UNITED STATES DEPARTMENT OF COMMERCE
ECONOMIC DEVELOPMENT ADMINISTRATION

NATIONAL ADVISORY COUNCIL ON
INNOVATION AND ENTREPRENEURSHIP (NACIE)

MEETING

WEDNESDAY
OCTOBER 5, 2016

The Advisory Council met in the Department of Commerce Library, 1401 Constitution Avenue, N.W., Washington, D.C., at 1:00 p.m., Michael Burcham, James Clements, and Marie Lynch, Co-Chairs, presiding.

PRESENT
MICHAEL BURCHAM, The Nashville Entrepreneur Center, Co-Chair
JAMES CLEMENTS, Clemson University, Co-Chair
MARIE LYNCH, Skills for Chicagoland's Future, Co-Chair
BRIAN BALASIA, Digerati, Inc.
LOU ANNE BYNUM, Long Beach City College
GREG CANGIALOSI, Betamore
FRED DEDRICK, National Fund for Workforce Solutions
CHRISTINE FURSTOSS, General Electric Company
WILLIAM GENERETT, Urban Innovation21
JULIE GOONEWARDENE, Diaceutics
MARY ANN GUERRA, BioAccel
DAVID KENNEY, Oregon Best
SETHURAMAN PANCHANATHAN, Arizona State University
ERIC SEVERSON, Gap Inc.
ROHIT SHUKLA, Larta Institute
STEPHEN TANG, University City Science Center
TIFFANY WILSON, Global Center for Medical Innovation

ALSO PRESENT

PENNY PRITZKER, Secretary of Commerce
JAY WILLIAMS, Assistant Secretary of Commerce for Economic Development
CRAIG BUERSTATTE, Office of Innovation and Entrepreneurship
ANDRIA FISANICH, Office of Innovation and Entrepreneurship
CHAVARRIA HARRIS, Office of Innovation and Entrepreneurship
JULIE LENZER, Office of Innovation and Entrepreneurship
ERIC SMITH, Office of Innovation and Entrepreneurship
ANDREW CHAMBERLAIN, Glassdoor Economic Research (by telephone)
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MS. LENZER: So, I want to say, welcome. For those of you who don't know me, I'm Julie Lenzer, I'm the Director of the Office of Innovation and Entrepreneurship. For those of you who do know me, I'm the chief muse.
(Laughter.)

MS. LENZER: And so, I want to welcome you to this, hard to believe, last meeting of our NACIE 2.0. And, frankly, this is bittersweet for me as well because this is also my last meeting as a NACIE facilitator, if you will. No, Rohit, don't look at me like that. No, I have to leave. But, no, it's really, really exciting. As I said, it's bittersweet. And the objective of this meeting is really to come in and celebrate the incredible work that has been done over the last two years and then to pass that on to the next generation NACIE, the NACIE 3.0. And so, I also want to do a welcome to the members of NACIE 3.0 who are here with us as members of the public. They're all here, yay.
(Applause.)

MS. LENZER: And just do a general, thank you for your service, to all of you for being here and for giving of your time, talent, and, I guess, it's treasures to get here or to put money into the coffee pot.

(Laughter.)

MS. LENZER: Or the barbeque place, yes. Sorry about that, $42 for dinner, but it's D.C. But we have, I think, about 15 members of the new NACIE council in attendance with us as members of the public. And so, one of the things I wanted to point out to the current NACIE members, you're current until tonight, so you're still NACIE members until tonight, this is your last day, is that a lot of the recommendations that you passed along, the lessons that we learned over the last two years about how to effectively put together a council like this, have been heard and already implemented, in fact.

So, we've already held an orientation webinar with the new NACIE members, the NACIE 3.0.
We set up a Slack channel where they can get all of their documents. And that's all directly feedback from the current members of the, wish we had done that, kind of thing. And so, we heard you and I just want to thank you again for being forward looking and saying, you know what, this was great, but how can it be better?

It's kind of like your children, you want your children to do better than you did. And so, we'll continue to build on that. And indeed, this council was very different from the first NACIE council and it was intentionally so. The first council was fairly strategic, but not necessarily action oriented. This council is definitely been engaged and been action oriented, as we'll all -- and you'll hear, new NACIE members, when we start to talk about the number of initiatives that we undertook.

And it felt like that we had a lot going on and we did, and that's the good news. And it's because of the engagement of the members around the table and those who, unfortunately, maybe were not...
able to be here, that we were able to really put our hands in a lot of things. And if you think about it, we've touched legislation through the SBIR reauthorization, which folks are going to talk about this afternoon.

We've touched the Commerce Department's research, because we provided some feedback to the ESA on their sharing economy report. You've helped to shape our research and grant programs, because we've engaged with the National Academies of Sciences and with the InBIA to do some research around best practices. So, while we might not have a big stack of reports that we can say, look what we did, we actually have something much more important than that. We have action, we have changed things. And so, I just want to, again, just say wow and thank you for all that you've done.

So, I think the other stuff that we tend to lose focus on is some of the softer stuff as well, the outreach that you guys have done on behalf of NACIE and on behalf of each other. I've loved
seeing the connections between the members, outside of these meetings. And we're going to talk about the Community Exchanges, how it's actually spreading into our communities. But I think, Steve, you got to ride on the Rise of the Rest bus tour in Philly, along with Amy Stursberg from Blackstone.

I know that a couple of you have served as advisors to each other, have come and spoken at each other's events. I mean, that's really powerful. Really powerful. And you've helped us as well to be ambassadors for what we do at the Department of Commerce. You answered the call when we call at the last minute, hey, we need speakers at our EDA National Conference.

You've helped us to drive diversity into our Regional Innovation Strategies Program. I don't know if you guys know this, but one of the things that's really important in having stakeholders at the table is that EDA has undergone a lot of changes in the last few years and you've really helped us to reach out to the new customers
of EDA, if you will, through the Regional Innovation Strategies Program. And, while I can't share right now, I will tell you that our upcoming announcements of our RIS awards, I'm really, really excited at the diversity of institutions and focus that we have, and that's a direct result of the people around the table helping us to get the word out.

So, we're hoping then that we can build ambassadors of innovation and entrepreneurship and bake that into the next NACIE 3.0 from the start. You guys stumbled into it just accidentally kind of, but we're going to try and be more intentional with it next time. All right. So, enough of my yammering on. I'm going to go through the agenda really quickly.

We have in front of you, we're going to hear from each folks, I'm guessing that Marie probably is delayed in a flight, I'm going to guess, from Chicago, so maybe Julie will -- that's what I thought, okay. Yes. So I was going to say, yes, so Julie G., we'll maybe bump that in the agenda
until Marie gets here, if that's okay. Because we're all flexible, we roll with it, right? And that's, actually, that's one of the things I do want to say about you guys, you guys have been incredibly patient with us as we figure out the best way to do this. Even from -- really patient -- well, all right, some of you have been patient.

(Laughter.)

MS. LENZER: Some of you have been patient, some of you have been a pain. Rohit, yes, I'm looking at you.

(Laughter.)

MS. LENZER: But as we have -- hopefully you've had a chance to review the executive summaries. And then each member, somebody from the work group is going to talk about that initiative. And the idea is that they're going to talk about the accomplishments and kind of the next steps and what insights we want to pass on to either Commerce or NACIE 3.0. So, as the work group spokesperson is talking about that, anybody else in the work group, if you have something to add --
what am I talking about, you guys aren't shy, I
don't have to tell you to speak up.

No, but at this -- I want this -- this
is a discussion, this is not presentations. These
are -- they're going to be going through it, but
let's engage in a discussion. We do have, I
believe, like an hour and 15 minutes to go through
these, so I don't want to rush through them, but
I also -- let's focus on what are our
accomplishments and then kind of, where do we go
from here, if you have any insights or next steps
on that. Sound good? Any questions? You guys
are so quiet, I'm not used to this.

One of the interesting things, I will
tell a quick story to the 3.0 folks, one of the
things that we realized, I think after the first
couple meetings, I think we had them on all day,
like a Friday all day, and that was really
exhausting. And so, we switched it up and we ended
up doing Thursday afternoons and Friday mornings,
and that seemed to be a little bit better.

And it also, from a -- you think about
innovation, it gave you some incubation time. So, we had some intense conversations and work groups and rolling up our sleeves on Thursday afternoons and then, we had time to incubate it overnight and think about it and then, Friday we came back together as a council to discuss. And I think that was one of the things we didn't design originally, but you guys helped us to come up with the right model, and I think that felt like the right way to do it. So, introvert friendly, as Tiffany says. Yes, that's right. I'm an introvert.

(Laughter.)

MS. LENZER: Okay. Moving on. What's that? As compared to Oprah?

(Laughter.)

MS. LENZER: Oprah probably is an introvert, actually. What's that? Fact check?

(Laughter.)

MS. LENZER: All right, anyway. So, what we'll do then is I'll turn it over to Steve and then he's going to talk, Michael and Tiffany to talk about kind of where we are in the Cap
Continuum. And these actually come off, if you guys just want to lift them off and pass them, that's fine too, and I'll actually pass this so that you're ready to talk, Michael. So, Steve, to Cap Continuum.

DR. TANG: Thank you. Thank you, Julie. And I'm going to report out on the SBIR reauthorization and, I think, then Michael and Tiffany will talk about the Capital Continuum.

So, first of all, Julie, I echo the fact that this is a bittersweet moment for those of us in 2.0. And those of us that are fortunate to carry on from 2.0 to the 3.0, so, Tiffany and Marie and Julie, David, and myself, it's really been an honor, an honor to serve this group together.

And I have to say, Julie and Craig and your staff, preparing for this transition has been a monumental task. I think those of us in 2.0 appreciate not having that transition, appreciate even more what's going to happen in 3.0. So, my thanks, my appreciation for everything you've done. I'm going to give a brief overview of the
SBIR reauthorization update and then, ask Rohit Shukla, who actually wrote this, I must say, so thank you, Rohit, and David Kenney to comment as well. Many others participated in this.

For the benefit of those in 3.0, we originally established a pillar in innovation, which Dr. Jim Clements from Clemson University led, there were several of us involved with that initial effort, and then it began to merge with the effort that Dr. Michael Burcham and his entrepreneurship pillar were working on. So, this is one of the natural consequences. Just a little bit of background for those not familiar with the alphabet soup, and I say that because I have a sister in the State Department and every Thanksgiving I have to say, what was that again, that acronym?

So SBIR is Small Business Innovation Research grants. There's another version called Small Business Technology Transfer grants that are also provided. And it's important because this is essentially America's seed fund, as my colleague David Kenney often calls it. It's $2 billion of
funds to be authorized to be used for promising technology that ultimately benefits some unmet need in the government. And so, these are grants that are typically made to university-based research.

They are important for early stage ventures because they are non-dilutive, in other words, the government does not take equity in these. And they typically come in multiple phases of about 12 to 18 months. The initial phase pays about $150,000 to $200,000, the second phase can be over $1 million. And so, these are important starting points for innovation that's particularly born out of federal research itself. It's important that we took on this issue because the SBIR reauthorization must occur in the next fiscal year, 2017.

We heard yesterday in a separate briefing on inclusion and capital from Mark Walsh from SBA about the profound need to get this front and center for Congress next year. So, several of us worked very hard to define this and define some
of the shortcomings in SBIR. And then, began to, if you will, market it to educate the folks in Congress about the need. We were successful in bringing it to the Committee level and it was about to be voted out of Committee and then a lot of other distracting things happened up at the Hill that I won't go into. But I think we are well positioned going into this next fiscal year with the new Congress to take this on. So, with that, I'll turn it over to Rohit to talk about some of the particulars.

MR. SHUKLA: Well, I was going to say that I have such a gravely wonderful voice, which I'm now putting on even more, that I didn't think I needed a mic. But thank you, Steve. Obviously, we've been working very closely as part of the sort of Capital Continuum group on this issue, because it is one that I think could easily have some impact in the legislative arena. One thing I need to make sure, if we take this on in 3.0, and I know, Steve, you'll be here and, David, you'll be here to carry it forward, one thing we have to be clear about is
that this a program that resides in at least 11 federal agencies.

Each of them has their own histories, their own assets, their own mindsets, their own practice. And so, I think it's going to take the kind of effort that you talked about, Steve, starting in Congress the marketing effort to educate these different agencies as well, because I know I've spoken to at least four of them and while they're all very supportive, there are three major issues that are going to drive them.

One is the fact that they have internally a personnel issue as to who's going to do this work. If we're going to make these grants commercialization friendly, then somebody has to monitor whether they are in fact reasonable expenditures of public money. Who's going to do that? Now, I know that one of the recommendations we had is to increase the budgets for the agencies internally. So that should take care of it, but we need to be able to show some kind of leadership in being able to help them through that issue.
The second one, and just as big a deal, is the role that the SBA plays with these agencies. It has been somewhat prescriptive in the past, it should be a little bit more inclusive now moving forward, but I think our efforts will be very important in that regard to make sure the SBA doesn't shove this down the throats of the agencies.

