UNITED STATES DEPARTMENT OF COMMERCE

+ + + + +

INVESTMENT ADVISORY COUNCIL

+ + + + +

THURSDAY OCTOBER 26, 2023

+ + + + +

The Advisory Council met at the U.S. Department of Commerce, 1401 Constitution Avenue, Northwest, Washington, D.C., at 2:00 p.m., Barbara Humpton, Chair, presiding.

PRESENT

- BARBARA HUMPTON, Chair; President and CEO, Siemens Corporation
- RICHARD H. CHIN, Vice Chair; President and Head of the Global Development Group, SK Group
- HICHAM ABDESSAMAD, Chairman & CEO, Hitachi America, Ltd.
- CHRISTOPHER CHUNG, Chief Executive Officer, Economic Development Partnership of North Carolina
- JOSH DAVIS, Vice President of Global Trade and Investment, Greater Seattle Partners
- JONATHAN R. EVERHART, CEO, Global ReEnergy Holdings
- MICHAEL GRAFF, Chairman and CEO, Air Liquide USA LLC
- ROBERT HESS, Vice Chairman, Global Strategy and Global Corporate Services, Newmark
- CHRISTIAN KOENIG, Founding Partner, Koenig Communications
- ROGER LIBBY, Vice President and Head of Corporate Public Affairs, Deutsche Post DHL Group in the Americas

- SETH MARTINDALE, Senior Managing Director Site Selection (FDI) and Economic Incentive Negotiation Lead, CBRE, Inc.
- MICHAEL MCCABE, Resident Director, North America, Tata Sons Private Ltd
- TOM OSBORNE, Executive Director, Infrastructure, IFM Investors
- DON PIERSON, Secretary of Commerce , Louisiana Economic Development
- ROB RAE, Director and Co-founder, Littus
 KEVIN RICHARDS, Vice President, Head of U.S.
 Government Affairs, SAP America, Inc.
- GARY SUMIHIRO, Founder, CEO, Sumihiro Investments, LLC
- SANDRA WATSON, President and CEO, Arizona Commerce Authority

ALSO PRESENT

- RACHEL DAVID, Designated Federal Officer
 ROBERT BATCHELDER, Managing Director of the
 Office of Visa Services, U.S. Department
 of State
- DON GRAVES, Deputy Secretary of Commerce JASJIT SINGH, Executive Director, SelectUSA ARUN VENKATARAMAN, Assistant Secretary of Commerce for Global Markets; Director General, U.S. and Foreign Commercial Service
- RICHARD VERMA, Deputy Secretary of State for Management and Resources, U.S. Department of State

CONTENTS

Welcome Remarks Arun Venkataraman 4
Opening Remarks Chair Barbara Humpton
Overview of Initial Recommendations Adoption & Implementation Jasjit Singh
Subcommittee Reports and Vote on New Recommendations
Subcommittee on Economic Competitiveness Michael McCabe
Subcommittee on SelectUSA 2.0 Christopher Chung
Subcommittee on Workforce Michael Graff
Discussion on Ongoing Subcommittee Work
Briefing and Discussion on Visa Services
Closing Remarks Chair Barbara Humpton
Closing Remarks Arun Venkataraman
Meeting Adjourned

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

2:04 p.m.

MS. DAVID: Good afternoon, everyone.

My name is Rachel David. I am the Designated

Federal Officer for the U.S. Investment Advisory

Council. And I am so happy to welcome you all

here. Good to see you all in person again for

our fourth meeting of the IAC.

So, without further ado, just a few housekeeping items, as always. Restrooms, always important to know, through the doors, to the left. We do not have wi-fi in here so sorry about that. And I think, other than that, we are good to go.

Our guests will be arriving from the State Department a little later, so they'll just be coming right through the doors as we're having our conversation. So, without further ado, I think we can kick it off. And I'm going to hand it over to our Assistant Secretary of Commerce for Global Markets, and Director General, U.S. and Foreign Commercial Service, Mr. Arun

Venkataraman.

MR. VENKATARAMAN: Thanks so much,
Rachel. It is great to be here with all of you
at the fourth meeting of the U.S. Investment
Advisory Council.

I want to thank you all for all of the work that you've been doing to-date. You all did your homework, you gave us your recommendations, and these past few months has been time to do our homework. And that is very much what we have been doing, digesting your thoughtful recommendations. And Jasjit will go into them in a little more detail. But we're so appreciative and really have high expectations. And they were surpassed. So we're grateful for those recommendations.

And, you know, I think we even know that everything that you do in this task as the Advisory Council is so critical for the mission and to ensuring that the United States remains the premier investment destination, as it has for over the last ten years. But in looking at the

recommendations, I was just impressed, it was impressed upon me that we got such a rock star team that obviously, like, came -- like, just came to play ball. And we really, really appreciated that.

We're looking forward to discussing some of those with you, because that was what we wanted. We wanted a little kick in the pants, and you all obliged. So thank you very much for that.

You know, these recommendations could not come a more timely moment. Certainly, of course, as you all know, the landmark legislation that the Biden Administration has put forward over the last few years, the CHIPS Act, the Inflation Reduction Act, the Infrastructure Act, you know, these are all legislation that are historic, not just for the fact that they got done, but also for really, I mean, literally just changing the scope of our trajectory, we believe.

We really do believe that it's not a talking point. It's nice when talking points are

true, but we really do believe that. We see it as a genuine philosophical shift, a policy shift in how we approach supporting our economy. And being able to do that with your recommendations in hand. This is really putting us on a new foot going forward.

And we're very excited to. We've already had, you know, this past year, you all saw at the summit, this past year was, I don't know, words, exceptional, historic, unprecedented, you can use whatever words you want, it was an amazing year. And I was talking the other day, I'm like, crap, what are we going to do this year?

(Laughter.)

MR. VENKATARAMAN: Because, I mean, it's been that kind of year where you're proud of it. And, of course, you all know the Secretary very well. She was like, great, what's next? And you all are part of what's next.

You know, you've all brought so much experience to this. And I see that interest. I

am really am confident that we're going to make this year even better. We're going to have all sorts of different numbers. But what amazes me about last year is that we were able to achieve all of that, and we hadn't gotten a dollar out the door yet.

The message, people got the message.

That's what was impressive, is that they saw what we were doing, they understood what we were doing, and they felt genuinely the commitment of sticking with it and doing it for the long-term.

So people did put their money in because they were getting money right back. They put their money in because they saw the long-term commitment.

And so we're very excited to be able to build on that this year. Let me thank you all again for your leadership in this council, to the Department of Commerce, but, really, to all the jobs that you all bring through this work to every single American. It really is heartwarming to be here with all of you again.

1	Please forgive my voice and my sore
2	throat, but I couldn't not talk, of course. But
3	I have to be here with all of you, and so I'm
4	looking forward to hearing from all of you. So
5	let me turn it over to our fantastic Chair and
6	Vice Chair to begin today's discussion.
7	MS. HUMPTON: Assistant Secretary
8	Venkataraman, thank you. And thank you for
9	straining voice for that message because this is
10	wonderful to hear.
11	Yes, here we are. May the record show
12	that Roger Libby was late.
13	(Laughter.)
14	MS. HUMPTON: Sorry, I just had to do
15	that.
16	MR. LIBBY: I arrived at the same
17	time.
18	(Laughter.)
19	MS. HUMPTON: I just had to do that.
20	Thank you. This truly is a remarkable time. And
21	I think what we're all seeing is, yes, when
22	government invests it sends a signal to the

private sector. And the private sector has heard the message loud and clear. And it has been so exciting to see announcements being made, by many of you around the table, but even more importantly other companies who our economic development teams are working with, the kinds of announcements that are being made.

Siemens, ourselves, will be making an announcement next week in Texas, so stay tuned.

This is a moment when we are creating the economy that will be the foundation for the next century of American leadership. We have the privilege of helping to lay that groundwork. So we look forward to hearing about the recommendations that have already been made. Richard will speak in a moment about where we're headed.

This is a council dedicated to action.

And I'm thrilled with what's happened so far.

Can't wait to hear the recommendations from our teams today. Richard.

MR. CHIN: Excellent. Thank you,

1 Barbara. And welcome, everybody. Thank you for 2 being here also. My voice is also having a 3 little struggle. It's --MS. HUMPTON: Do I need to do this for 4 5 all of us? (Laughter.) 6 7 MR. CHIN: I tested negative for 8 COVID, but I didn't want to spread whatever it is 9 have to all of you, so thank you for your 10 understanding for my scratchy voice. 11 It's been a really exciting year for 12 all the subcommittees. And as we have seen 13 during our last meeting we provided great 14 recommendations, we think, to Department of 15 Commerce. And subsequent to that we made some 16 internal progress in some of the other 17 subcommittees with additional recommendations. 18 We're really looking forward to hearing those 19 today. 20 Just as Barbara noted, we're at a 21 pivotal moment for cooperation between the

government and private sector on policy

priorities. We're at a pivotal moment as a group. In just a few moments we'll hear from Executive Director Singh, feedback from Commerce, as it relates to the previous recommendations and how we move forward going forward.

Following Executive Director Singh's talk, each of the subcommittees will have the opportunity to present on their additional recommendations and follow-ups. And we'll formally vote on what we, as a group, would like to put forward for Secretary Raimondo's consideration.

Once we have concluded the vote we will have time to discuss additional topics and ideas to inform the Council's ongoing work.

Before we proceed I would like to just say that I'm really proud of the progress that all the subcommittees have made to date. And I really, as Assistant Secretary Venkataraman mentioned, great recommendations. So thank you very much.

I'll turn it over to Executive Director Singh for his comments.

2.1

MR. SINGH: Thank you so much, Richard and Barbara, for your leadership in leading this Investment Advisory Council, to the subcommittee chairs for shepherding this good work through, and for everyone here really representing the top professionals in international foreign direct investment, as well as the top professionals in economic development.

Domestically, these are our key stakeholders. You are our key stakeholders. So hearing from you is really getting that formation of our strategy and our thinking is critical.

And so we're so appreciative for all the hard work you all have put into this over the last year and a half till now. It's been a pleasure of watching all these meetings, sharing these great ideas. And so we're really pleased to have this opportunity to share with you feedback on the eight recommendations we have received thus far.

So, first, the first set of recommendations are related to economic

competitiveness. Recommendation 1 was to take leadership role in communicating value and benefits of FDI and provide resources to state and local economic development offices.

And this recommendation broke down into four categories: social media, and Investing in America Tour, aftercare guidance, and the fourth one was President Biden's Open Investments statement. And I'll go through each one of those.

On the component of social media we absolutely love this recommendation. And our communications and outreach team is working closely with our investment services team to amplify success stories on a weekly basis on this topic. And our FY24 comms and outreach plan includes increased engagement with embassies in key markets and across the world.

Additionally, we are collaborating with ITA's Office of Public Affairs to explore strategies to increase promotion of FDI success stories. So thank you for this recommendation.

Relating to the Investing in America Tour, we are working with the White House to amplify FDI success stories highlighted during the Investing in America Tour. So thanks for this recommendation. And the DOC ITA SelectUSA leadership also continues to do site visits around the country to highlight FDI stories. So that's something that we will continue to do.

In regards to aftercare guidance, we feel that this is another great recommendation.

We recognize the importance of aftercare, both for the companies who are investigating in the United States and for the communities that in many cases are being transformed by these investments. To that end we are planning academy session at the 2024 SelectUSA Investment Summit, which is going to be dedicated to aftercare guidance. So thank you for this recommendation.

Related, specific to my travel, we're going to continue to prioritize follow-up meetings with our existing clients and EDOs to further strengthen efforts in this area.

Now, last but not least, on President Biden's Open Investment policy statement, we are currently reviewing this recommendation to see if this could be re-amplified in a manner that was as prescribed to SelectUSA. But I can say regardless, SelectUSA can try to include the open investment policy statement in our messaging.

So now I'll move on to the second recommendation from the IAC, which is to develop engagement strategy and improve information sharing with international companies. This one specifically recommends the establishment of a one-stop-shop for program guidance and FAQs from international companies. So we completely agree that having one place to find information on program guidance is extremely useful for potential investor companies.

We are exploring how we can code development links to this information and house it on a page on our website. Which is, as you can imagine, the best way to ensure that this information is accurate and up to date so that

you're not trying to keep track of information all across the web.

We have realized, thanks to your recommendation, that this is a great opportunity to better amplify and promote our investor guide, which I know many of you are familiar with. That investor guide is intended to be a first step resource to companies who are interested in making business investments in the United States.

It includes a variety of topics, including immigration, workforce, banking. And it's been drafted by qualified service providers who regularly work with investors. So we will be highlighting that resource as well.

On to Recommendation Number 3.

Recommendation Number 3 is to aggressively

promote SelectUSA ahead of the annual investment

summit and share high-impact takeaways. So it

has two components. The first is regarding

programming on supply chain resilience. And the

second is on high-impact takeaways.

First on supply chain resilience.

Once again, we agree with the recommendation here and are going to include supply chain programming in the 2024 SelectUSA Investment Summit Agenda.

The second part of this recommendation is regarding high-impact takeaways from the Summit and making those available after the event. So thank you for this feedback, but we do have a dedicated place on our website now to include post-investment Summit materials, which will be available.

The website is www.selectusasummit.us, which is the same place that we go for registration, and all the information is there.

It will be under the investment Summit archives tab, so thank you for that recommendation.

Now onto the next recommendation,

Number 4. Which was to lead an interagency
review on international collaborative best

practices to enhance American competitiveness,

and support programs such as an Infrastructure

Investment Incentive Grant, I3G Program.

This recommendation had two parts to

it. The first related to the interagency report, which would be led by Commerce. And the second, which was support for a federal infrastructure incentive investment program.

The first part on the interagency report. So in the near future it does not seem likely that we will be able to support an interagency report of this nature.

However, SelectUSA has long engaged with global investment promotion agencies, IPAs, to examine international best practices for attracting FDI. In fact, we found that international IPAs are often willing to share their operational best practices, such as metrics, priority sectors, client engagement workflows and customer relationship management tools as our markets trends, as our markets tend to have different value propositions.

Every year we do an IPA roundtable at our SelectUSA Investment Summit. And we intend to continue to do that to continue to get those best practices from our partner IPAs.

Now, regarding the second part of this recommendation, support for a federal infrastructure investment incentive program, I3G Program. So we're continuing to review this recommendation because implementation does not just involve SelectUSA and the Department of Commerce, but it also may require consultation with interagency partners. It will require approval by the Office of Management and Budget, Appropriations and legal authorities.

Next up we have the recommendations related to workforce. So Recommendation Number 5 was to change navigation path to the workforce data pages and expand data sources accessible on the SelectUSA website.

So we really thank you for going in depth and showing us, from a granular level, how to best present workforce information through our website. I'm happy to report that of the five changes you suggested we make, we will be adopting all of them.

Specifically we have completed three

of the five. Your first, second and third recommendations. And we are currently in processing of implementing the other two. So we hope to have these completed by the next IAC meeting.

Now moving on to the next recommendations regarding the future of SelectUSA. Recommendation Number 6 is to formalize FDI data exchange between state economic development offices, EDOs, and SelectUSA.

The status of this is, first, I can't express to you enough that this is something that has been on our proverbial wish list. It really has. So thank you for the recommendation. We are continuing to explore what implementation would like in order to achieve something like this. And we will update you, if we can, as we move forward through that journey. Thank you.

The next recommendation is to conduct congressional outreach to familiarize legislatures on the value of SelectUSA. The

status of this is that we agree with the recommendation. And we are currently working on it. We've met with our ITA Office of Legislative and Intergovernmental Affairs to discuss congressional outreach and how SelectUSA can better engage with this group.

And now to the last IAC recommendation, Number 8: to create an international information campaign to highlight SelectUSA's critical mission and capabilities. So thank you for this really well thought out recommendation.

Many of the components that you relayed are included in our communication and outreach teams strategic plans for the coming year, which include cultivating relationships, the priority messages for the year ahead, engaging the press in the lead up to the next investment summit. Though we will be doing all these things, they may not be quite at the scale outlined in the recommendation, but we certainly feel we're getting very much at the spirit of

this recommendation.

So, that concludes our responses to the eight recommendations that we have received thus far. Again, we deeply appreciate the very thoughtful feedback. And for your leadership, not only to the Department of Commerce, to SelectUSA of course, but we believe to every Americans.

I like to remind our team that, you know, when we're working to create jobs for Americans, we're not only providing upward mobility for individuals we are literally transforming communities across America. So thank you again for these great recommendations.

I'd like to now turn it back over to the IAC Chair and Vice Chair to continue today's discussion.

MS. HUMPTON: Executive Director
Singh, thank you so much. First of all, for the
detailed insights into the Department's reaction
to our recommendations. And can I just say that
we, the people, we citizens, having a voice and

being able to influence our Government, I can't tell you how gratifying it is that it matters.

Thank you.

We have a few new recommendations to be made today. And we're going to move fairly rapidly through them because I know we're all excited about the later discussion with the State Department.

And our first subcommittee is on economic competitiveness, which you know had a very robust first set. I'm going to recognize Michael McCabe, who is standing in for our subcommittee co-chairs who are aware right now.

MR. MCCABE: They are, yes. Thank you. Great. Well, I'll just get right into it. Thank you both, Barbara and Richard, for your leadership on the full IAC. And thanks to, of course, Nancy and Chris, who couldn't be here, for the subcommittee leadership and the responsibility they have bestowed on me.

I'm pleased to speak today on behalf of the Subcommittee on Economic Competitiveness.

Thank you, of course, to Assistant Secretary

Venkataraman and Executive Director Singh for the update on the status of the implementation of our combined initial recommendations.

As noted, our subcommittee put forward four recommendations which we believe would yield significant benefits for the United States as the world's top destination for FDI. And we are eager to see these recommendations implemented. Thank you for all the hard work that has gone into that process to this point.

As Barbara mentioned, our subcommittee does have one additional recommendation to present today to the committee. We are proposing a recommendation today that we believe is extremely manageable for SelectUSA and the Department of Commerce to implement, and could achieve the dual purposes of increasing FDI in the U.S. and also enhancing domestic manufacturing in critical industries.

Today's proposed recommendation would direct the Department of Commerce to recommend

2.1

guidelines for marketing institute-developed intellectual property from Manufacturing USA institutes, in line with all rules and regulations, as part of broader Department of Commerce efforts to attract EDI.

Manufacturing USA was created in 2014 and represents an important forum for public-private collaboration, something everyone here today can appreciate. The Manufacturing USA network has 17 manufacturing innovation institutes. These institutes are public private partnerships that each have a distinct technology focus but work toward a common goal to secure the future of U.S. manufacturing through innovation, education and collaboration.

Manufacturing USA institutes create institute-developed intellectual property, or IDIP, through institute-funded projects. The Fiscal Year 2021 National Defense Authorization Act includes policies directing Manufacturing USA to promote domestic production of technologies developed under the program, including measures

1 to develop and provide incentives to promote 2 transfer of intellectual property developed at the institutes to domestic manufacturers. 3 4 However, we are not aware of any 5 efforts to specifically utilize this institutedeveloped intellectual property to attract FDI 6 7 for purposes of domestic manufacturing. 8 proposed recommendation would direct the 9 Department of Commerce to establish guidelines, 10 and encourage other sponsoring agencies to 11 consider developing guidelines, to promote the 12 transfer of intellectual property to attract FDI for purposes of domestic manufacturing. 13 14 This recommendation would add one more 15 tool to the Department of Commerce and 16 SelectUSA's toolkit as they seek to keep United 17 States as the top destination for FDI in the 18 world. Thank you. 19 Are we doing Q&A now or no? Comments? 20 MS. HUMPTON: Well, one question is, 21 are you making a motion?

I am making a motion.

MR. MCCABE:

1	MS. HUMPTON: Do I hear a second?
2	MR. CHIN: Second.
3	MR. MCCABE: Second.
4	MS. HUMPTON: Let's have any
5	discussion that may be needed on the motion
6	itself. Any questions or commentary?
7	MR. MCCABE: Any additional comments
8	from my subcommittee colleagues?
9	MS. HUMPTON: I'll just make a comment
10	that we have seen tremendous work done by the
11	administration in many departments that are
12	transferring technology, paid for by the American
13	public, into commercial use. It's a powerful,
14	powerful way to advance the economy, and so I'm
15	delighted that this team has brought forward this
16	recommendation.
17	If there are no further comments, all
18	in favor signify by saying aye?
19	(Chorus of aye.)
20	MS. HUMPTON: Any opposed? That's
21	unanimous. Thank you.
22	MR. MCCABE: Thank you.

