Investments in People and Ideas

The United States invests billions of dollars in research and education. Yet the value accrued from these investments, in the form of new companies, products, services, and jobs, is largely dependent upon whether the regulatory, financial and physical infrastructure is in place to empower creative people to reach their full potential and to bring ideas out of the lab and to market. Manufacturing is a critical part of this puzzle as is the linkage between the skills and training workers receive and the opportunities the marketplace provides. Representing industry, academia and labor, this panel will discuss the potential for a continued manufacturing renaissance and strategies to maximize the potential of the American workforce.

**Provocateur**
Mr. Scott Horsley
White House Correspondent, National Public Radio

**Panel**
Mr. James P. Hackett
Chief Executive Officer, Steelcase Inc.

Dr. G.P. "Bud" Peterson
President, Georgia Institute of Technology

Ms. Randi Weingarten
President, American Federation of Teachers, AFL-CIO

Mr. Jeffrey J. Wilcox
Vice President of Engineering, Lockheed Martin Corporation

4:50  Looking Ahead: The American Energy and Manufacturing Competitiveness Partnership Summit and the 10 Year Anniversary of the National Innovation Initiative

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

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

The Honorable David Danielson
Assistant Secretary for Energy Efficiency and Renewable Energy, U.S. Department of Energy

5:00–6:30  Closing Reception

All speakers and attendees are invited to a reception with special guests from Congress and the administration.
Speakers

**Mr. Samuel R. Allen**  
Chairman and Chief Executive Officer  
Deere & Company

Samuel R. Allen is Chairman and Chief Executive Officer of Deere & Company, a position he has held since February 2010. Allen was named President and Chief Executive Officer in August 2009. He was appointed President and Chief Operating Officer of the company and a member of the Deere & Company Board of Directors in June 2009. Previously, he served as President, Worldwide Construction & Forestry Division, and was responsible for the global operations of John Deere Power Systems. He was also responsible for Deere’s intelligent mobile equipment technologies. He has served as a senior officer of the company since 2001, with additional responsibilities in human resources, industrial relations, and John Deere’s credit operation.

Since joining John Deere in 1975, Allen has worked in positions of increasing responsibility in the Consumer Products Division, Worldwide Construction & Forestry Division, John Deere Power Systems, and the Worldwide Agricultural Division, and has managed operations in Latin America, China and East Asia, and Australia.

Allen is Chairman of the Council on Competitiveness. He was appointed to Whirlpool Corporation’s Board of Directors in June 2010. He graduated from Purdue University in 1975 with a bachelor’s degree in industrial management. He is a native of Sumter, SC.

**Mr. J. David Armstrong, Jr.**  
President  
Broward College

J. David Armstrong, Jr. brings more than 25 years of experience as a state and national leader in higher education and economic development to his presidency at Broward College.

He leads one of the largest and most diverse colleges in America, enrolling more than 67,000 students from more than 175 different nations of origin. Under President Armstrong’s leadership, the College has moved from a traditional community college to an institution that also offers baccalaureate programs in targeted workforce areas. Under his leadership, the College has been ranked among the top 10 community colleges in the nation by the Washington D.C.-based Aspen Institute. Broward College is consistently ranked in the top 10 producers of degrees for minorities nationally.

President Armstrong serves in a variety positions with non-profit, workforce and educational organizations including immediate past Chairman of the Greater Fort Lauderdale Alliance. President Armstrong also serves as Chair of Leadership Florida.

President Armstrong is an alumnus of the Leadership Florida Class of 1999-2000 and a graduate of Harvard University’s Kennedy School of Government Program for Senior Executives in State and Local Government. Previously he was the Chancellor of the Florida Community College System.
Mr. James K. Clifton  
Chairman and CEO  
Gallup, Inc.

Since 1988, Jim Clifton has served as CEO of Gallup, a leader in organizational consulting and public opinion research. His most recent innovation, the Gallup World Poll, is designed to give the world's 7 billion citizens a voice in virtually all key global issues. Mr. Clifton has pledged to continue this effort to collect world opinion for 100 years in 150 countries.

Under Mr. Clifton’s leadership, Gallup has achieved a fifteenfold increase in its billing volume and expanded Gallup from a predominantly U.S.-based company to a worldwide organization with 40 offices in 30 countries and regions.

Mr. Clifton is the creator of The Gallup Path, a metric-based economic model that establishes the linkages among human nature in the workplace, customer engagement, and business outcomes. This model is used in performance management systems in more than 500 companies worldwide. He is also the author of many articles and of the book The Coming Jobs War.

Mr. Clifton serves on several boards and is Chairman of the Thurgood Marshall College Fund. He has received honorary degrees from Jackson State, Medgar Evers, and Bellevue Universities.

The Honorable G. Wayne Clough  
Secretary  
The Smithsonian Institution

Wayne Clough is the 12th Secretary of the Smithsonian Institution, the world's largest museum and research complex. The Smithsonian includes 19 museums and galleries, 20 libraries, the National Zoo and nine research centers and has activities in nearly 100 countries.

Since becoming Secretary in July 2008, Clough (pronounced “cluff”) has taken the Smithsonian in new directions. A comprehensive strategic plan—the first of its kind for the Smithsonian—creates a new framework for goals, enterprises and operations. The Smithsonian focus is on four grand challenges—Unlocking the Mysteries of the Universe, Understanding and Sustaining a Biodiverse Planet, Valuing World Cultures and Understanding the American Experience. Complementing the grand challenges is a goal to use digital technology to engage all Americans.

Clough is responsible for an annual budget of $1 billion with about 6,000 employees. As a federal trust, the Smithsonian receives about 65 percent of its funding from the federal government and generates funding from contributions and business activities such as museum shops.

Since Clough became Secretary, more than 350 exhibitions have opened across the Smithsonian. He has overseen the opening of major permanent exhibitions, including the Star-Spangled Banner at the National Museum of American History, the Hall of Human Origins at the National Museum of Natural History, and more.
Speakers

History, the new wing at the National Air and Space Museum’s Udvar-Hazy Center and Asia Trails at the National Zoo.

Before his appointment to the Smithsonian, Clough was president of the Georgia Institute of Technology for 14 years. He received his bachelor’s and master’s degrees in civil engineering from Georgia Tech in 1964 and 1965 and a doctorate in 1969 in civil engineering from the University of California, Berkeley. Clough was a member of the faculty at Duke University, Stanford University and Virginia Tech. He served as head of the department of civil engineering and dean of the College of Engineering at Virginia Tech and as provost at the University of Washington. He is the recipient of eight honorary doctorates.

Dr. Michael M. Crow
President
Arizona State University

Michael M. Crow became the sixteenth president of Arizona State University on July 1, 2002. He is guiding the transformation of ASU into one of the nation’s leading public metropolitan research universities, an institution that combines the highest levels of academic excellence, inclusiveness to a broad demographic, and maximum societal impact—a model he designed known as the “New American University.” Under his leadership ASU has established major interdisciplinary research initiatives and witnessed an unprecedented academic infrastructure expansion, tripling of research expenditures, and attainment of record levels of diversity in the student body.

