Future of Tech Commission 🇺🇸

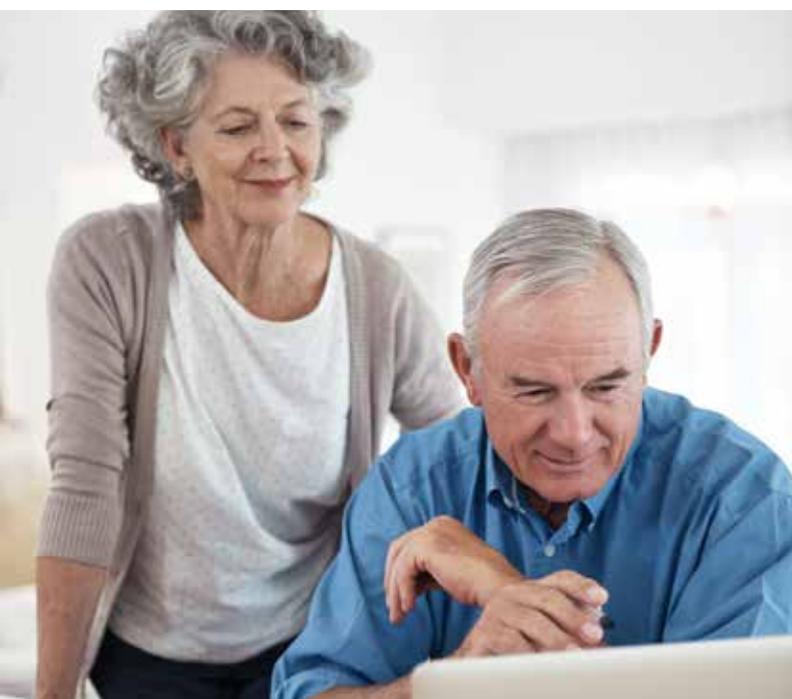# THE FUTURE OF TECH:
A BLUEPRINT FOR ACTION

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On any given day, millions of Americans wake up to an alarm from a smartphone. They check their email and text messages, and scroll through social media for the latest news on national or world events, or the activities of friends and family. They post comments on and reactions to what they see or hear.

On any given day, students receive, prepare, and submit their homework remotely. During the COVID–19 pandemic, millions of students have attended classes virtually while their parents worked online, exchanging messages and ideas through chat services or video conferences. Businesses regularly recruit and hire talent to work remotely, and many business leaders and workers alike expect that remote or hybrid work will be the norm going forward.

On any given day, whether working in offices or at home, Americans design fashion lines, housing and office towers, roads and bridges or video games, and launch business ventures and nonprofits online.

On any given day, Americans go to the web or a mobile app to buy a birthday or wedding gift, order groceries or business supplies, book a trip, order a rideshare or a meal, find directions, pay bills, deposit checks, invest

Technology is everywhere.
For more than fifty years, the United States has led the world in life-changing, often life-saving technology.

money, or apply for a job. Seniors apply for Social Security and Medicare benefits online. Many Americans get essential health services — from routine to urgent to mental health care — through telehealth platforms. In a few states, Americans vote online.

And at the end of any given day, Americans stream a movie, play games online, or swipe for a date — or return to sending emails and text messages and posting commentary on social media.

Technology is everywhere. For more than fifty years, the United States has led the world in life-changing, often life-saving technology. Public investments in basic research led to the creation of the internet, which in turn spawned private innovation, jobs, efficiencies, and breakthrough advances in education, health, engineering, communications, entertainment, public safety, and commerce. These innovations have enriched and enabled the lives of hundreds of millions of Americans and people all around the world. They are the engine of our global economy.

> The ubiquity of technology in our lives, society, and economy demands that the U.S. develop a **coordinated national technology strategy.**

At the same time, on any of these given days, in rural and urban communities alike, millions of Americans either lack or cannot afford the essential tool to perform all these tasks — high-speed internet. As many as sixteen million American children have no online access to do their homework or the research to complete it. Millions of small businesses lack a basic connection to the markets, customers, and suppliers that proliferate online, stifling job creation and opportunities. Millions of families cannot get the affordable, quality care or the answers they need through telehealth, because they have no high-speed broadband.

