Silicon Valley Leadership Group
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Welcome to “Game Changers”

I have often felt that Silicon Valley is more of a state of mind than a specific geographic space, but there is something magical in this region and it has led to wave after wave of innovation captured and created here.

More innovation happens here than in any other region on the planet, even though the contiguous area we call Silicon Valley - Santa Clara, San Mateo, San Francisco counties, along with portions of Alameda and Santa Cruz counties - are home to less than 50 cities and 3 million people.

The ingredients for innovation are well known, but difficult to duplicate: about 40 percent of national venture capital funding, risk-taking and world-class talent, a competitive yet cooperative temperament and a first-rate higher education system. Mixed together, the results are the highest concentration of game changing leaders in the private, university and non-profit sectors.

For our region to remain cutting-edge, we must break through in producing more game changers in the public sector. Silicon Valley’s success is all too often “in spite of,” rather than “in cooperation with,” the public sector. With the right outreach, this can change in 2014, and such partnerships can unleash even greater potential for the game changers throughout society that can make our region thrive.

In our third edition of “Game Changers,” we have selected 23 leaders from all sectors who are on the cutting edge. Enjoy these brief essays. I trust they will inspire you as much as they inspired us.

Sincerely,

Carl Guardino
CEO and President, Silicon Valley Leadership Group
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Asking the question - “What is the most recognized and most widely used U.S. technology brand worldwide?” - would launch vigorous debate. A strong contender would be the U.S. government operated Global Positioning System (GPS) - which is used in hundreds of applications everywhere in the world.

GPS is the highly sophisticated system that is based on a constellation of a minimum 24 satellites orbiting 12,552 miles above Earth and augmented with an extensive ground control network. When it became fully operational in 1995 the primary GPS objective was military, with civilian access intentionally downgraded. However, it quickly became a shining example of a narrow purpose government provided infrastructure being leveraged into new uses by private enterprise ingenuity.

Entrepreneurs have developed multiple generations of now ubiquitous consumer navigation applications as well as other applications in wide ranging fields such as aviation, emergency response, transportation and natural resources. Silicon Valley-based efforts soon developed methods which enhanced real time GPS accuracy to centimeters and enabled new applications in fields such as construction and agriculture which will allow radical transformation of work methods and dramatically increase productivity, safety and output in these traditional industries. GPS will soon be in virtually every mobile phone and automobile worldwide as well as millions of other devices. It has become integrated into the lives of the world’s population in dozens of ways – making our lives safer, more convenient and more productive.

The success of GPS has inspired a healthy national competition as other countries and regions launch their own satellite systems to compete with GPS. The net result for the user will be hugely beneficial as terrestrial receivers will ultimately be able to access almost 100 satellites and achieve significantly more robust solutions. The U.S. is responding to the challenge with a plan to modernize the GPS system with new signals and new capabilities that will significantly extend GPS usefulness.

Despite becoming integral to the existence of billions of people, GPS is under threat within the U.S. because of current efforts to modify longstanding bandwidth allocations. Although opening up more wireless bandwidth should be a major U.S. priority, it is crucial it be done without degrading GPS. The core issue is that, upon arrival at the earth’s surface, the GPS signal is vulnerable to interference and can easily be swamped by strong terrestrial signals in adjacent bandwidths. An analogy would be to think of the relative force of competing terrestrial sourced signals as Niagara Falls with the GPS signal equivalent to a teaspoon of water. GPS is destined to lose in that contest. This vulnerability was recognized from the earliest bandwidth allocation and GPS was originally slotted in a quiet spectrum neighborhood.

Well intentioned, but technically suspect, proposals to reallocate bandwidth in the vicinity of the GPS frequencies have recently threatened a significant degradation of GPS service. It is vital that policy makers enable both the wireless revolution and the GPS enabled revolution by applying a sensible balance of sound science, economics and common sense.

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By Steve Berglund
President and CEO, Trimble
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Most recent tech purchase? 
Schmidt-Cassegrain telescope

Mentor or role model? 
Will Kane

Last book read? 
“Gettysburg: The Last Invasion”

Most used app? 
Lumosity

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When it comes to technology market transitions, the next game-changer is the Internet of Everything. Today, only about 1 percent of things are connected to the Internet. By 2020, we predict that 50 billion things will be connected to the Internet. As more and more things are connected, people’s lives will change for the better, productivity will improve, and new industries and ecosystems will create more jobs.

This Internet of Everything is the intelligent connection of people, process, data and things. In the most basic sense, it could mean a networked alarm clock that understands how weather and traffic on a given day impacts the time you need to wake up to make it to a meeting on time.

But when you apply that same logic to more complex and difficult problems, the results are nothing short of amazing.

Think of a water transportation system that opens and closes reservoirs on a real time basis to maximize crop yields, limit evaporation and use water more efficiently.

Or a smart grid that ensures that supply and demand on the electric grid are balanced and the system remains stable, despite second to second fluctuations in power coming into the grid from wind and solar.

This is just the tip of the iceberg. We’ve identified numerous opportunities within this Internet of Everything – from retail, to manufacturing, and connected cars. The opportunities in both the private and public sector are significant. Cisco has analyzed the economic impact of the Internet of Everything and found that there is as much as $14.4 trillion of potential economic “value at stake” over the next decade.

Companies are already seizing the opportunity. In 2013, we estimate that firms will capture $613 billion of value at stake of the $1.2 trillion available. That’s simply amazing.
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Companies are already seizing the opportunity. In 2013, we estimate that firms will capture $613 billion of value at stake of the $1.2 trillion available. That’s simply amazing. But there is so much opportunity still on the table. And the opportunity is also great for the public sector. These new connections will allow rural patients to connect with specialist physicians over video. It will expand the classroom walls to the four corners of the globe. And it will allow citizens to obtain government services faster, easier and more efficiently.

Along with great opportunity, the Internet of Everything will surely present technology, organizational, process, regulatory, cultural and other challenges. We need to address these issues head on and work to ensure that the privacy and security of individuals and organizations are protected. Here’s the bottom line: Those companies, countries and industries which take advantage of this transition are the ones that will lead in the decades to come.
The Bay Area is projected to add 2.1 million residents to the current population of 7.2 million. Where will they all live? How will they get to work?

Compounding our challenge: By 2040, the Bay Area is projected to add 2.1 million residents to the current population of 7.2 million. Where will they all live? How will they get to work?