He was previously professor of science and technology policy and executive vice provost of Columbia University, where he served as chief strategist of Columbia’s research enterprise and technology transfer operations. He has been an advisor to the U.S. Departments of State, Commerce, and Energy, as well as defense and intelligence agencies, on matters of science and technology policy in areas related to intelligence and national security. A fellow of the American Association for the Advancement of Science (AAAS) and National Academy of Public Administration, he is the author of books and articles analyzing knowledge enterprises and science and technology policy.

The Honorable Mitchell E. Daniels, Jr.
President
Purdue University

Mitchell E. Daniels, Jr. became the 12th president of Purdue in January 2013, at the conclusion of his second term as governor of Indiana.

Daniels was elected Indiana’s 49th governor in 2004 and re-elected in 2008, receiving more votes than any candidate for public office in the state’s history. He spearheaded reforms to strengthen the Indiana economy, and improve the ethical standards, fiscal condition and performance of state government.

He has also served in top leadership roles at the Hudson Institute and Eli Lilly, as well as under Presidents Ronald Reagan and George W. Bush.

Since arriving at Purdue, Daniels has made student affordability and student success top priorities, and he has pledged to keep a Purdue education within reach for students and families.
Other top priorities include accelerating growth in three areas that are key to the national economy and support Purdue’s strengths (engineering, technology and computer science); infusing resources in selected areas of research; and facilitating commercialization of research.

Daniels earned a bachelor’s degree from Princeton in 1971 and his law degree from Georgetown in 1979. He is the author of three books.

Daniels and his wife Cheri have four daughters.

The Honorable Dave Danielson  
Assistant Secretary for Energy Efficiency and Renewable Energy  
U.S. Department of Energy

David Danielson leads the Office of Energy Efficiency and Renewable Energy (EERE) within the U.S. Department of Energy (DOE). As Assistant Secretary, he oversees a broad energy portfolio that is intended to hasten the transition to a clean energy economy.

Previously, he was the first Program Director hired by DOE’s Advanced Research Projects Agency-Energy (ARPA-E). At ARPA-E, he developed and led R&D programs with a budget of more than $100 million that focused on high-risk, high-reward, disruptive clean energy technologies.

Prior to joining ARPA-E, he was a clean energy venture capitalist at General Catalyst Partners, a Boston-based venture capital fund. He co-founded the firm’s clean energy investment practice and helped build and grow startups in various clean energy technology areas including solar power, wind power, advanced biofuels, bio-gas, carbon capture and storage, and advanced lighting.

He was a co-founder of the New England Clean Energy Council. He has authored more than 20 scientific articles in the field of advanced materials. While at the Massachusetts Institute of Technology (MIT), he was the founder and President of the MIT Energy Club and a founding Director of the MIT Energy Conference. For his work in building a strong multidisciplinary energy community at MIT, he was awarded the Karl Taylor Compton Prize, MIT’s highest student award. He holds a Bachelor of Science, summa cum laude, in Materials Science and Engineering from the University of California, Berkeley and a Ph.D. in Materials Science and Engineering from the Massachusetts Institute of Technology.

Dr. John J. DeGioia  
President  
Georgetown University

John J. DeGioia is the 48th President of Georgetown University. Under his leadership, the University has completed a $1 billion capital campaign; launched the largest expansion of campus facilities in the institution's history; significantly increased student financial aid; and strengthened endowments for faculty research. He has placed special emphasis on sustaining and strengthening Georgetown’s Catholic and Jesuit identity and its responsibility to serve as a voice and an instrument for justice. DeGioia has helped to expand and deepen Georgetown’s engagement with the global community, supporting initiatives on a range of issues from interreligious dialogue to global health to emerging economies. He has also enhanced Georgetown’s relationship with the many political, cultural, corporate, and economic resources
of Washington, D.C., and he is a strong supporter of Georgetown’s social justice initiatives that seek to improve opportunities for Washington’s underserved neighborhoods.

Beyond the Georgetown hilltop, DeGioia is a member of a number of boards and organizations including the Council on Foreign Relations, the Carnegie Corporation of New York’s Board of Trustees, and the World Economic Forum’s Global Agenda Council on Values and Global University Leadership Forum. He teaches as a Professorial Lecturer in the Department of Philosophy. He also earned both his B.A. in English and his Ph.D. in Philosophy at Georgetown.

Mr. Daniel R. DiMicco
Executive Chairman
Nucor Corporation

Daniel R. DiMicco is Executive Chairman of Nucor Corporation.

Dan joined Nucor Corporation in November 1982 as Plant Metallurgist and Manager of Quality Control for Nucor Steel in Plymouth, Utah, and in January 1988, he became Melting and Casting Manager at the Utah division. In March 1991, Dan became General Manager of the Nucor-Yamato joint venture in Blytheville, Arkansas and became Vice President in January 1992. Dan became Executive Vice President of Nucor Corporation in September 1999, and in September 2000 he was elected President and Chief Executive Officer. He served as CEO for more than twelve years, longer than anyone since company founder Ken Iverson. Dan was elected Vice Chairman of the Board in 2006, and continues with Nucor in his new capacity as Executive Chairman.

Dan was appointed to the United States Manufacturing Council in 2008 by then-U.S. Commerce Secretary Carlos M. Gutierrez, and served on the board until 2011. He also serves on the Board of Directors for Duke Energy Corporation, the National Association of Manufacturers, and the World Steel Association, where Dan has been a member of the Executive Committee since 2001.

Many of the nation’s leading business authorities recognized Nucor’s exceptional performance under Dan’s leadership.

In 2005, BusinessWeek magazine ranked Nucor the nation’s No. 1 Company, based on sales growth and return on investment. In the coming years, Nucor made three additional appearances on the BusinessWeek 50 list. In 2008, Dan received the Charlotte Business Journal’s sixth annual “Business Person of the Year” award. The Harvard Business Review included Dan in its 2010 top 100 list of The Best Performing CEOs in the World, and in 2011, Dan was named to Industry Week magazine’s Manufacturing Hall of Fame. Institutional Investor named Dan to the 2012 All-America Executive Team and the American Institute of Steel Construction (AISC) in January 2012 awarded Dan the prestigious Robert P. Stupp Award for Leadership Excellence, noting that “[The award] gives special recognition to individuals who have provided unparalleled leadership in the steel construction industry. Dan is always quick to note that “None of these honors would have been possible without the tremendous work of my thousands of Nucor teammates.”

Prior to joining Nucor Corporation, Dan was with Republic Steel Corporation in Cleveland, Ohio, as Research Metallurgist.

Dan graduated from Brown University in Providence,
Rhode Island in 1972 with a Bachelor of Science in Engineering, Metallurgy and Materials Science. He graduated with a Master of Science Degree in Metallurgy and Materials Science from the University of Pennsylvania in Philadelphia, Pennsylvania in 1975.