1	MS. HUMPTON: We'll be making the
2	recommendation. I appreciate it. Michael, you
3	did great. I'll let Nancy know. We might want
4	to announce her into the Subcommittee on
5	Workforce. And we have Sandra, a new member of
6	our, or actually a new leader, who is going to be
7	joining. And Michael Graff.
8	MS. WATSON: Thank you, Barbara. And
9	Michael is running late. He is, actually, I
10	received a text, he is on his way. He'll be here
11	in just a moment. So is it possible to go to the
12	next committee report
13	MS. HUMPTON: Of course.
14	MS. WATSON: and then when he gets
15	back we can move on with the workforce?
16	MS. HUMPTON: Absolutely.
17	MS. WATSON: Excellent.
18	MS. HUMPTON: Let's do that.
19	MS. WATSON: Thank you.
20	MS. HUMPTON: Let's do that. Let's
21	turn to the subcommittee on SelectUSA.
22	Christopher I believe. You and Seth.

1 MR. CHUNG: Yes. I think Seth and I 2 had talked a little bit about how we were going 3 to do this, not recognizing Jasjit was going to run through some of the previous recommendations. 4 5 So, Seth, I think we'll skip that and go maybe right to our additional recommendation. 6 7 Good to be with you all. Thank you, 8 Madam Chair, and thank you thank you, Vice Chair. 9 Thank you Assistant Secretary. I will start off, if it doesn't 10 11 violate any ethics policies, Arun and Richard, I 12 have a bag full of Halls cough drops. If either 13 of you want one, seriously I'm more than happy. 14 We've all been there and it's not comfortable. 15 MS. HUMPTON: If they have a company 16 logo on them. 17 (Laughter.) 18 MR. CHUNG: Who knows. Yes. They're 19 not generic, they are Halls branded. 20 But thank you so much for the opportunity to present. I just want to 21

acknowledge some of our other subcommittee

members who are here today. Seth Martindale, of course, from CBRE, as the co-chair. Christian Koenig from Koenig Communications. Don Pierson, Secretary of Commerce from Louisiana. Gary Sumihiro from Sumihiro Investments. Yosuke Honjo from ITOEN, who is being represented by Jim Hoagland today. Josh Davis from Greater Seattle Partners. Those are the subcommittee members who were able to make the trip in today.

So we have one additional recommendation on top of the three that you heard recapped earlier, which of course were improve data exchange between stated EDOs and SelectUSA, congressional outreach campaign to bring, shine a light on all the great work that SelectUSA is doing for all of us. And of course this international information campaign.

On top of that, our additional recommendation today really bores down on the SelectUSA Summit. I think all of us who have attended in the past recognize that this is a fantastic event. May be second only to when we

are able to get a Governor overseas to do a trade in investment mission, SelectUSA is the best marketing and business development opportunity for those of us at the state level who are interested in foreign direct investments.

is, how do we make the Summit even more valuable for the different stakeholders who participate?

Not just EDOs but of course the investors themselves that we want coming here to the United States. So in that vein we have a number, a bundle of recommendations that fall within just a general batch focused on how we think the Summit can be approved upon in its current iteration.

So the first one is really about the matchmaking portal. So not to get too granular, but as part of the lead up to the Summit there is an online portal where one can come in and basically request meetings with anyone that they want to who is attending the Summit.

While that has helped achieve some of the intended objectives, we think with some

2.1

innovative additions and tweaks to that it can be an even more valuable platform for connecting the people who are interested in vested in the United States with the locations who want to receive that investment. And all of this is spelled out in greater detail in the prep material that was circulated beforehand.

But at a high level it's taking the portal and making it even stronger than it is today. We think that's well within the ability of SelectUSA. We know that they utilize a contractor, or a vendor, to provide that services. So we would love the chance to sit down and walkthrough in detail what some of those changes are that we think would make the portal that much more effective for its intended objective.

The second is to take that portal and use it as a platform to facilitate year-round engagement between the different stakeholder audiences. There is no reason that a portal should be limited just the weeks and months

before the Summit itself.

While that is the main reason we have the portal, FDI is a year-round business. All 365, 24/7, right? And so if we have an effective technology platform that puts the buyers and sellers together in a virtual platform we think that that would have value as well and further underscore the importance of SelectUSA's role in facilitating these conversations.

The third would be to basically leverage the unique position that SelectUSA has as the, often times the first point of contact for inbound SelectUSA foreign direct investment and have them basically develop a coordinated request for information process. Very similar to how site location advisors, state EDOs will often times have a template that they use to get information from perspective investors.

We know that SelectUSA, often time is that first point of contact for a lot of investors from around the globe. And so is there a way to standardize the information collection

and is there a way to disseminate those RFIs to the geographies of interest to that company?

No different than how state EDOs are the first point of contact for companies looking in North Carolina or wherever. We often times will pull in our local and county partners into that conversation.

We think that there is probably a role there for SelectUSA to play in that conversation pulling in state EDOs. So again, would be more than happy to sit down with SelectUSA staff and other relevant stakeholders to explore how we think that that could be an improvement on the current status.

So I would make a motion that collectively these recommendations are all around, how do we improve the Summit, some of the underlying technologies that support the Summit and some of the process that work year-round to facilitate FDI that whatever that collective batch is, Madam Chair, that's what we're putting up as a motion for approval by the group.

1	MR. HENDERSON: Thank you. And I see
2	it actually stated as a singular recommendation,
3	but I think what I also heard you say is you're
4	willing to be part of a user group that can help
5	
6	MR. CHUNG: Absolutely. Yes. That's
7	a great way to summarize it.
8	MS. HUMPTON: who are making
9	updates. Seth, anything that you might add? And
10	maybe a second.
11	MR. MARTINDALE: I'll second first of
12	all.
13	MS. HUMPTON: Okay.
14	MR. MARTINDALE: Second first I guess.
15	But just to add to Chris's point, you know, the
16	subcommittee, everything involved in this thing
17	has really put in a lot of work and so we got a
18	lot of backup to all this stuff that Chris said
19	here.
20	Chris has articulated it way better
21	than I could, just I just want to thank all of
22	our group members for actively participating and

helping trying to make this a better process and a better partnership, so thanks everybody, I appreciate it. So with that I'll second the motion.

MS. HUMPTON: Any further comments

MS. HUMPTON: Any further comments from members of the Council? Isn't it interesting that there's a desire here to, we want SelectUSA all year long. I like that as a theme. All in favor?

(Chorus of aye.)

MS. HUMPTON: Any opposed? We will make the recommendation. Thank you very much.

And I now I think we have the right moment for Sandra and Michael to brief us on the workforce recommendations.

MR. GRAFF: Great, thank you. Good afternoon, everyone. And I'm very, very sorry that I was a bit late.

Sandra and I would like to thank you for the opportunity to present the recommendations of the Subcommittee on Workforce for your consideration. Along with Sandra, I'm

very proud to have led this distinguished subcommittee comprised of business leaders and executives from across industries who all share one goal in common: to improve our nation's workforce in order to encourage investment and job growth in the United States.

In a minute I'll turn it over to Sandra for an introduction. But first, my name is Mike Graff. I am the Chairman and CEO of American Air Liquide, as well as the executive vice president of the Air Liquide Group.

We're a global industrial gas company with a significant presence around the world.

Present in 73 countries. The U.S. being the largest country of operation with more than 20,000 employees and nearly 1,400 operating locations.

We are very familiar with the workforce issues that companies are facing when making investment decisions that are so critical to the country and so critical to the companies.

The committee also knows the workforce needs of

the industry are changing very rapidly from developments in semiconductor technology to careers in clean energy. Our workforce needs to be nimble, needs to be adaptable and to attract investment in an increasingly globalized business climate.

Working with Sandra and the other subcommittee members we have collectively identified recommendations to address not just the needs of today, but most importantly the needs of the future. First, we'll examine what we can do to improve the digital skills of both new entrance to the workforce and those looking to improve their skill sets.

Next Sandra will lead us through her recommendation on how to best prepare the Summit conductor workforce needed to take advantage of the country's strategic focus on this critical industry. From there will move into a discussion on how we can leverage and enhance apprenticeship programs. And then finally we'll talk about a recommendation to integrate the power of

artificial intelligence to predict the workforce needs of the future.

The recommendations we propose today include strategies, tools and policies that the Department of Commerce can implement to attract, retain and develop the workforce of the future.

Let me turn it over to Sandra to kick off the discussion. Sandra.

MS. WATSON: Thanks so much, Mike.

Madam Chair, Vice Chair, Assistant Secretary,

members of the IAC, it's an honor to be here to

co-chair, with you today to co-chair the

Subcommittee on Workforce with Mike and with our

entire committee.

We've got a strong set of recommendations that we've like to present to you. And so thank you, again, for the opportunity to share this information.

FDI is a significant area of focus for us as Mike indicated. And we recognize that workforce needs of industry are rapidly changing and are absolutely crucial to strong domestic

workforce in attracting this investments.

With that, the first recommendation

I'll share with you today was led by Kevin

Richards, who is sitting right across from me,

from SAP. And is focused on enhancing our

workforce by increasing the development of

digital skills

We are living through a fundamental transformation and the need for digital skills in the workforce. With an increasingly digitized global economy, digital skills are essential for staying competitive in today's workforce. In fact today 92 percent of U.S. jobs require digital skills. However, one-third of U.S. workers still have little to no expertise in this area.

This digital divide in digital skill proficiency disproportionately impacts workers of color, low-income, individuals and rural residents due to historic under investment and structural inequities. Additionally, the current pragmatic approach to digital skills development

impacts the strength of the talent pool in the U.S. which is important for continued economic growth.

Therefore it is our recommendation that the department of commerce convene a new digital skills interagency taskforce led by industry to development a comprehensive view of the digital skills landscape in the U.S. and identify opportunities for competitive advancement through digital skills, inclusion and skill building.

The second recommendation that I am going to share with you is a topic that I am very passionate about, as I know Mike is as well. And this recommendation is, really has been led by my team at the Arizona Commerce Authority. And it's to improve the development of a strong semiconductor workforce. And was pulled directly from the National Semiconductor Economic Roadmap Initiative which we convened in Arizona in 2022.

We feel strongly that the existing recommendations made by industry should be

leveraged. Again, not, we don't want to reinvent the wheel, we want to use what industry has shared with us and really put those recommendations forward.

In the 2023 U.S. Semiconductor

Industry report issued by the Semiconductor

Industry Association, the most recent data shows

that the Semiconductor Industry is estimated to

grow by nearly 115,000 jobs to approximately

460,000 jobs by 2030. Building on this, for each

job within the Semiconductor Industry an

additional 5.7 jobs are supported by the wider

U.S. economy.

To address this demand we are proposing a three-pronged approach to create, measure and report. First, there is an opportunity to leverage increasing training facilities capacity catalyzed by the CHIPS Act, and economic development administration investments and provides states with enhanced resources encouraging and incentivizing them to create industry standards, advance training

programs, curricula and continuing professional development courses tied to maintaining these skilled certificates.

Next, it is critical to partner with industry and relevant U.S. Government agencies to measure the effectiveness of these programs by collecting data such as entrance and exit interviews, career service records, costs to attend, graduation rates, hire rates, DEI inclusion and satisfaction, and industry retention rates. And using results to direct funding to the most impactful programs.

And then finally, it will be critical to publish data, available resources and results of assessments annually to report on the effectiveness and drive awareness, adoption and continuous improvement to these programs.

It was a pleasure to present these first two recommendations for consideration. And I'm going to turn it back over to Mike to present the second two.

(Off-microphone comments.)

Neal R. Gross and Co., Inc.

Washington DC

MR. GRAFF: -- in addition on the first two recommendations. I'm not only very supportive but very excited about what they can bring.

As the world's largest supplier of specialty gases and advance materials to the semiconductor industry, and is an employer of nearly 700 of our associates and employees that work here in the semiconductor ecosystem. We are intimately aware of the importance of a very strong workforce in the industry.

And I would add, Madam Chairman, that at the last ACC I had the opportunity to co-chair the economic competitiveness committee. And in June of 2021 we recommended that the Secretary issue a statement of support for the CHIPS Act.

And I'm very pleased that this was able to not only come about with the Commerce Department support, but in fact we have seen that law now passed and moving forward.

The recommendation by Sandra here will help ensure that this effort will catalyze our

2.1

domestic Semiconductor Industry and really make a true success of reassuring this very, very important technology in our country.

This leads me to our next recommendations on the value of apprenticeships which comes from subcommittee member Bob Hess of Newmark. For this recommendation we propose establishing a taskforce that includes the Department of Commerce, the Department of Labor and industry representatives with the objective to develop guidance on apprenticeships and increased nation-wide awareness amongst our workforce.

While we all know that apprenticeship programs are important paths forward to high paying careers, they're also crucial to the success to another priority of the Commerce Department and of the President's clean energy policies. And I just had a chance to discuss this at the White House just prior to this meeting.

The Inflation Reduction Act includes

substantial tax incentives for clean energy vectors such as hydrogen. And many of the incentives that are required for employers to hire registered apprentices.

As a result, companies such as Air
Liquide and others that are on this committee
will be searching for substantial numbers of
skilled workers and apprentices. This
recommendation by Bob ensures that the United
States will develop the pipeline of workers
necessary to led the country forward to becoming
the world leader in clean energy.

Last but not least, our final recommendation is from Wilmer Arroyo of Khronos Corporation. It looks to prepare for both current and future workforce needs by capitalizing on artificial intelligence.

Artificial intelligence is a rapidly growing field that has the potential to positively transform the way we work, team and interact with each other. As AI technology continues to advance it is becoming increasingly

2.1

integrated into various aspects of the workplace.

From streamlining operations to predicting

workforce outcomes.

This forward looking recommendation is to create a taskforce to analyze the current workforce market and resources and to assess the feasibility of implementing a knowledge-based strategic platform which leverages artificial intelligence to model and predict future workforce needs.

As I think many of us have experienced, consistently monitoring rapidly changing workforce needs with vast and fragmented sources of data is a real challenge. And perhaps there is an opportunity here to leverage this rapidly emerging technology to create much more efficiency and leverage our future based on the needs that we know we must fulfill.

This recommendation outlines three phrases to develop such a platform in concert with experts across the government. Madam

Chairman, on behalf of the subcommittee, I am

pleased to offer both of these additional recommendations for consideration. And before we make a motion, let me pass it back to Sandra for her closing comments.

MS. WATSON: Thank you, Mike. I agree that these recommendations are both forward looking and come with tangible benefits. In closing, we look forward to working with all of you and the Department to implement and monitor the results of these recommendations.

I know that I speak for Mike and our fellow committee members when I say that we are also excited to develop further recommendations for your consideration at the next meeting.

We're already, the subcommittee is discussing how we increase women in the workforce, streamline occupational licensing, increase coordination among states and improve the visa system, which I look forward discussing at the next meeting.

Thanks again for your time and consideration. And with that, we'd like to make a motion to adopt the recommendations as

presented.

MS. HUMPTON: Do I heard a second?

(Off-microphone comment.)

MS. HUMPTON: All in favor? Well first of all, do we need any communication about this? Any commentary?

MR. CHIN: I just wanted to make a quick comment. As we all know how critical Semiconductor Industry is a success in the U.S., it is critical to other critical industries, like development of the AI industry and so on, that it's just a great place for specific targeted recommendation on how to develop the pipeline of skilled labor force for semi and other critical industries, so thank you very much.

MS. HUMPTON: Thank you. And I think about the creativity of this group. We heard everything from ideas about the critical skills we're trying to develop to the use of AI, to analyze what needs to be done. These are going to be great nuggets for thought for the Department. Thank you.

With, yes, Kevin?

MR. RICHARDS: Thank you. I'd just like to thank my fellow members on the workforce committee it's been a great group. And there is a lot of great proposals being put forward here.

But I also want to make a note that the availability of labor is an important factor for foreign investors. Obviously. But also education skill sets found within the U.S. workforce are also decisive factors when it comes to foreign direct investment in FDI site selection.

And countries around the world are really being aggressive right now in workforce and training and upskilling in terms of digital skills, artificial intelligence. And I'd be remiss too not to congratulate our friends at the Department of Commerce on the 4.9 percent GDP growth in third quarter.

(Laughter.)

MR. THOMPSON: I think IRA, IJA, the CHIPS Act, which SAP, by the way, I'll publicly

1 support it. And we're excited to really see that 2 come to fruition. But you're going to need the 3 workforce for years to come to continually upskill at a very quick pace. 4 5 So I just wanted to pass that on and thank the committee because it's been a great 6 7 committee to work with. Thank you. 8 MS. HUMPTON: Thank you, Kevin. Yes, 9 and I will tell you, it came as a revolution to 10 me that this was the number one topic that 11 everyone wanted to discuss at our last meeting. 12 So I'm thrilled with the recommendations that 13 have been brought forward. Thank you for the 14 motion, the second. All in favor? 15 (Chorus of aye.) MS. HUMPTON: Any opposed? And look 16 17 at the time. Richard. We're ahead of schedule, 18 everybody --19 (Laughter.) 20 (Off-microphone comment.) 21 MS. HUMPTON: Okay. Well then, good. 22 Richard, would you like to, what we ought to do

then is spend a couple of minutes talking about what comes next.

MR. CHIN: Yes. I believe that before the February meeting, as you heard from Sandra, there will be other recommendations that will be coming. And so, we will be having a checkpoint before the February meeting with all the subcommittees to hear progress on the development of further recommendations, as well as implementations that occurring on various subcommittees. Yes.

MS. HUMPTON: Good. One of the other things I've asked our staff to do is to reshare the recommendations made by prior, the prior IAC. I don't know about, well, some of you served on it. And I know personally feeling, this is my first opportunity to serve, and I relish the idea of future councils being able to stand on the recommendations that have been made so far and carry things forward.

So what I'd like to do is make sure that each of our subcommittees consider the

recommendations that have been made by prior groups. Here's the question, are they still relevant?

We know that the economy has changed dramatically. We know that marketing conditions are changing. And so, we should give this some thought and see whether there are things we would add priority to or if there are things that we would de-prioritize because we do know that our team, the Department of Commerce, is working hard every day to advance the cause. And the knowledge of this group on what should be emphasized I think could be incredibly helpful. So look for that.

Now, the other thing you've noted is that this is not a Council that has been saving up all of our recommendations for a paper at the end. Personally I am feeling energized by this.

Oh, we have a Deputy Secretary, so maybe what we should do is say welcome. Deputy Secretary Graves? Hello, how are you. Wonderful to see you.

We have just met. We've had a report out from the Department about the recommendations that have previously been made, and we love the insights that we received so far.

We've also taken about half an hour to talk through new recommendations that we want to put into the hopper. And I was just sharing that this is a Council that has said, we're going to be working all the way along, we're not going to wait for the end.

But we do know that we have an obligation as a Council to produce a report at the end, and so we've considered whether maybe ChatGPT could help us analyze that.

(Laughter.)

MS. HUMPTON: But we know that there is hard work that goes into ultimately producing a final report. But anyway, we look forward to working with your staff to make sure that we're on track for the kind of, you know, the report outs that are due at the end. But all I can say is so far it has been a joy to work with a team

that is so dedicated to the mission of increasing foreign direct investment in the United States.

MR. GRAVES: Thank you, Barbara.

Thank you for that. And to the members of the

Council, thank you for not only showing up, you

know, that's the easiest part of this, but from

what I understand your ongoing ideas,

recommendations, your critiques, which actually

are very helpful.

And what I appreciate the most is that you're not just throwing in half-baked ideas, you're not saying, this is a problem and you all have to fix it, but you're actually coming up with solutions that are actionable. Which we appreciate.

I know that when we kicked off this Council, the initial meeting of this Council 13 months ago, the Secretary said that she wanted to substantive feedback, that she wanted the actionable recommendations. And so, you -- in addition to not, not just doing all of that, but giving it to us on that rolling basis actually

allows us to move more quickly.

We will certainly appreciate that you will package all of that, and maybe some additional recommendations, in your final report. But what you all have done is really deliver for us as a country, so we appreciate that.

I know that I was getting an update from the team real-time. I was actually just out meeting with, I don't know how many of you have ever seen the show MythBusters, but Adam Savage from the MythBusters was giving a talk at NIST, so I was with him. And I had to say, sorry, I can't stay and talk with you because I have to get back because the IAC is meeting and their ideas are just as groundbreaking as anything that you're doing.

(Laughter.)

(Applause.)

MR. GRAVES: But what I've been hearing is that your ideas, your suggestions are consistent with our priorities across the Department. But more specifically are, I think

the type of thing that Arun and Jasjit and the Marisa and the entire team are going to be able to use very quickly to keep us as the premier destination for foreign directed investment.

You have said to us directly that you also want to talk to a range of our partners, including the Department of State because your ideas don't just reside at things that we have here at the Department of Commerce, but our good partners at State have some additional things that they're working on, that you all have ideas about. So I am thrilled to be able to have a friend, and one of the best partners that we have across the entire federal government, here with us today representing the senior most leveled of the Department of State.