And the third, I think, is we really do need to get the small business community itself aligned with the purpose of this particular recommendation. I know that David did a survey which was very, very positive. I think we need to amp up those efforts through people like SSTI, other organizations around the country, the Kentucky folks and what they do in the early stages of commercialization. And I know you have a gentleman here from Kentucky who's had some experience in that.

So, I just want to make sure that the next phase of this SBIR reauthorization, SBIR legislation is upon us as Steve said and I think
it's important to have that kind of unification and this group can play a leadership role in bringing those people together. Thank you.

MS. LENZER: Thank you.

MR. SHUKLA: That's what I mean, NACIE as a group.

MS. LENZER: Yes.

MR. SHUKLA: Certainly, I'm going to be available as needed, since I'm so precious. And I am unanimous in that, by the way. So, thank you.

MS. LENZER: Precious is a good word, because that can be taken a lot of ways.

(Laughter.)

MR. SHUKLA: Don't I know that, absolutely.

DR. TANG: Thank you, Rohit. Let me ask David Kenney if he has anything to add to that.

MR. KENNEY: I won't add a lot other than to emphasize two key points. One being the urgency that this get addressed in the next year. It's been treated as sort of a, it would be nice to get it done in 2016 so we don't have to worry about it
getting done in 2017, and I think it's mostly likely now that we've got to get it done in 2017. The other thing that Rohit mentioned is that there are 11 different agencies administering the program, which adds a lot of complexity.

And over the years, they have changed and modified some of their -- there are parts of it that are sort of mandated to be handled uniformly and others that have adapted quite a bit program-to-program. So, it makes it hard to sort of mandate things in all cases across the different agencies. So, I think there's a certain amount of complexity there.

I will just reiterate the importance of this program for many, many small businesses that are trying to commercialize science and engineering technology, things that are coming out of a lab that take years to develop. In that valley of death analogy between sort of traditional R&D funding and private investment, this is a critical program that's providing billions of dollars of support to those companies. And so, it's an
important one for us to continue carrying forward.

MS. LENZER: Great. And really quickly before I turn it over to -- who's going to speak first, Michael or Tiffany? Michael? Okay. On the other Cap Continuum. Just really quickly, I forgot to mention #NACIE, that's the only reason you should be able to have your phones out is to tweet.

(Laughter.)

MS. LENZER: I'm not looking at anybody specifically, but I am. If you're guilty, you know it. But we welcome, especially as you hear different policy opportunities and things that are interesting, to share what's going on with NACIE, #NACIE.

CO-CHAIR BURCHAM: So, a large piece of our work had to do with addressing this question of access to capital. And I sent a note out to everyone today just reliving the last two years, because it's easy to forget the conundrum we started with and the order we made out of what seemed like chaos of conversation when we started.
And so, it's come a long way. The early work really framed on our committee is this challenge between when grants, even if they're achieved, run low and where private sector kicks in.

And how do we position so that that particular valley, which we coined the valley of death from many others, doesn't end up killing innovation and instead fosters innovation? So, in addition to looking at the funders in both government and universities around these things, we began to study, what would it take for the private sector to reach forward and actually care that that was going on and to get involved in those things?

After about nine months of work on that particular area, we decided to hold a convening with various types of funders, government, seed funds, angel, venture, private equity, to have a discussion with entrepreneurs and inventors. And we held our first convening of that in Nashville, just ahead of our March meeting. We've used the output of that then for a series of one-on-one
conversations over this summer with those various groups, because they're each a bit interdependent on the other.

They have natural alliances that have already formed with kindred spirits they like to follow-on invest with. So, if the entrepreneur or inventor is lucky enough to find the right angel partner, they often get introduced to a good venture partner and an exceptional equity partner and they have a flow of capital. But, unfortunately, if the inventor or entrepreneur doesn't get placed with the right angel or friends-and-family connection, they have almost no opportunity for follow-on capital.

So, the work this summer has really been understanding, what are the drivers that cause these later funds to care beyond their already informal network? Because the informal networks they have formed are very tight, they've had success together, and to even venture outside of that to look at new opportunities has a certain element of risk associated with it. So, the white
paper you got a copy of this morning really summarizes some of their thoughts individually.

And then, before we end the year, we'll give a more detailed view of how each of those nodes along the way, from seed to angel to venture to private equity, really could be catalyzed with government funders and universities. And we've taken that on as sort of our key initiative with that. And then, I think Tiffany is going to talk about some of the collateral opportunities that have come out of that discussion, including our discussion yesterday at the White House, right? Okay. Here you go.

MS. WILSON: So, earlier this year, Craig Buerstatte and I had the opportunity to participate on a panel at the SSBCI, it stands for the State Small Business Credit Initiative and so, that was as a result of a the Small Business Jobs Act of 2010. And that was $1.5 billion authorized to distribute across different states, really looking for ways to leverage private lending to help finance small businesses and manufacturing.
That money ran out last month, in September, and there's no future really for that.

And so, the discussion was really around bringing all the people who benefitted from that and discuss Lessons Learned, to talk about how do we justify and lobby for an extension, how do we connect the network and all those Lessons Learned from all these different communities and share the data and output of it? So, the goal, I think, was to leverage it ten to one and they were able to get to eight to one as of May, which is pretty great for a government program.

There were definitely some Lessons Learned, but I think everybody around the table in that room was pretty impressed with what they'd been able to pull off, both on the venture side and debt side. And so, we're expecting a report to come out at some point this year with those published findings and I think that will add to the discussion for the next NACIE around access to capital of different programs we can put in recommendations, do we extend that or can we get
that reauthorized with the next administration and move forward?

And then, yesterday we had a convening at the White House on this access to capital issue that was partly organized by the Office of Science and Technology at the White House and Laura Powers, our former NACIE colleague, who's now doing a fellowship there, and OIE. And it was really to assess what do functioning ecosystems look like for good access to capital, not just for women, but women, minorities, industries, across the board?

So, I think we had some good, it was a good first step. We spent the afternoon identifying what's working, what's not working, where are there opportunities. There will be publications and documents circulated from that, which I think can really help enrich our conversation around the Capital Continuum and access to capital moving forward.

MS. LENZER: Yes. And so, there will actually be an event, probably, in November that the next NACIE can participate in around -- and it
was really focused on inclusion, not just
demographic, but also geographic inclusion in
access to capital. So, you'll notice that
inclusion word as a common theme probably over the
next three days. Yes, it was really good. And so,
thank you.

So, Michael and Tiffany and then
Stephen and Melissa Bradley all attended as part
of NACIE. And one of the things that I just want
to point out really quickly and then I'll turn it
over to Marie and Julie to talk about the Capital
Continuum, is that we have been -- oh, that's right,
I'm sorry. Yes. We did -- no, I want you to talk
about it again.

(Laughter.)

MS. LENZER: Darn it, I want to hear your
take on the Capital Continuum, Marie. It's a
continuum, yes. Good lord, coffee, please. Is
that we've been intentionally bringing NACIE 2.0
and 3.0 to the table with career folks across
different agencies as a transition tool. And so,
it's not an act of -- it's actually very strategic
why we have this one day from one to the next, so that we can show the value of NACIE across the administration and across the agencies to the career folks.

And they're seeing it, and actually NACIE is being written into a number of transition documents. So, that's good. So, who was going to start? Julie, you're going to start? Talk about the -- we're going to go back to the Community Exchange Pilots. I'm not going to make you talk about capital.

MS. GOONEWARDENE: Okay. So, thank you for those of you who joined us in Austin. We had a great time.

MS. LENZER: David's livestreaming it.

(Laughter.)

MS. GOONEWARDENE: A thousand copies for my mother, please.

(Laughter.)

MS. GOONEWARDENE: So, we had great fun and I think we had some really valuable conversation. And when we set this trip up, we
tried to focus on sort of the many aspects of entrepreneurship and how it comes in many different flavors that I think we tend to often focus on the university and science and engineering or technology, and so, we wanted to show entrepreneurship in a different light and some of the unique aspects of Austin.

And so, we went to the Capital Factory, which is serving as a national model and President Obama has visited, and we learned about what they're doing. But then we also had a session with folks around entrepreneurship and food and what's happening with food trucks and what that means for communities. And I thought it was really interesting. And then, had an opportunity to go and hear some of the music that Austin is famous for.

And the next day, I think it was fun to be at the original stage of Austin City Limits and hear how that started. But I thought we had a very meaningful conversation about the sharing economy and what happened in Austin that caused Austin to
effectively evict Uber and Lyft and what's happened in the aftermath. And the big takeaway for me from that conversation was the real importance of being engaged as a good citizen.

Because what really happened there was a lack of understanding about what the sharing economy was, poor writing of what people were voting on, just the English language was not used very well, so people didn't understand if they were voting for or against --

MS. LENZER: Wow.

MS. GOONEWARDENE: -- the actual initiative --

MS. LENZER: That's a little scary.

MS. GOONEWARDENE: -- because it was written so poorly. And it also struck me as interesting that one of the things that happened is the city council in Austin had gone to this committee approach, so things weren't heard across the entire group, they were heard in committee. And so, the people who were really driving the bus on this issue, none of them had ever been in a share
ride.

MS. LENZER: Wow.

MS. GOONEWARDENE: And so, it was just stunning and a great lesson in why it's important to be committed and do your civic duty. And then, the last part of it that I thought was really fun and gave us a different way to look at things, it gave us an opportunity to engage with the 2040 group and that was interesting, but our last session was at the Austin Speed Shop, which was just cool, right, I mean, it's cool to see all those cars and everything.

But what was really interesting to me is that the Austin Speed Shop is owned in part by a neurosurgeon that we've invested in his biotech company. And so, I think sometimes we get, I'll speak for myself, blinders on and we tend to put people in buckets. And so, the fact that the same guy could be an entrepreneur with the Austin Speed Shop and a biotech and be a neurosurgeon I think is just a lesson in thinking more broadly. So, for us it was a great experience, we hope people learned
from it, and I think we're having continuing conversations about how we can kind of cross-pollinate these learnings across the different cities. I'll give it to Marie.

MS. WILSON: Right. And I don't know if -- so everybody's hopefully had a chance to read the briefing on the Community Exchanges, but this was something that NACIE came up, it was born out of a visit to Nashville that Michael will be probably talking a little bit about when Secretary Pritzker joins us, but it was the idea of, not just NACIE though, how can we take this idea of bringing community leaders to different communities to see what's going on and see how we can exchange resources, ideas, best practices, actually working together.

And so, we decided to do two pilots, one in Austin and one in Chicago, and then Marie's going to take a few minutes to talk about what went on in Chicago, but the ultimate objective was, how do we shape this into a recommendation that Commerce can actually implement and institutionalize a
program like this that's just beyond NACIE? So, that's kind of the background of that. So, Marie, do you want to -- we just did Chicago, what, two weeks ago, yes? Three weeks ago, a month ago? I don't know.

CO-CHAIR LYNCH: A month ago, I think.

MS. WILSON: Time flies.

CO-CHAIR LYNCH: Yes, September 15, I think. Yes, just some context setting on that, it certainly was born out of Nashville, and Michael was brilliant to bring us there. But last week I was in Boston at MIT for, our organization is actually a finalist in the Digital Innovation Award, and the CEO of KAYAK was there.

And it was really interesting because he was talking about, so relevant for our work here, he was talking about how he had founded KAYAK and wanting to use technology to get people out, and now he has founded a new website that actually brings people back in and it's all about bringing people back into the travel agency world and connecting people.
And what struck me about it was that part of where the Community Exchange came from, if you remember, was we were trying to get our hands on data and best practices and trying to create a playbook, and we got really frustrated with some of the challenges, and we went old school, which was about connecting people together, connecting civic leaders together, and rolling up our sleeves and just going community-by-community together. And that's what it's about, right? That's how you make things happen.

And so, at the same time I'm listening to the guy from KAYAK, I was thinking how we had been on our similar journey and that's what this has been about. So, Chicago had the benefit of learning from Nashville and Austin and having also taken time together to say, what's working, what's not. We had a theme about public-private partnerships and everything hung on that.

So, whether it was the creation of two entrepreneurial centers in Chicago, one downtown that looks larger than some of the other ones we'd
seen, but similar concept, to one on the south side that came out of the University of Chicago and was really born to really represent some of the minority entrepreneurship in the south side. Whether it was the workforce angle, seeing two different not for profits, one ours, another incredible boot camp, meaningful group that takes some of the hardest to serve and puts them through a year boot camp, and opened eyes on both those organizations who are looking to scale.