Mr. Jeff M. Fettig
Chairman and Chief Executive Officer
Whirlpool Corporation

Jeff M. Fettig was named Whirlpool Corporation’s Chairman and Chief Executive Officer in July 2004. He served as president and chief operating officer, and was first elected to the Whirlpool Board of Directors in June 1999. Fettig joined Whirlpool in 1981 as an operations associate. He held a number of managerial positions in operations, sales, planning and product development before being promoted to vice president, marketing, KitchenAid Appliance Group in July 1989. In October 1990, he was named vice president, marketing, for the Philips Whirlpool Appliance Group of Whirlpool Europe B.V., the company’s European subsidiary, and was named vice president, group marketing and sales, North American Appliance Group, in October 1992. In 1994 he was named an executive vice president of Whirlpool, and president, Whirlpool Europe and Asia. A native of Tipton, Ind., Fettig holds a bachelor’s degree in finance and a master of business administration degree from Indiana University. Fettig serves as lead director of The Dow Chemical Company Board of Directors. He serves on the Board of Governors for Boys & Girls Clubs of America, and is also a member of Business Leaders for Michigan and the Business Roundtable Association.

Whirlpool Corporation is the world's leading manufacturer and marketer of major home appliances, with annual sales of approximately $18 billion in 2012, 68,000 employees, and 65 manufacturing and technology research centers around the world. The company markets Whirlpool, Maytag, KitchenAid, Jenn-Air, Amana, Brastemp, Consul, Bauknecht and other major brand names to consumers in nearly every country around the world, and had been headquartered in Benton Harbor, Michigan since its origin in 1911. In the United States, Whirlpool operates the world's largest washing machine, clothes dryer and premium cooking plants. Over 80 percent of the products sold in the U.S. are made in the United States. Additional information about the company can be found at http://www.whirlpoolcorp.com.

Mr. James P. Hackett
Chief Executive Officer
Steelcase Inc.

James P. Hackett is chief executive officer and director of Steelcase Inc., the global leader in the office furniture industry. For over 100 years, Steelcase Inc. has helped create great experiences for the world’s leading organizations—wherever work happens. Steelcase and our family of brands—including Steelcase®, Coalesse®, Designtex®, Details®, Nurture®, PolyVision® and Turnstone®—offer a comprehensive portfolio of furnishings, products and services designed to unlock human promise and support social, economic
Speakers

and environmental sustainability. We are globally accessible through a network of channels, including approximately 670 dealers. Steelcase is a global, industry-leading and publicly traded company with fiscal 2013 revenue of $2.9 billion.

Dr. Pradeep K. Khosla
Chancellor
University of California, San Diego

Pradeep K. Khosla, an internationally renowned electrical and computer engineer, is the eighth Chancellor of the University of California, San Diego, and a Distinguished Professor. At UC San Diego, he initiated a comprehensive, all-inclusive strategic planning process to develop a unifying vision and shared goals to define the future of the campus. Before his current appointment, Khosla served as Dean of Engineering at Carnegie Mellon University. There, he set the strategic direction for undergraduate and graduate education and research, and was elected University Professor, the highest distinction a faculty member could achieve.

Chancellor Khosla is an elected member of the National Academy of Engineering and the American Society for Engineering Education. He is a Fellow of the Institute of Electrical and Electronics Engineers, the American Society of Mechanical Engineers, the American Association for Advancement of Science, the American Association of Artificial Intelligence and the Indian Academy of Engineering. He is an Honorary Fellow of the Indian Academy of Science. Khosla is also the recipient of numerous awards for his leadership, teaching, and research, including the 2012 Light of India Award, a Lifetime Achievement Award from the American Society of Mechanical Engineers, and the George Westinghouse Award for contributions to improve engineering teaching. In 2012, he was named as one of the 50 most influential Indian-Americans by SiliconIndia.

Dr. Thomas E. Mason
Director
Oak Ridge National Laboratory

Thomas E. Mason (B.S. in physics, Dalhousie University; Ph.D. in condensed matter sciences, McMaster University) is director of Oak Ridge National Laboratory (ORNL).

Thom joined ORNL in 1998 as Scientific Director for the Spallation Neutron Source (SNS) project. He was named Associate Laboratory Director (ALD) for SNS in 2001 and ALD for Neutron Sciences in 2006. Before joining ORNL, Thom was a faculty member in the Department of Physics at the University of Toronto. From 1992 to 1993, he was a Senior Scientist at Risø National Laboratory. He held a Natural Sciences and Engineering Research Council of Canada (NSERC) postdoctoral fellowship at AT&T Bell Laboratories from 1990 until 1992.

Thom’s research background is in the application of neutron scattering techniques to novel magnetic materials and superconductors using a variety of facilities in North America and Europe.

As Director of the U.S. Department of Energy’s largest science and technology laboratory he has an interest in advancing materials, neutron, nuclear, and computational science to drive innovation and technical solutions relevant to energy and global security. He is a Fellow of the AAAS, APS and NSSA.
Blake Moret is senior vice president of the Control Products & Solutions operating segment at Rockwell Automation. The Control Products & Solutions (CP&S) business of Rockwell Automation provides intelligent motor control products, automation solutions, and support services to companies around the world.


Blake has more than 28 years of experience in sales, systems, service and product groups across Rockwell Automation. This experience includes international assignments in Europe and Canada.

In 2005, Blake returned to Rockwell Automation global headquarters in Milwaukee to serve as business lead for the company’s operator interface business. Two years later, he was named vice president and general manager, Customer Support and Maintenance.

Blake received a bachelor’s degree in mechanical engineering from the Georgia Institute of Technology, and serves on that school’s advisory board.

He is the vice chairman of the Board of Trustees for the Manufacturing Institute, an affiliate of the National Association of Manufacturers. He also volunteers on the Board of Directors for the Milwaukee-based Urban Ecology Center, an organization focused on teaching central city youth in a natural setting.

Dr. Harris Pastides was elected the 28th president of the University of South Carolina on August 1, 2008. Previously, he served as vice president for research and health sciences and dean of the Arnold School of Public Health. He first came to the university in 1998.

Leading by example, Dr. Pastides expects students and faculty to push boundaries and embrace innovation. He is an advocate for student engagement beyond the classroom through leadership, service learning, international experience, internships and undergraduate research.

Under his leadership, South Carolina’s student population has grown to record levels among the system’s five universities on 14 campuses with 45,910 degrees awarded in the past five years. Dr. Pastides continues to spearhead non-traditional programs such as On Your Time, Palmetto College and Gamecock Guarantee to ensure access and affordability while leading an unprecedented capital campaign to fund research and development needs.