For those who do have access, every click of the mouse — every internet search for information about a job or research paper, every news item we scroll through, every movie we stream, every item or service we order online — produces personal data about our interests, likes and dislikes, environs, locations, and associations. That data is then harvested — often without our knowledge — and bundled for advertisers (who target us with things to sell), politicians (who target us with personalized fundraising or get-out-the-vote and policy appeals), and sometimes other companies, law enforcement, and foreign governments (who track us). Sometimes that information is stolen and used by sophisticated criminals, here and abroad, to commit fraud or threaten our children's safety. Sometimes it's deliberately used to stoke our outrage (and online engagement) by trapping us in an information echo chamber that serves to confirm or, at worst, to control our own views. And sometimes it is used to spread lies, ranging from misinformed but ultimately harmless rumors to harassment or disinformation designed to jeopardize public health, national unity, or democracy itself.

On any given day, individuals, as well as companies and organizations — including manufacturers, utility operators, banks, hospitals, universities, government agencies, and the military — are attacked by cyber scams, phishing, malware, and other online tactics to hack, disrupt, disable, or otherwise gain access to critical operations and data.

Today, the ubiquity of technology in our lives, society, and economy, and the impact it has on democratic engagement and function, demand that the United States develop a coordinated national technology strategy that establishes national standards and boundaries to protect the safety of America's children, families, businesses, consumers, and the public good, while ensuring that we maintain our edge in technological innovation.

Recognizing the urgency of these challenges and opportunities, the independent, nonpartisan Future of Tech Commission was formed to consider and propose a national framework and tech policy blueprint for the United States. To that end, the Commission convened 11 town halls; engaged approximately 150 experts, industry and thought leaders, and advocates and over a thousand citizens from across the country through town halls and interview discussions; commissioned a nationwide poll of more than 2,000 registered voters; and reviewed scores of relevant articles and books to fully understand the challenges we face and to hear a variety of proposed solutions. On the basis of that widespread input and analysis, we now offer this report and these proposals to the Administration, the Congress, and the American people.

We have not presumed to opine on every issue presented by the many applications of technology in our lives. However, based on the range of input and information shared with us, it is clear that there is broad consensus on a few key points, namely that:

> Every American **should have access to affordable broadband internet services** at home, school, and work. The recently enacted bipartisan infrastructure legislation is a historic step.

> Every American **should be protected from the misappropriation** and misuse of their and their children's personal data; from misinformation and disinformation that threaten public health, safety, and a flourishing democracy; and from infringement of their freedom of speech online, a fundamental American value.

> Every American **should be able to depend on an online market of products and ideas** characterized by safety, security, consumer choice, transparency, affordability, quality, and innovation.

Americans everywhere understand that universal broadband internet access is as essential to the average American today as electricity and water. They also appreciate the importance of broadband that is reliable, safe, modern, trustworthy, and affordable.

Experience has shown, however, that the private sector has not and will not meet the objectives listed above on its own. Experts agree that there is an urgent need for government at all levels to address these interests, and that state–level and local undertakings alone are insufficient. Indeed, since our work began, industry leaders themselves have called for federal regulatory intervention.

We believe that it is imperative for America to develop a coordinated national framework and tech policy blueprint. In some cases, the objectives will be best served through partnerships between the federal government and the states, or between the public and private sectors. In other cases, the federal government should exercise its singular responsibility to legislate and regulate for the public good. Above all, we must act now.

Americans on a bipartisan basis overwhelmingly agree that action is needed urgently. According to our nationwide poll, conducted in late summer of 2021[1]:

> ❯ 89 percent of Americans agree that **understanding how to use technology is essential for most of our workforce.**

> ❯ 82 percent agree that **we need universal access to high-speed internet to ensure our kids get the education they need to compete and win in a global economy.**

> ❯ 80 percent agree that **the federal government must do everything it can to curb the influence of organizations that have grown too powerful and now use our data to reach too far into our lives.**

> ❯ 88 percent agree that **tech companies should be required to ask consumers whether or not they can use their data.**

> ❯ 88 percent agree that **one of the biggest threats to our national security is a data breach by foreign adversaries.**

Our most recent poll, conducted in February 2022, reaffirmed these findings from Republican, Independent, and Democratic voters: **76 percent of Americans support restricting companies from collecting and using personal data beyond what's needed for effective service,** and **75 percent agree that if the United States does not establish rules and guardrails around dangerous or false content online, our democracy could be under threat.**

We clearly need a thoughtful, coordinated national policy that serves the values that Americans share and ensures that our country will continue to lead the world in technology and innovation. We believe that we are up to this task, and it will take all of us.