And then, on the innovation side, spending time at our great Millennium Park in Chicago and talking with the key leaders in public-private partnership which came together to create that. I think one thing that struck me about that trip that I've shared with me folks back in Chicago was, we, in addition to having been on the other side of learning from going to these sites, we took a lot in from having listened to what was the debrief at the end of NACIE.

And it was interesting to hear comments from the NACIE members about things like -- I don't
normally get a chance to look at workforce development and that's one of the three areas and coming here actually got me out of my comfort zone to actually see it and see how it connects. Things like social innovation is something that's really unique to Chicago, the level of corporate engagement really stimulates me to realize what we can do.

Things like JPMorgan Chase actually hosted a lunch and had commented that every single organization that was in that room, they were funding and bringing us all together in one space. And the importance of the foundation presence to be able to lift up the work. So, it was incredibly meaningful, I think, what it -- we'll talk a little bit later when Secretary Pritzker is here about next steps, but I will say, moving forward, I think those of us that really dug in and participated in that really saw the value of it, the civic engagement involved in that, and see it as a really critical part and an earlier part we want to incorporate into NACIE 3.0.
MS. LENZER: Awesome. Yes, go ahead.

CO-CHAIR BURCHAM: I thought I would give you a follow-up, because it takes sometimes four months, a year, for you to say, did that matter? And I think, I'd like to share with you something that was very powerful for us in Nashville, that I'm sure Julie and Marie are going to have stories to tell in the future as well. And I've got stories about all, but for brevity, I'll just talk about Thistle Farms for a minute. The morning we were there, several of you offered help.

Tiffany offered a way that we could rethink about packaging and branding. And because of those conversations, there's a whole new line of branding that comes out in February for a whole new look that puts it in much higher end places. We've already had interest from two significant hotel changes for their products to be in hotel rooms. That would never have happened had we not had those starting conversations.

Brian raised an issue, because he had an assembly, light manufacturing piece of
automation tool, and unfortunately, we had nowhere to put it because we're all working out of that little room, if you recall. That led to a really big discussion about opportunity and so, they've secured a warehouse space next door to actually start doing light manufacturing. Through Greg, we've reconstituted formulas and scents and they're starting a men's line.

And they've just signed a national account with Whole Foods and this month they're making 80,000 candles for Whole Foods. All of that came out of you all spending an hour and just offering opportunity. And it's just remarkable what it's done for those women. So, thank you all very much.

(Applause.)

CO-CHAIR LYNCH: Can I say one more thing, one more piece? Thank you. I was saving it for later, but I think it's relevant for this group, the results piece is really critical, right? Meeting to meet is nice, but what happens with it? And thank you for sharing that, Michael. I wanted
to share, it's only been four weeks, but one of the things we learned along the way was that it was important for NACIE members to invite key civic leaders from their community to come to these meetings so that those connections could happen more quickly.

And, Tiffany, your name's going to come up a lot, I think, all day, but Tiffany brought a representative from the Atlanta Chamber of Commerce and we have actually -- our organization is expanding and because of that visit, we've already had a follow-up, I had a follow-up meeting with them on Monday. We are talking about the possibility of bringing the organization to Atlanta. And this has been greatly expedited because of you bringing the Chamber folks. So, these are the kind of things, if we get the right people at the table, we can really accelerate this work for the NACIE 3.0.

MS. LENZER: Excellent. Craig, did you --

MR. BUERSTATTE: Yes. Real quick
update on this from a policy front. EDA has been working hard on doing something meaningful with these exchanges were, how can we celebrate this practice outside of just NACIE? It's clearly been a valuable engagement. So, we've compared this exchange, similar to the America's Competitiveness Exchange, which I know Panch and Mary Ann have participated out in the Southwest.

And the America's Competitiveness Exchange is managed by the Organization of American States, the State Department, International Trade Administration, and many other players that bring in ministerial leaders from across the Western Hemisphere to engage in trade, innovation, and business discussions connecting national leaders, immersing them inside a specific region. And it'll usually swing through five to seven cities, seven to ten days apiece, and really engage, similar to what's just been discussed.

But what we've realized thanks to these discussions is, how can we capitalize on that practice, but at a more place-based approach? So,
a local, regional approach. And we've been talking with OAS, the Organization of American States, State Department, and ITA, I'm happy to report that EDA is close to finalizing a memorandum of agreement where NACIE will be on the steering committee for regionally focused events to connect innovation and entrepreneurship place-based leaders in this type of exchange. And we're targeting the first event for Fall 2017. So, thank you to 2.0 --

MS. LENZER: And that's in Texas, correct?

MR. BUERSTATTE: So, the ACE, the next ACE is in Texas --

MS. LENZER: Oh, that's the next ACE, that's right.

MR. BUERSTATTE: -- and that's in April. So ACE 7 will be in April 2017. Again, that is the Western Hemisphere, you're talking ministerial trade leaders, but we want to focus more on the local leader level and we're targeting something right now for Fall 2017, funded and supported by
OAS, State Department, ITA, and many others. Really big deal. Thanks for the awesome work.

MS. LENZER: Awesome. Thanks, Craig, for that update. All right. Anything else? So that's Community Exchange Pilots. Good? I think Julie's next. Yes. Because next on the list is the Innovation Measurements and Encyclopedia.

MS. GOONEWARDENE: Sure. So --

MS. LENZER: Move that closer, you have to --

MS. GOONEWARDENE: Okay.

MS. LENZER: -- kind of have it close.

MS. GOONEWARDENE: Right there?

MS. LENZER: Yes, perfect.

MS. GOONEWARDENE: Okay. So, when -- Julie's opening comments, she sort of had some central themes of collaboration, sort of asking the question, what could be done at the national level and what could be done that was actionable, were kind of the things that this group focused on. And I just think this creation of an innovation encyclopedia really hits on all of those in a really
important way. So, it was our pleasure and privilege to work with folks from Clemson on this. I would comment that Jim's fellow, Sean, and, I think, Carlos enjoyed each other and did great work. Is Sean here?

    MS. LENZER: Sean's here somewhere.

    MS. GOONEWARDENE: I've been -- I keep --

    MS. LENZER: He's hiding in the back.

    MS. GOONEWARDENE: So, shout out to Sean, thank you.

    MS. LENZER: He's tweeting.

    MS. GOONEWARDENE: I was --

    MS. LENZER: He's back there tweeting.

    (Laughter.)

    MS. GOONEWARDENE: Sean, the reason I've been -- oh, there you are. I've been leaning back, like, looking for you everywhere. Okay. And so, this was born out of the conversations that it's very hard to understand from a metric or data-driven way what's happening with innovation, that there's a lack of common definition, but that
there's merit in having these different measures and it would be very helpful if people understood sort of the focus, orientation, genesis of those different measures.

And that there is an opportunity to create an encyclopedia of innovation that gives local communities an ability to see very quickly what's happening and pick those metrics that are helpful to them and gives a common definition and understanding. And so, there seems to be appetite for that to continue on. I believe, certainly UT Systems certainly interested in continuing to support this effort. And if there are creative ways to partner with our colleagues at Clemson, we would welcome that. And, Jim, do you have any other comments?

MS. LENZER: I think we have the people here that could make that happen, I'm just thinking.

CO-CHAIR CLEMENTS: I think there's definitely an interest in continuing. I think Sean and Carlos and you and others did a lot of hard
work on that, but there's a lot of potential. And hopefully NACIE 3.0 will run with this. But it's hard to, if you're not measuring something, to tell if you're really making progress.

MS. GOONEWARDENE: Right.

CO-CHAIR CLEMENTS: So, there's so many different measures, we have to define which ones are out there, come up with ones that really work for a community or a region, and then, use it to measure progress. So, I like the project, I think you guys did a great job.

MS. LENZER: And just to share the international nature of what we're doing here, we talked about this when -- I was in China in May of this year for the G20 and the Innovation Action Plan and OECD, I don't even know what that stands for, I've been in the government too long, all I talk is in three letter --

(Laughter.)

MS. LENZER: -- it's a four letter acronym, Organization, I don't even know, Economic Development, whatever, OECD. They are a national
or an international organization that does a lot around standards and kind of defining innovation and everything and they were very interested in this encyclopedia. They would love, ultimately, to get one standard suite of innovation measures so that we can all compare and contrast apples-to-apples, but knowing that that's not as easy to get to, actually having a compendium of innovation measures, they were really fascinated by that and there may be an opportunity that they would host that on their innovation policy portal that they have.

So, not only are we affecting national, but international standards and things. So, way to go, guys. All right. I think we're having problems with the phone. Craig, you're not having problems here, but anybody who's dialing in is not able to hear us. So, I think we need to wait for Andrew then, the Glassdoor update. Yes.

So, we're going to have to skip the Labor Market Data Modernization, we have Andrew Chamberlain from Glassdoor was going to share that
with us, but without him hearing us calling him on
the phone as we get our phone issues worked through,
we're going to jump ahead then to Eric Severson on
the Free Agent Talent and Systems: the 1099 Economy.

MR. SEVERSON: Thank you, Julie. And
I'd also like to thank really all of the Council
who participated in one way or another in this
discussion, but in particular the members of the
working group: Lou Ann Bynum, Robert Hohman, Marie
Lynch, Steve Case, Bill Generett, Kelly Grier, and
Laura Powers.

And I think, as I was getting ready to
leave to come here yesterday, it was impressed upon
me the wisdom of us deciding to focus on this as
I was waiting for my Uber at my house and on TV was
an ad I'd already seen about a hundred times from
Airbnb that was not actually an ad targeted at
selling services, it was targeted at California to
convince voters to vote in favor of Airbnb on local
ballot initiatives. And, as I walked out the door,
my best friend Keith, who's a San Francisco
firefighter, was coming in with his bag to stay at my house for a week so he could rent his house out on Airbnb and make extra money.

(Laughter.)

MR. SEVERSON: So, I think also as I listened to the vice-presidential debate last night, there was again a really clear focus on two issues that were central to our discussion of this freelance economy to date. One, the issue of income inequality and the impact on the workforce. And then, secondly, the issue of the competitiveness of the U.S. economy, particularly in emerging innovative technologies. So, how this issue first arose was that it wasn't actually part of our original agenda.

About six months into our term as NACIE, we met in D.C. on a snow day, government snow day, at Revolution, LLC, which is a business owned by Steve Case, the founder of AOL, who was NACIE 1.0. And Steve joined us for that -- and 2.0. And he joined us for that discussion and encouraged us to deviate from the course we were on and consider
including this issue in our research and work. As the working team looked into it, what we recognized is that there was a really significant opportunity here for the Commerce Department -- do I need to stop, Julie?

MS. LENZER: Do I hear something on the phone? Okay, hi. Any idea why it's cutting out? Let me mute it and then unmute it. I hear -- okay. Okay, sorry. If you don't mind the alien speaking --

(Laughter.)

MR. SEVERSON: Okay, I'll keep going.

MS. LENZER: Yes.

MR. SEVERSON: Okay. So, as we dug into this issue, what we discovered was something surprising to the NACIE working group, which was that there was no credible undisputed source of data on this subject. There was no organization in the U.S. Government or elsewhere that could actually define what we meant by the free agent economy, the sharing economy, the 1099 economy, nor could they define its size, its scope, its impact,
et cetera.

So, what we were observing was an issue where issues of great importance to the economies of states and localities across the country were being decided through either lawsuits or at the ballot box, as Julie alluded to, based often on very conflicting information, inaccurate information, et cetera. So, what NACIE said is, we think that there are several things that we think that we can help with here. And we proposed then to Commerce that it undertake three actions.

First and foremost, to produce a report that would definitively define, describe, quantify this phenomenon that we were calling the free agent economy and define it's associated taxonomy of terminology. In other words, to establish for the record a taxonomy to be used by everyone to both describe this phenomenon, to be able to name it and to compare it, not only within the United States, but to its growth in other countries.

Then secondly, to analyze that data for trends, patterns, or potential implications for
U.S. Commerce and Labor generally. So, for example, to answer such questions as, how fast is this market growing? What are the demographic and economic profiles of the entrepreneurs, the business people, and the other participants in this? How do they compare to those of other countries? What impact so far has this phenomenon had on the U.S. economy, on the U.S. society, and on its competitiveness with other countries?

And then, thirdly, we were proposing that Commerce identify potential legislative, regulatory, or policy actions that could have the potential to drive greater competitiveness in this portion of the U.S. economy by optimizing the benefits of this economy and minimizing the deficits. So, what we managed to accomplish was, number one, which was first and foremost the most important part, which was to establish a report codifying what this is.