The flagship university holds the Carnegie top-tier designation for very high research activity. It is home to the entrepreneurial Office of Economic Engagement as well as the No. 1 ranked Honors College in the nation and the No. 1 undergraduate international business program.
Speakers

Prior to USC, Dr. Pastides served as chairman of the Department of Biostatistics and Epidemiology at the University of Massachusetts at Amherst. He received his masters of public health and his Ph.D. in epidemiology from Yale University.

Dr. G. P. “Bud” Peterson
President
Georgia Institute of Technology

Dr. G.P. “Bud” Peterson became the 11th president of the Georgia Institute of Technology in 2009. Peterson came to Georgia Tech from the University of Colorado at Boulder, where he served as chancellor. Prior to that, he served as provost at Rensselaer Polytechnic Institute in New York, and on the faculty and in leadership positions at Texas A&M University for 19 years. He has worked for NASA and the National Science Foundation (NSF).

Throughout his career, Peterson has played an active role in helping to establish the national education and research agendas. He has worked on a number of national accreditation agencies, with a focus on improving and assessing outcomes for higher education. He also has served on congressional task forces, research councils, and advisory boards, including the Office of Naval Research, the National Aeronautics and Space Administration, the Department of Energy, the National Research Council, and the National Academy of Engineering.

A distinguished scientist, in 2008 he was appointed by President George W. Bush to serve as a member of the National Science Board. In 2010 he was named by U.S. Secretary of Commerce Gary Locke as a member of the National Advisory Council on Innovation and Entrepreneurship. In 2011 President Barack Obama appointed him to the Advanced Manufacturing Partnership steering committee, and again in September 2013 to the AMP steering committee 2.0.

Mr. Nicholas T. Pinchuk
Chairman and Chief Executive Officer
Snap-on Incorporated

Nicholas T. Pinchuk is chairman, president and chief executive officer of Snap-on Incorporated, and serves on the board of directors.

Mr. Pinchuk was previously named president and chief operating officer in April 2007, when he was also appointed to Snap-on’s board of directors. He was elected chief executive officer in December 2007 and subsequently chairman in April 2009. He joined Snap-on in 2002 as senior vice president and president of Snap-on’s Worldwide Commercial and Industrial Group.

Before Snap-on, Mr. Pinchuk was president, global refrigeration operations, a multi-billion dollar business unit of Carrier Corporation, a subsidiary of United Technologies Corporation. Prior to that, he served in executive, operational, planning and financial capacities within Carrier and United Technologies, including: president, Asia-Pacific air conditioning operations; global vice president, strategic planning; and chief financial officer, Carrier International Corporation. Before joining United Technologies, he was with the Ford Motor Company, where he held various financial and engineering positions. He also served as an officer in the United States Army.
Mr. Pinchuk received an M.B.A. from Harvard, and master and bachelor of science degrees in engineering from Rensselaer Polytechnic Institute. He currently serves on the board of directors of Columbus McKinnon Corporation, on the Senior Advisory Board, Syracuse University School of Management, and on the board of directors for the National Association of Manufacturers.

Snap-on Incorporated is a leading global innovator, manufacturer and marketer of tools, diagnostics and equipment solutions for professional users. Product lines include hand and power tools, tool storage, diagnostics software, information and management systems, shop equipment and other solutions for vehicle dealerships and repair centers, as well as customers in general industry, energy and natural resources, aerospace, agriculture and construction. Products are sold through its franchisees, company-direct sales and distributor channels, as well as over the Internet. Founded in 1920, Snap-on is a $2.7 billion, S&P 500 company headquartered in Kenosha, Wisconsin.

**The Honorable Penny Pritzker**
Secretary
U.S. Department of Commerce

Penny Pritzker was sworn in as the 38th Secretary of Commerce by Vice President Joe Biden on June 26, 2013. She is a civic and business leader with more than 25 years of experience in the real estate, hospitality, senior living, and financial services industries. Ms. Pritzker served as CEO of PSP Capital Partners, and has previously developed such diverse companies as Vi (formerly Classic Residence by Hyatt), a leader in luxury living for older adults; The Parking Spot, a large U.S. network of off-site airport parking facilities; and Pritzker Realty Group.

President Obama appointed Ms. Pritzker to the President’s Council for Jobs and Competitiveness, which formerly advised the administration on economic growth and job creation. Ms. Pritzker previously served on the President's Economic Recovery Advisory Board. She has also served on the boards of Hyatt Hotels Corporation, Wm. Wrigley Jr. Company, Marmon Group and LaSalle Bank Corporation. She is past executive chairman of TransUnion, a global financial services information company.

Much of Ms. Pritzker's civic work focuses on public education. She served as advisory board chairman of Skills for America's Future, The Aspen Institute. Skills for America's Future is a national initiative that brings together businesses, community colleges and others to prepare workers for 21st century jobs. In 2012, she helped launch Skills for Chicagoland’s Future, the first city model of Skills for America’s Future. Ms. Pritzker is past chair of the Chicago Public Education Fund, the first venture philanthropy to raise private equity to invest in public schools, and a former member of the Chicago Board of Education.

In 2012, Ms. Pritzker received the Woodrow Wilson Award for Public Service, an honor given to individuals who have served with distinction in public life and have shown a special commitment to seeking out informed opinions and thoughtful views.

Ms. Pritzker earned her bachelor’s degree in economics from Harvard University and J.D. and M.B.A. degrees from Stanford University. She and her husband Dr. Bryan Traubert have two children.
Speakers

Mr. Robert L. Reynolds
President and Chief Executive Officer
President of the Putnam Funds
Putnam Investments

Robert L. Reynolds is President and Chief Executive Officer of Putnam Investments, a member of Putnam Investments' Executive Board of Directors, and President of the Putnam Funds. He has more than 30 years of investment and financial services experience. Prior to joining Putnam in 2008, he was Vice Chairman and Chief Operating Officer of Fidelity Investments.

Mr. Reynolds was named Fund Leader of the Year at the Mutual Fund Industry Awards in 2010, in recognition of a series of strategic changes he has implemented to improve investment performance and position Putnam as an industry leader. He has restructured the money management process, overseen the development of a more investor-friendly fee structure, introduced new products, and revitalized Putnam's commitment to the defined contribution business. Known for his innovation and thought leadership, he has spoken out on retirement savings reform, calling for a new generation of workplace savings plans.

Over more than 20 years, Mr. Reynolds has been an architect of the modern retirement industry by popularizing employer-sponsored 401(k) plans. In 2005, Mr. Reynolds received a Lifetime Achievement Award from PLANSPONSOR magazine for his contributions to the retirement services industry. Under his leadership, Putnam was named the inaugural recipient of the Retirement Leader of the Year award at the 18th Annual Mutual Fund Industry Awards in 2011 for its initiatives and innovative solutions in the workplace savings arena.

Mr. Reynolds currently serves on several not-for-profit boards, including those of West Virginia University Foundation, Concord Museum, Dana-Farber Cancer Institute, and the Initiative for a Competitive Inner City in Boston. He is a member of the Chief Executives Club of Boston, the National Innovation Initiative, and the Council on Competitiveness, and he is a former president of the Commercial Club of Boston.