Against a recent statewide requirement that cities plan for more housing to meet California’s growing needs, suburbs have objected loudly. City councils from Palo Alto to Pleasanton to Menlo Park have rallied against mandates to plan new housing units - known as the Regional Housing Needs Allocation (RHNA) - citing threats to small-town character and the fiscal strain of providing municipal services to new households. Yet RHNA imposes even heavier housing burdens on the region’s large cities - San Jose, San Francisco, and Oakland - where private and nonprofit developers encounter more costly in-fill urban sites, and where strained big-city budgets must provide transportation and other public infrastructure to support dense, urban neighborhoods.

A window of opportunity has opened, however, in our region’s recent reformulation of transportation funding: the new One Bay Area Grants program (OBAG). OBAG delegates authority for distributing hundreds of millions of transportation dollars from the regional Metropolitan Transportation Commission down to county-level transportation agencies. Those same local agencies can then create incentives for cities to do the right thing, like planning for higher densities of housing along transit corridors.

We propose going one step farther. Let’s establish the equivalent of a regional market that allows cities to “trade” RHNA housing allocations for transportation dollars. In this way, a larger allocation of transportation dollars from OBAG and other federal and state sources could support the improvement or maintenance of transit and roads to support high-density urban infill residential development. These dollars could reduce the heavy burden of transportation infrastructure costs on cities and incentivize residential growth in urban centers.

Growth-averse communities could choose to “opt-out” by transferring transportation dollars to high-growth cities. Such a market could allow communities to have more control over their destiny, and better align the interests of diverse jurisdictions. In the future, as fiscal pressures ease, we could even envision tax revenue sharing – where towns could opt-out of RHNA allocations by paying a per-unit fee to a regional authority. Those cities carrying the load of housing production could benefit fiscally from the redistribution of those funds.

With a regional “market” facilitating the trade of transportation dollars, tax revenues and housing development obligations, we can spur residential growth to relieve cost pressures on rents and home prices, while focusing scarce transportation dollars where they are most needed. With smarter planning, we can reduce the high cost of living in the Bay Area, and once again put out the welcome mat for talented employees across the economic spectrum.
We repeatedly hear from Bay Area employers that their primary obstacle to growth is the high cost of living, which inhibits the recruitment of talented employees. Housing costs displace middle class and working families, particularly from our urban centers, forcing workers to more distant locales. Rising transportation costs inflict a toll on their pocketbooks and our environment.

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What do AT&T, Google and eBay all have in common? Each was founded by an immigrant entrepreneur and is ranked among America’s most successful companies on the Fortune 500 list. In fact, more than 40 percent of the companies on the Fortune 500 were founded by first-or second-generation Americans.

From our nation’s earliest days, entrepreneurs have been a driving force behind U.S. economic growth and expansion. Research conducted by the Kauffman Foundation in Kansas City has shown that between 1980 and 2005, companies less than five years old accounted for nearly all the new job growth in the United States. Since the 1970’s, new firms have consistently created about 3 million jobs each year.

Yet, the state of entrepreneurship in America today is not as strong as it once was. In 2010, more than 394,000 new businesses were created in the U.S.; the fewest number created in a single year since data collection began in 1977. America once ranked among the top five countries in the world for “startup friendliness,” but in recent years, the U.S. has dropped to 13th place. Other countries have begun to aggressively court entrepreneurs, offering incentives such as immediate permanent residency and government investment to attract more job creators.

America cannot afford to turn a blind eye to our competitors on an issue so critical to our country’s economic future. In the fall of 2011, with unemployment still above 8 percent, we began looking for ways to spur growth in our economy. Given entrepreneurs’ proven track record of success, we introduced legislation in 2012 to jumpstart the economy through the creation and growth of new businesses. We have since strengthened the bill and introduced a new version called Startup Act 3.0 with bipartisan support from colleagues in both chambers of Congress.

One of the greatest challenges facing startups is acquiring enough capital to get off the ground and stay in business, so our bill allows startups to keep more of their hard-earned cash to speed up innovation. Research and development (R&D) is the cornerstone of any competitive business and young startups often invest heavily in research during the first few years. So our plan creates an R&D tax credit for startups with less than $5 million in annual receipts and less than five years old. This credit will allow startups to offset some of the costs of bringing innovative products to market by...
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Startup Act 3.0 also makes changes to the federal regulatory process, so the costs of new regulation do not outweigh the benefits. And our plan will provide new opportunities for highly-educated and entrepreneurial immigrants to stay in the U.S. where their talent and ideas can fuel economic growth and create American jobs.

As game changers, entrepreneurs hold the key to our future economic success. America has long been known as the “land of opportunity” where individuals risk it all to live out their dreams. As game changers, entrepreneurs hold the key to our future economic success. So we remain committed to helping entrepreneurs turn their dreams into reality. Passage of Startup Act 3.0 is the first step.
Not just a game changer, but potentially a life changer. That’s how we would describe California’s shift to an entirely new funding formula for public schools. This formula targets significant new resources to students who often struggle in school – those from impoverished backgrounds or who are still mastering English. It has the potential to decrease the achievement gap that has plagued California and the country for generations.

Under bold leadership from Governor Jerry Brown, with important refinements made by the Legislature and solid support from members of both parties, our state traded a convoluted and inequitable system of school finance for one that is more transparent, rational and based on the real needs of students.

It was a strong move on behalf of our children. It was also a sign that, however much attention may be paid to partisanship in the state Capitol, both parties can come together around smart policy solutions for California.

What does it mean for our kids?

The schools serving six million students in Kindergarten through grade 12 will now be funded based on the nature of the students they serve. Gone is the decades-old “revenue limit and categorical” funding structure, which was a mystery to most parents and many school districts. It is replaced by the streamlined “Local Control Funding Formula,” which features uniform per-student “base” rates statewide, plus supplemental funding for educationally disadvantaged students - those who are English language learners, foster youth, or from low-income families. In addition, those districts serving large majorities of disadvantaged students will receive extra support in the form of concentration funding, in acknowledgement that such concentrations bring extra challenges.

Additionally, all school districts statewide get something for which they had been clamoring: local flexibility. The strings associated with former funding streams are

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Additionally, all school districts statewide get something for which they had been clamoring: local flexibility. The strings associated with former funding streams are loosened, so that local communities are freed from a “cookie cutter” and compliance focused approach in seeking solutions to serve their particular populations. Importantly, that flexibility is joined with stronger accountability, and a requirement that districts set their budgets to match their academic achievement goals for all groups of students.

Lastly, the state Senate is proud to have fought for an emphasis on programs that prepare young people for success in college and career, including $250 million for the new Career Pathways Trust. The CPT is a competitive grant program supporting regional partnerships linking high schools, community colleges and businesses to build and improve career pathway programs, with a focus on work-based learning opportunities for students in high-growth economic sectors.