And what ended up resulting from the Economics and Statistics Administration, the Office of the Chief Economist, was a 40 page report
called Digital Matching Firms: a New Definition in the "Sharing Economy" Space. So, something original actually happened, which is that the ESA defined a new term and a new taxonomy around this subject that didn't exist previously, called digital matching firms, which it differentiated and distinguished from many of the other terms being thrown around like sharing economy, 1099 employee, contingent worker, et cetera, and began to define how large this was using the credibility of government statistical methods and the credibility of the Commerce Department to establish this. And this was published in June of 2016, it's ESA Issue Brief 01-16, as a matter of fact.

So, I think fundamentally what this helped to solve is it defined this portion of the economy, which includes businesses we know and we already mentioned like Uber, Airbnb, others, it's those that use information technology via web-based platforms to facilitate peer-to-peer transactions and they rely on user-based rating
systems for two-way ratings of the consumer and the
provider, and, three, they offer the workers who
participate flexible scheduling and, four, that if
tools and assets are necessary, that the workers
provide these tools rather than the firms.

So, given that definition, the ESA was
able to catalog all of the known existing digital
matching firms in the United States in an appendix
of the document so that there's a starting point
to define what this is. It could not perfectly
quantify the exact size economically, because most
of these companies are private, but it began to
estimate that.

So, I think what NACIE has felt is that
this is a really good first start, a really good
example of how NACIE, through the diversity of its
experiences and membership, can bring issues into
the Commerce space that have not been examined
that, through the members' own experience and
intuition, know are important unsolved issues, and
be able to help guide Commerce to some really
tangible and valuable outcomes.
What I would also lastly say is, while of course it's up to NACIE 3.0 to decide where it wants to focus, should it choose to focus on continuing this work, there's a very strong foundation built and the framing of this, the second and third questions are still available to be answered. There are still many questions to go about what to do with the data that we've discovered about this part of the economy and how public policy might be affected in a positive way to grow the economy.

MS. LENZER: Great. I'm going to take just a pause right now, because we need to hang up the phone and dial back in, so I didn't want to do it in the middle of everything and interrupt. But let me try to get the phone situation handled.

MR. BUERSTATTE: Julie, while you're doing that, let me just point out two things. And, Eric, thanks so much for sharing that. That is a great update and what's interesting about that, I think, and for folks observing, for our 3.0 members, I think that's a great example of one of
many tool sets that NACIE has and how they have helped us government folks be better at what we do and have served the American people.

So, Eric and that work group helped us shape our research on the sharing economy and, as he said, it was the first government report for Commerce on the 1099 sharing economy. So, it helped us put a stake in the ground on this really important issue and so, shaping our research. Marie, Julie, and Michael led the effort with the Community Exchange where we quite literally rolled up our sleeves and engaged communities, taking action.

So, NACIE as a council shared best practices and convened other leaders and took action to create new opportunities. So, research, action, and then now on the legislative side and, as Mr. Tang so well articulated earlier, on the exciting opportunity with the reauthorization of the SBIR program. So, legislative action, physical action at the community level, and research, three unique ways that NACIE operated
over the last two years.

Just wanted to point that out and we'll hear a little bit more, but I think it's advantageous for us to think about all the different tools we have and all the lessons we've learned and what works and what doesn't.

(Whereupon, the above-entitled matter went off the record at 1:56 p.m. and resumed at 1:58 p.m.)

MS. LENZER: Sorry for that commercial interruption for Reliable Technology. While we are waiting for Andrew Chamberlain to get back on the phone, Fred, are you ready to --

MR. DEDRICK: Yes.

MS. LENZER: All right. So one of the topics that we started to discuss in our last meeting was around entrepreneurship. I think we called it apprenticeships at that time, but it has intentionally changed names now to entrepreneurship fellowships and so I am going to turn it over to Fred to talk a little bit about that.

MR. DEDRICK: Thanks, Julie. There
will be a short meeting after this meeting is over to collect capital interest in developing new conference call technologies.

(Laughter.)

MS. LENZER: Spoken like a true entrepreneur.

MR. DEDRICK: Let me just say I have learned an enormous amount by coming from the workforce development side and not from the EDA side, the e-Commerce side, the entrepreneurial side, so I wanted to just thank everyone for expanding NACIE to include workforce development.

It's been a great ride and inspired by NACIE the National Fund has now created itself as an independent organization as of October 1st, so we are --

(Applause.)

MR. DEDRICK: We have an office here now in Washington so we will soon be part of the Beltway crowd.

I just wanted to say that one of the things that was really positive from my experience
as part of NACIE was to understand how important it is to have an entrepreneurial and innovation mindset.

This came gradually from meeting and talking to all of you. It came especially strong when we went to Nashville, but it has developed over a period of the two years and it occurred to me, because we work in 32 communities around the country, in so many of those communities we think we are going good work.

There is still an incredibly difficult to reach core of young people, mostly of color, who are never exposed to the great things that I was exposed to in this 2-year participation on NACIE.

It occurred to me that the generosity of you all and the community could really be an incredible catalyst for reaching out to that community and including them in these exciting possibilities, not so much that they would become entrepreneurs themselves, that's a heavy lift, but possibly, but more so because of the attitudes that they could develop by working alongside people that
you are inspired by, that you inspire, that invest
in you.

And so the idea of creating a fellowship
for young adult entrepreneurs is based upon all
those thoughts that we could combine the
opportunity to reach into communities that don't
get the opportunity to participate in
entrepreneurship, that we could help diversify
industries that are predominately white and male,
that we could also create people who would become
ambassadors for technology and innovation and
entrepreneurship.

And so the idea is really quite simple,
it is that we would reach out to companies, it
doesn't have to be a technology company, but a
company that thinks of itself as an entrepreneurial
environment, it could be in any industry at all,
but sees itself as having that kind of mindset, and
they would sponsor fellows that would be
recommended to them by, you know, a network of
community-based organizations who hopefully would
be supported in their search and identification and
assessment of those young people with philanthropic support or community support.

The idea would be not to request any kind of government funding, that this would be a purely private sector effort that would identify young people of possible, of talent and interest and commitment, and that they would serve with the company for a year.

In that year they would receive a lot of support as, you know, in mentorship. They would circulate throughout the company so it wouldn't be limited to one particular vision of the company.

They would have wraparound services provided by a CBO or by, you know, another organization that could recognize the fact that people putting into a very new environment sometimes need to have some ways to adjust, and the idea would be that this idea could be expanded to impact, you know, maybe a thousand young people in the next few years.

Unfortunately this idea that I brought to the Workforce Development Committee, and I want
to thank the members of the Workforce Development Committee who assisted in a wonderful brainstorming session that we had in June that helped to, you know, basically pivot the approach from an apprenticeship to a fellowship, that this came a little late in the 2-year program and so what we have now is a situation where this idea still needs an enormous amount of work.

So I have a small amount of cash available for any of the NACIE 3.0 who agree to sign on as the leadership of this group of this particular initiative, but we hope that 3.0 will think about this and consider it.

In the write-up of the Executive Summary there is a group of recommendations, basically it's to continue to investigate models where this already is going on and we have listed a few to reach out to companies and non-profit organizations that could be interested in being the sponsor, to have conversations with organizations that work with young adults in urban communities to see what their interest might be, and basically
to add more details and structure to the proposal, and, finally, to think about whether they might an overall corporate sponsor that would be interested in creating a pilot program that could test this idea in the next couple of years.

So, again, thank you. Julie, thank you to your staff. Thank you to NACIE 2.0 for helping me become almost an expert in Capital Continuum.

MS. LENZER: I want to point out you did use the word pivot.

MR. DEDRICK: I did use the word pivot.

MS. LENZER: Yes. I just want to point that out there, Fred.

MR. DEDRICK: That's right, and we are incorporated in Delaware.

(Laughter.)

MS. LENZER: So, you know, just so you understand when the first, when we first brought workforce, this was the first year that we, the National Advisory Council for Innovation and Entrepreneurship, Secretary Pritzker is very passionate about skills and workforce and when she
was traveling across the country in her early days
she heard from almost every company that she went
to that they were having trouble getting access to
the right skilled folks, and so that was part, that
was the impetus for including workforce in here.

And, frankly, in the beginning it was
we weren't quite sure what to do with it, it was
a little bit of a rough start, you know, as with
anything new.

But what we quickly realized is that
rough doesn't mean bad, rough is good, you know,
it was creative conflict and it was how can we add
value to each other because these are crucial
topics for entrepreneurs and for businesses.

And so you all on the new council owe
them a lot because we all, you know, see that bump
on Fred's forehead was, you know, from --

MR. DEDRICK: It's actually this big.

MS. LENZER: No, I mean -- and Marie
and, you know, for everybody's patience and really
commitment because we knew there was something
here, it just took us awhile to figure out how to
get to it and now that it is here I couldn't imagine removing it because it is such a -- he has an -- oh, he has an iPad, too.

(Off microphone comments.)

MS. LENZER: All right, I am going to try and dial in and be the first one with the leader code. Hold on. Hashtag -- Fred, what did you do? Here.

(Off microphone comments.)

MS. LENZER: All right, so I am going to guess, I am just right now texting Andrew Chamberlain because he probably said why did you just hang up on me. Hold on a second, I can't talk and type at the same time. There we go.

Thank you. Did we have some folks just join us again on the phone? Who do we have on the phone?

(Off microphone comment.)

MS. LENZER: No, that's okay, we all dropped off. So is Andrew on the phone, Andrew Chamberlain?

DR. CHAMBERLAIN: I am, I can hear.
MS. LENZER: Excellent. This is why it takes entrepreneurial persistence to work in the federal government, because things never work out the way they are supposed to.

All right. Well, so, Andrew, perfect timing. We are now to -- We have the phone back and I am going to introduce you.

So Andrew is with Glassdoor and you all should have received the briefing of the project that should have taken six months that has taken two years, and Andrew is going to talk a little bit about their experience and they made some recommendations from the workgroup that we passed on for consideration to NACIE 3.0. So, Andrew, over to you.

DR. CHAMBERLAIN: Okay, great, thank you all. I'll try to keep this brief, I know you have a lot to cover today. So just to remind you guys Glassdoor's project for NACIE 2.0 was under the umbrella of modernizing labor market data.

So our idea was to build a pilot project to try to anonymously link realtime unemployment
insurance data from a State partner up with realtime job postings, both from Glassdoor and maybe other sources, to try to create a kind of supply and demand dashboard to get a realtime measure for policymakers of where are the unemployed workers, what kinds of jobs they are looking for, and then in the economy what kind of jobs are available and how can we match them up geographically and maybe in terms of skills.

So to make this work we had to try to find a State partner with digitized unemployment insurance data that we could pull in and with our data science team connect it with realtime job postings.

So that was our project, and we started this back in I guess it was December of 2014 and our first attempt was to work with the State of Virginia and then a second attempt was to work with the State of New Jersey.

We ran into a few stumbling blocks along the way, most of which had to do with getting legal agreements signed so that it felt like privacy was
protected and that the data were being used appropriately.

And then secondly we had trouble identifying the right people inside State government agencies who really had both the know how to get us the data we needed and the authority to do so.

So after various back and forths with both of those potential State partners we were never able to finish the project and so I wrote a memo summarizing our experience there, which hopefully will be shared with anyone who is interested in that.

MS. LENZER: Yes, it will be shared with everybody.

DR. CHAMBERLAIN: Okay, great, so I won't walk you through the details. But I would like to do is in the memo that I wrote up we tried to draw up some lessons that we thought would be helpful for next time around for future versions of NACIE what we think could have made this project feasible, all right.
So there are really four of them, so I'll quickly go through those. Number one was we really feel like the federal government has to take the lead on data sharing initiatives like this.

Instead of having private sector partners reach out individually to States one by one and try to crack open datasets like unemployment insurance data we feel like it would have been much more efficient if there was a central federal initiative to try to standardize and compile data from the States that way a private sector partner would just be dealing with a federal agency instead of potentially 50 States. So that was one suggestion we had.

The second suggestion we had was doing some education to State agencies. Many agencies, despite their best intentions, are wary of innovative efforts that go beyond their core missions. They might view them as risky without a lot of benefit.

And so I believe that doing some basic education with State workforce development
agencies and those who have access to really excellent State labor market data just explain to them the benefits of opening data up, that it can be done while still protecting privacy and that there are benefits that you get, I think that would really help.

All right, so number three would be providing standard legal agreements. So one of the big stumbling blocks we ran into was because the two States that we had reached out to had never done this before we had to craft custom legal agreements.

And so there was a lot of uncertainty about who would own the data, what constitutes retained data, what are the definitions of things, what constitutes personally identifying information, and so on, and so it became a complex negotiation between our legal team and State legal counsel.