Among many awards and recognitions, Mr. Reynolds received an Honorary Doctorate in Business Administration from West Virginia University, and a President's Medal of Excellence from Boston College. He earned a B.S. in Business Administration/Finance from West Virginia University.

Mr. Frederick W. Smith
Chairman and Chief Executive Officer
FedEx Corporation

Frederick W. Smith is chairman, president and chief executive officer of FedEx Corporation, a $44 billion global transportation, business services and logistics company. Smith is responsible for providing strategic direction for all FedEx Corporation operating companies, including FedEx Services, FedEx Express, FedEx Ground and FedEx Freight. Since founding FedEx in 1971, he has been an active proponent of regulatory reform, free trade and “open skies agreements” for aviation around the world. Most recently, he has advocated for vehicle energy-efficiency standards and a national energy policy.
Smith is a Trustee for the United States Council for International Business, is a board member for the Council on Foreign Relations, is co-chairman of the Energy Security Leadership Council and is the current co-chairman of the French-American Business Council. Smith is a member of the Aviation Hall of Fame, served as co-chairman of both the U.S. World War II Memorial Project and the campaign for the National Museum of the Marine Corps, and was named among the world’s best CEOs by BARRON’S magazine and is a past CHIEF EXECUTIVE magazine “CEO of the Year.”

Smith attended Yale University, where he earned a B.A. in 1966. Smith served as an officer in the U.S. Marine Corps from 1966-1970.

The Honorable Scott Smith
Mayor, City of Mesa, Arizona
President, U.S. Conference of Mayors

The Honorable Scott Smith was elected uncontested to a second term as Mayor of Mesa, the 38th largest city in the U.S. He is the President of the U.S. Conference of Mayors—the first Arizona mayor to lead the organization. He jump started Mesa’s economic development efforts with innovative initiatives like the iMesa online citizen engagement, the StartUp Mesa partnership with the Mesa Chamber of Commerce and the H.E.A.T. (Healthcare, Education, Aerospace, Tourism/Technology) strategy.

Smith is credited with reorganizing and reforming Mesa city government, reducing the budget by 20 percent and stabilizing City finances during the recession. He also led the effort to bring four legacy colleges downtown establishing the Mesa Center for Higher Education. His creative financing strategies helped fund highways, fire stations, and a light rail extension through downtown.

Smith earned an Accounting degree from Brigham Young University, and MBA and Juris Doctor degrees from Arizona State University.

Mr. Eric A. Spiegel
President and CEO
Siemens Corporation

Eric Spiegel is the President and CEO of Siemens Corporation and is responsible for growing the U.S. business in the company’s largest market. With $22 billion in sales, $6 billion in exports and approximately 60,000 employees in the U.S., Siemens provides solutions for more affordable and efficient healthcare, the growing demands of cities and the nation’s infrastructure needs, cleaner sources of energy production, and industrial productivity. Siemens has over 130 manufacturing sites across the U.S. and is represented in all 50 states. Mr. Spiegel, 54, joined Siemens in January 2010. Prior to joining Siemens, Mr. Spiegel was with Booz Allen Hamilton from 1986-2008 and Booz & Company from 2008-2010. A graduate of Harvard University and the Tuck School of Business at Dartmouth College, Mr. Spiegel is the Chairman of Ford’s Theatre Society Board in Washington, D.C. and a member of The Board of Overseers at Dartmouth’s Tuck School of Business. He is also the Vice Chair of the Education and Workforce Committee at the Business Roundtable and is a
Speakers

Mr. Mark A. Weinberger
Global Chairman & CEO
Ernst & Young LLP

Mark A. Weinberger became EY Global Chairman & CEO on July 1, 2013. With 175,000 people in more than 150 countries, the global EY organization is one of the largest professional services organizations in the world. Mark has served in a variety of leadership positions for EY, most recently as Global Vice Chair, Tax from 2008 to 2012. He was Assistant Secretary of the US Treasury (Tax Policy) in the George W. Bush Administration and was also appointed by President Clinton to serve on the US Social Security Administration Advisory Board. Mark sits on the boards of numerous organizations including Catalyst, The Tax Council, and the Bullis School in Potomac, Maryland. He co-chairs the Russia Foreign Investment Advisory Council and plays an active role in the World Economic Forum. Mark holds a BA from Emory University, an MBA and JD from Case Western Reserve University and a LLM from Georgetown University.

Ms. Randi Weingarten
President
American Federation of Teachers, AFL-CIO

Randi Weingarten is president of the 1.5 million-member American Federation of Teachers, AFL-CIO, which has been at the forefront of advocating for high-quality public services in all of the sectors where it has members: in education, healthcare, and the public employee sector.

Prior to her election as AFT president in 2008, Weingarten served for 12 years as president of the United Federation of Teachers, representing approximately 200,000 educators in the New York City public school system, as well as home child care providers and other workers in health, law and education. Weingarten has launched major efforts to place real education reform high on the nation's and her union's agendas. She began her career in education as a teacher of history at Clara Barton High School in Brooklyn's Crown Heights neighborhood where she helped her students win several state and national awards debating constitutional issues.

In 2013, the New York Observer named Weingarten one of the most influential New Yorkers of the past 25 years. Washington Life magazine included Weingarten on its 2013 Power 100 list of influential leaders. Weingarten holds degrees from Cornell University’s School of Industrial and Labor Relations and the Cardozo School of Law.
Mr. Jeffrey J. Wilcox  
Vice President of Engineering  
Lockheed Martin Corporation

Jeffrey J. Wilcox is the Vice President of Engineering at the Lockheed Martin Corporation. In this capacity, he is responsible for leading the development and execution of engineering strategy for the Lockheed Martin Engineering Enterprise and its 60,000 engineers, scientists, and technologists. He collaborates with the Corporation’s Business Area leadership to ensure the right people, practices, and technologies are in place to successfully deliver solutions to customers’ most complex challenges. Mr. Wilcox graduated from Drexel University, Philadelphia, Pennsylvania with a master’s degree in Electrical Engineering and Case Western Reserve University, Cleveland, Ohio with a degree in Biomedical Engineering. Mr. Wilcox holds an honorary doctorate of Engineering from Stevens Institute of Technology, Hoboken, New Jersey. Mr. Wilcox is an Adjunct Professor at Miami University, Oxford, OH. He serves on the Department of Commerce Manufacturing Council, the Drexel University Leadership Council, the Stevens Institute of Technology School of Systems and Enterprises Advisory Board, the University of Southern California Viterbi School of Engineering Board of Councilors, the MIT Open CourseWare Next Decade Alliance Advisory Council, and the US Manufacturing Competitiveness Steering Committee.

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

Deborah L. Wince-Smith is the president & CEO of the Council on Competitiveness, a group of CEOs, university presidents and labor leaders committed to driving U.S. competitiveness. She has more than 20 years of experience as a senior U.S. government official, including as the Senate-confirmed first Assistant Secretary for Technology Policy in the Department of Commerce.