We have our differences, to be sure, and there is more work to be done. But differences were put aside this year to reach for the common goal of fixing a broken school finance system. Over time, the change we began together this year holds the promise of better lives and livelihoods for more of our young people. That’s good for all of us.

Darrell Steinberg
Most recent tech purchase? Hands Free Device for iPhone
Mentor or role model? Abraham Lincoln
Most used app? Twitter

Bob Huff
Most recent tech purchase? Computer and camera
Last book read? “Hidden Order”
Mentor or role model? Ronald Reagan
Most used app? Waze

“We have our differences ... but differences were put aside this year to reach for the common goal of fixing a broken school finance system.”
The Sacramento Kings just drafted an impressive young guard, Ben McLemore. Some believe he was the No. 1 prospect in the NBA draft. Others called him this year’s rookie “most likely to mature into an All-Star.” The team’s owners believe he’ll have a positive impact on the entire squad’s dynamics.

Now what if I told you the Kings aren’t even going to evaluate McLemore’s skills or see what he brings to the team? Instead, if they have to reduce the size of their roster by one, they’ll let him go first – simply because he was the last one hired?

That scenario sounds ridiculous, but it’s exactly what happens in California’s schools. Educators aren’t meaningfully evaluated based on how well they deliver for students in the classroom; they’re evaluated based on seniority.

That is the policy in our state’s public education system and it’s called “Last In, First Out” (LIFO). In the unfortunate event of layoffs, teachers are protected based on seniority rather than on talent, effectiveness, or results they get for our kids. No matter how good a teacher is, he or she will be laid off first if there’s someone in the school district with more years on the job.

The research is clear that LIFO policies hurt students. How well a teacher serves a classroom doesn’t always correlate to how long they’ve been in one, so LIFO means our kids lose some incredibly effective teachers. Additionally, because younger teachers get paid less than ones with more seniority, a school district must lay off even more teachers to achieve required savings – up to 30 percent more. Some argue that seniority is a fair way to conduct layoffs – I don’t know what’s fair about disrupting 30 percent more children and teachers.

Our nation’s mayors are close to the ground on this topic. We see improving education as not just an economic issue, nor just a quality of life issue, but as the civil rights issue of our time. That’s why the U.S. Conference of Mayors is pushing for education policies that put students’ interests at the front of the line, like ensuring that teachers receive...
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That scenario sounds ridiculous, but it’s exactly what happens in California’s schools. Educators aren’t meaningfully evaluated based on how well they deliver for students in the classroom; they’re evaluated based on seniority. That is the policy in our state’s public education system and it’s called “Last In, First Out” (LIFO).

In the unfortunate event of layoffs, teachers are protected based on seniority rather than on talent, effectiveness, or results they get for our kids. No matter how good a teacher is, he or she will be laid off first if there’s someone in the school district with more years on the job.

The research is clear that LIFO policies hurt students. How well a teacher serves a classroom doesn’t always correlate to how long they’ve been in one, so LIFO means our kids lose some incredibly effective teachers. Additionally, because younger teachers get paid less than ones with more seniority, a school district must lay off even more teachers to achieve required savings – up to 30 percent more. Some argue that seniority is a fair way to conduct layoffs – I don’t know what’s fair about disrupting 30 percent more children and teachers.

Our nation’s mayors are close to the ground on this topic. We see improving education as not just an economic issue, nor just a quality of life issue, but as the civil rights issue of our time. That’s why the U.S. Conference of Mayors is pushing for education policies that put students’ interests at the front of the line, like ensuring that teachers receive meaningful evaluations based on multiple measures, including a large focus on student achievement. Imagine if every school leader made personnel decisions based on what’s best for students, ensuring every child had a great teacher in the classroom.

More than two-thirds of Californians believe teachers should be evaluated in part on their students’ academic improvement as measured by standardized tests. An even higher number of public school parents - 77 percent - believe that. Other polls show huge numbers of Californians - 76.5 percent of Democrats, 70 percent of Republicans, 83 percent of Latinos and almost 72 percent of African-Americans - agreeing that we should have a statewide teacher evaluation system that includes multiple ways to measure a teacher’s effectiveness.

Less than 15 percent of Californians say teacher pink slips should be issued based on seniority. These simple shifts in our approach to education seem obvious and in California they would be game-changing.

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Most recent tech purchase? iPhone 5


Mentor or role model? John Wooden

Most used app? Fitbit
In today’s increasingly competitive global economy, we must do better to prepare our students – the future generation of entrepreneurs, workers, and public servants – to succeed in the 21st century. With advances in technology and a willingness to think outside the box, we have the opportunity to substantially change the way we approach education. Massive Open Online Courses (MOOCs) are becoming more available, the material is improving and I believe that they have the potential to fundamentally change our education system by lowering costs and improving outcomes.

As a teacher myself, I am a strong advocate for democratizing education. It’s all about giving more students – of all backgrounds and income levels – an equal opportunity to succeed. MOOCs are online courses that provide students with traditional educational materials like videos and problem sets. They also include interactive online forums where students and professors can exchange ideas and interact with one another. MOOCs can enroll tens of thousands of students across the world at once – breaking down the barriers of space and connecting the world’s students like never before. Unlike traditional college courses that routinely require students to take on burdensome debt, MOOCs are usually free. MOOCs can supplement and reduce the cost of education for students enrolled in traditional colleges or universities.

Another benefit of MOOCs is in confronting overcrowding and facilitating retraining. Our community colleges are woefully overcrowded, and the ability to take high quality courses online can alleviate this stress. They can also make it easier for adults to receive the additional vocational training they need to expand career opportunities, or to switch occupations all together. The online option gives those with children the flexibility necessary to balance educational and family obligations by allowing students to engage with the material when it fits into their busy schedules.

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MOOCs not only expand access to education, they also democratize it by making it available to any person with access to an Internet connection. These benefits come without compromising quality – all of the country’s top 10 universities offer MOOCs, or have plans to implement them. MOOCs will never displace our conventional educational model of a teacher instructing a classroom full of students. The Socratic method has established value, and a permanent place at our institutions of higher learning. But MOOCs do offer a promising way to supplement and reduce the cost of education, and to democratize access to quality education for the vast majority of Americans who never have the opportunity to attend our top universities as fulltime students.

Silicon Valley is not afraid of change – rather, it embarrasses it as a fundamental philosophy – shouldn’t our education system be willing to do the same?

Most recent tech purchase? MacBook
Last book read? “Rage Against the Machine”
Mentor or role model? Steve Jobs
Most used app? Twitter
With the final implementation of the Affordable Care Act (ACA) in 2014, what was once a disruptive Silicon Valley innovation is coming full circle to forever change the way Americans think about, choose and enroll in health insurance products.

