

UNITED STATES DEPARTMENT OF COMMERCE

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U.S. ECONOMIC DEVELOPMENT ADMINISTRATION

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NATIONAL ADVISORY COUNCIL ON INNOVATION  
AND ENTREPRENEURSHIP (NACIE)

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MEETING

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THURSDAY  
FEBRUARY 2, 2017

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The Council met in the Department of  
Commerce Library, 1401 Constitution Avenue, N.W.,  
Washington, D.C., at 1:15 p.m., Melissa Bradley  
and Stephen Tang, Co-Chairs, presiding.

PRESENT

MELISSA BRADLEY, AU Center for Innovation in the  
Capital, Co-Chair

STEPHEN TANG, University City Science Center,  
Co-Chair

REBECCA BAGLEY, University of Pittsburgh

ESTHER BALDWIN, Intel

BRIAN BARTHOLOMEUSZ, TomKat Center for  
Sustainable Energy at Stanford University

HEATHER BOESCH, IDEO

TREY BOWLES, III, The Dallas Innovation  
Alliance; The Dallas Entrepreneur Center

SCOTT FREDERICK, New Enterprise Associates

KARA GOLDIN, Hint Inc.

ORIN HERSKOWITZ, Columbia Technology Ventures,  
Columbia University  
SCOTT FREDERICK, New Enterprise Associates  
RICHARD JOHNSON, Kentucky Science and Technology  
Corporation  
JOSEPH KAPP, Eastern WV Community & Technical  
College; Behavioral Business, LLC  
DAVID KENNEY, Oregon BEST  
MARIE LYNCH, Skills for Chicagoland's Future  
MIKE NEMETH, S3 Planning  
MARIBEL PEREZ WADSWORTH, Gannett Company Inc.  
ANDREW REAMER, George Washington University  
EMILY REICHERT, Greentown Labs  
SUE GRIFFITH SMITH, Ivy Tech Community College  
WHITNEY SMITH, JPMorgan Chase  
TIFFANY STEVENSON, Sephora USA, Inc.  
ERIC TOONE, Duke University  
TIFFANY WILSON, Global Center for Medical  
Innovation  
CHAD WOMACK, UNCF

ALSO PRESENT

THOMAS GUEVARA, Deputy Assistant Secretary for  
Regional Affairs, Economic Development  
Administration  
CRAIG BUERSTATTE, Office of Innovation and  
Entrepreneurship; Designated Federal  
Official  
RON JARMIN, U.S. Census Bureau  
DAVID LANGDON, Economics and Statistics  
Administrations  
EMILY LINER, Third Way  
SHANNON RHOTEN, Small Business Administration  
ERIC SMITH, Office of Innovation and  
Entrepreneurship  
JOHN WILLIAMS, Small Business Administration

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1 P-R-O-C-E-E-D-I-N-G-S

2 (1:17 p.m.)

3 MR. BUERSTATTE: Thank you, Robin.

4 And thank you NACIE Members. Welcome to our  
5 second official quarterly meeting here in D.C.

6 As you know, this is a public meeting  
7 so also welcome a few members of the public.

8 Thanks for joining. For those of you that are  
9 dialing in on the line, members of the public, we  
10 will have a public comment period at the end.

11 Approximately 3:15, depending on the pace of  
12 conversation.

13 But, and on that note, we do have a  
14 transcription service here so if you are making a  
15 comment or engaging, please try your best to  
16 speak into the microphone. That way we can  
17 capture all the words.

18 MR. SMITH: Sorry, one thing about  
19 that. If your mic is off there's a little delay,  
20 so give it a couple seconds before you start  
21 talking.

22 MR. BUERSTATTE: Thanks, Eric.

1                   And I noticed we have a packed  
2                   afternoon. So if you do need to stand up, take a  
3                   break, grab some coffee, hit the restroom, please  
4                   do so at your own will. And I think I've covered  
5                   all the logistics.

6                   But you can take a look at the agenda.  
7                   And I'd just like to highlight one thing really  
8                   before I pass it over to the Co-Chairs. And very  
9                   shortly we'll hear from some Agency and Program  
10                  leads. And that's because we heard you.

11                  Many of you were really thirsty to  
12                  hear more about what the federal government is  
13                  doing in innovation and entrepreneurship. So we  
14                  have some great leaders here to talk about what  
15                  they're doing in various roles to support those  
16                  activities.

17                  And we want to focus on that in two  
18                  ways. One, think about ways that we can leverage  
19                  that insight from them to better inform our  
20                  current work, and maybe future work.

21                  But two, take a step above the facts  
22                  that you hear. And think about the levers that

1 they are using to fund, convene, support, you  
2 name it, regulate and deploy policies to support  
3 our innovators and entrepreneurs.

4 Because maybe that specific program  
5 might not be as relevant to us directly, or near-  
6 term, but the strategy or methodology could be  
7 implemented in one of our conversations near-  
8 term.

9 So with that said, again, welcome.  
10 Excited to have you here. We've got a great 24  
11 hours planned for you all. Steve and Melissa.

12 CO-CHAIR BRADLEY: Great. So,  
13 welcome. It's good to see all you, particularly  
14 those who have probably made almost the furthest  
15 trip, unless you're coming from some fabulous  
16 country elsewhere. So it's great to see everyone  
17 around the table.

18 As Craig mentioned, we do have an  
19 action packed today. Today is really focusing in  
20 a continuing of work group activities. And to  
21 really begin to refine those. So that tomorrow  
22 becomes a day to move from what can we do on the

1 ground, to what can we do to really advance a  
2 much larger strategy?

3 So I'm excited to have some friends  
4 literally and figuratively from other agencies.  
5 So that we can think about synergies, but also  
6 partnerships. And certainly to think about what  
7 does the near-term and the long-term look like?  
8 And importantly, what is our role in doing that?

9 I want to acknowledge Brian and his  
10 work in helping us develop some frameworks, and  
11 Andrew and his work in doing some frameworks. So  
12 we -- Craig is holding up one right there.

13 MR. BUERSTATTE: And each of you have  
14 one, you'll see it at your desks.

15 CO-CHAIR BRADLEY: A multi-colored  
16 document.

17 So we appreciate the work that people  
18 have been doing in the interim. It has not gone  
19 unnoticed. And so that's really odd. It's great  
20 to see everyone on the floor, to working to with  
21 you. Pass it to Steve.

22 CO-CHAIR TANG: Thank you, Melissa.

1 And welcome everyone. It has been a busy winter  
2 since we last convened. A lot has gotten done.  
3 I also want to acknowledge the historic nature of  
4 NACIE 3.0 moving between administrations. That  
5 has not happened before in the two other  
6 incarnations of NACIE.

7 So, I acknowledge that there is the  
8 sort of normal transition of staff, and  
9 transition of policy, transition of politics that  
10 goes on. I would also acknowledge that it's a  
11 bit heightened over the last couple of weeks in  
12 this administration.

13 So, we'll have some time to I think  
14 talk a little bit later about career milestones,  
15 personal milestones, and we welcome and want to  
16 learn more about what everybody is doing around  
17 the table?

18 I also want to acknowledge that three  
19 of our colleagues, since October, have elected to  
20 step down for a variety of reasons. And we'll  
21 talk about that as well. But other than that I  
22 think we are exactly where we need to be in terms



1 of developing initiatives, ideas. Crystallizing  
2 thoughts for getting ready to advise the new  
3 administration and new Secretary of Commerce.

4 So I am, as Melissa is, very  
5 interested and excited in getting started. So  
6 welcome back everyone.

7 MR. BUERSTATTE: So I do want to  
8 highlight real quickly before we dive into the  
9 interagency presentations. That framework  
10 Melissa mentioned, thank you, Brian for taking an  
11 initial stab at it.

12 As we start the conversations today, and  
13 dive deeper into our specific ideas and those  
14 initiatives. And Melissa said, we'll be building  
15 towards that broader strategy tomorrow.

16 Just take a look at this framework.  
17 Think about how it might resonate with what  
18 discussions you're involved in? And how we can  
19 set the table for tomorrow? This is not a  
20 prescription. There's nothing finite about it,  
21 but rather I just want to be strategic about the  
22 way we move forward.

1 CO-CHAIR BRADLEY: I'm sorry. I just  
2 also want to take a moment to thank the OIE  
3 staff.

4 We have, Steve and I have the  
5 privilege of speaking to them on a relatively  
6 regular basis. And I can always hear Craig,  
7 despite his great service trajectory that he's  
8 sometimes out of breath. Because I know he's  
9 running all over the building.

10 So I want to especially thank Craig  
11 and Eric for their work, and the rest of the  
12 team. Because they played working hard, both to  
13 support us, but also support a very significant  
14 transition. So thank you.

15 MR. BUERSTATTE: Thank you, Melissa.  
16 First up we have David Langdon, from the  
17 Economics and Statistics Administration. David,  
18 you ready to roll?

19 MR. LANGDON: Good afternoon.

20 CO-CHAIR BRADLEY: Good afternoon.

21 (Off the record comment.)

22 MR. BUERSTATTE: Yes, do you have the

1 clicker over there?

2 MR. LANGDON: Oh, yes.

3 MR. BUERSTATTE: Great. Oh yes,  
4 you've got to do slides, sorry.

5 (Off the record comment.)

6 MR. LANGDON: I'm David Langdon, I'm  
7 the Senior Policy Advisor here, in the Office of  
8 the Secretary, and in Economics and Statistics  
9 Administration.

10 I'm going to speak some about our  
11 Workforce Development Initiatives that we have  
12 going on in the department. And dwell a little  
13 bit more on a study that we released a few months  
14 ago around apprenticeships.

15 As you know, the department in recent  
16 years has become much more strategically  
17 coordinated around a series of initiatives to  
18 support, strengthen in American's workforce. And  
19 to ensure that training programs are better tied  
20 to business needs.

21 I'm just going to provide a preview on  
22 some of the following speakers will delve into

1 for example, the Manufacturing Ascension  
2 Partnership. And some work at the Census Bureau  
3 around, particularly around entrepreneurship.  
4 But also just general workforce data.

5 And you know, the end of the  
6 administration, brought a good point. I want you  
7 to sort of think about our successes, and where,  
8 look ahead to what our priorities would be?

9 Some priority areas would include  
10 better coordination with our Manufacturing USA  
11 centers, formally called the NNMI centers. The  
12 difficulty of pronouncing them alone was a good  
13 reason to change the name.

14 All these centers have, 14 of them  
15 now, have workforce development as a key part of  
16 their mission. And there's a need and an  
17 opportunity to coordinate across them more. Both  
18 in, you know, tying technological development to  
19 workforce training models.

20 And thinking more just broadly around  
21 workforce needs, the fear is out. And the  
22 connection between automation and workforce

1 needs, because the compliment to conversations  
2 around trade and workforce needs.

3 So stay tuned to that. The recently  
4 released Deloitte report on the Manufacturing USA  
5 centers if you haven't seen it. We can certainly  
6 share it. It's a very good preview.

7 I would argue that the workforce  
8 development piece is actually one of the thinner  
9 parts of the study, and alone calls for some new  
10 thinking about what we should be doing? And  
11 we're in coordination of course with the  
12 department of Energy and DoD on these  
13 discussions.

14 In the last year or so, we've focused  
15 more on the leadership role in EDA -- of course,  
16 it's onus to be the experts in the room around  
17 integration across economic development -- and  
18 brought on a series of staff called Economic  
19 Development Integrators.

20 Who both at the National Office and  
21 the Regional Offices are looking to help EDOs and  
22 other entities to better understand the full

1 range of federal workforce dollars and  
2 opportunities available to them.

3 And I think that's also, just the  
4 existence of this is a huge success, along with  
5 EDA's broader grant, more specific focus around  
6 workforce training and its grant giving.

7 One piece of this is around helping  
8 communities become ready for FDI investment.  
9 There's a long, there's an ongoing activity  
10 called, under the Job-Creating Investment, Cross-  
11 Agency Goal which basically is an effort to  
12 provide greater technical assistance to  
13 communities and understanding when they are ready  
14 to receive FDI Investments. And something that I  
15 think is actually another success for EDA.

16 (Off the record comment.)

17 MR. LANGDON: Oh, I'm sorry, Foreign  
18 Direct Investment, Foreign Direct Investment,  
19 yes. I just had to prove I'm a federal employee  
20 by throwing --

21 (Laughter.)

22 MR. LANGDON: -- throwing out some

1       acronyms right away. But I think the main reason  
2       I came today was to share the fact that we, in  
3       late last year, published a, or basically the  
4       first ever U.S. study on apprenticeships. It was  
5       a joint effort between our department and Case  
6       Western Reserve University. Specifically with  
7       our prior Chief Economist, Sue Helper, who I  
8       think some of you know.

9                It was to -- sort of a sweet spot for  
10       our department -- in that you know, overall the  
11       Department of Commerce regardless of  
12       administrations is the voice of business. It's a  
13       two way street, right?

14               Providing the voice of business to  
15       policy making, and helping business understand  
16       key, you know, government priorities and maybe,  
17       key, you know, actions that they could take they  
18       may not be aware of.

19               A key priority of the last  
20       administration and it's a priority for many  
21       countries is promoting apprenticeship as a proven  
22       training model. And we found right away as our

1 Secretary then. I'm sure future Secretaries talk  
2 about these kinds of activities that there wasn't  
3 much known about why, what's in it for businesses  
4 to do apprenticeships? Or even what  
5 apprenticeships are?

6 And through our conversations around  
7 it, and through the generous support of  
8 organizations like JP Morgan Chase, and the Joyce  
9 Foundation, Annie E. Casey Foundation. We  
10 conducted the first ever U.S. study on this.

11 So it was through a series of case  
12 studies of 13 companies and intermediaries that  
13 have a great experience and prior experience in  
14 apprenticeship. And were a part of a program at  
15 the U.S. Department of Labor, called LEADERS.  
16 It's modeled on a U.K. program basically. Has  
17 companies, they volunteer basically to promote  
18 the growth of apprenticeship in their countries.

19 So these are people that have, have  
20 done apprenticeships. Believe in it, and were  
21 willing to work with us and share information  
22 about how their programs operate? And what the



1 specific costs they were facing were? And what  
2 the types of benefits and perhaps the evaluation  
3 of these benefits might be?

4 We went into it hoping to get a lot of  
5 quantitative data. We got some from two of the  
6 companies, which was sort of the stars of our  
7 study. But all the case studies, I think,  
8 provided a good illustration of what  
9 apprenticeship looks like in the United States  
10 today. And helps, I think, overcome a lot of  
11 sort of misperceptions about apprenticeships.

12 Our key findings -- and this will be  
13 really brief -- is that the apprenticeship models  
14 are extremely flexible, both in time and in cost.  
15 So that a program could be a short -- and just  
16 the definition here -- an apprenticeship refers  
17 to a specific type of training program that's  
18 registered with either U.S. Department of Labor,  
19 or with the state apprenticeship agencies.

20 It involves both classroom training,  
21 on-the-job training, and mentorship, and wage  
22 progression. And it ends in an apprentice having

1 a certification in a specific occupation.

2 The certification at least will come  
3 from the Department of Labor. But in many cases  
4 also includes maybe a community college degree,  
5 or at least community college credits, or an  
6 industry certification as well. So an  
7 apprenticeship, the word is thrown around a lot,  
8 but in the case of this study, it means something  
9 very specific.

10 But within this very specific  
11 definition is great flexibility. Programs are as  
12 short as one year, as long as four years. The  
13 per apprentice cost could be as low or even less  
14 than \$25,000, or as much as a quarter of a  
15 million.

16 And the differences really depend  
17 largely on just sort of the wage cost and program  
18 cost. The biggest cost of apprenticeship is just  
19 the wages themselves.

20 And however, most of the successful  
21 programs we looked at had partnerships, which  
22 both helped programs be more successful, get

1 started quicker, and also be cheaper. But  
2 regardless of the cost --

3 MR. BUERSTATTE: David, quick  
4 question.

5 MR. LANGDON: Yes, I'm sorry.

6 MEMBER BOESCH: Partnerships with  
7 whom?

8 MR. LANGDON: Oh, good. So the  
9 apprentices here refers to, you know, could  
10 basically be in many cases young people or older  
11 workers who are, you know, learning a specific  
12 occupation. And they're with, as part of it,  
13 they have a contract with a company. So they are  
14 -- so did I, does that answer your question?

15 MEMBER BOWLES: No, like partnerships  
16 with the university?

17 MR. LANGDON: Oh, partnerships, I  
18 said apprenticeships.

19 (Simultaneous speaking.)

20 PARTICIPANT: Yes, you said programs  
21 that are most successful when they had  
22 partnerships.

1 MR. LANGDON: My mistake. Yes, no  
2 it's a great question. It's something we delve  
3 into in the reports. It could be community  
4 colleges, labor unions, intermediaries, or even  
5 other companies. So like consortiums are who we  
6 sort of consider our partnership model.

7 MEMBER BOESCH: Can we get a copy of  
8 the report? Kind of distribute it afterwards?  
9 I'd love to read it.

10 MR. LANGDON: Yes, definitely.

11 MR. BUERSTATTE: And David will be  
12 with us, so for later today, and we'll go to dive  
13 deeper. But certainly have an opportunity to ask  
14 more questions shortly. I know you've got a few  
15 more things to get through, right?

16 MR. LANGDON: Yes.

17 MR. BUERSTATTE: Great.

18 MR. LANGDON: So I think just a couple  
19 things around this. So we, you know, we were  
20 very happy with the results of the study. Our  
21 goal right now is to get this information into  
22 industry's hands. And we'd love, you know, your

1 thoughts around, you know, both the amplification  
2 of the results. But also what questions remain  
3 that, you know, we haven't really looked into  
4 yet?

5 We'll talk a lot, yes, about this at  
6 length later. But one thing that really popped  
7 out to me was that among all these companies, and  
8 we're talking companies like Siemens, like a  
9 Ford, Dartmouth-Hitchcock medical centers, which  
10 probably many of you may have heard of in the  
11 apprenticeship space. These companies believe in  
12 apprenticeship, have apprenticeships, but it's  
13 still a niche program.

14 They don't do a lot of it. They'll do  
15 it in certain occupations. And understanding the  
16 decision point that companies face that would  
17 help, you know, make them decide to make this  
18 type of investment in their workers is something  
19 I think is very critical.

20 So when we talk about growth of  
21 apprenticeships, it's not just new companies.  
22 It's going to these ones who already believe in

1 it. And helping them understand that they should  
2 be doing more of this.

3 And I'll leave it there.

4 MR. BUERSTATTE: Yes, and we have a  
5 few minutes for questions as well, so any initial  
6 feedback or thoughts from the Council?

7 Yes, so.

8 MEMBER REICHERT: I was curious about  
9 you mentioned just very briefly, state level  
10 involvement. What is the role for state  
11 governments in this?

12 MR. LANGDON: So there's a couple  
13 roles. So one is just the structure of the  
14 apprenticeship system in the United States is a  
15 little bit convoluted. But half of the states  
16 have federal offices that oversee apprenticeship  
17 and the regulatory side. Half of the states do  
18 that at the state level. So that's one piece.

19 The other piece it around --

20 MEMBER BOESCH: Meaning the  
21 Departments of Labor at the state and federal --

22 MR. LANGDON: Yes, so the state

1 Department of Labor, yes. So South Carolina I  
2 believe would be an example of that. And  
3 Massachusetts I'm not sure off the top of my  
4 head, but I can find out. Wisconsin?

5 (Off the record comment.)

6 MR. LANGDON: Wisconsin, yes.

7 And then but a second piece is just  
8 around the financial incentives. So there are,  
9 and DOL tracks this very well. But there are a  
10 number of states that are placed into like tax  
11 credits to help incentivize companies to do  
12 programs and to register them.

13 MEMBER S. SMITH: So we've put that  
14 legislation, in Indiana, we're putting that  
15 forward this time to give it tax incentives for  
16 apprenticeships and different things. But my  
17 question is around helping companies understand  
18 the value of apprenticeship. And really the  
19 hardest nut as you and I have talked just a few  
20 minutes ago, for us to crack is the Japanese  
21 owned companies.

22 I mean the Japanese owned companies

1 are just adamantly opposed to any kind of  
2 registration, and any apprentices because they  
3 feel there's a union connotation there that  
4 they're not willing to risk.

5 MR. LANGDON: Yes.

6 MEMBER S. SMITH: So, I think if we  
7 could come up with, you know, some thoughts  
8 around that I think we would be able to expand  
9 it. Expand apprenticeships a great deal.

10 MEMBER KAPP: I have a --

11 MEMBER S. SMITH: Joe.

12 MEMBER KAPP: Did you want to respond?

13 MR. LANGDON: No, not yet. I  
14 completely agree. I will say very few of our  
15 companies had, some did, but very few had union  
16 involvement.

17 MEMBER S. SMITH: Yes.

18 MR. LANGDON: And the classic example  
19 is Ford, Ford UAW, or in the building trades.  
20 But in the case of a company like Siemens, or  
21 Dartmouth-Hitchcock, yes just the companies, and  
22 the educational institutions on their own. So I



1 think, yes, but we'd be glad to work with you and  
2 the Department of Health to share these stories.

3 MEMBER S. SMITH: Great, thanks.

4 MEMBER KAPP: So do you know if any  
5 portion of the studies really looked at sort of  
6 rural communities? And the impact of  
7 apprenticeships within rural communities?

8 MR. LANGDON: Yes, great question. So  
9 we did have, actually we had some rural  
10 communities in our study. And this apparently is  
11 -- I'd say one, we had both companies working in  
12 urban settings, suburban and rural settings. And  
13 the one common factor in all of them was that  
14 they resorted to apprenticeships because of labor  
15 shortages at their local level for specific types  
16 of occupations.

17 And I think there's more that can be  
18 done. But certainly I think the one great  
19 company in that study would be Dr. Schneider's  
20 Automotive Systems. It's in Russell Springs,  
21 Kentucky, rural Kentucky. It's a German company  
22 that setup shop there. It's actually one of its

1 few non-German operations.

2 And because of the strength of a pre-  
3 apprenticeship program in Kentucky at the high  
4 school level, they were actually able to  
5 relatively quickly setup a pretty successful,  
6 small actually, but a successful apprenticeship  
7 program.

8 MEMBER BOESCH: Were there any  
9 learnings on more of the supply side by companies  
10 that were seeking to have apprenticeships, but  
11 the kind students, or people that entered them,  
12 and barriers there?

13 MR. LANGDON: So a little bit. One  
14 thing we found was that as a rule apprenticeships  
15 allow companies to broaden their hiring pool a  
16 lot. And in some cases that's explicitly tied to  
17 companies' goals around having either a more  
18 diverse workforce, or maybe one that sort of  
19 looks like the market that they're in.

20 So classic example is CVS, which is  
21 one of the companies we looked at. So CVS has  
22 corporate social responsibility goals around

1 diversity hiring. And because of their  
2 apprenticeship programs, they're able to move  
3 forward pretty well in that space. And or an  
4 example of companies actually looking to add more  
5 occupations to their apprenticeship programs.

6 MEMBER BOESCH: And do like a lot of  
7 people apply, like professionally, or do they  
8 have issues in that area?

9 MR. LANGDON: It varied by company,  
10 but it's surprisingly selective. And companies  
11 are quite deliberative about, you know, how they  
12 select apprentices?

13 MEMBER BARTHOLOMEUSZ: Did you do a  
14 prioritization of skill sets in job areas that  
15 would need this, or this would be most suited  
16 for?

17 MR. LANGDON: So we didn't explicitly.  
18 And there's a reason for this. I think one of  
19 the goals around both doubling and diversifying  
20 apprenticeships, which the labor department had  
21 laid out, was to not inadvertently -- I think the  
22 idea is to open people's eyes to the fact that

1 many jobs are apprenticeable in a sense. They  
2 could, you could have apprenticeships.

3 And so because of that we didn't do  
4 that necessarily. But I will say we tried to  
5 highlight the fact that say jobs in the IT  
6 sector, which we had a few examples of, or in  
7 manufacturing, or in retail, could be very well  
8 suited to apprenticeships.

9 And I know for example, with respect  
10 to our department, we have a strong policy  
11 interest in cyber security, and cyber security  
12 jobs. And apprenticeships is very much one of  
13 the training models we're exploring.

14 I know something that was called out  
15 in a recent Cyber Security Commission Report,  
16 like a layout of the, a numerical around the  
17 number of apprenticeships we should have for  
18 cyber security jobs. Something that we're  
19 working to achieve.

20 MEMBER BAGLEY: You mentioned, I'm  
21 sorry. You mentioned trying to get the word out  
22 a little more broadly. So have you started that

1 process? And thought through some of the  
2 partners that might be able to do that yet? Or  
3 is it really a clean state as far as --

4 MR. LANGDON: So yes, and we're at an  
5 inflection point. So we're at an inflection  
6 point in the transition. And but we're all  
7 riding through the transition together here and  
8 for our department's sake, thumbs up, we're in  
9 good shape. We'll talk a little bit more about  
10 that later if you wanted.

11 But there are some mechanisms in place  
12 that will, I think are continuing forward well.  
13 And one was not our effort, but National  
14 Apprenticeship Week, which was an effort laid out  
15 by the Department of Labor modeled on our  
16 National Manufacturing Day.

17 MEMBER BAGLEY: Right.

18 MR. LANGDON: And noted similar  
19 efforts in apprenticeship. Those efforts have  
20 legs, and we're moving forward around that.  
21 There's going to be in May, yes in May, the first  
22 ever National Conference on Apprenticeships here

1 in D.C. Sponsored by JPMorgan Chase.

2 (Off the record comment.)

3 MR. LANGDON: And four other, yes.

4 Hope to see you all there.

5 (Off the record comment.)

6 MR. LANGDON: So there's, I think at  
7 the company level, the foundation level, and the  
8 government level, there's a lot that's going on.  
9 And I think just, as an, I'm an economist.

10 From the economics point of view we  
11 have a very tight labor market, very long  
12 employment rate. But also very low labor, in my  
13 mind, low labor force participation. And it  
14 points towards the needs to broaden our supply  
15 chain through programs like apprenticeship.

16 MEMBER BAGLEY: Thank you.

17 MEMBER STEVENSON: Are there any  
18 statistics around or stats around retention? So  
19 and which industries tend to have the higher  
20 retention from sourcing through apprenticeship?

21 MR. LANGDON: Great question. So we  
22 looked at, we looked at both -- I would say first

1 of all we don't have global stats on this. We  
2 would love to, but we do have some information on  
3 it.

4 And one of the things that we laid out  
5 were the variety of benefits that are associated  
6 with apprenticeship, both short-term and long-  
7 term. The most short-term benefit is just  
8 filling a job that otherwise wasn't being filled  
9 in many cases.

10 But companies did cite retention. In  
11 some cases provided statistics on the retention  
12 being much better with apprenticeship programs.  
13 And also on workers actually progressing,  
14 reaching, getting promotions more quickly because  
15 of it.

16 So we can talk about that more in  
17 detail later.

18 MR. BUERSTATTE: Yes, this is great.  
19 I think what you've done is provided a great  
20 teaser. And clearly identified that there's a  
21 lot interest and questions. And Dave will be  
22 with us through the rest of today. I think we're

1 going to take a quick break, but we'll do a  
2 deeper dive through the skills team later today  
3 on this.

4 And I want to transition from skills  
5 to our next presenter real quick.

6 MEMBER REAMER: Craig, can I just ask  
7 a quick question?

8 MR. BUERSTATTE: Real quick.

9 MEMBER REAMER: On a separate topic.  
10 David, part of the Economics Statistics  
11 Administration is oversight of the Bureau of  
12 Economic Analysis which got some money from  
13 Congress for a small business data initiative.  
14 Can you give us a four sentence summary of the  
15 status of that?

16 MR. LANGDON: So this is like the  
17 small satellite accounts?

18 MEMBER REAMER: Yes.

19 MR. LANGDON: Yes, it is going  
20 forward. And that's the extent I have off the  
21 top of my head.

22 MEMBER REAMER: Okay.



1                   MR. LANGDON: But I can find out  
2 Andrew, and let you --

3                   MEMBER REAMER: If you could do that  
4 and if you're able to get that to us before we  
5 adjourn tomorrow.

6                   MR. LANGDON: No, I think right about  
7 now.

8                   MEMBER REAMER: Great.

9                   MEMBER JOHNSON: Craig, can I point  
10 out one thing?

11                   MR. BUERSTATTE: Yes.

12                   MEMBER JOHNSON: The Defense  
13 Department has a program they just started, I  
14 believe it's during the last six months of  
15 somebody's time and service. They can be trained  
16 by an employer and the U.S. government will pay  
17 their salary. So it's similar to an  
18 apprenticeship program.

19                   All the training has to, the cost of  
20 all that has to be borne by the company, but the  
21 largest expense is the salary. And I believe the  
22 maximum length of time was six months.

1 MR. BUERSTATTE: And is this in their  
2 final six months of transition work?

3 MEMBER JOHNSON: Yes.

4 MR. BUERSTATTE: Yes, so part, it's a  
5 transition aid program. And it's experimental at  
6 this time but that's a great point. I'm glad you  
7 highlighted it because we've been collaborating  
8 as recently with some of the VA folks. Talking  
9 about innovative ways for pathways.

10 MEMBER JOHNSON: We're aggressively  
11 looking for employers because at Fort Knox they  
12 have all kinds of illness and that's HRC --

13 MR. BUERSTATTE: Yes, thanks. So  
14 again, not to cut off a great momentum, but if  
15 you notice -- so we just talked about skills.  
16 And now we have one of our great friends from SBA  
17 with us to talk about some innovation.

18 So John Williams is the Director of  
19 Innovation and Technology at the Office of  
20 Investment and Innovation at SBA. John, thanks  
21 for joining us.

22 And again, he's going to give us some

1 innovation perspective, what they are up to  
2 there. And we'll close out with an  
3 entrepreneurship presentation. So again, skills,  
4 innovation and entrepreneurship, I think it's a  
5 great suite. John.

6 MR. WILLIAMS: Thanks a lot. I've got  
7 to leave at hard 2:30 because we're briefing our  
8 transition team members. So it's very exciting  
9 times at SBA and all these agencies right now.

10 So real high level, what Office of OII  
11 does at SBA? So most of SBA is seven day loan  
12 programs and things like that. So we're a  
13 different program. We do kind of the, so we have  
14 the SBIC program, which is a \$4 billion loan  
15 program. So we're the largest fund-to-fund  
16 managers.

17 We provide matching dollars to fund  
18 managers. Most of that is debt financing. So  
19 there's a few of those, and I'll talk about  
20 those.

21 And then the SBIR program, and I'm  
22 more on the SBIR side. We have oversight

1 authority over that. But we basically help small  
2 businesses on the R&D side. And we also help on  
3 the investment side.

4 So SBIC, as I said, is a \$4 billion  
5 authorization. We're doing about \$2.5 billion a  
6 year. But actually we have non-leverage debt so  
7 we actually invest about \$6 billion a year  
8 through that program into small businesses under  
9 500.

10 Again, a lot of manufacturing. I've  
11 got folks that are debt financing moving in, less  
12 high growth type things. And we're trying to  
13 work, actually in developing an early stage and  
14 impact. We have those programs, we're really  
15 trying to bring those on a little stronger. So  
16 that program has 313 active SBICs.

17 And then the next program is SBIR that  
18 I'm more involved with, and that is a \$2.5  
19 billion program. The money is not managed at  
20 SBA, it's managed at the 11 agencies. We have  
21 the oversight authority, the ones that monitor  
22 the agencies for Congress. And then report

1 things back up, push out policy, all those kinds  
2 of things to work that program.

3 And just to kind of give you a  
4 highlight of our websites. To get more  
5 information we do an awful lot on the training  
6 side. So what we try to do is things that are  
7 beneficial to all the agencies, like these road  
8 tour events, training events, and then like I  
9 say, work with the Hill on legislation.

10 I know NACIE worked a lot on  
11 legislation last go around. I've had some papers  
12 that really focused on increasing the ability to  
13 use R&D, SBR dollars on the commercialization  
14 side, the patent side, things like that. Some of  
15 that was put in the bill. I'm going to talk at  
16 the end, which I don't have slides on, on kind of  
17 where some of that is going? And how we can work  
18 together?

19 And then last, our programs, is a  
20 growth-accelerator program. So this is a program  
21 where we provide \$50,000 to accelerators. So we  
22 fund about 85 a year. We've done this for three

1 years. This is a fun one because it's  
2 appropriated, not authorized. So we'll see what  
3 happens this year.

4 We have a million dollars in an  
5 appropriation line, although we're under CR, as  
6 you all know. So we're kind of watching that.  
7 Last year we had a million also, but I was able  
8 to raise another \$3.5 million from friends and  
9 family, not really, but government friends and  
10 family. And so we got to about the level we had  
11 last year. So we funded another 85 of those  
12 guys.