Ms. Wince-Smith currently serves on the Smithsonian National Board and the boards of several other public and private organizations including the Board of Trustees for Lehigh University and the U.S. Naval Academy Foundation. She is a member of the Scientific Review Committee for Lawrence Livermore National Laboratory. Ms. Wince-Smith was formerly a member of the Board of NASDAQ OMX and, for two terms, she was a member of the University of Chicago's Board of Governors for Argonne National Laboratory. Ms. Wince-Smith is the president of the Global Federation of Competitiveness Councils, whose creation she led. Ms. Wince-Smith is the vice-chair of the World Economic Forum’s Global Council on Global Competitiveness and is a member of Japan’s Science & Technology in Society Forum Council. She is a member of the Commission on the Theft of Intellectual Property, co-chaired by former Governor John Huntsman and former U.S. Director of Naval Intelligence, Dennis Blair.
Speakers

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

Mr. Paul A. Yarossi
President, HNTB Holdings Ltd.
Executive Vice President, HNTB Corporation

As president of HNTB Holdings Ltd, Paul Yarossi serves on the company’s board of directors and is responsible for overseeing and directing business operations for the firm. Yarossi participates in a number of high-level roles on behalf of the industry, which gives him a broad perspective on current issues and trends. He serves as immediate past chairman of the American Road and Transportation Builders Association, the U.S. transportation construction industry’s representative in Washington, D.C. He has presented testimony to the U.S. House Transportation and Infrastructure Subcommittee on Highways and Transit. Media outlets regularly seek Yarossi’s views on infrastructure policy and funding and the effective movement of goods on America’s roadways and waterways to ensure global competitiveness.

Public- and private-sector clients also look to HNTB and Yarossi to address the environmental, financial and implementation challenges of complex mega projects, from planning and design through construction phasing and operations support. Yarossi is a registered professional engineer in New York and holds a civil engineering degree from Manhattan College.
Provocateurs

Mr. Scott Horsley
White House Correspondent
National Public Radio

Scott Horsley is a White House correspondent for NPR News. He reports on the policy and politics of the Obama Administration, with a special emphasis on economic issues.

Horsley took up the White House beat after serving as a San Diego-based business correspondent for NPR where he covered fast food, gasoline prices, and the California electricity crunch of 2000. He reported from the Pentagon during the early phases of the wars in Iraq and Afghanistan.

Before joining NPR in 2001, Horsley was a reporter for member station KPBS-FM, where he received numerous honors, including a Public Radio News Directors’ award for coverage of the California energy crisis.

Earlier in his career, Horsley worked as a reporter for WUSF-FM in Tampa, Florida, and as a news writer and reporter for commercial radio stations in Boston and Concord, New Hampshire. Horsley began his professional career as a production assistant for NPR’s Morning Edition.

Horsley earned a bachelor’s degree from Harvard University and an MBA from San Diego State University.

Ms. Megan Hughes
Washington Correspondent
Bloomberg TV

Megan Hughes is a Washington D.C.-based correspondent for Bloomberg Television. Hughes covers all aspects of government including regulatory reform, lobbying, tax policy and healthcare legislation. Hughes is also a reporter for Bloomberg Government, or BGOV, Bloomberg’s data, research and news product offering exclusive insight into the intersection of business and government policy.

Hughes has reported extensively from the campaign trail of the 2012 presidential election. She provided live coverage of the Super Tuesday primary from the battleground state of Ohio and was stationed in Iowa for the state’s caucus in January. Hughes also covered the U.S. Supreme Court hearing of the Affordable Care Act, state labor disputes and the showdowns over collective bargaining rights in Wisconsin and Ohio. In 2011, she interviewed governors from around the country at the National Governors Association meeting in Salt Lake City, UT.

Prior to joining Bloomberg in 2011, Hughes covered politics in Washington D.C. for CNN NewsSource, Hearst and Bloomberg. Prior to that, Hughes served as a Washington correspondent for Cox Media Group, where she covered the 2008 Presidential election, President Obama’s inauguration, the Virginia Tech shootings and other stories for Cox television affiliates around the country. Hughes has also reported internationally, covering world events.
and feature stories from South Africa, Thailand, South Korea and more. Earlier in her career, Hughes reported for WRAL-TV in Raleigh and WIS-TV in Columbia, South Carolina.

A native of Cleveland, Ohio, Hughes earned both her bachelor’s and master’s degrees from Northwestern University, majoring in journalism with a concentration in political science.

**Mr. Al Hunt**

Columnist, Bloomberg View

Host, “Political Capital with Al Hunt,” Bloomberg TV

Albert R. Hunt is a Bloomberg View columnist appearing on Mondays. Hunt also hosts “Political Capital with Al Hunt,” airing Fridays on Bloomberg Television at 9pm ET. In his four decades at the Wall Street Journal, he was a reporter, bureau chief and executive Washington editor and wrote the weekly column “Politics & People.” Al also directed the Journal’s polls, was president of the Dow Jones Newspaper Fund and a board member of the Ottaway community newspapers. He was a panelist on the CNN programs “The Capital Gang” and “Novak, Hunt & Shields.” Al is co-author of books on U.S. elections by the American Enterprise Institute and the Brookings Institution. His Bloomberg column also appears in the International Herald Tribune.

**Ms. Stephanie Kirchgaessner**

Washington Correspondent

*Financial Times*

Stephanie Kirchgaessner is Washington correspondent for the Financial Times. Her beat includes Washington regulation, lobbying and politics.

Kirchgaessner joined the FT in 2000 as assistant editor for FT.com, focusing on media, technology and telecommunications, based in New York. She then worked as media correspondent for the FT in London.

Prior to joining the FT, Kirchgaessner worked for National Geographic Television in Washington, DC.

Kirchgaessner graduated with honors from George Washington University, Washington, DC, where she studied English and journalism.

In 2003, she was awarded the Wincott Award for “Best Young Journalist of the Year” for her coverage of the Hollinger scandal. In 2006, she was part of a team that received an honorable mention from the Overseas Press Club for the FT’s coverage of Cnooc’s attempted takeover of Unocal. In 2008, she was runner up for best print feature story for the Foreign Press Club awards for “One big country club”, a story about Washington lobbying.

Kirchgaessner has appeared on CNBC, MSNBC and CNN. She is fluent in German.

Find her on Twitter at @skirchy.
Phil Mattingly is a Washington-based reporter for Bloomberg News, covering the intersection of business and Washington, legal policy and law enforcement. He has taken the lead on Bloomberg's corporate fraud investigations, breaking stories and profiling the lead players in the global rate rigging cases against the world's largest banks and the government's criminal settlement against BP for the 2010 Deepwater Horizon oil spill.