We have a history of successfully leveraging personal and industry ingenuity and creativity with public leadership and investment. In the 1930s, for example, the Rural Electrification Act brought electricity to farms, improving working and living conditions for millions of rural Americans. In the 1950s, the National Interstate and Defense Highways Act created the interstate highway system — the largest public works project in American history at the time — bringing prosperity, opportunity, and connection to much more of the country. In the 1960s, after President Kennedy announced the ambitious goal of landing a person on the moon and returning that astronaut safely to Earth, we accomplished that historic feat with the flight of Apollo 11 in 1969. Americans came together in the wake of 9/11, creating the Department of Homeland Security to tackle foreign terrorism and threats. And bipartisan cooperation in 2021 resulted in passage of the Infrastructure Investment and Jobs Act, a once-in-a-generation investment in our country's infrastructure and competitiveness. We have won world wars, created and transformed industries, and forged a future by unifying around a common purpose, with contributions from every sector. We can do this again by creating and implementing a coordinated technology infrastructure and consumer environment that is worthy of our highest values and fit to help shape our children's future.

Signed, Margaret Spellings, Deval Patrick, and Jim Steyer

1 Benenson Strategy Group, July 2021, https://www.bsgco.com/post/voters-want-to-curb-the-influence-of-big-tech-companies-new-poll-shows.

EXECUTIVE SUMMARY

The strength and breadth of our tech industry is a powerful American advantage. Our muscular, innovative, next-level companies have created millions of jobs and incalculable value with tools that enable us to connect, work, learn, shop, play, inform each other, access financial and health services, and unlock extraordinary opportunities and economic potential. Through technology, American productivity has soared. We do not want to see that asset hobbled.

Americans depend on and embrace these tools, but they also see their perils and pitfalls — from privacy issues and the amplification of harmful mis- and disinformation to threats to our children's safety and the very functioning of our democracy.[2] Today, there is widespread agreement among Americans that we must urgently address the vast impact of technology on our society with a coordinated, common-sense approach.

The independent, bipartisan Future of Tech Commission was formed in April 2021 to investigate these challenges and propose a coordinated tech strategy for the United States. We specifically considered issues of universal access; data privacy and the related issue of platform safety; cybersecurity; market competition; and technological innovation.

Between April and December 2021, we held mostly virtual town halls around the country — in Arizona, northern and southern California, Connecticut, Florida, Indiana, Massachusetts, North Carolina, and Texas — and two in Europe. We interviewed dozens of industry leaders, experts, and advocates in the U.S. and abroad and invited direct input from citizens. We also conducted comprehensive public opinion polls with thousands of registered voters nationwide in late summer 2021 and early 2022, which revealed remarkable findings about the American public's attitudes toward technology policy.

There is strong bipartisan agreement that the government must play a role — as it does, for example, in ensuring the safety of our food and water — by establishing safeguards to protect consumers' privacy, minimize mis- and disinformation, and strengthen our nation's cybersecurity. In addition, Americans want to maintain our global leadership in technology, research, and innovation. This blueprint seeks to set that course.

2 Misinformation is false, misleading, or out-of-context information that is presented as fact without the intention to deceive. Disinformation is misinformation that is deliberately spread with the intent to deceive or mislead.

In the body of this report, we detail proposals in several areas we explored, with the exception of universal broadband service. Universal access to reliable, affordable, high-speed internet is clearly foundational, and there is broad consensus that all Americans must have it to participate fully in our society. Fortunately, in November 2021, Congress passed and President Biden signed the bipartisan Infrastructure Investment and Jobs Act, which includes $65 billion for broadband infrastructure deployment and adoption to help make high-speed internet access a reality for every American. This would have been a central recommendation of the Commission.