13 MR. BUERSTATTE: John, real quick,  
14 that's a big deal. That's not a light lift for  
15 government agencies to do ad hoc program sharing  
16 like that, funding like that. So just wanted to  
17 highlight that.

18 MR. WILLIAMS: Appreciate that.

19 MR. BUERSTATTE: That's good stuff.

20 (Off the record comment.)

21 MR. WILLIAMS: It means every time you  
22 go up to the Hill, they say why are you doing

1 this? So it puts us in a difficult position  
2 because actually we think a lot of the Hill  
3 supports the program. We've done a lot on making  
4 sure, and I should have brought a map of it. But  
5 if you look at our website, you'll see that we're  
6 in, I think the last one we did 85 awards in 42  
7 different districts and things like that. So we  
8 really spread these things around.

9 You think that the maps up there?

10 (Off the record comment.)

11 MR. WILLIAMS: No, well you sent the  
12 slides over. So anyway, if you saw the map, it's  
13 a beautiful map. You know, it's every, I mean a  
14 lot of states, 42 of them.

15 So it's I think we're working, but  
16 what we're really trying to work is -- and the  
17 problem is once you're not authorized they kind  
18 of beat you up on that. And they don't want to  
19 authorize it.

20 So I think we're getting, so we're  
21 working on it, but again I have to figure out  
22 where the new administration stands on this. And

1 once we balance that out, it is a great job  
2 growth program. We have amazing numbers on job  
3 growth with the program. We fund some great  
4 people around the table here.

5 So a lot of awards to a lot of -- you  
6 know, and part of it is we fund some entities  
7 that are well established accelerators. The ones  
8 that they really don't need our money but they do  
9 things that they wouldn't normally do with our  
10 money.

11 So really we're focused at SBA on  
12 hitting underrepresented groups, which means  
13 underrepresented states, women, and minorities.  
14 And that's what we'll ask our more well-known  
15 accelerators to do. But then also we have a lot  
16 of accelerators in the middle of the country that  
17 our \$50,000 is maybe half, a third of what  
18 they're getting. And it makes a big difference  
19 to them.

20 So that's been a really strong  
21 program. That's been funded, like in '14 we had  
22 \$2.5 million. We had \$4 million in '15. And



1 then we had about \$3.75 million in '16. Again,  
2 appropriation for a million. I'm hoping to, you  
3 know, again raise money. But again, I've got to  
4 get the green light that that's okay to work that  
5 side.

6 So I want to just bounce on a couple  
7 things that might be of interest to you guys. So  
8 legislation on SBIR was re-authorized. The  
9 people will say, well the SBR was re-authorized.  
10 It was and it wasn't.

11 It was in the sense that they extended  
12 it for five years, which was a big hurdle for a  
13 lot of folks. In that we wanted to that, or they  
14 wanted to take that off the table.

15 But the things that were in the bill,  
16 which was almost, on the Senate side a 60 page  
17 bill, of increasing, to set aside, of doing  
18 commercialization assistance, allowing patent  
19 costs, a bunch of pilot programs and all that.  
20 None of that was passed. So those all expire on  
21 September 30th, 2017.

22 The program though doesn't expire

1       until '22. So, there will be activity. In order  
2       to use the activity, so like Directive Phase II,  
3       there's a Phase Zero program with NIH that was  
4       about \$5 million from STTR that went to  
5       universities, the Civilian Commercialization  
6       Pilot Program.

7               The three percent which was a big one.  
8       So this admin program which agencies funded, I-  
9       Corp out of, Commercialization Assistance Program  
10      training outreach, you know -- actually the  
11      accelerator money I did get. \$1.5 of it, \$1.6 of  
12      it came from this fund because it was used to get  
13      accelerators to train on SBIR.

14             So not having some of those tools will  
15      certainly hurt us, again that happens in '18.

16      Yes.

17             MEMBER HERSKOWITZ: I'm sorry, in that  
18      list you mentioned the I-Corp program and the --

19             MR. WILLIAMS: Not the I-Corp program,  
20      but we fund projects through I-Corp. So not the,  
21      so kind of, I mean NSF is a Corp funding of I-  
22      Corp.

1 MEMBER HERSKOWITZ: Yes.

2 MR. WILLIAMS: And then what we would  
3 do is we would help companies go into that  
4 program.

5 MEMBER HERSKOWITZ: So did that get  
6 re-approved or did that not get approved?

7 MR. WILLIAMS: No, it did not.

8 MEMBER HERSKOWITZ: That did not.

9 MR. WILLIAMS: Right. Again, I mean  
10 it has nothing to do with I-Corp getting  
11 approved.

12 (Simultaneous speaking.)

13 MR. WILLIAMS: But it allowed more  
14 companies to get --

15 MEMBER HERSKOWITZ: -- the funding for  
16 the companies to go into it.

17 MR. WILLIAMS: Right, so NIH used to  
18 run like, I think they ran 50 companies through  
19 it last year?

20 MEMBER HERSKOWITZ: Yes.

21 MR. WILLIAMS: That goes away in '18.

22 MEMBER HERSKOWITZ: They can still

1 offer the program, but the companies have to  
2 self-fund their way in?

3 MR. WILLIAMS: Yes.

4 MEMBER HERSKOWITZ: Which is not going  
5 to happen?

6 MR. WILLIAMS: Right, exactly. It's  
7 possible, yes.

8 So, and then the stuff, you know,  
9 that you guys work, patent costs, marketing  
10 costs, dollars toward commercialization, those  
11 are things -- and you've got to remember like the  
12 first one is Directive Phase II, you know, the  
13 three percent money. That stuff the agencies  
14 care about and they're going to fight for it.

15 Things like patent costs, more for  
16 marketing and stuff, they don't care about.  
17 That's something that if you're interested, and  
18 still that is something that you would have to  
19 fight for. And now is the time. I mean they are  
20 drafting these bills now.

21 They are probably using, you know, the  
22 bases of the two bills. I think the increase is

1 going to be a lot harder this year. There was a  
2 lot of push back from the Science Committee on  
3 the university side on the increase.

4 The signs, I think the Senate went a  
5 little too far maybe. They went from 3.5 or 3.2  
6 percent to six percent, where the House went up  
7 to 4.5. So they were very close to a deal last  
8 year. It was kind of unfortunate, there was a  
9 bunch of things that kind of happened, to make it  
10 not happen.

11 But, we will continue to work and I  
12 think something will happen this year on getting  
13 something implemented, and probably through the  
14 NDA, and get it at the end of the year.

15 Things that SBA is working along those  
16 lines though is we -- so I've got a new employee  
17 from, Jennifer Shieh, who is over there from NIH,  
18 ran SBIR program. And has more university  
19 background and many more degrees than I do from  
20 better schools.

21 And so she's, and one of my reasons  
22 for bringing her over is I really want to work

1 this concept where we get universities to  
2 develop, some say I shouldn't use the word, but I  
3 want to see universities develop SBR mills within  
4 the university system.

5 And it focused on women. We have a  
6 lot of post docs that are running through that  
7 program. I mean that are there for five years  
8 and things like that, that would be perfect  
9 candidates to help start companies, and then get  
10 SBR dollars to do that.

11 It's a win for the university because  
12 they would obviously use their facilities. They  
13 would probably subcontract, or they would  
14 subcontract most likely some of the fat. And I'm  
15 trying to get universities to develop an  
16 ecosystem where a lot of the irritating  
17 government bureaucracy things that one has to do  
18 to write a proposal can be done by a party that  
19 understands it. And have the post doc focus on  
20 the technology.

21 We're getting somewhere with that. We  
22 had a great event at MIT. And we got a lot of

1 interest, but universities are harder than I  
2 thought to deal with. I'm not sure, there's a  
3 few of you here.

4 (Laughter.)

5 MR. WILLIAMS: And especially MIT, it  
6 was a lot harder than I thought.

7 (No audible response.)

8 MR. WILLIAMS: Yes, I might have.

9 So we're learning on that. We're  
10 reaching out to more universities. And again  
11 that's going to be Jen's main focus is how we do  
12 that? And we're working with some of you, you  
13 see when we go these outreach tours, we're going  
14 to hit a lot of universities. We've got some  
15 connections at the UC side.

16 But others that are doing it, we're  
17 very interested in that model. What I'd love to  
18 see is a university to stand up, a full-time SBIR  
19 person that would kind of provide that  
20 assistance. And so people could come in and you  
21 have -- and then we have training.

22 So I have money to pay for training,

1 train-the-trainer training. We're even doing  
2 programs when an entity is brand new that will  
3 provide some of the assistance on that training  
4 that, free services. DOE has a great program  
5 that way. So I think there's a lot we can bring  
6 to the table.

7 I'm even interested in the Phase Zero  
8 program that NIH has. And whether that can be  
9 tweaked more towards helping proposal  
10 development, as maybe doing research. And it's a  
11 little bit of both right now. So learning more  
12 about that and what we can leverage with what we  
13 have?

14 So that's kind of, I think -- oh, and  
15 then growth accelerators real quick. Again,  
16 authorized, so that's something that we have to  
17 figure out whether we want to do that. And how  
18 we push forward that? But if we get money we'll  
19 probably have a program. It may not be as big.

20 And then we've got a Library of  
21 Congress study going on with accelerators right  
22 now that we started like three months ago, which



1 we might have a report in four or five months.  
2 And then we'll have a couple reports coming out  
3 that.

4 And what we're trying to find is -- we  
5 know that, you know, the ecosystem accelerators  
6 are out there. A lot of our challenge on that is  
7 we have SBDCs and other things at SBA, and other  
8 places. It's like, well, why couldn't they do  
9 it? With, why do you need multiple programs?  
10 There's always that question about duplicity.

11 We see this as a real value-added to  
12 SBA because it's not always the coolest place to  
13 go, SBDCs if you've been there and you go to an  
14 accelerator, it has a kind of hipper, cooler  
15 place to be. So how do we actually get those  
16 people to work together?

17 So there's things that SBA and SBDCs  
18 can do that accelerators don't want to do. Or,  
19 and so sharing clientele so office hours, and  
20 trying to get those networks. So what we're  
21 seeing is a magnifying of the ability of SBA  
22 folks to get into places and meet clients that

1 they normally would not have in the past.

2 And so we see that as our strength and  
3 we want to build that up. And so though  
4 hopefully the Library of Congress will just kind  
5 of figure out, in this ecosystem if you've got,  
6 usually accelerators have local state, state or  
7 local money, outside money, and where's the fed  
8 play in that? And how can we kind of, you know,  
9 figure the best place for the federal investment  
10 that gives the biggest bang for the buck?

11 So with that question.

12 MR. BUERSTATTE: Thanks, John. All  
13 right, yes, we've got a few minutes for questions  
14 for John while we have him here.

15 MEMBER BOWLES: Where does SCORE  
16 reside?

17 MR. WILLIAMS: What's that?

18 MEMBER BOWLES: SCORE.

19 MR. WILLIAMS: What about it?

20 MEMBER BOWLES: Where does that  
21 reside? Is that under your --

22 MR. WILLIAMS: No, that's an OED,

1 Office of Economic Development. It's right  
2 around the corner from me, and I just actually  
3 hired another person from that group, who's going  
4 to be working with me. So that's kind of the  
5 SBDC's SCORE, Women's Business Centers. Those  
6 all fall under that group.

7 MEMBER BOWLES: So there's opportunity  
8 for collaboration, because --

9 MR. WILLIAMS: Yes.

10 MEMBER BOWLES: -- I see huge value in  
11 SCORE, but from an innovation and maybe  
12 application perspective.

13 MR. WILLIAMS: Right.

14 MEMBER BOWLES: I don't think that's  
15 it's, we're leveraging those people like their  
16 experience and mentor capabilities --

17 MR. WILLIAMS: I agree. Yes, and  
18 that's why, one of the main reason why I hired  
19 this other person. Because, and she's going to  
20 work on the accelerator team of kind of how we  
21 bring all these parties together?

22 And, you know, I mean one of the big

1 problems we have is a lot of the times we're, you  
2 know -- this building is kind of hard to get into  
3 but we have ones that are harder. So how do you  
4 get people like SCORE and all that to get into  
5 places and be aware? So yes, we'll be working on  
6 that.

7 MEMBER HERSKOWITZ: If, you have a  
8 number of universities in the room here --

9 MR. WILLIAMS: Yes.

10 MEMBER HERSKOWITZ: -- that do a lot  
11 of SBIR, a lot of SBIR spinouts. If we wanted to  
12 collaborate, we would talk to Jennifer?

13 MR. WILLIAMS: Yes, send, well her,  
14 yes. Send, Jennifer you don't have cards yet.

15 (Off the record comment.)

16 MR. WILLIAMS: And my, certainly send  
17 emails to me. I mean because, and we'll pass  
18 them on. But she's going to be coordinating,  
19 she's going to be here at dinner, yes.

20 MEMBER BOWLES: Great.

21 MR. WILLIAMS: And we're very, very  
22 interested in trying to work that because what

1 I'd really like to do is get a model of some  
2 people that are doing this well. Get best  
3 practice from that. And then figure out how we  
4 can maybe leverage some of the resources we have  
5 towards the upgrade?

6 MEMBER KAPP: To what extent have you  
7 looked at Eastern West Virginia Community  
8 Technical College? One of the things, we co-  
9 located one of the SBDC coaches at the community  
10 colleges to the extent that, how much are you  
11 looking at community colleges across the United  
12 States in addition to the four year universities?

13 MR. WILLIAMS: So I haven't gone to  
14 that level because I've barely looked at  
15 universities. I mean, so we're looking at it as  
16 a whole. So we're not really concerned whether  
17 they're a university or a two year college. I  
18 think what we're trying to do is leverage our  
19 resources.

20 And again, so my ability, I can fund  
21 accelerators right now. And I have money for  
22 that. And so my goal is to take those

1 accelerators and make those resources available  
2 to any of these other communities, especially  
3 our SBDCs where they are already at. To pull  
4 those two communities together.

5 So I should say, thank you. We won in  
6 West Virginia, one of the accelerator grants.  
7 And it's a rural community, so that \$50,000 goes  
8 a long way.

9 MEMBER BOWLES: Good.

10 MR. WILLIAMS: So we appreciate that.  
11 The other thing, I just wanted to say is that,  
12 not that there is competition, but community  
13 colleges are easy to work with.

14 MEMBER BOWLES: Yes.

15 (Laughter.)

16 MEMBER BOWLES: Good point.

17 MR. BUERSTATTE: Any final questions  
18 for John? Emily.

19 (Off the record comment.)

20 MR. WILLIAMS: Right. That's what  
21 we're trying to do with the SBDCs and so we're  
22 probably, so SBDCs are a little weird because

1 they don't quite fit under, I mean they're not  
2 SBA. But they, we fund them. But also they get  
3 a lot of state funding.

4 The District Offices are SBA funded.  
5 So we're kind of starting with the District  
6 Offices but really I think that we want to jump  
7 as quickly as possible to the SBDCs.

8 Yes.

9 (Off the record comment.)

10 MR. WILLIAMS: That's great, yes. And  
11 that will be, so Brittany Sickler will be my lead  
12 on that side, but also Jen will be helping with  
13 accelerators for you, yes.

14 MR. BUERSTATTE: Thanks, John. That's  
15 again, another great teaser on innovation. And I  
16 understand your team is going to be able to stick  
17 with us for the rest of the day?

18 MR. WILLIAMS: Yes, they are. Thank  
19 you very much.

20 MR. BUERSTATTE: Thank you. So Nagesh  
21 as well in the corner. We'll be doing deeper  
22 dives later.

1 MR. WILLIAMS: And we have a detail  
2 over in your shop too, so we have a spot.

3 MR. BUERSTATTE: We do.

4 MR. WILLIAMS: We are looking to  
5 collaborate more and more. Because I really do  
6 want to, we have a lot of things that complement  
7 each other, and we haven't worked as well  
8 together, just because I haven't had the time,  
9 because I've been here two years. But I really  
10 do want to focus on building that relationship.

11 MR. BUERSTATTE: Yes, it's funny how  
12 it's hard to get some of the best things done  
13 without the personnel. So, it's exciting to be  
14 able to collaborate like that. And hopefully  
15 NACIE can help us figure some of those strategies  
16 out. I know that one of the groups is working on  
17 that in fact, strategy.

18 So, thanks, John. And maybe one of  
19 best examples of governments thinking creatively  
20 is the Census Bureau. One might be surprised  
21 that the Census Bureau is thinking around, or  
22 thinking about entrepreneurship. So to close



1 this out is Ron Jarmin from the Census Bureau.  
2 He's the Associate Director for Economic  
3 Programs.

4 Ron, thanks so much for joining us.  
5 He's going to talk about the Annual Survey for  
6 Entrepreneurs that we've been doing for a few  
7 years.

8 MR. JARMIN: Right, so thank you.  
9 Glad to be here to talk to you guys about, I'm  
10 not going to call it the Annual Survey of  
11 Entrepreneurs anymore. I'm going to call it the  
12 ASE.

13 MR. BUERSTATTE: ASE, another acronym  
14 for you.

15 MR. JARMIN: So if you have other  
16 meanings for ASE, temporarily suspend them for a  
17 few minutes while I talk about it in this  
18 context.

19 So just a little bit of background.  
20 I've been associated with this enterprise for  
21 quite some time before it became the survey, so  
22 I'm sort of the entrepreneurship guy at the

1 Census Bureau. We've been building data to  
2 address the data needs around studying  
3 entrepreneurship for many years.

4 And, you know, probably the best  
5 example of that would be some data we've built  
6 from administrative data from the tax, from IRS,  
7 and from some of our own collections, called the  
8 Longitudinal Business Database, which has every  
9 establishment in the U.S. linked together since  
10 1976 until now. So it's a valuable source of  
11 information on job creation, job destruction,  
12 firms, startups, exits, all that sort of stuff.

13 So the ASE is an attempt to sort of  
14 take some of the insights that we got from that  
15 data, and bring it together with what a five year  
16 collection that we've been doing for a number of  
17 years, called the Survey of Business Owners. It  
18 had different names in the past.

19 But lots of people, you know, that was  
20 collected only five years. And it had rich  
21 information on the demographic characteristics of  
22 business owners.

1                   And one of the biggest complaints  
2                   about that was that it was only available every  
3                   five years. And people got a taste of having  
4                   annual data on entrepreneurship, so obviously  
5                   they wanted these data.

6                   So again, so this is part of a broader  
7                   effort that we've been doing, including the LBD.  
8                   And it's sort of the data prize we've built off  
9                   it, the BDS. We also have longitudinal  
10                  information on jobs from the Longitudinal  
11                  Employer Household Dynamics Program.

12                  So we kind of have an interlocking  
13                  suite of data programs that I think provide a  
14                  pretty rich description of what's going on in the  
15                  business sector, and with entrepreneurship in  
16                  general.

17                  So the ASE was started as a  
18                  partnership with the Kauffman Foundation and BBA  
19                  here at Commerce. And again, it was meant to  
20                  sort of build onto the SBO, and to provide annual  
21                  data on entrepreneurship, on business dynamics,  
22                  the impacts of young businesses on the economy.

1           So basically unlike, you know, the SBO  
2           has a really large sampling rate and includes  
3           both employer businesses, and non-employer  
4           businesses. The ASE has an employer business  
5           only focus, much smaller sample, but again, it's  
6           annual. So that's, you know, we can't, we don't  
7           have the resources to sample at the SBO rates on  
8           an annual basis. And even if we did, OMB would  
9           never clear a PRA package to do it.

10           Importantly, and this is sort of  
11           unique for Census Bureau surveys, we over-sampled  
12           young businesses. And that's, you know,  
13           something some of us have been trying for years.  
14           And I guess, you know, now that I'm the boss,  
15           they're going to, have to do that.

16           But I think that much of the research  
17           that we've done is that the dynamics of young  
18           businesses is much more interesting than the  
19           dynamics of older businesses. And that, you  
20           know, usually within the first ten years of a  
21           firms life, you can kind of tell whether they're  
22           going to be a major source of job creation and

1 growth in the economy, or they're not, okay.

2 Okay, so again, the content for the  
3 collection is very similar to the SBO. Has all  
4 the demographic information about business  
5 owners. But again, some of the new stuff is, you  
6 know, looking at the businesses by the age of the  
7 firm. By looking, a little better drill down  
8 into their access to capital. And then looking  
9 at sort of shocks to their business.

10 So, and another innovative feature we  
11 hope is that, you know, instead of asking the  
12 same questions year after year, there will be  
13 sort of a core of questions that we do ask year  
14 after year, but then we'll use modules to ask  
15 more specialized content.

16 And so you can see here in 2014, R&D  
17 and Innovation, sponsored by the National Science  
18 Foundation, that was the focus. And then in 2015  
19 we did sort of Management Practices and Data  
20 Driven Decision Making, which came out from  
21 another survey that we did in collaboration with  
22 academics, called the Management and

1 Organizational Practices Survey. But that was  
2 only from manufacturing sector.

3 And 2016, which, you know, we'll be  
4 out in the field shortly. Asking about  
5 regulations and sort of business advice,  
6 Kauffman and SBA are helping us with.

7 So just, you know, kind of giving you  
8 a sense of things. And sort of focusing on the  
9 importance of firm age. You can see here how  
10 like, access to capital, how it differs by firm  
11 age.

12 So the importance of, you know, for  
13 these small businesses, personal savings and  
14 family resources are always going to be an  
15 important source of funding. But for the younger  
16 businesses, they're even more important than they  
17 are for older businesses. Bank loans very rare  
18 amongst young businesses.

19 So, these are the sorts of insights  
20 that the SBO itself didn't really provide before.  
21 SBO linked to some other data that could do that,  
22 but now we have an annual source of data on this.

1 And again, it's, you know, the survey is now  
2 informed by what we've learned from these other  
3 administrative data source things.

4 So, you know, the 2015 ASE, we just  
5 finished collection on that. Hopefully, the data  
6 will be out this summer. And then the 2016 ASE  
7 we still need to get on the approval, but, you  
8 know, we should be in collection until either  
9 December and then really seeing it next summer.

10 So here's contact information on the  
11 survey. Again, this is something that we hope  
12 will be a model of some the ways we're trying to  
13 sort of streamline some of our business surveys  
14 to provide users with better, more granular data.  
15 But actually doing it at a reduced burden on the  
16 business community.

17 So with that, I'll just open it up to  
18 questions. And I'm not going to go through all  
19 the --

20 CO-CHAIR BRADLEY: So in the module  
21 content, two questions. One, what is the  
22 relationship of those folks in parentheses? Is

1 that contact with capital, or both? And then  
2 once the module is done, do they stay? So that  
3 there's an ability to collect longitudinal data,  
4 or is it just for that time period?

5 MR. JARMIN: So it could be just for  
6 that period, but what we're hoping is that some  
7 of the, at least some of modules will be  
8 rotating. So there's a lot of things that we ask  
9 businesses that are not, don't vary with high  
10 frequency. And especially some of the questions  
11 on this survey. They don't vary that much by  
12 high frequency.

13 So you can ask them every other year,  
14 or every three years, or every five years and  
15 still be able to obtain a pretty good statistical  
16 picture of how that looks.

17 So things that do vary, importantly  
18 from year to year, you know, like employment, and  
19 receipts, and that sort of stuff. We're going to  
20 ask them every year.

21 But some of the things that are more  
22 like related to their strategy, you know, those



1 change more slowly. You know, whether you use  
2 data in decision making, you know, that's not  
3 going to change from year to year.

4 It's usually going to change once from  
5 no to yes. And, you know, so we just want to  
6 observe that. And when the variation in that  
7 question goes away, when everybody is using data  
8 in their decision making, we'll stop asking it,  
9 right.

10 CO-CHAIR BRADLEY: And then the people  
11 in parentheses, so like Kauffman, MOPS, are they  
12 content input or capital?

13 MR. JARMIN: So both. So Kauffman  
14 helped us develop the questions, but also  
15 provided funding. Okay, the MOPS was a survey  
16 that we got actually, National Science Foundation  
17 funding to help support -- Census, you know,  
18 these are all jointly funded by some external  
19 organizations and by the Census Bureau.

20 So it's, and again, you know, I'm not  
21 going to shell for funding here, but the funding  
22 of these modules and ASE is not a clear thing

1 right now. We're trying to build a business  
2 model. And that's really going to be dependent  
3 on people coming to the table with interesting  
4 content questions that we can put onto these  
5 modules.

6 So this, you know, we're kind of  
7 putting up the, you know, the tent here. And  
8 saying, you know, come on in and let's  
9 collaborate, and so.

10 MEMBER REAMER: So you have one year's  
11 worth of data out. What's been the response  
12 among users and analysts to that data? There's  
13 two questions, so that's one. And the second is,  
14 could you give people a -- ASE is not the only  
15 data source at Census that talks about  
16 entrepreneurs.

17 There's also non-employer statistics,  
18 business dynamics statistics, just for the  
19 group's edification, can you give a, you know, a  
20 thumbnail sketch of the four things that --

21 MR. JARMIN: So I think the response  
22 has been very positive so far. I mean obviously

1 we only have one year out. You know, so we don't  
2 have for instance a cadre of researchers in the  
3 research data centers using the micro-data just  
4 yet.

5 But I think in terms, you know, we got  
6 pretty, you know, that was a Wall Street Journal  
7 posting that the graphic was from. So it's  
8 gotten some good press. I think that, you know,  
9 certainly the community of entrepreneurship  
10 scholars and stuff that I think was sort of a lot  
11 of the driving force behind getting done, have  
12 been very happy with it.

13 So, you know, I did try to mention a  
14 little bit how this is part of a broader set of,  
15 you know -- so, you know, the business community  
16 is very heterogeneous.

17 So we have, you know, most businesses,  
18 you know, millions of them have no employees.  
19 Some of them you might call legitimate business.  
20 Some of them are just, you know, somebody doing a  
21 little consulting on the side. But those are  
22 what we call non-employer businesses.

1           We observe those in the tax records.  
2           That's where we get most of the information that  
3           we know about them. But we do include a mailing  
4           of non-employer businesses on some of our  
5           surveys. So on the annual capital expenditure  
6           survey, on the five year SBO, there are sub-  
7           samples of those surveys that look at the non-  
8           employer businesses.

9           Non-employer businesses are very hard  
10          to do in a survey, context. Surveying is  
11          becoming a harder business to do generally. But  
12          the non-employer business universally is one of  
13          the harder groups to get good response from.

14          But then, you know, we also do, you  
15          know, so again, some of the, almost all of our  
16          surveys could be used as some source data for  
17          studying young businesses and entrepreneurship.

18          But the non-employer data, the  
19          business dynamics statistics which is explicitly  
20          meant to look at business performance by firm  
21          age, that's sourced from the longitudinal  
22          business database. That's a critical one.

1                   And then the LEHD data, which is  
2                   basically, you know, most Census Bureau surveys  
3                   and activities are either household base, or  
4                   firm, or establishment base. They're based on,  
5                   you know, whether you're a business or an  
6                   individual, or a household.

7                   And so the LEHD data takes that and  
8                   uses administrative data from state unemployment  
9                   insurance systems. And the unit is actually a  
10                  job. So we observe every UI covered job in the  
11                  economy. And then we throw in data on federal  
12                  workforce from OPM and stuff.

13                  So we observe everybody. We observe  
14                  the employee, and we observe their employer. And  
15                  so that's a job. And those data can then be  
16                  linked, you know, back to the ASE, you know, so  
17                  you can see the workers who work at these  
18                  businesses.

19                  So there's a number of, you know,  
20                  we've done a lot of work on trying to build new  
21                  products and research outputs using these. But  
22                  there's still lots of things that people can

1 learn. The surface is really only been  
2 scratched.

3 MEMBER STEVENSON: Is there an example  
4 of a survey that evaluates almost exit data. So  
5 it's, the group is closed. Some, to identify  
6 like what are some of the key themes that we can  
7 learn from?

8 MR. JARMIN: So we have not done  
9 anything like that. And I'm not sure. I know, I  
10 think Kauffman had thought about doing it. The  
11 problem is observing them when they -- so we have  
12 very good information on when they close.

13 MEMBER STEVENSON: Yes.

14 MR. JARMIN: Because we see them stop  
15 paying payroll taxes for instance. And, but then  
16 that usually, you know, from a government  
17 surveying perspective, that means they are no  
18 longer in scope for our survey activities.

19 So, I think if that's something that  
20 enough folks were interested in and we could see  
21 if we could try to figure out. In some cases we  
22 do know information about the owners.

1                   Not all business, I mean many  
2 businesses we don't know much. You know, most  
3 you know, C-Corps and stuff like that we don't  
4 know. You know, publicly traded companies if  
5 they close, you know, we're not going to go in  
6 and ask them.

7                   But the, you know, I think it's an  
8 interesting question to ask that sort of follow-  
9 up about, you know, why did they shut down?

10                   MEMBER STEVENSON: It's funding, or  
11 their strategy or, yes?

12                   MR. JARMIN: Right, right. I mean we  
13 do, we can in the data, separate businesses that  
14 really closed, from businesses that were  
15 purchased by another business, not always, but  
16 for the most -- we try really hard to make sure  
17 that if we see a business cease operation and  
18 it's coded as a death in the BDS statistics for  
19 instance, that it really is a death. That it's  
20 not something that's been part of some M&A  
21 activity and is now part of a new, or a, you  
22 know, an older firm that purchased it, so.

1                   MEMBER KENNEY: I had a question. A  
2 lot of programs are trying to work to support  
3 small businesses and entrepreneurs, often  
4 differentiate between traditional main street  
5 kind of businesses and those that are poised for  
6 high growth.

7                   MR. JARMIN: Right.

8                   MEMBER KENNEY: And it's often hard to  
9 identify just from kind of publicly available  
10 data. I was curious to what extent does the  
11 surveys try and to differentiate either by self-  
12 selection or some other means?

13                   MR. JARMIN: So I, the survey isn't  
14 necessarily trying to detect that. And we never,  
15 you know, we haven't found the formula yet for  
16 predicting this ex ante.

17                   Scott Stern and a group up at MIT  
18 think that they have some insight into that, by  
19 you know, if you name your place, Bob's Pizza,  
20 you know, it's probably not going be a high  
21 growth firm.

22                   You know, if it has Xs and Zs in it,



1 and it's incorporated in Delaware, you at least  
2 have some thinking that it's going to be high  
3 growth.

4 (Simultaneous speaking.)

5 MEMBER KENNEY: We actually got that  
6 presentation from them last year. It was  
7 actually interesting.

8 MR. JARMIN: Yes, so we have not yet  
9 tried to do that, now we have the data to look at  
10 the ones that were high growth, as opposed to  
11 those that weren't in a cohort. And be able to  
12 look at what was different about the ones that  
13 were high growth versus not.

14 But we've not, and we haven't really  
15 attempted to. But we would like to actually use  
16 that same registration data that Scott and his  
17 team were using to make those predictions. We  
18 would just like to use those as part of the input  
19 data for all the products that we produce. I  
20 think we had one down here --

21 MR. BUERSTATTE: Last question, sorry  
22 we've got to wrap it up. Sorry, Brian.

1                   Ron, can you explain aside from the  
2 data and the program itself, can you talk a  
3 little bit about the public private partnership  
4 that you have with Kauffman?

5                   MR. JARMIN: Sure. I mean we, this  
6 has been a long-term relationship that originally  
7 started just as a way to do some research  
8 projects. And then it sort of, you know, the  
9 research was to build the original LBD. And then  
10 --

11                   MR. BUERSTATTE: LBD?

12                   MR. JARMIN: The Longitudinal Business  
13 Database.

14                   So they, you know, they funded some,  
15 we collaborated with some academics. They funded  
16 basically the academic graduate students that  
17 came in and assisted us with these projects.

18                   And then we, you know, as we started  
19 producing research outputs, people started  
20 saying, well, you should actually produce public  
21 use data files from those research projects.

22                   And that's how this has kind of grown

1 and matured over time to where now there's almost  
2 like a two-way relationship between us and  
3 Kauffman in trying to build, you know, data that  
4 informs folks about entrepreneurship, so.

5 MR. BUERSTATTE: Last one.

6 MEMBER REAMER: Okay, I'll be -- you  
7 have used the LBD to evaluate federal programs  
8 that support small business, the Manufacturing  
9 Extension Partnership in particular. Can you  
10 again, just give a thumbnail sketch of, and  
11 you've worked out a methodology for doing it,  
12 how?

13 MR. JARMIN: Right, so I think we've  
14 evaluated, you know, the MEP. We've evaluated  
15 some SBA financing projects.

16 Basically, if, you know, the  
17 government agency has information about the  
18 treatments that it does out in the business  
19 community. And they have the name and address of  
20 the businesses that they work with. And maybe  
21 hopefully something about they did with them.

22 We can link that to our data and then

1 have a control group type analysis to look at  
2 whether the program had any beneficial impacts.  
3 Or whether it was sort of a wash, so.