Mattingly moved to the beat in 2012 after five years covering economic and finance issues on Capitol Hill and within the federal regulators, first with Congressional Quarterly. He joined Bloomberg's Washington bureau in January 2010. Throughout his career he has also covered Washington lobbying and politics, including stints with President Barack Obama and Governor Mitt Romney on the 2012 campaign trail.

Since coming to Washington, Mattingly has won a Society of American Business Editors and Writers award for Breaking News during the congressional battle over the 2010 financial reform law. He was also named a finalist for the 2012 Scripps Howard award for Distinguished Service to the First Amendment for an in-depth look at the Obama administration's national security secrecy and its legal crackdown on government whistle-blowers.

Mattingly has also been a Paul Miller Washington Reporting Fellow and received a business journalism fellowship at the Wharton School of the University of Pennsylvania.

He attended Ohio State University, earning a bachelor's in English while playing varsity baseball, before heading to Boston University where he earned his master's degree in journalism.

A Toledo, Ohio native, Mattingly now lives in Washington, D.C.
Council on Competitiveness Board and Executive Committee

BOARD
Chairman
Mr. Samuel R. Allen
Deere & Company

Industry Vice Chairman
Mr. Michael R. Splinter
Applied Materials, Inc.

University Vice Chairman
Dr. Michael M. Crow
Arizona State University

Labor Vice Chairman
Mr. William P. Hite
United Association of Plumbers and Pipefitters

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

President & CEO
The Honorable Deborah L. Wince-Smith

EXECUTIVE COMMITTEE
Mr. Thomas R. Baruch
Formation & Partners

Dr. Gene D. Block
University of California, Los Angeles

Mr. William H. Bohnett
Whitecap Investments LLC

Mr. James K. Clifton
Gallup, Inc.

Dr. John J. DeGioia
Georgetown University

Dr. Alice P. Gast
Lehigh University

Mr. James S. Hagedorn
The Scotts Miracle-Gro Company

Ms. Sheryl Handler
Ab Initio

Dr. Paul J. Hommert
Sandia National Laboratories

The Honorable Shirley Ann Jackson
Rensselaer Polytechnic Institute

Dr. Linda P. Katehi
University of California, Davis

Dr. Pradeep K. Khosla
University of California, San Diego

Dr. Steven Knapp
The George Washington University

Mr. John E. McGlade
Air Products

Mr. James B. Milliken
University of Nebraska

Dr. Harris Pastides
University of South Carolina

Mr. James M. Phillips
NanoMech, Inc.

Mr. Nicholas T. Pinchuk
Snap-on Incorporated

Prof. Michael E. Porter
Harvard Business School

Dr. Luis M. Proenza
The University of Akron

Mr. Punit Renjen
Deloitte LLP

Mr. Robert L. Reynolds
Putnam Investments

Dr. Kenan E. Sahin
TIAx LLC

Mr. Mayo A. Shattuck, III
Exelon Corporation

Dr. Lou Anna K. Simon
Michigan State University

Mr. Edward M. Smith
Ullico Inc.

Mr. Lawrence Weber
W2 Group, Inc.

Ms. Randi Weingarten
American Federation of Teachers, AFL-CIO

Dr. Robert J. Zimmer
The University of Chicago

FOUNDER
John A. Young
Hewlett-Packard Company
Council on Competitiveness Membership

GENERAL MEMBERSHIP
Dr. Michael F. Adams
The University of Georgia
Mr. Joseph A. Alutto
The Ohio State University
Dr. Joseph E. Aoun
Northeastern University
Mr. J. David Armstrong, Jr.
Broward College
Mr. Neil Z. Auerbach
Hudson Clean Energy Partners
Dr. James F. Barker
Clemson University
The Honorable Sandy K. Baruah
Detroit Regional Chamber
Dr. Mark P. Becker
Georgia State University
Ms. Stephanie W. Bergeron
Walsh College
Mr. George Blankenship
Lincoln Electric, North America
Dr. Joel Bloom
New Jersey Institute of Technology
Dr. Lee C. Bollinger
Columbia University
Mr. Terry Boston
PJM Interconnection
Dr. Richard H. Brodhead
Duke University
Dr. Robert A. Brown
Boston University
Mr. Goodloe E. Byron
Potomac Energy Fund
Mr. Steve Cardona
Nzyme2HC, LLC
Dr. Robert L. Caret
University of Massachusetts
Dr. Curtis R. Carlson
SRI International
Dr. Roy A. Church
Lorain County Community College
Dr. James P. Clements
West Virginia University
Dr. Mary Sue Coleman
University of Michigan
The Honorable Mitchell E. Daniels, Jr.
 Purdue University
Dr. William W. Destler
Rochester Institute of Technology
Mr. Ernest J. Dianastasis
CAI
Mr. Daniel R. DiMicco
Nucor Corporation
Dr. Joseph A. DiPietro
The University of Tennessee
Dr. Nicholas B. Dirks
University of California, Berkeley
Dr. Charlene M. Dukes
Prince George's Community College
Dr. Robert A. Easter
University of Illinois
Dr. Carol L. Folt
The University of North Carolina at Chapel Hill
Mr. Kenneth C. Frazier
Merck & Co., Inc.
Mr. John A. Fry
Drexel University
Dr. Judy L. Genshaft
University of South Florida
Dr. R. Barbara Gitenstein
The College of New Jersey
Mr. Gregory E. Glaros
SYNEXXUS, Inc.
Mr. Robert B. Graybill
Nimbis Services, Inc.
Mr. Robert Greifeld
The NASDAQ OMX Group, Inc.
Dr. Amy Gutmann
University of Pennsylvania
Mr. Peter T. Halpin
World Resources Company
Dr. Philip J. Hanlon
Dartmouth College
Dr. Patrick T. Harker
University of Delaware
Ms. Marilyn A. Hewson
Lockheed Martin Corporation
Dr. John C. Hitt
University of Central Florida
Mr. John D. Hofmeister
JKH Group
Mr. Jeffrey R. Immelt
General Electric Company
Dr. Lloyd A. Jacobs
University of Toledo
Ms. Madeleine S. Jacobs
American Chemical Society
Fr. John I. Jenkins
University of Notre Dame
Mr. Jeffrey A. Joerres
ManpowerGroup
Dr. John P. Johnson
Embry-Riddle Aeronautical University
Dr. Robert E. Johnson
Becker College
Dr. Lester A. Lefton
Kent State University
Dr. J. Bernard Machen  
University of Florida

Mr. Bill Mahoney  
SCRA

Dr. Sally Mason  
University of Iowa

Dr. David Maxwell  
Drake University

Dr. Jane D. McAuliffe  
Bryn Mawr College

Mr. Sean McGarvey  
Building and Construction Trades Department, AFL-CIO

Mr. Mark McGough  
Ioxus, Inc.