So I will hush up. And I will also apologize because I'm going to have to run again to the next thing.

AMBASSADOR VERMA: Yes.

MR. GRAVES: But you're in much better hands with my colleague, the Deputy Secretary

State Richard Verma.

AMBASSADOR VERMA: Thanks, Don. More MythBusters after this or --

(Laughter.)

MR. GRAVES: Actually, I do have, later on, so not to brag, but later on tonight I am kicking off the induction ceremony for the National Inventors Hall of Fame, which is also an important thing, getting more innovation in this country. And Danica McKellar, Winnie from the Wonder Years, who is PhD mathematician for those that don't know, will also be at that event. So I get to bracket the IAC with Hollywood.

(Laughter.)

MR. LIBBY: Just a second. Before you leave I just want to thank you very much for making the time. And not only the leadership but the partnership with us and to share with everyone here what you shared with our CEO early on, which is to say, foreign directed investment companies into the United States are American companies. And that resonated with us to this

day. Really showing that it is not a pitting foreign directive investment against the American investment that it is all the same.

So, keeping saying that. That was exactly the right message for us. And on your point of innovation, just to say those FDI investments are not just benefitting the outside world they are going to be innovation.

In fact, last week we just announced a partnership with World Energy for sustainable aviation fuel to be built in Houston. And it's 688 million leaders, or 170 million gallons of SAF.

MR. GRAVES: Wow.

MR. LIBBY: So innovation, investment. Foreign direct investment being American investment, so thank you. Keep up the good work and keep up the good messaging.

MR. GRAVES: Well Roger, thank you for that. And, I mean, here's the key point of all of this. The investment in the United States is good for everybody. It certainly creates this

virtuous cycle of innovation, of development.

Opens up markets around the world to U.S. companies and our partners who aren't nominally U.S. companies, but are U.S. companies because of the investments that they make. So I'm headed to Africa on Tuesday for the AGOA Ministerial and I'm going to take the same message.

A lot of people think, oh, we should be investing in Africa. Yes, we should be doing that, but African companies should be investing in the U.S. as well. So we will take that message everywhere we go. So thank you. Rich, I turn it to you my friend.

AMBASSADOR VERMA: Great, thank you so much. And, Don, thank you for the introduction.

Arun, the whole team, I'm really grateful to be here with all of you.

I love the mission set that you have about trying to increase investment into the United States. We know it's not possible without smooth travel, supporting the travel, business

travel, all kinds of travel.

And I'm joined here by my colleagues from the Consular Affairs team at the State

Department who are expert. And I'll really, I'll turn it over to them in a few minutes. I will just say, this is really, really important to the Department. It's really important to me personally.

I'm also a former U.S. Ambassador to India. I used to standout in the Consular line with people to hear their stories, to hear about why they were coming to the United States, what some of them had been waiting their whole lives. Some of them were going for vacation, some of them were on business travel. So it reminds me of my own dad's personal story who stood in that line in 1963 when he was coming to the U.S. as a first time immigrant.

So, in this job as Deputy Secretary I travel a lot. Every time I travel I go to the Consular section, I hear from the team. The team in, I was in Mexico recently and they even put me

up at the window to interview and applicant. And I said, this better turn out well or else I'm -- I do not want to be here for a negative decision.

(Laughter.)

AMBASSADOR VERMA: Thankfully, he was awarded an immigrant visa and he was reunited with his family who was in Chicago. So really, really nice story.

I also know there is some frustrations with some of the delays in visa issuance, and we should talk about that. And really what I want to tell you is that in many ways, you talked about the GDP numbers, I'm talking about postpandemic growth, travel numbers are through the roof. I mean, people are traveling like never before.

So, we set records for the annual issuance of both passports and visas during fiscal year 2023. We issued a record 24 million passport products. More than 10.4 million non-immigrant visas. Highest number of passport products ever. And the most visas we've issued

since 2015.

So if people want to know if we're back, and people are back traveling, they are back and they are traveling in a way that we have not seen before. This is a good problem to have. It is also a challenge.

It is a challenge for our department that has not grown in the way to kind of keep up with that. So we are looking at a whole series of reforms that we can do to try to keep up with that demand.

Obviously this has a huge economic impact. And I'll just quote some Commerce Department estimates that international visitors have injected nearly \$560 million a day into the U.S. economy this year. And the U.S. visas we issued to qualified travelers brought in over a \$146 billion to the U.S. economy with foreign citizens flying on U.S. air carriers bring in \$25.4 billion in exports.

So the numbers are really, they're huge in terms of impact. And I know all of you

know that already.

Just on the visa front, again, last year, fiscal year, issued more than ten million visas. Record for, eight year record. Twenty percent more than the year before the pandemic. Just to give you a little breakdown about what kinds of visas these are.

So about 210,000 visas for highly skilled STEM workers last year directly supporting the U.S. production goals through CHIPS and Science Act and ensuring our leadership in emerging technologies.

We saw 125 percent increase in visas for critical healthcare workers, over prepandemic numbers. Again, providing essential support for American hospitals and front line medical providers.

We issued more than 310,000

agricultural work, worker visas, an all-time

record, providing a safe legal pathway for

migration while addressing the farm labor

shortage promoting food security, and hopefully

combating price inflation as well.

I heard a statistic this morning said the unemployment rate in North Dakota stands around two percent. Desperate shortage for workers. It's this kind of program we hear from, shocks people in Washington, we hear from Republican Governors all the time, we need more workers from around the world to fill some of the jobs, can you help us get them here. It's really, really interesting.

And industry data for the first half of 2023 showed a 27 percent in year-over-year increase in all categories of work visas. And again, economic experts have called the flow of visas to work eligible adults a significant improvement to U.S. labor supply this year.

And so, again, the visa operations directly support the economy. They deepen our people to people ties. They support the pipeline that produces world class talent needed to sustain U.S. companies.

I should also mention, there are more

than 1.3 million foreign students on student visas studying alongside U.S. students. They enrich our campuses and communities. But again, economic impact is pretty significant.

These foreign students contribute around \$32 billion annually. The foreign students alone. And this year we issued more student visas than in any year since 2016. More than 450,000 just issued this year.

So, lots of demand, lots of work.

We're looking at all kinds of creative options.

Let's just say a little bit about processing times, which I think is the frustration for folks.

So no question, record demand for travel to and from the United States has contributed to longer than ideal processing times for both passports and for visas. Good news is we are on track to return to pre-pandemic processing times for passports. About six to eight weeks for routine applications. And two to three weeks for expedited service by the end of

this calendar year.

We've also made tremendous progress in reducing wait times for those visa applicants who require an in-person interview at a U.S. Embassy or Consulate. So first time applicants generally require the interview. The interview is required by law.

A lot of people have said, why don't you waive it, why don't you come up with some other process. We're looking at all of it, but right now that's still a requirement.

We've reduced the number of countries where the wait times on visas is really significant. I think you know those countries, you know, were down to Mexico, Brazil, India.

Maybe one or two others. But it's not the whole world, it is not every category of visa, it is really that first time applicant.

Let me just mention about, kind of the situation with the Americans and our priority is also a protection of our fellow citizen. So those who travel around the world. Today over 46

percent of Americans hold a passport. That is up from 30 percent in 2008, and a mere five percent of Americans held a passport in 1990. So if you think about that, we've gone from five percent to 46 percent in a fairly short period of times.

Period of time.

Americans are traveling internationally in larger numbers than ever before. And this is a good news story for individuals, their families and the U.S. economy.

It also means our responsibility to protect the lives and serve the interests of U.S. citizens abroad is bigger than ever. And we feel that responsibility quite seriously.

On our flagship website,

travel.state.gov, we have country information

pages, travel advisories. They provide

comprehensive information about the laws, customs

and risks in every country of the globe. We

share this information so U.S. citizens can be

aware of their environment and make informed

decisions. That is a very dynamic website.

Over the weekend, for example, we issued a world-wide travel advisory due to the increased tensions in the Middle East and beyond, the potential for terrorist attacks, demonstrations, violent actions. Again, we don't take that lightly. We're not trying to deter people from traveling. We are trying to make them aware of some of the risks.

And we think it's also important for international travelers to enroll in our STEP program. Our smarter traveler enrolment program. This is free. It allows U.S. citizens traveling abroad to receive the latest destination information and security updates. So if you're caught in an emergency situation overseas, enrolling in STEP allows the Embassy to contact you instantly. And we try to make sure as many people know about that as possible.

So with that lay down, Rob, maybe I can turn it over to you for a little more detail on some of our visa related initiatives.

MR. BATCHELDER: Sure. Thank you very

much, Deputy Secretary Verma. I'm Rob

Batchelder. I'm the managing director of the visa office at State.

Our Deputy Secretary just shared a lot of good news and facts and figures. Both about U.S. passports and about visas, which is the area I work in.

Just to kind of sum those up in a statement that happens to be factually correct, and also a little bit profound. More people today, right now, can get on a plane and fly to the United States than ever before in history.

In addition to the 42 or so countries who citizens don't require a visa to come to the United States at all, and that includes the majority of the major markets for inbound tourism, we're issuing more visas than ever before in major markets like Mexico, Brazil, India.

The reason we see lengthy wait times still in some of those places, specifically for visitor visa, interview required applicants, is

simply, as the Deputy Secretary said, demand is through the roof. We're seeing demand for travel to the United States unlike we've ever seen before.

But we're really proud of what we've done in the last year. We're not done yet. It's not good enough. We're working very hard to do better, to do more.

But we were able to achieve the issuance of nearly ten and a half million non-immigrant visas this past fiscal year. Largely through three different lines of effort.

Number one, staffing. We are a fee funded part of the State Department, and as a result the pandemic a lot of our consular, our visa adjudicator positions overseas were left unfilled. There were also hiring freezes and other things going on in recent years.

We are now very close, through a huge department-wide effort over the last couple of years to recruit and hire and train and deploy, including teaching people very difficult

languages in some cases, overseas, we are very close now to being back at full staffing just about everywhere overseas.

We're still working to get our mission in our China back to staffing. Although China has been slow to kind of reawaken as a travel market, so we're not behind the curve but we're closely to the curve then we'd like to be there. And we will be in good shape in staffing within the coming year in China as well.

That's been a big part of it. Just getting butts in seats so to speak. Warm bodies overseas to do these interviews, to adjudicate the visas.

We've also really leaned into innovation over the past three years. Both technology tools to help streamline our, you know, how we do what we do. Our operations. Our visa adjudication process.

But also policy innovations. Taking the best ideas from the people doing the work in the field, incorporating those into the

regulations and policies to kind of unshackle them and allow them to do, do things, do more and do things more efficiently.

Probably the biggest policy tool that has helped us be as productive as we've been, Ambassador Verma just made reference to it, the temporary interview waiver authorities that have allowed us to interview the in-person interview for even more categories of applicants than in the past. That includes, that's really enabled our ability to do record numbers of students, temporary workers and other high impact categories of visas.

Some of those authorities are temporary. They expire at the end of this year. But we're working very closely with the White House, with the Department of Homeland Security and other partners on trying to expand those beyond the end of this year.

And lastly, we have partnered really closely with the Commerce Department. With our friends here over the last year and a half.

We've always been good partners, but we've really reinvigorated that partnership.

And that's taken a couple different forms. Here domestically within the U.S. we have just, we've been fanning out all over the country. From my office, from the Bureau of Consular Affairs.

We've been meeting with industry partners, meeting with stakeholder groups, showing up at traveling tourism trade shows. Our DAS for visa services has done a couple of trips with her counterpart from Commerce. Organized by our new industry liaison, Morgan O'Brien, who is sitting in the back here.

And they've met with semiconductor manufacturers, with traveling tourism industry folks. You name it. They've done trips to Texas, California, and engagements here in D.C. So we're really trying to get out, make ourselves very accessible, good partners. And we want to share the good news of all the important and productive work we're doing overseas.

Overseas we have worked really hard with our colleagues who are doing the work, both in consular sections and in the foreign commercial service, and our economic sections, to make sure that they are collaborating at every Embassy and Consulate overseas. Not only on SelectUSA, but more broadly on facilitating travel that is related to any kind of trade investment business in the United States.

We have tools within any Embassy

Consulate that sort of allow them to make sure

that we help those individuals who need visas for

purposes get to the front of the line. And we're

making full use of those.

We sent out an instruction, I think a month or two ago, that was a joint message to all Embassies and Consulates overseas. It was under the signature of the Director General of the Foreign Commercial Service, our Assistant Secretary for Consular Affairs, as well as Economic and Business Affairs.

Again, just really enforcing the

importance of things like the CHIPs Act,
SelectUSA. Making sure that consulate officers,
econ officers, FCS officers, are working hand-inglove overseas. Not only, again, within the
Embassy Consulate but getting out, meeting with
business chambers, meeting with trade industry
groups, meeting with potential investors and
making sure that they have what they need and
that we can anticipate, you know, whatever visa
requirements they might have for sending people
to the United States.

So I think I'll stop there. And looking forward to any questions or discussion you'd like to have.

MR. RICHARDS: First, thank you very much for that terrific briefing. I really appreciate your service and everything you're doing to attract commerce to the United States.

I'm Kevin Richards with SAP. Had a couple of questions. I had spoke a little while ago with the Irish Embassy to the U.S., Geraldine Byrne Nason, and she zeroed in on talking with

businesses in her country. Immigration is the number one issue in looking at investing in the United States. I invited her to come in to address the workforce subcommittees. In fact, to elaborate further upon that.

But with that in mind, do you have any sentiment analysis in talking with foreign governments on what's working and what's not, what's working well and what needs improvement, and do you prioritize those nations that are investing FDI in the United States, or is there any thought behind that?

And another question, I'm dating myself here, but I worked on the last major piece of immigration law that passed. The American Competes Act of 2000. And at the time I was working on the Hill, we raised the H-1B fees for the companies on a tiered system based on the size of those companies.

I don't think it's any secrete that

Congress is not really functional right now. And

I think about the PTO and how they're more

dependent on user fees. And I don't know if the administration has the ability to raise those fees themselves because I think business would be, would contemplate that.

And there are ways that businesses can work more directly with the administration to give you more of the resources that you need to improve those processing times. SAPs, there's a lot of H-1Bs and L-1s. But I think when you talk about creative solutions outside the box, are things that could be done administratively through an EO or others? I don't know but I pose that question at any rate. Thank you.

AMBASSADOR VERMA: We do need

Congress's help to do a lot, I think in the major reform category. And we're not expecting any major reform. Even some of the frustration on visa caps, for example, and H-1Bs requires the assistance of Congress to lift those caps. And there is other categories of visas, not just H-1B that also have a cap.

I will tell you, our State Department

locally employed staff, generally are eligible for a visa to come to the United States after 15 years of employment. There is now a four, five year backup in order to get those folks here because that cap, we're competing against other folks coming into the pipeline. Afghan refugees, take your pick.

So we really do need the help of Congress. And this, I don't think it has to be part of some massive immigration reform, but I think we have to get them to accept the premise that this is actually good for the U.S. economy.

I think the more that, again, that they can hear from mayors and governors, and companies that they need these skills here and that, no, there actually aren't enough Americans to fill those jobs today the way we need them to stay competitive. So we do need the congressional help.

We have the conversations with our counterparts all the time on kind of migration related, creative ways to do travel. So, I mean,

I'll give you one real-time example is doing visa waiver for Israel for example. We just, and before the crisis we spent a lot of time working with Israel to try to do visa waiver. It was successfully kind of piloted. And we were just in the beginning of implementation when the crisis broke out. But that's one example of how we can get creative.

I don't know that we kind of prioritized some countries over another, but obviously we have trade relationships and business relationships that kind of are so dominate with countries that we do try to really meet that demand. Again, the Brazil's, the Mexico's, the India's. They really jump to the top of the list quickly. But, Rob, what would you add?

MR. BATCHELDER: Yes. No, that's exactly right. Ireland of course is a member of the visa waiver program. So for short business trips Irish citizens don't need visas.

But you mentioned H-1Bs, L's. The

petition-based work visas are kind of a multistep process so that starts with the Department of Homeland Security, U.S. Citizenship and Immigration Services approving a petition.

That process, you know, can take some time and has its own fees and process involved. Once the petition is approved and the applicant comes to us in an Embassy or Consulate overseas to apply for the corresponding visa, we endeavor to make that process as quick and painless and straightforward as possible. Right now in, I can't think of any country where the wait times for an appointment, to apply for an H-1B or L visas overseas are longer than a few weeks.

We've been able to keep those appointment wait times very, very low.

So it is a multi-step process. We only control part of it, but we're very, very committed to making the part of it that we control as streamlined as possible. And we're always open to good ideas from our customers, from industry, from people doing the work.

If you have ideas for things that could be done better, you're welcome to channel those through our industry liaison. I'm sure Morgan will be passing out cards here later.

On the fees, the fees question. Yes, we, as well as USCIS I believe, are fee funded agencies. We do have the authority to set fees for different services we provided, but the fee is set based on, it's a cost recovery fee, right? So basically we do periodic studies to determine how much it costs us to provide that service prorated by the number we do a year. And that's how we set the fees.

So we can't sort of decide we want to charge \$300 just because it feels good or we would get more, it has to be based on like what it actually costs us in terms of salary and overhead and other costs too, to provide that specific service.

MR. LIBBY: Just a follow-up on that.

And by the way, if you hired more people for

faster turnaround of course that would have

higher costs which would then allow you to increase the fees for cost recovery. But --

Good point.

(Laughter.)

MR. BATCHELDER:

MR. LIBBY: You're like, wait a second. I do want to dovetail a little bit on the L-1 visas to just say, from the experience of DHL. It's L-1 visas, JB citizen green cards that, it's not so much new applicants, it's applicants that had been in a process before and then it was held back and then they were extended for the 18 months or whatever.

What I was wondering is, in the process of reviewing prioritization, not so much for do they get in or not, but can we move their timeline faster would be those, not just travel visas for a trade or investment, that's obviously important, but the work visas where the jobs, not only there may not be the job here, but they're specifically designed to help, and I'm viewing this from the international company perspective, not everybody in the United States is going to

have the expertise of having served overseas, and yet that's where we want to export, that's where we're trying to open those foreign markets.

You need to bring that foreign expertise here, the same way we need to bring U.S. expertise overseas. And so, I don't know if there is a way to look at timeline or prioritization in such that you're saying, does this not only fill a job that is here, but does it help the U.S. in terms of growing the business for that international connection?

And maybe this is just a DHL experience, but it is one in which we're seeing, for international foreign directed investment companies a lot of times it is an expertise exchange, it's not just a technical skill that doesn't fit. You can't train it here because it is that international expertise exchange. So it's both in and out.

I don't know if that's something that can be contemplated because it is not taking away a job from an American, it is bringing in unique

expertise to create more jobs here and help

Americans, a business here, export to the world.

MR. HESS: Yes, can I, so I'd like to build upon that. So, with all the, you know, the CHIPS Act and IRA, we're accelerating events.

And congrats, right? That's what we're doing.

But these events are exactly. They're attached to critical skills around that event.

So if you have a business process that resides in another country, there has got to be those core ten, 15, 20 people that allow that process to get up and running here actionable, which allows us to move quicker into making money, making profits. And that allows us to bring more U.S. equity into that success story.

So I don't know if you can attach some of this change to the event itself. Maybe earlier on as the FDA process begins on that time of bringing those critical skills with. I guess we're kind of problem solving here, but I wanted to second your comment on when that event begins.

MS. HUMPTON: Thank you. I want to

thank the Council for questions, but most importantly I want to thank the Department of State for joining us today.

I would say to Secretary Graves, if he were still here, that this is like a continuation of a MythBusters event, don't you think?

(Laughter.)

MS. HUMPTON: So first of all, thank you for your service to the nation. What you're doing is vitally important to the businesses, like ours. But not only ours, this goes way beyond foreign direct investment. This is key to our economic growth in the United States.

One big takeaway from me, out of this discussion is that, this idea of actually not thinking in terms of large immigration reform but thinking in very specific terms about unique things that were needed. And there is bipartisan support for the key industries that we know we're trying to nurture and grow here in the United States.

So we in industry will be talking more

about that. And maybe steps we can take raising our voices in support of the mission that you have. Thank you.

Now, it's come to my attention that we are actually at the end of our allocated time.

Richard, I just want to see if you have anything that you'd like to say in closing?

MR. CHIN: Sure. I'm sure you all as well. And I want to thank everyone and their subcommittees, all their staff, Drew Wayne from Siemens, Keida Ackerman from SK, to help us produce, create additional recommendations.

I also want to thank Assistant

Secretary Venkataraman and Executor Director

Singh for giving us an update on the great

implementation that you're already doing with our

past recommendations. So we were delighted to

hear that. And so thank you very much. Thank

you.

MS. HUMPTON: And thank you. I've said plenty today, so, Assistant Secretary, I will pass this back to you.

