FOIA Number: 2008-1524-F

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Collection/Record Group: Clinton Presidential Records

Subgroup/Office of Origin: Office of Science and Technology Policy

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Subseries:

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Folder Title:
Alliance for Collaborative Research

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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. schedule	Skip Johns, Friday, October 22, 1993 (partial) (1 page)	10/21/1993	b(6)
002. list	Candidates for President's Council of Advisors for Science and Technology (PCAST) Membership (1 page)	c 10/1993	b(6)

COLLECTION:

Clinton Presidential Records
Office of Science and Technology Policy
Skip Johns
OA/Box Number: 10672

FOLDER TITLE:

Alliance for Collaborative Research

2008-1524-F
kc1204

RESTRICTION CODES

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ALLIANCE
FOR COLLABORATIVE RESEARCH

1341 G Street, NW / Suite 1100 / Washington, DC / 20005 / Telephone: 202.737.3004 / Facsimile: 202.638.3536

October 15, 1993

Lionel "Skip" Johns
Associate Director
Office of Science and Technology Policy
The White House
Washington, D.C.

Dear Skip:

We appreciated the time you were able to spend yesterday discussing the upcoming meeting of the Council of Consortia CEO and Jack Gibbon's possible appearance before the group.

We are looking forward to his presentation, if his schedule is clear. We will follow up with you today with respect to that matter.

Further to our discussion, I wanted to take the opportunity to respond to your questions about our efforts to modify the Internal Revenue Code to reward collaborative R&D. I am enclosing a memo which I believe will explain our position further.

With appreciation for your time,

Dan R. Mastromarco
Deputy Director

Enclosure

ALLIANCE
FOR COLLABORATIVE RESEARCH

1341 G Street, NW / Suite 1100 / Washington, DC / 20005 / Telephone: 202.737.3004 / Facsimile: 202.638.3536

MEMORANDUM

To: Lionel "Skip" Johns
Associate Director for Industrial Technology

From: Dan R. Mastromarco
Deputy Director

Subject: Justification for the Collaborative R&D Tax Credit Modification

Date: October 15, 1993

Question:

Skip, as I understand it, your questions were as follows: Why do we need a collaborative credit when we already have an R&E tax credit? By passing this modification, aren't we encouraging all firms to collaborate, and implying that collaborative research is more important than individual research?

Answer:

In sum, we are not positing that collaborative R&E is better than individual R&E in providing a differential reward; we are saying it is a different form of R&D, which requires a stronger incentive. The reasons for providing this differential are fourfold.

First, the gap between the social and firm-specific rate of return, the economic justification for the incremental credit advanced that has been advanced for many years, is wider with R&E conducted jointly.

As you know, by its very nature collaboration reduces the relative advantage one firm gains over its teammates from R&D. By deploying the technology to the pool of participants the starting line for competition for each is advanced. Relative advantage from R&D is also reduced because of the nature of the R&D activity that is typically conducted in teams. Some collaborative R&D -- environmental and safety-related -- has externalities that do not generally inure to individual participants. Some is duplicative. By the same token, because of its dissemination to a wider group the societal benefit is enhanced at the expense of individual advantage. This wider gap between societal and firm-specific returns requires a greater incentive to bridge.

Second, the credit is required to overcome biases that inhibit free market choice. Apart from a prevalent cultural bias, firms fear disclosure of innovations during the collaborative process as giving up competitive advantage more than gaining economies of scale. Establishing a level field requires we overcome both these biases.

Third, we have surely already concluded the policy of collaboration and of funding collaboration is essentially sound; however, we have not concluded as a corollary that the government alone should choose which ventures should be supported; nor would such a conclusion be warranted.

Fourth, this modification will compliment the existing R&E tax credit and improve its "effectiveness and efficiency" as Secretary Bentsen's enclosed letter implies. The added efficiency comes from two directions.