So I think if the Commerce Department or someone else in a federal agency could produce a template legal document that resolves these
issues I think that would smooth it over next time around.

Okay, and then the last lesson we drew is that it would be helpful to get the incentives right among State agencies that have access to data.

So many State agencies like they might have built in kind of reward systems that encourage employees to do these types of private sector/public sector collaborations.

It's not part of their measured performance, pay and advancement is not determined based on it, and so because there aren't these concrete incentives it ends up being at the bottom of people's work lists and just ends up getting delayed in favor of things that are a part of people's core job functions.

So those were really the four lessons that we had as takeaways and I will turn it back over to you and I am happy to answer any questions anyone has.

MS. LENZER: Yes, I just have a real
quick question, Andrew, on where you are in the process? Last we talked probably about four or six weeks ago you were finalizing the agreement with New Jersey.

Has that been finalized and is there a possibility that we'll actually -- you guys are moving forward on it?

DR. CHAMBERLAIN: There definitely is a possibility that we will still move forward with New Jersey. We still have not finalized the legal agreement, but I think once that hurdle is overcome I am hopeful we will still be able to do a project with them even later this year or early next year.

MS. LENZER: I am just going to say wow.

CO-CHAIR LYNCH: Can I?

MS. LENZER: Yes, go ahead. Marie has a question.

CO-CHAIR LYNCH: Andrew, thank you so much and, you know, thanks for all you did. Being somewhat familiar with data agreements there was a couple of things that struck me, and I so appreciate what you wrote up.
So, yes, one was in our experience of doing data agreements I think one of the biggest challenges here is probably that Glassdoor is a private sector organization trying to get access.

And so as a not-for-profit we had, for example we have data sharing agreements with the State on unemployment and whenever we have had private sector partners who have even done an evaluation on us the data agreements always have to come through us as a not-for-profit to a government partner to the unemployment office.

And so I think one of the additional suggestions I would make for the future of this thing, or for any work that is done where we need data sharing, is that it's almost not fair to put a private sector organization in the driver's seat of trying to get it because it's going to gum it up a lot longer.

Second is there was something you said early on that I want to put an exclamation point on also for the future, which is I actually think that one of the biggest challenges with what you
all hit up against is when you talked about identifying the right person who had the right authority.

    Often times because of, you know, with this kind of data legal is often used as an excuse because people are afraid and so you have to have somebody who really is a champion who just won't take no, and I think that's another learning on this.

    I think you were trying to go after that when you talked about the federal side, but it's identifying somebody for any of our projects in the future that there is an internal governmental champion because without that these things will just take years and end up where it began.

    MS. LENZER: Which we did have, but, yes, within the Department of Commerce ESA.

    CO-CHAIR LYNCH: No, I meant at the State.

    MS. LENZER: You meant at that State, all right.

    CO-CHAIR LYNCH: Yes, I meant at the
State. I think he is on the, I am trying to say he is on the right track on that and I think that's a good learning for us.

MR. SHUKLA: So one way of dealing with this, and to Marie's point also, is that the NGA, the National Governors Association, actually does have an effort on data streamlining between the States and I think it's worthwhile aligning this particular project with them.

One of the problems that they have run into is the sort of disparate numbers of people in each State that "own" data, and so trying to streamline them within the States itself becomes an issue, particularly with large, complex States like California and New York, et cetera.

But NGA is trying to do that and they are doing that quite well, so if this effort were aligned with them in some fashion at least you could get some momentum from the States themselves.

MS. LENZER: Fred?

MR. DEDRICK: Yes, I just want to second what Marie said about the importance of it
being a non-profit organization that receives the
data, that has been our experience as well.

We did finally get data from Ohio and
Wisconsin, but it took us three years to get the
data from Wisconsin and we never got them from
Pennsylvania, where I had been the person who hired
the woman who was in charge of the data, so --

(Laughter.)

MR. DEDRICK: That was pretty
embarrassing.

The other thing is is that major
research organizations get this data all the time.
MDRC has no trouble --

MS. LENZER: Who is MDRC?

MR. DEDRICK: Manpower Demonstration
Research Corporation, but it never uses that name,
MDRC out of New York, yes.

This organization, it does a lot of
random assignment kind of work, and the other thing
is we were funded for six years by the Social
Innovation Fund, which is part of the Corporation
for National and Community Service, and they
require, you know, agreements and impact
evaluation and they I believe have learned a lot
about how to get this data from -- and some States
you'll never get it from it.

    Literally, the question goes right up
to the governor, but I think those are a couple of
leads that might be useful.

    MS. LENZER: Right.

    MR. SHUKLA: That's why NGA --

    MS. LENZER: What was that, Rohit?

    Oh, why NGA might be, yes. I mean I think, and this
is something that I know when you are going to brief
Secretary Pritzker about this in about an hour,
this is something that at the Department we have
been really focused on, in opening data and how it
can drive entrepreneurship.

    I mean the census data, the number of
businesses that -- the NOAA data, the weather data,
you know, entrepreneurs have been spawned from
data.

    And so I think it's a really interesting
topic, especially as it relates to the workforce,
you know, but probably other areas within that is
how can we, you know, how can we apply innovative
and entrepreneurial activities to this to be able
to drive better outcomes, because at the end of the
day we are not helping our, we're trying to help
our businesses be more successful and have access
to the -- We are trying to help them hire the right
people.

I mean why would a State -- We are trying
to help them reduce their unemployment, but it's
a message that's, you know, and one thing that I
have learned in 2-1/2 with the government sometimes
some of these old ideals just get really entrenched
and ingrained and you are right I think it is a fear
kind of thing like oh, they're going to use against
me or they're going to highlight that I am doing
something wrong or that we, you know.

MR. DEDRICK: Now the real fear is
about social security numbers, that's what it's all
about. These are social security numbers --

MS. LENZER: Right.

MR. DEDRICK: -- and if you allow them
to be distributed in a large file with any kind of connection to a name, if there is any kind of a problem that's where the governor always --

    MS. LENZER: If becomes an OPM nightmare.

    MR. DEDRICK: Yes, exactly.

    MS. LENZER: Office of Personnel Management, which all of our data got hacked into and, yes, unfortunately. Thankfully I haven't seen anybody open credit cards in my name yet that I know of.

    MR. DEDRICK: Oh, this one's not good?

    MS. LENZER: No, I mean that one is not good, Fred, you've got to throw it away.

    (Laughter.)

    MS. LENZER: But, you know, Andrew, any other kind of like closing or final thoughts on that?

    DR. CHAMBERLAIN: The only final thought I would say is that although we were not able to get this project done in time I still am hopeful we will be able to do this at some point
and I think if labor market data like this were ever made available like the way NOAA weather data has been made available I am still quite hopeful that these initiatives hold out great promise and I think we can do amazing things with it.

We just need to keep pushing and I am glad that you guys are there moving the ball forward on this and I am glad that we got a chance to try to help out this time around.

MS. LENZER: Spoken like a true entrepreneurial innovator, you know, just keep pushing it. We think it's going to -- You know, there is the optimism, talk about mindset there, Fred, right, the optimistic let's keep pushing till we get it done because there is real impact here and that's what the focus is.

I mean that's what it is about. It's about how do we drive better outcomes. Any other thoughts or questions on that one? No. I mean the interesting thing is that was like the first initiative that we identified and honestly I think -- I mean I am a data geek here an I'm thinking,
oh, six months, it will take us six months.

We just kept scratching our head that it has taken two years and we still are not there. So, you know, it's just one of the -- But hopefully as you said, Andrew, we can keep pushing it forward and eventually -- and it might be a really interesting topic then for NACIE 3.0.

I hope you guys will take a look at that and really consider because I think there is some real -- Christine is shaking her head. You know, GE Workforce, I know there are some issues there. Any other thoughts?

All right. Right now we have -- Perfect timing, he arrives with an entrance. Assistant Secretary Jay Williams is here to join us, my boss, so be nice. Don't tell him what I told you about him. No, I'm just kidding.

Jay, thank you so much, come on in. So, Jay, just wanted to let you know, you've met the NACIE members around the table, we also have our new NACIE members.

I asked Jay to kind of hang around at
the break, we're going to do a break shortly after this, so that he can have a chance to meet you guys. We wanted Jay to come in and share a few thoughts about what you guys have done and how it has been helpful for EDA.

ASST. SEC. WILLIAMS: Well, thanks, Julie, and good to see all of the current NACIE members and looking forward to meeting the new NACIE members.

I know that you are going to be giving your final brief to Secretary Pritzker, but I just wanted to certainly express both personally and professionally how profoundly grateful we are for the work that you have done.

It has been invaluable to us here at the Department of Commerce and specifically at the Economic Development Administration. You all are leaders in your respective organizations, and you all know this, that a leader is often made or broken by the team that they surround themselves with.

And to the extent that you all have contributed in many, many ways, you have helped to
identify barriers that exist in terms of entrepreneurship and access to capital.

You have helped us to identify best practices that exist and how we can help create better environments, and I have said time and time again that jobs in this economy aren't created by government officials, elected officials, or politicians.

When we are at our best we are creating an environment that helps to facilitate individuals being willing to put capital at risk, their time and their talent at risk, that's how jobs are created.

So sometimes that means government policy, sometimes the President has said that means getting out of the way, so to the extent that we can do either of those we are better informed when we have individuals such as yourselves contributing to making us better policymakers, making us better practitioners, and, again, the team has made many, many comments on how we are better.
We are strengthened because of your contributions, your input. You have pushed us, you have not allowed us to remain comfortable in, you know, some of the times our mindset, and that's really important that we have that level of collaboration.

So I wish you all the best and it is bittersweet as we wrap up the final months of this Administration to just -- I've read about so many of you, in fact I was telling -- Where is she? Oh, no, she's doing a White House internship now.

MS. LENZER: Oh, Laura Powers.

ASST. SEC. WILLIAMS: Laura Powers.

MS. LENZER: Yes, she got booted off the council when she went over to the White House.

ASST. SEC. WILLIAMS: I was on a plane, you know, probably two or three weeks before the convening of the first NACIE and I was reading an article on -- and then it was like at the next meeting I was sitting right next to her and I felt like a little kid.

(Laughter.)
ASST. SEC. WILLIAMS: Like, you know, I had met this celebrity. I was like I just read about you on a plane, and she sort of smiled, and like, you know, is this guy okay.

(Laughter.)

ASST. SEC. WILLIAMS: But, really, that's how exciting it was, the level, the caliber of individuals that we have in this room.

So I am, again, exceptionally grateful. EDA is better off, the Department of Commerce is better off, the Administration is better off.

The legacy of this Administration with respect to its contributions in this economy making sure that, again, we can facilitate an innovative economy that we can unleash the talent that exists in so many communities, diverse communities, communities that are often overlooked or written off, you all have made a very strong case and it is going to be a lasting legacy.

And for the new members coming in, thank you for answering that call to service. Again, you've got full-time careers, many of you have
families, you have other interests that you want to pursue, other things you enjoy doing, and the fact that you are devoting a significant amount of your time, your talent, your energy, and resources is something that we won't take for granted and I am sure you will have that same opportunity.

You will demonstrate it just simply by showing up to the meetings and doing the collaboration offsite, but I will go very quickly and conclude with earlier this year when the NACIE convening was supposed to occur and the entire City of Washington was shut down because of one of the legitimate snowstorms, and I'm from Ohio so the snowstorms here, to me, I sort of scoff at when they shut the government down for two or three inches of snow, but this was a legitimate snow event and NACIE was scheduled to meet and because the government was shut down Steve Case opened up his facility and the NACIE members dutifully showed up and there was a lot of energy and collaboration and we were able to come, and that was the level of passion and commitment that you all have
demonstrated and I know with no uncertainty that that will be the same of the NACIE 3.0 members.

So, again, thank you very much. We have really enjoyed this. Julie and her team have done a phenomenal job.

For the first time since OIE was formed we have now got a full complement of full-time staff so even as the political transition takes place the fact that the career folks are going to be here and they are first caliber, first class.

You all know that, the entire team, so thank you very much, and I look forward to the time that we have left together.

MS. LENZER: Thank you very much, Jay.

(Applause.)

MS. LENZER: And I just want to say without EDA's support, without Jay's support for my team, for OIE, and for you guys, I mean this would have been a lot more difficult.

As Jay mentioned prior to my arrival 2-1/2 years ago there were no career staff in OIE and, in fact, the office had been empty for an
entire year.

So EDA had the foresight to allocate two full-time equivalents to the office. I took that as four, so like, you know, I said I'll see your two and raise you two, so now we have four.

But, no, part of that is based on what we were able to achieve together and when they started to see the value of this type of a group it's like we need a bigger boat, and we still need a bigger boat, but, you know, we got to work on that.