4 MR. BUERSTATTE: All right. Thanks so  
5 much, Ron.

6 MR. JARMIN: All right, and thank you.

7 MR. BUERSTATTE: And thank you to our  
8 other federal friends. It's great to hear from  
9 you. And again, many of them are going to be  
10 hanging around with us for the rest of today, so.

11 CO-CHAIR TANG: So, on behalf of the  
12 Council, we want to thank David, John and Ron for  
13 their presentations. And now we have a  
14 discussion session from what I hear. And so let  
15 me just tee-off by asking Council, what  
16 opportunities does this bring to light, that we  
17 might want to work on?

18 MEMBER REAMER: I had a conversation  
19 with Craig and Melissa off-line, a couple days  
20 ago about the potential, given the role of the  
21 federal government in collecting statistics on  
22 entrepreneurship and innovation, given that even

1 within the Census Bureau it's either a number of  
2 distinct programs -- but like Census collects  
3 very little in its own right on innovation.

4 That's primarily funded by NSF --  
5 there's an opportunity I think to look at the  
6 breadth of federal data collection on innovation  
7 and entrepreneurship and provided by some  
8 feedback.

9 For instance, I raised with David  
10 Langdon about the BEA, Small Business data  
11 initiative and building small business account  
12 satellites. It's something the BEA does.

13 So it's, there is a diverse set of  
14 statistics and I think NACIE could say some  
15 interesting things about what is useful to the  
16 business community? What is useful for federal  
17 data using agencies, like the SBA?

18 So I see this as a potential  
19 opportunity.

20 MEMBER JOHNSON: I think that Trey,  
21 and Joe, and myself should talk about how we can  
22 maybe help the SBA?

1                   When you talk about immigrating the  
2 SBDCs and accelerators, that's, you know, that's  
3 a self-cancelling phrase. But if you had -- I  
4 think we could come up with an idea of how  
5 through the networks, the kinds of footprints  
6 that we have between the three of us, and how,  
7 you know -- we all heard a few ideas that were  
8 thrown out. I think we could really help the SBA  
9 in that area.

10                   MEMBER BOESCH: I know that one of the  
11 proposals is around some of those, some of the  
12 changes to the SBIR program, and the STTR. And I  
13 was wondering how those intersect with the needs  
14 that were brought up in the talk here? Are we  
15 already covering some of those in the current  
16 initiatives? Or are there gaps that we could  
17 look at taking up?

18                   CO-CHAIR TANG: Yes, I'll start and  
19 then maybe David, or Tiffany can chime in here.  
20 They were very much aligned with where we left in  
21 NACIE 2.0. And so now it's a matter of reviving,  
22 I think, those issues so that they're not

1 expiring by the end of September of this year.

2 MEMBER BOESCH: And also just in terms  
3 of the kind of manufacturing support project that  
4 Emily and I have been working on, I think there's  
5 a lot of opportunity to help promote the  
6 apprenticeship program. And also, you know,  
7 think about how we can, you know, scale that,  
8 popularize that, get that in the hands of  
9 industry?

10 CO-CHAIR TANG: Okay, thank you.

11 Other thoughts or ideas?

12 MR. BUERSTATTE: One thought with  
13 respect to data, and thanks, Andrew, for bringing  
14 that up. We had some interesting conversations  
15 over the last few months. And so, we are one of  
16 roughly 60 advisory councils, believe it or not,  
17 here at Commerce. Many times, it's partially  
18 because many times when there is a unique  
19 specific policy issue, we will recruit federal  
20 advisors on specific challenges.

21 This one, on innovation and  
22 entrepreneurship is much more broadly focused.

1 And we cover a variety of universes here at  
2 Commerce. With that being said, we have a Data  
3 Advisory Council, we have a Digital Economy  
4 Advisory Council, and there's a number of other  
5 bodies that are looking at data with respect to  
6 their own unique industry, or silo, might be the  
7 wrong term.

8 But what I'm interested in on this  
9 piece, is there an opportunity where NACIE could  
10 really compile a broad spectra of data analysis,  
11 surveys, you name it, to elevate the study of  
12 entrepreneurship and innovation, and certain  
13 economic development impacts, and trends, and  
14 things that we should know?

15 Versus just one particular challenge  
16 like this survey. I think this is one of many  
17 opportunities that we could consider. And what  
18 I'm getting at is, think big.

19 You guys are direct advisors to the  
20 Secretary of Commerce. We want to make sure that  
21 we're spending time on things that are going to  
22 be really valuable for all 50 states and



1 territories, right?

2 So, I just wanted to plant that seed.  
3 It's my initial response to the data discussion.

4 MEMBER REAMER: If I can respond to  
5 that? As you know, when we do a breakout, there  
6 will be conversation around the recommendation to  
7 the Secretary, to ask OIE to prepare a strategic  
8 plan. And then to have NACIE advise in that  
9 process.

10 So, if that goes forward, the  
11 Secretary approves that, I would imagine a  
12 starting point would be some assessment of the  
13 state of innovation and entrepreneurship in the  
14 U.S. And you do that on the basis of data.

15 So in that process, we will have an  
16 understanding of what the value, and the quality,  
17 and any gaps that there are in data systems. I  
18 can also imagine if the strategic planning  
19 process goes forward, that an element of that  
20 could be that OIE promote reliable, useful data  
21 on innovation and entrepreneurship through the  
22 federal government.

1                   And if that were chosen, as an  
2                   objective, then that would then lead to doing an  
3                   inventory of what exists. And an assessment of  
4                   quality and gaps, and or at least putting that on  
5                   the strategic plan. It would be a, it's a long-  
6                   term process clearly.

7                   But it's, I think it would be useful  
8                   for the Secretary's Office, and for OIE, and for  
9                   NACIE to have a broad understanding of the  
10                  pockets of data on innovation and  
11                  entrepreneurship that reside in several places in  
12                  Commerce, and several places outside of Commerce.

13                  That while OIE reports to the  
14                  Secretary, its scope mandated by Congress is  
15                  government wide. And so, I think this is an  
16                  important lift. And it's not a huge lift.

17                  I mean it's going to take work. And  
18                  it'll take some years, but it's all doable.

19                  MR. BUERSTATTE: Thank you, Andrew.

20                  Sign me up.

21                  MEMBER KAPP: So kind of dovetailing  
22                  off of what Richard said, I think that looking at

1       how we can review the array of resources that  
2       exist across the Department of Commerce? And how  
3       we can have them align to help potentially serve  
4       as economic development/ecosystem developers in  
5       rural communities?

6                I think when you look at urban  
7       communities there's quite a bit more capacity.  
8       And so there's not insignificant amount of  
9       capacity building that needs to take place.

10               If you have SBDC coaches, and you have  
11       sort of them, folks scattered across the region,  
12       as opposed to potentially creating epicenters.  
13       It creates disparate resources across a very  
14       large area. And so potentially looking at how  
15       the array of programs can be better assembled to  
16       create epicenters of entrepreneurship and  
17       innovation within rural communities?

18               MEMBER BAGLEY: Can I comment on the  
19       rural, urban thing for a second? Because I have  
20       a little bit of a different view on that.

21               I think that, so having worked at a  
22       state level in Pennsylvania, you know, both with

1 rural and urban communities is where some of this  
2 understanding came from. As well as Nortec, you  
3 know, covered 21 counties.

4 And so I think it's just a different  
5 kind of capacity building. There's areas in  
6 which, you know, for instance in the urban  
7 communities like I now work in, you know, we have  
8 significant inclusion and opportunity challenges,  
9 right?

10 So the opportunities are not so, the  
11 capacity building may be in a slightly different  
12 area. Or when you're not in a place like Boston,  
13 or Silicone Valley, you know, your capacity to  
14 garner venture capital for instance.

15 So I'm not sure that it's rural versus  
16 urban capacity building, versus not. It depends  
17 on where you start. I think there's always  
18 opportunity to sort of build those things out.

19 So I think we need to think about how do we match  
20 the right type of capacity building to the region  
21 or the area that's sort of works?

22 So I think when you talk about

1 underserved, you can sort of bring that across  
2 either urban underserved, rural underserved. So  
3 there's one sort of thing that ties together.  
4 Just obviously very different strategies.

5 MEMBER REAMER: No, that's a good  
6 point. Thank you for the clarification.

7 MEMBER BALDWIN: So I'm interested in  
8 us defining measurable objectives. So we heard  
9 that there's data. How are we going to use that  
10 data? Or are we going to try and influence and  
11 move something on that data? So that the next  
12 survey we can see that we've had a direct result.

13 So as part of that strategic  
14 discussion, you know, what are the measurable  
15 objectives that we are trying to achieve?

16 And I think that as we go into the  
17 breakout sessions, it would be excellent if we  
18 could define how are going to measure our  
19 success? What are our indicators? You know,  
20 should we be reviewing that data to define what's  
21 the top thing that we want to go after?

22 And come up with examples, you know,

1 that, you know, ten thousand unique hits on a  
2 certain website, or ten thousand underrepresented  
3 communities now have access. I'd really like to  
4 see us focus on the end vision.

5 MR. BUERSTATTE: I think that's a  
6 great question that we can tackle tomorrow during  
7 the Council framework discussion.

8 And as we move through today's  
9 conversations, and I think Eric's got a great  
10 relevant presentation coming up soon that will  
11 help communicate some of our near-term  
12 objectives. Or near-term action items and what  
13 this process looks like. And then we'll build to  
14 that tomorrow, I think.

15 MEMBER BALDWIN: Sure.

16 MEMBER BOESCH: I have one more. I'm  
17 particularly interested in how we have, almost  
18 like better market, and helped people go through  
19 the SBIR and SRRT programs? Both in universities  
20 and outside of those epicenters.

21 You know, I see all the time actually,  
22 you know, students or young entrepreneurs that

1 have things that I think would be very eligible  
2 for it. And things like having professional help  
3 on it at the university, or some simplification  
4 of those processes, I really think would help.  
5 Because I think it's an under-utilized resource  
6 and kind of outside of even, this area.

7 MEMBER NEMETH: So my thoughts on the  
8 SBIR. Sort of training and support, I think more  
9 aligned with Joe. And the concern that kind of  
10 centering in on some of the big universities  
11 turns off a lot of other entrepreneurs, and I'd  
12 say small businesses.

13 Like for instance in Ohio, are a bit  
14 envious of the resources that a big university  
15 already has. And so I'd be interested in us kind  
16 of exploring ways that if we're going to build a  
17 resource to help people go after SBIRs, that it's  
18 more accessible.

19 And then I'm not a data guy. I'm  
20 fascinated by it, but I would just throw out the  
21 other idea, that we're looking for a quick win.  
22 I'd love for there to some sort of investigation

1 or evaluation into the ever repeated statistic  
2 that 90 percent of startups fail.

3 I think for someone on the outside, or  
4 even for an entrepreneurship who's like, telling  
5 his family member. Hey, I'm starting a new  
6 business. And you have this like, bombardment of  
7 you're going to fail. I don't know if that's  
8 actually true.

9 And I, maybe it's even worse, who  
10 knows. But I guess I would love to see some  
11 greater support and consistency about what the  
12 actual data is.

13 MEMBER BOWLES: I've got a couple of  
14 thoughts. One, specifically around this process  
15 of cataloging or bringing together the different  
16 data sources that are existing across Commerce.

17 And first maybe looking at, has there  
18 been any other governmental department that's had  
19 to do something like this before? And maybe get  
20 some learnings from them on how that was done?  
21 How that was sort of aggregated?

22 And then second of all, I would say,



1 I think that we need to really recognize the  
2 different parties that have to be included to  
3 effectively grab this type of information, at  
4 both a macro- and micro-level.

5 There's an organization that exists,  
6 called the, Startup Champions Network, which is  
7 sort of a continuation of Steve Cases' Startup  
8 America Partnership. And those are, and they're  
9 combined.

10 They're doing data analysis now and  
11 combining macro levels information that we're  
12 getting. Or something that a Kauffman could get  
13 with actual ecosystem innovators that are  
14 operating those specific locations.

15 And so they're getting truly micro  
16 data from the ground level, having sit with these  
17 companies, they can turn around and say that  
18 company doesn't exist anymore, that company does.

19 And builds a trust amongst that  
20 community to able to pull out that kind of  
21 information. But I think that public, private  
22 partnership model is something that's going to be

1 exceptionally important in identifying who those  
2 stakeholders need to be, to effectively pull out  
3 a cross stitch of that data to create the most  
4 robust and accurate source of data for the  
5 purposes of what we're trying to do.

6 MEMBER BAGLEY: I think just one  
7 other, a quick addition to that is RIAN, the  
8 Regional Innovation Acceleration Network too, I  
9 think would have, you know, be able to collect  
10 some of that data or has it. I'm not sure,  
11 Craig, but --

12 MR. BUERSTATTE: Yes, there's some  
13 work there. What I hear though is making data  
14 actionable. And Trey, to you point, what's been  
15 done before as far as cataloging? And let's not  
16 reinvent the wheel.

17 This is somewhat new for government.  
18 Its open data initiative, and building better  
19 data resources internally to share and inform our  
20 constituents. This has been a big undertaking  
21 for the last four, five, six years. So I don't  
22 know if we'll have a ton of resources to look at

1 and compare that are going to be apples to  
2 apples.

3 But clearly there's something more for  
4 us to discuss here.

5 MEMBER BOWLES: And just thinking  
6 specifically about the questions that a federal  
7 organization or agency would ask versus the  
8 questions an entrepreneur would ask another  
9 entrepreneur. It has to be the relevancy of the  
10 data.

11 I mean sure there's some data that an  
12 entrepreneur is not really going to care about  
13 that may be really important to the different  
14 areas inside of Commerce. And I think that made  
15 sense.

16 But really being able to empathize  
17 with the plight of an entrepreneur to ask the  
18 right questions to be able to determine the best  
19 way to support, and respond to that moving  
20 forward is a really important piece that we need  
21 to consider.

22 Because entrepreneurs speak a

1 different language that they all understand. And  
2 so I think making sure that those sorts of people  
3 are at the table helping design, you know, the  
4 data that's being collected. And also helping to  
5 interpret the data that's being brought in will  
6 be important for I think, the efficacy of the  
7 project, if we were to do that.

8 MEMBER REAMER: Trey raises a point  
9 about the, kind of the new frontier of data  
10 collection in the federal government. Because of  
11 advances in information technology the ability to  
12 grab data collected by the private sector and add  
13 it to, integrate it with the federal data to  
14 produce data that are enhanced.

15 So, and that's something we can look  
16 at. So just, I'll give a couple examples.  
17 Federal government for decades has done a monthly  
18 retail trade survey. Every month it surveys  
19 retail establishments.

20 They're beginning to, they've  
21 developed a relationship I think with Visa to  
22 start grabbing some of the charge card data. And

1 reducing the burden on businesses. And so  
2 enhancing the quality expending the sample.

3 There is a private, at the University  
4 of Michigan has developed a consortium of  
5 universities to measure the impact of federally  
6 funded R&D on the economy. Right now there is a  
7 consortium of maybe 40 universities. They all,  
8 they pool their data.

9 And they have an arrangement with the  
10 Census Bureau. So they're pooling their data,  
11 and it includes names of the people, the  
12 principle investigators and the graduate students  
13 who worked on projects. And Michigan is hiring  
14 Census to track what happens to those people  
15 using that LEHD database that Ron mentioned.

16 So you can say, so people involved in  
17 these federally funded --

18 (Off the record comment.)

19 MR. BUERSTATTE: Robin, can you say  
20 again, please?

21 Robin, this is Craig, are we coming in  
22 clear? We'll continue driving on at this point.

1                   MEMBER REAMER:  Anyway, the point is  
2                   that there's some things, there's a new frontier  
3                   around using existing records from outside the  
4                   government, integrating them to produce better  
5                   statistics.

6                   MEMBER FREDERICK:  For what it's  
7                   worth, I think that's opening up a lot of  
8                   opportunity.  I think I've mentioned this in the  
9                   past.  And we're willing to work closely with  
10                  companies, like CareerBuilder, Headhunter.

11                  I mean there's so many new data  
12                  sources.  I think there will be a willingness  
13                  from industry to aggregate and share some of this  
14                  data, which can be, it gives you a, I think it's  
15                  the strength of signals is so much better.  And  
16                  it's so much wider.

17                  MEMBER W. SMITH:  At JP Morgan Chase  
18                  we started a new research emphasis last year  
19                  that's aggregating transactions of our --

20                  (Off the record comment.)

21                  MEMBER W. SMITH:  Should I go ahead?

22                  MR. BUERSTATTE:  We're down.

1                   MEMBER W. SMITH:  -- of our client's.  
2           Looking at particularly small businesses and  
3           doing local commerce profiles.  And we've had  
4           lots of inquiries from the federal government.  
5           So it's just another, yes.

6                   (Off the record comment.)

7                   MEMBER BAGLEY:  I was going to say, I  
8           do think the main point though is the one that  
9           Esther brought up earlier.  And we've been sort  
10          of commiserating over here, which is data for  
11          data sake.

12                   It's like what's the purpose of the  
13          data?  And then that starts to drive like, you  
14          know, the outcomes that you were talking about,  
15          Esther was talking about.  So I think, you know,  
16          we need to decide what are we trying to  
17          accomplish?  And then what data can actually  
18          enable us to push towards those accomplishments?

19                   And then there's tons of data sets and  
20          opportunity.

21                   (Off the record comment.)

22                   MR. BUERSTATTE:  Real quickly, we

1 spent a lot of time on entrepreneurship, and some  
2 innovation, and SBIR, and grants and whatnot. I  
3 don't want to overlook the skills and  
4 apprenticeship. There's a lot of questions,  
5 seemed like a lot of energy earlier in that  
6 presentation.

7 Any thoughts on that from anyone?

8 MEMBER S. SMITH: Well, we're going to  
9 have to figure that out for industry, how to  
10 engage industry? I think is the biggest  
11 challenge. And really when I talk to companies,  
12 and I talk to them every day, and we talk about  
13 apprenticeship. It's, you know, what's in it for  
14 me? How is this going to benefit me?

15 And you have to answer that question  
16 very well. Yesterday, I talked to a company,  
17 Cummins, who said, that for every \$10,000 they  
18 invest, they get \$200,000 back in return. And  
19 they've done the numbers, and figured that out.

20 So, I think if we can show those kinds  
21 of examples, you know, we'll have a better  
22 opportunity to engage industry. But I do think



1 that incentivizing that, has got to be something  
2 that we discuss at length and have a proposal to  
3 put forward.

4 MR. BUERSTATTE: On the engaging  
5 industry piece, Sue, one thing that is amplified  
6 around here, Commerce is, Commerce is America's  
7 voice for business. So I think that's a role  
8 that might be an opportunity for us as far as  
9 messaging and amplifying.

10 If we're to be their voice, where are  
11 the opportunities there? And how can we better  
12 communicate that?

13 MEMBER S. SMITH: Yes, I think as you  
14 know, again, we have to be able to show return on  
15 investment. So we have to be that voice.

16 The other thing that, you know,  
17 there's also this supply and demand side. We've  
18 got to be able to recruit folks into these  
19 careers. And that's a big challenge for industry  
20 too. So if we can not only figure out how to  
21 incentivize the apprenticeship programs, and get  
22 industry to value those? Then we have to figure

1 out how to get potential employees to value  
2 those?

3 So how do we do we recruit folks into  
4 those apprenticeship programs and show them as --  
5 you know, in Europe they're just as important as  
6 any sort of doctoral position there. You know,  
7 any sort of medical position and if we can sell  
8 that same importance here, then I think that  
9 we'll be successful. But that's I think how  
10 Commerce could help.

11 CO-CHAIR BRADLEY: I was just going to  
12 ask in the vain of partnerships and data, if to  
13 the extent possible, you could share the  
14 conference information? Is there something that  
15 we should be thinking about in terms of learning  
16 more? Or having a role in sharing a voice?

17 MEMBER W. SMITH: Yes, I can't  
18 remember the dates off-hand. But I'll send them  
19 so you can distribute them. But this rose up out  
20 of lots of activity happening in states and  
21 communities to try to diversify the sectors, and  
22 the businesses in those sectors that were using

1 apprenticeship models.

2           So as was talked about, when you get  
3 the reaction from the Japanese companies it's,  
4 you know, in the U.S. it's been traditionally  
5 labor sponsored programs in the building trades.  
6 And that's really starting to change, partly  
7 because the Department of Labor has pushed out a  
8 lot of money, but states have gotten on board, et  
9 cetera.

10           So, this is going to be the first  
11 National Conference that we're aware of that many  
12 funders came around the table. And it's going to  
13 have a policy dimension. There are a number of  
14 policy groups involved but it's mostly  
15 practitioner focused.

16           So there will be industry there, and  
17 community colleges, and other intermediaries that  
18 are stepping in where labor traditionally has  
19 played the role of putting these apprenticeship  
20 programs together. There are now chambers and  
21 others doing that. And they'll be there too, so  
22 I will share more information.

1           I will say, as long as I have the mic,  
2           and that's okay. One of my observations in  
3           looking the materials beforehand, and then  
4           hearing the separate conversations, is this  
5           continual kind of silo between the skills and the  
6           small business and innovation world.

7           And now that I'm in a space where I am  
8           investing in both ecosystems, I'm thinking a lot  
9           about how to bring them together? So there are  
10          experiments around the country of trying to bring  
11          the publicly funded workforce development system  
12          closer to the small business centers and  
13          technical assistance.

14          There are the CDFIs in the community  
15          that are trying to think about how do you promote  
16          not just job creation, but job quality? And how  
17          do you do that? And how do you create  
18          advancement opportunities?

19          I would love, maybe it's in the Skills  
20          Committee, which I'm going to later, but to think  
21          about more integration of the conversation we're  
22          having here.

1                   MEMBER BALDWIN: So I just wanted to  
2 poke on what one of the presenters gave to us,  
3 and that was the cost of patents. If you look at  
4 innovators and entrepreneurs they typically  
5 provide a unique value proposition. And in the  
6 absence of barriers, are able to grow. And one  
7 of those barriers is the cost of patents.

8                   I mean I know that even large  
9 companies, incredibly innovative employees submit  
10 many, many invention disclosure forms that are  
11 then reviewed by committees. And a very small  
12 portion of those are taken through the process  
13 because of the high cost.

14                   And so if we have small median  
15 enterprises, small businesses, that are facing  
16 that barrier, what can we do to reduce the  
17 barrier? Because that really does impact America  
18 COMPETES, because he who owns the intellectual  
19 property, owns the rights to grow that business,  
20 so.

21                   (Off the record comment.)

22                   MR. BUERSTATTE: Go ahead, Orin.

1                   MEMBER HERSKOWITZ: Just I don't, if  
2 we're touching on patents. Yes, I mean  
3 unfortunately a lot of the cost of patents, the  
4 most significant cost of getting to a patent is  
5 not the fees in the Patent Office, but rather the  
6 attorneys you have to pay to get the patents.

7                   So I'm not sure the government has, at  
8 least on the expense side, I'm not sure that the  
9 government has the tools to be able to reduce  
10 those costs.

11                   But if at some point, the discussion  
12 of intellectual property would be interesting.  
13 Like the IPR process I would argue is actually  
14 more the sort of, the IPR provisions, the post-  
15 grant review provisions in the AIA, do more  
16 fundamental damage to undermining the interest  
17 and the ability to get strong patents that are  
18 useful for small businesses, than the costs. But  
19 --

20                   MEMBER NEMETH: Wasn't the context  
21 though that you can use SBIR funds to cover your  
22 patent costs?

1 MEMBER HERSKOWITZ: Oh, if --

2 MEMBER NEMETH: I think that's where  
3 that came from.

4 MEMBER HERSKOWITZ: Yes, I see what  
5 you mean. So not on general, but specifically,  
6 about whether you could use government funding to  
7 offset those costs?

8 MEMBER NEMETH: Specifically SBIR  
9 funds.

10 MEMBER HERSKOWITZ: Didn't he say that  
11 those were not renewed?

12 MEMBER NEMETH: No, I think what he  
13 said was, currently, and expiring in September of  
14 this year, there is an allowance. But it expires  
15 if we don't renew it.

16 MEMBER HERSKOWITZ: Patent is an  
17 opportunity to still --

18 MEMBER NEMETH: Correct.

19 MEMBER HERSKOWITZ: I see.

20 CO-CHAIR TANG: This is part of the  
21 work that NACIE 2.0 did on that exact issue.

22 But it solves part of the issue, but

1 Esther is right. It's not the bigger issue. How  
2 do you create ways that small companies can  
3 actually pursue and prosecute their patents?

4 And maybe, we had a session in 2.0  
5 with USPTO. Maybe that's something we can tee up  
6 a little later?

7 MR. BUERSTATTE: Yes, I hope there's  
8 been some good seeds planted today. But we also  
9 are realistic about, remember our December  
10 meeting where I think we discussed 13 different  
11 opportunities. And I know my NACIE 2.0 alum know  
12 all too well that focus is the key to success.

13 So hopefully some of this, if it's  
14 new, it can better inform us on some of the  
15 current ongoing discussions. And, or if we need  
16 to park something or re-orient as well, and focus  
17 in a new direction. That's great as well.

18 I will highlight Whitney's comments on  
19 the best opportunities come from merging all of  
20 these efforts. If, I don't know if Marie or  
21 Tiff, or Steve want to comment on that.

22 I'll offer up one quick example for



1 the team, which might setup Eric's presentation  
2 on how this process works. And one of them that  
3 really hit on all three cylinders, I thought, was  
4 when the Council engaged with Secretary Pritzker  
5 on the TechHire Initiative.

6 So we know that there is a demand for  
7 high tech skills right now. And real quick, by a  
8 show of hands, how many people are familiar with  
9 the TechHire Program?

10 Okay, a decent majority. So this was  
11 the Obama Administration's effort to elevate the  
12 importance of training, or in some cases,  
13 retraining, some of our citizens in the tech  
14 industry. Especially in communities that are  
15 growing their tech clusters.

16 So they're not having to pull  
17 expensive talent from other regions and recruit  
18 them in, but rather let's build that internally.  
19 So we're building those skills, building that  
20 talent pipeline. Infusing into the innovation  
21 ecosystems, into these tech firms, so these tech  
22 firms can remain competitive locally.

1           Secretary Pritzker engaged in a round  
2 table with NACIE Members in San Francisco. We  
3 took those learnings back here to D.C. And  
4 initiated a number of discussions with Department  
5 of Labor, Education and the White House to better  
6 inform our next steps with that program.

7           So again, I think that was a great  
8 example of an initiative driven by the Council,  
9 that hit on all cylinders. It was powerful for  
10 those communities and I think TechHires now maybe  
11 roughly in 70 or 80 communities. So really  
12 penetrated the U.S. and moving forward with  
13 getting new skills to new populations that are  
14 going to be relevant for tomorrow, while helping  
15 our firms.

16           Any other thoughts, Marie, or anyone?

17           Okay, actually so with that said, so  
18 that was a recommendation. It started right here  
19 around the round table. There's an opportunity  
20 to do something here and recommend a solution, or  
21 an idea to the Secretary of Commerce.

22           How that happens? Eric Smith is going

1 to walk us through some thoughts and strategies.  
2 Mainly because this is something that we've heard  
3 from many of you over the last few months.  
4 Received a lot of individual questions about  
5 expectations and goals. Eric, take it away.

6 MR. SMITH: Thanks.

7 MEMBER REICHERT: Eric, can I ask a  
8 question? While you're going through what you're  
9 going to go through, can you talk about that in  
10 context of the proposals that we've already put  
11 together?

12 And what the expectations around the  
13 groups that we were all sent in, and had an  
14 initial call? What, how does that fit into the  
15 process?

16 MR. SMITH: Yes, I think that will  
17 become clear but if it doesn't let me know and  
18 I'll address it separately.

19 So, I was going to call this a short  
20 detour into a fractally complex federal  
21 bureaucracy, but that seemed sort of, you know,  
22 not very appetizing.

1           So life cycle recommendation, so but  
2           as you all develop these recommendations, you  
3           know, why are doing it? And I wanted to sort of  
4           just go back to first principles on that.

5           So, you know, this is straight from  
6           the statute. Recovering lawyer, so I like to  
7           quote from the statute. But, you know,  
8           innovation and the commercialization of new  
9           technologies, that's what you all are here to do.  
10          That's the recommendations that we're looking  
11          for.

12          And there's actually only one thing  
13          NACIE can do, and that's provide advice. It's  
14          its one power. And so I think one thing to keep  
15          that, just keep that in the forefront of your  
16          mind.

17          There is a lot of power in that  
18          advice. And the fact that you are providing that  
19          advice directly to the Secretary of Commerce.  
20          But that's really what you do is you're providing  
21          advice.

22          And that can take a lot of different

1 forms. You've seen some of this in the Workgroup  
2 calls that you've setup so far. You know, it can  
3 be broad policy recommendations. It can be  
4 recommendations to change specific programs. You  
5 can recommend research and reports. Or you can  
6 actually conduct some research and reports.

7 One example of that was when David,  
8 and Tiff, and Steve, and some of the other  
9 Members last time were working on the SBIR, STTR  
10 recommendations.

11 David, you had done the call for  
12 information from some of the SBIR participants,  
13 some of the applicants and grantees, or awardees  
14 I guess. And also some of the state programs  
15 managers I think to get an idea of, you know,  
16 what the community was looking for? What the  
17 gaps were? And what they thought about some of  
18 the recommendations that we had?

19 And tangential to that, the outreach  
20 and socialization, part of the reason that we  
21 selected all of you is not just for your  
22 expertise, but also for the people that you know.

1 The networks that you have, and your ability to  
2 get the message out. And to also bring  
3 information in.

4 Sort of as David Langdon was talking  
5 about earlier, Commerce is the voice of business.  
6 And that channel goes both ways. So, something  
7 to keep in mind.

8 Another thing that, you know, you all  
9 can do is get other people to agree with you, and  
10 in writing. You know, one of the things that the  
11 first NACIE did was put together a recommendation  
12 on innovative and entrepreneurial university.

13 And I think they ended up with  
14 something like 130 or 140 universities that  
15 signed a letter, signing on to this report and a  
16 set of proposals that were in the report.

17 So there are a lot of different forms  
18 of that advice that you give, can take. But, you  
19 know, I think ultimately what it boils down to is  
20 you're providing advice.

21 Once you give the advice, there's a  
22 lot that we have to do on the backend, before

1 that gets implemented. So we had sent out a memo  
2 on this. And I thought, you know, just a sort of  
3 slide design would be to put all of the text of  
4 the memo on this page.

5 (Laughter.)

6 MR. SMITH: And read it to you  
7 directly. Maybe not. So instead, we got a  
8 diagram. Maybe not super easy to see. But  
9 essentially this is the path that a  
10 recommendation takes. And ultimately, I think  
11 the thing to focus on right now, because this is  
12 approximately where we're going to be, is the  
13 NACIE vote.

14 I think there are one or two  
15 recommendations tomorrow that you may all vote  
16 on, depending on how the Workgroup sessions go  
17 this evening. And that's sort of the first real  
18 decision point as to where we are now. You've  
19 already decided to pursue these. The Workgroups  
20 have been working on them.

21 And so, you might vote, no. I think  
22 that's probably unlikely, given the fact that

1 you've all worked on this for a while. But you  
2 might vote no. You might vote, yes. And if you  
3 vote, yes, that's sort of where our work as OIE  
4 starts. Well, not starts but continues on,  
5 without you for a little while.

6 So we package that recommendation,  
7 which is usually a letter signed by the Co-Chairs  
8 and maybe some supplementary material into a  
9 briefing document for the Secretary. And then we  
10 present that to the Secretary. And the Secretary  
11 then approves or disapproves that.

12 And that's sort of depicted here as a  
13 simple yes, no. But often times will involve  
14 something much more than that. So perhaps we've  
15 identified three Commerce Bureaus, or you all  
16 have identified three different Commerce Bureaus  
17 that would be involved in the implementation of  
18 this recommendation.

19 Probably going to consult with those  
20 bureaus, and with the bureau heads, and some of  
21 their programmatic staff to think about  
22 feasibility and, you know, whether or not there's



1 legislative authority to do this? And what would  
2 actually go into implementing these  
3 recommendations?

4 And then once that feedback has gotten  
5 back to the Secretary, that's going to enable her  
6 or him to make a decision on whether or not to  
7 approve the recommendation. And that will come  
8 along with some sort of action.

9 And so a simple example, or I guess  
10 one that's in front of you could be the Capital  
11 convenings effort, where the recommendation says,  
12 you know, EDA should, under this authority that  
13 already exists, implement a grant program that  
14 brings folks together in the Capital communities  
15 and certain regions across the U.S.

16 So that might just be EDA, implement  
17 this grant program using the authority that you  
18 have. And that would be the implementation of  
19 that recommendation. And so, you know, we would  
20 be given that direction.