On the one hand, the incentive differential will reduce redundancies. As noted, a portion of R&D conducted by many manufacturing companies can be duplicative; yet the perceived economies of scale do not always overcome fear of disclosure. That is why a considerable portion of consortia staff time is devoted to simply assembling useful combinations of companies. You may be interested to know that a survey of the Nation's consortia suggested that more than one-third of all R&D dollars expended within consortia would otherwise have been duplicated. The tax expenditure attributable to the collaborative R&D credit is the costs the government incurs to induce greater efficiency in private spending. Also the modification may streamline the existing credit by removing from the base (on which the incremental credit is founded) those R&E expenditures that are duplicative.

On the other hand, the modification will result in new research -- research that would not otherwise incur if it were not for the ability to spread risks and costs. While "new research" is what the incremental credit merely tries to incentivize, it is a blunt tool at best for doing so. Notice that the credit does nothing to induce firms to spend new R&D that are (1) below the base, (2) do not have a profit on which the credit can be taken, (3) are nonprofits (like utilities), or (4) are already going to increase their R&D simply because they are in industries that happen to be growing. By lowering the costs of capital for a pool of R&D, the collaborative credit will directly or indirectly reward firms that, for no sound policy reason are barred from the incremental credit or experiencing any incentive effects. And the number of these firms is increasing.

According to a recent survey we conducted, companies perform research and development within consortia for five major reasons. Of all research dollars expended for consortia R&D:

35 percent is expended to conserve resources and reduce redundancy.

30 percent is expended to address the participating firm's need to spread research risk.

20 percent is expended to spread the costs of long-term research.

10 percent is expended to conduct long-term research at reduced risk and cost.

5 percent is motivated by a strong desire to monitor the activities of competitors.

Finally, the differential is needed because it comes closer to rewarding what we truly want to reward -- the deployment of technology.

The litmus test for the value of the existing credit has been whether or not the credit induces firms to spend resources on R&D. If it does, it has met the litmus test. Indeed, it is fair to say the credit would not exist at all if it didn't encourage "new R&D." The GAO, to the relief of the technology community, said the credit does encourage "some" R&D.

However, the value of the credit is not properly measured against the dollars of R&D generated. More importantly, it is measured by how cost-effectively it ensures the R&D incentivized actually finds its way into the commercial stream. A dollar of R&D conducted collaboratively, since it results in knowledge shared by the participants, is leveraged. The know-how gained by the R&D, simply because the R&D is shared, has greater exposure and a greater chance of being put to commercial use.

By proposing this incentive, we do not want to unfairly skew the market in the direction of collaborative R&D. Firms will always have valid economic reasons for conducting individual R&D. However, we do want firms to think about collaborating on projects which, like environmental or safety issues, or manufacturing process technology, are either duplicative or would not be conducted in the absence of collaboration.

Who We Are

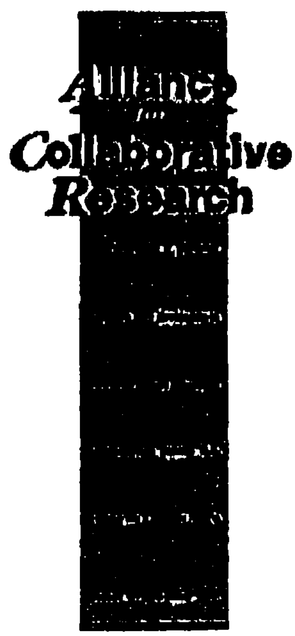
The Alliance for Collaborative Research is a membership organization comprised of the Nation's most prestigious research consortia and companies that utilize consortia to manage and conduct collaborative research and development.

Consortia research enables companies to reduce duplication in R&D and undertake research too costly, risky or long-term to be conducted on an individual basis. Moreover, consortia enable companies to deploy technology derived from industry-to-industry and industry-to-government collaboration faster and more efficiently across industry sectors.

The Alliance is your voice in Washington for advancing policies that support research consortia, R&D-performing firms and universities.