But, you know, hats off to Jay who understands firsthand from his experience as Mayor in Youngstown, Ohio, the importance of innovation and entrepreneurship as a driver of economic development.

And for those of you who are in economic development you know that this is not the way it's been done for the last 50 years, it's something new and different, and change is hard.

He has been a great advocate. He is out speaking in these communities of, you know, traditional economic developers and making the
point that innovation and entrepreneurship is not, you know, it's a tool that everybody should be considering how does it fit into your community, and in Youngstown that's the only way that you were able to kind of turn things around there.

And so he is kind of a walking advertisement for the types of things that we are trying to drive and what he was able to do in Youngstown, and so we are really appreciative of his leadership and, yes, it's bittersweet, isn't it.

ASST. SEC. WILLIAMS: Thank you.

MS. LENZER: Yes, so, thank you. So as I said I have asked him to stay so he can kind of have a chance, but we have right now as part of our FACA police the opportunity to open up for comment from members of the public.

I don't believe we had anybody register ahead of time to provide comments. No, but I will see if there is anybody on the phone, anybody in the room that would like to address NACIE as a member of the public, anyone is welcome to?
Okay, I'll take that as no. So right now what we are going to do is we are going to take about a 15-minute break, restrooms are outside, and then when we come back we'll do a little bit of -- Everybody is going to have a chance to talk, those of you who haven't been able to, that haven't said anything yet, I am going to call on you.

So we'll come back and then Secretary Pritzker will be joining us around 3:20, so let's be back here about 2:55 p.m. Thank you.

(Whereupon, the above-entitled matter went off the record at 2:30 p.m. and resumed at 2:55 p.m.)

MS. LENZER: The Secretary's time is going to be pretty fast, as you guys all know. She comes in, we have a schedule, and she gets out, so they're going to be testing some things with the photos.

But so one of things I wanted to -- as we're wrapping up here, as Jay mentioned, a lot of what you guys have done, you know, may not be tangible, but I hope you know that you have made
a difference. You know, we didn't talk about some of the tech hire and career accelerator stuff, but those reports and that work that you did is being used by the Commerce Department to kind of rethink and think about where do we need to go next, and as I mentioned earlier, included in the transition documents, and so that is why we have been so strategic about bringing the new NACIE in, so that it can be something that is going to bridge the administration and help carry us into the next administration.

And we're going to be looking for low-hanging fruit so that we can get some early wins so that when the next administration, the next Secretary of Commerce comes in, they will have some things under their belt that they can say, hey look, look at the value of this council, look at the last council, but here in the first 100 days, we're really going to be focusing on how can we do something meaningful in the first 100 days?

So no pressure, NACIE 3.0, but the pressure is on. So, you know, it has been -- like
I said, it has been a tool for transition. Really quickly, I am going to talk about what is going to happen next because I think after the Secretary gets here and we do our photographs, yeah, getting you guys back together after what I just saw is going to be close to impossible, but that is a good thing.

So Secretary Pritzker is going to join us, and then the three co-chairs are actually going to give her a briefing about the -- kind of the outcome, what we just talked about, they're going to provide a briefing to her. She may ask some questions. I can't control that. But then she is going to provide some remarks, and immediately after her remarks, we're going to have an opportunity -- so NACIE 2.0, you guys are going to be able to get a one-on-one picture taken with the Secretary as you come up, and then NACIE 3.0, immediately following that, then we're going to do a group picture of you guys with the Secretary since this is likely your only meeting with Secretary Pritzker.
So just, if you could, stick around, and we'll need to move that quickly because her team will be moving us quickly. So leading up to that, is there anything else that we wanted to -- also, I would like to say NACIE 3.0, please keep your name tags. Those are going to be your name tags through the rest of the three days, so don't lose those. Tomorrow morning, reporting at 8:30 a.m. at the White House, the State Place and 17th Street, make sure you have your ID with you.

The round tables will start at 9 a.m., and -- and then, let's see, yes, and then after this, we will continue a little bit of networking, and then we will all walk over to -- to our brick and mortar, which is a couple blocks away, right around the corner. So any questions about kind of where we go from here?

All right. While we are waiting for Secretary Pritzker to join us, I want to ask, I am going to put all the NACIE 2.0 members on the spot. I want you to share with us briefly, Rohit, I mean - just kidding.
(Laughter.)

MR. SHUKLA: I mean, part of my status is being precious, I guess.

(Laughter.)

MS. LENZER: Precious and -- precious and brief, please. Reflect on your biggest takeaway, so part of this is for your -- your, you know, co-councilmembers, right, so that you can share with them what your biggest takeaway is, but then also to share it with NACIE 3.0, and then really the thing that you are most proud of in your experience over the last two years, so be thinking about that, and I will model this for you, and this is what "brief" looks like.

My biggest takeaway was the value of -- of service for experienced folks that are -- that are operating in -- as stakeholders to come in and provide insight and advice because it's really easy in this building to lose track of that.

The thing I'm most proud of, it is really hard to choose because I think the thing I am most proud of is what is going to happen years
after we all leave here and this office, this -- this administration, this group is going to continue to do amazing things, so I think what we've really done is set the groundwork. We have really set a strong foundation for future impact. I mean, I am really proud of everything we've done, but I think we're just getting started. So how is that for brief?

All right. Okay if I go around rather than we wait, and we'll just pass the microphones around? The first one was biggest takeaway, and thing you're most proud of.

MR. CANGIALOSI: The biggest takeaway was for me just, again, the -- watching the power of connected thinking come together through such a unique group of individuals, and the amount of work -- and I think you summarized it real well, I'm not being brief already, I know -- is that, you know, this group is really action-oriented, and that's also what I am really proud of, knowing that the seeds, much like yours, have been planted and are already germinating, and that we've -- you
know, your experience 3.0 is going to be incredible, and due to a lot of hard work of not only the staff, but also this group around this table, so we hope you take it and -- and carry it on.

MS. BYNUM: My biggest takeaway is number one, the relationships that I have made with everybody at the table. I really appreciate that.

It is also the different mindset that I have been -- I have -- I have been able to develop by hearing about what you all do and what we're doing, and I have taken that back to my own community, and I think we'll end up making some changes because of that, certainly from what we do from an educational standpoint and an economic development standpoint.

I am most proud of the work that everybody has done and some of the stuff that was identified this morning. I think it is really important, it is really valuable, and the transition is amazing too, so good work on that, everybody.
MR. BALASIA: I think the biggest takeaway for me is just the -- the depth of knowledge and the passion that -- that I see in everybody else around the table. It is impressive, kind of covering a wide range of -- of areas of expertise.

And I think that the thing that I am most proud of is that I think we -- we created -- we spent a lot of time creating a framework to be able to optimize those talents and kind of passions for the next -- next group and -- and beyond.

CO-CHAIR BURCHAM: I think my biggest takeaway has been the opportunity to connect with so many of you, even outside these meetings, for work, and that has been extremely rewarding, both in my personal life and my professional life.

Secondly, I would say that the -- the power of the group when we really started focusing on what could we do to help a community or a situation became so crystal clear, and I do hope NACIE 3.0 continues that.

CO-CHAIR CLEMENTS: I am proud of the
fact that this group was very action-oriented and really wanted to accomplish things that would make a difference, and I think this group did make a difference, and I am really looking forward to the continued relationships that have been built that I think will continue to grow and allow us to have even greater impact.

CO-CHAIR LYNCH: My biggest takeaway is that it's a good thing sometimes to pause in the middle when you feel like things aren't going right and have an honest and courageous conversation together as a council about how to change course, as we did. I thought that was a great moment for all of us.

I am most proud of the community exchange pilots and the fact that we rolled up our sleeves and started to work together to really learn and accelerate best practices.

MR. SHUKLA: The biggest takeaway was the hot chicken from Nashville. I am just kidding.

(Laughter.)

MR. SHUKLA: Frankly, the -- yeah,
really. The biggest takeaway I think was the sort of amplification of my own insights based on experiences and insights of others, and being able to take those and apply those back in what I do in innovation entrepreneurship across the country I think was really informed a lot by the perspectives I gained here from the various people around the table, specifically on things like workforce development, which I had no real connection with before, and I really appreciate all the insights that I have received.

I think -- okay, so obviously, what I'm very proud of is the work that we did with a number of people here on the Capital Continuum issue on the SBIR issue, which is very very -- I think is going to yield a tremendous amount of benefit for the next NACIE 3.0 in terms of the groundwork being set, and moving forward, how that is taken forward I think is going to be a template for the future.

MR. DEDRICK: I think my biggest takeaway is seeing how important it is to integrate talent and innovation in entrepreneurship, that
they are so integrated, and they need to be -- they need to stay together closely and inform each other, and that was just -- and that happened over the two-year period, and so that was really exciting to see.

A thing I am most proud of is the way this group responded to the interest that a number of us had in extending opportunities to individuals that have not had the opportunities that we have, and it was such a welcoming response that it was just really exciting to see that, and hopefully, that will continue in NACIE 3.0.

MR. SEVERSON: I think the biggest takeaway for me was that diversity really was proven out to be the -- the mother of invention here, and I know I really valued getting to know each one of you here. I probably have never worked with such a diverse group of people with respect to perspective and industry geography and ethnicity, and it was fascinating to watch how creatively we could solve a problem coming at it from so many different angles.
And then I think what I am most proud of is that we took action, and I know Julie, you have something -- you have an aphorism on your iPad I was looking at, and I can't remember exactly how it goes, but it says what?

MS. GOONEWARDENE: Well done is better than well said.

MR. SEVERSON: Well done is better than well said, and I think that -- yeah. So we got stuff done. I think it was a job well done, and the usability and concreteness of the work product we leave behind I am really proud of.

MS. GUERRA: So first of all, I think the biggest takeaway is how we're all facing these similar challenges, and that we're all in this together, and we all have to try to make a difference together, so that was -- sometimes, you -- you feel like you're fighting the battle by yourself, and having that as the -- the foundation for what we brought to the table and what we're taking away from the table is really important because you really open your mind to listening and
saying, you know, oh, how does workforce development impact what I'm doing? So I think that that is so important, is understanding we're all looking at the same problem from a different perspective, but all those perspectives are critical.

What I'm most proud of I think is getting to know everybody, and with that same foundation platform of appreciating all of the attributes that people bring to the table, how to potentially leverage those attributes and to help me do my job better. We are lucky enough to have a couple grants that we got, and through those grants and through my knowledge here, I actually wove a lot of the problems that were identified, the Capital Continuum problems, in trying to create an early-stage fund, trying to through our i6 Challenge Grant really address the issue of workforce development and training the next breed of entrepreneurs, so that knowledge that I gained here really made us able to execute on what we were doing in a much more profound and impactful way,
so I thank you all for that, and I'm really excited that I have the opportunity to work with you all for two years.

MR. GENERETT: Great. For me, what I learned was that government works, that government works. And I've always known that, but -- but to see it and to then go out and tell people about it, because I mean the cynicism that we have, I mean, you know, whether it's the direct work, and I've been able to take stuff that I've learned from all you guys -- and I mean, I work on the ground, and I mean, I have raised a lot of money.

I mean, we're doing realtime stuff because of what I have learned from -- from many of you, but my biggest takeaway was -- well, what I'm most proud of was that inclusion was not put in a box, that box that nobody wants to really deal with, and it was actually driven throughout the whole -- all the work.

MS. FURSTOSS: So we always think of innovation as something that creates a new product or service, but I learned really that bringing
together people with such diverse experiences and backgrounds and representing different areas all looking at the same problem and having the passion to solve the same objective, that causes innovation. So innovation really comes about, how do you rise above what is done today and do something different?

And that's what I am really proud of, is that this team got to the heart of what are some of the more critical issues around workforce and innovation and entrepreneurship, and while everything could not get done, I think that a lot of the groundwork to be able to say this is what we need to focus on, this is what's going to make a difference, this is how we start to measure it, is really there, so everyone should be really proud, and I thank you for not only being on NACIE 2.0, but also becoming my friends. Thank you.

MS. WILSON: So my biggest takeaway was living outside your comfort zone on a consistent basis is where the growth, learning, and progress comes, and not just personally and professionally,
but I think as a team, we all really pushed ourselves to -- to stay outside that, and I think great growth came from that.

I think, you know, what I am most proud of is every time we got together and I left on the plane back to Atlanta, it was like I had a shot of adrenaline and just like so many ideas and inspirations to be able to, hey, I could take that back to my community and have an impact, so really being -- following through on that, and I've been able to do some things and start building some things in Atlanta to, you know, impact Capital Continuum and inclusion that I'm looking forward to kind of carrying forward, so thanks to all of you for that.