21 Another thing that, you know, might  
22 happen is with respect to, I think going back to

1 the SBIR example, you know, maybe providing that  
2 advice to other agencies. So some of those  
3 recommendations were legislative in nature.  
4 Others of them, were recommendations that could  
5 have been implemented by the SBIR agencies, under  
6 the authority that existed with respect to, you  
7 know, streamlining some of their processes.

8 And that could take the form of the  
9 Commerce Secretary not only telling its own SBIR  
10 programs, hey, you should implement these. But  
11 also a ten other SBIR awarding agencies, you  
12 should consider these recommendations to improve  
13 commercialization outcomes from your program.

14 So there are a lot of different ways  
15 that these things get implemented on the backend.  
16 But I think it's worth keeping in mind. And kind  
17 of the point of all this is to say that, you're  
18 going to give advice. And it may take quite a  
19 while before it gets implemented.

20 And we're going to give you updates on  
21 how those things are progressing. We're going to  
22 let you know what's happening on the backend at

1 each of these quarterly meetings. And on  
2 Workgroup calls in the interim. But it's good  
3 just to keep in mind that this life cycle is  
4 pretty long, and reasonably complex from a  
5 bureaucratic standpoint.

6 And we just want to let you all know  
7 that. That this is how it works. And this is a  
8 timing expectation setting.

9 So here are some examples and I don't  
10 want to read through this, but here are some  
11 examples of what the operating units can do, and  
12 what the action may take.

13 These are things that are going to  
14 depend on each specific recommendation. It might  
15 be that, you know, you should increase the budget  
16 for a certain program. And if so, there's a  
17 process through which Commerce and all the other  
18 agencies submit budget information up to the  
19 Office of Management and Budget, and the  
20 President, and that gets sent to Congress.

21 So that's, you know, one avenue you  
22 might have to make policy. Or to make policy

1 recommendations. Some of the others we've  
2 already discussed. But this is just something to  
3 keep in mind as the universe of tools that are  
4 available to us to implement your policy.

5 And you can, you know, recommend  
6 specific implementation tactics or not, as you  
7 see fit. And as you think makes the most sense  
8 given whatever your recommendation happens to be.

9 So with all that being said, have fun.  
10 But hopefully quick enough detour into that  
11 bureaucracy. Questions? Andrew.

12 MEMBER REAMER: What's the Secretary's  
13 accept-reject ratio of recommendations?

14 MR. SMITH: I think I will say having  
15 only operated one round of this our self, and not  
16 having been around for the first iteration of  
17 this. And it having operated in a very different  
18 way, I don't think that that's, it's not good  
19 data. So I wouldn't want to say at this point.

20 CO-CHAIR BRADLEY: So recognizing the  
21 life cycle could take a while, and we're at an  
22 interesting point. Maybe not just for you being

1 from 2.0. We give advice, but we're not excluded  
2 from activities. And so what is that balance of  
3 us advancing some of these ideas?

4 Particularly if we're able to find  
5 third party commitment or is that discouraged?  
6 And are there examples in 2.0 where while you  
7 might have been waiting, there was something else  
8 you could be doing?

9 MR. SMITH: I mean I think, I think  
10 maybe the best example or the best way to frame  
11 it from my perspective is that, you know, going  
12 back to your outreach and your networks.  
13 Building consensus, getting ideas, refining the  
14 recommendations through those channels, I think  
15 is really valuable and helps to build the  
16 momentum behind those recommendations.

17 And it acts as a validator. So, you  
18 know, as it's going through the internal vetting  
19 process I think that's really powerful.

20 MEMBER WILSON: Yes, and I think,  
21 don't underestimate the role that we can play in  
22 our communities. That not everything has to

1       happen on a federal level.

2                   And so what's been a great experience  
3       for me in 2.0 is every time I left this meeting I  
4       was, you know, energized, brainstorming, and kind  
5       of took that back to Atlanta to see what are  
6       things I can do and influence my own community?

7                   That kind of feeds into the outreach,  
8       but that exercise of doing that isn't kind of  
9       talking about NACIE, it's just talking about the  
10      community. So really balancing, keeping NACIE  
11      here, but then doing stuff in your own community  
12      just within the context of what you do.

13                  MR. BUERSTATTE: On going back to your  
14      community, Tiff, I know you, David and many  
15      others took deliberate action on behalf of NACIE  
16      as an official member in your community for the  
17      SBIR effort. And this might help answer your  
18      question, Melissa.

19                  And how they did that was, their first  
20      step in that process was voting that as a body we  
21      would take official action to survey stakeholders  
22      on behalf of the Department of Commerce to better

1 inform us on tactics, to improve the SBIR  
2 program.

3 So, which technically as an Advisory  
4 Council, you can't do that because that's not  
5 advising -- well, you're getting advice, but  
6 you're taking action. You're in the field,  
7 you're representing Commerce, so that was a  
8 proposal made to the Secretary of Commerce that  
9 NACIE proposes as a body they would do x, y, and  
10 z, to survey, engage, et cetera.

11 So that's a type of activity that  
12 could absolutely be done, but there's still a  
13 process and a submission for it. So to your  
14 point, Melissa, how can we rally third parties?  
15 How can we generate partnerships? I think  
16 absolutely informally, but also formally we can  
17 do it. And I think sometimes it's helpful to do  
18 it formally because we then get the advantage of  
19 the podium.

20 MEMBER WILSON: Okay, historical  
21 answer and then a question. One thing I was  
22 going to mention is that I think one of the

1 things that we learned along too was, sometimes  
2 we had ideas where we had individual interests.  
3 And there were things we could attach to here,  
4 you know, in D.C. that we would then find out  
5 more information, which would then change what  
6 our recommendation maybe started.

7 So I think some patience with actually  
8 utilizing our own relationships and involvement  
9 with things to see. That's something we thought  
10 as a recommendation actually wasn't that same  
11 type of recommendation. So I think being engaged  
12 in just our work was helpful. So that's one  
13 piece.

14 The other thing I just had as a  
15 question, your comment about this being one of 60  
16 councils. And I apologize if this was mentioned  
17 before I came in, but did you share, or could you  
18 share at all about, you know, have there been any  
19 briefings to the new Secretary of Commerce about  
20 the 60 councils and our existence. And can you  
21 give any perspective on that?

22 MR. BUERSTATTE: Yes, absolutely. So



1 we participated in the transition briefings, like  
2 so many other agencies. And we did send up a lot  
3 of information about the work that Marie, you did  
4 on 2.0 and what we've done thus far with the new  
5 Council.

6 So, the new team is well aware. There  
7 was a formal transition process. The transition  
8 team that worked for, between the period of the  
9 election and the inauguration is now no longer  
10 here. And we are now, Commerce is now receiving  
11 new political appointees, which will be the  
12 leaders. So there's a separation between the  
13 transition team and the inbound new, political  
14 appointees.

15 But they are absolutely aware, and to  
16 the second part of the question, where we might  
17 compare with the other 60, I'd say that we've  
18 actually been on the radar because of this  
19 meeting. So I think we did a good thing with  
20 being aggressive and continuing forward, and  
21 getting this on the calendar.

22 I'm not sure if we had any visitors

1 today, but I am expecting participation, at some  
2 point during our, during the next 24 hours from  
3 some of the new senior policy team. So right  
4 now, I think we're about internally in Commerce,  
5 there's roughly 30 to 35 appointees here. And  
6 that's a 47,000 person agency. So we're just  
7 getting it started.

8 As we know, the Secretary nominee, Mr.  
9 Ross, I'm not sure if he's been confirmed yet, as  
10 of today. I'm seeing shaking heads, so  
11 confirmation has not happened. But once that  
12 milestone happens, I'm expecting an increase of  
13 politicals onboarding.

14 It's about as detailed as I can be  
15 right now.

16 MEMBER STEVENSON: It is possible to  
17 see any of the recommendations coming out of the  
18 Councils, to see where there might be  
19 opportunities for alignment of interest?

20 MR. BUERSTATTE: Yes, absolutely. We  
21 do our best. I'll say that we are, again, we are  
22 unique in the fact we're one, very few that

1 bridge to the administration. So most councils  
2 are vacant right now.

3 But as those develop, there are  
4 particular ones that we've collaborated with  
5 before. I mentioned the Digital Economy Advisory  
6 Board, the Data Advisory Board, there's a  
7 manufacturing one that we want keep a strong  
8 pulse on. And there's probably a few more in  
9 that list I'm forgetting.

10 But ultimately what we like to do, is  
11 collaborate and elevate. So we're certainly  
12 looking for opportunities to bring in  
13 consultations with the manufacturing team, with  
14 the digital economy team, and so on and so forth.

15 So I think that the more we can bring  
16 the community together, the better.

17 MEMBER REAMER: From the perspective  
18 of the 2.0 veterans and the staff, can you  
19 enlighten us newbies regarding the wins that you  
20 saw coming out of 2.0? Looking at Eric's list of  
21 possible actions, recommendations, outreach and  
22 so forth, just the veteran's, the two or three

1 things he's -- like this worked, we're happy,  
2 this worked well, in terms of outcomes?

3 MEMBER KENNEY: I'll respond to it,  
4 totally on SBIR recommendations because most of  
5 the recommendations we made were not things that  
6 Commerce could implement on its own. Or even  
7 really at all. It has two small SBIR programs of  
8 the 11 agencies. NOAA and NIST have the smallest  
9 SBIR programs, but the overwhelming majority of  
10 SBIR activity happens from a funny perspective at  
11 nine other agencies. And SBA controls a lot of  
12 the central coordination activities.

13 And so the recommendations we made  
14 were sort of, you know, have a way of publicly  
15 declaring, you know, hey, this group thinks these  
16 would be good things for the federal government  
17 to do. Some of which require Congressional  
18 action, some of which we need to be implemented,  
19 you know, independently at Department of Defense,  
20 or Energy, or elsewhere.

21 And but what I've seen, since we made  
22 those recommendations, there was a document that

1 came out in the last couple months that was ITIF,  
2 one of the other former NACIE Council Member's  
3 recommendations to the Trump Administration.  
4 Here's what you all should do to promote ideas  
5 for innovation and entrepreneurship.

6 Right in the middle, you know, was  
7 much broader set of recommendations, but right in  
8 there where, you know, almost word for word, in  
9 some cases, word for word, what we wrote. The  
10 recommendations that got picked up and were a  
11 part of, and that wasn't done as a NACIE activity  
12 but they took our material and used it.

13 Similarly, SSTI, Innovation Advocacy  
14 Council had a Hill day yesterday, and we were  
15 sharing a policy document which includes some  
16 recommendations. And I'm part of that separate  
17 from my NACIE role, and it includes some of the  
18 same SBIR recommendations as well that were  
19 lifted basically straight out of the NACIE  
20 recommendations.

21 And, you know, that's been carried on  
22 into some of the work that both NACIE Members

1 individually, in other capacities, and other  
2 organizations have used.

3           And it's not like our recommendations  
4 were like original ideas, and we're the first  
5 ones to think of these. A lot of time these were  
6 things that others had already been saying, or  
7 and we were kind of just amplifying  
8 recommendations that others had been making as  
9 well.

10           That's just an example.

11           MEMBER REAMER: Are there other  
12 examples?

13           MEMBER WILSON: Hey, I was just going  
14 to give a practical, slightly different type of  
15 example. You heard about at the first meeting,  
16 which was, we'd come up with the idea of  
17 community exchanges where we were going to  
18 different cities to be able to see the best  
19 practices in different locations.

20           And that was something that happened  
21 kind of organically. At one of our meetings,  
22 where we'd done that national, and then we were

1 able to -- there was energy, what, you know,  
2 Craig and I have talked about this a lot.

3 When there's energy, when you have few  
4 people who really found value in it. There's a  
5 group of us just ran with it and started to  
6 create it. And Craig's energy kept bringing it  
7 back here, which ultimately ended up, you know,  
8 leading to the conclusion.

9 But we did two or three of those that  
10 we just kind of organically did on our own and  
11 then they became part of report out to NACIE. So  
12 I think that's more of a pragmatic versus a  
13 policy area where, you know, if we have something  
14 else that we're finding that's of value that we  
15 can do on our own, you certainly, we have the  
16 energy of the group to do that.

17 CO-CHAIR TANG: I would just add a  
18 couple things. Andrew, so other examples. The  
19 Secretary took our recommendation on Measures of  
20 Innovation and I think commissioned within  
21 Commerce further exploration there.

22 There was an early issue about the use

1 of foreign profits to be repatriated to the U.S.  
2 To be devoted towards innovation. This is part  
3 of the -- you've heard this before because it's  
4 being discussed with this administration in terms  
5 of infrastructure -- and I think she ordered some  
6 work to be done to look at the economic stats,  
7 because that's really a treasury issue and not a  
8 Commerce issue. So they were directed in the  
9 right direction I think for further study.

10 One additional point to what David  
11 said, just to be clear is, is you saw on Eric's  
12 chart that there is no allowance for a NACIE  
13 recommendations and official NACIE business to be  
14 discussed on Capitol Hill, right? However, I  
15 think the pivot point that David is talking about  
16 is that we took the NACIE recommendations and  
17 then as individuals, meaning -- and this is what  
18 Tiff means by community -- going back to our  
19 community and then were able to actually craft  
20 the legislation which has ultimately went as far  
21 as committee approval.

22 So, there are some official and there



1 are some stealth ways that NACIE works. And a  
2 lot of it had to do with the alignment of  
3 interests. I mean, David had done some excellent  
4 work. Tiff had done some excellent work, Michael  
5 Burham, Rohit Shukla, and then my team all came  
6 together on this issue.

7 So I think it can work in some really  
8 interesting ways outside of the official chart I  
9 think that Eric showed.

10 MEMBER REAMER: It sounds like a  
11 conclusion is that NACIE can get into a community  
12 organizer in a certain kind of way.

13 CO-CHAIR TANG: I would say, I don't  
14 think I would say it that way. I would say those  
15 around the table can get involved in community  
16 activities.

17 MEMBER REAMER: That's what I mean  
18 before.

19 MEMBER BOESCH: I think, one thing I  
20 might want to talk about, not now, but later is  
21 like what are the specific processes by which,  
22 you know, what you do in your community then kind

1 of makes its way more into these legislative  
2 recommendations?

3 I had a really practical question on  
4 in terms of the, outside of the official  
5 recommendations, you know, two things that I'm,  
6 you know, certainly interested in doing. One of  
7 them is, you know, promoting things locally that  
8 I see and hear about here.

9 Another is that a lot of the proposal  
10 recommendations that we've been making do require  
11 some up front research and outreach to people,  
12 you know, some need finding. And so, you know,  
13 do we need to do that officially, or  
14 unofficially? Like where does that border line  
15 go between what I'm doing as an individual,  
16 either to work on researching a recommendation,  
17 or on kind of promoting something, and what I  
18 should do officially?

19 MR. SMITH: Yes, I mean, those  
20 activities are fine. I think where you start to  
21 get into a gray area is where you start to, where  
22 you're representing yourself as acting on behalf

1 of NACIE.

2 You know, if you're going to do  
3 research for a recommendation that's fine. If  
4 you're going to distribute this information, or  
5 the recommendations that are made here, that's  
6 fine.

7 But if you go start to act on behalf  
8 of NACIE, but without having gone through the  
9 process and gotten the approval of NACIE, then  
10 that's where you get into the problem area.

11 MR. BUERSTATTE: So, maybe this is too  
12 brash of me to say, but as the entrepreneur in  
13 the eyes of the, there's no better way to learn,  
14 than do, right? So we can belabor the process  
15 discussion for as long we want here.

16 Government is huge, we're trying to  
17 move the Titanic, quite literally, so that's why  
18 I thank you, Eric, for the great points on the  
19 expectations. There's going to be some lead time  
20 to develop these efforts in a meaningful manner.

21 But let's learn by doing. You've got  
22 some amazingly talented staff. We've worked

1 through some really complex issues the last few  
2 years with this Council. And we'll be with you  
3 all the way.

4 So, on that note, before we transition  
5 into public comment, I did want to introduce a  
6 new Member of our staff, Ms. Shannon Rhoten.  
7 John Williams, from SBA mentioned her.

8 Shannon is with us. She is a  
9 Presidential Management Fellow, and what's neat  
10 about Shannon is she is the embodiment of  
11 everything that we're trying to do here with  
12 NACIE, and OIE, and better integrating  
13 entrepreneurship innovation across governments.

14 So, Shannon, no pressure but can you  
15 just give us a quick run-down of all the  
16 rotations that you've done thus far? It's pretty  
17 neat.

18 MS. RHOTEN: Sure, so, thank you. So  
19 I started SDA about 17 months ago as a  
20 Presidential Manager Fellow. So I started it off  
21 in John and Agnes' shop, at the Office of  
22 Investment and Innovation. And then I moved on

1 to work on some grant programs in our Office of  
2 Veterans Business Development. So trying to  
3 increase capital with the veterans who are  
4 starting up businesses.

5 And then I moved on to our Office of  
6 Entrepreneurial Development where I worked with  
7 our Strategic Initiatives Team, so trying to put  
8 together ScaleUp America, Lean for Main Street,  
9 things of this sort.

10 I also worked with our Office of  
11 Women's Business Ownership on trying to get out  
12 this year's iteration of the InnovateHER  
13 competition. And then I moved on to work with  
14 our Chief Operating Officer. So I've been a  
15 little bit of everywhere.

16 And now I'm here with the OIE team.  
17 And I'll be here until the end of May, at which  
18 point I will go back to OII, over at SBA.

19 MR. BUERSTATTE: Excuse me, I wanted  
20 to highlight that because just welcoming Shannon  
21 to the team for the next few months. And she's  
22 going to be leading a few of our policy efforts.

1           But two birds, one stone, Shannon's  
2 really talented and we're lucky to have her on  
3 the team. But also like I said, she just ran  
4 down four or five offices that we probably should  
5 be collaborating with, and learn more about. And  
6 we will throughout the next few years.

7           so again, this is a process. We'll  
8 get there. There's a lot of opportunity, so  
9 please be patient and ask questions along the  
10 way. We've got a bunch of time together over the  
11 next two days.

12           I'll transition to the public comment  
13 at this point. And I know we have a guest  
14 speaker. Do we have, oh, Emily Liner is up  
15 there. She's a Senior Policy Advisor with Third  
16 Way. Emily was kind enough to distribute some  
17 research that she's done on access to capital.

18           We did include that in the pre-reading  
19 if you got through it. This is Emily's report.  
20 Emily could you give us few insights of your own?

21           MS. LINER: Sure. Thank you so much.  
22 My name is Emily Liner. As Craig mentioned, I'm a

1 Senior Policy Advisor in the Economic Program at  
2 Third Way, which is a think tank here in  
3 Washington D.C.

4 Thanks for the opportunity to speak  
5 here today. I'd like to also thank Andrew Reamer  
6 for bringing this to my attention today. It's  
7 actually serendipitous timing to be giving some  
8 of, this presentation because I use the Annual  
9 Survey of Entrepreneurs in some of the research  
10 that I conducted, that you have in front of you.

11 So like NACIE, Third Way is interested  
12 in supporting innovation and entrepreneurship.  
13 We regularly engage with policy makers on these  
14 issues. And we are actively working on policy  
15 and research related to 21st century jobs in the  
16 face of economic change caused by automation and  
17 globalization.

18 We are also concerned by some signs  
19 that indicate that it is getting harder for  
20 Americans to start new businesses. As you may  
21 know, the share of new businesses in the U.S.  
22 economy has fallen from 13 percent in 1980, to

1 eight percent in 2014.

2 In previous Third Way research, we  
3 noted that bank lending to small businesses has  
4 not returned to pre-crisis levels.

5 Today I'm here to talk to you about  
6 our latest research, about the state of access to  
7 venture capital, or VC. To be published in our  
8 fourth coming report titled, America's Got  
9 Talent, Venture Capital Needs to Find it.

10 And as Craig mentioned, you should all  
11 have printed copies. I'm also happy to  
12 distribute electronic copies later on.

13 So on the surface, venture capital  
14 looks robust. In 2015, VC firms invested \$59.1  
15 billion into American startups. The highest  
16 level since 2000. Below the surface however, we  
17 find that three groups of entrepreneurs are  
18 underserved by the VC industry.

19 One, entrepreneurs outside of the four  
20 largest VC hub cities. Two, women, African  
21 American, and Hispanic entrepreneurs. And three,  
22 entrepreneurs in non-tech industries.



1           First, the geographic distribution of  
2 VC has become extremely concentrated over the  
3 last two decades. In 1995, about half of VC  
4 funding went to the four metro areas of Silicone  
5 Valley, New York, Boston, and Los Angeles.

6           In 2015, it was 78 percent, leaving  
7 just 22 percent for the rest of America. Five  
8 states received no venture capital funding at  
9 all, including West Virginia, of which I know  
10 there's a Member here today. And my home state  
11 of Mississippi.

12           The urban centers skew the appearance  
13 of the overall proportion of venture capital  
14 investment to output. While the average ratio of  
15 VC-to-GDP in the United States in 2015 was about  
16 one third of one percent, only four states  
17 actually had an above average ratio of VC  
18 investment to state output. Meaning that 46  
19 states and D.C. had a below average ratio.

20           Second, we use recently released data  
21 from the 2014 Annual Survey of Entrepreneurs to  
22 look at gender and racial gaps in access to

1 venture capital.

2 Our analysis of firms under two years  
3 old that receive venture capital, finds that only  
4 two percent were black owned. Six percent were  
5 solely Hispanic owned. And 13 percent were  
6 solely female owned.

7 Another way to look at this is the  
8 likelihood that an individual who is part of a  
9 group of startup founders, receive VC funding.  
10 And we found that the likelihood of white  
11 entrepreneurs, white entrepreneurs were 18  
12 percent more likely than black entrepreneurs to  
13 receive venture capital.

14 Non-Hispanic entrepreneurs were 29  
15 percent more likely than Hispanic entrepreneurs.  
16 And male entrepreneurs were 119 percent more  
17 likely than female entrepreneurs. So more than  
18 twice as likely to receive venture capital  
19 funding.

20 Finally, tech receives a  
21 disproportionate share of venture capital.  
22 According to the ASE, 15 percent of U.S.

1 businesses would be considered either information  
2 or professional, scientific, and technical  
3 services. But 27 percent of the firms that  
4 reported VC funding belong to these two  
5 categories.

6 In sum, we believe that these  
7 underserved groups demonstrate that venture  
8 capital isn't being allocated as widely and  
9 efficiently as it could be. I look forward to  
10 hearing your comments about our findings. And  
11 your policy ideas that can help all of America's  
12 entrepreneurs access this important source of  
13 funding. Thank you.

14 MR. BUERSTATTE: Emily, I think that  
15 validates what the Community Convening Group is  
16 doing. Tiff, and leading on how to rally capital  
17 resources to underserved markets. This is an  
18 effort that NACIE 2.0, so the last Council was  
19 working on. And is now transitioning. I think  
20 we're excited to have soft commits.

21 A quick update to the full Council  
22 there, we do have soft commits from SBA and

1 Treasury to do a joint funding opportunity with  
2 EDA, which would bring together key capital  
3 resource stakeholders at the local level.

4 So again, these are focused on  
5 communities that aren't urban hubs, as you said,  
6 Emily. And make the networks and connections  
7 relevant, or necessary to get that capital to  
8 more entrepreneurs. Or in some cases, get the  
9 training and mentorship to those entrepreneurs so  
10 that they're ready and able for real venture  
11 funding.

12 So that's often the case as we've  
13 learned where in those markets where it's not  
14 about the capital resources, but it's about the  
15 quality of business. And the entrepreneurs'  
16 readiness for real venture. So, Tiff, anything  
17 to add there?

18 (Off the record comment.)

19 MEMBER REAMER: Emily, thank you for  
20 that. Where does Third Way want to go with its  
21 study? What's your vision for how to address  
22 this issue?

1 MS. LINER: Thank you for asking. So  
2 first, we wanted to just bring attention to these  
3 trends to policy makers. And make them aware of  
4 the difficulties that these three underserved  
5 groups face.

6 We do highlight a few policy proposals  
7 in this report. One, is Equity Crowd Funding  
8 which was recently enacted by the Securities and  
9 Exchange Commission. Another is the SSBCI  
10 program that's run through the Treasury  
11 Department. That unfortunately may be ending  
12 this year.

13 And then we also talk about private  
14 sector initiatives that can work as well. But I  
15 think that, you know, there is no silver bullet  
16 to addressing these entrepreneurship gaps. And  
17 the wider variety of initiatives that government  
18 and private sector can undertake, the better  
19 we'll be able to increase entrepreneurship.

20 MR. BUERSTATTE: Thanks, Emily. And  
21 to keep things moving, we just have a short time  
22 for public comments. As of this time I do not

1 have the records of other public members wishing  
2 to make a comment, but I will open the line.

3 Robin, is there anyone on the line  
4 that has signaled they want to make a comment?

5 (Off the record comment.)

6 MR. BUERSTATTE: Great, thanks so  
7 much, Robin.

8 So we will wrap up very shortly with  
9 the Co-Chair remarks, but I do see that my brave  
10 boss has come in to get beat up my NACIE Members.  
11 Mr. Tom Guevara, Tom did you want to make any  
12 comments?

13 Tom is the Deputy Assist Secretary for  
14 Regional Affairs and currently performing duties  
15 as the Assistance Secretary for the Economic  
16 Development Administration. I try to say that  
17 five times as fast, and I failed.

18 But Tom's got a lot of stuff on his  
19 plate. Thanks for coming, Tom.

20 MR. GUEVARA: Thanks, Craig. First of  
21 all that's actually a person you can say that  
22 about and --

1 (Off the record comment.)

2 MR. GUEVARA: No, I don't want to take  
3 much of your time. I know you're ending your  
4 meeting. Then you're going to do some breakout  
5 sessions. I just wanted to say, welcome and  
6 thank you for continuing to do the great work.

7 I mean, now more than ever we need  
8 your ideas, your thoughts, your inputs. And  
9 really direction for us. This is something  
10 that's an incredibly important time for us as we  
11 all know. And what you do pervades through every  
12 aspect of our economy.

13 It isn't just about manufacturing. It  
14 isn't just about services. It's about  
15 everything. And a lot of the ideas that you have  
16 and the experiences you have really will make us  
17 a lot stronger.

18 And so we're certainly looking forward  
19 to your continued great work. And I just wanted  
20 to say thank you very much for being here today.  
21 And you all have valuable time, and I very much  
22 appreciate it.

1 MR. BUERSTATTE: Thanks, Tom. Melissa  
2 or Steve?

3 CO-CHAIR BRADLEY: So again, I just  
4 want to echo the appreciation for the work that  
5 various Members have put in to make this  
6 informative, and specifically the staff.

7 I think as we go into the workgroups  
8 -- maybe I sit in a slightly unique position  
9 because I actually live here in D.C. -- but I  
10 would encourage us as we take these next steps to  
11 really refine and in some ways learn how to  
12 advocate for, promote our ideas. That we really  
13 focus on the collective possibility.

14 I will call out, or at least look at  
15 one of my partners. I think that having served  
16 in government, we often times focus on what we  
17 accomplished. We missed the unintended  
18 consequences.

19 And so I would challenge us to be  
20 mindful of unintended consequences. i.e., only  
21 focusing on rural, but recognize the demographic  
22 similarities that exist for historically



1 marginalized populations, namely black and brown  
2 people.

3 And because we don't want to be in the  
4 business of separating. And there are many  
5 unintended consequences across sectors, across  
6 universities, across university types. So I  
7 would just call our attention to continue the  
8 great work, but now put a final lens on it.

9 As we think about this, is something  
10 we'll all be working on. And what do we need to  
11 do to align with other higher priorities that may  
12 exist? Not just for the Secretary, but for our  
13 partners, within Commerce and other agencies.

14 How do we make this the most  
15 collective and collaborative process while we  
16 still advance ideas and strategies that are  
17 important to us?

18 MR. BUERSTATTE: All right. At this  
19 time, Robin, this concludes our official public  
20 portion. You can close the line. Thank you.

21 And for NACIE Members here, this does  
22 conclude as well. We are going to transition

1 into our small groups. And we will take a break  
2 on site.

3 So we'd like to get you there first,  
4 and stretch your legs and whatnot, and then at  
5 the room's themselves, we'll give you a few  
6 minutes as we settle in to take that break.

7 So grab what you've got. We will not  
8 be back here. So if you brought luggage, phones,  
9 laptops, chargers, you name it. Eric, do you  
10 have something?

11 MR. SMITH: Yes, just, we'll divide  
12 you up into groups so you have someone to follow.  
13 Because this building as many of you know is a  
14 bit of a maze.

15 (Whereupon, the above-entitled matter  
16 went off the record at 3:10 p.m.)

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C E R T I F I C A T E

This is to certify that the foregoing transcript


In the matter of: National Advisory Council on  
Innovation and Entrepreneurship

Before: US DOC

Date: 02-02-17

Place: Washington, DC

was duly recorded and accurately transcribed under  
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UNITED STATES DEPARTMENT OF COMMERCE

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U.S. ECONOMIC DEVELOPMENT ADMINISTRATION

+ + + + +

NATIONAL ADVISORY COUNCIL ON INNOVATION  
AND ENTREPRENEURSHIP (NACIE)

+ + + + +

MEETING

+ + + + +

FRIDAY  
FEBRUARY 3, 2017

+ + + + +

The Council met in the Department of  
Commerce Library, 1401 Constitution Avenue, N.W.,  
Washington, D.C., at 8:45 a.m., Melissa Bradley  
and Stephen Tang, Co-Chairs, presiding.

PRESENT

MELISSA BRADLEY, AU Center for Innovation in the  
Capital, Co-Chair  
STEPHEN TANG, University City Science Center,  
Co-Chair  
REBECCA BAGLEY, University of Pittsburgh  
ESTHER BALDWIN, Intel  
BRIAN BARTHOLOMEUSZ, TomKat Center for  
Sustainable Energy at Stanford University  
HEATHER BOESCH, IDEO  
TREY BOWLES, III, The Dallas Innovation Alliance;  
The Dallas Entrepreneur Center  
SCOTT FREDERICK, New Enterprise Associates  
KARA GOLDIN, Hint Inc.

ORIN HERSKOWITZ, Columbia Technology Ventures,  
Columbia University  
RICHARD JOHNSON, Kentucky Science and Technology  
Corporation  
JOSEPH KAPP, Eastern WV Community & Technical  
College; Behavioral Business, LLC  
DAVID KENNEY, Oregon BEST  
MARIE LYNCH, Skills for Chicagoland's Future  
MIKE NEMETH, S3 Planning  
MARIBEL PEREZ WADSWORTH, Gannett Company, Inc.  
ANDREW REAMER, George Washington University  
EMILY REICHERT, Greentown Labs  
SUE GRIFFITH SMITH, Ivy Tech Community College  
WHITNEY SMITH, JPMorgan Chase  
TIFFANY STEVENSON, Sephora USA, Inc.  
ERIC TOONE, Duke University  
TIFFANY WILSON, Global Center for Medical  
Innovation  
CHAD WOMACK, UNCF

ALSO PRESENT

THOMAS GUEVARA, Deputy Assistant Secretary for  
Regional Affairs, Economic Development  
Administration  
CRAIG BUERSTATTE, Office of Innovation and  
Entrepreneurship; Designated Federal  
Official  
ERIC SMITH, Office of Innovation and  
Entrepreneurship

C-O-N-T-E-N-T-S

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1 P-R-O-C-E-E-D-I-N-G-S

2 8:52 a.m.

3 CO-CHAIR TANG: Good morning,  
4 everybody. Just a quick welcome. I was going to  
5 start by asking either Heather or Emily to make a  
6 Super Bowl prediction. But since they're not  
7 here, I'm going to ask Tiffany Wilson if she'll  
8 make a Super Bowl prediction.

9 MEMBER WILSON: Oh, an unbiased one,  
10 right? Rise up, you all. Go Falcons. We're  
11 going to crush it.

12 CO-CHAIR TANG: Thank you. Anybody  
13 else want to chime in?

14 MEMBER FREDERICK: Yeah. What's a  
15 Super Bowl?

16 (Laughter.)

17 CO-CHAIR TANG: I'll explain it to you  
18 later.

19 MEMBER GOLDIN: I heard the Audi  
20 commercial is the best one. I haven't seen it.  
21 I heard that.

22 MEMBER KAPP: I heard there's a Lady

1 Gaga show this weekend.

2 (Laughter.)

3 CO-CHAIR TANG: Yes, and there is some  
4 sport event around it. That's basically what it  
5 is. That's right.

6 All right. Well, I'm a Philadelphia  
7 Eagles fan. So the only cheering interest I have  
8 is the quarterback from the Falcons is from  
9 Philadelphia. That's where I'm moving.

10 We have a busy morning. We had some  
11 very robust discussions. I think all three  
12 groups yesterday afternoon had different  
13 approaches, different outcomes. But we're going  
14 to share all that this morning.