- The Alliance cuts through bureaucratic obstacles to deliver a clear and cogent message about the need to address the crisis of declining U.S. competitiveness.

- The Alliance helps policymakers understand the interdependent relationship between U.S. competitiveness and R&D, and the role of collaborative R&D.



• The Alliance explains the value of consortia research, by spotlighting key technologies and activities from digital imaging technology to flexible computer integrated manufacturing to artificial intelligence.

• The Alliance focuses Congressional and Administration attention on the concerns of the consortia community.

• The Alliance explains the role of consortia in addressing the myriad technology-policy issues facing our Nation, from defense conversion, to energy efficiency, to health, safety and environmental policy.

• The Alliance develops recommendations on ways in which technology polices can be advanced, and promotes a national research and development strategy to enhance competition through collaboration.

Alliance for Collaborative Research

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Friday October 22, 1993

8:30a–9:30a 25th Commemoration Man on the Moon Pre-Planning Meeting [LSJ office]
To prepare for external meeting next week
Attending: Rich DalBello, Bob Bonometti

9:30a–10:00a OSTP Staff Meeting [room 424]

11:00a–12:00p Caroline Wagner [LSJ office]
Re: GATT
(b)(6)

12:00p–1:00p Peter Sharfman, White House Connection
dob: (b)(6)

2:00p–3:00p FYI: Gore-Chernomyrdin Commission Meeting [VP's Ceremonial Office]

2:00p–3:00p Tentative: Alliance for Collaborative Research Speech
Talk re: how ACR can interact with the Clinton Administration
1341 G Street, NW Top Floor (Colorado Bldg)
Kitty corner from Old Ebbitt Grill

3:30p–4:30p Bob Pepper [LSJ office]
David Lytel for details

4:00p–5:00p Deputies' Meeting: Week in Review
Debrief Barbara

To Tim
10/19

ALLIANCE

FOR COLLABORATIVE RESEARCH

1341 G Street, NW / Suite 1100 / Washington, DC / 20005 / Telephone: 202.737.3004 / Facsimile: 202.638.3536

Who We Are:

The Council of Consortia CEOs are nine Chief Executive Officers of the Nation's most successful research consortia: Bellcore, [fill in here]

What We Do?

Our objective is to efficiently and cost-effectively manage, supervise and perform R&D on projects of interest to our members, and ensure that the benefit of this R&D is deployed among members firms.

By pooling resources of participating corporate and university members, we are industry-led partnerships that advance common R&D goals across a wide range of essential technologies and industries, from environmental technologies to defense technologies to manufacturing process technologies. Representing about $2.5 billion in collaboratively conducted R&D, we:

- explore research agendas that are either too lengthy, too costly or too risky for the members firms to conduct individually
- streamline research that would otherwise be duplicating by companies with increasingly limited resources.
- construct bridges between the often segregated worlds of academia, government and industry.
- compress lengthy timelines for assimilation of technologies into our manufacturing base, and throughout the Nation's commercial structure by transferring technology to a wide pool.
- give small firms and utilities access to state of the art R&D.

What is Our Policy Objective?

We support policies that enhance the competitive strength of American industries in science and technology through encouraging collaborative R&D.

/

SEMICONDUCTOR RESEARCH CORPORATION

SRC
COOPERATIVE
RESEARCH

Dan 9/8/93
You and Bob are on at 10:30 a.m., October 22nd.
RL

MEMORANDUM

TO:	Richard Balzhiser, EPRI	Matthew Kuhn, MCN
	Stephen D. Ban, GRI	Leo Lax, CTC
	Grant A. Dove, TS&A	Edward A. Miller, NCMS
	Larry Druffel, SEI	John Roberts, SMC
	Craig Fields, MCC	Michael Salkind, OAI
	Roger Fountain, GLCC	Wm.Spencer,SEMATECH
	George Heilmeier, Bellcore	Larry Sumney, SRC
	Arthur I. Hersh, SPC	Don Walkowicz, USCAR

FROM: Richard LaScala RL

DATE: September 8, 1993

SUBJECT: October 22 Meeting, Consortia CEOs

The eighth meeting of the Council of Consortia CEOs will be held on Friday, October 22nd at the Hyatt Regency DFW Hotel. The meeting will start at 9:00 a.m. and conclude by 4:30 p.m. A light lunch will be available midway through our discussions. A draft agenda is enclosed.