Fifteen years ago, long before the words ‘health insurance’ and ‘exchanges’ were in the same sentence, eHealth was founded with the lofty goal of bringing ecommerce technology to one of the most complex, personally sensitive choices that consumers can make: the purchase of major medical health insurance for themselves and their families.

Over the next decade and a half, eHealth’s disruptive idea revolutionized an old-fashioned industry and almost single-handedly brought the individual and family health insurance market into the digital age. As of 2013, eHealth has helped more than 3 million Americans nationwide find the quality health coverage they need.

Today, with the last big provisions of the ACA ready to take effect, the idea of simple and easy online health insurance shopping is coming to millions more Americans. State-based health insurance marketplaces that mirror eHealth’s online marketplace platform are scheduled to open their doors in October 2013.

Enrollment is the name of the game now. The challenge for government agencies overseeing state exchanges will be to get as many uninsured consumers, specifically lower-income subsidy-eligible individuals, as possible to enroll in the major medical health insurance they need to protect themselves and their families. Without broad enrollment to create a balanced consumer risk pool, the cost of coverage could spiral upward. The consequences could be dire both for consumers and for the reputation of government.

With so much at stake – and with increased public scrutiny on the cost of implementation – state and federal agencies need more “boots on the ground” to ensure the success of the health reform law. They need public and private partners who

**By Gary Lauer**

*CEO and Chairman, eHealth*
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With so much at stake – and with increased public scrutiny on the cost of implementation – state and federal agencies need more public and private partners who can aid consumers and support the goals of the law at no additional cost to the public.

This game-changing idea available to help government achieve its goal of 100 percent enrollment in 2014 is hidden in a little-known regulation issued by the Department of Health and Human Services. This regulation allows government health insurance exchanges to partner with private-sector enterprises like eHealth to aid in the state-by-state enrollment effort of low-income, subsidy-eligible individuals and families.

The benefits of such a partnership aren’t limited to government agencies, however. Consumers stand to benefit, too, by being given more ways to access the health insurance plans offered through state-based exchanges, as well as the premium subsidies available to help them pay for coverage in 2014.

The federal government, which will be operating health insurance exchanges in 36 states, has already signaled its intention to work with eHealth and others to meet its 2014 enrollment goals. Will the remaining states follow suit, or risk the failure of the ACA within their borders?

eHealth is open for business today and we’ll be open in 2014 to enroll as many uninsured consumers as possible and deliver on the promise of the ACA. Silicon Valley can help with public-private sector partnerships with marketplaces like eHealth to establish a framework for secure, streamlined and cost-free enrollment. This will be truly “smart government” at work.

Most recent tech purchase?
iPhone 5

Last book read?
“Crisis Tales”

Mentor or role model?
Joe DiNucci

Most used app?
Cyclometer
Few of us in leadership roles would disagree with the premise that our nation’s leadership in technology is critical to our long-term competitiveness and prosperity. Innovations in hardware, software and services continue to fuel a significant and growing segment of our economy, and the future seems boundless.

Yet our nation’s educational foundation continues to weaken, and by neglecting this trend we are limiting our own futures.

In fact, the greatest opportunities in the 21st century for young people are where we have faltered the most: in science, technology, engineering and math, also known as “STEM” fields.

We have missed chances to arm tens of thousands of graduates with the critical STEM skills and experiences that we all need to successfully compete in a global economy. Yet, our nation’s educational foundation continues to weaken, and by neglecting this trend, we are limiting our own futures.

Fortunately, there are opportunities where we can engage to do great work – in the words that reflect the mission so many of us profess – “change the world.”

One example is the US2020 initiative, an organization formed through the partnerships of leading education non-profits, corporate leaders in STEM fields and the U.S. government.

The initiative emerged in spring 2013 from a White House call to generate large-scale, innovative and practical solutions to our STEM education challenge, with a focus on creating a diverse talent pool by increasing access to STEM careers for girls, underrepresented minorities and low-income children. SanDisk is a Founding Leadership Partner of US2020.

CEOs of the companies that have signed up for US2020 will make available at least 20 percent of their U.S.-based workforce to volunteer 20 hours per year as an educational mentor in a STEM-related discipline. SanDisk, for example, will work with Citizen Schools, a national nonprofit organization at the heart of US2020, to bring employees to middle schools.

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I am encouraging 100 percent of SanDisk’s global professional workforce to volunteer time to their cause of choice.
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Advancing STEM education is a moral obligation of our society and an economic imperative.

In today’s global economy, it is critical that each of us in leadership roles directly engage in focused, effective initiatives that support our communities and, in particular, encourage young people to become the next generation of leaders, entrepreneurs and innovators in STEM fields.

We need to take a holistic approach to building a vibrant 21st century STEM workforce. We should expose young people to the vast range of exciting STEM careers. We must connect today’s successful scientists and engineers with youth who may not otherwise have exposure to such mentors, to foster the talent technology companies need to drive innovation.

Advancing STEM education is truly a game-changer—a moral obligation of our society and an economic imperative.

Get involved by empowering your employees to share their talents as volunteers and by joining initiatives like US2020 that are committed to advancing STEM education. Working together, we can bolster our U.S. workforce, strengthen our nation’s competitiveness for the future, and truly change the world.
Imagine you are in an office in New York City with a spectacular view of the skyline. When you look out the window, conditions outside could be drastically different – temperatures ranging from below freezing to above 100F, and light levels from pitch dark to blindingly bright. Yet inside the building, you need the light level to be adjustable on-demand and the temperature to be comfortable. While blinds and shades help control light and glare, they result in loss of view, and still allow the heat to enter the room, requiring massive air conditioning systems. There had to be a better way!

Unlike the rapidly advancing information technology space, the materials and processes used in many of the larger, infrastructure based industries have remained the same or have only incrementally evolved over decades. Yet the need for improvement is significant – roughly 40 percent of all energy generated in the industrialized world is consumed by buildings. The slow rate of change has less to do with the magnitude of the need, or the willingness of people to adopt new technologies, but rather the availability of technologies on an industrial scale, and compatibility with the building blocks needed to bring those technologies into the mainstream.

At View, our engineers and scientists created a technology that applies a multi-layered coating roughly 1/50th the thickness of human hair, deposited one molecular layer at a time, with a high degree of precision in thickness, composition, morphology and microstructure on glass that is up to 5ft x 10ft in dimensions. It’s nanotechnology applied at an industrial level. Easy? NO. Worth doing? YES. This coating, coupled with a controller that is intelligently programmed and connected to light, temperature and occupancy sensors, creates an entirely new occupant experience – you always have your view, no heat, no glare, no blinds; you control your environment and save 20 percent of energy. This is a game changer!