Now that Congress has allocated the needed funds, the Administration should commit to closing the digital divide and making broadband universal within five years through timely, accountable implementation at the federal, state, and local levels; accurate, up-to-date mapping; and robust oversight. Through effective policy implementation — ensuring that high-speed internet access is available, affordable, and adopted in every urban, suburban, rural, and remote community, in every home, and in every workplace — technology can be a great equalizer of access, education, and opportunity for all our people. It can also close the "homework gap" for millions of schoolchildren. This gap existed for years, but it became an even greater problem during the COVID-19 pandemic. When schools closed across the country, too many students without adequate internet access resorted to sitting in library and school parking lots to use those buildings' free Wi-Fi to do their homework.

> "I compare this moment to something Dwight Eisenhower observed as a young military officer — that America's roads and bridges and tunnels were not fit for the transportation needs of the military. It's a lesson he never forgot. And in 1956, President Eisenhower signed the interstate highway act into law in America.
>
> **That's how profoundly we need to improve our technology infrastructure today."**
>
> —Jeb Bush, former governor of Florida

Below, we propose muscular congressional and executive actions that will strengthen protections for all Americans; require transparency from tech companies; bolster our nation's ability to respond to and prevent cyberattacks; and foster innovation, competition, and consumer choice. We summarize them as follows:

PROTECTING YOUR INFORMATION, YOUR PRIVACY, AND OUR DEMOCRACY

Whenever we connect, the apps and platforms we use collect sensitive information about us, including our habits, hobbies, locations, interests, and friends. That information is often used to target us with products, opinions, brands, and political ideas. Many of us are not aware that this information is tracked, collected, bundled, sold, and used or misused. The often-dense privacy policies of the apps we rely on do not help us better manage our privacy. Some apps even track minors without their parents' permission.

Online targeting — using harvested personal data — is also directly related to the assault in recent years on our sense of shared reality. Social media has brought many people together around the world. It has also, however, increased the reach and velocity of lies and destructive narratives by spreading misinformation from a variety of sources — including websites, cable television, and online influencers.

While our Constitution guarantees freedom of speech, it does not guarantee freedom of reach.[3] Illegal, harmful, or misleading content, amplified algorithmically to millions of people online, has undermined public health, promoted violence, and jeopardized our democratic system.

We believe that these practices must end. Just as we regulate our food system to protect the public's health and safety, it is time to set common-sense standards to protect our privacy and personal information and curb the amplification of mis- and disinformation. Accordingly, we recommend that Congress and the Administration:

> Pass a comprehensive **Federal Privacy Law** that gives consumers control of their privacy and requires companies to implement policies of data minimization with respect to personal data collection and use — i.e., restricting their collection and use of data to what they require to provide their services.

> Pass a powerful new **Children's Privacy Law** that updates and strengthens protections for children and teens.

> Enact clear, understandable **transparency requirements** with respect to the use of algorithms, and other reforms, to rein in tech platform practices that harm children, families, public health, national security, and democracy.

> Create a **Public Interest Media Fund** to invest in trusted local sources of news and information — which social media companies have played a role in replacing — that is financially supported by tech companies, a percentage of money from FTC fines on tech companies, and/or a merger transaction fee.

3 Renee DiResta, "Free Speech Is Not the Same as Free Reach," *Wired*, Aug. 30, 2018.

We also believe that the White House should leverage existing regulatory authority by coordinating departments and agencies to:

> ❯ Address critical **privacy and data protection** needs, and

> ❯ Enforce other **consumer protection and anti-discrimination rules** in the context of online behavior.

To that end, we recommend that the White House:

> ❯ Establish a **White House Technology Coordinating Council**, with clear and paramount authority to develop, coordinate, and help drive progress on a national tech policy strategy.