The roundtable discussion format will continue as agreed at the last meeting. Please offer discussion topics in addition to consortia management and reviewing government policy. A meeting registration form is attached with space for suggesting additional agenda items. Please register for the meeting with the SRC. Be sure to list any special dietary needs.

If you need overnight accommodations, please phone the hotel at (214) 453-1234. Mention "SRC" to receive favorable room rates ($116.00/single).

We appreciate your continuing interest in the Council and hope you will be able to attend.

RL:skh

cc: Bob Lucky, Bellcore
Richard Rudman, EPRI
John Simonds, NSIC
Bill Stotesbery, MCC

21568

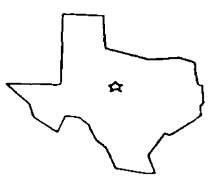
Friday
October 22, 1993

Council of Consortia CEOs

DRAFT

9:00 am	Welcome & Introductions *Larry Sumney - SRC*
9:10 am	Human Resources Committee Report *Ed Miller - NCMS*
9:30 am	Technology Transfer Committee Report Presenter TBD
10:00 am	New Member Presentation *John Simonds - NSIC* National Storage Industry Consortium
10:30 am	Review of Alliance for Collaborative Research *Bob Carlstrom & Dan Mastromarco - TJG*
12:00 pm	Working Luncheon
1:00 pm	Invited Speaker
1:30 pm	Discussion - Consortia Management Practices Quality Benchmarking Survey
2:30 pm	Suggested New Agenda Item(s): 1.) 2.) 3.)
4:00 pm	Review Action Items & Schedule 1994 Meetings
4:30 pm	Adjourn

1994 Meeting Dates:



Hyatt Regency DFW
Dallas-Fort Worth Airport
(214) 453-1234 "SRC rate"

Council of Consortia CEOs Meeting

October 22, 1993
Hyatt Regency DFW - East Tower
Executive Conference Room
31st Floor
International Parkway
Dallas-Fort Worth Airport, Texas

TRAVEL/REGISTRATION INFORMATION

The Council of Consortia CEOs will meet on Friday, October 22, 1993, at the Hyatt Regency DFW-East Tower, Executive Conference Room, 31st Floor. If you need overnight accommodations, please phone the Hotel at (214) 453-1234. The hotel is located at DFW Airport. Hyatt Regency DFW provides complimentary van service to all airline terminals. A hotel information board is located in all baggage claim areas. Please dial the number indicated for the Hyatt Regency DFW airport pickup. You also may travel to the hotel by the Airtrans automated train system. There is no charge for either service.

Please complete and return the attached meeting registration sheet or call Ms. Sandy Hawthorne at the SRC, (919) 541-9452, to confirm your attendance.

REMEMBER
Bring your Calendar
for 1994 Meeting Dates

SEMICONDUCTOR RESEARCH CORPORATION

Council of Consortia CEOs Meeting

9:00 a.m. - 4:30 p.m.
October 22, 1993
Hyatt Regency DFW

REGISTRATION FORM

Name: ____

Organization ____

Please check one:

_____ I will attend the meeting.
_____ I will be unable to attend the meeting.

I have the following dietary, audio-visual, transportation needs:

____

Here are my suggestions for discussion topics on October 22nd:

1. ____
2. ____
3. ____

Please complete and return no later than October 8th to:

Ms. Sandy Hawthorne
Semiconductor Research Corporation
P.O. Box 12053
Research Triangle Park, NC 27709
Phone: (919) 541-9452
Fax: (919) 541-9450 or 541-9466

SRC
COOPERATIVE RESEARCH

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skh 9-8-93

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COUNSEL OF CONSORTIA MEMBERS/INTERESTS

1. **Bellcore** - Communications technology, software, information systems.