MR. VENKATARAMAN: Thank you so much, Barbara. And thank you all for a very productive meeting today.

And let me really thank our great friends and partners from the State Department. Deputy Secretary Verma, Rob, for attending, but also for laying out something I want to underscore. First, it has been amazing for me the responsiveness we get from the State Department on the issue of visas.

I've worked with visa issues for many years. I used to cover India, do trade policy.

India cares about visas and H-1Bs. Some of you may not be aware.

(Laughter.)

MR. VENKATARAMAN: And it is amazing. You know, a year, over a year ago Rob mentioned the increased partnership we have. Over a year ago talking to them. And in the midst of emerging from the pandemic and all the increased travel that Deputy Secretary talked about, you know, they could have just shut the door in our

face and said, we got stuff to do, leave us alone. And instead they rolled up their sleeves and doubled down like, yes, we hear you.

And I think what was interesting for me was not just that they appreciated the economic value of visas for the American economy, the American worker, I mean, the State has always understood that. But what I got from them was a real feel for the urgency of this challenge. And the gusto with which they approached this.

And they were look, we don't have to fund it. There is lots of reasons why this won't work, but we're going to find ways to make this work, at least a little bit better.

And with their help here in headquarters, and then I got to say, our amazing consulate general out in the field, incredible innovations happening, I mean, they want people to be able to get visas to come here. So, it's just been this fantastic pot of innovation that's boiled over. I'm so grateful for that partnership. And I know it's just going to grow

even more. It's really been an amazing experience.

And look, I know, I do not flatter myself that these folks were here to see me today, I know that you guys are the stars of the show, and so thank you again for being here and for sharing all that information.

(Applause.)

MR. VENKATARAMAN: The last thing I want to say is, thank you again for all your recommendations. We love the homework, keep it coming. We'll give it back just as much, as good as you give it.

And of course, I can't leave without reminding folks about the Summit next year. June 23rd to the 26th. And what we're really excited about is our registration is launching next week.

MR. CHIN: That's great.

MR. VENKATARAMAN: So very excited about that. Thank you all for everything that you do. And we know that you do it, not just for your companies but you do it for everyone. And

1	it really is very much appreciated. This				
2	partnership is fantastic. We look forward to				
3	more. Thank you.				
4	MR. CHIN: Thank you. Thank you all.				
5	(Whereupon, the above-entitled matter				
6	went off the record at 3:33 p.m.)				
7					
8					
9					
10					
11					
12					
13					
14					
15					
16					
17					
18					
19					
20					
21					
22					
_					

Α ABDESSAMAD 1:13 **ability** 33:10 74:11 79:2 **able** 7:4 8:4,16 19:7 24:1 31:9 32:1 45:17 53:18 58:2.12 72:9 82:15 90:19 above-entitled 92:5 **abroad** 69:13 70:13 absolutely 14:12 29:16 36:6 40:22 academy 15:15 **ACC** 45:13 accelerating 86:5 accept 80:11 accessible 20:14 75:20 accurate 16:22 achieve 8:4 21:17 25:18 32:21 72:9 Ackerman 88:11 acknowledge 30:22 **Act** 6:15,16,16 26:20 43:18 45:16 46:22 51:22 65:11 77:1 78:16 86:5 action 10:18 actionable 56:14,20 86:12 actions 70:5 actively 36:22 **Adam** 57:10 adaptable 39:4 add 27:14 36:9,15 45:12 54:8 81:17 addition 45:1 56:21 71:13 additional 11:17 12:8 12:14 25:13 28:7 30:6 31:10.18 43:12 49:1 57:4 58:10 88:12 Additionally 14:19 41:21 additions 33:1 address 39:9 43:14 78:4 addressing 65:21 Adjourned 3:20 adjudicate 73:13 adjudication 73:19 adjudicator 72:16 administration 6:14 28:11 43:19 79:2,6 administratively 79:11 **ado** 4:9,18 adopt 49:22 adopting 20:21

advance 28:14 43:22 45:6 47:22 54:11 advancement 42:10 advantage 39:17 advisories 69:17 advisors 34:16 advisory 1:3,7 4:5 5:5 5:19 13:3 70:2 Affairs 1:21 2:6 14:20 22:4 62:3 75:7 76:20 76:21 Afghan 80:6 Africa 61:6,10 African 61:11 aftercare 14:7 15:9,11 15:17 afternoon 4:3 37:17 agencies 19:10 27:10 44:5 83:7 Agenda 18:3 aggressive 51:14 aggressively 17:16 **ago** 56:18 76:16 77:21 89:17,19 **AGOA** 61:6 agree 16:14 18:1 22:1 49:5 agricultural 65:19 ahead 17:17 22:17 52:17 **AI** 47:21 50:11.19 **air** 1:17 38:10,11 47:5 64:19 **all-time** 65:19 allocated 88:5 allow 74:2 76:11 84:1 86:11 allowed 74:8 allows 57:1 70:12,16 86:12,14 alongside 67:2 **amazes** 8:3 amazing 7:12 89:8,16 90:16 91:1 Ambassador 58:20 59:2 61:15 62:9 63:5 74:6 79:14 **America** 1:13 2:3,6 14:7 15:1.4 23:13 **American** 8:21 10:12 18:19 28:12 38:10 59:21 60:2,16 65:16 78:15 85:22 90:6,7 **Americans** 23:8,11 68:20 69:1,3,7 80:16 86:2 Americas 1:21

analyze 48:5 50:20 55:14 announce 29:4 announced 60:9 announcement 10:9 announcements 10:3,7 annual 17:17 63:17 annually 44:15 67:6 anticipate 77:9 **anyway** 55:18 apologize 58:18 **Applause** 57:18 91:8 applicant 63:1 68:18 82:7 **applicants** 68:3,5 71:22 74:9 84:9,10 applications 67:21 **apply** 82:9,13 appointment 82:13,15 **appreciate** 23:4 26:9 29:2 37:3 56:10,15 57:2,6 77:17 appreciated 6:5 90:5 92:1 **appreciative** 5:13 13:13 apprentices 47:4.8 apprenticeship 39:20 46:14 apprenticeships 46:5 46:11 approach 7:3 41:22 43:15 approached 90:10 Appropriations 20:10 **approval** 20:9 35:22 approved 32:14 82:7 approving 82:4 approximately 43:9 archives 18:14 area 15:22 40:19 41:16 71:6 **Arizona** 2:8 42:16,20 arrived 9:16 arriving 4:15 **Arroyo** 47:14 articulated 36:20 artificial 40:1 47:17,18 48:8 51:16 **Arun** 2:13 3:2,19 4:22 30:11 58:1 61:17 **asked** 53:13 aspects 48:1 **assess** 48:6 assessments 44:15 assistance 79:19 Assistant 2:13 4:20 9:7 12:19 25:1 30:9 40:10

analysis 78:7

76:19 88:13.21 associates 45:8 Association 43:7 attach 86:16 attached 86:8 attacks 70:4 **attend** 44:9 attended 31:21 attending 32:20 89:6 attention 88:4 attract 26:5 27:6,12 39:4 40:5 77:18 attracting 19:12 41:1 audiences 33:21 **authorities** 20:10 74:7 74:14 authority 2:8 42:16 83:7 **Authorization** 26:19 availability 51:7 available 18:6,10 44:14 Avenue 1:8 aviation 60:11 awarded 63:6 aware 24:13 27:4 45:10 69:21 70:8 89:14 awareness 44:16 46:12 aye 28:18,19 37:10 52:15

В

back 8:13 23:15 29:15 44:20 49:3 57:14 64:3 64:3,4 73:2,5 75:14 84:11 88:22 91:12 **backup** 36:18 80:4 **bag** 30:12 **ball** 6:4 banking 17:11 Barbara 1:9,11 3:4,17 11:1,20 13:2 24:16 25:12 29:8 56:3 89:2 based 48:17 78:18 83:9 83:16 basically 32:19 34:10 34:14 83:10 **basis** 14:15 56:22 batch 32:13 35:21 **Batchelder** 2:11 70:22 71:2 81:18 84:3 becoming 47:11,22 beginning 81:6 begins 86:18,21 behalf 24:21 48:22 believe 6:20,21 7:1 23:7 25:6,15 29:22 53:3 83:6 benefits 14:3 25:7 49:7

amplify 14:15 15:3 17:5

adults 66:15

adoption 3:6 44:16

88:8 91:18 92:4 benefitting 60:7 calendar 68:1 32:10 53:6 56:13 62:12,17 73:10 80:6 best 16:21 18:18 19:11 California 75:18 **China** 73:5,5,10 19:14,22 20:18 32:2 **called** 66:14 **CHIPs** 6:15 43:18 45:16 91:12 39:16 58:13 73:21 campaign 22:9 31:14 51:22 65:11 77:1 86:5 **comment** 28:9 50:3,8 bestowed 24:20 31:17 **Chorus** 28:19 37:10 52:20 86:21 better 8:2 17:5 22:6 campuses 67:3 52:15 **commentary** 28:6 50:6 36:20 37:1,2 58:21 cap 79:21 80:5 **Chris** 24:18 36:18,20 comments 12:22 27:19 63:2 72:8 83:2 90:14 capabilities 22:10 Chris's 36:15 28:7,17 37:5 44:22 beyond 70:3 74:19 capacity 43:18 **Christian** 1:19 31:2 49:4 87:12 capitalizing 47:17 Christopher 1:14 3:11 **commerce** 1:1,8 2:4,8 **Biden** 6:14 2:12,14 4:20 8:19 caps 79:18,19 29:22 **Biden's** 14:8 16:2 cards 83:4 84:8 Chung 1:14 3:11 30:1 11:15 12:3 19:2 20:7 big 73:11 87:14 career 44:8 30:18 36:6 23:6 25:17,22 26:5 **bigger** 69:13 careers 39:3 46:16 circulated 33:7 27:9,15 31:4 40:5 citizen 68:21 84:8 biggest 74:4 cares 89:13 42:5,16 45:18 46:9,17 **billion** 64:18,20 67:6 Carolina 1:15 35:5 **citizens** 23:22 64:19 51:18 54:10 58:9 bipartisan 87:18 carriers 64:19 69:13,20 70:12 71:14 64:13 74:21 75:12 77:18 **bit** 30:2 37:18 67:12 carry 53:20 81:21 71:10 84:6 90:14 cases 15:14 73:1 Citizenship 82:3 **commercial** 2:14 4:22 **Bob** 46:6 47:9 class 66:20 28:13 76:4,19 catalyze 45:22 clean 39:3 46:18 47:1 **bodies** 73:12 catalyzed 43:18 commitment 8:10,15 **boiled** 90:21 **categories** 14:6 66:13 47:12 committed 82:19 **bores** 31:19 74:9,13 79:20 clear 10:2 **committee** 25:14 29:12 **box** 79:10 category 68:17 79:16 **client** 19:15 38:22 40:14 45:14 bracket 59:13 caught 70:15 **clients** 15:21 47:6 49:12 51:4 52:6 **brag** 59:6 cause 54:11 climate 39:6 52:7 **CBRE** 2:2 31:2 **branded** 30:19 close 72:19 73:2 common 26:13 38:4 **Brazil** 68:15 71:18 century 10:12 closely 14:14 73:8 comms 14:16 **CEO** 1:11,13,16,17 2:7 **Brazil's** 81:14 74:16,21 communicating 14:2 breakdown 65:6 2:8 38:9 59:19 closing 3:16,18 49:4,8 communication 22:14 **brief** 37:14 ceremony 59:7 50:5 communications 1:20 **briefing** 3:15 77:16 certainly 6:12 22:21 **co-chair** 31:2 40:12,12 14:13 31:3 **bring** 8:20 31:14 45:4 57:2 60:22 45:13 64:19 85:4,5 86:14 certificates 44:3 **co-chairs** 24:13 communities 15:13 bringing 85:22 86:19 **chain** 17:20,22 18:2 Co-founder 2:5 23:13 67:3 broader 26:4 Chair 1:9,11,12 3:4,4,17 code 16:18 **companies** 10:5 15:12 collaborating 14:19 broadly 76:7 3:17 9:5,6 23:16,16 16:11,14,17 17:8 35:4 **broke** 14:5 81:7 30:8,8 35:21 40:10,10 76:5 38:19,21 47:5 59:21 **brought** 7:21 28:15 Chairman 1:13,17,18 collaboration 26:8,15 59:22 61:3,4,4,11 52:13 64:17 38:9 45:12 48:22 collaborative 18:18 66:21 78:18,19 80:15 **Budget** 20:9 chairs 13:4 colleague 58:22 85:15 91:22 challenge 32:6 48:14 **colleagues** 28:8 62:2 company 30:15 35:2 **build** 8:17 86:4 **building** 42:11 43:10 64:6,7 90:9 76:2 38:12 84:21 **built** 60:11 chambers 77:6 collecting 44:7 Competes 78:16 **bundle** 32:12 chance 33:13 46:19 collection 34:22 competing 80:5 collective 35:20 Bureau 75:6 **competitive** 41:12 42:9 **change** 20:13 86:17 **business** 17:9 32:3 **collectively** 35:16 39:8 changed 54:4 80:18 34:3 38:2 39:5 61:22 **changes** 20:20 33:15 color 41:19 competitiveness 3:9 62:15 76:9.21 77:6 changing 6:20 39:1 combating 66:1 14:1 18:19 24:10,22 79:3 81:12,20 85:10 40:21 48:13 54:6 combined 25:4 45:14 come 6:12 32:18 45:18 86:2,9 channel 83:2 completed 20:22 21:4 **businesses** 78:1 79:5 **charge** 83:15 49:7 52:2,3 68:9 completely 16:14 87:10 **ChatGPT** 55:14 71:14 78:3 80:2 88:4 component 14:11 **butts** 73:12 checkpoint 53:6 90:19 components 17:19 Chicago 63:7 **buyers** 34:5 comes 46:6 51:10 53:2 22:13 comprehensive 42:7 **Byrne** 77:22 Chief 1:14 82:8 **Chin** 1:12 3:4,17 10:22 comfortable 30:14 69:18 C 11:7 28:2 50:7 53:3 **coming** 4:17 22:15 comprised 38:2

concert 48:20 concluded 12:13 concludes 23:2 conditions 54:5 conduct 21:20 conductor 39:17 confident 8:1 congrats 86:6 congratulate 51:17 **Congress** 78:21 79:19 80:9 **Congress's** 79:15 congressional 21:21 22:5 31:14 80:19 connecting 33:2 connection 85:11 consider 27:11 53:22 consideration 12:12 37:22 44:19 49:2,14 49:21 considered 55:13 consistent 57:21 consistently 48:12 Constitution 1:8 consular 62:3.10.21 72:15 75:7 76:3.20 consulate 68:5 76:6.11 77:2,5 82:8 90:17 Consulates 76:17 consultation 20:7 contact 34:12,20 35:4 70:16 contemplate 79:4 contemplated 85:21 CONTENTS 3:1 continually 52:3 continuation 87:5 continue 15:8,20 19:21 19:21 23:16 continued 42:2 **continues** 15:6 47:22 **continuing** 20:4 21:16 44:1 continuous 44:17 contractor 33:12 contribute 67:5 contributed 67:17 control 82:18,20 convene 42:5 convened 42:20 conversation 4:18 35:7 35:9 cultivating 22:16 conversations 34:9 80:20 current 32:14 35:14 cooperation 11:21 41:21 47:16 48:5 currently 16:3 21:2 coordinated 34:14 coordination 49:17 22:2 core 86:10 curricula 44:1

Corporate 1:19,21 **Corporation** 1:11 47:15 correct 71:9 corresponding 82:9 cost 83:9 84:2 costs 44:8 83:11,17,18 84:1 cough 30:12 **council** 1:3,7 4:6 5:5,19 8:18 10:18 13:3 37:6 54:16 55:8,12 56:5,17 56:17 87:1 Council's 12:15 councils 53:18 counterpart 75:12 counterparts 80:21 **countries** 38:14 51:13 68:12.14 71:13 81:10 81:13 country 15:7 38:15,21 46:3 47:11 57:6 59:10 69:16,19 75:6 78:1 82:12 86:10 country's 39:18 county 35:6 couple 53:1 72:20 75:3 75:11 77:20 course 6:13 7:18 9:2 23:7 24:18 25:1 29:13 31:2,12,16 32:9 81:19 83:22 91:14 courses 44:2 cover 89:12 **COVID** 11:8 crap 7:13 create 22:8 23:10 26:16 43:15,22 48:5,16 86:1 88:12 created 26:6 creates 60:22 creating 10:10 creative 67:11 79:10 80:22 81:8 creativity 50:17 crisis 81:3,7 critical 5:19 13:12 22:10 25:20 38:20,21 39:18 44:4,13 50:8,10 50:10,14,18 65:14 86:8,19 critiques 56:8 **crucial** 40:22 46:16

curve 73:7.8 customer 19:16 customers 82:21 **customs** 69:18 **cycle** 61:1

D **D.C** 1:8 75:18 dad's 62:16 Dakota 66:3 **Danica** 59:10 **DAS** 75:11 data 20:14,14 21:9 31:13 43:7 44:7,14 48:14 66:11 date 12:18 16:22 **dating** 78:13 **David** 2:10 4:3,4 **Davis** 1:15 31:7 day 7:13 54:11 60:1 64:15 de-prioritize 54:9 **decide** 83:14 decision 63:3 decisions 38:20 69:22 decisive 51:10 dedicated 10:18 15:17 18:8 56:1 **deepen** 66:18

deeply 23:4 **Defense** 26:19 **DEI** 44:9 **delays** 63:10 delighted 28:15 88:17 deliver 57:5 demand 43:14 64:11 67:10,15 72:1,2 81:14 demonstrations 70:5 department 1:1,8 2:11 2:16 4:16 8:19 11:14

20:6 23:6 24:8 25:17 25:22 26:4 27:9,15 40:5 42:5 45:18 46:9 46:9.18 49:9 50:22 51:18 54:10 55:2 57:22 58:7,9,16 62:4 62:7 64:7,14 72:14 74:17,21 79:22 82:2 87:2 89:5,10

Department's 23:20 department-wide 72:20 departments 28:11 dependent 79:1 deploy 72:21 depth 20:17

Deputy 2:12,15 54:19 54:20 58:22 62:19 71:1,4 72:1 89:6,21

Designated 2:10 4:4 designed 84:20 desire 37:7 Desperate 66:4 destination 5:21 25:8 27:17 58:4 70:13 detail 5:13 33:6,14 70:20 detailed 23:20 **deter** 70:6 determine 83:10 Deutsche 1:21 **develop** 16:9 27:1 34:14 40:6 46:11 47:10 48:20 49:13 50:13,19 developed 26:22 27:2,6 developing 27:11 development 1:12,14 2:5 10:6 13:8 14:4

16:19 21:10 32:3 41:6 41:22 42:7,17 43:19 44:2 50:11 53:8 61:1 developments 39:2 **DHL** 1:21 84:8 85:12 different 8:3 19:18 32:8 33:20 35:3 72:12 75:3 83:8 difficult 72:22 digesting 5:11 digital 39:12 41:7,9,11

41:14.17.17.22 42:6.8

42:10 51:15 digitized 41:10 direct 13:6 25:22 27:8 32:5 34:13 44:11 51:11 56:2 60:16 87:12 directed 58:4 59:20 85:14 directing 26:20

directive 60:2

66:18 79:6 director 2:1,2,3,5,11,13 2:14 4:21 12:3,6,22 23:18 25:2 71:2 76:18 88:14 discuss 12:14 22:4 46:19 52:11

directly 42:18 58:5 65:9

discussion 3:14,15 9:6 23:17 24:7 28:5 39:19 40:8 77:13 87:15

discussing 6:6 49:15

49:19

disproportionately 41:18 disseminate 35:1

distinct 26:12 distinguished 38:1 **divide** 41:17 **DOC** 15:5 doing 5:7,11 8:9,10,11 22:19 27:19 31:16 56:21 57:16 61:10 73:21 75:22 76:2 77:18 81:1 82:22 86:6 87:10 88:16 dollar 8:5 domestic 25:19 26:21 27:3,7,13 40:22 46:1 domestically 13:9 75:4 dominate 81:13 **Don** 2:4,12 31:3 59:2 61:16 door 8:6 89:22 doors 4:11,17 doubled 90:3 dovetail 84:6 drafted 17:12 dramatically 54:5 **Drew** 88:10 drive 44:16 drops 30:12 dual 25:18 due 41:20 55:21 70:2 dynamic 69:22