DR. PANCHANATHAN: Thank you. Very briefly, the biggest takeaways and what I'm most proud of are the same: PIP, people, ideas, and products. I think the people that we got together here, I mean, just an amazing group that, you know, they all worked together. There was not -- you know, while we may have difference of opinions, but
at the end of the day, we actually converge them and take those great ideas that people have into products that really I think is going to make a huge difference.

So people, ideas, and products are the things that are the biggest takeaways, and also the thing that I'm most proud of.

DR. TANG: I have to agree with everything that has been said so far, and I would -- I would say that the one takeaway is that this is hard. What we do is hard: innovation entrepreneurship, workforce development. It's great to have a community, knowing that there are other people out there doing hard work, and doing great work as well.

But the thing that baffles me about what we do is innovation entrepreneurship is the lifeblood of growth in this economy, and it is vastly underrepresented and underappreciated across the country, so we still have a lot more work to do here.

So I am just proud to be a part of this
community of folks that are making it happen every
day, and it lands locally in Nashville and in Austin
and Chicago and elsewhere, so I'm proud to be here.

MR. KENNEY: So I would agree with
Steve that it is hard, and, you know, especially
when you're looking at what government can do, you
are specifically looking where the market has
failed in some way and so, you know, it is
especially hard I think just because we're filling
gaps that have been identified.

For me, one of the key takeaways is that
as I look around the work that the members here do,
there are so many solutions that have already been
found and are working at a small scale, and there
is a huge opportunity to scale things just by
borrowing and stealing and -- and scaling existing
ideas, and I think both the community exchanges as
well as just the -- the networking amongst the
members here really made that evident for me.

Personally, in terms of what I'm proud
of, the work we did around SBIR and STTR was
something I invested a lot of my own time in, and
it was -- while short, our list of recommendations

I think are right on the money and have an

opportunity to dramatically improve the

commercialization output of that -- of those

programs.

MS. GOONEWARDENE: So I'll be very

brief. My greatest takeaway about this group was

just the generosity of spirit. I mean, people were

so generous with their time, both in this room and

then certainly to UT System and to me personally.

Anybody I asked to do anything basically did it.

And the thing I am proudest of is really

two things: the work that Sean Williams and Carlos

Kemeny did I am incredibly proud of, and then the

other thing is that -- I am proud of is that this

group sort of rose above personal agendas. Nobody

seemed to be in this room trying to win a point.

They were all trying to advance the cause for the

betterment of the country, and that was really

pretty great. So that is -- .

MS. LENZER: And so there is one --

there's a couple more things. I also want to
recognize as she is sitting here, because she got away from the White House but has her laptop and her phone working on, so she has been fully indoctrinated in the government, Laura Powers, who was a NACIE member up and until she was appointed for a six-month term at the Office of Science and Technology Policy at the White House, so I just wanted to recognize Laura and say thank you for your service.

(Applause.)

MS. LENZER: And I would also like to take a chance, take an opportunity, would my OIE team please come up? Yes, I am sorry, Eric and Chavarria and Andria, I just want you to give them a hand because herding cats, as this is, could never have been done without these groups. So somebody looked at me and said you have four people on your staff? Yeah, this is it. This is the extent of OIE team.

And oh, by the way, one of the big lessons learned is never launch a grant program at the same time you launch two NACIE groups. But
thank you. We could not have done it without you guys. Thank you.

(Applause.)

MS. LENZER: And I'm excited to say -- I mean, I think I shared this last time, that part of my fight has always been I'm an entrepreneur, I build things, and I build them way bigger than me and sustainable, and -- and so getting Craig into a position of being the Deputy Director, now he can be Acting Director until -- until a new Director is appointed, Political Director, but -- but EDA is really -- and Commerce is really lucky to have these folks here to -- to continue this.

And I am just warning you, they are going to push you guys to focus on, you know, how can we get something tangible, actionable, and these folks know that that is something that Secretary Pritzker is incredibly direct about. Give me something that we can -- you know, that we can hang our hat on. Give us something -- we don't need to do 15 things if we can do three -- you know, 15 kind of mediocre things if we can do three things
really impactful, and so when we did our briefing with her, actually, the other day, prior to this, it was actually one of the smoothest briefings I've been involved in because she was just -- she understood it, she -- you know, she looked at it and was very pleased.

And so we are looking forward. I am assuming that she is coming down soon? Okay. Any other final words before -- Craig, was there something? Oh, you want to --

MR. BUERSTATTE: Yeah, just real quick, thanks Julie for the recognition, but while OIE gets recognized, I would be remiss if we didn't recognize all the staff that you offered up to us. I know at times you probably were cursing us for the late emails and the tasks and the papers that we needed written, and I know all the people behind the scenes that helped make that happen, so please go home and thank your admins, your support staff, and all the folks that helped us working alongside with you.

I think my biggest takeaway was how
humbling it was to have American citizens committed
to come into D.C. every quarter and help us
government folks be better at what we do, so thank
you, thanks to your staff. It's awesome.

(Applause.)

MS. LENZER: It has been -- you know,
I have shared this with you guys before, but I have
done a lot of facilitation in my career, CEOs. You
guys were the hardest out of everything.

And that's a good thing, right, because
if it's easy, anybody could do it, but just trying
to bring together, as you said, the power of the
diversity, but that is also a challenge. It's a
little bit of a challenge because we all came with
our own perspectives, our own -- there's a few
opinions around the table, just a few, but it --
but there was never -- I never felt that there was
any time that anybody was disrespectful, or, you
know, was not listening, you know, or, you know,
really hesitant to share their experience.

I think one of the things that you guys
identified as NACIE 3.0 was that we need to make
sure we get sharing our experience and what we've done earlier, and so we have actually baked that into our -- you know, for 3.0, how they are going to operate so that we can bring that to bear in the -- in the conversations sooner, and then getting to the team building sooner, so NACIE 3.0, you will -- you will -- one of the things that we did to them, they survived, and they came back the next quarter, which was amazing, is that we put them all in a room on the first meeting. We had one full-day meeting, we gave them like two hours to come up with some key initiatives that they were then going to present to the Secretary of Commerce two hours later.

It was a little bit of a pressure cooker, and yeah, they're all looking around the room going yeah, we -- and -- but I am impressed you came back after that because it was not easy to do that, and it was -- we were given -- we gave them very little guard rails I think. Yeah? And there's a few problems that we need to solve, but we survived, and we came up with a lot of good
outcomes.

So as we're waiting, does anybody else have any other comments they would like to make or closing thoughts? Use a microphone because nobody can hear you.

MR. SHUKLA: I just wanted to piggyback on what Steve was saying about, you know, making sure that we maintain the kind of intelligence in the network that we've built here because we can all go off and do our own thing, and pretty soon, this becomes a distant memory.

So I -- I don't know what effort is being planned. I know this came up in the community exchange program in -- in Chicago for an alumni kind of effort, you know, beyond this -- beyond individual groups that we can keep the sort of central repository of information insights and work moving forward a lot.

MS. LENZER: And I think that is one of the things, so, you know, unfortunately, it's not part of our staff that we can staff that, but I know that it is something that you guys are interested
in, and I am hoping that we'll be able to -- you know, I don't know that we can facilitate it per se, but certainly, if we can, you know, provide the tools or whatever, the list, I mean, you guys all have each other's emails and everything.

I think Jay is back. Jay can come back in. Or unless you want to -- actually, if you can, yeah, wait for the Secretary, she will be here any minute. I saw her security detail. That usually means that she is on her way. Microphone please. Sorry.

MS. GUERRA: If we can keep the alumni dialogue going, you know, we don't have to have meetings or whatever, but just the dialogue, you do need to get out to the community, you do need sometimes the community to step in and help leverage things on the Hill, other places, and there's ways that we can help now that we intimately know what is trying to be done, and I think that that is an asset for this, you know, NACIE 3.0 is how can we be your arms and legs to help you get more done? And then just for ourselves, obviously
to just keep the dialogue and leverage the communications and relationships we have established.

MS. LENZER: And I'm really hoping that those who have elected a second term of service -- I'll be nice -- will help us to bridge that gap, right, that they can help to bridge between 2.0 and 3.0 so that, you know, you guys can kind of bring that back to the alumni. We even talked at one point about hosting NACIE meetings, 3.0 meetings, in the towns of the 2.0 members, and the 2.0 members could host you and also could do an alumni thing.

PARTICIPANT: That's a great idea.

MS. LENZER: Yeah, I think that's what you guys had talked about, so hopefully you guys, you know, Steve, you can help to bridge that as we have the new one, and we actually -- maybe we can put you on a Slack channel like we have for the 3.0.

MS. GUERRA: Hey Julie, and just for everybody, I am starting a fund if you guys want to join to buy coffee and donuts for the new members, so if you will all volunteer to, you know,
throw in $50, we will start a fund so that they can buy coffee for 3.0 members.

MS. LENZER: You guys will laugh, but we actually -- we can't provide coffee, so for the first meeting, we knew there was no way that we could have these people sitting around for an entire day uncaffeinated, so we actually went out and bought coffee on our own money, but it is -- but it is important. You know, that is part of that service thing is trying to make sure that you guys have the resources that you need to be productive, so -- what's that?

DR. TANG: Crowd fund the 3.0 --

MS. GUERRA: Yeah, exactly. I am serious, though.

MS. LENZER: So this is -- so NACIE was established as part of the Obama administration, so there has been no administration transition. The good news is that it is legislatively -- it is -- it is in legislation that this organization exists.

Now, to the extent that the Secretary
of Commerce chooses to use it or not, we can't control that, but it is an advisory committee for the Secretary of Commerce, and so the incoming Secretary will be briefed on the role of NACIE, what NACIE has done, and again, that is why we are focused on the first 100 days of how can we show early wins so that we can show and present the new Secretary with here is a very valuable resource that you need to leverage and here's the kinds of things that they can do, and I am sure they will have their own agenda.

They will have -- you know, hopefully they will carry on some of what we've already started, and there is a big effort underway to try and do that, you know, but it will be an interesting -- it will be an interesting experience because it is never -- as you said, I don't think that there has been a transition of FACAs. I think usually, they end and begin again with a new administration, so we're trying something new and out of the box. We're disrupting government.

I think when they brought me in, they
knew that government was going to be disruptive in some way or another. All right.

MR. BUERSTATTE: Just a quick plug on the transition. Later tonight, we will have a reception over at Brick and Mortar. Some of our awesome career colleagues from SBA, Treasury -- and here is Secretary Pritzker.

MS. LENZER: All right, yes, so I hope you all join us tonight.

Well, I would like now, please join me in welcoming Secretary Penny Pritzker. She is the chair of this committee, and thank you for joining us.

(Applause.)

MS. LENZER: All right. Thank you very much for joining us, Secretary Pritzker.

And now I would like to ask the co-chairs right here in front of you, Jim Clements is going to start us off. They are going to give you a little bit of a briefing about what we have accomplished over the last two years. Thank you.

CO-CHAIR CLEMENTS: Well, good
SEC. PRITZKER: Good afternoon.

CO-CHAIR CLEMENTS: Good to see you again.

SEC. PRITZKER: It's great to be here.

Thanks.

CO-CHAIR CLEMENTS: Well, I think all of us want to thank you for your leadership and your guidance throughout this process. At the very first meeting, you challenged us to focus on items that could be implemented and that could make a real difference, and we had the opportunity to work with amazing colleagues from around the country. You just missed a standing ovation for Julie and her team, for the great job that they did. Yes, they did a great job.

Well, we focused really on two things. One is related to SBIR, and the other was related to measuring innovation. I'm going to ask Stephen first to talk about SBIR.

DR. TANG: Thank you, Jim. Madam Secretary, it has been an honor to serve NACIE 2.0.
I look forward to serving NACIE 3.0 as well.

Part of what we did in terms of defining the needs for better legislation for the Small Business Innovation Research grants and the Small Business Technology Transfer grants, which, as you know, has been billed as America's seed fund, over $2 billion a year of funding goes to promising technology that typically originates from federally funded research to fill an unmet need for the government.

The reach of this program is over 11 agencies, including the Department of Commerce, but not limited to Commerce, and it has been the -- the nexus I think for some of the great inventions and commercializations that have come onto the market.

What we determined is that there are needs within that program to more specifically, intentionally target commercialization of technology, and that is what we have proposed. Through the auspices of NACIE members, we were able to get a bill into markup into committee in
Congress. It did not move beyond that, but we believe it needs to move beyond that in 2017 for the full reauthorization of SBIR.

So this is a key effort that was led by Dr. Clements in the Innovation Team, joined with Dr. Burcham in the Entrepreneurship Team. It has been a real pleasure to see that come as far as it has, and we look forward to doing more as a legacy.

And the other thing I would say just beyond SBIR is the integration of your work at commerce with what you have done with Labor Secretary Perez, including workforce development and what we do for innovation entrepreneur, has been stalwart leadership and something I think that is reflected in the other things we've done at NACIE, so thank you.