To bring this to reality, we leveraged talent, equipment, materials and process control from industries where such innovations have been scaled up – namely semiconductor, disk drive, flat panel display, and thin film solar, and combined them with proven durable building materials. In the early stages of our R&D, it wasn’t only the technical expertise but also the Silicon Valley culture of fast-failure and iteration that has been
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Disruptive innovations can be brought to life if we develop highly impactful technologies and integrate them with proven building blocks.

Disruptive innovations can be brought to life at a rapid pace and large scale in industries such as infrastructure, if we develop highly impactful technologies and integrate them with proven building blocks.
America is a nation founded on faith – faith in the future, faith in America’s collective capacity to succeed, to innovate, to discover, to thrive. That spirit was embodied and advanced by President Kennedy’s call to send a man to the moon and bring him safely home – when he reminded us that “the United States was not built by those who waited and rested and wished to look behind. This country was conquered by those who moved forward.”

That spirit formed the foundation of the explosive expansion and experimentation of Silicon Valley, which continues to revolutionize the way we do business, communicate and live.

That spirit led House Democrats to roll out our Innovation Agenda in 2005 – a commitment to competitiveness to keep America Number One. This agenda produced the COMPETES Act and ARPA-E. It increased investments in basic research, strengthened public-private partnerships, expanded education in the STEM fields, and lowered health care costs. But it was only one more step in our long history of innovation.

Today, it is our task to build on that progress and renew that same commitment – to move forward.

House Democrats will seek bipartisan collaboration, working with America’s top innovators, business leaders, and creative minds to establish Innovation Agenda 2.0.

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By U.S. Representative Nancy Pelosi
(D-San Francisco) House Democratic Leader

House Democrats will seek bipartisan collaboration, working with America’s top innovators, business leaders and creative minds to establish Innovation Agenda 2.0, always focused on Americans’ top priorities: growth, jobs, deficit reduction and a thriving middle class.
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To make way for the next big idea in innovation, we must:

• Prepare a diverse, competitive, 21st century workforce.
• Harness big data and the “Internet of things” to create bold new innovations.
• Apply the DARPA and ARPA-E model across government.
• Mine the opportunities produced and created by our labs and university researchers.
• Promote bipartisan collaboration between the public and private sectors.
• Extend investments in clean energy.
• Secure clean water for commercial, industrial and personal use.
• Examine new ways to share and use the public airwaves to expand Wi-Fi and wireless broadband.

We will stay committed to empowering the creative and technological engines that enable us to reignite the American Dream.

We will stay focused not only on the jobs of today, but on the opportunities of tomorrow.

Innovation and competitiveness. Our entrepreneurial spirit and our faith in the possibilities of tomorrow. These have been America’s game changers from the time of our founding. In that spirit, with our Innovation Agenda 2.0, they and we will keep America Number One.
What Vinod Khosla calls “black swan” innovations – ones with low probability, high impact – don’t happen on their own. These game changers need supportive ecosystems, thoughtful regulations, innovative infrastructure, accessible and often patient finance.

Remember the century-old, game changing invention of the automobile? It borrowed from the rich-man’s carriage – privately owned and powered. Ford, Otto, Diesel, Benz, Durant, Rockefeller, Kettering, Goodyear - individual inventors and entrepreneurs created the car, the engine, the tires, the fuel and the starter.

But without a U.S. tradition of public roads, the federal Highway Act of 1916, the government technology investments of World War I, William Eno’s pioneering traffic safety regulations and Hoover’s adoption of the federal gasoline tax, the automotive age would have flowered far more slowly.

Much has changed in the past century, but the automobile and how we use it would be easily recognized by Ford. In 20 years this could all change: combine Google’s self-driven car with Tesla’s electrification; seat it inside one of the “ultra-light” chassis that won the Automotive X Prize. For the next generation of American drivers, owning a car will not be a key status symbol, as the carriage was for Will Durant’s era. It will be more like an elevator in a skyscraper or airplane. If a luxurious and robot-chauffeured electric vehicle will show up at my door on demand, whisk me silently to a dinner, after which my friends and I can order a robot limousine for bar hopping – why would I want to own and park an SUV?

This vision needs more than new technology. Robot cars will require new traffic laws and insurance policies; electrification will require utilities to invest in charging networks and smart grids; car service on demand will challenge the current taxi regulatory structure; diverse sizes of robotic vehicles will alter the needed mix of lanes; fewer private cars and more joint vehicles will tilt parking regulations and building codes. One technique to fuel electric vehicles – batteries built-in or swapped, fuel cells or inductive roadways – will emerge dominant, an outcome driven by dozens of actors outside the
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This is what “game-changing” innovation demands; collaborations, not engineering alone. Society – and government – needs to facilitate and nurture the companion reforms that enable the new gizmos to scale.

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We need to fund research and development if we want to regain our global competitive edge. But even more important, we need to recognize that it takes more than engineers. It takes entire societies to enable innovation.
America doesn’t have a skills gap. We have an information gap. According to Manpower, 52 percent of employers say they can’t find skilled workers. The problem is not that workers are unskilled; it’s that workers don’t know what skills employers need. There is an information gap between what people are learning and what today’s jobs actually require.

At the root of the problem is the disconnect between education providers and employers. With the global economy moving faster, this information gap will only get worse. The top 10 in-demand jobs in 2010 did not even exist in 2004. The change is happening so quickly that 65 percent of today’s grade school kids will end up at jobs that haven’t even been invented yet.

How will our education institutions keep up?

Today it takes years before new curriculum developments, in response to labor market changes, cascade down to the classroom to impact workers. Until there is a more effective communication bridge between education providers and employers, America will continue to train workers in skills that are no longer relevant for jobs that no longer exist.

The time for change is now. And the solution is clear.

In order to build a modern 21st century workforce, we need new approaches that engage employers directly in addressing the information gap. One example of this new approach can be seen in the partnerships emerging between community colleges and local employers across the U.S. In Minnesota, the model has worked so well that U.S. Senator Al Franken recently introduced a bill called “Community College to Career Fund Act” to fund partnerships between two-year colleges and businesses, involving apprenticeships, on-the-job training opportunities and paid internships.

Entrepreneurs are also helping bridge the skills gap by using technology to deliver customized training based on real-time hiring needs. For example, the company I founded, LearnUp, partners with leading employers, including Staples, Safeway, and Gap Inc., to provide online job training for entry-level workers. By leveraging the

By Alexis Ringwald
CEO and Co-founder, LearnUp

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Such approaches demonstrate that the skills gap is not an intractable problem. When employers are engaged directly in curating and developing curriculum, we effectively eliminate the information gap and move closer to a training system that is responsive to the labor market. When we solve the information gap, we resolve the skills gap and empower workers to learn the skills they need to get hired.