15 I just want to emphasize -- and then  
16 I'll ask Melissa for her comments as well -- that  
17 it's really important that each of us show up  
18 prepared for the discussion with some background  
19 of where the discussion has been and what needs  
20 to happen at these individual breakout sessions.  
21 Recognize that even if you come prepared that  
22 consensus is often difficult because we all come

1 with a different set of experiences from our own  
2 background.

3 That's where I will leave the  
4 feedback. Melissa, do you have something else  
5 you want to add to that?

6 CO-CHAIR BRADLEY: I mean, I think I  
7 just want to thank everybody. We just said a  
8 quick brief. And I can speak Eric worked hard in  
9 sending emails and posting stuff on Slack. And I  
10 know Craig did the same.

11 But I think for a NACIE 3.0 we are off  
12 to a great start. I just want to make sure we  
13 focus on that, focus on what we're accomplishing  
14 despite all the things that are changing around  
15 us. And where there are things still to be  
16 accomplished, this is a chance for us also to  
17 think about to Steve's point coming prepared and  
18 remaining engaged.

19 I think one of our challenges and  
20 opportunities is what do we do when we leave  
21 here. So for those groups like mine who had a  
22 robust discussion, who talked about a lot of

1 things, who took a little detour but got back and  
2 stayed focused how do we continue to stay engaged  
3 and advance these moving forward.

4 I just want to echo that for those  
5 that may get voted our work is not done. For  
6 those who still have work to do, you can count us  
7 to support you and count on other groups to share  
8 what we have done.

9 The other piece is this is not a  
10 separate agenda. It's how do we get this to come  
11 together. And we're going to have some time  
12 before we leave of how do these all fit together  
13 and how do we continue to augment them. That's  
14 it.

15 MR. BUERSTATTE: And I think you  
16 mentioned, Melissa, but we've got two  
17 recommendations that we're going to put up for a  
18 vote today most likely. Comparatively, I think  
19 by the time we got to a clear, concise, ready-  
20 for-submission proposal on 2.0 it was at the  
21 third or fourth meeting.

22 You guys are doing great. I think the

1 subject matter has been really meaningful. And  
2 it's been tough, too.

3 Again, I know some of you aren't used  
4 to working with the Titanic of the Federal  
5 Government. But this is a great pace. I'm  
6 excited where we're at.

7 I'm going to pass things off to  
8 Tiffany I think who is going to brief out on the  
9 capital group's work. Then we'll move to the  
10 strategy session. I think Andrew is going to  
11 take that one. Actually Heather maybe, Heather  
12 and Andrew. And then after that we'll close  
13 these brief-outs with the skills team.

14 Tiff, if you're ready.

15 MEMBER WILSON: Yes. So the capital  
16 issue is something we've been working on for a  
17 while and really felt the timing was right going  
18 into this NACIE and Administration to go ahead  
19 and finalize that and have it ready and waiting  
20 as a recommendation. We're really looking for  
21 the support of the entire Council for a vote.

22 We're calling this the Community

1 Capital Convening C3 Pilot Program. And it's  
2 really looking at bringing together in a  
3 convening local leaders from across the public,  
4 private, academic and business development areas  
5 really to address this issue of access to capital  
6 and gaps in the capital continuum, moving from  
7 early stage technologies into full commercial  
8 launch.

9 What we're proposing to do is run a  
10 pilot where we identify seven to ten  
11 cities/communities across the country that have  
12 an entrepreneurial mindset and really have an  
13 active discussion among all those groups of how  
14 we bridge the capital continuum and have more of  
15 an impact there.

16 What we're talking about doing is  
17 running a grant program, putting it out to  
18 communities around the U.S. to really tell us how  
19 they would pull those activities together. It  
20 will have an emphasis on inclusion, diversity,  
21 focused on the technologies of the industry  
22 sectors in those communities, hopefully having a

1 very broad report back on that. That ultimately  
2 would result in us drafting facilitation guides  
3 and best practices for building on those  
4 activities in other communities and that sort of  
5 thing.

6 Any questions or?

7 MEMBER BOWLES: I've got a question.

8 Can I ask it or?

9 MEMBER WILSON: Yeah.

10 MEMBER BOWLES: No.

11 MEMBER WILSON: No, sorry. I wanted  
12 to add one thing that's a critical thing. We're  
13 looking at partnering with other agencies such as  
14 SBA and Treasury to build on other programs that  
15 are existing there. This would be an interagency  
16 collaboration opportunity which is a good thing,  
17 increased efficiencies.

18 MEMBER BOWLES: What is the money for?

19 I mean, have you gone through what size grants  
20 there are and what they're for? Is it for paying  
21 for the meeting space and organizing?

22 MEMBER WILSON: That's something that

1 once this is voted on assuming it goes forward we  
2 would sit down with the OIE team. They've got a  
3 lot of experience in putting these programs  
4 together and what the right parameters are and  
5 things like that. But NACIE would have input on  
6 what those parameters would be and what the  
7 metrics and reporting requirements would be.

8 MEMBER BOWLES: Would cities  
9 represented by people in this be precluded from  
10 participating?

11 MEMBER WILSON: No.

12 MR. BUERSTATTE: A couple of questions  
13 that I have that I'm looking forward to working  
14 with you all on. If we're talking about a  
15 national effort to convene seven to ten or dozen  
16 communities, is this managed by a singular  
17 organization? Is it a foundation of sorts that  
18 can bring these communities together in specific,  
19 concrete engagements, elevate those studies and  
20 practices across various sectors and regions? Or  
21 are these awards, these funds, going towards  
22 specific entities at the local level where they



1 would be \$50,000 a pop and a local ESO would be  
2 the convener? But the question there is how do  
3 we elevate those practices and those ideas and  
4 lessons to that national conversation?

5 MEMBER WILSON: Yes. So we talked  
6 about this a little bit yesterday in our breakout  
7 session where as part of the reporting  
8 requirements and report back all of those would  
9 come to OIE after completion. And then we could  
10 look at consolidating those, doing a little bit  
11 of analysis and then amplify that through a  
12 report from OIE or the other agencies.

13 CO-CHAIR BRADLEY: When you say in  
14 terms of where does the money go, I think that's  
15 TBD.

16 MEMBER WILSON: Yes.

17 CO-CHAIR BRADLEY: I think that's  
18 where we would look to OIE and our funding of  
19 what is best practices of the money goes into one  
20 intermediary who then manages it or in their  
21 capacity to manage five or seven grantees. I  
22 think the key though is that there is a layer

1 where this is an opportunity for NACIE members to  
2 engage, oversee, particularly if it's in their  
3 community tray or people that you know.

4 And this is a chance to encourage  
5 others in our network to really be a part of it.  
6 I want to distinguish between who gets the money  
7 and who has the opportunity to be engaged and  
8 drive the documentation.

9 MEMBER WILSON: And I would expect  
10 just given the diversity in the room here and  
11 around the table we are all from very active,  
12 entrepreneurial communities that I would look to  
13 the entire Council, whatever communities we ended  
14 up, to really spearhead that in your own  
15 communities.

16 MEMBER BOWLES: I think this is a  
17 great idea and a great program. I think also,  
18 too, looking around the room that there is an  
19 opportunity to bring people in from other  
20 communities to help facilitate, encourage and  
21 provide feedback for how maybe this is done in  
22 other places and maybe this could be done well

1       there.

2                   CO-CHAIR BRADLEY:  Exactly.  So taking  
3       those learnings.  No matter what community you  
4       live in, what the industry sector focus of that  
5       community and what that ecosystem looks like,  
6       ultimately you've got a blueprint for having a  
7       discussion around access to capital and gaps in  
8       the capital continuum where people aren't simply  
9       having those conversations right now.  I think  
10      having and pulling in outside input from other  
11      communities at the table in that discussion and  
12      sharing what works in their communities or at a  
13      national level would be part of that.

14                   MEMBER BOWLES:  And we're going to be  
15      doing something like this in Dallas soon.  So  
16      what I would love assuming it's going to take a  
17      while to do this is maybe talk to you guys and  
18      say, "What would this look like?"  And we'll just  
19      do it as a pre-pilot.

20                   MEMBER WILSON:  Right.

21                   MEMBER BOWLES:  And then we'll come  
22      back and say, "This is what we learned based on

1 that."

2 MEMBER WILSON: And what we can do as  
3 well is we piloted something like this in  
4 Nashville last March and we've got great  
5 documentation and takeaways. I think that's been  
6 shared in a prep packet. I'll make sure we share  
7 that again. Hopefully, it will provide some  
8 insight.

9 CO-CHAIR BRADLEY: I just want to say  
10 I think that's an important point that the goal  
11 of this is not only done though unless we get  
12 funding, right?

13 MEMBER WILSON: Right.

14 CO-CHAIR BRADLEY: There's not a  
15 chance for us. D.C. would probably never get it,  
16 but I would want to be able to do it in D.C. So  
17 I think it's also a roadmap as we go along. So I  
18 guess it won't take long. I think because  
19 there's some momentum that it won't take that  
20 long.

21 But to the extent that people want to  
22 try it themselves, let's do that. And we will

1 get what worked and what didn't work. That then  
2 can form the grander scheme. It's a reference.

3 MEMBER KAPP: So I really applaud your  
4 efforts on this. This is great and there's no  
5 but at the end of this statement. So don't worry  
6 about that.

7 (Laughter.)

8 This is really important for the R  
9 world, the rural communities. And I wear several  
10 hats when I sit at this table. There is a number  
11 of hats that I wear.

12 So I represent Eastern West Virginia  
13 Community and Technical College. But I'm now  
14 also working with all nine community colleges in  
15 this State of West Virginia to begin coordinating  
16 efforts. And we have something within the state  
17 called our District Consortium meetings, but not  
18 all the schools are doing them. At Eastern West  
19 Virginia, we have a bit of a concept of us  
20 bringing together what is roughly equivalent to  
21 the size of the geography of three times the size  
22 of Rhode Island to bring together folks to have

1 these conversations.

2 And then the other organization that  
3 I represent is an organization called NACCE which  
4 is the National Association for Community College  
5 Entrepreneurship which is about 300 community  
6 colleges that all work together over the course  
7 of the United States.

8 This is one particular issue that  
9 consistently -- So I really applaud the efforts.  
10 And this is a great document. I'm really excited  
11 to be able to endorse this.

12 MEMBER WILSON: Thank you.

13 CO-CHAIR BRADLEY: And we totally  
14 encourage you to have them apply individually. I  
15 also want to take a moment to thank Scott who was  
16 very helpful yesterday. He has willingly to stay  
17 to help people here. He had some strategies  
18 about what we talked about things. He had  
19 experience in North Carolina.

20 So I think that's the beauty of if  
21 you're not on the committee and you don't want  
22 your city, but if you have some expertise please

1 share that with us. You have connection on how  
2 we can learn to make this better.

3 MEMBER WILSON: Yes, and I'll echo  
4 that. It's been really fantastic with this group  
5 in discussing these issues. I've learned from  
6 Scott that just even the vocabulary is different  
7 in different communities and how you refer to  
8 certain aspects about little pockets of capital.  
9 Just making sure that the language that we use is  
10 clear across the board and we're not leaving  
11 anything important out.

12 CO-CHAIR BRADLEY: Other questions?  
13 Comments?

14 MR. BUERSTATTE: All right. At this  
15 point, we're going to cross the threshold and no  
16 return. Emily, please.

17 MEMBER REICHERT: First, I want to  
18 just applaud the efforts of the team in bringing  
19 the proposal together. I think it looks like a  
20 really good plan. And I'm happy to endorse it.

21 I guess I would like to understand a  
22 little bit better how the proposal might evolve

1 based on the priorities of the new  
2 Administration. I think the original intent here  
3 was we were formed before we knew who was going  
4 to win the next election.

5 And I'm just wondering we're only 12  
6 or 13 days into this new Administration. So how  
7 do you see what the propose is for bringing new  
8 ideas or bringing it might even be new language  
9 into this proposal?

10 MR. BUERSTATTE: Emily, let me take  
11 that one. What happened between December and now  
12 was a very deliberate effort to elevate issues  
13 that we felt given the knowledge we've had, the  
14 engagements we've had with inbound team and just  
15 institutional knowledge here at Commerce. The  
16 issues we've discussed over the last 12 hours or  
17 so we think compliment the direction quite well.

18 MEMBER REICHERT: Okay.

19 MR. BUERSTATTE: However, should there  
20 be an opportunity adjust OIE will certainly steer  
21 you in that direction. We'll inform you and I  
22 shouldn't say steer but rather ask, right. You



1 guys are our advisors. So if something or  
2 priorities might change or shift, then we'll let  
3 you know.

4 But I just want to communicate that  
5 I'm very confident in the conversations we had  
6 yesterday that they will continue to be relevant.  
7 Should there be tweaks? Very possible. Always  
8 possible. But we as a staff are not too  
9 concerned.

10 MEMBER REICHERT: And just one more  
11 comment. I'm happy as a resident of Boston, one  
12 of the ecosystems cited as places maybe to  
13 emulate or maybe get help from, to provide  
14 support or network resources of anything that  
15 would be needed.

16 MEMBER WILSON: We'll definitely take  
17 you up on that.

18 MR. BUERSTATTE: All right. So we're  
19 going to do a quick vote. We're going to vote by  
20 hands. We know who is here in the room. So we  
21 will do a visual reference. Will the team note  
22 yeas and nays? But at this point, all in favor

1 of this effort to submit to the Secretary of  
2 Commerce as a formal recommendation from the  
3 Council please raise your hand.

4 Thank you. Any not in favor?

5 Thank you.

6 (Applause.)

7 PARTICIPANT: One for one. Come on  
8 people. One for one.

9 MR. BUERSTATTE: And I'll take a quick  
10 second to emphasize that part of that  
11 recommendation was NACIE's involvement in the  
12 development. So we make this and we will submit  
13 it. And it's not OIE or EDA taking this off and  
14 creating something in a silo.

15 This will be real time engagement in  
16 development of this program. And we look forward  
17 to that consultation. Much more work to be done.

18 We'll transition to Andrew and  
19 Heather. Do you want to talk the strategy  
20 session?

21 MEMBER REAMER: Great. Thank you,  
22 Craig. What I want to do is it's a short

1 recommendation and you haven't seen it because  
2 Craig just wrote this version of it an hour ago.

3 MR. BUERSTATTE: I edited your wise  
4 thoughts, Andrew.

5 MEMBER REAMER: Well, you did a great  
6 job in the revisions. I'll explain the rationale  
7 for this. This project is a bit unusual in that  
8 our point of focus is OIE. So I want Craig to  
9 say a few words about his perception of the value  
10 of this to OIE and then ask Heather to speak  
11 about if this is approved and the Secretary  
12 approves it then Heather would lead the effort.  
13 I'll let Heather give her views of how this might  
14 move forward.

15 If you pull out the recommendation.  
16 On behalf of NACIE, we are pleased to recommend  
17 OIE to prepare a strategic plan with NACIE's  
18 advice for your review by fall of 2017. Congress  
19 through the America COMPETES Act direct the  
20 Secretary to establish an Office of Innovation  
21 Entrepreneurship to foster innovation and  
22 commercialization of new technologies, products,

1 processes and services with the goal of promoting  
2 productivity and economic growth in the United  
3 States.

4 Since this statute passes in early  
5 2011, OIE both received dedicated appropriations  
6 for its grants program and hired career staff for  
7 the first time in 2014. In Federal terms, it is  
8 well within its startup phase and given its  
9 impacts to date has great potential to increase  
10 that impact including through its work direct and  
11 indirect that builds regional capacities to  
12 create jobs and increase economic growth and  
13 global competitiveness.

14 To better fulfill its mandate and to  
15 realize its full potential, NACIE believes OIE  
16 would benefit from the development of a  
17 periodically updated strategic plan that is  
18 approved and supported by senior departmental  
19 leadership.

20 Among its 27 members, NACIE has  
21 substantial experience in and knowledge about  
22 promoting customer driven business through a

1 strategic assessment and action. NACIE believes  
2 that OIE should be as entrepreneurial as the  
3 businesses it serves and use one of its most  
4 experienced and knowledgeable resources NACIE to  
5 enhance its own operation. We appreciate your  
6 consideration of this recommendation.

7 So the idea is to as the resolution  
8 says -- this is information that Craig inserted -  
9 - OIE itself didn't really have full-time staff  
10 until fairly recently. It has a pretty ambitious  
11 mandate that Congress gave it. And as we saw,  
12 the prior Secretary gave OIE additional  
13 responsibilities.

14 One of the I think anomalies of the  
15 OIE operation is that while entrepreneurship is  
16 in the title, it's not mentioned in the  
17 legislation. So to the extent to which OIE can  
18 focus on the entrepreneurship is that something  
19 needs to be directed by the Secretary.

20 The idea here is to enable OIE to  
21 thoughtfully develop goals and objectives, to  
22 work with us to identify means to achieve those

1 and develop consensus with the departmental  
2 leadership in that process. And the results are  
3 if the plan is approved by the Secretary, then it  
4 gives OIE the authority, the running room, to go  
5 in directions for which we, OIE and NACIE and the  
6 departmental leadership, have some consensus.

7 It also helps build the capacity of  
8 OIE staff. The idea is to make this a regularly  
9 updated strategic plan. This would be a  
10 collaborative relationship between OIE staff and  
11 NACIE.

12 This is not NACIE writing this plan.  
13 This is working with OIE staff. They need to own  
14 it and they're the ones taking it to the  
15 Secretary for review.

16 This also would provide a framework  
17 and model for future NACIEs, NACIE 4.0, to  
18 infinity and beyond to work with.

19 (Laughter.)

20 And to the earlier point, a strategic  
21 plan if approved gives OIE the authority to work  
22 on subjects not specifically mentioned in the

1 legislation.

2 With that introduction, I'm going to  
3 ask Craig to say a few words about his  
4 perceptions of the value of this effort.

5 MR. BUERSTATTE: Sure. To put it  
6 bluntly, many of you asked, "Craig, do you really  
7 want the strategic plan?" Well, look. Start  
8 with the end in mind, over the last few years,  
9 we've been lucky to award nearly \$60 million in  
10 grants towards I&E focused activities, focused on  
11 economic development practices, using innovation  
12 and entrepreneurship to create jobs, economic  
13 resilience and stronger regional economies.

14 We know, us professionals at the table  
15 understand, the value of this to our nation. We  
16 know that this is an important practice. And I  
17 think OIE is on the cusp of something very  
18 interesting. And we want to be able to scale  
19 that. We want to better understand the  
20 opportunities across all government agencies and  
21 the billions of dollars going towards other grant  
22 programs and other policies.

1                   There is a statute for us to be an  
2 integrator across Federal agencies. What does  
3 that look like? How can we do that effectively  
4 and what's our first step?

5                   I think the last four years or so have  
6 showed tons of promise and now we want to take a  
7 look at, a serious look at, the best steps  
8 forward and no better way to do that than  
9 leverage our close friends on NACIE. Thank you.

10                   MEMBER REAMER: Heather.

11                   MEMBER BOESCH: I can say a few words.  
12 I also thought it might be clarifying because it  
13 was for me in terms of steps that are being  
14 taken. Our mission as NACIE is to advise the  
15 Secretary. We want to be able to include in that  
16 mission the ability to advise OIE. This is the  
17 first step towards that.

18                   With that said, if we can get approval  
19 for that, we'd like to move forward pretty  
20 quickly. We're thinking about it in a few  
21 phases.

22                   A lot of us around this table have



1 experience in corporate and strategic planning.

2 So we're hoping to bring that to bear.

3           It will be relatively straightforward  
4 and layered. We think that it's important to  
5 have a really clear kind of mission and narrative  
6 for the agency to point it in the right direction  
7 given the broad mandate that it has and  
8 understand the real kind of value submission that  
9 we're working for. Then how is that translated  
10 into maybe a three or five year strategy that  
11 helps us achieve that mission? And then what's  
12 the one to two year plan for the exact steps  
13 we're going to take there?

14           We have some early ideas about the  
15 kinds of things that that's going to include such  
16 as being an integrator for all of the great  
17 programs that actually already exist around the  
18 Government. Where can we look for overlaps?  
19 Where can we find efficiencies?

20           How can we clarify the process using  
21 a user-centered point of view to entrepreneurs  
22 and innovators looking towards the Federal

1 Government for help? And where can we find white  
2 space or gaps where OIE might need to fill an  
3 important role in that? That's what we plan to  
4 do.

5 MEMBER REAMER: I also want to ask the  
6 co-chairs if you would say a few words about your  
7 view about this?

8 CO-CHAIR TANG: Certainly. I'll say  
9 a few words and then I'm going to ask in addition  
10 to Melissa the other members of the Committee  
11 that were in discussion. We had I think a very  
12 robust discussion about this.

13 To me, the most significant piece of  
14 this work is that we are convened to serve  
15 innovation and entrepreneurship in the start-up  
16 community. Why shouldn't OIE as a start-up  
17 community in its own right be part of that  
18 overall purview? This is essentially a way to  
19 begin a business plan for OIE to connect the dots  
20 with various programs within Commerce and outside  
21 of Commerce and also looking forward what  
22 programs may be in legislation that OIE might

1 have a role in steering or funding, etc.

2 That's my view and that's why I fully  
3 support. Melissa.

4 CO-CHAIR BRADLEY: I would just say  
5 that I think the important part here is  
6 developing and planning a process. I want to  
7 make sure we come in that this is not what we do  
8 at our own company or what we do at our own  
9 boards.

10 There are two things I want to  
11 highlight. One is as Andrew said this is really  
12 going to be driven by the staff and by what we  
13 can and cannot do and really be aligned with the  
14 priorities going forward. And, two, I think our  
15 job in the development is really support, kind of  
16 the sounding board and mirror, sharing additional  
17 resources and opportunities.

18 And as it goes forward, now we have a  
19 collaborative and evaluation process. So I just  
20 want to state that we should not look at it as  
21 something else we've done but a unique  
22 opportunity to have a permanent framework moving

1 forward that will be flexible and malleable but  
2 that part of our job is implementation as well as  
3 evaluation.

4 CO-CHAIR TANG: Brian, Eric, Maribel  
5 or Chad, also in the discussion, any thoughts to  
6 share?

7 MEMBER BARTHOLOMEUSZ: To me, the  
8 interesting part of this discussion was in terms  
9 of who the perpetual customers of all of us are.  
10 Have a definition of them. I think everybody has  
11 a somewhat different opinion of who they are and  
12 what constituencies they serve. Trying to pull  
13 all of these together and to catalog and classify  
14 them I think would be very interesting.

15 For me personally, a knowledge of all  
16 other programs and initiatives that overlap with  
17 what we are trying to do would be extremely  
18 helpful. Every meeting I come to I'm learning of  
19 more stuff that seems to be related to what we're  
20 doing. It's sort of progressive disclosure.

21 But I think Andrew is doing some kind  
22 of a project where he's collecting and collating

1 all this stuff. I think that would be extremely  
2 valuable. The last thing we want to is have yet  
3 another program that duplicates what exists.

4 I thought it was very interesting  
5 discussion and couched very much in terms of  
6 staff-ups, you know, what's your markets, what's  
7 the pain point, what's your solution, who are  
8 your customers, what's your value proposal. All  
9 of these things would in some way, shape or form  
10 implicitly enter into the formulation and the  
11 discussion. I think it will be a very  
12 interesting exercise.

13 MEMBER BOESCH: I just have one  
14 follow-up point to that that was mentioned. I  
15 think one of the great values to this is so many  
16 agencies are doing really incredible things  
17 already. How can we amplify those efforts and  
18 make sure they're having the most success with  
19 those programs as well I think will very  
20 valuable.

21 MEMBER HERSKOWITZ: One structural  
22 question. Does this then absorb -- on this map

1 here, does this then absorb the line with DOC I&E  
2 program and the federal convening authority? Is  
3 this sort of taking the landscaping piece of what  
4 you are planning on doing?

5 MR. BUERSTATTE: It could. That's  
6 the part of the strategic plan, right. We  
7 haven't done it yet. There is a reason why we  
8 grouped the groups together the way we did. So I  
9 think there's certain alignment with an OIE  
10 strategy and aligning I&E activities across  
11 Commerce. I think they are very complimentary as  
12 well as perhaps the Federal Innovation Summit.

13 We'll focus on that framework later  
14 today. Great question. We should be thinking  
15 about this. But I'll just say that there are no  
16 confining bricks on the framework. This is just  
17 a conversation starter. As these develop, we'll  
18 have a better idea of how things fit where.

19 (Off the record comment.)

20 MEMBER TOONE: Absolutely. And I  
21 think that we all felt that it's almost  
22 impossible to even think about a strategic plan

1 without doing that sort of analysis to see what's  
2 out there.

3 MEMBER BAGLEY: I had a question about  
4 the wording, the use of the word "business." And  
5 I think this goes back to Brian's customer-  
6 centric. So in the last paragraph, we talk about  
7 promoting customer-driven businesses through  
8 strategic assessment and then again we say you  
9 should be as entrepreneurial as your businesses.

10 I guess that given the set of programs  
11 and the set of activities of OIE it didn't seem  
12 like that was necessarily the key direct  
13 constituent. It might be the second tier,  
14 right, because you're actually working with the  
15 organizations.

16 I don't want to make it sound too  
17 bureaucratic. But on the other hand, I don't  
18 want to make it sound like --

19 MEMBER REAMER: Rebecca, if we put the  
20 word "ultimately" in front of "serves" would that  
21 fix it?

22 MEMBER BAGLEY: I guess I was thinking

1 more like Craig said during entrepreneurial  
2 economies or something. I mean, you're really  
3 serving regions which I don't think we want to  
4 use that word. I'm not sure what the new,  
5 updated word for ecosystems, regions,  
6 entrepreneurial economies should be. But that's  
7 what it feels like here. That's our target for  
8 most of our programs and things at this point,  
9 right.

10 MEMBER REAMER: One of the suggestions  
11 that was is there was consensus in the room about  
12 trying to put in the word "businesses" or  
13 something like that.

14 CO-CHAIR TANG: Let me just make sure  
15 I understand your question, Rebecca. Let me read  
16 this and you identify the point.

17 It says, "Among its 27 members, NACIE  
18 has substantial experience in the knowledge about  
19 promoting customer-driven businesses for  
20 strategic assessment and action." That refers to  
21 NACIE, right. "NACIE believes that OIE should be  
22 as entrepreneurial as the businesses it serves."



1 In other words, entrepreneurs, right. "And use  
2 one of its most experienced or knowledgeable  
3 resources at NACIE to enhance its own  
4 operations."

5 What are you offering as an edit?

6 MEMBER BAGLEY: I guess I was offering  
7 a conversation about I think language is going to  
8 be extremely important as we go into the new  
9 Secretary. And that the word "businesses" struck  
10 me as something that could be construed in a way  
11 that we're trying to affect a current capitalist  
12 economy.

13 CO-CHAIR TANG: Okay. I think we  
14 actually edited it the other way which is to be  
15 more in line with the pro-business strategy.

16 MEMBER BAGLEY: Okay.

17 CO-CHAIR TANG: That was the  
18 intention.

19 MEMBER BAGLEY: You guys spent a lot  
20 of time on it. So I don't want to totally suck  
21 up this discussion. But it's just one reaction.

22 MEMBER REAMER: Are there other people

1 that share Rebecca's concern?

2 (Off the record comment.)

3 MEMBER BAGLEY: Yes, I mean I'm a  
4 little out of loss for what the actual word is.  
5 But I think it's like entrepreneurs,  
6 entrepreneurial economy, entrepreneurial  
7 activities. That to me sort of sets better than  
8 businesses. But I'm not quite sure how you  
9 incorporate it into the language.

10 Again, you guys spent a lot of time on  
11 this. So if it's not an issue for others, I  
12 don't want to derail the conversation.

13 (Off the record comments.)

14 MEMBER BAGLEY: Yes, that's true.

15 MEMBER REAMER: I want to add one  
16 other element reporting back on the conversation  
17 we had yesterday. It was clear that one of the  
18 functions of OIE as desired by the members in the  
19 room was to identify and make available publicly  
20 the list of all the resources offered by the  
21 Federal Government Innovation and  
22 Entrepreneurship.

1                   Another opportunity that was brought  
2 up -- I brought it up -- is there was until about  
3 a year ago a loosely-organized federal entity  
4 called the Interagency Network for  
5 Entrepreneurial Assistance Programs or INEAP.  
6 And it was a gathering that went on for four or  
7 five years maybe of all the federal agencies that  
8 provide assistance to entrepreneurs.

9                   It was hosted by NIST which is part of  
10 the Department of Commerce. I would say there  
11 were probably 15 agencies that would come. And  
12 it had no authority. It was just social as much  
13 as anything. It was just sharing information.

14                   But the woman running INEAP had other  
15 things to do and no one has taken it over. It's  
16 not that INEAP has to be recreated in the mold it  
17 was informally, but it's to say that there is  
18 experience in bringing together and doing  
19 relationship building and coordination among  
20 federal agencies that support entrepreneurship.  
21 That's something that could be looked at as part  
22 of the strategic planning process.

1           MEMBER WILSON: I think that this is  
2 very valuable in bringing together and making  
3 available what's already been planned. And I  
4 think that as we go forward you should consider  
5 opening beyond the Government to NDOs and  
6 entrepreneurs that they could also be playing in  
7 that space for them to say "I'm here, too." They  
8 can attach their label to whatever that one-stop  
9 shop is that we end up using.

10           There's a lot of things that I hear  
11 about that I didn't even know existed, and  
12 they're not all necessarily in the Government.  
13 So I think we should consider the open source  
14 type model.

15           MR. BUERSTATTE: Great. Is that it  
16 for comments and questions? All right.

17           Our number two vote for the day. So  
18 this is voting for NACIE's recommendation to  
19 participate in a collaborative experience with  
20 OIE to develop a strategic plan. This would be  
21 target submission by fall 2017 to the Secretary  
22 of Commerce. All in favor?

1 Thank you.

2 Any against?

3 (No response.)

4 No. For the record, that's a  
5 unanimous vote. Thank you very much.

6 And I think, Tiffany, will you be  
7 talking about skills then?

8 MEMBER STEVENSON: Okay. We had a  
9 very hearty conversation about skills and though  
10 what you won't see is us in a space to start to  
11 vote yet. But we would like to share the journey  
12 and where we are in the process. And we look  
13 forward to coming back with a more formalized  
14 proposal in a subsequent session.

15 I would also like to invite my peers  
16 to feel free to amend, edit, amend anything as we  
17 go through the skills mandate. In our balcony  
18 moment when we had a chance to step back, you  
19 can see when you look at the framework that there  
20 are quite a few initiatives that fall under  
21 training and workforce development. All of them  
22 are really strong ideas.

1           But in recognizing that we have a new  
2 Administration with some very strong views on the  
3 future of jobs, we recognized that we had an  
4 opportunity to do a couple of things: (1) to  
5 speak to why we feel that people development and  
6 training belongs as a pillar within NACIE and  
7 then why not Department of Labor, being really  
8 crisp on what we think the vision and the purpose  
9 of training and workforce development is as it  
10 relates to NACIE; and (2) how our focuses can  
11 really enable the current Administration's agenda  
12 as it relates to jobs; and then (3) making sure  
13 that our proposed actions are really the most  
14 critical and the most relevant for this upcoming  
15 two years as a team.

16           In saying that, our discussion to  
17 address this first point around why people  
18 development belongs with NACIE, we were able to  
19 really reflect on what we've learned about our  
20 future Secretary as well as what we know about  
21 the current Administration's focus on job  
22 creation, bringing in new jobs and the

1 sustainability of jobs. We recognize that  
2 whatever we need in order to enable that we have  
3 to ensure that we have the workforce who are  
4 prepared to take on these new jobs as they are  
5 being created.

6 We also recognize that  
7 entrepreneurship is a key driver of job growth.  
8 So we have an opportunity to ensure that we're  
9 training and preparing entrepreneurs to be able  
10 to take that on.

11 Our conversation around why people's  
12 development belongs with NACIE is really our  
13 answer to those two things. We think that it's  
14 important going forward that we have clearly  
15 stated that. And I would also would recommend  
16 for our strategy team that we look at being  
17 explicit about that because it's not really clear  
18 on the original mandate of NACIE.

19 The second thing around how our two  
20 focuses enable the current Job Administration's  
21 agenda is what you see in this mandate is first  
22 starting with workforce development. We came

1 away with the conclusion that it's being  
2 increasingly clear that some of the shifts in  
3 capabilities means that we're not necessarily  
4 prepared to support the demand.

5           If we look at things like advanced  
6 manufacturing, it's one thing to say we're  
7 bringing manufacturing back to America. But if  
8 it's advanced manufacturing, are we really  
9 prepared with the field with capabilities to do  
10 so? As we look at the emergence of new sectors  
11 whether it's technology, automation, automobile  
12 industry, we just really want to make sure that  
13 whatever we're doing is in service to really  
14 bridging the capability divide.