12%

88%
STRONGLY
AGREE

DEMOCRATS: 63%
INDEPENDENTS: 64%
REPUBLICANS: 70%
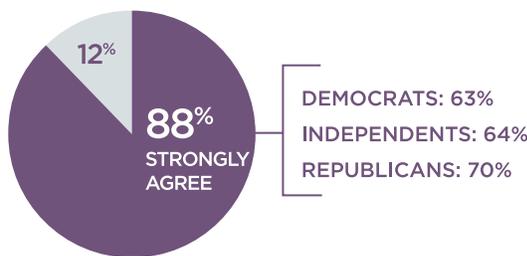
Two-thirds (88%) of voters strongly agree that **tech companies should be required to ask consumers** whether or not they can use their data.

80% of voters agree (42% strongly agree) that **the federal government needs to do everything it can to curb the influence of big tech companies** that have grown too powerful and now use our data to reach too far into our lives.

20%

80%
AGREE

DEMOCRATS: 83%
INDEPENDENTS: 80%
REPUBLICANS: 78%

18%

82%
AGREE

DEMOCRATS: 83%
INDEPENDENTS: 82%
REPUBLICANS: 81%
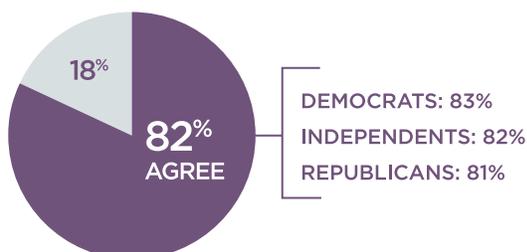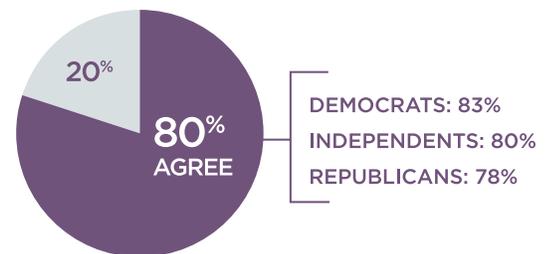
82% of voters agree (41% strongly agree) **after years of unchecked growth, we need to do more to regulate big tech.**

HARDENING AMERICA'S CYBERSECURITY

Cyberattacks are a fast-rising threat to individuals, businesses, and government. These attacks — some perpetrated by foreign state actors — can damage U.S. industry, critical infrastructure, and even hospitals and schools. Many Americans have been victims of online crimes, including identity theft, hacking, phishing, malware, and ransomware. Governments at the local, state, and federal levels have experienced breaches in systems ranging from those that provide safety-net services to those that involve our military defenses.

We need to prevent cybercrime, improve our preparedness, and develop the most effective responses to cybersecurity threats. Accordingly, we recommend that Congress and the Administration:

> ❯ Establish proactive **Regional Cybersecurity Centers** — consisting of both public and private actors across critical industries — to support real-time public/private coordination, rapid response, and prevention efforts against personal and industrial cyberattacks.[4]
>
> ❯ Give greater consideration to **ransomware reporting and breach notification requirements**, acknowledging the need for timely information, coordination, and transparency when a breach occurs.
>
> ❯ Support the **deployment of additional resources** in the Defense, Homeland Security, and Justice Departments — as well as in the intelligence agencies — to harden our networks and strengthen our national security capabilities.

55% of voters strongly agree (88% total agree) that **one of the biggest threats to our national security is a data breach by foreign adversaries.**

33%

12%

55% STRONGLY AGREE

4 The Cybersecurity and Infrastructure Security Agency (CISA) currently has 10 regional offices to support the security and resilience of critical infrastructure owners and operators and state, local, tribal, and territorial partners (https://www.cisa.gov/cisa-regions).

19%

41% LIKELY
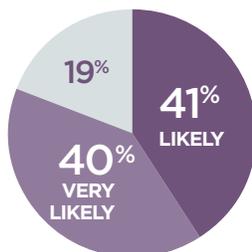
40% VERY LIKELY

National cybersecurity is a top priority for voters, who overwhelmingly believe a foreign cyber attack is imminent — 81% of voters believe it is likely (40% very likely) that **in the next five years the United States will be a victim of cybercrime,** where the country's critical infrastructure is hacked by a foreign adversary.