SEC. Pritzker: Can I ask a question? It is my understanding -- when does the bill -- the renewal of SBIR is when? Two thousand --

Dr. Tang: '17.

SEC. Pritzker: '17. So there is still -- I think the expectation is it would get
taken up next year, but my impression is what you
did was you really influenced the language in the
bill for the Senate. I believe it was a Senate bill.

DR. TANG: Yes.

SEC. PRITZKER: Okay. Terrific.

CO-CHAIR CLEMENTS: Other than the state
we worked in, the good news is he is back in NACIE
3.0 as a co-chair, so he continues.

And Madam Secretary, the second piece
that we really pushed on was really measuring
innovation, and the view is if you don't measure
it, you can't really tell if you are making
progress, so we really tried to tackle that. Julie
played a lead role in that. The other Julie, yeah.

(Laughter.)

MS. GOONEWARDENE: Thank you,
Secretary Pritzker. As Dr. Clements said, this
was born out of the recognition that measurement
is important, that the United States does not have
a uniform measure for innovation. There was a lot
of discussion about how we get there, and what the
team concluded through the work of Dr. Sean
Williams from Clemson and Dr. Carlos Kemeny from UT System were really the people who drove this effort, was that we needed an encyclopedia of innovation for the country, and that there is value at this time as we move towards having a uniform measure of gathering up the measures that we do have, defining them, making them available to different communities so that they can access those measures and report on those measures that are most meaningful to their communities.

It is a recommendation of this group that the NACIE 3.0 continue this. I think both Clemson and UT System remain interested in supporting Commerce in this effort. If there is a creative way to partner, we would welcome that opportunity.

CO-CHAIR CLEMENTS: And I think the last thing that we would want to put out there, and this is really as a group as a whole, it's something we were very passionate about from the very first meeting, is a more inclusive network for innovation entrepreneur.
We really think that for this country to be successful in the future, you really need all hands on deck. I mean, you've got to open it up to more individuals so they can get into venture capital and entrepreneurial activities and the innovation network. That is a common theme that was heard across this group, and I think that is something we all feel very strongly about, and we challenged NACIE 3.0 to continue that.

CO-CHAIR BURCHAM: Good afternoon, Madam Secretary. I am going to speak on behalf of the Entrepreneurship Work Group. We all appreciate this opportunity to be part of NACIE and to do something really great for our country.

We began our journey focusing on four key thoughts: being more inclusive in entrepreneurship, leveling the playing field of opportunity; the next generation of incubation, how to learn best practices of what really helps ideas become real businesses rather than PowerPoints; fostering innovation by partnering larger companies with young innovative startups;
and then improving access to capital.

A few of the things I will highlight that a large group of folks around this table led, and that is first in the Community Playbook. Through the work of this council and our desire to improve community ecosystems, EDA has funded two research projects to study best practices in entrepreneurship and community development in partnership with the National Academy of Sciences and InBIA, which we believe the outcome of that work will prove very fruitful learnings for NACIE 3.0 to really further the work in community development all over our country.

Secondly is I had the opportunity with co-chair with Tiffany here besides you and a group of us working on the Capital Continuum. The work included engagement with the Treasury Department, participation in an SSBCI panel. We held a Capital Continuum convening in Nashville, and we invited seed angel venture, private equity, government funders, university transfer offices, and entrepreneurs and researchers together to talk
about what happens after initial grant funding to get companies so that the private capital markets are interested.

We published a white paper of that work that the council has and move forward into NACIE 3.0 of all those learnings, and we've spent the summer meeting with seed angel and equity groups to really understand their criteria. Yesterday, we had the opportunity at the White House to work with -- on an idea of catalyzing early stage investment with the White House Office of Science and Technology, and OIE led that, an awesome colleague of ours here.

And through that work, we think there is an opportunity really to get uber-focused on how private equity and -- and venture equity funders really can reach forward into this earlier stage investing if they can lay out their criteria of what they are looking for for investment, and we think there is a fruitful opportunity there for NACIE 3.0.

And I'd say the final thing that I'd
like to highlight is the community exchanges. It actually began as a let's meet somewhere else idea, to be honest with you --

(Laughter.)

MR. KENNEY: -- but often, good innovation starts with a simple notion like that. I lobbied hard to have the group come to Nashville, and then Julie hosted a group in Austin, and Marie hosted a group in Chicago.

These exchanges provided really valuable insight for all of us, but it did something more powerful. It gave us a laboratory to offer help to one another and lift up a community with real problems rather than being so theoretical.

EDA is now looking at how to put these community exchanges into a process that could be amplified, sort of like America's Competitiveness is done today. So we're excited about that.

And I'd say finally, on behalf of all of our colleagues here at the table, we look forward to being part of NACIE alumni, and also the opportunity to look at the work over the years that
will happen out of our work and what NACIE 3.0 does, so thank you on behalf of all my friends around the table for this opportunity.

CO-CHAIR LYNCH: Hi. So first, I want to say thank you for including workforce in NACIE, even though there is no "W" in the NACIE. We found our way, and it became a really important part and I think was really illuminating for folks.

So a couple things I am going to highlight: one would be the community exchange. I just want to put an exclamation point on it because it was executed and went from pilot to execution; also, the sharing economy, which was -- has laid a framework; and also finally the labor market data modernization, which, while not successful, also provided a set of lessons learned for NACIE 3.0 to take up.

So let's start with the exclamation point, where Michael left off. Community exchange is -- is something that I think we're all incredibly proud of because it allowed us to immerse ourselves in exchanging ideas in a way that I think taught
us that we can scale if we bring the human element together.

One of the things the council really talked about a lot in the first year was about wanting more data, wanting to share best practices, and at the end of the day, any technology that exists, you pull it away, it's about people pulling something off together, and I think the community exchanges really have shown that.

Tangibly, both in Nashville and in Chicago, whether Thistle Farms, a not-for-profit which deals with some of the hardest to serve through a boot camp, or Skills for Chicagoland's Future, both of those actually have had abilities to scale and created -- have created new relationships that have impacted both of those organizations dramatically related to this.

Additionally, we were also able to tackle issues like minority entrepreneurship and shared economy at those -- at those cities together. Moving ahead, we're -- we're asking that it be incorporated into 3.0 for NACIE so that
more civic leaders beyond those just in 3.0, but civic leaders in all these cities can continue to be involved.

On the sharing economy, absolutely, you know, the time was right for recognizing that somebody needed to be what I call Switzerland. Eric was really the lead on this of recognizing that when you pull the data on the sharing economy, that there is a lot of viewpoints on it, but they are either protecting the worker or the business, and NACIE really had this opportunity to come in the middle and just try to take a very objective view, and -- and Eric really led that.

And so with that research, the recommendations which have come is about more data collection and analysis, and NACIE 3.0 can continue to take and then continue to identify legislative and policy actions that are objective reforms so that at the end of the day, our workforce is served and our businesses are served, and I think again that Switzerland perspective of NACIE is what makes NACIE so unique in continuing to tackle this issue.
Finally, Glassdoor, you know, we had the CEO of Glassdoor, Robert, on this council, and wow, did they do an incredible effort of something I think you would have been really proud of if they could have pulled it off, which was putting together a supply and demand dashboard using government data, unemployment data on one side, and then all the private sector data that, you know, Glassdoor has on the other side.

Unfortunately, due to legal -- getting legal access to the state unemployment data and having some trouble identifying state champions who could kind of push through that for them, they were unable to achieve it, but Glassdoor has left the door open for NACIE 3.0 to pick this up, and I think if we can find the right state champions for this database, that would be so beneficial to both business and the government can continue to happen, and so that is something that 3.0 will have to decide whether they want to continue that. And thank you.

SEC. PRITZKER: Well first of all -- I
will hold this, it will be easier than talking into
this, but first of all, I just want to say thank
you very much for all the hard work that has gone
into the outcomes of NACIE 2.0, and I know that we
were quite pointed at the beginning about being
focused on outcomes and what could we get done, and
I think what you've done is two things.

First of all, there is a lot to show for
your efforts, but there is also, you've laid a great
foundation for the next NACIE, so I thank you all
for that.

You know, it takes a lot of dedication
to do this, and I know you are volunteering your
time and -- and in many instances your
organizations, and we really, really appreciate
that. I know you even met in Steve Case's office
in the middle of a snowstorm when the government
-- maybe there was an inch of snow on the ground,
and --

(Laughter.)

SEC. PRITZKER: -- and the federal
government shut down, so -- but thank you very much
for your persistence and your commitment in that
-- in that effort.

I think that there's so much to be
learned from the work that you've done. You know,
you have had a big impact, as you said, on the SBIR
legislation. I think that is something that will
definitely get taken forward. It has enormous
import to taking ideas from lab to market, and we
must stay vigilant, and NACIE 3.0, I encourage
those of you who are continuing on to really
continue with that effort.

The exchanges that you did, it is really
exciting to hear about how productive they were on
so many levels, and I think you are right when you
say we can look at all the data, but at some point,
you have to also sort of spend time with the people
and the problems to actually really feel the
challenges and understand the scope and nature of
solving them.

The -- you know, I look at the Glassdoor
experiment as just that. It was very productive,
actually, because it underscores something really
obvious that -- which is we need to figure out how
to make more government data more available, and
this just -- the frustrations and the challenges
only underscore that problem.

We at the Department of Commerce, just
as a sidebar, you know, we have been really focused
on making more of our data available, and I have
to tell you, it is not easy, right? We have tens
of thousands of data sets that are in what I call
analogue version, and we actually had to create a
whole new Commerce Data Service and bring together
data scientists and data analysts so that we could
begin to develop projects, and we're both teaching
our own people how to become data analysts, but
we're also -- we're also taking on cross-agency
projects, and it is not so easy, and so the -- the
experience that you had with Glassdoor I think is
actually really important because it helps us learn
where are those challenges, and I think that -- I
hope you will carry on the open data efforts because
I think there is a lot of fruit that can be born
from that effort even though this first effort was
-- maybe didn't produce what we had all hoped.

I would say to the five members who are returning, we are grateful for your continued service, so thank you very much. It is -- it is very important. To those of you who are leaving us, you're never really gone from the Department of Commerce. You are part of our extended family. As you said, having an alumni group of NACIE is really an extension of the Department of Commerce, and never forget the import of the work that you've done to date, and I hope that if the experience was positive, you'll volunteer for something else because we're only as successful as our ability to leverage ourselves with the expertise of folks like yourselves.

We can't have it all here. We can't know it all, and -- and we really, at the department, in order to have the kind of scope and reach and impact, really has to partner with the private sector, so I thank you very much for that. It is extraordinarily valued, not just by me, but our entire organization.
I -- I think that the handoff that you are doing is really important, the here's what we feel we have gotten done, here is where things need to go forward, and I really appreciate the thoughtful way that you all have done that. It is very important.

For those of you who are continuing forward, there are a couple things. I think this notion of inclusiveness is really important: diversity, how do we develop more talent pipelines in -- in less expected places, how do we help minority-owned businesses secure funding because that's also a great source of developing diverse talent.

And then I also think the second thing is think about -- the Department of Homeland Security has proposed the International Entrepreneurship Rule, which is a rule that would allow foreign-born entrepreneurs to stay here in the United States for a period maybe up to five years, and I would hope that you all would think about how do we maximize the value of that program,
and how do we promote that as an initiative?

So those are two things that would benefit from your insight and your expertise, and we look forward to new issues as you think about how to impact the agenda of our department and the next political -- the next administration and the next political leadership here of the department. But I hope you leave today knowing you've had an immeasurable impact. You confronted issues, real issues that are being faced in our communities, and you have helped our country be more competitive through your work, and you have been invaluable advisors to our entire team, and so I thank you all very much for everything that you have done and look forward to the next group's work.

And I also want to thank our staff. You know, without Julie, without Jay, without the entire Commerce team which is surrounding us, you know, this work is not -- it doesn't just happen, and so I -- I really -- I hope, like you, I hope folks in this room know how grateful I am for the support that we get from the Commerce team. So I
will just end by saying thank you, and I think we get to do some photos or something.

(Laughter.)

MS. LENZER: Yes, absolutely.

CO-CHAIR CLEMENTS: And Penny, if I can just add, I do want to say you do have a great team, and we're -- we're thankful for the opportunity to work with them, and I think that team has a great leader, and I think all of us here would say thank you for your service to this country, for your vision. This is a job you didn't have to take, but you did because you wanted to make a difference, and I think we would all say you've made a difference, so thank you.

SEC. PRITZKER: Thank you. That means the world to me.

(Applause.)

(Whereupon, the above-entitled matter went off the record at 3:46 p.m.)