15           When we talk about entrepreneurial  
16 leaders, we know that their network isn't as open  
17 for all, providing all communities with the  
18 opportunity to access. Whether it's mentorship  
19 development, are we really preparing  
20 entrepreneurs to be successful? We feel like we  
21 have an opportunity there to ensure that we're  
22 providing the correct networks.



1                   Long story short, we feel that these  
2                   are the two areas under NACIE that we feel like  
3                   we have the opportunity to put together and  
4                   relook at the proposals that we have to make sure  
5                   that they are where they need to be.

6                   Under action, we think that this two-  
7                   pronged approach of highly skilled workforce and  
8                   highly skilled entrepreneurs is really where we  
9                   want to provide our focus. What you see at the  
10                  bottom of page one under highly skilled workforce  
11                  are current actions.

12                  We would like to come back together to  
13                  relook at these actions to make sure that these  
14                  are still right. What we feel confident in is  
15                  the advanced manufacturing initiative. We feel  
16                  like it is the right initiative. But we also had  
17                  some great discussion around regional workforce  
18                  development, really understanding the role that  
19                  Federal Government can play at the same regional  
20                  workforce development efforts.

21                  Under highly skilled entrepreneurs, we  
22                  still feel strongly that having mentorship

1 networks is still a good place for us to focus.  
2 But we also want to look at this idea of the  
3 national innovation and entrepreneurship academy  
4 idea to ensure that it's continuing to align with  
5 this idea of developing and equipping our best  
6 entrepreneurial to succeed.

7 More work to come. Again, what we  
8 feel good about is alignment of the purpose of  
9 people development. We feel like it will have a  
10 continually strong role in NACIE. We want to  
11 take a step back to look at the initiatives that  
12 we have under both highly skilled workforce and  
13 highly skilled entrepreneurs to make sure that  
14 they're aligned.

15 I'm going to open it to the team to  
16 see if there are any other comments or takeaways  
17 from yesterday's conversation.

18 MEMBER BOWLES: I hope this is  
19 important. It took a long time to get. At least  
20 it's at the bar level, right. I think that's  
21 great. I think what I would say to clarify is  
22 that we're not suggesting that workforce

1 development doesn't exist in the Department of  
2 Labor as well.

3 But I think what we're saying is that  
4 we think there is a reason and a valid point for  
5 why we should focus on this inside of NACIE as  
6 well. A small nuance, but we don't want DOL to  
7 think we're trying to steal this.

8 MEMBER JOHNSON: From my point of  
9 view, there's a short-term problem and a long-  
10 term problem. It's one thing to say we're going  
11 to stop jobs from leaving the country and we're  
12 going to bring jobs back. That's fine. That  
13 exacerbates an already existing problem from  
14 workforce in the advanced manufacturing sector.  
15 Some thought should be given to that.

16 But that's short term because you  
17 can't do that forever and keep growing the  
18 economy. The long-term solution is through this  
19 entrepreneurial development. And they both have  
20 really the same focus. So that in my mind is how  
21 they're related.

22 CO-CHAIR BRADLEY: I just want to say

1 this is -- While we're not voting, I want to  
2 acknowledge this is significant work because you  
3 have probably one of the larger bodies of work  
4 than the other groups. I think framing is  
5 everything.

6 I would put the question back. What  
7 is next? Only because I think yesterday we heard  
8 of one opportunity around the apprenticeship  
9 piece. Because of the short-term, long-term  
10 complications or opportunities while this group  
11 is here as you all will continue to meet, what  
12 can we do to help advance that, to share insight,  
13 to think about some shorter term deliverables  
14 even if it's making sure we're present at the  
15 apprenticeship conference, having Whitney report  
16 back to us?

17 I just want to make sure that we can  
18 support your momentum since we don't meet again.  
19 But you have people who are committed to this  
20 topic around the table.

21 MEMBER STEVENSON: I definitely agree.  
22 I think our next step is to reconvene fairly

1 quickly to think about how we can take advantage  
2 of low-hanging fruit. To your point, we think  
3 that apprenticeship is exactly a perfect  
4 opportunity for us to leverage. And there are  
5 probably some others.

6 So we think that there is an  
7 opportunity even to understand what is the  
8 landscape today. So even if we're looking at the  
9 mentorship program for entrepreneurs we have some  
10 immediate action steps to understand what is out  
11 there that we can be better taking advantage of.

12 We sort of ran out of time. We hit  
13 the buzzer before we were able to get there. But  
14 I think that is our very next step is to identify  
15 what are the short-term things that we can go  
16 over.

17 But I think language is one thing that  
18 we want to take advantage of right now and making  
19 sure that we're repositioning the purpose of  
20 workforce development so it feels really aligned.

21 CO-CHAIR BRADLEY: So I would just  
22 encourage you to use Slack so that we can all see

1 it and weigh in and give you feedback and you  
2 don't have to wait for us.

3 MEMBER BALDWIN: So if I could just  
4 add that I think this is another opportunity for  
5 us to look for collaboration interdepartmentally.  
6 So we said, how is it different from the  
7 Department of Labor or the Department of  
8 Education. But how could be also be the same so  
9 that they join us in collaboration to deliver  
10 this?

11 MEMBER TOONE: I would just like to  
12 make a comment not specifically to this group,  
13 but to all of us in everything that we do. In  
14 all of these things, we should be thinking at the  
15 outset about evaluation and how we're going to  
16 measure the impact of what we're doing. I think  
17 that we can massively, massively, massively  
18 amplify the impact of what we're doing if we can  
19 create good metrics for demonstrating success.

20 And I would suggest that there are a  
21 lot of smart people in business schools at Duke  
22 and in other places that are thinking about this.

1 It's not simple to do those things. What people  
2 inevitably do in this space when they want to  
3 talk about success is they tell stories. Oh, so  
4 and so did this and that happened.

5 And somebody pointed out to me a long  
6 time ago that the plural of anecdote is not data.

7 (Laughter.)

8 MEMBER TOONE: And so you know  
9 figuring out way at the outset that we can  
10 separate selection from treatment and things like  
11 that and being sophisticated about how we measure  
12 the impact of what we're doing will massively,  
13 massively amplify the value of all that we do.

14 MEMBER KAPP: Just as an addendum to  
15 all that, first of all, I have a model that I  
16 developed in concert with a couple of other  
17 colleges that I would love for you to take a look  
18 at in terms of it's certainly not scientific.  
19 And since I am new to this area of data in this  
20 respect and how we capture it and attribution and  
21 all that.

22 I was fortunate to go to SSTI and

1 learn how much I don't know about this. I would  
2 welcome the opportunity to be able to learn about  
3 how we've done this particularly within a  
4 community college realm.

5 As you all know, there's a couple of  
6 flags that I raised. So I'm going to go back to  
7 the community college piece because across the  
8 United States we have an infrastructure that  
9 already exists on the workforce development side.

10 Every community college has primarily  
11 two functions. One is academics. And the second  
12 is workforce development. One of the reasons  
13 that I am on this Council and one of the things  
14 that I am working on very steadfastly is the  
15 addition of entrepreneurship as that third leg of  
16 the stool.

17 The reason why I bring that up is  
18 because it will allow us to go ahead and leverage  
19 off of existing resources across the United  
20 States in places that already exist with  
21 resources that are already there. When we think  
22 about the possibilities and the opportunities,



1       how can we possibly leverage those community  
2       colleges and how can each of us at our  
3       institutions look at those colleges to be able to  
4       leverage those assets so that we can further the  
5       work of NACIE and our individual organizations.

6               MEMBER REAMER: I want to raise and  
7       just make people aware of some things that are  
8       going on so that you have the sense of some of  
9       the options to pursue. The U.S. Chamber of  
10       Commerce Foundation has a Center for Educational  
11       Workforce. The director of that is a man named  
12       Jason Tidsco.               Marie spoke with him  
13       recently.

14               Jason has gotten a big chunk of money  
15       from USA Funds to create -- He is approaching  
16       workforce development at a regional level with a  
17       supply chain management approach. So the idea is  
18       to create employer collaboratives at a regional  
19       level that are connecting to education and  
20       training providers. The providers understand  
21       what the employers are looking for and building  
22       regional data systems to track the success or

1 lack of success of people coming out of various  
2 institutions.

3           It's called TPM, Talent Pipeline  
4 Management. They are doing an academy. So it  
5 started recently. They are bringing in people  
6 from various regions to train them how to do  
7 this. I'd be happy to make a point to talk to  
8 Jason.

9           Jason is also working with -- I can't  
10 describe this project very well, but I could get  
11 information on the data side. So the National  
12 Association of Manufacturers has its own little  
13 thing called the Manufacturing Institute. The  
14 Manufacturing Institute is working with one of my  
15 colleagues at GW and the Census Bureau to try to  
16 create a data system that better understands the  
17 movement of people who are getting certifications  
18 in manufacturing related fields as to what  
19 happens to them, what kind of jobs they get and  
20 so forth.

21           The third thing is there is another  
22 advisory committee in the Department of Labor and

1 I'm a member of it called the Workforce  
2 Information Advisory Council. The Workforce  
3 Innovation and Opportunity Act, WIOA, 2014 which  
4 is the primarily legislation that guides federal  
5 workforce development activities, a side piece of  
6 it is Congress recognized that in this internet  
7 age that data can be used by people in labor  
8 markets to make better decisions, students,  
9 workers, educators, employers about what careers  
10 to go into, where the jobs are, what's in demand,  
11 what employers are asking educators to teach  
12 students, where to locate businesses.

13 So Congress directed the Secretary of  
14 Labor to create a nationwide workforce and labor  
15 market information system that enables, not the  
16 Federal Government, folks at the ground level to  
17 have the information they need to make good  
18 decisions. And the legislation creates this  
19 council that I'm on to advise the Secretary.

20 That group, the WIAC, is coming up  
21 with its own strategic plan. It would be great  
22 to have your input and you can just use me as a

1 conduit. I'll stop there.

2 MEMBER STEVENSON: Perfect. I think  
3 one of the challenges that we're going to have  
4 increasingly is sharing the front, too. So in  
5 the spirit of having stronger metrics, getting a  
6 firm grasp on once we do select the industries  
7 that we want to focus on, what is the state of  
8 the union today? Then we will be able to show  
9 some measurable impact even if it's beyond our  
10 term. I think that would be fantastic to get  
11 some baseline information once we hone in on the  
12 industries. Thank you.

13 CO-CHAIR BRADLEY: Could I just ask  
14 Maribel and Kara particularly because of your  
15 positions do you have any thoughts on this one in  
16 particular?

17 MEMBER WADSWORTH: This, to me, is I  
18 think arguably some of the most important work  
19 that can happen, getting to a concrete what does  
20 a proposal look like, what does a pilot look  
21 like. Something that I think about on a daily  
22 basis is how we can build truly that crosswalk

1 from the jobs that are disappearing and not to  
2 other countries, but to technological advances.  
3 Build that crosswalk to the jobs that exist that  
4 companies are struggling to fill because we don't  
5 have the right labor, the right skill sets in the  
6 workforce.

7 We can solve for that. We are  
8 absolutely solving for the heart of what is  
9 creating this kind of division, this kind of  
10 stress in our economy and frankly just a quality  
11 of life issue. This is a really, really big  
12 deal. I'm glad you all are being as thoughtful  
13 as you are and taking your time with the detail  
14 around it.

15 But I would imagine that beyond just  
16 looking at all of the federal programs that exist  
17 across all these variety of agencies this is a  
18 real opportunity to engage and partner with the  
19 private sector very directly. And so I would  
20 encourage you to seek those opportunities.

21 For example, the jobs that may exist  
22 in one community may be very different than

1 another. So as you think about the industries,  
2 think about identifying places to pilot this kind  
3 of partnership where there's a clear jobs  
4 disappearing from this sector or these types of  
5 manufacturing jobs but jobs exist in this other  
6 realm. How can we swarm that with the right  
7 private and public resources to create that  
8 crosswalk for people from one place to the other?

9 That's how I would think about it.

10 I'd be delighted -- I know that our company would  
11 be delighted to help on that front. So tap in.

12 CO-CHAIR BRADLEY: Will do.

13 MEMBER GOLDIN: I think Tiffany  
14 recapped it really, really well. Thanks for  
15 going back to the room and doing that. But I  
16 just think that the key thing really is the  
17 innovation piece and sort of what happens not  
18 just outside of the U.S. but when jobs are going  
19 away in the U.S. from as I mentioned to this  
20 group like things like the toll booth operator,  
21 right. It's gone. And what happens to those  
22 people.

1           I think also we just need to make sure  
2           that there isn't another group that's working on  
3           these things. I'm not sure that every toll booth  
4           operator, for example, is going to become an  
5           entrepreneur. But can we figure out a way to  
6           create an environment for those people as well?  
7           I think we just need more definition more than  
8           anything else.

9           MEMBER BOWLES: I have a question. I  
10          think we all agree that collecting the data on  
11          what organizations already exist and working  
12          across departmentally as well as inside the  
13          different initiatives of Commerce is important.

14          But at what point -- How long can we  
15          take to do that? Maybe this is a part of the  
16          strategic plan. But we could spend the next two  
17          years cataloging initiatives. What's the  
18          Council's thought on how much time do you spend  
19          on looking around before you just start doing  
20          things?

21          MEMBER S. SMITH: Well, I would go  
22          back to the comment that anecdotes aren't data.

1 So we can spend years looking at anecdotal  
2 information. But I think the real data out there  
3 is what we need to be looking at. And I think  
4 that's much less than the anecdotal kinds of  
5 things.

6 MEMBER REICHERT: I would propose that  
7 most people are entrepreneurs of some sort around  
8 this table. And we're used to doing things in a  
9 quick and dirty way and then act it. So I would  
10 think you're doing a span. You're looking at  
11 what's out there already especially, for example,  
12 on the advanced manufacturing topic. Just in one  
13 call someone was able to identify there's already  
14 something out there called Manufacturing.gov.  
15 That already led to a whole bunch of information  
16 being found.

17 So I think we wanted to understand  
18 what is it out there that exists in a broad sense  
19 and then we want to start moving forward based on  
20 that information. And we're, of course, going to  
21 find new things as we go.

22 I would say the discovery period is



1 short. The learning period is long. But we just  
2 need to start. We need to take action.

3 MEMBER FREDERICK: Not to over  
4 complicate it, but there is so much work out  
5 there. Should we use something like Slack to  
6 kick some ideas in? Obviously, the U.S. Chamber  
7 is doing a lot here. There's the Manufacturers  
8 Association.

9 Believe it or not, I've had  
10 discussions over the last couple of months with  
11 groups as diverse as DOE who is doing a lot in  
12 advanced manufacturing. The Department of  
13 Defense and then our U.S. Intelligence are really  
14 focused on this issue because of the  
15 destabilizing impact.

16 I mean I don't mean to overdramatize  
17 the issue. But they recognize it as incredibly  
18 destabilizing. And they're studying it in  
19 interesting ways, in quantitative ways. I don't  
20 know to what extent some of those groups will  
21 share.

22 But you can use me as the tip of the

1       spear to ask. I'm not afraid to ask for  
2       anything.

3                   MEMBER REAMER: I have a lot of this  
4       information in my head.

5                   PARTICIPANT: Me too.

6                   MEMBER REAMER: I'm with Emily in  
7       this. The aim is to have good enough information  
8       going forward. And between me and a few people I  
9       can put people in touch with they can just do  
10      brain dumps. And as I mentioned this morning,  
11      for the Kauffman Foundation, I have a deliverable  
12      of listing all the federal entrepreneurship  
13      programs. That's going to be handed to the  
14      strategic planning group.

15                  MEMBER STEVENSON: Maybe offline we  
16      can just take a couple.

17                  MEMBER REAMER: Fine.

18                  CO-CHAIR BRADLEY: Two quick things.  
19      One is I want to keep supporting enthusiasm. I  
20      cannot underestimate the need to write it down  
21      because this is not just about us. So the point  
22      of strategic plan to perpetuity, beginning to

1 leverage a framework of which like your research  
2 or discovery and then learn and then do, I think  
3 just a level of transparency at least within the  
4 group. But let's make sure we're documenting  
5 this so that there's progress.

6 And the second thing is I just want to  
7 say that there are always things that we can do  
8 individually. And we should continue to do  
9 those. Before we jump and do things though, we  
10 should just remember what hat we're wearing and  
11 be mindful of how we leverage our NACIE  
12 affiliation.

13 Unlike entrepreneurship, this is one  
14 of those things where we really can't afford to  
15 fail. And so I just really want to echo Eric's  
16 comments around evaluation and making sure that  
17 we have both evaluations but also metrics.

18 I'm a visual person. I would love to  
19 see a dashboard that at some point in time we  
20 can track, but really continue to amplify what  
21 our impact is. But I do think it's important  
22 that we are just mindful of sharing and what lens

1 we're going to act and recognizing that we can  
2 act individually probably sooner than we can as  
3 NACIE.

4 MEMBER REAMER: I want to just  
5 introduce the term to the discussion of due  
6 diligence. Part of the work as entrepreneurs and  
7 as advisory council is to do due diligence up  
8 front so you're not walking into a situation  
9 where you're going to fail. And due diligence is  
10 not perfect, but it's good enough.

11 MEMBER FREDERICK: The term we use is  
12 don't like the perfect be the enemy of the good.

13 CO-CHAIR BRADLEY: You guys are so  
14 technical.

15 (Laughter.)

16 MR. BUERSTATTE: I'll also add that  
17 one of the things we wanted to touch base on  
18 towards the end of today's meeting is next steps.  
19 And I think some of the comments dovetail nicely  
20 with what are your next action items and how are  
21 you as a council planning to hold yourselves  
22 accountable to some of these discussions and

1 goals.

2 Is it compiling information and  
3 engaging via Slack? Do we need to set up a  
4 certain rhythm of calls? I'm ahead of myself,  
5 but we've got a quarter under us now. So I think  
6 we need to understand a little bit what's working  
7 well and what's not and where we as a team can  
8 improve. Just frame that thought in your head  
9 for now and we'll get to it at the end.

10 CO-CHAIR BRADLEY: Does Tiffany need  
11 anything from us in terms of any actions?

12 MEMBER STEVENSON: I would say Slack  
13 is probably the best way. So I'm hearing that  
14 there's lots of resources out there of work  
15 that's already happening. So it's on the  
16 workforce page. You can start to drop those  
17 things. That would be perfect. But I think as a  
18 team we need to regroup and tighten up around  
19 what are the priorities that are going to fall  
20 under these two categories of job skills and  
21 entrepreneurship.

22 MEMBER REICHERT: From the perspective

1 of one who was part of the group yesterday, I  
2 would suggest that we have subcommittees that are  
3 working on these two streams. I think there are  
4 several people that are very passionate about the  
5 manufacturing piece and are very willing to do  
6 work on that. And I assume that there are --  
7 Well, I knew from the discussion that there are  
8 definitely people who are passionate about the  
9 academy and also passionate about the other topic  
10 as well.

11 MR. BUERSTATTE: We're a few minutes  
12 ahead of time. But I do see Tom Guevara in the  
13 back. And, Tom, real quick, did you have any  
14 thoughts on this? I wanted to get your feedback  
15 while you're down here.

16 MR. GUEVARA: Of course, since you  
17 asked. First of all again, thank you. This is  
18 really great to watch this thoughtful engagement  
19 and exchange of ideas. I think it's really  
20 something that's very heartening in terms of your  
21 engagement and real interest in doing things that  
22 are meaningful.

1           A couple of observations. One is that  
2 I'm certainly very heartened to hear about the  
3 need to think about experimentation. A lot of  
4 times we look at things and we look at saying  
5 let's do some empirical work in this particular  
6 area. But I think particularly when it comes to  
7 innovation and entrepreneurship and figuring out  
8 what is a true ecosystem and what are the  
9 essential elements of that in what I call a  
10 decontextualized situation, then you probably  
11 need to do some experimentation to really figure  
12 that out and carry that across.

13           I'm a little bit weary of things like  
14 best practices. Usually they involve a  
15 particular context. And I usually tell people to  
16 try to this best practice. I say, "Sure. If you  
17 give me your people, your resources, your  
18 situation and your constraints, I think I'll get  
19 exactly the same results as you, really great  
20 results." I think we do have to be a little bit  
21 careful as we think about some of our  
22 recommendations.

1           The only other thought and this is  
2 really mostly a thought about the workforce side  
3 of it because I think about this constantly, too,  
4 in looking at the research I look at is that I  
5 hope someone else thinks about the other side of  
6 the equation. That is actually educating  
7 employers.

8           We think about this almost strictly  
9 from the supply side. However, I think that  
10 often times -- and I think many of you know -- it  
11 becomes down between hiring somebody with a  
12 specific skill or somebody with an aptitude and a  
13 preference for the work. In other words, they  
14 like that kind of work. I think I'd almost  
15 rather take the person with the aptitude and  
16 wants to do that kind of work rather than whether  
17 they have a particular skill.

18           I can train them. And they will be an  
19 incredibly long-serving employee that will be  
20 probably highly engaged and come up with a lot of  
21 great ideas. And I think sometimes employers  
22 overlook this. We don't talk enough about that



1 part of it in terms of helping to solve the  
2 skills gap for a lot of employers.

3 I hope also that you think about that  
4 and think about your work in the workforce area.  
5 Think about the other side of the equation, too.  
6 What can do to help employers be a little more  
7 flexible and creative and engaging in building  
8 their workforces?

9 Just a couple of thought. But really  
10 great ideas here in terms of what you're doing.  
11 Again, thank you.

12 MEMBER BAGLEY: I just wanted to  
13 reinforce what he said because that's a great  
14 point that wasn't -- In Pittsburgh, we're doing  
15 actually the Allegheny Conference which is our  
16 Economic Development Business Organization  
17 Chamber. We're doing a big push with the HR  
18 representatives from all the large companies  
19 looking at how they're doing their job  
20 descriptions, hiring, getting rid of the entry  
21 level, needs two years' experience instead being  
22 able to hire out of college and then the

1 retraining and all the other things. And how you  
2 actually look for in a large corporation not  
3 necessarily exact skill set but the types of  
4 things Tom was talking about. I think that's a  
5 great addition to the conversation.

6 CO-CHAIR BRADLEY: And the beauty is  
7 Maribel has stepped up already. So that could be  
8 a great model.

9 MR. BUERSTATTE: We did have a few  
10 offline conversations about -- I think it was  
11 Whitney who commented about it yesterday -- the  
12 JP Morgan Chase Summit. That could be an  
13 interesting opportunity for NACIE really to  
14 activate and serve as that voice and rally some  
15 key employers to communicate those points. I  
16 just want to put that on everyone's radar. I  
17 think that's something that you all might want to  
18 take a more serious look at.

19 MEMBER FREDERICK: Another potential  
20 resource, firms like ours, NEA, we have two-  
21 talent partners. And I know they're very  
22 connected to the other large Valley firms.

1 Almost all venture firms will have a talent  
2 partner. And these are issues they talk about a  
3 lot.

4 I got the benefit of sitting in on one  
5 of their workshops on how to rewrite job  
6 requirements and specs. Absolutely eye-opening  
7 to me. This one had a particular focus on how  
8 wording can basically discourage women from  
9 applying to certain positions in unintended ways.  
10 Literally just saying something like "Looking for  
11 rock stars" and things like that, it was  
12 fascinating. And they had concrete data on what  
13 then happens to the number of women versus men  
14 applying for that position.

15 This is top of mind in the Valley. To  
16 your point, the Valley is becoming much less  
17 focused on academic degrees, but things like  
18 passion and can they just get in and get things  
19 done. It's just another resource.

20 They're out there. And I know the  
21 talent folks do a very good job of networking.  
22 So I think there even is a group of like VC

1 talent professionals.

2 MR. BUERSTATTE: Is that it, Tiffany?  
3 Great. I think that was a lot of awesome  
4 feedback for report-outs. We're about 15 minutes  
5 ahead which will save time for maybe more robust  
6 discussion on next steps at the end.

7 I'd like to break at this point. We'll  
8 do 15 minutes. If you look at your schedule,  
9 we're ahead of time. Instead of breaking at  
10 10:15 a.m., I'd like to come back at 10:15 a.m.  
11 Please enjoy a quick break and those of you who  
12 might be dialed in we'll mute and convene back at  
13 10:15 a.m. Eastern. Thanks so much.

14 (Whereupon, the above-entitled matter  
15 went off the record at 10:02 a.m. and resumed at  
16 10:21 a.m.)

17 MR. BUERSTATTE: So we teased this  
18 earlier. Scott, could you go ahead and put us  
19 off mute please. Welcome back to anyone who's  
20 dialing in. We're getting started on our next  
21 session.

22 MR. BUERSTATTE: We spoke earlier this

1 morning about working our efforts towards a  
2 broader framework. So that's what this next 45  
3 minutes or an hour is going to focus on. To lead  
4 that I'd ask the co-chairs to kick things off.

5 CO-CHAIR TANG: So I'll stall while  
6 Melissa coming back here. We're talking about  
7 the framework right here. This is a snapshot  
8 actually of where we were after our last meeting  
9 in October. And, Orin, you very purposely asked  
10 the question where things fit in. And that's the  
11 whole point is that the framework is designed to  
12 illustrate where things are fitting in.

13 This is a dynamic model. It does not  
14 yet reflect I think the discussion that we've  
15 already had and the approvals that we've just had  
16 and the discussion we had on the skills side. So  
17 keep that in mind.

18 But what I like about this is that it  
19 gives a reference at least on how we are  
20 integrating the various thoughts and initiatives  
21 and where they fit together across themes.  
22 That's helpful I think not only in terms of

1 organizing scarce resources within OIE and scarce  
2 time among NACIE, but also in evolving our  
3 thoughts on how to coalesce around high impact  
4 initiatives and programs.

5 With that in mind, the other thing I  
6 think is the lesson learned from previous NACIE  
7 experiences which is this does evolve as the  
8 Council gets a better sense of the working  
9 relationship it has within itself and the  
10 external organizations or people that they want  
11 to bring into the discussion.

12 This has been I think very, very  
13 helpful at least to me at least based on past  
14 experience of how we can begin looking at the  
15 impact of what we're doing.

16 Melissa, I was stalling so that you  
17 could get back in the room here to offer any  
18 other comments.

19 CO-CHAIR BRADLEY: I think this is --  
20 I again want to acknowledge Brian for getting it  
21 started. To Orin's question earlier, this is our  
22 opportunity to also use this and, Eric, it would

1 be great to hear from you of how this can  
2 integrate with our evaluation and our checkpoint.

3 I think we should see this more as a  
4 white board where things can be moved around. It  
5 is not etched in stone. And I think the biggest  
6 thing for me was as we talked about how does this  
7 all roll up. I think yesterday several people  
8 kept saying or actually Eric kicked us off with  
9 the end in mind, always being mindful of the end  
10 engaging all communities.

11 We talk about universities and making  
12 sure we're talking about community colleges. And  
13 we talk about various demographics. It's rural.  
14 It's urban. It's underserved communities. It's  
15 the new majority. It's women. It's disabled.

16 And then when we think about how and  
17 what our message is we're mindful. Yesterday I  
18 learned a lot around innovators and entrepreneurs  
19 and businesses, small and large and that we are  
20 continuing to operate across a continuum. I  
21 would open it up now. Or, Brian, if you want to  
22 say anything about your original thinking and how

1 we should be looking at this and even changing  
2 things up as we advance these various  
3 recommendations.

4 MEMBER BARTHOLOMEUSZ: As you said,  
5 this was just a snapshot in time. And when we  
6 went through the first round of proposals,  
7 initially they seemed like just a bunch of  
8 disjointed, disparate ideas and concepts.

9 For my edification, I sat down and  
10 just tried to organize it. And I found that they  
11 actually created a continuous fabric that I just  
12 sat down and banged out in an evening. So  
13 there's not a lot of thought in it. But it gave  
14 me the comfort to know that there was integrated  
15 or some cohesive vision here.

16 And I did this from two perspectives.  
17 One was it sort of concerned me a little bit and  
18 I accepted the fact that we could only do a  
19 limited number of detailed projects. Three of  
20 them I think was the number Craig raised.

21 But it seemed to me a pity that there  
22 was all this other stuff. And I wondered where



1 they would go. On Eric's graph they were parked  
2 somewhere.

3           And I thought to myself in just  
4 abandoning them when they were just one or two  
5 page proposals it almost seemed to me like it  
6 would make sense if we could flesh them out into  
7 maybe four or five or six pages, spend a little  
8 time and maybe not burden OIE staff, but there's  
9 a lot of people here working for two years. I  
10 mean groups of three or four can sit down and  
11 just flesh those out a little bit and then park  
12 them and have a repository of ideas.

13           Otherwise, I think this would be a  
14 good historical record. It tracks the breadth  
15 and extent of the thinking here at NACIE. But I  
16 think it could also serve as catalysts and  
17 germination points for new ideas and maybe for  
18 future NACIEs even.

19           But it seemed to me they are kind of  
20 interrelated. And I don't want them to be lost.  
21 That's really where it started out. And then I  
22 looked at it and I felt comforted because they

1 all -- I could convince myself that they made a  
2 coherent story and a continuous rational  
3 framework. That's how I started.

4 CO-CHAIR TANG: Thank you. Just to  
5 the point of lost, yesterday Eric presented the  
6 flow of how projects get discussed and negotiated  
7 and voted on. Nothing is ever lost. Things are  
8 just parked I guess in the verbiage of that  
9 process.

10 But your point is well taken. The  
11 discussion and deliberation we have is valuable  
12 for a lot of reasons and it shouldn't be lost.

13 CO-CHAIR TANG: Thank you.

14 CO-CHAIR BRADLEY: Comments on the  
15 framework?

16 MR. BUERSTATTE: While you're thinking  
17 about that, I'll add on this parking note. What  
18 sometime we really need to see is when the stars  
19 align and maybe there's another agency that  
20 starts to look into or investigate an opportunity  
21 around a new program or a policy. And Eric and I  
22 have at times said, "Hey, look at this. Here's a

1 nice three-page concept drafted by the National  
2 Advisory Council on Innovation and  
3 Entrepreneurship."

4 I just don't want you to think in any  
5 way that parking something is invaluable. We  
6 really do value words on paper. And I do endorse  
7 Brian's thought of if there's opportunity and  
8 interest to further vet some of these of course  
9 with OIE's input we can help guide in the right  
10 direction. I think some of them could help in  
11 future conversations. That's all.

12 MEMBER BAGLEY: I like the framework.  
13 I think it makes sense and it aligns things which  
14 is always good because you can see the pyramid of  
15 how it starts from the top and goes down into  
16 more details.

17 One of the general thoughts that I had  
18 and it fits into this discussion because I think  
19 these are the things that we're considering doing  
20 is we made a lot of progress this morning I think  
21 by approving two initiatives. I think it  
22 positions in front of the Secretary in a good way

1 that we have suggestions that we can make as he  
2 or she comes in, he.

3 My concern is that I also want to  
4 position NACIE as a big thinker with big ideas.  
5 So I think as the Secretary comes in and defines  
6 a little bit of policy direction we want to be  
7 careful not to get too big too fast or outside of  
8 the Administration's goals.

9 But I think that I'd like to see --  
10 The two things that we passed are a little bit of  
11 -- The strategic planning and the convening in  
12 regions, it's not really here's a big thing that  
13 the Administration could do to solve for the  
14 challenges or the opportunities that are across  
15 the blue or that interconnect across the access  
16 to capital workforce training. I would just like  
17 us to consider as we go into our next meeting and  
18 as we have a little bit more policy direction,  
19 can we be thought of as a big thinking entity  
20 that can put big things in front of the Secretary  
21 for consideration. That's just one comment.

22 CO-CHAIR BRADLEY: I would just say

1 that what was evident in 2.0 was this balance of  
2 the advice is internal and centered around what  
3 the agency could do. But the opportunity of who  
4 we are and why we got selected to really have an  
5 external presence, to be careful when we're  
6 representing and when we're not. But we need to  
7 think about how do we think big outside in our  
8 own roles and our own communities.

9 I don't know how we advance that. I  
10 want to be honest, but I saw a couple of heads  
11 shake when you said think big. And I just want  
12 to say that this is really the opportunity where  
13 we need to start taking some more ownership.

14 The staff has been phenomenal in  
15 organizing us. But I think to your point is  
16 internal accountability of us having our own  
17 phone calls and organizing them. And I know  
18 everybody doesn't have an assistant, but how do  
19 we do that? How do we in certain areas because  
20 we have advanced two priorities -- How does  
21 those of us whose priorities are working or  
22 almost on autopilot lend a hand to some of the

1 other committees?

2 Dare I say I think by default we've  
3 had people step up like Tiff, Andrew and Heather,  
4 Tiffany that we will be co-chairs looking to say  
5 how can we help you to keep this going. We don't  
6 meet again for a long time. But I expect that  
7 Steve and I will just confirm that we'll be here.

8 We're going to see some folks in a  
9 couple of weeks in the State of Entrepreneurship  
10 here in D.C. Whitney is going to make sure that  
11 we get to the conference. I would say also  
12 thinking about what do we do with these  
13 internally, but what can we bring back to put  
14 some meat under these and to have us be larger  
15 thinkers for sure.

