What Made the NE Hub Work?

**Competitive Proposal Process**
- Picked a general problem and then let the competitors figure out the details (and focused on beating their competitors)
- Evaluated them on their:
  - Detailed problem definition
  - Approach to solving it
  - Team to execute that approach

**Focused on Solving Specific, Game Changing, Challenge Problems**
- They were defined by and are considered important to industry
- Used to focus Hub activities and guide hard resources allocation issues
- Fed made sure the Hub “stayed on target”

**Light Federal Touch**
- Once a “top notch” leadership team was hired, stood back and let them do their job (and sometimes had to make them!)
- Worked on a daily basis to keep the regular DOE management style from creeping in

**Timing is Critical**
- On one hand, provided a sense of stability
  - Attracted and retained the best minds
  - Gave researchers the opportunities to make mistakes and learn from them
- But with a “fierce sense of urgency”
  - Important for the Hub to stay lean & mean
  - Hub need to:
    - Get in
    - Do something valuable
    - Get out
- Ultimate success depends on the deployment of their technology