It is no longer acceptable for millions of Americans to remain unemployed and underemployed due to a lack of appropriate skills. Let the revolution begin.

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Most recent tech purchase? iPhone 5
Last book read? “Flow”
Mentor or role model? Aung San Suu Kyi
Most used app? Mail

“...When we solve the information gap, we resolve the skills gap and empower workers to learn the skills they need to get hired.”

By Alexis Ringwald
CEO and Co-founder, LearnUp

Internet, we have created a scalable technology platform that can train millions of workers in high-demand skills for today’s open jobs.
Steve Jobs was among the biggest game changers in Silicon Valley history. He was also among Homestead High’s biggest mischief makers, infamous for hanging prank banners in the halls and using a garage-built signal jammer to scramble school TVs.

But Steve’s teachers knew he wasn’t a bad kid. He was just a rambunctious adolescent, testing limits and searching for ways to harness his outsize talent.

It’s lucky for all of us that Steve attended school in the 1970s. Were he a student today, he might be labeled a delinquent: suspended, expelled or even referred to local police.

Zero tolerance for weapons and threats to student safety certainly makes sense, but current practices have spiraled out of control. Changing our approach to school discipline, holding students accountable for their conduct while keeping them in school and on-track for graduation, is a game changing opportunity.

California issued nearly 700,000 suspensions last year, most unrelated to weapons or drugs. Many suspensions were issued for offenses like dress code violations or talking back to teachers, infractions that used to mean a stern lecture or a visit to the principal’s office. Persistent ethnic disparities are especially troubling. African-American students are three times more likely than white students to be suspended, and Latino students also face a higher risk.

The consequences of excessive suspensions are serious and far-reaching. A recent study from Johns Hopkins University showed that even a single suspension in the 9th grade doubles a student’s chance of dropping out of high school, which in turn, increases risk for unemployment, chronic health problems and premature death.

And the worst thing is, it doesn’t work.
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This harsh approach to school discipline is an unintended consequence of the “get tough” policies popularized after 1999 Columbine school shootings. Zero tolerance for weapons and threats to student safety certainly makes sense, but current practices have spiraled out of control. Changing our approach to school discipline, holding students accountable for their conduct while keeping them in school and on-track for graduation, is a game changing opportunity.

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And the worst thing is, it doesn’t work. Studies have found no correlation between high suspension rates and improved academic performance or enhanced school security. In fact, a growing body of evidence suggests just the opposite. For example, after changing its approach to discipline, Garfield High in East Los Angeles reduced suspensions from 510 in the 2008-2009 academic year to one in 2010-2011. During that same time period, Garfield increased its score on California’s Academic Performance Index by more than 100 points. Successes like these have prompted the American Psychological Association, American Academy of Pediatrics and others to urge school districts to reconsider suspension-first policies.

There is reason for hope. School districts are learning from the success of places like Garfield. In a major victory, Los Angeles Unified recently barred suspensions for “willful defiance,” a vague catch-all category used to justify more than half of all suspensions in California.

State leaders are also taking notice. Last year, the California legislature passed five bills aimed at reducing suspension rates. This year, they’re considering three more important measures, including a proposal to take Los Angeles’ willful defiance reform statewide. California is on the cusp of game-changing reform.

And who knows? Maybe a student who stays in school as a result of our state’s new approach will grow up to be the next Steve Jobs.

Most recent tech purchase? Subway Surfer game apps


Mentor or role model? Abraham Lincoln

Most used app? Scrabble

“...” The American Psychological Association, American Academy of Pediatrics and others to urge school districts to reconsider suspension-first policies. “...”
It seems like almost every day I see a new article warning about the rise of Attention Deficit Hyperactivity Disorder (ADHD) among American children. The attention is warranted – 11 percent of American children ages 4 to 17 are now diagnosed with the “disorder.” That’s six million kids.

We have created a thriving environment for the symptoms of ADHD – children get less exercise and sleep than ever, and they eat more sugar; our schools are bursting at the seams and parents are stretched thin. Many studies have now demonstrated the relevance of negative environmental factors to ADHD, but we’ve spent very little time examining how positive factors might help combat or prevent the disorder.

Through personal experiences as kids and adults, many cyclists (including me) intuitively know that the bicycle is one of those positive factors. Even today, when I’m able to ride my bicycle at lunch, I return for the afternoon far more focused. But intuition is only going to get nods from believers, so we’re out to prove with hard data how effective cycling can be at helping to manage the symptoms of ADHD in children. Not only does the exercise and balance improve focus, but cycling is an activity that kids just love – so keeping them engaged is an easy spin.

Specialized has been working with Dr. John Ratey, one of the most respected doctors in the field of exercise psychology and author of the book Spark. Together with his team, we crafted a study in 2012 to scientifically measure the effects of cycling on the attention capacity of middle school students. The results were astounding, even to us believers.

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The small study we did in 2012/2013 was just the beginning of this journey for us: for the 2013/2014 school year, we’ll be establishing a pilot cycling program in 10 schools across the U.S. and reaching 600 students. We’ll be measuring the academic performance of each participant using standardized test scores, the key rating by which every school in the country is ranked, and most importantly, funded. If the results of our first study hold true we’ll see a marked improvement in their scores after the cycling program, and we hope to leverage that to bring physical activity and cycling back into our schools.

We’ll be looking for partners to prepare for the 2014/2015 school year with a plug-and-play cycling program that any school could adopt.

It’s time we validated healthy treatment options for a diagnosis that is at least partly determined by the environments and lifestyles we create for our children. To us, those efforts begin with a bit of exercise on two wheels.

By Mike Sinyard
President and CEO, Specialized Bicycle Components
It seems like almost every day I see a new article warning about the rise of Attention Deficit Hyperactivity Disorder (ADHD) among American children. The attention is warranted – 11 percent of American children ages 4 to 17 are now diagnosed with the “disorder.” That’s six million kids. We have created a thriving environment for the symptoms of ADHD – children get less exercise and sleep than ever, and they eat more sugar; our schools are bursting at the seams and parents are stretched thin. Many studies have now demonstrated the relevance of negative environmental factors to ADHD, but we’ve spent very little time examining how positive factors might help combat or prevent the disorder.

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What if the solutions are already present, but the challenge is whether we have the courage to pursue and bring them to scale.  