16 MEMBER KENNEY: I was going to ask  
17 Brian if you could elaborate a little on the  
18 shared resources column. I understand what  
19 access to capital is and training workforce  
20 development. I wasn't sure if I really  
21 understood -- And I was curious if you just try  
22 to organize all of the topics that were out there

1 and try and find some natural groupings for them.  
2 Or is this more here are the big things that we  
3 should be working on and then put the topics out  
4 there?

5 MEMBER BARTHOLOMEUSZ: The former. So  
6 I basically took what we had and I just tried to  
7 make some sense of them.

8 MEMBER KENNEY: Okay. Could you talk  
9 a little bit more about the shared resources one?  
10 What is that? How would you define that?

11 MEMBER BARTHOLOMEUSZ: I tried to find  
12 a word that covered what ended up in that column  
13 basically.

14 MEMBER KENNEY: Okay.

15 MEMBER BARTHOLOMEUSZ: So that was the  
16 best descriptor I could find. And like I said,  
17 this is not a lot of thought. This is one glass  
18 of wine and my pathetic attempt at Excel or  
19 PowerPoint or something. I'm not an expert at  
20 drawing this stuff. You can tell. It's  
21 horrible.

22 MEMBER KENNEY: This is great and I

1 would love to see what you could do with two or  
2 three glasses of wine.

3 CO-CHAIR BRADLEY: Do you have  
4 suggestions?

5 MEMBER KENNEY: I don't know that I  
6 have a suggestion. In a prior NACIE we started  
7 right off the bat with this organizing principle  
8 around an innovation group and an  
9 entrepreneurship group and a workforce  
10 development group. We actually felt constrained  
11 by that because we didn't get to talk amongst  
12 groups as much as we wanted to. That was one of  
13 our pieces of advice to not force us into these  
14 separate areas.

15 It does feel like there's some value  
16 ultimately of self-organizing into some big  
17 buckets. So I agree. I might have come up with  
18 the same label if I was doing the same exercise  
19 of trying to organize these concepts and these  
20 specific ideas.

21 I think it also might be worth -- and  
22 I don't have a suggested grouping -- us thinking



1 at that high level and maybe as part of the  
2 strategic planning process about workforce as  
3 clearly a big area and capital is a big area. Is  
4 there another big area that we collectively think  
5 we want to have maybe multiple projects and a  
6 group of people working on together?

7 It could be more around that  
8 innovation, converting ideas into businesses or  
9 it could around -- There is a whole bunch of  
10 different categories. And some of the things  
11 here in the shared resource may fall into a  
12 different name. That's just a naming thing.  
13 That's just my thought.

14 CO-CHAIR BRADLEY: That's what I  
15 thought.

16 MEMBER KENNEY: I think that's a good  
17 point.

18 CO-CHAIR BRADLEY: We will carve them  
19 out. So I don't think we're have all the  
20 wordsmithing. But I think we want to make this a  
21 collaborative process. Naming Heather and Andrew  
22 and others, not that they're going to go off and

1 do it. I'm not pushing you to come up with  
2 something. But I think this is the time for us  
3 to say what else we would like to see.

4 MEMBER KENNEY: Yes, which is great.  
5 And I've been sitting here thinking I was working  
6 on the capital one. We just passed it. So what  
7 do I work on now?

8 (Laughter.)

9 CO-CHAIR BRADLEY: That's a good  
10 question.

11 MEMBER KENNEY: I would welcome other  
12 ideas and would love to help think about that at  
13 both a high level as well as specific ideas.

14 MEMBER STEVENSON: I would say that  
15 when I look at items C, D and N they really  
16 represent to me the how. So are there some  
17 common measurements or measurements of success on  
18 how we want to get our work done? I would say  
19 there might be more than fall into that category.  
20 But I think our purpose is we want to make sure  
21 that we're always aligning and that we're taking  
22 advantage of what's happening with Federal and

1 convening and working with established  
2 businesses. Maybe it's working at a local and  
3 regional level to understand how to accommodate  
4 our suggestions and to existing framework as a  
5 suggestion.

6 MEMBER WOMACK: So I'm getting  
7 increasingly excited about all of this. But the  
8 entrepreneurial personality inside of me wants to  
9 engage external stakeholders and leverage what  
10 we're doing to really engage thought leaders and  
11 doers out there in so-called real world.

12 Part of the challenge is we are a  
13 client or rather OIE is a client to NACIE.  
14 They're our customer in a sense. But there are  
15 all these other customers and clients out there.  
16 I'm wondering if we should consider establishing  
17 some sort of forum that would allow us to engage  
18 more directly folks like Kauffman and other folks  
19 who are out there doing good things in various  
20 buckets that could inform NACIE. Therefore, they  
21 could inform OIE within the framework that we're  
22 discussing. I'm actually putting forth an idea

1 for consideration.

2 (Off the record comment.)

3 MR. BUERSTATTE: OIE has been engaged  
4 with Kauffman to discuss some strategies to  
5 identify the continuum of entrepreneurship and  
6 innovation servicing programs and policies across  
7 government in preparation for their E-SHIP Summit  
8 in June of which OIE will likely have a decent  
9 sized role in that category to helping pull  
10 together the resources in that continuum of  
11 players on the Fed side. That would be a great  
12 way to engage Kauffman through OIE and NACIE.  
13 And Kauffman being the convener that they are, no  
14 doubt I think there will some other great  
15 external players there.

16 But I think that's also just a great  
17 nod again to Whitney's conference in April --  
18 May. So we'll go to Chicago in May and then --  
19 D.C.

20 (Laughter.)

21 MR. BUERSTATTE: You guys are making  
22 me crazy. We'll come back in May. What are the

1 dates on that, Whitney?

2 (Off the record comment)

3 MR. BUERSTATTE: Okay. Interesting.

4 I'm wondering if we could wrap a NACIE meeting  
5 around that. Right. So maybe we have our  
6 official meeting either the day before or the day  
7 after. I'm getting ahead of myself. We'll talk  
8 about that at the end.

9 But I love it. I'll just emphasize  
10 that all these nods and mentions of various  
11 organizations. Joe, the National Association for  
12 Community Colleges and Entrepreneurship, that's  
13 300 community colleges. That's an awesome  
14 channel. Heather's organization, Heather has  
15 offered to share some of the resources and  
16 consulting and innovative services they have to  
17 help us work through this. And I know many  
18 others of you as well. Looking at you actually,  
19 Rebecca, with the Innovation Advocacy Council  
20 through SSTI.

21 Absolutely, let's use what we've got.  
22 That's the power of the team. That's why we

1 bring you in here and happy to see all the  
2 discussions happening. Happy to see the  
3 friendships growing because that's where the neat  
4 ideas start.

5 CO-CHAIR BRADLEY: Things are going to  
6 be very strategic for OIE and maybe you should  
7 try and coordinate. But if you have other ideas  
8 for Kauffman or other groups then we should also  
9 ---

10 MEMBER WOMACK: Yes, I don't want to  
11 be Kauffman-centric. But I think they're great,  
12 but there are other folks doing great things as  
13 well. The point I was making is I'm certainly  
14 willing to roll up my sleeves and work with  
15 everybody here on this idea that we, NACIE, could  
16 externally engage stakeholders, thought leaders,  
17 organizations. We all represent networks.

18 I represent a huge network of  
19 historical black colleges and universities, about  
20 100 of them, that are engaged in innovation and  
21 entrepreneurship. But they're not plugged in  
22 with you guys. And they need to be. That's just

1 one example.

2 But I think the concept of the forum  
3 would be that it would allow NACIE to engage and  
4 therefore be informed and therefore inform OIE  
5 through its framework what's actually going on in  
6 the real world out there and how policy can  
7 impact in a positive sense those activities. So  
8 I'm happy to --

9 I think Craig's idea of leveraging  
10 existing events is great. I don't think that's a  
11 bad idea at all. Maybe that's a step towards  
12 doing something independently.

13 MEMBER KAPP: Chad, let me. We had at  
14 some point during the course of the iterations  
15 there was a conversation about a national  
16 innovation summit which dovetails onto what  
17 you're saying. So potentially this is this  
18 carving these out for that which is taking place  
19 in June and then there's the apprenticeship  
20 piece.

21 One of the things that I have found --  
22 and maybe somebody has additional information on

1 this, but to piggyback off of what you're saying  
2 -- as a challenge is that when you take a look at  
3 the public policy aspect of things, when you take  
4 a look at what foundations are doing, in  
5 Appalachia, we have a group of funders who are  
6 funding things with regards to workforce  
7 development and entrepreneurship, economic  
8 development, public policy folks, potentially  
9 venture capitalists.

10           And my experience is -- and  
11 potentially this is not the case -- I have not  
12 come across a convening of all of those folks who  
13 have vested interests where there's been a  
14 national summit or national conversation or  
15 national discourse to really meet out some of the  
16 things in terms of the ways that we can create  
17 leverage and collaboration unless somebody else  
18 is aware of something.

19           I know SSTI was really fascinating for  
20 me and I started to go to a number of  
21 conferences, South by Southwest, USASBE and a  
22 whole host of different conferences. But what



1 I'm finding is that there are these conversations  
2 that are taking place in silos. One of the  
3 things that we have talked about in a not  
4 insignificant way is -- and the community college  
5 and academics at that table as well -- that  
6 there's a not insignificant opportunity to bring  
7 all those folks together with a very targeted  
8 agenda that we can put together to see what is it  
9 that it would look like and what would we want  
10 the outcomes to be.

11 MEMBER BAGLEY: There was a group that  
12 used to convene called National Association of  
13 Seed and Venture Funds, but it dissolved about  
14 three or four years ago. I was on the board.

15 It brought together entrepreneurs,  
16 some of the SSTI stakeholders, venture capital,  
17 seed funders, not everybody. But it was more  
18 broad. I think there is a gap in that market  
19 from what I've seen. I think that it may be more  
20 sustainable if like an association could pick it  
21 up as a major push of something that they are  
22 interested in rather than organizing a meeting

1 like that at OIE would be really tough. But I do  
2 think that there is an opportunity to figure out  
3 what the right way is.

4 MEMBER KAPP: That's good to hear.  
5 I'm happy to work with you on that because I  
6 think that piece is going to be really important.

7 MEMBER WOMACK: One last point is I  
8 don't think this needs to be necessarily an  
9 official OIE function per se.

10 MEMBER BAGLEY: Right.

11 MEMBER WOMACK: But more of a NACIE-  
12 driven thing. Obviously, OIE would be present  
13 supportive.

14 MR. BUERSTATTE: I hope you are  
15 inviting me to the party.

16 MEMBER WOMACK: Oh absolutely.

17 (Laughter.)

18 MEMBER TOONE: You've got to think  
19 this is an epic lift, right. We did this at  
20 AARP. We ran the summit.

21 MEMBER BAGLEY: Right.

22 MEMBER TOONE: It was hugely impactful

1 and helped us punch way above our weight. But I  
2 am telling you this is an epic workforce.

3 MEMBER BAGLEY: It's huge, yes.

4 MR. BUERSTATTE: That's a great point.  
5 I was just thinking the same thing. But with  
6 respect to, yes, we can't do this solo. But how  
7 can the Federal Government act to be the  
8 convener? What are our best levers? Is it  
9 funding mechanism where we fund the foundation to  
10 do the lift?

11 Do we use the bully pulpit? We've  
12 seen a lot of that in the past few years. Where  
13 funding has lacked, we've been able to amplify  
14 with designations, with challenges and prizes  
15 that maybe not necessarily amount in funding or  
16 amount to funding but some sort of designation or  
17 just acknowledgment. That seems to rally  
18 communities. And I would be interested in any  
19 thoughts as you guys chew on this in how we might  
20 be able to support that aside as we as a team  
21 trying that lift.

22 MEMBER REAMER: I have an idea I want

1 to see what you think as a compliment to what  
2 you're talking about. It's a low level of effort  
3 which I think potentially impacted. When Emily  
4 from Third Way was speaking yesterday, I had  
5 this. Right here, this is a think tank in D.C.  
6 Clearly, you're doing work that relates to this.

7 Did anybody know Emily before? I met  
8 her two weeks ago. There are a lot of  
9 organizations in this town that work in this  
10 space. And I look at that space outside that  
11 door and think could we just set up four tables  
12 so before each meeting we invite four  
13 organizations like the Economic Innovation Group  
14 or Third Way or Brookings. They just send to  
15 staff. They put out their wares and you guys  
16 mingle and you meet them.

17 I know there's an opportunity to make  
18 presentations. But they would not be taking  
19 meeting time. How many people walked up to Emily  
20 yesterday? So several of you.

21 And there would be that opportunity  
22 for the meet and greet. It's a very efficient

1 way to learn what all these people are doing and  
2 to exchange cards. I'm happy to help arrange  
3 that if that's of interest.

4 CO-CHAIR BRADLEY: I want to echo that  
5 because I love the big idea. But I think that  
6 there is probably a gap in everyone's  
7 understanding of these groups, how they operate.  
8 Before we can invite them to all come together,  
9 we need to better understand them. I think that  
10 idea is great.

11 I think last night's dinner. I don't  
12 see why we couldn't invite HBCU folks or if  
13 somebody is in town or there's another  
14 representative from the board to get some VCs  
15 around the table. This is again where we need to  
16 take ownership though and think about how do we  
17 use the in-between space and how do we use the  
18 social space when we're here.

19 Except maybe Whitney who's not allowed  
20 to access various forms of technology, there are  
21 webinars. Chad, if there are webinars coming up,  
22 send it out to us. It doesn't have to be an

1 official thing. But if there is something that  
2 you think or, Joe, there's something that's  
3 public and at least two of us can sign on to and  
4 pay attention and take notes.

5 I think like people don't know about  
6 us I do not want us personally to enter a space  
7 and we don't know enough about them and identify  
8 an overlying framework of their shared views and  
9 opportunities.

10 I just keep hearing this is a call.  
11 And I think Steve and I will make ourselves  
12 available. But how do we keep this moving and  
13 how do we continue to remain connected and not  
14 having to rely on Eric and Craig to do?

15 MEMBER REICHERT: So I'd like to build  
16 a little bit on Andrew's idea and wonder if he  
17 brought in the Third Way folks as part of the  
18 public comment period so that we could hear what  
19 they have to say. It was very relevant to work  
20 that we were potentially going to be doing.

21 Is the public comment period a forum  
22 in which we could do similar things, if we wanted

1 to have people from the Manufacturing Institute  
2 come in and talk to this group about what is  
3 advanced manufacturing for example or what are  
4 the challenges, using that as an example. I  
5 think Craig and his team have been very good  
6 about bringing in speakers who are helping us  
7 understand different capabilities of government  
8 and different channels that we have.

9 But we could also if it's okay with  
10 the group use the public comment period for  
11 providing information to NACIE. It's just an  
12 idea.

13 CO-CHAIR BRADLEY: I don't see  
14 anything wrong with that. The only thing I would  
15 say is I was vetting this here. It would have  
16 been great if we had more time. So I think  
17 thinking about all the spaces we have, there's no  
18 reason why we can't receipt and listen to someone  
19 and then sit down and have dinner with them.

20 I just want to say that I think any of  
21 this time is available. But I also felt like we  
22 could have heard 20 more minutes from Emily and

1 had more time for Q&A. So we should be mindful  
2 of what is allowed in terms of time and what are  
3 other venues to go deep. I would think for the  
4 American Manufacturing and particularly the  
5 significance of the issue have them in public,  
6 but then also have them come to dinner and do  
7 something else for us. I just think it's a  
8 management of time and making sure we get what we  
9 want because we only get one chance.

10 CO-CHAIR TANG: If I may just call our  
11 attention back to the framework. I think we're  
12 talking about next steps which is great, but aim  
13 further discussion about the framework.

14 CO-CHAIR BRADLEY: Dave would agree to  
15 fix it or revise it. I'm sorry. Not fix it.

16 MEMBER NEMETH: I just have a couple  
17 quick thoughts on the framework side. It strikes  
18 me. I suppose it's the systems engineering  
19 perspective I reluctantly have. I think  
20 identifying them alphabetically almost implies  
21 that each of them carry the same weight and you  
22 see N kind of stuck along off in the bottom



1 corner there.

2           And I think it's okay to maybe start  
3 looking at combining them as well as an option.  
4 We talk about putting them aside. But now that I  
5 understand connecting community capital resources  
6 better I think that's really just a small subset.  
7 It's like if we're going to convene all of these  
8 stakeholders, the point of N was that capital  
9 doesn't necessarily come from your traditional  
10 sources of capital. Capital can come from an  
11 existing business that's thinking about investing  
12 in R&D and how can we better encourage.

13           I think as far as the framework of  
14 where we're going to put things another option  
15 should be not shelf it, but roll it into other  
16 ones. So I would propose that we roll N into E.

17           One other thought, too, was -- and I  
18 very reluctantly go down the road of introducing  
19 a grand, other piece to our discussion because  
20 I'm really excited how much work we have done in  
21 a short amount of time -- something that struck  
22 me in our conversation yesterday about regulatory

1 and trade, two things that aren't a big part of  
2 what we've talked about but from an  
3 administration standpoint, we see at the  
4 forefront, was looking at L. It reminds  
5 everybody that in certain environments for  
6 entrepreneurs they're saddled with long  
7 regulatory approvals and the idea of creating  
8 some easy to operate either digital or physical  
9 sandboxes to experiment. This strikes me as a  
10 really opportune focus for us. And then maybe we  
11 include trade and regulatory as a better label  
12 for shared resources.

13 I just put that out that we should  
14 start thinking about where to find a home for  
15 trade and regulatory. And one final thought on  
16 the trade, that's the other thing for a technical  
17 business exporting to customers overseas that are  
18 often greater, more eager customers of our  
19 technology. That's really intimidating for a  
20 smaller entrepreneur.

21 So then it ultimately gets either  
22 shelved or the larger organization comes in and

1 buys it purely for the sake that they have an  
2 export committee and team that can sell it  
3 overseas. I think that could really unlock a  
4 whole different subset of entrepreneurs. They  
5 could more easily sell their equipment without  
6 having to worry about months and years of ITAR  
7 and every other frankly Commerce regulation on  
8 trade.

9 CO-CHAIR BRADLEY: I just had a  
10 technical question. You have great suggestions.  
11 Who is going to -- I don't want to assume it's  
12 Brian. Are you going to edit it?

13 MEMBER BOESCH: I was about to  
14 volunteer to work with Brian.

15 CO-CHAIR BRADLEY: Awesome.

16 MEMBER BOESCH: For digital clarity.

17 (Laughter.)

18 MEMBER NEMETH: I like the PowerPoint  
19 on that color scheme though. It works.

20 (Off the record comment.)

21 CO-CHAIR BRADLEY: So we have David  
22 and then Esther.

1                   MEMBER KENNEY: I was sitting here  
2                   thinking about there's a huge amount of unknowns  
3                   related to the new Administration and the new  
4                   Secretary and policy priorities. Mike's comment  
5                   just made me think.

6                   Regulation is one we know is a big  
7                   topic that there's a strong desire to reduce the  
8                   amount of regulations. To the extent we could  
9                   have an initiative that could say "Here's some  
10                  well thought out suggestions for improving  
11                  regulations." I would think that would be  
12                  embraced and welcomed. I think that that's a  
13                  very interesting one that we could be thinking  
14                  about.

15                  And I would also encourage all of us  
16                  as we hear the priorities of the new  
17                  Administration becoming more apparent that if  
18                  there are things that we feel like we can  
19                  constructively jump on as a council -- some of  
20                  them are obviously way outside our scope and  
21                  anything that we can do constructively -- to the  
22                  extent that there are things that we can jump on

1 and influence, I think that would be a great  
2 thing for us to be quick to work on if we can.

3 MEMBER BALDWIN: And I think that  
4 there's an opportunity to either color code or  
5 identify what can be done that fall under fund,  
6 convene and the other things that are possible  
7 for OIE. So what's the charter? What can they  
8 do? Convene what? Fund what?

9 MR. BUERSTATTE: Just so you know as  
10 a reminder, we're advising the Secretary of  
11 Commerce. So we've got a lot more than what just  
12 OIE can do. So we really do have the assets of  
13 Commerce behind us.

14 MEMBER BALDWIN: Okay. But I don't  
15 see -- I see one convening and a couple of  
16 funding. But it's not labeled. It might help us  
17 as "Yes, this is possible."

18 MEMBER BOESCH: As I think about how  
19 to draft this, what might be nice, too, is maybe  
20 we can make a draft and put it up on the Slack  
21 channel so that people can get feedback as we  
22 evolve this. At the beginning of the discussion,

1 I would not have taken all the notes I have taken  
2 had I volunteered for it. So I'll appreciate if  
3 you guys can do that.

4 What I think would be very helpful and  
5 this will probably be a good exercise in practice  
6 for our strategic planning for OIE is what I want  
7 to remember here is I think it needs to  
8 simultaneously achieve two goals. I think it's  
9 great to have clarity so we can have a mental  
10 model of what's the scope of things that we're  
11 working on, where do we fit them in and how they  
12 have action.

13 But I also really want it to bring in  
14 what Rebecca is saying that I think it's  
15 important to remind us of what's the big picture  
16 mission of these things. We'll try to make it in  
17 a way that can capture and that can be  
18 inspirational in that way. We can then always  
19 ask ourselves, "Are we thinking big enough?"

20 MEMBER JOHNSON: I agree with that.  
21 I think you don't want to leave Rebecca's idea  
22 out of this. And what if the Commerce Secretary

1 asked you, Craig, "Forget all this stuff. What's  
2 something really big that we could do that would  
3 make an impact?" What would you say? That's  
4 sort of where I'm at.

5 An entrepreneur always has their  
6 elevator speaker ready. They always do.

7 MR. BUERSTATTE: My elevator speech  
8 right now, one of which we're working on in the  
9 OIE strategy is there is \$7 or \$8 billion going  
10 towards innovation, entrepreneurship program and  
11 policies right now across the Federal Government.  
12 There is an opportunity to elevate OIE's role to  
13 be a convener and expert in this field for all of  
14 Federal Government. So we are going to make the  
15 Federal Government's I&E programs more effective  
16 and more valuable. That's one pitch.

17 So I just respectfully disagree with  
18 some of it. Sometimes it's how you sell it. I  
19 think the strategy plan and that work is going to  
20 be hugely valuable if done right.

21 I also think many of the conversations  
22 here are in infancy right now. So we will build

1 towards those big, bold ideas as long as we all  
2 push each other.

3 MEMBER BAGLEY: -- presidential  
4 candidates through the transition -- thank you --  
5 evolved into a presidential that we shared with  
6 both candidates through the presidential election  
7 and had some pickup from some of the wording and  
8 things. That was positive on both sides.

9 So we then recreated that into a  
10 suggested set of ideas for legislators, but more  
11 for administrators. I can post that up on Slack  
12 because it gives a little bit of fuel. And it  
13 was really worked at the SSTI conference with a  
14 fairly broad set of people.

15 Again, to Joe's point, it's more  
16 practitioners, university, the industry flares in  
17 there. So it would be good for us to test it.  
18 But it could give some ideas to start with.

19 MEMBER REAMER: Does everyone know  
20 what SSTI is?

21 MEMBER BAGLEY: It actually used to  
22 stand for State Science and Technology Institute.



1 But it has evolved. So it's an association.

2 Well, it's not an association. It's C3  
3 organization that works on best practice sharing  
4 between people that are working in technology-  
5 based economic development.

6 So it's independent non-profits like  
7 the Science Center, like my previous job at  
8 NorTech. It's universities who are doing  
9 economic development in a technology-based way.  
10 It's states and their funding mechanisms.

11 It's practitioners in technology-based  
12 economic development. And there are 46 states  
13 that are involved. So it's a pretty broad set of  
14 constituents.

15 CO-CHAIR TANG: The current chairman  
16 is former Governor Tom Ridge who was also the  
17 first head of the Department of Homeland  
18 Security.

19 MEMBER BAGLEY: Correct.

20 CO-CHAIR TANG: A strong advocate both  
21 nationally and at the state level.

22 MEMBER BAGLEY: And I'm both on the

1 board of SSTI as well as I chaired the Innovation  
2 Advocacy Council for the first three years. So  
3 I've been pretty involved.

4 CO-CHAIR TANG: They're based in  
5 Columbus.

6 MEMBER BAGLEY: They are based in  
7 Columbus, but that's just leadership.

8 PARTICIPANT: Don't knock Columbus.  
9 (Laughter.)

10 CO-CHAIR TANG: That was not a knock.  
11 I'm going to offer just in the spirit  
12 of big ideas and this is perhaps not just an  
13 example of an idea but how you may be thinking  
14 about from your own community perspective of how  
15 to gain support for big ideas. Let me just  
16 preface it by saying I think Mike very, very  
17 appropriately has caught onto the two anchors I  
18 think of this Administration which are trade and  
19 deregulation which I think we ought to be aware  
20 of.

21 The other piece which I think is being  
22 discussed a lot is infrastructure and the

1 opportunity to invest heavily in infrastructure  
2 during the campaign. Their numbers thrown around  
3 are \$1.0 to \$2.0 trillion that could be accessed  
4 and primarily from repatriating foreign profits  
5 back into the U.S.

6 I did some business on the Hill  
7 yesterday to define and expand the definition of  
8 infrastructure to innovation infrastructure and  
9 assets as well. And this could be obviously a  
10 huge windfall to everything that we are  
11 advocating I think for the economy.

12 But obviously it goes beyond Commerce.  
13 In order to create that ground swell support  
14 you're going to have to do your own work if you  
15 believe in that with your own local communities  
16 to get support at the legislative level. I offer  
17 that as one thing that's in the background. I'm  
18 not ready yet to present it to the Council for  
19 support. But I'm trying to see whether I have  
20 local traction within our legislators and I hope  
21 you would do the same thing.

22 (Off the record comment.)

1 CO-CHAIR TANG: Yes, and by the way  
2 part of this was advocated in the previous NACIE.  
3 I think we'll add to that. Sure.

4 (Off the record comment.)

5 CO-CHAIR TANG: Sure, absolutely.

6 MEMBER WILSON: I just wanted to tag  
7 on to that infrastructure. I'm not an  
8 entrepreneur. But I've spent years and years and  
9 years doing innovation as a discipline. And the  
10 highest ROI from an innovation standpoint comes  
11 from reapplied innovation.

12 If we look at what's been done for  
13 innovation infrastructure elsewhere, I've got  
14 some examples. A Chinese national infrastructure  
15 for supporting entrepreneurs and innovators from  
16 a structural standpoint, where they can go. They  
17 have an office. They have mentors that help them  
18 get their licenses. They have funding.

19 I really would like to engage on that  
20 infrastructure. But what can be reapplied that  
21 is already successful and working? What can we  
22 learn from those successes and reapply it?

1 CO-CHAIR TANG: Good point. Whitney.

2 MEMBER W. SMITH: Yesterday in the  
3 workforce work group, David Langdon shared with  
4 us that the Department has been commissioned over  
5 the next 120 days through a consultation period  
6 and then a writing period look at how to  
7 streamline the permitting and procedure and  
8 indeed figure out how to remove regulations that  
9 hinder the growth of manufacturing in the U.S.

10 What was talked about in the work  
11 force group knowing the manufacturing sector and  
12 many owners of manufacturing firms that work  
13 force is their top of mind issue, not that  
14 permitting and regulation might not get in the  
15 way. But workforce is their number one  
16 challenge in terms of economic growth.

17 Just picking up on the what would you  
18 say if you got someone's attention, when some of  
19 the appointees come in and say "What should the  
20 priorities be" I would appreciate if you could  
21 say "One of the things that NACIE has been  
22 thinking about is how to meet your goals of

1 growing the manufacturing sector." And as you go  
2 through this process around regulation and  
3 permitting, could we have a parallel inquiry  
4 process around what we could do around skilling  
5 the workforce for manufacturing and partner with  
6 the U.S. Department of Labor on it. And NACIE  
7 has a number of experts and resources in this  
8 place and could be one of the thought burners.

9 CO-CHAIR TANG: Andrew.

10 MEMBER REAMER: I appreciate the  
11 desire to have a lot of impact and the idea of  
12 picking some big ideas to create that impact.  
13 And I appreciate last night I think we adopted  
14 the cleaned-up version of the motto of NACIE 3.0  
15 which is get stuff done.

16 My perspective is that in my mind in  
17 public policy the way to create the biggest  
18 impact is create the capacity for other people to  
19 do big stuff. That's why I'm particularly  
20 interested in the strategic planning process.

21 One of my aims in working with this  
22 group is to help build the capacity of OIE and to

1 create a framework not only for this NACIE but  
2 future NACIEs to have an impact. Hence is the  
3 idea for building a structure for strategic  
4 planning.

5 About five years ago I was part of the  
6 team. That's how I know Tom. We were hired to  
7 look at how EDA might improve its evaluation of  
8 its impact. And I've done probably five or six  
9 evaluations of EDA programs over the years. And  
10 the way it's traditionally done is you count the  
11 number of jobs that are created.

12 And our argument was which EDA adopted  
13 is you now look at EDA's mission statement.  
14 EDA's mission is to enhance the capacity of  
15 regions to create jobs. And EDA then hired one  
16 of the think tanks to figure out ways of how you  
17 measure increases in capacity. It is not as easy  
18 as actually measuring the number of jobs. But  
19 EDA has adopted that.

20 And that's how I think about it. I  
21 want to encourage others to think about NACIE's  
22 role in building the capacity for other people to

1 do good things which often takes below the radar  
2 screen. But it's a large multiplier effect.

3 MEMBER BAGLEY: I think in this  
4 environment where so much is unknown you never  
5 know what disruption is available. So you're  
6 being prepared to put some things forward that  
7 are big is I guess all I'm arguing for.

8 I agree with you that watching public  
9 policy for the last 15 years its capacity tends  
10 to be incremental. But there are points of  
11 disruption where things happen. And it feels  
12 like we're at one. And now whether some of our  
13 stuff is there or not is unclear.

14 MEMBER REAMER: I don't feel like  
15 they're mutually exclusive.

16 MEMBER BAGLEY: No, that's what I was  
17 saying, too.

18 MEMBER REAMER: And if big stuff,  
19 there can be marketing reasons, branding reasons  
20 to do something. You get people to notice you.

21 MEMBER BAGLEY: Right.

22 MEMBER REAMER: There may be an



1 opportunity to do something big. But there needs  
2 to be a strategic reason for doing the big thing  
3 in the context of --

4 MEMBER BAGLEY: I think we're in  
5 agreement is what I hear.

6 CO-CHAIR TANG: Anything further on  
7 the framework? Heather.

8 MEMBER BOESCH: Just something that  
9 would be helpful to me as I do this, could  
10 someone put on the Slack channel an org chart of  
11 Commerce?

12 CO-CHAIR TANG: That would take hours  
13 to download I would think.

14 (Laughter.)

15 MEMBER BOESCH: Just to I make sure  
16 that we're referencing all of the groups. Thank  
17 you.

18 CO-CHAIR TANG: Melissa, what I've  
19 heard is that thanks Brian and Heather for taking  
20 the lead to process our ideas here. I think big  
21 support from Mike, from David, perhaps others who  
22 have offered different thinking. Be mindful of

1 what we're hearing in terms of anchors in this  
2 Administration's agenda. Manufacturing, jobs,  
3 deregulation, trade, infrastructure. If you  
4 could help us visually portray that.

5 I think with the understanding that  
6 this is a fluid document, a fluid document, right  
7 now. But we need something to map our ideas and  
8 our initiatives right now including the two that  
9 we've already approved.

10 Any additional thoughts beyond that?

11 (No audible response.)

12 Thank you, Brian and Heather.

13 MR. BUERSTATTE: I'm going to call an  
14 audible real quick. We'll take a seven minute  
15 break and what I want you to do during that break  
16 is think and perhaps discuss with a colleague  
17 what one thing you can do between now and the  
18 next few weeks and do I mean accomplish to move  
19 some of these things forward.

20 We'll talk about that in the next  
21 steps. And we'll talk about scheduling and how  
22 we can accomplish those together. But I'd really

1 like a report out from everyone. I think it's an  
2 opportunity to do a quick self-audit. Do we have  
3 and have we identified the right things, so we  
4 can think big? And we're moving in the right  
5 direction.

6 Quick break. Seven minutes. We'll be  
7 back shortly.

8 (Whereupon, the above-entitled matter  
9 went off the record at 11:10 a.m. and resumed at  
10 11:19 a.m.)

11 MR. BUERSTATTE: Hopefully everybody's  
12 identified a specific task, action, they can take  
13 that defines or they feel will be very valuable  
14 for the team given the discussion and help define  
15 our next steps, not only individually but what  
16 direction are we heading in. And I see this as  
17 an opportunity to give feedback and sure that  
18 we're clear on things in that specific building  
19 block that you serve for the broader picture.