ENSURING OPEN AND COMPETITIVE MARKETS

We believe that America deserves a market for internet technology and services that is second-to-none, conducive to investment, innovation, job creation, and entrepreneurial entry. We believe such a market serves the needs of consumers, small businesses, and entrepreneurs and strengthens our international competitiveness in a fiercely competitive global economy. The Department of Justice, Federal Trade Commission, and several state attorneys general are actively engaged in antitrust investigations, litigation, or other enforcement actions in this area. We are sensitive to involving ourselves directly in such ongoing actions and inquiries. Congress, meanwhile, is seriously considering new antitrust legislation aimed at increasing the authority and tools available to antitrust enforcers.

The Commission does believe, however, that the U.S. is stronger and the marketplace healthier when markets are open, fair, inclusive, and fully competitive. We also acknowledge the global supremacy and scale of American innovation. Accordingly, the Commission recommends and supports:

> › Efforts by the Administration, Congress, and state attorneys general to **enforce our nation's competition laws** as well as reinforce our nation's commitment to fair and open markets by strengthening the tools of regulators and antitrust enforcers.

Beyond that, the Commission believes that we can give consumers power, choice, and control over the content that they see, create, and share across different platforms by **passing a comprehensive Federal Privacy Law**, as recommended in this report. In addition, the Commission recommends that Congress and the Administration:

> › Expressly authorize and enable local government and community organizations and companies, such as cooperatives and municipal broadband providers, to **compete for existing and expanded service** as a means to help lower broadband prices for consumers and expand consumer choice.

17%

83%
SUPPORT

DEMOCRATS: 86%
INDEPENDENTS: 81%
REPUBLICANS: 81%

A strong bipartisan majority of American voters — 83% — support enacting **regulations that enable a competitive, affordable broadband market**.

47%

53%
AGREE
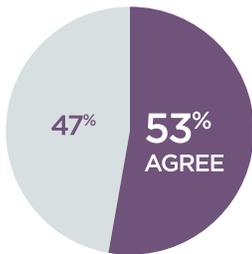
DEMOCRATS: 50%
INDEPENDENTS: 55%
REPUBLICANS: 56%

A majority of voters — 53% — on a bipartisan basis agree that a handful of very large companies dominate the sector, **making it very difficult for new companies or start-ups to compete.**

45% **55%**
STRONGLY
AGREE

9 in 10 American voters agree that technological innovation will transform the way our kids live, work, learn, and connect with each other, with 55% strongly agreeing.

SUSTAINING AMERICA'S LEADERSHIP IN INNOVATION

For more than 30 years, the United States has been a global tech leader. Public investment in basic scientific research spawned the technology revolution, including the internet, GPS, smartphones, search engines, and many other innovations now central to daily life. For America to maintain its leadership, the Commission believes we must develop coordinated tech policies that safeguard privacy, defend open markets and national security, and continue to safeguard our democracy.

Many countries have already passed national privacy laws, creating a worldwide patchwork of regulations with which global U.S. companies must comply. The absence of a national privacy law in the United States makes doing business more complex and the internet unsafe for many individuals. This absence can also erode trust in American products, since buyers may lack faith in their adherence to privacy–protection principles.

Meanwhile, our public investment in basic research has dropped significantly, threatening our ability to develop groundbreaking innovations in the future while other nations race ahead. And new technologies, such as artificial intelligence (AI), are expanding rapidly without ethical guardrails that address the public interest in personal safety, national security, and nondiscrimination.

We believe the recommendations in this report will enhance the environment for tech innovation in the future. In addition, we recommend that the White House:

> **Convene a series of summits — on education, health, transportation, medicine, and other issues**, with outside experts and relevant federal agencies — to discuss ways in which the environment for innovation can be enhanced in the United States.

The Commission also recommends that Congress and the Administration:

> Substantially **increase federal investment** in basic technology and other research that fuels America's leadership in the tech sector.

The Commission's full report of findings and recommendations for the Administration, Congress, and American people can be found at FutureofTechCommission.org.

COMMISSION ON THE FUTURE OF TECH AGENDA FOR ACTION

The Future of Tech Commission proposes the following key federal legislative and executive actions to safeguard consumers' and families' privacy and personal data, curb abusive conduct by online tech platforms, combat cyber threats, secure our democracy, and maintain America's leadership in technological and economic innovation.