Ε

eager 25:9 earlier 31:12 86:18 early 59:19 easiest 56:6 **East** 70:3 econ 77:3 **economic** 1:14 2:1,5 3:9 10:5 13:8,22 14:4 21:10 24:10,22 42:2 42:19 43:19 45:14 64:12 66:14 67:4 76:4 76:21 87:13 90:6 economy 7:3 10:11 28:14 41:11 43:13 54:4 64:16,18 66:18 69:10 80:12 90:6 ecosystem 45:9 **EDOs** 15:21 21:10 31:13 32:9 34:16 35:3 35:10 education 26:15 51:9 **effective** 33:16 34:4 effectiveness 44:6,16 efficiency 48:17 efficiently 74:3 effort 45:22 72:12,20 **efforts** 15:22 26:5 27:5

eight 13:19 23:3 65:4 67:21 **either** 30:12 elaborate 78:5 eligible 66:15 80:1 **embassies** 14:17 76:17 **Embassy** 68:4 70:16 76:6,10 77:5,21 82:8 emergency 70:15 **emerging** 48:16 65:12 89:20 emphasized 54:13 employed 80:1 **employees** 38:16 45:8 employer 45:7 employers 47:3 employment 80:3 enabled 74:10 encourage 27:10 38:5 encouraging 43:21 endeavor 82:9 energized 54:18 energy 39:3 46:18 47:1 47:12 60:10 enforcing 76:22 engage 22:6 engaged 19:9 engagement 14:17 16:10 19:15 33:20 engagements 75:18 engaging 22:18 enhance 18:19 39:20 enhanced 43:20 enhancing 25:19 41:5 enrich 67:3 enroll 70:10 enrolling 70:16 enrolment 70:11 **ensure** 16:21 45:22 ensures 47:9 ensuring 5:20 65:11 entire 40:14 58:2,14 entrance 39:13 44:7 environment 69:21 **EO** 79:12 equity 86:15 essential 41:11 65:15 establish 27:9 establishing 46:8 establishment 16:12 estimated 43:8 estimates 64:14 ethics 30:11 event 18:7 31:22 59:12 86:8,17,21 87:6 events 86:5,7 **EVERHART** 1:16 **everybody** 11:1 37:2

52:18 60:22 84:22 exactly 60:5 81:19 86:7 **examine** 19:11 39:11 **example** 70:1 79:18 81:1,2,7 Excellent 10:22 29:17 exceptional 7:10 **exchange** 21:9 31:13 85:16,18 excited 7:7 8:16 24:7 45:3 49:13 52:1 91:16 91:19 exciting 10:3 11:11 **executive** 1:14 2:3,13 12:3,6,21 23:18 25:2 38:10 executives 38:3 Executor 88:14 existing 15:21 42:21 exit 44:7 **expand** 20:14 74:18 expectations 5:14 expecting 79:16 expedited 67:22 **experience** 7:22 84:7 85:13 91:2 experienced 48:12 expert 62:4 **expertise** 41:15 85:1,5 85:6,15,18 86:1 **experts** 48:21 66:14 **expire** 74:15 **explore** 14:20 21:16 35:12 exploring 16:18 export 85:2 86:2 exports 64:20 **express** 21:13 extended 84:11 **extremely** 16:16 25:16 F

facilitate 33:19 35:20 facilitating 34:9 76:7 facilities 43:18 **facing** 38:19 fact 6:18 19:12 41:13 45:19 60:9 78:4 factor 51:7 **factors** 51:10 **facts** 71:5

factually 71:9 fairly 24:5 69:5 **fall** 32:12 **Fame** 59:8

face 90:1

familiar 17:6 38:18 familiarize 21:21

families 69:10 **family** 63:7 fanning 75:5 **fantastic** 9:5 31:22 90:20 92:2 **FAQs** 16:13 **far** 10:19 13:20 23:4 53:19 55:4,22 farm 65:21 faster 83:22 84:16 favor 28:18 37:9 50:4 52:14 **FCS** 77:3 **FDA** 86:18 **FDI** 2:1 14:3,21 15:3,7 19:12 21:9 25:8,18 26:5 27:6,12,17 34:3 35:20 40:19 51:11 60:6 78:11 feasibility 48:7 **February** 53:4,7 federal 2:10 4:5 19:3 20:2 58:14 fee 72:13 83:6,8,9 feedback 12:3 13:19 18:7 23:5 56:19 feel 15:10 22:22 42:21 69:13 90:9 feeling 53:16 54:18 **feels** 83:15 fees 78:17 79:1,3 82:6 83:5,5,7,13 84:2 fellow 49:12 51:3 68:21 felt 8:10 field 47:19 73:22 90:17 figures 71:5 fill 66:8 80:17 85:9 final 47:13 55:18 57:4 **finally** 39:21 44:13 find 16:15 90:13 **first** 13:21,21 17:7,19 17:22 19:1,5 21:1,12 23:19 24:9,11 32:15 34:12.20 35:4 36:11 36:14 38:8 39:11 41:2 43:16 44:19 45:2 50:5 53:17 62:18 66:11 68:5,18 77:15 87:8 89:8 fiscal 26:19 63:19 65:3 72:11 fit 85:17 five 20:19 21:1 69:2,4 80:3

fix 56:13

flatter 91:3 flow 66:14

flagship 69:15

fly 71:11 further 4:9.18 15:22 11:22 24:1 44:5 48:21 hands 58:22 **flying** 64:19 28:17 34:7 37:5 49:13 58:14 happened 10:19 **focus** 26:13 39:18 53:9 78:5 **governments** 78:8 happening 90:18 future 19:6 21:7 26:14 40:19 Governor 32:1 **happens** 71:9 focused 32:13 41:5 39:11 40:2,6 47:16 governors 66:7 80:14 happy 4:6 20:19 30:13 **folks** 67:14 75:17 80:4 48:9,17 53:18 graduation 44:9 35:11 Graff 1:17 3:13 29:7 80:6 91:4,15 FY24 14:16 hard 13:14 25:10 54:10 37:16 38:9 45:1 follow-up 15:20 83:20 55:17 72:7 76:1 G follow-ups 12:9 **Grant** 18:21 He'll 29:10 Following 12:6 gallons 60:12 granular 20:17 32:16 Head 1:12,20 2:6 food 65:22 headed 10:17 61:6 Gary 2:7 31:4 grateful 5:15 61:17 **foot** 7:5 gas 38:12 90:21 headquarters 90:16 force 50:14 gratifying 24:2 healthcare 65:14 **gases** 45:6 foreign 2:14 4:22 13:6 **GDP** 51:18 63:13 Graves 2:12 54:21 56:3 hear 9:10 10:20 12:2 32:5 34:13 51:8,11 general 2:14 4:21 32:13 57:19 58:21 59:5 28:1 53:8 62:11,11,21 56:2 58:4 59:20 60:2 76:18 90:17 60:14,19 87:4 66:5,6 80:14 88:18 60:16 64:18 67:1,5,6 generally 68:5 80:1 great 5:3 7:19 11:13 90:3 76:3,19 78:7 85:3,4 heard 10:1 31:11 36:3 generic 30:19 12:20 13:17 15:10 85:14 87:12 17:4 23:14 24:15 29:3 50:2,17 53:4 66:2 genuine 7:2 hearing 9:4 10:14 11:18 forgive 9:1 genuinely 8:10 31:15 36:7 37:16 formalize 21:9 geographies 35:2 50:12,21 51:4,5 52:6 13:11 57:20 formally 12:10 61:15 88:15 89:4 heartwarming 8:21 Geraldine 77:21 formation 13:11 getting 8:13 13:11 91:18 held 69:3 84:11 former 62:9 22:22 57:7 59:9 73:12 greater 1:16 31:7 33:6 **Hello** 54:21 **forms** 75:4 help 36:4 45:22 55:14 **green** 84:8 forum 26:7 qive 54:6 65:6 79:7 81:1 groundbreaking 57:15 66:9 73:17 76:12 forward 6:6,14 7:6 9:4 91:12.13 groundwork 10:13 79:15 80:8.19 84:20 10:14 11:18 12:5,5,11 giving 56:22 57:11 group 1:12,12,21 12:2 85:10 86:1 88:11 21:19 25:5 28:15 43:4 12:10 22:6 35:22 36:4 90:15 88:15 45:20 46:15 47:11 **global** 1:12.15.16.18.19 36:22 38:11 50:17 helped 32:21 74:5 48:4 49:6,8,19 51:5 2:14 4:21 19:10 38:12 51:4 54:12 helpful 54:13 56:9 52:13 53:20 55:18 41:11 **groups** 54:2 75:9 77:7 helping 10:13 37:1 77:13 92:2 **HENDERSON** 36:1 globalized 39:5 grow 43:9 87:20 90:22 found 19:12 51:9 **globe** 34:21 69:19 growing 47:19 85:10 **Hess** 1:18 46:6 86:3 foundation 10:11 glove 77:4 **arown** 64:8 **HICHAM** 1:13 growth 38:6 42:3 51:19 Founder 2:7 **go** 4:14 5:12 14:9 18:12 high 5:14 33:8 46:15 Founding 1:19 29:11 30:5 61:13 63:14 87:13 74:12 four 14:6 25:6 80:3 high-impact 17:18,21 62:20 guess 36:14 86:19 fourth 4:8 5:4 14:8 goal 26:13 38:4 **quests** 4:15 18:5 fragmented 48:13 goals 65:10 guidance 14:7 15:9,18 higher 84:1 Highest 63:21 free 70:12 goes 55:17 87:11 16:13,16 46:11 **freezes** 72:17 going 4:19 7:6,13 8:1,2 **guide** 17:5,7 highlight 15:7 22:9 friend 58:13 61:14 12:5 15:17,20 18:2 quidelines 26:1 27:9,11 highlighted 15:3 friends 51:17 74:22 20:16 24:5,11 29:6 **gusto** 90:10 highlighting 17:14 89:5 30:2,3 42:13 44:20 **guys** 91:5 highly 65:8 front 65:2,16 76:13 50:20 52:2 55:8,9 Hill 78:17 Н hire 44:9 47:4 72:21 fruition 52:2 58:2,18 60:8 61:7 frustration 67:13 79:17 62:14 72:18 84:22 H 1:12 hired 83:21 frustrations 63:9 90:13,22 **H-1B** 78:17 79:20 82:13 **hiring** 72:17 fuel 60:11 good 4:3,7,14 13:4 30:7 **H-1Bs** 79:9,18 81:22 historic 6:18 7:10 41:20 **fulfill** 48:18 37:16 52:21 53:12 89:13 **history** 71:12 full 24:17 30:12 73:2 half 13:15 55:5 66:11 58:9 60:17,18,22 64:5 Hitachi 1:13 76:14 72:10 74:22 Hoagland 31:7 67:18 69:9 71:5 72:7 functional 78:21 73:9 75:1,20,21 80:12 half-baked 56:11 **hold** 69:1 **fund** 90:12 Holdings 1:17 82:21 83:15 84:3 **Hall** 59:8 fundamental 41:8 Hollywood 59:13 91:12 **Halls** 30:12,19 funded 72:14 83:6 hand 4:19 7:5 Homeland 74:17 82:3 qotten 8:5 funding 44:12 hand-in-77:3 homework 5:8,10 91:11 government 2:6 9:22

Honio 31:5 inequities 41:21 **importance** 15:11 34:8 85:11,14,18 inflation 6:16 46:22 **honor** 40:11 45:10 77:1 internationally 69:8 **interview** 63:1 68:4,6,6 **hope** 21:4 **important** 4:11 26:7 66:1 71:22 74:7,8,8 hopefully 65:22 42:2 46:3,15 51:7 influence 24:1 **interviews** 44:8 73:13 hopper 55:7 59:9 62:6,7 70:9 **inform** 12:15 hospitals 65:16 75:21 84:18 87:10 information 16:10,15 intimately 45:10 hour 55:5 **importantly** 10:5 39:10 16:19,22 17:1 18:13 **introduction** 38:8 61:16 house 15:2 16:19 46:20 87:2 20:18 22:9 31:17 Inventors 59:8 impressed 6:1,2 34:15,18,22 40:18 74:17 investigating 15:12 housekeeping 4:10 impressive 8:8 69:16,18,20 70:14 investing 14:6 15:1,4 Houston 60:11 **improve** 16:10 31:12 61:10,11 78:2,11 91:7 huge 64:12,22 72:19 35:17 38:4 39:12,14 informed 69:21 investment 1:3,16 4:5 **Humpton** 1:9,11 3:4,17 42:17 49:18 79:8 infrastructure 2:3 6:16 5:4,21 13:3,7 14:14 9:7,14,19 11:4 23:18 improvement 35:13 18:20 19:3 20:3 15:16 16:2,7 17:17 27:20 28:1,4,9,20 44:17 66:16 78:9 initial 3:5 25:4 56:17 18:3,14,21 19:4,10,20 20:3 22:19 32:2 33:5 29:1,13,16,18,20 in-person 68:4 74:8 Initiative 42:20 30:15 36:8,13 37:5,11 inbound 34:13 71:16 initiatives 70:21 34:13 38:5,20 39:5 50:2,4,16 52:8,16,21 incentive 2:1 18:21 41:20 51:11 56:2 58:4 injected 64:15 53:12 55:16 86:22 19:4 20:3 innovation 26:10,14 59:20 60:2,3,15,16,17 incentives 27:1 47:1,3 59:9 60:6,8,15 61:1 60:21 61:20 76:9 87:8 88:20 **hush** 58:17 incentivizing 43:21 73:16 90:20 84:17 85:14 87:12 hydrogen 47:2 include 16:6 18:2,9 innovations 73:20 investments 2:7 14:8 22:16 40:4 90:18 15:15 17:9 31:5 32:5 included 22:14 innovative 33:1 41:1 43:20 60:7 61:5 **I3G** 18:21 20:3 includes 14:17 17:10 insights 23:20 55:4 investor 16:17 17:5,7 **IAC** 4:8 16:9 21:4 22:7 26:20 46:8.22 71:15 instantly 70:17 **investors** 2:4 17:13 23:16 24:17 40:11 74:10 institute-27:5 32:9 34:18.21 51:8 53:14 57:14 59:13 including 17:11 26:22 institute-developed 77.7 idea 53:17 87:15 58:7 72:22 26:1,17 invests 9:22 ideal 67:17 inclusion 42:10 44:10 institute-funded 26:18 invited 78:3 ideas 12:15 13:17 50:18 incorporating 73:22 institutes 26:3,11,11,16 involve 20:6 56:7,11 57:15,20 58:8 increase 14:21 49:16 27:3 involved 36:16 82:6 49:17 61:20 65:13 58:11 73:21 82:21 instruction 76:15 **IPA** 19:19 83:1 66:13 84:2 integrate 39:22 **IPAs** 19:10,13,22 identified 39:9 increased 14:17 46:12 integrated 48:1 IRA 51:21 86:5 identify 42:9 70:3 89:18,20 intellectual 26:2,17 **Ireland** 81:19 **IDIP** 26:18 increasing 25:18 41:6 27:2,6,12 Irish 77:21 81:21 43:17 56:1 **IFM** 2:4 intelligence 40:1 47:17 **Israel** 81:2,4 **IJA** 51:21 increasingly 39:5 41:10 47:18 48:9 51:16 issuance 63:10,18 imagine 16:21 47:22 intend 19:20 72:10 immigrant 62:18 63:6 incredible 90:17 intended 17:7 32:22 issue 45:16 78:2 89:10 issued 43:6 63:19,22 incredibly 54:13 33:16 63:21 72:11 **immigration** 17:11 78:1 **India** 62:10 68:15 71:19 interact 47:21 64:17 65:3,18 67:7,9 78:15 80:10 82:4 89:12.13 **interagency** 18:17 19:1 70:2 19:5,8 20:8 42:6 issues 38:19 89:11 87:16 India's 81:15 indicated 40:20 interest 7:22 35:2 **issuing** 71:17 impact 64:13,22 67:4 individuals 23:12 41:19 **interested** 17:8 32:5 **ITA** 15:5 22:3 74:12 impactful 44:12 69:10 76:12 ITA's 14:20 induction 59:7 **interesting** 37:7 66:10 items 4:10 impacts 41:18 42:1 industrial 38:12 90:4 iteration 32:14 **implement** 25:17 40:5 **ITOEN** 31:6 industries 25:20 38:3 interests 69:12 implementation 3:6 50:10,15 87:19 Intergovernmental 20:5 21:16 25:3 81:6 industry 39:1,19 40:21 22:4 42:7,22 43:2,6,7,8,11 internal 11:16 Jasjit 2:13 3:6 5:12 30:3 88.16 implementations 53:10 43:22 44:5,10 45:7,11 international 13:6 58:1 16:11,14 18:18 19:11 **JB** 84:8 implemented 25:9 46:1,10 50:9,11 66:11 implementing 21:3 75:8,13,16 77:6 82:22 19:13 22:9 31:17 Jim 31:6 48:7 83:3 87:22 64:14 70:10 84:21 job 38:6 43:11 62:19

L-1s 79:9 limited 33:22 84:19 85:9.22 manageable 25:16 labor 46:9 50:14 51:7 **jobs** 8:20 23:10 41:13 line 26:3 62:10,17 65:16 management 2:16 43:9,10,12 66:9 80:17 65:21 66:16 76:13 19:16 20:9 84:18 86:1 landmark 6:13 lines 72:12 managing 2:1,11 71:2 ioined 62:2 landscape 42:8 links 16:19 manner 16:4 joining 29:7 87:3 languages 73:1 **Liquide** 1:17 38:10,11 manufacturers 27:3 joint 76:16 large 87:16 47:6 75:16 **JONATHAN** 1:16 Largely 72:11 list 21:14 81:16 manufacturing 25:20 Josh 1:15 31:7 literally 6:19 23:12 26:2,6,9,10,14,16,20 larger 69:8 largest 38:15 45:5 little 4:16 5:13 6:8 11:3 27:7.13 **journey** 21:19 30:2 41:15 65:6 67:12 **Marisa** 58:2 **joy** 55:22 lastly 74:20 market 48:6 73:7 jump 81:15 late 9:12 29:9 37:18 70:20 71:10 77:20 June 45:15 91:15 latest 70:13 84:6 90:14 marketing 26:1 32:3 Laughter 7:15 9:13,18 Littus 2:5 54:5 Κ lives 62:13 69:12 11:6 30:17 51:20 markets 2:14 4:21 keep 17:1 27:16 58:3 14:18 19:17,17 61:2 52:19 55:15 57:17 living 41:8 71:16,18 85:3 60:17,18 64:8,10 59:4,14 63:4 84:4 **LLC** 1:18 2:7 local 14:4 35:6 Martindale 2:1 3:11 82:15 91:11 87:7 89:15 launching 91:17 locally 80:1 31:1 36:11,14 keeping 60:4 law 45:19 68:7 78:15 Keida 88:11 location 34:16 **massive** 80:10 locations 33:4 38:17 **Kevin** 2:6 41:3 51:1 laws 69:18 matchmaking 32:16 lay 10:13 70:19 logo 30:16 52:8 77:19 material 33:6 key 13:9,10 14:18 60:20 laying 89:7 long 19:9 37:8 materials 18:9 45:6 lead 2:2 18:17 22:18 long-term 8:11,14 mathematician 59:11 87:12,19 32:17 39:15 matter 92:5 Khronos 47:14 longer 67:17 82:14 kick 4:19 6:8 40:7 leader 29:6 47:12 look 10:14 49:8.19 matters 24:2 kicked 56:16 leaders 38:2 60:12 52:16 54:14 55:18 **mavors** 80:14 kicking 59:7 **leadership** 8:18 10:12 85:7 90:11 91:3 92:2 McCabe 2:2 3:9 24:12 13:2 14:2 15:6 23:5 looking 5:22 6:6 9:4 24:14 27:22 28:3,7,22 **kind** 7:17 55:20 64:8 66:5 68:19 71:8 73:6 24:17,19 59:17 65:11 11:18 35:4 39:13 48:4 McKellar 59:10 74:1 76:8 80:21 81:5 leading 13:2 49:7 64:9 67:11 68:10 mean 6:19 7:16 60:20 81:9,12 82:1 86:20 leads 46:4 77:13 78:2 63:15 80:22 90:7.18 leaned 73:15 kinds 10:6 62:1 65:7 **looks** 47:15 means 69:11 67:11 leave 59:16 90:1 91:14 lot 34:20 36:17.18 51:5 measure 43:16 44:6 **know** 4:11 5:17.17 6:11 led 19:2 38:1 41:3 42:6 61:9 62:20 68:8 71:4 measures 26:22 6:13,17 7:8,10,18,21 42:15 47:11 72:15 79:9,15 81:3 media 14:6.11 17:6 23:10 24:6,10 left 4:12 72:16 medical 65:17 85:15 29:3 33:11 34:19 legal 20:10 65:20 **lots** 67:10,10 90:12 meet 81:14 36:15 42:14 46:14 legislation 6:13,17 loud 10:2 meeting 3:20 4:8 5:4 48:18 49:11 50:8 Legislative 22:3 **Louisiana** 2:4 31:4 11:13 21:5 46:21 49:14,19 52:11 53:4,7 53:15,16 54:4,5,9 legislatures 21:22 love 14:12 33:13 55:3 61:19 91:11 55:11,16,20 56:6,16 lengthy 71:20 56:17 57:9,14 75:8,9 low 82:16 57:7,9 59:12 61:21 **Let's** 28:4 29:18,20,20 77:5,6,7 89:3 low-income 41:19 63:9 64:2,22 65:1 67:12 meetings 13:16 15:21 level 20:17 32:4 33:8 32:19 68:14,15 70:18 73:18 **leveled** 58:15 member 29:5 46:6 77:9 79:1,12 81:9 leverage 34:11 39:20 82:5 85:6,20 86:4,16 Madam 30:8 35:21 81:19 87:19 89:17,22 90:22 43:17 48:15,17 40:10 45:12 48:21 members 31:1,8 36:22 91:3,5,21 leveraged 43:1 main 34:2 37:6 39:8 40:11 49:12 leverages 48:8 51:3 56:4 knowledge 54:12 maintaining 44:2 mention 66:22 68:19 knowledge-based 48:7 liaison 75:13 83:3 major 71:16,18 78:14 **knows** 30:18 38:22 **Libby** 1:20 9:12,16 79:15,17 mentioned 12:19 25:12 59:15 60:15 83:20 81:22 89:17 Koenig 1:19,19 31:3,3 majority 71:16 84:5 mere 69:2 making 10:8 17:9 18:6 licensing 49:17 27:21,22 29:1 33:9 message 8:7,7 9:9 10:2 L 82:13 **lift** 79:19 36:8 38:20 59:17 60:5 61:8,13 76:16 **light** 31:15 76:14 77:2,8 82:19 messages 22:17 **L's** 81:22 lightly 70:6 86:13,13 messaging 16:7 60:18 **L-1** 84:7,8