   - Dr. George Heilmeier. Like EPRI , also facing some membership problems as individuals companies do more R & D on their own. Bellcore is trying to do more research on video signals (like telephone companies) or risk diversification of members.

2. **EPRI** (Electric Power Research Institute) - Environmental, Energy and electric power transport technology.

   - Dr. Richard Balzhiser. EPRI is a very large 501(c)3 (membership around 800 utility companies) with $700 million in earnings a year. There are politically plugged-in but are currently losing membership due to many utility companies doing there own R & D. EPRI has 150 different projects.

3. **GRI** (Gas Research Institute) - Environmental, Energy and gas power transport systems.

   - Dr. Stephen Ban. GRI is a 501 (c) 3 with $300 million annually. They play a more aggressive role politically and views itself as a competition to EPRI. GRI has a tremendous amount of environmental R & D.

4. **GLCC** (Great Lakes Composite Consortium) - Composites Mfg. Technology.

   - Dr. Roger Fountain. GLCC has $30-40 million annually and is based in Wisconsin. This new consortia does research on components for defense and non-defense.

5. **MCC** (Microelectronics and Computer Technology Corporation) - Electronics & Info systems, Environmental mfg. concerns.

   - Dr. Craig Fields. $40-50 million for profit organization is an independent organization servicing the big 6 semiconductor companies; i.e., AMD, INTEL and DEC.

6. **MCNC** - High-Tech electronics and information services.

   - Dr. Matt Kuhn. $40-60 million annually. Is interested in expanding existing government marketing opportunities with (1) EPA (contract currently at $2.4 million trying to increase to $4 million), (2) micorelectromechanical surgical devices, $5 million for ARPA project and (3) semiconductor packaging. Also interested in identifying federal marketing opportunities and expanding public image.

•

Alliance for Collaborative Research
&
The Council of Consortia CEOs
Schedule of Meetings

9:00am	Welcome and Introduction by Larry Sumney
9:10am	Dr. Gary L. Denman, Director, ARPA
10:20am	John Simons, National Storage Industry Consortium
10:50am	Human Resources and Technology Committee Reports
11:20am	Discussion Consortium Management Practices: Quality Benchmarking Survey
12:00pm	Working Luncheon
12:45pm	Ramada Renaissance Hotel **OPM Room 3rd floor** 950 N. Stafford Street Arlington, VA 22203 (703) 528-6000

Presentation by The Alliance: A Semiannual Update on Activities

- Robert E. Carlstrom, Jr.
- Dan R. Mastromarco:
  The Collaborative Credit: Our Efforts to Date and the Future Direction
- Robert Efrus and Julie Susman:
  U.S. Government Collaborative R&D Policies: Opportunities and Challenges
- Robert E. Carlstrom, Jr.

1:30pm	Closed Session

2:00pm	Board Bus for The Alliance for Collaborative Research Headquarters, 1341 G Street, N.W., Washington, D.C. 20005 (202) 638-3535
2:15pm	Lionel "Skip" Johns, Associate Director OSTP The Alliance for Collaborative Research 1341 G Street, N.W.
3:30pm	Meeting With Senator Jay Rockefeller Hart Senate Office Bldg. -- Room 109 (202) 224-6472
4:15pm	Meeting with Graham Mitchell, Nominated Assistant Secretary for Technology Administration, U.S. Department of Commerce at 1341 G Street, N.W.
4:45pm	Dr. Rodriguez and Bill Bush on the FCCSET and PEGI Process: How to Get Plugged in the Administration's Private Sector Advisory Groups.
5:15pm	Bus departs for EPRI's Washington Office, 2000 L St., Suite 800 for EPRI/Alliance Cocktail Reception. (202) 872-9222

Who We Are

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- The Alliance cuts through bureaucratic obstacles to deliver a clear and cogent message about the need to address the crisis of declining U.S. competitiveness.