Congress and the Administration should:

1. Enact a **comprehensive Federal Privacy Law** that:

    ›   **Requires companies to implement policies of data minimization** with respect to personal data collection and use — i.e., in general, restricting their collection and use of data to what they require to provide their services.

    ›   **Requires an "opt-in" standard** for personal data collection and strong use restrictions.

    ›   Ensures that it is **as easy to withdraw consent to the collection and use of personal data as it is to grant it.**

    ›   Requires internet companies to implement and display a **standardized privacy-protection label**, much like the standardized nutrition label on food products.

    ›   Bolsters **capacity for enforcement of privacy standards and laws**, including greater resources for personnel, investigation, and fining ability for the Federal Trade Commission (FTC).

2. Update and strengthen the **Children's Privacy Law** to:

   › **Prohibit collection of data from teens who are 16 and under**, increasing the age from the current 12 and under.

   › **Ban behavioral advertising to children under age 16.**

   › **Prohibit manipulative design** practices that push inappropriate content to children.

   › Require online companies to conduct and publicly disclose a **"Children's Impact Assessment"** before the launch of a major new service or product.

   › Require companies to adhere to **"Duty of Care"** regulations to safeguard personal data in their possession.

3. **Reform transparency & algorithmic amplification practices** that harm children, families, and our democracy:

   › **Require tech companies to disclose** their data collection practices, content moderation practices, and algorithmic use, including data sets that are collected and used for algorithmic amplification or targeting.

   › **Require clear, concise, and readily understood** policies and processes for moderating content and appealing content decisions.

   › **Prohibit any algorithmic process that discriminates unlawfully** as defined by federal law.

   › **Remove Section 230 immunity for paid promotion/advertising** in order to help prevent consumer fraud, protect voting rights, and prohibit hate crimes and illegal discrimination in economic and civic opportunities.

   › **Grant dual authority to the FTC and state attorneys general** to enforce reforms to Section 230 and other consumer protection or anti-discrimination rules.

4. Establish proactive Regional Cybersecurity Centers — consisting of both public and private actors across critical industries — to support real-time public/private coordination, rapid response, and prevention efforts against personal and industrial cyberattacks.

In addition to endorsing and advocating for the legislative agenda above, the executive branch should:

1. Establish a **White House Technology Coordinating Council**, led by a Senior Director and bipartisan Tech Policy Advisory Group, to develop a coordinated tech policy strategy for the nation.

   › Given the importance of the tech sector to our society and economy, and the urgent need for policy reforms, a more prominent coordinating entity, helmed by senior White House leadership, is warranted.

> This Council is intended to improve effective coordination on top tech policy matters. For example, aspects of tech policy advocacy and development are currently spread out across several White House offices, including the National Economic Council, National Security Council, Domestic Policy Council, and the Office of Science and Technology Policy. Moreover, tech policy is also developed, implemented, and advocated for by the National Telecommunications and Information Administration (NTIA) in the Commerce Department, which, by statute, is the president's principal advisor on telecommunications and information policy. The Department of Health and Human Services also plays an important tech policy role with respect to children's mental health issues.

> Many other countries around the world have taken action to enhance tech policymaking structures with their government in order to formulate policy, enforce rules, and liaise with civil society and industry in an efficient, consistent way. Many of them have a single Data Protection Authority to govern data protection and privacy rules across various industries. In Australia, for example, the government established the Office of the eSafety Commissioner, which works to promote a healthy online experience and bring prominence to issues — such as cyberbullying, image-based abuse, and illegal and harmful online content — that warrant urgent attention.

2. Leverage **existing authorities of regulatory agencies and departments** to address **privacy concerns** and **algorithmic discrimination** by urging:

> The **Federal Trade Commission** to utilize any and all existing authority to police and enforce violations of privacy laws and anti-discrimination statutes.

> Other **federal departments and agencies** to identify existing legal authority to address violations of law in the online arena.

> The **Department of Justice** to review federal criminal statutes to ensure that laws keep pace with societal and technological changes, with respect to online content, and recommend legislative changes to Congress.