met 1:7 22:3 55:1 75:15 nations 78:10 Off-microphone 44:22 pages 20:14 69:17 **metrics** 19:15 **nature** 19:8 50:3 52:20 paid 28:12 **Mexico** 62:22 68:15 navigation 20:13 offer 49:1 painless 82:10 near 19:6 pandemic 63:14 65:5 71:18 office 2:11 14:20 20:9 Mexico's 81:15 nearly 38:16 43:9 45:8 22:3 71:3 75:6 65:15 72:15 89:20 Michael 1:17 2:2 3:9,13 64:15 72:10 **Officer** 1:14 2:10 4:5 pants 6:8 24:12 29:2,7,9 37:14 necessary 47:11 officers 77:2,3,3 paper 54:17 part 7:20 18:4 19:5 20:1 **Middle** 70:3 need 11:4 41:9 50:5 offices 14:4 21:10 midst 89:19 52:2 66:7 76:12 77:8 oh 54:19 61:9 26:4 32:17 36:4 56:6 migration 65:21 80:21 79:7,14 80:8,15,17,18 Okay 36:13 52:21 72:14 73:11 80:10 82:18,19 **Mike** 38:9 40:9,13,20 81:21 85:4,5 Once 12:13 18:1 82:7 42:14 44:20 49:5,11 needed 28:5 39:17 one-stop-shop 16:13 participate 32:8 million 60:12,12 63:19 66:20 87:18 one-third 41:14 participating 36:22 63:20 64:15 65:3 67:1 needs 38:22 39:3,4,10 ongoing 3:14 12:15 partner 1:19 19:22 44:4 39:11 40:2,21 47:16 72:10 56:7 partnered 74:20 mind 78:6 online 32:18 48:10,13,18 50:20 partners 1:16 20:8 31:8 open 14:8 16:2,6 82:21 Ministerial 61:7 78:9 35:6 58:6,10,13 61:3 **minute** 38:7 negative 11:7 63:3 85:3 74:18 75:1,9,20 89:5 minutes 53:1 62:5 Negotiation 2:2 Opening 3:3 partnership 1:14 37:2 network 26:10 **Opens** 61:2 mission 5:19 22:10 59:18 60:10 75:2 32:2 56:1 61:19 73:4 never 63:15 operating 38:16 89:18 90:22 92:2 88:2 new 3:8 7:5 24:4 29:5,6 operation 38:15 partnerships 26:12 mobility 23:12 39:13 42:5 55:6 75:13 operational 19:14 parts 18:22 **model** 48:9 operations 48:2 66:17 84:9 pass 49:3 52:5 88:22 moment 6:12 10:10,16 **Newmark** 1:19 46:7 passed 45:20 78:15 73:18 11:21 12:1 29:11 **news** 67:18 69:9 71:5 opportunities 42:9 passing 83:4 37:13 75:21 **opportunity** 12:8 13:18 passionate 42:14 moments 12:2 nice 6:22 63:8 17:4 30:21 32:3 37:20 passport 63:20,21 69:1 money 8:12,13,14 **nimble** 39:4 40:18 43:17 45:13 69:3 86:13 **NIST** 57:11 48:15 53:17 passports 63:18 67:18 monitor 49:9 nominally 61:4 opposed 28:20 37:11 67:20 71:6 monitoring 48:12 non-63:20 72:10 52:16 path 20:13 North 1:14 2:2 35:5 **month** 76:16 **options** 67:11 paths 46:15 months 5:9 33:22 56:18 66:3 order 21:17 38:5 80:4 pathway 65:20 84:12 Northwest 1:8 Organized 75:12 paying 46:16 Morgan 75:13 83:4 note 51:6 **OSBORNE** 2:3 people 8:7,12 23:22 **noted** 11:20 25:5 54:15 33:3 61:9 62:11 63:15 morning 66:2 ought 52:22 outcomes 48:3 motion 27:21,22 28:5 nuggets 50:21 64:2,3 66:6,19,19 35:15,22 37:4 49:3,22 number 17:15,16 18:17 outlined 22:21 68:8 70:7,18 71:10 52:14 20:12 21:8 22:8 32:11 outlines 48:19 72:22 73:21 77:10 move 12:5 16:8 21:19 52:10 63:21 68:12 outreach 14:13,16 82:22 83:21 86:11 24:5 29:15 39:19 57:1 72:13 78:2 83:12 21:21 22:5,15 31:14 90:18 **numbers** 8:3 47:7 63:13 84:15 86:13 outs 55:21 percent 41:13 51:18 moving 21:6 45:20 63:14 64:21 65:15 outside 60:7 79:10 65:5,13 66:4,12 69:1 multi-82:1 69:8 74:11 overhead 83:18 69:2,2,4,5 nurture 87:20 overseas 32:1 70:15 period 69:5,6 multi-step 82:17 MythBusters 57:10,11 periodic 83:10 72:16 73:1,3,13 75:22 0 59:3 87:6 76:1,6,17 77:4 82:8 person 4:7 82:14 85:1.6 personal 62:16 **O'Brien** 75:13 Ν Overview 3:5 personally 53:16 54:18 **objective** 33:17 46:10 62:8 name 4:4 38:8 75:17 objectives 32:22 Ρ Nancy 24:18 29:3 obligation 55:12 perspective 34:18 Nason 77:22 P-R-O-C-E-E-D-I-N-G-S 84:21 obliged 6:9 nation 87:9 petition 82:4,7 **obviously** 6:3 51:8 4:1 **nation's** 38:4 petition-based 82:1 64:12 81:11 84:17 **p.m** 1:8 4:2 92:6 **PhD** 59:11 nation-wide 46:12 occupational 49:17 **pace** 52:4 philosophical 7:2 **National** 26:19 42:19 occurring 53:10 package 57:3

page 16:20

OCTOBER 1:5

59:8

phrases 48:20

	1	1	,
pick 80:7	prepare 39:16 47:15	44:1,6,12,17 46:15	quote 64:13
piece 78:14	prescribed 16:5	progress 11:16 12:17	
Pierson 2:4 31:3	presence 38:13	53:8 68:2	R
piloted 81:5	present 1:10 2:10 12:8	projects 26:18	R 1:16
pipeline 47:10 50:13	20:18 25:14 30:21	promote 17:5,17 26:21	Rachel 2:10 4:4 5:3
66:19 80:6	37:20 38:14 40:16	27:1,11	RAE 2:5
pitting 60:1	44:18,20	promoting 65:22	Raimondo's 12:11
pivotal 11:21 12:1	presented 50:1	promotion 14:21 19:10	raise 79:2
place 16:15 18:8,12	president 1:11,12,15,20	property 26:2,17 27:2,6	raised 78:17
50:12	2:6,8 14:8 16:1 38:11	27:12	raising 88:1
places 71:21	President's 46:18	proposals 51:5	range 58:6
plan 14:16	presiding 1:9	propose 40:3 46:7	rapidly 24:6 39:1 40:21
plane 71:11	press 22:18	proposed 25:21 27:8	47:18 48:12,16
planning 15:15	pretty 67:4	proposing 25:14 43:15	rate 66:3 79:13
plans 22:15	previous 12:4 30:4	propositions 19:18	rates 44:9,9,11
platform 33:2,19 34:5,6	previously 55:3	prorated 83:12	re-amplified 16:4
48:8,20 play 6:4 35:9	price 66:1 prior 46:20 53:14,14	protect 69:12	reaction 23:20 real 48:14 90:9
Please 9:1	54:1	protection 68:21 proud 7:17 12:17 38:1	
pleased 13:17 24:21	priorities 12:1 57:21	72:5	real-time 57:8 81:1 realized 17:3
45:17 49:1	prioritization 84:14	proverbial 21:14	really 5:14 6:4,4,19,21
pleasure 13:16 44:18	85:8	provide 14:3 27:1 33:12	7:1,5 8:1,19,21 11:11
plenty 88:21	prioritize 15:20 78:10	69:17 83:11,18	11:18 12:17,18 13:5
point 6:22 25:11 34:12	prioritized 81:10	provided 11:13 83:8	13:11,17 20:16 21:14
34:20 35:4 36:15 60:6	priority 19:15 22:17	providers 17:12 65:17	22:11 31:19 32:15
60:20 84:3	46:17 54:8 68:20	provides 43:20	36:17 42:15 43:3 46:1
points 6:22	private 2:3 10:1,1 11:22	providing 23:11 65:15	51:14 52:1 57:5 60:1
policies 26:20 30:11	26:8,11	65:20	61:17 62:4,6,6,7 63:7
40:4 46:19 74:1	privilege 10:13	PTO 78:22	63:8,11 64:21 66:10
policy 7:2 11:22 16:2,7	probably 35:8 74:4	public 1:21 14:20 26:11	66:10 68:13,18 72:5
73:20 74:4 89:12	problem 56:12 64:5	28:13	73:15 74:10,20 75:1
pool 42:1	86:20	public- 26:7	75:19 76:1,22 77:16
portal 32:16,18 33:9,15	proceed 12:16	publicly 51:22	78:21 80:8 81:13,15
33:18,21 34:3	process 25:11 34:15	publish 44:14	89:4 91:1,16 92:1
pose 79:12	35:19 37:1 68:10	pull 35:6	reason 33:21 34:2
position 34:11	73:19 82:2,5,6,10,17	pulled 42:18	71:20
positions 72:16	84:10,14 86:9,11,18	pulling 35:10	reasons 90:12
positively 47:20	processing 21:3 67:12	purposes 25:18 27:7,13	reassuring 46:2
possible 29:11 61:21	67:17,20 79:8	76:13	reawaken 73:6
70:18 82:11,20	produce 55:12 88:12	put 6:14 8:12,13 12:11	recapped 31:12
Post 1:21 post- 63:13	produces 66:20	13:14 25:5 36:17 43:3 51:5 55:7 62:22	receive 33:4 70:13
post-investment 18:9	producing 55:17 production 26:21 65:10	puts 34:5	received 13:20 23:3 29:10 55:4
pot 90:20	production 26.2 1 63.16	putting 7:5 35:21	recognize 15:11 24:11
potential 16:17 47:19	89:2	Patting 7.0 00.21	31:21 40:20
70:4 77:7	products 63:20,22	Q	recognizing 30:3
power 39:22	professional 44:1	Q&A 27:19	recommend 25:22
powerful 28:13,14	professionals 13:6,7	qualified 17:12 64:17	recommendation 14:1
practices 18:19 19:11	proficiency 41:18	quarter 51:19	14:5,12,22 15:5,10,18
19:14,22	profits 86:14	question 27:20 54:2	16:3,9 17:4,15,16
pragmatic 41:22	profound 71:10	67:15 78:13 79:13	18:1,4,15,16,22 20:2
pre- 65:14	program 16:13,16	83:5	20:5,12 21:8,15,20
pre-pandemic 67:19	18:21 19:4 20:3,4	questions 28:6 77:13	22:2,8,12,21 23:1
predict 40:1 48:9	26:22 66:5 70:11,11	77:20 87:1	25:13,15,21 27:8,14
predicting 48:2	81:20	quick 50:8 52:4 82:10	28:16 29:2 30:6 31:11
premier 5:21 58:3	programming 17:20	quicker 86:13	31:19 36:2 37:12
premise 80:11	18:2	quickly 57:1 58:3 81:16	39:16,22 41:2 42:4,12
prep 33:6	programs 18:20 39:21	quite 22:20 69:14	42:15 45:21 46:7 47:9
	I	l	I

47:14 48:4.19 50:13 recommendations 3:5 3:8 5:8,12,16 6:1,11 7:4 10:15,20 11:14,17 12:4,9,20 13:19,22 20:11 21:2,7 23:3,14 23:21 24:4 25:4,6,9 30:4 32:12 35:16 37:15,21 39:9 40:3,16 42:22 43:4 44:19 45:2 46:5 49:2,6,10,13,22 52:12 53:5,9,14,19 54:1,17 55:2,6 56:8 56:20 57:4 88:12,17 91:11 recommended 45:15 recommends 16:12 record 9:11 63:19 65:4 65:4,20 67:15 74:11 92:6 records 44:8 63:17 recovery 83:9 84:2 **recruit** 72:21 **reduced** 68:12 reducing 68:3 **Reduction** 6:16 46:22 ReEnergy 1:16 reference 74:6 reform 79:16,17 80:10 87:16 **reforms** 64:10 refugees 80:6 regarding 17:19 18:5 20:1 21:7 regardless 16:6 regards 15:9 registered 47:4 registration 18:13 91:17 regularly 17:13 regulations 26:4 74:1 reinvent 43:1 reinvigorated 75:2 related 13:22 15:19 19:1 20:12 70:21 76:8 80:22 relates 12:4 Relating 15:1 relationship 19:16 relationships 22:16 81:11,12 relayed 22:14 relevant 35:12 44:5 54:3 relish 53:17 remains 5:20 remarkable 9:20

remind 23:9 reminding 91:15 **reminds** 62:15 **remiss** 51:17 report 19:1,6,8 20:19 29:12 43:6,16 44:15 55:1,12,18,20 57:4 Reports 3:7 representatives 46:10 represented 31:6 representing 13:5 58:15 represents 26:7 Republican 66:7 request 32:19 34:15 require 20:7,8 41:13 68:4,6 71:14 required 47:3 68:6 71:22 requirement 68:11 requirements 77:10 requires 79:18 reshare 53:13 reside 58:8 Resident 2:2 residents 41:20 resides 86:9 **resilience** 17:20,22 resonated 59:22 **resource** 17:8,14 resources 2:16 14:3 43:21 44:14 48:6 79:7 responses 23:2 responsibility 24:20 69:11.14 responsiveness 89:9 Restrooms 4:10 result 47:5 72:15 results 44:11,14 49:10 retain 40:6 retention 44:11 return 67:19 reunited 63:6 review 18:18 20:4 reviewing 16:3 84:14 revolution 52:9 **RFIs** 35:1 Rich 61:13 Richard 1:12 2:15 3:4 3:17 10:16,21 13:1 24:16 30:11 52:17,22 59:1 88:6 **Richards** 2:6 41:4 51:2 77:15,19 right 4:17 8:13 24:13,15 30:6 34:4 37:13 41:4 51:14 60:5 68:11

82:11 83:9 86:6 **risks** 69:19 70:8 **Roadmap** 42:19 **Rob** 2:5 70:19 71:1 81:16 89:6,17 **ROBERT** 1:18 2:11 robust 24:11 rock 6:2 Roger 1:20 9:12 60:19 role 14:2 34:8 35:8 **rolled** 90:2 rolling 56:22 roof 63:15 72:2 roundtable 19:19 **routine** 67:21 **rules** 26:3 run 30:4 58:18 running 29:9 86:12 rural 41:19

S

SAF 60:13 **safe** 65:20 **salary** 83:17 **Sandra** 2:8 3:13 29:5 37:14,19,22 38:8 39:7 39:15 40:7,8 45:21 49:3 53:4 **SAP** 2:6 41:5 51:22 77:19 **SAPs** 79:8 satisfaction 44:10 **Savage** 57:10 **saving** 54:16 **saw** 7:9 8:8,14 65:13 **saying** 28:18 56:12 60:4 85:8 scale 22:20 schedule 52:17 **Science** 65:11 **scope** 6:20 scratchy 11:10 searching 47:7 seats 73:12 **Seattle** 1:16 31:7 second 16:8 17:21 18:4 19:2 20:1 21:1 28:1,2 28:3 31:22 33:18 36:10,11,14 37:3 42:12 44:21 50:2 52:14 59:15 84:6 86:21 **Secretary** 2:4,12,13,15 4:20 7:18 9:7 12:11 12:19 25:1 30:9 31:4 40:10 45:15 54:19,21 56:18 58:22 62:19

71:1,4 72:1 76:20

87:4 88:14.21 89:6.21 secrete 78:20 section 62:21 sections 76:3,4 sector 10:1,1 11:22 **sectors** 19:15 **secure** 26:13 security 65:22 70:14 74:17 82:3 see 4:7 7:1,22 10:3 16:3 25:9 36:1 52:1 54:7 54:22 71:20 88:6 91:4 seeing 9:21 72:2 85:13 seek 27:16 seen 11:12 28:10 45:19 57:10 64:5 72:3 selection 2:1 51:12 **SelectUSA** 2:13 3:10 15:5,16 16:5,6 17:17 18:3 19:9,20 20:6,15 21:8,11,22 22:5 23:7 25:16 29:21 31:13,15 31:20 32:2 33:11 34:11,13,19 35:9,11 37:8 76:7 77:2 SelectUSA's 22:10 27:16 34:8 sellers 34:6 semi 50:14 semiconductor 39:2 42:18,19 43:5,6,8,11 45:7,9 46:1 50:9 75:15 sending 77:10 sends 9:22 senior 2:1 58:15 sent 76:15 sentiment 78:7 series 64:9 seriously 30:13 69:14 **serve** 53:17 69:12 served 53:15 85:1 **service** 2:15 4:22 17:12 44:8 67:22 76:4,19 77:17 83:11,19 87:9 services 1:19 2:11 3:15 14:14 33:13 75:11 82:4 83:8 **session** 15:16 set 13:21 24:11 40:15 61:19 63:17 83:7,9,13 Seth 2:1 3:11 29:22 30:1,5 31:1 36:9 sets 39:14 51:9 **shape** 73:9 **share** 13:18 17:18 19:13 38:3 40:18 41:3