Dr. Michael A. McRobbie  
Indiana University

Dr. Carolyn Meyers  
Jackson State University

Mr. Paul Michaels  
Mars, Incorporated

Dr. Richard K. Miller  
Franklin W. Olin College of Engineering

Dr. H. Keith Moo-Young  
Washington State University Tri-Cities

Dr. Martin J. Murphy, Jr.  
CEO Roundtable on Cancer

Dr. Mark G. Mykytysyn  
Tangible Software, Inc.

Mr. Mark A. Nordenberg  
University of Pittsburgh

Mr. Keith D. Nosbusch  
Rockwell Automation, Inc.

Dr. Santa J. Ono  
University of Cincinnati

Dr. Eduardo J. Padrón  
Miami Dade College

Dr. Daniel S. Papp  
Kennesaw State University

Dr. David W. Pershing  
University of Utah

Dr. G. P. “Bud” Peterson  
Georgia Institute of Technology

Dr. William C. Powers, Jr.  
The University of Texas at Austin

Mr. Stuart Rabinowitz  
Hofstra University

Dr. Edward Ray  
Oregon State University

Dr. L. Rafael Reif  
Massachusetts Institute of Technology

Mr. Ralph Resnick  
National Center for Defense Manufacturing and Machining

Mr. Rory Riggs  
Balfour, LLC

Mr. Thomas W. Ross  
The University of North Carolina

Mr. Douglas Rothwell  
Business Leaders for Michigan

VADM John R. Ryan  
Center for Creative Leadership

Mr. E. Scott Santi  
Illinois Tool Works Inc.

Dr. Leonard A. Schlesinger  
Babson College

Dr. David E. Shaw  
D. E. Shaw Research

Mr. Scott D. Sheffield  
Pioneer Natural Resources Company

Dr. David J. Skorton  
Cornell University

Mr. Frederick W. Smith  
FedEx Corporation

Mr. Jack Stack  
SRC Holdings Corporation

Ms. Susan S. Stautberg  
PartnerCom Corporation

Dr. Charles W. Steger  
Virginia Polytechnic Institute and State University

Dr. Elisa Stephens  
Academy of Art University

Mr. Edward Stolper  
California Institute of Technology

Dr. Erik Straser  
Mohr Davidow Ventures

Dr. Elizabeth Stroble  
Webster University

Dr. Teresa Sullivan  
University of Virginia

The Honorable Subra Suresh  
Carnegie Mellon University
About the Council on Competitiveness

Dr. Satish K. Tripathi
State University of New York at Buffalo

Dr. Thomas M. Uhlman
New Venture Partners LLC

Dr. Steve L. VanAusdine
Walla Walla Community College

Mr. Frederick H. Waddell
Northern Trust Corporation

Dr. Jeffrey Wadsworth
Battelle Memorial Institute

Mr. Joseph L. Welch
ITC Holdings Corp.

Mr. Keith E. Williams
Underwriters Laboratories Inc.

Dr. Heather Wilson
South Dakota School of Mines & Technology

Mr. Rick E. Winningham
Theravance, Inc.

Dr. W. Randolph Woodson
North Carolina State University

Dr. Mark S. Wrighton
Washington University in St. Louis

Mr. Paul A. Yarossi
HNTB Holdings Ltd

INTERNATIONAL AFFILIATE
Ms. Amy Erickson
Alstom Inc.

NATIONAL LABORATORY PARTNERS
Dr. Penrose C. “Parney” Albright
Lawrence Livermore National Laboratory

Dr. Eric D. Isaacs
Argonne National Laboratory

Dr. Michael Kluse
Pacific Northwest National Laboratory

Dr. Thomas E. Mason
Oak Ridge National Laboratory

NATIONAL AFFILIATES
Mr. Marc Apter
IEEE–USA

Ms. Rebecca O. Bagley
NorTech

Mr. James C. Barrood
Rothman Institute of Entrepreneurship

Ms. Leslie C. Berlowitz
American Academy of Arts and Sciences

Dr. Walter G. Bumphus
American Association of Community Colleges

Ms. Cathleen A. Campbell
U.S. Civilian Research & Development Foundation

Mr. C. Michael Cassidy
Georgia Research Alliance, Inc.

Mr. Richard Grefé
AIGA

Mr. Dominik Knoll
World Trade Center of New Orleans

Mr. Jack E. Kosakowski
Junior Achievement USA

Dr. Alan L. Leshner
American Association for Advancement of Science

Dr. Paul C. Maxwell
The Bi-National Sustainability Laboratory

Mr. Jack E. Middleton
SMC3

LTC Harrison A. Page
Oak Ridge Associated Universities

Dr. Hunter R. Rawlings
Association of American Universities

Dr. Carol G. Schneider
Association of American Colleges & Universities

Dr. David Vogan, Jr.
American Mathematical Society

Mr. Steven G. Zylstra
Arizona Technology Council
Council on Competitiveness Fellows, Advisors and Staff

**DISTINGUISHED & SENIOR FELLOWS**
- The Honorable Erich Bloch
- The Honorable Daniel S. Goldin
- The Honorable Bart J. Gordon
- The Honorable Alexander A. Karsner
- The Honorable Alan P. Larson
- Mr. Edward J. McElroy
- Mr. John F. Mizroch
- Ms. Michelle Moore
- The Honorable Thomas Ridge
- Dr. Anthony J. Tether

**SENIOR ADVISOR**
- Ms. Jennifer S. Bond

**STAFF**
- Mr. William C. Bates
  Executive Vice President and Chief of Staff
  Treasurer and Secretary to the Board
- Mr. Chad Evans
  Executive Vice President
- Dr. Walter Kirchner
  Chief Technologist
- Dr. Cynthia R. McIntyre
  Senior Vice President
- Ms. Cathy Tripodi
  Senior Vice President
- Ms. Lisa Hanna
  Vice President
- Ms. Patricia A. Hennig
  Controller
- Mr. Mohamed N. Khan
  Vice President
- Ms. Deborah Koolbeck
  Vice President
- Mr. Christopher Mustain
  Vice President
- Ms. Marcy S. Jones
  Assistant to the President and Office Manager
- Mr. Zachary Schafer
  Senior Policy Director
- Dr. Clara Smith
  Senior Policy Director
- Mr. Michael Bush
  Policy Director
- Mr. Gourang Wakade
  Director, Membership & Strategic Development
- Mr. Thomas Trueblood
  Database Administrator
- Mr. Mark Karkenny
  Program Manager
- Mr. Aaron S. Malofsky
  Program Manager
- Mr. Phillip Typaldos
  Program Manager
Notes
About the Council

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

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

Council on Competitiveness
1500 K Street, NW, Suite 850
Washington, DC 20005
T 202 682 4292
F 202 682 5150
www.compete.org

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

The Council achieves its mission by:
• Identifying and understanding emerging challenges to competitiveness
• Generating new policy ideas and concepts to shape the competitiveness debate
• Forging public and private partnerships to drive consensus
• Galvanizing stakeholders to translate policy into action and change

JOIN THE CONVERSATION
@CompeteNow
#NCF2013
Compete.org/ncf