20 I'll start with two examples. (1) We  
21 have two great, very clear initiatives that have  
22 been voted on. So OIE will take those. We will

1 formalize and prepare documentation to submit to  
2 the Secretary. We will brief and we will bring  
3 back specific guidance and feedback to you all.

4 That guidance might involve two thumbs  
5 up. And we will race forward with for instance  
6 the capital convening effort and OIE will  
7 immediately take that, start drafting a funding  
8 opportunity and again bring that to you for that  
9 ongoing dialogue.

10 (2) It is clear that there is still  
11 some uncertainty around what some priorities  
12 might be and how we can think big. My commit to  
13 you is to ensure that OIE is continually engaged  
14 with the inbound team as they onboard and bring  
15 you up to date information to ensure how we are  
16 crafting our policy ideas as meaningful and up to  
17 date.

18 CO-CHAIR TANG: I am trying through  
19 several intermediaries to meet the Secretary-  
20 Designate as a way of previewing what we're doing  
21 here with NACIE. That's Item 1.

22 Item 2 I think as I mentioned before

1 is the issue of infrastructure and funding. I am  
2 making the rounds on Capitol Hill to see if there  
3 is a groundswell support in expanding that  
4 definition. I would encourage you to do the  
5 same.

6 MR. BUERSTATTE: Real quick update.  
7 Melissa and Steve will actually have a call  
8 shortly with the Secretary.

9 CO-CHAIR TANG: Ah, thanks. I need to  
10 find another one then. Let me think.

11 MR. BUERSTATTE: We don't have a  
12 schedule yet, but it will be soon.

13 MEMBER BOWLES: Can I just at the risk  
14 of being a little hokey? I would like just to  
15 say to the rest of the Council that I was  
16 exceptionally encouraged yesterday by the healthy  
17 and hardy discussions that we were having. As  
18 I'm sure all of you have experienced when you're  
19 building teams and councils and things like that,  
20 there is nothing like a little bit of healthy  
21 discussion to build and bond a group together.

22 As I watched all the stuff that was

1       happening yesterday, I sort of just smiled  
2       thinking this is our bonding moment. And like I  
3       said at the sake of being hokey, I think it's  
4       really important and exciting and I think it will  
5       help make us more effective as we move forward.

6               Thank you all for being willing to be  
7       honest and open and confrontational. And I think  
8       that's going to be a great thing for us moving  
9       forward. You never know what will happen. For a  
10      group to truly gel is important and essential and  
11      I'm glad ours happened now versus two or three  
12      meetings from now. Thank you.

13             CO-CHAIR TANG: Let's continue around  
14      for one or two things.

15             MEMBER NEMETH: Also as a member of  
16      that meeting, I enjoyed the experience of seeing  
17      some passion behind our discussions. And I think  
18      that's a good thing. As you recall, I shared my  
19      professional thoughts earlier about what our  
20      focus was.

21             I would also just like to share some  
22      personal thoughts that aside from the

1 professional place I have in the technical and  
2 nanotech world I also do a lot of products and  
3 branding. I'm not aware of any official NACIE  
4 logo or perhaps unofficial logo. Now that we  
5 have an official motto perhaps you'll see little  
6 bit of work from me on that side that will show  
7 up in your mailbox over the next couple of weeks.  
8 So keep your eye out for some good NACIE swag  
9 that will be off the record.

10 (Off the record comment.)

11 MEMBER REAMER: I think the role I  
12 want to take is designated free safety.

13 (Simultaneous speaking.)

14 It's Super Bowl week. Yes, being  
15 available as useful. I will be available to the  
16 workforce team around sharing my understanding of  
17 resources and people they may talk with. I feel  
18 like I'll be feeding info to Heather and as  
19 useful and needed engaged in the strategic  
20 planning process.

21 I would like to talk to the co-chairs  
22 and staff about ways I might be able to help with

1 outreach to these outside groups in a way that we  
2 can do relationship building.

3 Then the last thing is as I mentioned  
4 earlier for Kauffman I'm supposed to produce a  
5 listing of federal efforts in support of  
6 entrepreneurship. You saw some of the early or  
7 the first stage stuff on that, the advisory  
8 committees and interagency working groups. The  
9 more complicated stuff is around the programs and  
10 the laws. But in the first half of this year, I  
11 should be completing that.

12 I also have a document that I just did  
13 on spec, but didn't get anyone to fund it. Four  
14 years ago, I got a research assistant to do the  
15 same thing with innovation programs which I think  
16 I shared with you guys a while ago.

17 MR. BUERSTATTE: Let's keep it moving.  
18 And I violated my own rule by doing two examples.  
19 So 30 seconds and then we elevate everything.

20 MEMBER REICHERT: So when it gets to  
21 my turn now it's 30 seconds.

22 (Laughter.)



1 CO-CHAIR BRADLEY: And you just used  
2 ten. Oh no.

3 (Off the record comment.)

4 MEMBER REICHERT: Sue and I have been  
5 talking about what's kind of next on the advanced  
6 manufacturing topic of the workforce group. And  
7 one thing we talked about is setting up a call in  
8 the very near future to talk about next steps.

9 We also talked about having a core  
10 subcommittee to get stuff done and then sharing  
11 that information with a broader group. We  
12 thought one thing that might be very important is  
13 first developing a bit of a mission statement and  
14 also which would help the team as a whole  
15 understand the importance of advanced  
16 manufacturing to innovation and entrepreneurship.

17 I feel like that's maybe a missing  
18 piece. And we feel strongly that it is very  
19 central to innovation and entrepreneurship. But  
20 we should maybe think about how to communicate  
21 that better. I'll let Sue add anything I've  
22 forgotten.

1                   MEMBER S. SMITH: Yeah, only one  
2 thing. That was good, Emily. We're going to  
3 start with these meetings to talk to other folks  
4 and invite other folks in on the conversation.  
5 The National Association of Manufacturers was  
6 one. Some of the others that have been talked  
7 about here are others that we will consider.  
8 We're going to schedule those as well to connect  
9 with other groups.

10                   MEMBER REICHERT: And the other thing  
11 we talked about is one of the first things we're  
12 going to do which is interview Andrew.

13                   MEMBER W. SMITH: I'm really  
14 interested in working on the manufacturing group.  
15 So I'll join whatever you organize. I love the  
16 idea of not just having the group be a  
17 manufacturing workforce group, but be across the  
18 three areas that we're working in.

19                   But on apprenticeship, I'm happy that  
20 people are interested in the conference. I can  
21 push out the information about the conference.  
22 One of the 2.0 members, Fred Dedrick, is one of

1 the main organizers. I'll follow up with Fred,  
2 get more information about the content so I can  
3 advise on how you can plug in and use the  
4 conference. It's great if you want to come.

5 And then there are a lot of things  
6 beyond the conference really to apprenticeship  
7 that David brought up when he presented on the  
8 research around collecting stories in your own  
9 backyard of companies that are seen ROI and how  
10 do we craft the message. Ultimately, if Commerce  
11 is -- what was the tag? The face of --

12 CO-CHAIR TANG: Voice for Visit.

13 MEMBER W. SMITH: The Voice for Visit.  
14 The more we can craft messages on the value of  
15 apprenticeship that Commerce can push out through  
16 its various programs related to business I think  
17 the better.

18 MEMBER STEVENSON: I think with my  
19 role I'll be focused on how we can finalize the  
20 narrative around workforce development. I would  
21 love to partner with Heather as you're building  
22 out this strategic framework to say more

1 specifically how workforce development is in  
2 service to that.

3 And then my most immediate action is  
4 inviting everyone who is on the workforce team if  
5 you have 30 minutes after today. We'd like to do  
6 a quick huddle to make sure that we're aligned on  
7 what next steps are particularly as we start to  
8 subgroup.

9 MEMBER TOONE: I really believe  
10 strongly in this idea of looking at other  
11 resources that exist across other branches of  
12 government. I think that's a huge untapped  
13 resource and to make those ongoing activities  
14 more effective. I plan to plug my contacts at  
15 DOE especially, at ARPA-E where we had attacked  
16 the market's program within ARPA-E but also other  
17 parts of the Department of Energy and at NIH.  
18 I'll certainly connect with Andrew on that.

19 MEMBER GOLDIN: So I joined this group  
20 primarily because I'm an entrepreneur and because  
21 I really want to encourage entrepreneurs overall.  
22 And there's just a ton of great ideas that have

1       been around the table here and discussed.

2               My feeling is that mentorship is super  
3       key to entrepreneurs and actually getting people  
4       to actually go and do stuff and help them think  
5       through the hows. And whether or not this  
6       Administration understand that, I'm not sure.  
7       But regardless I think we need to take a lot of  
8       these ideas and just go do them.

9               MEMBER BAGLEY: David and I talked at  
10       the break. We committed to share the SSTI or the  
11       Innovation Advocacy Council Policy platforms that  
12       have some of the big ideas in them and then  
13       convene a call around that to get feedback from  
14       NACIE members and see if there is anything of  
15       interest or sticks. So we'll do that in the next  
16       couple weeks.

17              CO-CHAIR BRADLEY: I think I'm just  
18       going to keep doing hopefully what I've been  
19       doing which is push people along, call you, email  
20       you, keep chiming in on Slack. Maybe I'll be the  
21       cheerleader.

22              To your point, I resigned from two

1 other boards so that I could focus on this.  
2 Regardless of what happens, I think this is the  
3 one unique opportunity particularly for the  
4 entrepreneurs that I represent that we have the  
5 closest shot ever to really change things.

6 So I appreciate your comments. You  
7 can call me hokey, but I will be the cheerleader  
8 to make sure that we're staying accountable to  
9 each other and to the communities that all we  
10 represent as diverse as they are.

11 MEMBER WILSON: Craig and Eric,  
12 whatever you need from me to help take the  
13 capital thing across the finish line just from a  
14 nuts and bolts getting it done let me know. I  
15 think, Steve and Melissa, to the extent you need  
16 back up along the way just don't hesitate to call  
17 on me and likewise to the rest of the Council, if  
18 I can be a set of ears or help brainstorm around  
19 certain issues and provide perspective. After  
20 thinking about some of these things and how they  
21 all intersect and relate over the past couple of  
22 years, I'm happy to do that, too. Just message

1 me.

2 MEMBER LYNCH: I met with Heather and  
3 I'll let her say what she's going to send to me.  
4 But I'm going to send to her specific examples  
5 under infrastructure of things are working. I'm  
6 also going to send to her some notes that I have  
7 and what I know of around infrastructure, jobs,  
8 US share of IEP and GDP growth.

9 And I will do that by the end of  
10 February. If we can add some accountability to  
11 ourselves of where we said what we would do,  
12 let's say when we're going to do it.

13 MEMBER BARTHOLOMEUSZ: I had a quick  
14 chat with Eric about perhaps setting up a Slack  
15 channel that lists all the conferences and  
16 webinars that might be of interest to NACIE  
17 members. I think that would be really useful.  
18 Some of that stuff is buried in all of the  
19 threads and you can't find them.

20 It might be also useful to have I  
21 thought a list of resources along the lines that  
22 Andrew and others have proposed that maybe we

1 could tap into or speak to. And maybe everybody  
2 submits a list of people. Then we vote in terms  
3 of who we might want to speak to, not simply who  
4 they are but why it is that we should talk to  
5 them or what it is they might have to offer to  
6 us. I think that would be very useful. I would  
7 be very interested to see such a list.

8 MEMBER BOESCH: Okay. Well, first of  
9 all, if we need a slightly toned down language  
10 version of our motto, one that I like is Don't  
11 Get Ready Get Started. I have three things that  
12 are my immediate action items.

13 First, I'm going to collaborate with  
14 Fran on revising the framework to provide some  
15 clarity and a mental model for all the work that  
16 we're doing. I'll share a draft on the Slack  
17 channel for everybody's feedback. That will  
18 probably happen realistically looking at my  
19 schedule late February or early March.

20 Second, I'm going to send out a  
21 summary of the next step action items to the rest  
22 of the people that were in my subcommittee where



1 we discussed yesterday. I think we have some  
2 subsets that we can start working on  
3 simultaneously.

4 And, finally, I just wanted to make  
5 myself and my organization available as a  
6 resource. There are two things that we're very  
7 good at and which I already have volunteers from  
8 my company asking how they can help.

9 One of them is doing qualitative  
10 research interviews. We do research to inspire  
11 action and how do you structure and plan those  
12 and run those so that you can actually start to  
13 understand what people's unmet needs are, what  
14 psychology that's driving some of these things.  
15 So I've already volunteered to help with research  
16 plans or things like that.

17 And then, second, like Mike, I have a  
18 pretty good design organization behind me. So if  
19 there's some things that we want to do to make  
20 some of our outward facing communications  
21 visually impactful I offer those resources as  
22 well.

1 MEMBER REAMER: Do you do animation?

2 MEMBER BOESCH: Yes. But that takes  
3 a little longer.

4 MEMBER BOWLES: So my action items are  
5 to take the conversation that we had yesterday in  
6 the skills and workforce development and  
7 reevaluate the mentorship network group proposal  
8 that we are putting together. I want to make  
9 sure that we're updating it based on that  
10 information and circulating that around to the  
11 people who were on the call we had a couple of  
12 weeks ago as well as the rest of our group to  
13 come back with something that we think can be  
14 pushed forward and presented to the rest of the  
15 group for approval. I'll stop.

16 MEMBER FREDERICK: I think the way  
17 that I can help most in a short term and probably  
18 in the long term as well is as a connector. From  
19 my entrepreneurial aperture, I see a lot of stuff  
20 both in the start-up world and then in the big  
21 business world. And I'm out there as the tip of  
22 the spear.

1 Right now, I'm deep into meetings with  
2 most the agencies on the transition team. So  
3 I'll certainly try to do that at Commerce as well  
4 to figure out what people's hot button issues  
5 are. And I'm doing the same thing with NBCA and  
6 the biggest companies out there.

7 On the manufacturing front, I've been  
8 talking to the GEs. So use me as a resource and  
9 I can knock down doors for you.

10 MEMBER WADSWORTH: Two quick things.  
11 One, I feel very committed especially after an  
12 earlier conversation to put pen to paper on a  
13 synthesis of my thoughts around what a  
14 public/private/academic kind of partnership on  
15 these workforce development issues might look  
16 like. I've been sharing that with that team for  
17 your consideration as you get to more concrete  
18 next steps.

19 And then of course I will make myself  
20 available to Heather and Andrew as we start to  
21 build out a framework for a strategic plan  
22 assuming that we get the go-ahead to fulfill on

1 that. And I will be taking you up on this  
2 tutoring Andrew keeps offering, most immediately  
3 on the periodic table of Federal Government  
4 acronyms. Thank you for that.

5 (Laughter.)

6 MEMBER HERSKOWITZ: I had three. I  
7 was on two committees, but I could only attend  
8 one meeting yesterday. So it sounds like the  
9 capital team is in a pretty good place. Similar  
10 to Tiffany, if I can be useful, that's great.

11 But in the meantime the topic of  
12 mentorship in particular and connecting  
13 entrepreneurs to mentors is something that I care  
14 a lot about. So I'm looking forward to  
15 reengaging directly with whoever. I think Trey  
16 is leading that effort. As that starts to take  
17 more shape if I can be useful, please let me  
18 know. I'm happy to join the calls.

19 Two, I think to something Chad  
20 mentioned earlier if gathering information from  
21 other stakeholders who care deeply about this  
22 topic, it's useful.

1                   When we're at a stage where it's  
2                   useful to gather information from other  
3                   university center of entrepreneurship or  
4                   technology innovation or tech transfer, that is a  
5                   very, very tight community with a very active  
6                   network. In fact, our annual meeting is coming  
7                   up in mid-March. We're pretty much the leaders  
8                   of every university tech transfer. All of us get  
9                   together for five days. If it's useful to get  
10                  feedback or to gather data or compile practices  
11                  of things we're doing, I'm happy to be a resource  
12                  to connect to the rest of the broader university  
13                  community.

14                  And, thirdly, I was struck by  
15                  something that I think Rebecca said of --  
16                  Actually, no, I think it was Richard on just  
17                  remembering to always have your elevator pitch  
18                  and looking back on when we were talking last  
19                  night about how to make sure that at the end of  
20                  two years we've done stuff we're all proud of and  
21                  not just executed on what we came up with today.

22                  I would really like to keep that focus

1 over the next couple of months but also years on  
2 just what's the big picture of what we're trying  
3 to accomplish. What are the things that we could  
4 add to the stew that would make it really  
5 transformative.

6 MEMBER JOHNSON: On mentorship  
7 networks, I'm talking to the Endeavor Group and  
8 the University of Kentucky. We also just had 500  
9 mentors sign up for the Lieutenant Governor's  
10 Entrepreneurial Challenge in Kentucky. I'm going  
11 to try to figure out if that's something that can  
12 be replicated elsewhere.

13 High school kid/college scholarship  
14 competition, we're giving away \$100,000. I don't  
15 know if this is just parents or what. We'll have  
16 to sort through that list and see. But an  
17 incredible amount of energy on that.

18 And the final thing is I'm working  
19 with a group of students and faculty at Harvard  
20 Law School. They want to provide fellowships,  
21 two-year, fully-paid fellows, for graduates to go  
22 out to Middle America to be part of a mentor

1 network. That's going to the dean this month for  
2 signoff. We'll see what happens on that.

3 MEMBER KAPP: Before I talk about the  
4 deliverables, I just want to say one thing just  
5 as a reminder. I know that we are all in  
6 different communities. But at the end of the day  
7 for us, the final outcome is about increasing  
8 economic outcomes. Whether that's through new  
9 jobs or through new businesses, I think that  
10 fundamentally what we're here to do is to help  
11 create economic opportunity.

12 I work in Appalachia. I've worked in  
13 cities as well. And I'm all too familiar about  
14 the challenges. And I think that fundamentally  
15 our role is to go ahead and help people shift  
16 from poverty to prosperity. So in each of the  
17 things that we do really thinking about how that  
18 manifests.

19 Chad and I are going to work on this  
20 national conference together to come up with a  
21 one-pager of what that would look like, who are  
22 the potential types of invitees, not specifically

1 the potential organizations, but an amalgamation  
2 of all these pieces.

3           Once we have that together, then we  
4 will look at putting together a proposed agenda  
5 for us to review in consideration so that we can  
6 go ahead and move on that. We both have a lot of  
7 experience in conference planning. I think we'd  
8 be able to collaborate on that and figure out  
9 those pieces.

10           In addition, personally I'm going to  
11 continue to work with Tiffany and Maribel on this  
12 whole workforce development piece and bring  
13 additional resources and contacts to bear.

14           MEMBER KENNEY: Rebecca already shared  
15 that she and I together are going to share the  
16 SSTI material via a call that we hope many of you  
17 will be able to join.

18           The other thing I'll offer to anyone  
19 who is working in this space is my organization  
20 has applied both successfully and unsuccessfully  
21 in many cases to a variety of innovation and  
22 entrepreneurship programs across Department of



1 Energy, SBA as well as EDA and in NIST I think as  
2 well either on our own or with other  
3 organizations in collaborative efforts. So I  
4 feel like I've got a lot of experience as an  
5 organization appealing to the Federal Government  
6 for support in some of these things. I think  
7 that may be a valuable perspective particularly  
8 as the groups are thinking about strategic plan  
9 and looking across the Federal Government.

10 And the other thing just from the  
11 conversation about regulation, I'm going to try  
12 to think a little bit more about whether there's  
13 something there that we could turn into something  
14 of value. It's a hugely overwhelming topic to me  
15 not being an expert in that space. But I also  
16 feel like if there was something that was  
17 specific to entrepreneurship that could be  
18 addressed in an environment where people were  
19 really trying to cut through regulations that  
20 something we might be able to contribute to  
21 positively.

22 MR. BUERSTATTE: What are we missing?

1 Do you feel pretty good? Do you feel like that's  
2 the right direction? Okay, a lot of heads  
3 shaking.

4 MEMBER REAMER: Can we have a band the  
5 next time we get dinner together?

6 MR. BUERSTATTE: So we will certainly  
7 work on changing up the meetings. It's an  
8 important goal. I will comment that I can sense  
9 the bonding to Trey's point, storming and  
10 informing. The more interesting we can make  
11 these we certainly will try. I'm serious about  
12 that.

13 But if you take a quick look at --  
14 Actually before we dive into the calendar, you  
15 can pull out your calendar, but I think Steve has  
16 a few comments real quick.

17 CO-CHAIR TANG: First, I want to thank  
18 everybody for their commitments in the Next Steps  
19 and in particular on what we've discussed today  
20 and approved. Thanks, Andrew and Heather, for  
21 stepping up on the OAI strategy, Tiffany Wilson  
22 on the capital community continuum and Tiffany

1 Stevenson on the workforce side.

2 I know you have your huddles  
3 scheduled. I would just offer that Melissa and I  
4 are willing to participate. If you want to have  
5 a follow-up call to not involve just the people  
6 here but the broader group, we're happy to do  
7 that.

8 I would like the Council's concurrence  
9 on a slight change in language to what we've  
10 already adopted for the strategy piece. So if  
11 you'll bear with me and just look at your sheet.  
12 I'm going to offer with your concurrence to  
13 change in their third paragraph the last sentence  
14 which currently reads as follows: "NACIE  
15 believes that OAI should be as entrepreneurial as  
16 the businesses it serves and use one of its most  
17 experience and knowledgeable resources, NACIE, to  
18 enhance its own operations." We're going to  
19 change that slightly to the following: "NACIE  
20 believes that OAI should be as innovative and  
21 strategic as the entrepreneurs it serves and to  
22 use" -- from then on the same -- "one of its most

1 experienced and knowledgeable resources, NACIE,  
2 to enhance its own operations."

3 It makes it more specific to  
4 entrepreneurs and businesses. Are we all okay  
5 with that?

6 (Chorus of yes.)

7 Okay. And thanks, Rebecca, for  
8 prompting that discussion.

9 MR. BUERSTATTE: All right. So real  
10 quick if you could take a look at the 12 month  
11 calendar in front of you. This was green text  
12 above the months. It might be in the bottom of  
13 the packet. NACIE meeting options, keynote  
14 options.

15 The options are highlighted in yellow.  
16 And I would also like to highlight a few dates  
17 that we identified today that might be important.  
18 Starting in May, I think that second week,  
19 Whitney, you said here.

20 (Off the record comment.)

21 May 4th and 5th.

22 (Off the record comment.)

1                   May 4th and 5th could be great. And  
2 we'll try and maybe straddle a meeting around  
3 that. But any quick feedback on that or  
4 thoughts? We'll push this out in an email so  
5 that you have a chance to look into your  
6 calendars in more depth. I just wanted to broach  
7 the conversation now.

8                   Then in June --

9                   (Off the record comment.)

10                  Correct.

11                  MEMBER KENNEY: The other thing that's  
12 going on is the National Innovation Summit and  
13 the National SBIR Conference. They are all  
14 located together the week of the 14th. I was  
15 just sharing that date. I don't know if you  
16 wanted consider scheduling around that either.

17                  MR. BUERSTATTE: Yes, that's a good  
18 opportunity. Thanks. Part of this is --

19                  MEMBER KENNEY: It's down at National  
20 Harbor.

21                  MR. BUERSTATTE: So National Tech and  
22 Ed Conference. A lot of SBIR stakeholders and

1 other government funders participating as well as  
2 the entrepreneurs and businesses themselves. And  
3 many of you participate in that I know.

4 Good to know options because as we  
5 look at these, it's hard to get something fixed  
6 right now because I think our next priority  
7 should be getting the new Secretary into the  
8 meetings. I'd like to get some concrete options  
9 for us that we can propose to the should-he-be-  
10 confirmed in-bound Mr. Ross and his team and see  
11 what works best for his schedule.

12 In June, we noted the E-SHIP Summit  
13 and this is the 21st or 24th. It's not marked on  
14 the calendar, but just make a mark of that  
15 please. We'll follow up with more details.

16 PARTICIPANT: What's E-SHIP?

17 MR. BUERSTATTE: E-SHIP,  
18 Entrepreneurship Summit. They're calling it E-  
19 SHIP.

20 And again Kauffman, that's going to be  
21 in Kansas City. We're working on some government  
22 convenings there across federal innovation and

1 entrepreneurship stakeholders.

2 (Off the record comment.)

3 MR. BUERSTATTE: No. I think that  
4 there might be a role for us to participate, but  
5 not as a full Council. This might be individual  
6 basis to better inform some of our efforts.

7 But looking in August I think would be  
8 our next target time frame for a late summer  
9 meeting. Something to note there, we always seem  
10 to struggle with getting a critical mass due to  
11 vacations. Kids are out of school. People take  
12 vacations.

13 So please take a hard look at your  
14 calendar there. Again, we'll follow up. We'll  
15 poll the team and see which dates work for the  
16 critical mass. But 10th and 11th seems to be a  
17 nice time. If we have to bump it to the right on  
18 the 17th or 18th, that's possible. But again  
19 just putting some dates out there.

20 And then November we're looking at  
21 National Entrepreneurship Week. That could be  
22 really advantageous for us to meet during. Maybe

1 at that point we've gotten some great traction  
2 with certain things and could be an opportunity  
3 for us to amplify.

4 But I also know that most of you are  
5 very busy during that week in your own  
6 organizations and communities. So we want to be  
7 realistic and cognizant of that. But let's put  
8 on a marker. We could do the week before. We  
9 can't do the week after. That is Thanksgiving  
10 week. But in or around that time frame would be  
11 great I think.

12 Quick feedback/thoughts? Other big  
13 conferences or events that we might want to be  
14 aware of right now on the calendar? Brian, I  
15 know you're putting that stuff together with Eric  
16 on the Slack channel of conferences and events in  
17 general. But any thoughts? Melissa.

18 (Off the record comment.)

19 Yes, and we're excited to support  
20 that. OIE is really hopeful we can execute that.  
21 We would do it even sooner in fact, but again  
22 just prioritizing engagement with the Secretary.



1 It's much easier to get that engagement if we're  
2 here in D.C.

3 Again, no better to amplify our work  
4 than going out into the communities during  
5 National Entrepreneurship Week. So that's a  
6 great point. Thanks, Melissa.

7 (Off the record comment.)

8 Yes, I'd love to know more and good of  
9 have personal experience on the Council on that.  
10 So maybe that's another one we should look at  
11 closely.

12 And just to be more clear, David,  
13 Tiffany, Steve and many others in the previous  
14 council did go out and engage in an official  
15 capacity as a NACIE member. So we don't always  
16 need to do it as a council. We can certainly  
17 attend these and whether serving on panels or  
18 pulling panels together to better inform us.

19 Think creatively around it. I know  
20 you all are hustlers. Hopefully, we can get some  
21 good opportunities. Heather.

22 MEMBER BOESCH: Can I just suggest for

1 my own convenience that in addition to the Slack  
2 channel you just maybe have like a shared Google  
3 calendar for NACIE where these things can start  
4 showing up and potentially blocking our calendars  
5 from that. I don't know if everyone uses it, but  
6 it would be really helpful to me.

7 MR. BUERSTATTE: We'll look at a  
8 technology solution for that. We have our NACIE  
9 email and that NACIE calendar which we sent out  
10 through Microsoft Outlook. I know sometimes  
11 depending on your mail server some people have  
12 expressed confusion with it. But could we do it  
13 through that? Through that means? Through the  
14 NACIE calendar when we send out those calendar  
15 invites to you? Would that work?

16 (Off the record comment.)

17 Sure. Okay. Yeah, I know there's  
18 been some issues lately. We'll look into a  
19 couple of options. Thanks.

20 MEMBER BOESCH: Two other things I'll  
21 mention is that (1) it's beautiful in the fall  
22 and we have good offices and meetings spaces in

1 both of those locations. I will also sponsor  
2 breakfast at the next meeting Since it's  
3 starting at 8:30 a.m. we need breakfast.

4 MR. BUERSTATTE: Andrew.

5 MEMBER REAMER: I would suggest a  
6 Doodle poll in the next couple weeks about these  
7 three sets of dates.

8 MR. BUERSTATTE: Yes, absolutely, like  
9 we typically do. I just wanted to tease the  
10 crowd now.

11 MEMBER WOMACK: Can I also say is  
12 September better than August given that we  
13 struggle with critical mass? It still falls  
14 within the quarter and would give us maybe the  
15 vacations, the challenges of organizing.

16 Then I also would make a pitch for San  
17 Francisco. We also have space and we feed  
18 people. And we have eye shadow.

19 (Laughter.)

20 MR. BUERSTATTE: You had me at  
21 eyeshadow.

22 PARTICIPANT: I know what that is. I

1 don't know sports.

2 MR. BUERSTATTE: Yes, absolutely. I  
3 would say actually to be more specific across the  
4 summer that we've had issues. So it's not just  
5 August. I meant more broadly. If September is  
6 better, again we'll push it out. Take a look and  
7 thank you. Thank you for all offers to host.  
8 That's awesome.

9 MEMBER KAPP: Actually, I'd like to  
10 just make an offer that potentially in addition  
11 to a large city that we potentially look at maybe  
12 some place in Appalachia. I would love for you  
13 guys to understand the struggles that people are  
14 feeling and that they're experiencing firsthand.  
15 So to the extent that we can identify, I'm happy  
16 to go and help identify a place where we can do  
17 that.

18 MEMBER HERSKOWITZ: That was close.  
19 Despite coming from a big city and being happy to  
20 host also, I would think -- I would be very  
21 interested in going into a region that doesn't  
22 have the kind of infrastructure that San

1       Francisco, New York, Boston, Austin and others  
2       have just to see how that works and where the  
3       kinds of programs we're putting together are  
4       likely to have the most impact.

5                   I would second that. I would love to  
6       go somewhere we haven't been.

7                   MR. BUERSTATTE: Since we have such an  
8       abundance of options, I sense we'll do something  
9       very similar as we did with the last Council.  
10      We'll put together our pitches and we'll vote. I  
11      think we had five or six communities pitch to  
12      host a NACIE.

13                   We ultimately chose, the majority  
14      chose, Nashville for our first official visit.  
15      We did some smaller exchanges at the group level  
16      in Chicago and Austin too. But start thinking  
17      about that. Yes.

18                   MEMBER REAMER: I like the idea of  
19      actually having an auction for naming rights for  
20      each meeting. Then we can have people bid  
21      against each other.

22                   (Laughter.)

1                   That way we can augment your budget.

2                   MR. BUERSTATTE: I don't want to hear  
3 about finances right now.

4                   MEMBER REAMER: Whitney is on my team.

5                   (Laughter.)

6                   MR. BUERSTATTE: This has been a great  
7 discussion. I think we've got some good ideas.  
8 At this point, I'd like to open up to any public  
9 members here in person for public comment.

10                   (No audible response.)

11                   Not seeing anyone. Or an operator on  
12 the line, if you could open the call for any  
13 members signaling comments on the line please?

14                   (No audible response.)

15                   Thank you very much. And Steve and  
16 Melissa.

17                   CO-CHAIR BRADLEY: Thank you. Truly.  
18 I don't say that. I think I look around the room  
19 and I think I respect how far you have traveled.  
20 I respect those of you who have kids and are  
21 juggling play dates. I respect the open-  
22 mindedness. I respect the commitments. So truly,

1 thank you.

2 CO-CHAIR TANG: Yeah. Thank you for  
3 the level of engagement also. I think this level  
4 of deliberation that some of us who are used to  
5 who work in academia and close to government.  
6 Folks who may not be as close may not be as used  
7 to. But this is part of the process.

8 And our basketball team in  
9 Philadelphia's slogan is Trust the Process. So I  
10 hope you'll join me in that.

11 The last thing, Emily and Heather, I  
12 offered Tiffany Wilson a chance to predict the  
13 Super Bowl outcome and you weren't here then. So  
14 would you like to offer a prediction for the  
15 game?

16 MEMBER BOESCH: I have no knowledge  
17 about football ever.

18 MEMBER REICHERT: We never cheat.

19 CO-CHAIR TANG: I think that's a  
20 defer.

21 (Off the record comment.)

22 MEMBER BOESCH: You know what? The

1 weather could have done that. I have a physicist  
2 friend who proved it.

3 (Laughter.)

4 CO-CHAIR TANG: Okay. And last but  
5 not least, thanks to the OIE team. Craig, Eric,  
6 Andrea, thank you.

7 (Applause.)

8 MEMBER BOWLES: Real quick, at the  
9 risk of sounding like a mother on prom night can  
10 we get a group picture before we all leave?

11 MR. BUERSTATTE: Yeah, let's do it.  
12 Let's do a picture and we also hopefully shared  
13 the pictures with Secretary Pritzker last time.

14 Hopefully you guys go those. If not, we'll  
15 resend. But as the Designated Federal Officer,  
16 this officially concludes our meeting. Thanks so  
17 much for coming.

18 (Whereupon, at 11:58 a.m., the above-  
19 entitled matter went off the record.)  
20  
21  
22



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