71:11 78:21 81:19

Remarks 3:2,3,16,18

42:13 59:18 69:20

	1	1	1
75:21	57:12	step 17:7 70:10,16 82:2	35:18 39:16 91:15
shared 43:3 59:19 71:4	sort 76:11 83:14	steps 88:1	supplier 45:5
sharing 13:16 16:11	sorts 8:3	sticking 8:11	supply 17:20,22 18:2
55:7 91:7	sources 20:14 48:14	stood 62:16	66:16
shepherding 13:4	speak 10:16 24:21	stop 77:12	support 18:20 19:3,7
shift 7:2,2	49:11 73:12	stories 14:15,22 15:3,7	20:2 35:18 45:16,19
shine 31:14	specialty 45:6	62:11	52:1 65:16 66:18,19
shocks 66:6	specific 15:19 50:12	story 62:16 63:8 69:9	87:19 88:2
short 69:5 81:20	83:19 87:17	86:15	supported 43:12
shortage 65:22 66:4	specifically 16:12	straightforward 82:11	supporting 7:3 61:22
show 9:11 57:10 91:6	20:22 27:5 57:22	straining 9:9	65:10
showed 66:12	71:21 84:20	strategic 22:15 39:18	supportive 45:3
showing 20:17 56:5	spelled 33:5	48:8	sure 53:21 55:19 70:17
60:1 75:10	spend 53:1	strategies 14:21 40:4	70:22 76:5,11 77:2,8
shows 43:7 75:10	spent 81:3	strategy 1:18 13:12	83:3 88:8,8
shut 89:22	spirit 22:22	16:10	surpassed 5:15
Siemens 1:11 10:8	spoke 77:20	streamline 49:16 73:17	sustain 66:21
88:11	sponsoring 27:10	streamlined 82:20	sustainable 60:10
signal 9:22	spread 11:8	streamlining 48:2	system 49:18 78:18
signature 76:18	staff 35:11 53:13 55:19	strength 42:1	
significant 25:7 38:13	80:1 88:10	strengthen 15:22	
40:19 66:15 67:4	staffing 72:13 73:2,5,9	strong 40:15,22 42:17	tab 18:15
68:14	stakeholder 33:20 75:9	45:11	table 10:4
signify 28:18 similar 34:15	stakeholders 13:10,10 32:8 35:12	stronger 33:9	take 14:1 33:18 39:17
simply 72:1	stand 53:18	strongly 42:21 structural 41:21	61:7,12 70:6 80:7 82:5 88:1
Singh 2:13 3:6 12:3,22	standardize 34:22	struggle 11:3	takeaway 87:14
13:1 23:19 25:2 88:15	standards 43:22	student 67:1,8	takeaways 17:18,21
Singh's 12:6	standing 24:12	students 67:1,2,5,7	18:5
single 8:21	standout 62:10	74:11	taken 55:5 75:3
singular 36:2	stands 66:3	studies 83:10	talent 42:1 66:20
sit 33:13 35:11	star 6:2	studying 67:2	talk 9:2 12:7 39:21 55:6
site 2:1 15:6 34:16	stars 91:5	stuff 36:18 90:1	57:11,13 58:6 63:11
51:11	start 30:10	subcommittee 3:7,9,10	79:9 [^]
sitting 41:4 75:14	starts 82:2	3:12,14 13:3 24:9,13	talked 30:2 63:12 89:21
		0.12,14 10.0 24.0,10	laikeu 30.2 03.12 09.21
situation 68:20 70:15	state 2:12,15,16 4:16	24:19,22 25:5,12 28:8	talking 6:22,22 7:12
situation 68:20 70:15 six 67:20			
six 67:20 size 78:19	state 2:12,15,16 4:16 14:3 21:9 24:7 32:4 34:16 35:3,10 58:7,10	24:19,22 25:5,12 28:8 29:4,21 30:22 31:8 32:6 36:16 37:21 38:2	talking 6:22,22 7:12 53:1 63:13 77:22 78:7 87:22 89:19
six 67:20 size 78:19 SK 1:12 88:11	state 2:12,15,16 4:16 14:3 21:9 24:7 32:4 34:16 35:3,10 58:7,10 58:16 59:1 62:3 71:3	24:19,22 25:5,12 28:8 29:4,21 30:22 31:8 32:6 36:16 37:21 38:2 39:8 40:13 46:6 48:22	talking 6:22,22 7:12 53:1 63:13 77:22 78:7 87:22 89:19 tangible 49:7
six 67:20 size 78:19 SK 1:12 88:11 skill 39:14 41:17 42:11	state 2:12,15,16 4:16 14:3 21:9 24:7 32:4 34:16 35:3,10 58:7,10 58:16 59:1 62:3 71:3 72:14 79:22 87:3 89:5	24:19,22 25:5,12 28:8 29:4,21 30:22 31:8 32:6 36:16 37:21 38:2 39:8 40:13 46:6 48:22 49:15	talking 6:22,22 7:12 53:1 63:13 77:22 78:7 87:22 89:19 tangible 49:7 targeted 50:12
six 67:20 size 78:19 SK 1:12 88:11 skill 39:14 41:17 42:11 51:9 85:16	state 2:12,15,16 4:16 14:3 21:9 24:7 32:4 34:16 35:3,10 58:7,10 58:16 59:1 62:3 71:3 72:14 79:22 87:3 89:5 89:9 90:7	24:19,22 25:5,12 28:8 29:4,21 30:22 31:8 32:6 36:16 37:21 38:2 39:8 40:13 46:6 48:22 49:15 subcommittees 11:12	talking 6:22,22 7:12 53:1 63:13 77:22 78:7 87:22 89:19 tangible 49:7 targeted 50:12 task 5:18
six 67:20 size 78:19 SK 1:12 88:11 skill 39:14 41:17 42:11 51:9 85:16 skilled 44:3 47:8 50:14	state 2:12,15,16 4:16 14:3 21:9 24:7 32:4 34:16 35:3,10 58:7,10 58:16 59:1 62:3 71:3 72:14 79:22 87:3 89:5 89:9 90:7 stated 31:13 36:2	24:19,22 25:5,12 28:8 29:4,21 30:22 31:8 32:6 36:16 37:21 38:2 39:8 40:13 46:6 48:22 49:15 subcommittees 11:12 11:17 12:7,18 53:8,11	talking 6:22,22 7:12 53:1 63:13 77:22 78:7 87:22 89:19 tangible 49:7 targeted 50:12 task 5:18 taskforce 42:6 46:8
six 67:20 size 78:19 SK 1:12 88:11 skill 39:14 41:17 42:11 51:9 85:16 skilled 44:3 47:8 50:14 65:9	state 2:12,15,16 4:16 14:3 21:9 24:7 32:4 34:16 35:3,10 58:7,10 58:16 59:1 62:3 71:3 72:14 79:22 87:3 89:5 89:9 90:7 stated 31:13 36:2 statement 14:9 16:2,7	24:19,22 25:5,12 28:8 29:4,21 30:22 31:8 32:6 36:16 37:21 38:2 39:8 40:13 46:6 48:22 49:15 subcommittees 11:12 11:17 12:7,18 53:8,11 53:22 78:4 88:10	talking 6:22,22 7:12 53:1 63:13 77:22 78:7 87:22 89:19 tangible 49:7 targeted 50:12 task 5:18 taskforce 42:6 46:8 48:5
six 67:20 size 78:19 SK 1:12 88:11 skill 39:14 41:17 42:11 51:9 85:16 skilled 44:3 47:8 50:14 65:9 skills 39:12 41:7,9,11	state 2:12,15,16 4:16 14:3 21:9 24:7 32:4 34:16 35:3,10 58:7,10 58:16 59:1 62:3 71:3 72:14 79:22 87:3 89:5 89:9 90:7 stated 31:13 36:2 statement 14:9 16:2,7 45:16 71:9	24:19,22 25:5,12 28:8 29:4,21 30:22 31:8 32:6 36:16 37:21 38:2 39:8 40:13 46:6 48:22 49:15 subcommittees 11:12 11:17 12:7,18 53:8,11 53:22 78:4 88:10 subsequent 11:15	talking 6:22,22 7:12 53:1 63:13 77:22 78:7 87:22 89:19 tangible 49:7 targeted 50:12 task 5:18 taskforce 42:6 46:8 48:5 Tata 2:3
six 67:20 size 78:19 SK 1:12 88:11 skill 39:14 41:17 42:11 51:9 85:16 skilled 44:3 47:8 50:14 65:9 skills 39:12 41:7,9,11 41:14,22 42:6,8,10	state 2:12,15,16 4:16 14:3 21:9 24:7 32:4 34:16 35:3,10 58:7,10 58:16 59:1 62:3 71:3 72:14 79:22 87:3 89:5 89:9 90:7 stated 31:13 36:2 statement 14:9 16:2,7 45:16 71:9 states 1:1 5:20 15:13	24:19,22 25:5,12 28:8 29:4,21 30:22 31:8 32:6 36:16 37:21 38:2 39:8 40:13 46:6 48:22 49:15 subcommittees 11:12 11:17 12:7,18 53:8,11 53:22 78:4 88:10 subsequent 11:15 substantial 47:1,7	talking 6:22,22 7:12 53:1 63:13 77:22 78:7 87:22 89:19 tangible 49:7 targeted 50:12 task 5:18 taskforce 42:6 46:8 48:5 Tata 2:3 tax 47:1
six 67:20 size 78:19 SK 1:12 88:11 skill 39:14 41:17 42:11 51:9 85:16 skilled 44:3 47:8 50:14 65:9 skills 39:12 41:7,9,11 41:14,22 42:6,8,10 50:18 51:16 80:15	state 2:12,15,16 4:16 14:3 21:9 24:7 32:4 34:16 35:3,10 58:7,10 58:16 59:1 62:3 71:3 72:14 79:22 87:3 89:5 89:9 90:7 stated 31:13 36:2 statement 14:9 16:2,7 45:16 71:9 states 1:1 5:20 15:13 17:9 25:7 27:17 32:11	24:19,22 25:5,12 28:8 29:4,21 30:22 31:8 32:6 36:16 37:21 38:2 39:8 40:13 46:6 48:22 49:15 subcommittees 11:12 11:17 12:7,18 53:8,11 53:22 78:4 88:10 subsequent 11:15 substantial 47:1,7 substantive 56:19	talking 6:22,22 7:12 53:1 63:13 77:22 78:7 87:22 89:19 tangible 49:7 targeted 50:12 task 5:18 taskforce 42:6 46:8 48:5 Tata 2:3 tax 47:1 teaching 72:22
six 67:20 size 78:19 SK 1:12 88:11 skill 39:14 41:17 42:11 51:9 85:16 skilled 44:3 47:8 50:14 65:9 skills 39:12 41:7,9,11 41:14,22 42:6,8,10 50:18 51:16 80:15 86:8,19	state 2:12,15,16 4:16 14:3 21:9 24:7 32:4 34:16 35:3,10 58:7,10 58:16 59:1 62:3 71:3 72:14 79:22 87:3 89:5 89:9 90:7 stated 31:13 36:2 statement 14:9 16:2,7 45:16 71:9 states 1:1 5:20 15:13 17:9 25:7 27:17 32:11 33:4 38:6 43:20 47:10	24:19,22 25:5,12 28:8 29:4,21 30:22 31:8 32:6 36:16 37:21 38:2 39:8 40:13 46:6 48:22 49:15 subcommittees 11:12 11:17 12:7,18 53:8,11 53:22 78:4 88:10 subsequent 11:15 substantial 47:1,7 substantive 56:19 success 14:15,21 15:3	talking 6:22,22 7:12 53:1 63:13 77:22 78:7 87:22 89:19 tangible 49:7 targeted 50:12 task 5:18 taskforce 42:6 46:8 48:5 Tata 2:3 tax 47:1 teaching 72:22 team 6:3 14:13,14 23:9
six 67:20 size 78:19 SK 1:12 88:11 skill 39:14 41:17 42:11 51:9 85:16 skilled 44:3 47:8 50:14 65:9 skills 39:12 41:7,9,11 41:14,22 42:6,8,10 50:18 51:16 80:15 86:8,19 skip 30:5	state 2:12,15,16 4:16 14:3 21:9 24:7 32:4 34:16 35:3,10 58:7,10 58:16 59:1 62:3 71:3 72:14 79:22 87:3 89:5 89:9 90:7 stated 31:13 36:2 statement 14:9 16:2,7 45:16 71:9 states 1:1 5:20 15:13 17:9 25:7 27:17 32:11 33:4 38:6 43:20 47:10 49:18 56:2 59:21	24:19,22 25:5,12 28:8 29:4,21 30:22 31:8 32:6 36:16 37:21 38:2 39:8 40:13 46:6 48:22 49:15 subcommittees 11:12 11:17 12:7,18 53:8,11 53:22 78:4 88:10 subsequent 11:15 substantial 47:1,7 substantive 56:19 success 14:15,21 15:3 46:2,17 50:9 86:15	talking 6:22,22 7:12 53:1 63:13 77:22 78:7 87:22 89:19 tangible 49:7 targeted 50:12 task 5:18 taskforce 42:6 46:8 48:5 Tata 2:3 tax 47:1 teaching 72:22 team 6:3 14:13,14 23:9 28:15 42:16 47:20
six 67:20 size 78:19 SK 1:12 88:11 skill 39:14 41:17 42:11 51:9 85:16 skilled 44:3 47:8 50:14 65:9 skills 39:12 41:7,9,11 41:14,22 42:6,8,10 50:18 51:16 80:15 86:8,19	state 2:12,15,16 4:16 14:3 21:9 24:7 32:4 34:16 35:3,10 58:7,10 58:16 59:1 62:3 71:3 72:14 79:22 87:3 89:5 89:9 90:7 stated 31:13 36:2 statement 14:9 16:2,7 45:16 71:9 states 1:1 5:20 15:13 17:9 25:7 27:17 32:11 33:4 38:6 43:20 47:10 49:18 56:2 59:21 60:21 61:21 62:12	24:19,22 25:5,12 28:8 29:4,21 30:22 31:8 32:6 36:16 37:21 38:2 39:8 40:13 46:6 48:22 49:15 subcommittees 11:12 11:17 12:7,18 53:8,11 53:22 78:4 88:10 subsequent 11:15 substantial 47:1,7 substantive 56:19 success 14:15,21 15:3 46:2,17 50:9 86:15 successfully 81:5	talking 6:22,22 7:12 53:1 63:13 77:22 78:7 87:22 89:19 tangible 49:7 targeted 50:12 task 5:18 taskforce 42:6 46:8 48:5 Tata 2:3 tax 47:1 teaching 72:22 team 6:3 14:13,14 23:9 28:15 42:16 47:20 54:10 55:22 57:8 58:2
six 67:20 size 78:19 SK 1:12 88:11 skill 39:14 41:17 42:11 51:9 85:16 skilled 44:3 47:8 50:14 65:9 skills 39:12 41:7,9,11 41:14,22 42:6,8,10 50:18 51:16 80:15 86:8,19 skip 30:5 sleeves 90:2	state 2:12,15,16 4:16 14:3 21:9 24:7 32:4 34:16 35:3,10 58:7,10 58:16 59:1 62:3 71:3 72:14 79:22 87:3 89:5 89:9 90:7 stated 31:13 36:2 statement 14:9 16:2,7 45:16 71:9 states 1:1 5:20 15:13 17:9 25:7 27:17 32:11 33:4 38:6 43:20 47:10 49:18 56:2 59:21	24:19,22 25:5,12 28:8 29:4,21 30:22 31:8 32:6 36:16 37:21 38:2 39:8 40:13 46:6 48:22 49:15 subcommittees 11:12 11:17 12:7,18 53:8,11 53:22 78:4 88:10 subsequent 11:15 substantial 47:1,7 substantive 56:19 success 14:15,21 15:3 46:2,17 50:9 86:15 successfully 81:5 suggested 20:20	talking 6:22,22 7:12 53:1 63:13 77:22 78:7 87:22 89:19 tangible 49:7 targeted 50:12 task 5:18 taskforce 42:6 46:8 48:5 Tata 2:3 tax 47:1 teaching 72:22 team 6:3 14:13,14 23:9 28:15 42:16 47:20 54:10 55:22 57:8 58:2 61:17 62:3,21,21
six 67:20 size 78:19 SK 1:12 88:11 skill 39:14 41:17 42:11 51:9 85:16 skilled 44:3 47:8 50:14 65:9 skills 39:12 41:7,9,11 41:14,22 42:6,8,10 50:18 51:16 80:15 86:8,19 skip 30:5 sleeves 90:2 slow 73:6	state 2:12,15,16 4:16 14:3 21:9 24:7 32:4 34:16 35:3,10 58:7,10 58:16 59:1 62:3 71:3 72:14 79:22 87:3 89:5 89:9 90:7 stated 31:13 36:2 statement 14:9 16:2,7 45:16 71:9 states 1:1 5:20 15:13 17:9 25:7 27:17 32:11 33:4 38:6 43:20 47:10 49:18 56:2 59:21 60:21 61:21 62:12 67:16 71:12,15 72:3	24:19,22 25:5,12 28:8 29:4,21 30:22 31:8 32:6 36:16 37:21 38:2 39:8 40:13 46:6 48:22 49:15 subcommittees 11:12 11:17 12:7,18 53:8,11 53:22 78:4 88:10 subsequent 11:15 substantial 47:1,7 substantive 56:19 success 14:15,21 15:3 46:2,17 50:9 86:15 successfully 81:5	talking 6:22,22 7:12 53:1 63:13 77:22 78:7 87:22 89:19 tangible 49:7 targeted 50:12 task 5:18 taskforce 42:6 46:8 48:5 Tata 2:3 tax 47:1 teaching 72:22 team 6:3 14:13,14 23:9 28:15 42:16 47:20 54:10 55:22 57:8 58:2
six 67:20 size 78:19 SK 1:12 88:11 skill 39:14 41:17 42:11 51:9 85:16 skilled 44:3 47:8 50:14 65:9 skills 39:12 41:7,9,11 41:14,22 42:6,8,10 50:18 51:16 80:15 86:8,19 skip 30:5 sleeves 90:2 slow 73:6 smarter 70:11	state 2:12,15,16 4:16 14:3 21:9 24:7 32:4 34:16 35:3,10 58:7,10 58:16 59:1 62:3 71:3 72:14 79:22 87:3 89:5 89:9 90:7 stated 31:13 36:2 statement 14:9 16:2,7 45:16 71:9 states 1:1 5:20 15:13 17:9 25:7 27:17 32:11 33:4 38:6 43:20 47:10 49:18 56:2 59:21 60:21 61:21 62:12 67:16 71:12,15 72:3 76:9 77:11,18 78:3,11	24:19,22 25:5,12 28:8 29:4,21 30:22 31:8 32:6 36:16 37:21 38:2 39:8 40:13 46:6 48:22 49:15 subcommittees 11:12 11:17 12:7,18 53:8,11 53:22 78:4 88:10 subsequent 11:15 substantial 47:1,7 substantive 56:19 success 14:15,21 15:3 46:2,17 50:9 86:15 successfully 81:5 suggested 20:20 suggestions 57:20 sum 71:8 Sumihiro 2:7,7 31:5,5	talking 6:22,22 7:12 53:1 63:13 77:22 78:7 87:22 89:19 tangible 49:7 targeted 50:12 task 5:18 taskforce 42:6 46:8 48:5 Tata 2:3 tax 47:1 teaching 72:22 team 6:3 14:13,14 23:9 28:15 42:16 47:20 54:10 55:22 57:8 58:2 61:17 62:3,21,21 teams 10:6,21 22:15
six 67:20 size 78:19 SK 1:12 88:11 skill 39:14 41:17 42:11 51:9 85:16 skilled 44:3 47:8 50:14 65:9 skills 39:12 41:7,9,11 41:14,22 42:6,8,10 50:18 51:16 80:15 86:8,19 skip 30:5 sleeves 90:2 slow 73:6 smarter 70:11 smooth 61:22 social 14:6,11 solutions 56:14 79:10	state 2:12,15,16 4:16 14:3 21:9 24:7 32:4 34:16 35:3,10 58:7,10 58:16 59:1 62:3 71:3 72:14 79:22 87:3 89:5 89:9 90:7 stated 31:13 36:2 statement 14:9 16:2,7 45:16 71:9 states 1:1 5:20 15:13 17:9 25:7 27:17 32:11 33:4 38:6 43:20 47:10 49:18 56:2 59:21 60:21 61:21 62:12 67:16 71:12,15 72:3 76:9 77:11,18 78:3,11 80:2 84:22 87:13,21 statistic 66:2 status 21:12 22:1 25:3	24:19,22 25:5,12 28:8 29:4,21 30:22 31:8 32:6 36:16 37:21 38:2 39:8 40:13 46:6 48:22 49:15 subcommittees 11:12 11:17 12:7,18 53:8,11 53:22 78:4 88:10 subsequent 11:15 substantial 47:1,7 substantive 56:19 success 14:15,21 15:3 46:2,17 50:9 86:15 successfully 81:5 suggested 20:20 suggestions 57:20 sum 71:8 Sumihiro 2:7,7 31:5,5 summarize 36:7	talking 6:22,22 7:12 53:1 63:13 77:22 78:7 87:22 89:19 tangible 49:7 targeted 50:12 task 5:18 taskforce 42:6 46:8 48:5 Tata 2:3 tax 47:1 teaching 72:22 team 6:3 14:13,14 23:9 28:15 42:16 47:20 54:10 55:22 57:8 58:2 61:17 62:3,21,21 teams 10:6,21 22:15 technical 85:16 technologies 26:21 35:18 65:12
six 67:20 size 78:19 SK 1:12 88:11 skill 39:14 41:17 42:11 51:9 85:16 skilled 44:3 47:8 50:14 65:9 skills 39:12 41:7,9,11 41:14,22 42:6,8,10 50:18 51:16 80:15 86:8,19 skip 30:5 sleeves 90:2 slow 73:6 smarter 70:11 smooth 61:22 social 14:6,11 solutions 56:14 79:10 solving 86:20	state 2:12,15,16 4:16 14:3 21:9 24:7 32:4 34:16 35:3,10 58:7,10 58:16 59:1 62:3 71:3 72:14 79:22 87:3 89:5 89:9 90:7 stated 31:13 36:2 statement 14:9 16:2,7 45:16 71:9 states 1:1 5:20 15:13 17:9 25:7 27:17 32:11 33:4 38:6 43:20 47:10 49:18 56:2 59:21 60:21 61:21 62:12 67:16 71:12,15 72:3 76:9 77:11,18 78:3,11 80:2 84:22 87:13,21 statistic 66:2 status 21:12 22:1 25:3 35:14	24:19,22 25:5,12 28:8 29:4,21 30:22 31:8 32:6 36:16 37:21 38:2 39:8 40:13 46:6 48:22 49:15 subcommittees 11:12 11:17 12:7,18 53:8,11 53:22 78:4 88:10 subsequent 11:15 substantial 47:1,7 substantive 56:19 success 14:15,21 15:3 46:2,17 50:9 86:15 successfully 81:5 suggested 20:20 suggestions 57:20 sum 71:8 Sumihiro 2:7,7 31:5,5 summarize 36:7 summit 7:9 15:16 17:18	talking 6:22,22 7:12 53:1 63:13 77:22 78:7 87:22 89:19 tangible 49:7 targeted 50:12 task 5:18 taskforce 42:6 46:8 48:5 Tata 2:3 tax 47:1 teaching 72:22 team 6:3 14:13,14 23:9 28:15 42:16 47:20 54:10 55:22 57:8 58:2 61:17 62:3,21,21 teams 10:6,21 22:15 technical 85:16 technologies 26:21 35:18 65:12 technology 26:12 28:12
six 67:20 size 78:19 SK 1:12 88:11 skill 39:14 41:17 42:11 51:9 85:16 skilled 44:3 47:8 50:14 65:9 skills 39:12 41:7,9,11 41:14,22 42:6,8,10 50:18 51:16 80:15 86:8,19 skip 30:5 sleeves 90:2 slow 73:6 smarter 70:11 smooth 61:22 social 14:6,11 solutions 56:14 79:10 solving 86:20 Sons 2:3	state 2:12,15,16 4:16 14:3 21:9 24:7 32:4 34:16 35:3,10 58:7,10 58:16 59:1 62:3 71:3 72:14 79:22 87:3 89:5 89:9 90:7 stated 31:13 36:2 statement 14:9 16:2,7 45:16 71:9 states 1:1 5:20 15:13 17:9 25:7 27:17 32:11 33:4 38:6 43:20 47:10 49:18 56:2 59:21 60:21 61:21 62:12 67:16 71:12,15 72:3 76:9 77:11,18 78:3,11 80:2 84:22 87:13,21 statistic 66:2 status 21:12 22:1 25:3 35:14 stay 10:9 57:13 80:18	24:19,22 25:5,12 28:8 29:4,21 30:22 31:8 32:6 36:16 37:21 38:2 39:8 40:13 46:6 48:22 49:15 subcommittees 11:12 11:17 12:7,18 53:8,11 53:22 78:4 88:10 subsequent 11:15 substantial 47:1,7 substantive 56:19 success 14:15,21 15:3 46:2,17 50:9 86:15 successfully 81:5 suggested 20:20 suggestions 57:20 sum 71:8 Sumihiro 2:7,7 31:5,5 summarize 36:7 summit 7:9 15:16 17:18 18:3,6,9,14 19:20	talking 6:22,22 7:12 53:1 63:13 77:22 78:7 87:22 89:19 tangible 49:7 targeted 50:12 task 5:18 taskforce 42:6 46:8 48:5 Tata 2:3 tax 47:1 teaching 72:22 team 6:3 14:13,14 23:9 28:15 42:16 47:20 54:10 55:22 57:8 58:2 61:17 62:3,21,21 teams 10:6,21 22:15 technical 85:16 technologies 26:21 35:18 65:12 technology 26:12 28:12 34:5 39:2 46:3 47:21
six 67:20 size 78:19 SK 1:12 88:11 skill 39:14 41:17 42:11 51:9 85:16 skilled 44:3 47:8 50:14 65:9 skills 39:12 41:7,9,11 41:14,22 42:6,8,10 50:18 51:16 80:15 86:8,19 skip 30:5 sleeves 90:2 slow 73:6 smarter 70:11 smooth 61:22 social 14:6,11 solutions 56:14 79:10 solving 86:20 Sons 2:3 sore 9:1	state 2:12,15,16 4:16 14:3 21:9 24:7 32:4 34:16 35:3,10 58:7,10 58:16 59:1 62:3 71:3 72:14 79:22 87:3 89:5 89:9 90:7 stated 31:13 36:2 statement 14:9 16:2,7 45:16 71:9 states 1:1 5:20 15:13 17:9 25:7 27:17 32:11 33:4 38:6 43:20 47:10 49:18 56:2 59:21 60:21 61:21 62:12 67:16 71:12,15 72:3 76:9 77:11,18 78:3,11 80:2 84:22 87:13,21 statistic 66:2 status 21:12 22:1 25:3 35:14 stay 10:9 57:13 80:18 staying 41:12	24:19,22 25:5,12 28:8 29:4,21 30:22 31:8 32:6 36:16 37:21 38:2 39:8 40:13 46:6 48:22 49:15 subcommittees 11:12 11:17 12:7,18 53:8,11 53:22 78:4 88:10 subsequent 11:15 substantial 47:1,7 substantive 56:19 success 14:15,21 15:3 46:2,17 50:9 86:15 successfully 81:5 suggested 20:20 suggestions 57:20 sum 71:8 Sumihiro 2:7,7 31:5,5 summarize 36:7 summit 7:9 15:16 17:18 18:3,6,9,14 19:20 22:19 31:20 32:7,13	talking 6:22,22 7:12 53:1 63:13 77:22 78:7 87:22 89:19 tangible 49:7 targeted 50:12 task 5:18 taskforce 42:6 46:8 48:5 Tata 2:3 tax 47:1 teaching 72:22 team 6:3 14:13,14 23:9 28:15 42:16 47:20 54:10 55:22 57:8 58:2 61:17 62:3,21,21 teams 10:6,21 22:15 technical 85:16 technologies 26:21 35:18 65:12 technology 26:12 28:12 34:5 39:2 46:3 47:21 48:16 73:17
six 67:20 size 78:19 SK 1:12 88:11 skill 39:14 41:17 42:11 51:9 85:16 skilled 44:3 47:8 50:14 65:9 skills 39:12 41:7,9,11 41:14,22 42:6,8,10 50:18 51:16 80:15 86:8,19 skip 30:5 sleeves 90:2 slow 73:6 smarter 70:11 smooth 61:22 social 14:6,11 solutions 56:14 79:10 solving 86:20 Sons 2:3	state 2:12,15,16 4:16 14:3 21:9 24:7 32:4 34:16 35:3,10 58:7,10 58:16 59:1 62:3 71:3 72:14 79:22 87:3 89:5 89:9 90:7 stated 31:13 36:2 statement 14:9 16:2,7 45:16 71:9 states 1:1 5:20 15:13 17:9 25:7 27:17 32:11 33:4 38:6 43:20 47:10 49:18 56:2 59:21 60:21 61:21 62:12 67:16 71:12,15 72:3 76:9 77:11,18 78:3,11 80:2 84:22 87:13,21 statistic 66:2 status 21:12 22:1 25:3 35:14 stay 10:9 57:13 80:18	24:19,22 25:5,12 28:8 29:4,21 30:22 31:8 32:6 36:16 37:21 38:2 39:8 40:13 46:6 48:22 49:15 subcommittees 11:12 11:17 12:7,18 53:8,11 53:22 78:4 88:10 subsequent 11:15 substantial 47:1,7 substantive 56:19 success 14:15,21 15:3 46:2,17 50:9 86:15 successfully 81:5 suggested 20:20 suggestions 57:20 sum 71:8 Sumihiro 2:7,7 31:5,5 summarize 36:7 summit 7:9 15:16 17:18 18:3,6,9,14 19:20	talking 6:22,22 7:12 53:1 63:13 77:22 78:7 87:22 89:19 tangible 49:7 targeted 50:12 task 5:18 taskforce 42:6 46:8 48:5 Tata 2:3 tax 47:1 teaching 72:22 team 6:3 14:13,14 23:9 28:15 42:16 47:20 54:10 55:22 57:8 58:2 61:17 62:3,21,21 teams 10:6,21 22:15 technical 85:16 technologies 26:21 35:18 65:12 technology 26:12 28:12 34:5 39:2 46:3 47:21