“What you get a culture of entrepreneurship after you have successfully changed the accountability system so that people can use a better process. Process drives culture, not the other way around, so you can't just change the culture, you have to change the system.” – Eric Ries

“Silicon Valley tech companies often bemoan the lack of adequate preparation in the STEM disciplines (science, technology, engineering and math) in our public schools. But what if some schools are already providing an excellent education for students – laying the foundation for STEM success? What if the solutions are already present, but the challenge is whether we have the courage to pursue and bring them to scale.

Since co-founding Rocketship Education with John Danner in 2007, I have been continually reminded that there are plenty of brilliant minds right here in our own communities. And providing these students with access to an excellent education is having stellar results. Our credo is that truly transformative schools do more than educate students; they empower teachers, engage parents and inspire communities.

Through an innovative approach to instruction that personalizes learning through tutoring, technology, deep parent engagement, an incredible team of educators, and a deliberate focus on scale, we are transforming elementary education in Silicon Valley for low-income families. The proof is in the results: Rocketship's schools are achieving some of the highest test scores for low-income schools in the state of California – amazing performance, given that ~75 percent of our students come from families where English is not the primary language spoken, and ~90 percent of our families qualify for free or subsidized meals. Most importantly, starting at the elementary level allows future schools and districts to build upon our Rocketeers' success and further invest in strategies to ensure that later STEM instruction is purposeful and transformative.

Yet the greatest fuel behind this rocket ship has been San Jose Mayor Chuck Reed’s...
It’s in our collective self-interest to support innovative, high-performing schools that lay the foundation for our community’s future wealth and success.

Rocketship is not the only education game-changer in Northern California; other success stories include Aspire Public Schools, KIPP, Summit and more. These innovators are to be congratulated, yet this innovation requires active and sustained support from the business community in Silicon Valley in order to replicate these successes.

Have you jumped on board in active support of SJ/SV2020? Together, we should gather the courage to set clear metrics in this initiative and hold all schools accountable to this level of achievement. After all, it’s in our collective self-interest to support innovative, high-performing schools that lay the foundation for our community’s future wealth and success, especially with our own local Silicon Valley kids and families. The foundation has been laid; it is now time for all business leaders and community members to step up and lead all our community on our path toward excellence.
Six years is an eternity in technology. In 2007, the smartphone era was just beginning. Apple was primarily a computer company, with less than $25 billion in revenue. Twitter didn’t exist. And the apps explosion was still in the future.

Flash forward to 2013, and the world is a vastly different place. Everything important to us is mobile – the Internet, our entertainment, our social networks and business applications. We’re always connected and always online. To a growing number of people, the idea of being tethered to a desktop computer or a stationary flat screen TV seems unthinkable. Put all of this together, and it’s clear that we are in a golden age of mobile innovation, driven by a powerful combination of networks, devices and applications.

The United States has led the world in this revolution. We have invested more in advanced mobile networks, and thanks to the miracle that is Silicon Valley, we have innovated faster. But the most exciting thing is what’s about to happen over the coming six years – because the mobile ecosystem that’s transforming our lives is about to take its next great evolutionary leap.

The catalyst for all this is the convergence of fast, low latency 4G LTE mobile data networks and secure cloud storage. As these technologies combine and become pervasive, we will shift from a device-centric world – defined by what we can do on our devices – to a solutions-centric one, defined by what the mobile experience can do for us.

In this world:

• The idea of content residing on our devices will be archaic. Instead, content will follow us, wherever we are, however we want it – synced and seamless across every screen and platform.
• For many of us, smartphones will replace our wallets, keys and pass cards.
• And a tablet-like device will be our workspace.

By Randall Stephenson
Chairman and CEO, AT&T

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• For many of us, smartphones will replace our wallets, keys and pass cards.
• And a tablet-like device will be our workspace.
• Homes won’t just respond to us – with advanced connectivity, they will adapt to us and anticipate our needs.
• Medicine will be personalized and pre-emptive, with better outcomes at lower costs.
• Higher education will be democratized. Massive Open Online Courses will make a college degree realistic and affordable to more people.

In all these ways and more, it’s hard to imagine an industry or institution that won’t be reimagined and reengineered from the ground up. And everything we’re doing at AT&T is about accelerating this future to mobilize a world that works for people.

To speed the pace of this innovation, we opened our network to developers in ways unheard of for a carrier. To turn good ideas into great products, we opened our AT&T Foundries in Palo Alto, Atlanta, Israel and Plano, Texas. Now, concepts move from idea to commercialization up to three times as fast as they did a few years ago. And to create the enabling platform for the next waves of innovation, we’re investing aggressively to extend our LTE deployment and expand our IP infrastructure. When we’re done, we expect almost every customer we serve will have access to high-speed connectivity through 4G LTE, IP broadband or both.

Our goal with all of this is to empower people and unleash innovation. Six years ago, no one would have imagined the United States would have more Internet-connected devices than people. Yet here we are, and the wave continues to build. So what will the next six years bring? One thing’s for sure: It will be beyond what our minds can imagine today.
Affordability is the most crucial issue we face in health care in America today.

No matter how good the care we can provide, quality care doesn’t matter if people can’t afford to obtain it. To reach true affordability, we need to rethink everything about how we deliver health care. And as it has done in so many other aspects of our lives, Silicon Valley’s technology has already begun to play a crucial role as a game changer of the affordability equation.

There are two main ways in which technology plays that role: One “big” and one “small.”

The “big” is big data analysis, and it’s the foundation for making the best decisions for patients and driving down unnecessary costs. At Kaiser Permanente we have longitudinal data derived from the results of our care of millions of patients since the 1960s. We can analyze the data and study comparative effectiveness – to understand what procedures are most likely to prove the most effective for a particular patient. We have found consistently that, in large numbers of cases, simpler and less expensive procedures are actually more effective than the “standard” applied today. So big data can translate into big savings while improving quality – exactly the change we need in the health care system. There’s still much to do; Congress allocated $1.1 billion for comparative effectiveness research in 2010 in the federal stimulus bill and has set aside $3.5 billion more via the Affordable Care Act. This is an essential step for the entire health care industry as we move toward making high-quality care affordable to all.

The “small” game changer is no less important: The smart and mobile devices millions of Americans carry with them every day promise to let people take more control over managing their care as well as increase their connectedness with their health care providers. Our members can use their smartphones, iPads, and laptops to interact directly with Kaiser Permanente – to get their lab results, order their prescriptions, schedule visits with their physicians – or even “visit” their doctors virtually. Last year we...
Affordability is the most crucial issue we face in health care in America today. No matter how good the care we can provide, quality care doesn’t matter if people can’t afford to obtain it. To reach true affordability, we need to rethink everything about how we deliver health care. And as it has done in so many other aspects of our lives, Silicon Valley’s technology has already begun to play a crucial role as a game changer of the affordability equation.