3. Direct the **Department of Education**, in consultation with the Federal Communications Commission and the Department of Commerce, to:

> Establish a **grant program to teach digital literacy and citizenship**.

> Help public schools better identify teachers, students, and families caught in the **digital divide**.

4. Coordinate with **America's democratic allies**, such as the European Union, to align technology policies that protect families, consumers, and the U.S. economy.

5. **Create a Public Interest Media Fund** to invest in trusted local sources of information, supported by tech companies, a percentage of money from FTC fines on tech companies, and/or a merger transaction fee.

FUTURE OF TECH COMMISSIONERS

Margaret Spellings

Margaret Spellings is president and CEO of Texas 2036, a long-term, data-driven organization working to secure Texas' prosperity through the state's bicentennial. Her extensive leadership in education and government includes serving as president of the University of North Carolina System and president of the George W. Bush Presidential Center, as well as U.S. secretary of education and White House chief domestic policy advisor for President George W. Bush.

Deval L. Patrick

Deval L. Patrick is a business and civil rights attorney, a former senior executive in two Fortune 50 companies, an impact investing entrepreneur, and the former two-term governor of Massachusetts. He is the author of two books, *A Reason to Believe: Lessons from an Improbable Life* and *Faith in the Dream: A Call to the Nation to Reclaim American Values*, a devoted spouse of 36 years to Diane, a lover of Labs, and a beekeeper.

James P. Steyer

James Steyer is the founder and CEO of Common Sense, the nation's leading independent nonprofit organization dedicated to creating a powerful voice for kids and families in the 21st century. He is also the author of his latest book, *Which Side of History: How Technology Is Reshaping Democracy and Our Lives* (2020), an award-winning consulting professor at Stanford University, and the dad of four great kids.

TOWN HALL LOCATIONS & PARTNERS

The Commission partnered with leading civic organizations and academic institutions to convene nine town halls across the country and two in Europe. More than 1,000 local attendees joined those discussions.

Arizona (Arizona State University)
A Public Discussion on Digital Equity, Access, and Tech Innovation for Workforce

California, Northern (Stanford Cyber Policy Center)
A Public Discussion on Creating Safe, Healthy Online Spaces for All Americans

California, Southern (USC Annenberg School of Communication and Journalism)
A Public Discussion on Creating Safe, Healthy Online Spaces for All Americans

Connecticut (Office of the Governor, Connecticut Commission for Educational Technology, and Connecticut State Department of Education)
A Public Discussion on Advancing Innovations in Education

Florida (Knight Foundation, with ExcelinEd and Florida Chamber of Commerce)
A Public Discussion on Advancing Innovations in Tech Education and Talent Development

Indiana (Purdue University)
A Public Discussion on Digital Access and Workforce Development in Rural and Agricultural Communities

Massachusetts (Harvard Kennedy School)
A Public Discussion on Creating Safe, Healthy Online Spaces for All Americans

North Carolina (Duke Health and UNC Health)
A Public Discussion on Leveraging Technology to Accelerate Innovation in Health Systems

Texas (Texas 2036, University of Houston)
A Public Discussion on Digital Access for All, and Proliferating Technological Innovation in Education and Workforce

European Union (Tech Ambassador, Denmark)

United Kingdom (Carnegie UK Trust)

INTERVIEW & TOWN HALL PARTICIPANTS

Through interviews and town hall discussions, the Commission gathered input from approximately 150 experts, advocates, and industry and thought leaders, including:

Lisa Abbott, Executive Vice President for Economic and Community Development, Regional Opportunity Initiatives Inc.

Prabhat Agarwal, Head of Unit, Digital Services and Platforms, DG Connect

Robert Alvarado, VP, Information Management & Technology Services, Chicanos Por La Causa

Marc Ambinder, Adjunct Professor & Creator, USC Annenberg Center Digital Security Initiative

Nicole Anderson, President, AT&T Foundation & Assistant Vice President of Corporate Social Responsibility

Lorena Austin, Student, Arizona State University

Governor Charlie Baker, Massachusetts (R-MA)

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National Conference of State Legislatures

National Governors Association

National League of Cities

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