II			
79:22	54:7 78:12	transformation 41:9	unique 34:11 85:22
template 34:17	thoughtful 5:11 23:5	transformed 15:14	87:17
temporary 74:7,12,15	three 20:22 31:11 48:19	transforming 23:13	United 1:1 5:20 15:13
ten 5:22 65:3 72:10	67:22 72:12 73:16	travel 15:19 61:22,22	17:9 25:7 27:16 32:10
86:11	three-pronged 43:15	62:1,1,15,20,20 63:14	33:3 38:6 47:9 56:2
tend 19:17	thrilled 10:19 52:12	67:16 68:22 69:17	59:21 60:21 61:21
tensions 70:3	58:12	70:2 72:2 73:6 76:8	
			62:12 67:16 71:12,15 72:3 76:9 77:11,18
terms 51:15 64:22	throat 9:2	80:22 84:16 89:21	
83:17 85:10 87:16,17	throwing 56:11	travel.state.gov 69:16	78:3,11 80:2 84:22
terrific 77:16	THURSDAY 1:5	traveler 70:11	87:13,20
terrorist 70:4	tied 44:2	travelers 64:17 70:10	unprecedented 7:11
tested 11:7	tiered 78:18	traveling 63:15 64:3,4	unshackle 74:1
Texas 10:9 75:18	ties 66:19	69:7 70:7,12 75:10,16	update 21:18 25:3 57:7
text 29:10	till 13:15	tremendous 28:10 68:2	88:15
thank 5:6 6:9 8:17 9:8,8	time 5:9 9:17,20 12:14	trends 19:17	updates 36:9 70:14
9:20 10:22 11:1,9	34:19 49:20 52:17	trip 31:9	upskill 52:4
12:20 13:1 14:22	59:17 62:18,20 66:7	trips 75:11,17 81:21	upskilling 51:15
15:18 18:7,15 20:16	68:5,18 69:6 78:16	true 7:1 46:2	upward 23:11
21:15,19 22:11 23:14	80:21 81:3 82:6 86:18	truly 9:20	urgency 90:9
23:19 24:3,14,16 25:1	88:5	try 16:6 64:10 70:17	USA 1:17 26:2,6,9,16
25:10 27:18 28:21,22	timeline 84:16 85:7	81:4,13	26:20
29:8,19 30:7,8,8,9,20	timely 6:12	trying 17:1 37:1 50:19	USCIS 83:6
36:1,21 37:12,16,19	times 34:12,17 35:5	61:20 70:6,7 74:18	use 7:11 28:13 33:19
40:17 49:5 50:15,16	67:13,17,20 68:3,13	75:19 85:3 87:20	34:17 43:2 50:19 58:3
50:22 51:2,3 52:6,7,8	69:5 71:20 79:8 82:12	Tuesday 61:6	76:14
52:13 56:3,4,5 59:16	82:16 85:15	tuned 10:9	useful 16:16
60:17,19 61:13,15,16	to-date 5:7	turn 9:5 12:21 23:15	user 36:4 79:1
70:22 77:15 79:13	today 10:21 11:19 24:5	29:21 38:7 40:7 44:20	utilize 27:5 33:11
86:22 87:1,2,8 88:3,9	24:21 25:14,15 26:9	61:14 62:5 63:2 70:20	
88:13,18,18,20 89:1,2	31:1,7,9,19 33:10	turnaround 83:22	V
89:4 91:6,10,20 92:3	39:10 40:3,12 41:3,13	tweaks 33:1	vacation 62:14
92:4,4	58:15 68:22 71:11	Twenty 65:4	valuable 32:7 33:2
Thankfully 63:5	80:17 87:3 88:21 89:3	two 17:19 18:22 21:3	value 14:2 19:18 21:22
thanks 5:2 15:4 17:3	91:5	44:19,21 45:2 66:4	34:7 46:5 90:6
24:17 37:2 40:9 49:20	today's 9:6 23:16 25:21	67:21 68:16 76:16	variety 17:10
59:2	41:12	type 58:1	various 48:1 53:10
theme 37:9	TOM 2:3	3,60000	vast 48:13
thing 36:16 54:15 58:1	tonight 59:6	U	vectors 47:2
58:19 59:9 91:9	tool 27:15 74:4	U.S 1:7 2:6,11,14,16 4:5	
things 22:20 53:13,20	toolkit 27:16	4:21 5:4 25:19 26:14	vendor 33:12
54:7,8 58:8,10 72:18	tools 19:17 40:4 73:17	38:14 41:13,14 42:2,8	Venkataraman 2:13 3:2
74:2,3 77:1 79:11	76:10	43:5,13 44:5 50:9	3:19 5:1,2 7:16 9:8
83:1 87:18	top 13:5,7 25:8 27:17	51:9 61:3,4,4,12 62:9	12:19 25:2 88:14 89:1
think 4:13,19 5:17 9:21	31:11,18 81:16	62:17 64:16,16,18,19	89:16 91:9,19
11:14 30:1,5 31:20	topic 14:16 42:13 52:10	65:10 66:16,21 67:2	Verma 2:15 58:20 59:1
32:13,22 33:10,15	topics 12:14 17:10	68:4 69:10,12,20	59:2 61:15 63:5 71:1
34:6 35:8,13 36:3	Tour 14:7 15:2,4	70:12 71:6 75:4 77:21	74:6 79:14 89:6
37:13 48:11 50:16	tourism 71:17 75:10,16	80:12 82:3 85:6,10	vested 33:3
51:21 54:13 57:22	track 17:1 55:20 67:19	86:14	vice 1:12,15,18,20 2:6
61:9 67:13 68:14 69:4	trade 1:15 32:1 75:10	ultimately 55:17	3:4,17 9:6 23:16 30:8
70:9 76:15 77:12	76:8 77:6 81:11 84:17	unanimous 28:21	38:11 40:10
78:20,22 79:3,9,15	89:12	underlying 35:18	view 42:7
80:9,11,13 82:12 87:6	train 72:21 85:17	underscore 34:8 89:8	view 42.7 viewing 84:20
90:4	training 43:17,22 51:15	understand 56:7	violate 30:11
thinking 13:12 87:16,17	trajectory 6:20		
		understanding 11:10	violent 70:5
third 21:1 34:10 51:19	transfer 27:2,12	understood 8:9 90:8	virtual 34:6
THOMPSON 51:21	transferring 28:12 transform 47:20	unemployment 66:3	virtuous 61:1
thought 22:11 50:21	u a 113101111 47 .20	unfilled 72:17	visa 2:11 3:15 49:18
· II · · · · · · · · · · · · · · · · ·		I	

125 65:13 63:6.10 65:2 66:17 13:13,17 15:19 20:4 workforce 3:12 17:11 68:3,17 70:21 71:3,14 22:22 23:10,11 24:5,6 20:12,13,18 29:5,15 **13** 3:6 56:17 71:22 72:16 73:19 35:21 38:12 49:15 37:14,21 38:5,19,22 **1401** 1:8 75:11 77:9 79:18 80:2 50:19 52:1,17 55:8,9 39:3,13,17 40:1,6,13 **146** 64:18 81:1,4,20 82:9 89:11 55:19 64:2 67:11 40:21 41:1,6,10,12 **15** 80:2 86:11 42:18 45:11 46:13 visas 63:18,21,22 64:16 68:10 70:6 71:17 72:2 **17** 26:10 72:5,6,7 73:4,7,7 65:4,7,8,13,19 66:13 47:16 48:3,6,10,13 **170** 60:12 66:15 67:2,8,18 68:13 74:16 75:19,22 76:13 49:16 51:3,10,14 52:3 **18** 84:12 71:6,17 72:11 73:14 79:16 80:5 82:18,20 1963 62:17 78:4 74:13 76:12 79:20 85:3,13 86:5,6,20 working 10:6 14:13 1990 69:3 81:21 82:1,14 84:7,8 87:19 90:13 91:16 15:2 22:2 23:10 39:7 2 84:17,18 89:10,13 we've 7:7 22:3 30:14 49:8 54:10 55:9,19 90:6,19 40:15,16 55:1,5,13 58:11 72:7 73:4 74:16 2.0 3:10 visitor 71:22 63:22 68:2,12 69:4 77:3 78:8,9,17 81:3 2:00 1:8 visitors 64:14 72:3,5 73:15 74:5 workplace 48:1 2:04 4:2 75:1,1,5,8 82:15 world 14:18 27:18 **visits** 15:6 **20** 86:11 vitally 87:10 web 17:2 38:13 47:12 51:13 **20,000** 38:16 website 16:20 18:8,11 **2000** 78:16 voice 9:1,9 11:2,10 60:8,10 61:2 66:8,20 20:15,19 69:15,22 2008 69:2 23:22 68:17,22 86:2 voices 88:2 week 10:9 60:9 91:17 world's 25:8 45:5 **2014** 26:6 **vote** 3:7 12:10,13 weekend 70:1 world-wide 70:2 **2015** 64:1 weekly 14:15 Wow 60:14 **2016** 67:8 W weeks 33:22 67:21,22 www.selectusasum... 2021 26:19 45:15 82:14 18:11 wait 10:20 55:10 68:3 **2022** 42:20 welcome 3:2 4:6 11:1 2023 1:5 43:5 63:19 68:13 71:20 82:12,15 X 54:20 83:2 84:5 66:12 waiting 62:13 went 92:6 **2024** 15:16 18:3 waive 68:9 wheel 43:2 2030 43:10 waiver 74:7 81:2,4,20 White 15:2 46:20 74:16 year 7:8,9,12,14,17 8:2 **210,000** 65:8 walkthrough 33:14 wi-fi 4:12 8:4.17 11:11 13:15 23rd 91:16 want 5:6 7:12 11:8 29:3 wider 43:12 19:19 22:16,17 26:19 **24** 3:9 63:19 30:13,21 32:10,20 willing 19:13 36:4 37:8 63:19 64:16 65:3 **24/7** 34:4 Wilmer 47:14 33:4 36:21 37:8 43:1 65:3,4,5,9 66:16 67:7 **25.4** 64:20 43:2 51:6 55:6 58:6 window 63:1 67:8,9 68:1 72:6,11 **26** 1:5 59:16 63:3,11 64:2 Winnie 59:10 73:10 74:15,19,22 26th 91:16 75:20 83:14 84:6 85:2 wish 21:14 80:4 83:12 89:17,17 **27** 66:12 86:22 87:2 88:6,9,13 women 49:16 89:18 91:15 3 89:7 90:18 91:10 **Wonder** 59:11 year-over-year 66:12 wanted 6:8,8 50:7 52:5 wonderful 9:10 54:21 year-round 33:19 34:3 **3** 17:15.16 52:11 56:18,19 86:20 wondering 84:13 3:33 92:6 35:19 Warm 73:12 words 7:10,11 years 5:22 6:15 52:3 30 3:11 69:2 work 3:14 5:7 8:20 Washington 1:8 66:6 59:11 72:18,21 73:16 **300** 83:15 watching 13:16 12:15 13:4,14 17:13 80:3 89:12 310,000 65:18 25:10 26:13 28:10 yield 25:6 Watson 2:8 3:13 29:8 **32** 67:6 29:14,17,19 40:9 49:5 31:15 35:19 36:17 **36** 3:11 **Yosuke** 31:5 45:9 47:20 52:7 55:17 way 16:21 28:14 29:10 **365** 34:4 Ζ 34:22 35:1 36:7,20 55:22 60:17 65:19 **37** 3:13 47:20 51:22 55:9 64:4 66:13,15 67:10 71:7 zeroed 77:22 73:21 75:22 76:2 79:6 4 64:8 80:17 83:21 85:5 0 85:7 87:11 82:1,22 84:18 90:13 4 3:2 18:17 90:14 Wayne 88:10 **4.9** 51:18 1 ways 63:12 79:5 80:22 worked 76:1 78:14 40 3:13 89:11 90:13 **42** 71:13 **1** 14:1 we'll 12:2,9 29:1 30:5 worker 65:19 90:7 **1.400** 38:16 **450,000** 67:9 workers 41:15,18 47:8 39:11,21 91:12 **1.3** 67:1 **46** 68:22 69:5 we're 4:17 5:13,15 6:6 47:10 65:9,14 66:5,8 460,000 43:10 **10** 3:4 7:7 8:1,2,16 9:21 74:12 **10.4** 63:20 5 10:16 11:18,20 12:1 workflows 19:16 **115,000** 43:9

<u>C E R T I F I C A T E</u>

This is to certify that the foregoing transcript

In the matter of: Investment Advisory Council

Before: US DOC

Date: 10-26-23

Place: Washington, DC

was duly recorded and accurately transcribed under my direction; further, that said transcript is a true and accurate complete record of the proceedings.

Court Reporter

near Nous &