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All this technology, including our technology-enabled hospitals and medical equipment, is what enables us to deliver total health – Kaiser Permanente’s unique model for driving both quality and affordability. Total health care is a lot more than just sharing electronic medical records across different practices or providers – rather, it is delivering care with a truly integrated team approach, acting on the information together, for the best patient outcomes.

For much of the health care industry, that’s a new way of thinking – a game changer in itself that requires breaking down traditional silos in today’s disconnected delivery system. Breaking down silos is what Silicon Valley has done for decades, and why it is so important to rethinking health care.
The Bay Area is a consistent innovation leader. Hosting the premiere outdoor sports and entertainment venue in the world will add another industry that has been greatly influenced by our region’s innovation.

In the past decade, the sports home-viewing experience has become so good that many argue it is a more attractive option than attending a live event. But imagine a stadium that combines the comforts of home while also providing a forum to connect with 68,500 people in real-time. Levi’s Stadium is set to change the dynamic of live sporting events as we know it, while uniting the Bay Area in the process.

A smarter stadium was bound to happen. Levi’s Stadium will capture the best technology found in the Silicon Valley by allowing fans to create their own experience inside its friendly confines. Instead of focusing on hardware that will become obsolete over time, Levi’s Stadium will leverage the brilliant companies that create personal mobile devices for our customers. Our focus will be on ensuring that fans have full connectivity inside the stadium, providing them the unique ability to get inside the game like no other venue allows. The best fans in the world expect a stadium to provide a ticketless and cashless experience with unique content and camera views available on their own handheld devices. That’s why the 49ers hired the best and brightest minds to redefine the in-game venue experience.

Innovation doesn’t stop with the fan experience. Levi’s Stadium will be functionally green: the first stadium in North America to be net neutral to the grid. That means 10 49ers home games will be completely powered by the sun. Food service will bring together all the great aspects of Northern California culinary culture. There will be an emphasis on locally grown, organic, seasonal and sustainable food. An interactive museum highlighting 49ers history and tradition will also serve as an educational hub that teaches students how the stadium functions from a STEM perspective, while also highlighting the great history of the Bay Area. Levi’s Stadium will set a new standard for the in-stadium fan experience.

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There is no bigger sporting event than the Super Bowl. Levi's Stadium is set to host the game’s golden anniversary in 2016, when Super Bowl 50 comes to the region. There is no better stage to showcase the smartest stadium in the world then when hundreds of millions of television viewers join millions of tourists to get a glimpse of life in the Bay Area (during Super Bowl 50). What better illustration to the world that the Bay Area is the world capital of innovation.

Levi's Stadium will build off of a legacy of innovation founded in the Bay Area. No longer is “good enough” an option for live sports. Levi's Stadium will change the game internationally, becoming the next innovation that began right here in the Bay Area.

"There is no better stage to showcase the smartest stadium in the world then when hundreds of millions of television viewers join millions of tourists to get a glimpse of life in the Bay Area (during Super Bowl 50). What better illustration to the world that the Bay Area is the world capital of innovation."
Cities are epicenters of creativity, innovation, adventures, energy and life. They’re moving, breathing and living. Cities have a heart, personality and looks. But a city lacks one thing: a voice.

Every inch – even millimeter – of a city has a story to tell. It hosts a park; a sidewalk; a café; a dark ally; a parking meter. It hosts a baby to be born; a streetlight to burn out; a traffic jam; a farmer’s market; a crime about to happen.

The city has been speechless since its creation, letting others speak on its behalf. Sometimes it’s misinterpreted. Sometimes it takes days or weeks to be heard. And sometimes, it never is.

Thanks to the Internet of Things, which connects the real world to the Internet, this is quickly changing. Most of it lies within sensors or other “sensing” devices – such as cameras – to collect data; the Internet to then pass on the data; and software applications to then turn the data into easy-to-understand and actionable information.

The Internet of Things for cities creates a connected city that can talk. The connected city is proactive and efficient, able to take immediate action automatically or by alerting city officials and/or residents and visitors. It’s intelligent, has common sense, learns from previous experiences, modifies and creates infrastructure and policy, and makes decisions via advanced analytics that monitor elements 24x7x365. It innovates, tries new things and measures results to see if goals are met.

We’re just beginning to see the impacts of the connected city. It is smart grids that measure energy and water consumption. It is enabling building thermostats to learn temperature preference patterns, times and seasons to adjust automatically. It can detect and analyze the amount of pedestrians and drivers in city areas to improve economic vitality. It can combine this passerby data with other data – crime, pollution, or passerby emotions – to provide deeper analysis from multiple sensing devices so that cities and businesses can thrive. It’s on its way to a connected car that makes the driver smarter and safer – one that alerts about mechanical problems, reroutes around traffic and knows where an open parking spot is. The connected city may also someday automatically detect illness, such as West Nile Virus containing mosquitos; a small tumor; or drug-resistant bacteria on a subway.
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Once the Internet-enabled sensing platform is in place, further sensing components can easily be added to increase collected information, enable city systems to talk to and base their actions on one another, and reduce network operation costs.

At Streetline, we’re taking the first step to the connected city with smart parking. Smart parking puts the Internet of Things in action, and often serves as the first connected initiative that provides the network backbone. By leveraging sensors embedded in parking spots, we help cities manage this scarce real estate asset and at the same time, help consumers find that elusive parking spot.

The connected city will likely be the biggest revolution since the wheel ...”

“... With sensor cost rapidly decreasing and the demand for Big Data by government and residents alike, the connected city will likely be the biggest revolution since some of the largest earlier inventions including the wheel, train, vehicle, telephone and electricity.
Acknowledgements

Carl Guardino - CEO and President, Silicon Valley Leadership Group

Steve Wright - Vice President, Strategic Communication, Silicon Valley Leadership Group

Nancy Sánchez - Communications Associate, Silicon Valley Leadership Group

Colin Buckner - Senior Creative Associate, Silicon Valley Leadership Group

Matt Shea - Communications Coordinator, Silicon Valley Leadership Group

Robby Leano - Communications Coordinator, Silicon Valley Leadership Group

Moquin Press

Design by Colin Buckner
CHANGERS
GAME 2014
Ideas, Innovation, Inspiration

Steve Berglund
John Chambers
David Chiu & Sam Liccardo
Chris Coons & Jerry Moran
Bob Huff & Darrell Steinberg
Kevin Johnson
Ro Khanna
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