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- The Alliance focuses Congressional and Administration attention on the concerns of the consortia community.

- The Alliance explains the role of consortia in addressing the myriad technology-policy issues facing our Nation, from defense conversion, to energy efficiency, to health, safety and environmental policy.

- The Alliance develops recommendations on ways in which technology polices can be advanced, and promotes a national research and development strategy to enhance competition through collaboration.

Alliance for Collaborative Research

Specific Policy Goals

The Alliance supports specific policy goals, including efforts to:

- Enact a tax credit for collaborative R&D;

- Secure a procurement preference to consortia who provide cofunding by or on behalf of their membership;

- Make qualified consortia eligible for block grants in an amount equal to or greater than their existing level of university research support;

- Enable qualified consortia which membership represents the U.S. manufacturing base to receive matching funds if engaged in R&D management, educational or manufacturing technology development;

- Enable qualified consortia to receive matching funds if they are engaged in state or regional economic development through stimulation and application of technology;

- Make federal matching funds available to state and local technical consortia to encourage the establishment of a national technology extension service;

Alliance for Collaborative Research

- Permit membership costs in qualified consortia as allowable and allocable costs on defense contracts to the extent R&D conducted by the consortia provides opportunities to its members to convert their work force to civilian endeavors;

- Secure government assistance for the establishment of an integrated network of state-of-the-art manufacturing "teaching factory" centers;

- Provide incentives for federal agencies to cooperatively fund with industry-led consortia; and,

- Clarify technical-data rights in government-to-industry collaborative efforts.

Alliance for Collaborative Research

What We Can Do For You

As a catalyst for public policies that nurture collaborative R&D, the Alliance is pursuing an ambitious agenda.

- We educate lawmakers about the need for policies that will encourage collaborative research.

- We are leading the campaign to reform the Research and Experimentation Tax Credit, allowing consortia engaged in cooperative research to leverage available R&D dollars.

- We speak out about the need to increase opportunities for truly industry-led and directed collaborative R&D.

- We advocate for a national economic development policy that includes sustained U.S. government funding of research consortia and the use of consortia for dual-use technology development.

- We amplify public awareness of the critical importance of cooperative R&D which improves U.S. competitiveness and enhances the quality of life for all Americans.

- We keep you informed of all development in Washington that affect research and development activities through your subscription to The Washington Advocate, an official publication of the Alliance for Collaborative Research.

The Washington Team

The Alliance is staffed by seasoned professionals in advocacy, communications and federal funding.

The Alliance is headed by **Executive Director Robert E. Carlstrom, Jr.**, who also serves as Chief Executive Officer of The Jefferson Group, a leading Washington public affairs firm. Others responsible for managing the activities of the Alliance on a day-to-day basis include:

Deputy Director Dan Mastromarco directs advocacy efforts of the Alliance. For example, in the near-term, Mr. Mastromarco is working to secure tax policies beneficial to cooperative research and development.

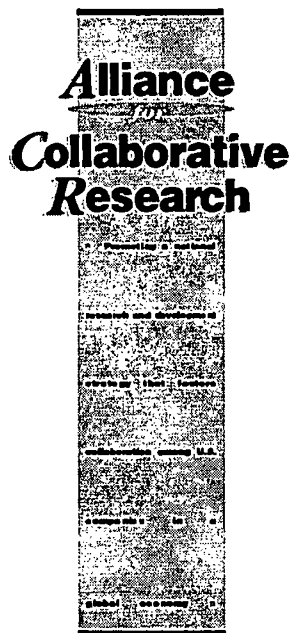
Beyond this leadership, the Alliance draws upon a wealth of experience in the issues that imbue technology policy. Forming an integral part of the Alliance team are advocacy and communications specialists, experts in federal funding, and senior staff knowledgeable of the many issues facing the technology community. These divisions are described in the following pages.

A ealth of Experience

The Alliance draws upon a core team, with experience at all levels of the government, legislative and executive, and from many fields of discipline. Collectively these professionals cover the gamut of substantive issue areas affecting consortia, from tax law to environmental policy.

ADVOCACY

A tax attorney with more than a decade of policy experience, **Mr. Mastromarco's** knowledge of tax issues relating to cooperative research development are unparalleled in Washington. As assistant chief counsel for tax policy in the Small Business Administration's Office of Advocacy, Mr. Mastromarco engaged in some of the most significant business tax policy debates of the past five years. On technology issues, he led the charge to reform the R&E tax credit to make the credit available to start-up firms, and directed research projects studying innovation rates across firm sizes and industries. He has also served as counsel to a Senate subcommittee.



Robert E. Carlstrom, Jr. as a senior career executive with the Office of Management and Budget, oversaw procurement, science, financial assistance and tax legislation. His responsibilities included the Stevenson-Wydler Technology Act and all legislation concerning the government's role in stimulating cooperative scientific technology and relationships with the private sector.

Dr. Kenneth Yale, former chief of staff of the White House Office of Science and Technology Policy, has supervised research and development activities throughout the federal government.

Dr. Yale assisted in the creation and implementation of the Federal Coordinating Council on Science, Engineering and Technology (FCCSET) and was responsible for supervising, developing and funding policies and proposals.

Alliance for Collaborative Research

A Wealth of Experience

Communications

Phil Armstrong directs the Alliance's public relations activities. Serving as speechwriter and press secretary in the Department of Defense and as Deputy Assistant Secretary of Education for Public Affairs, Mr. Armstrong is also Senior Vice President and Director of The Jefferson Group's Grassroots/Communications practice.

Paula Paulsen, an art director with a decade of experience with nationally recognized corporations, design firms and advertising agencies in New York City and Washington, D.C., directs design and production of The Washington Advocate and other Alliance publications.

Christine Mohan, a professional editor, assists Paula Paulsen with the editing, production and distribution of Alliance publications.

A Wealth of Experience

Federal Funding

Paul S. Trible, Jr., former U.S. Senator and Congressman from Virginia, brings his extensive knowledge of the federal appropriations process to the Alliance. With more than twelve years of experience in government and global affairs, Mr. Trible provides invaluable guidance to organizations interested in national and international competition.

Art Roberts has represented consortia in securing federal funding and promoted member consortia's needs before Congress and appropriations committees. With more than thirty years' experience in government relations, Mr. Roberts takes a proactive, inclusive approach to secure funding.

Julia T. Susman counsels the Alliance on federal funding opportunities of interest to member consortia. She has served in senior management positions with the U.S. Senate and with a premier aerospace corporation. With a focus on information systems policy, programs and legislation, Ms. Susman's responsibilities have included private sector business and public policy development.

Jeanne I. Morin provides day-to-day assistance to the Alliance in membership development, legislative and regulatory advocacy, and

membership service. She previously worked as a senior policy advisor to the House Committee on Small Business, as a press secretary for a Member of Congress, and as a lobbyist for the U.S. Chamber of Commerce. As the executive director of a national trade association, Ms. Morin built a fledgling organization run entirely by volunteers into a financially viable, 250-member association with four full-time staff members and an annual budget of $500,000.

Robert G. Efrus brings to the Alliance technical, legislative and federal marketing experience associated with the funding and management of research consortia. Mr. Efrus secured federal funding and helped to organize four research consortia comprised of industry, universities and government participants. As a senior manager at the National Aeronautics and Space Administration, he played a major role in conceiving and implementing NASA's collaborative research program known as the Centers for the Commercial Development of Space. Mr. Efrus also served as a professional staff member in the office of a United States Senator and as a policy analyst in the office of the United States Trade representative.

For more information about the Alliance, call us at 202-737-3004. We would be pleased to answer any questions you may have.