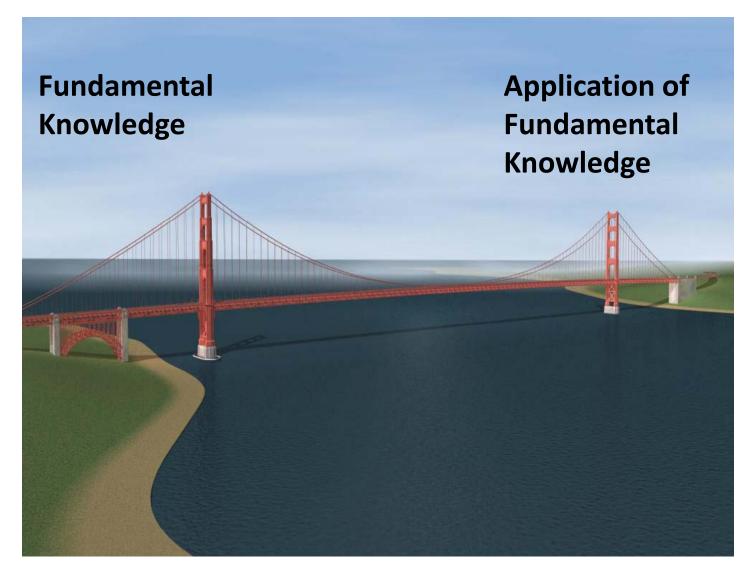


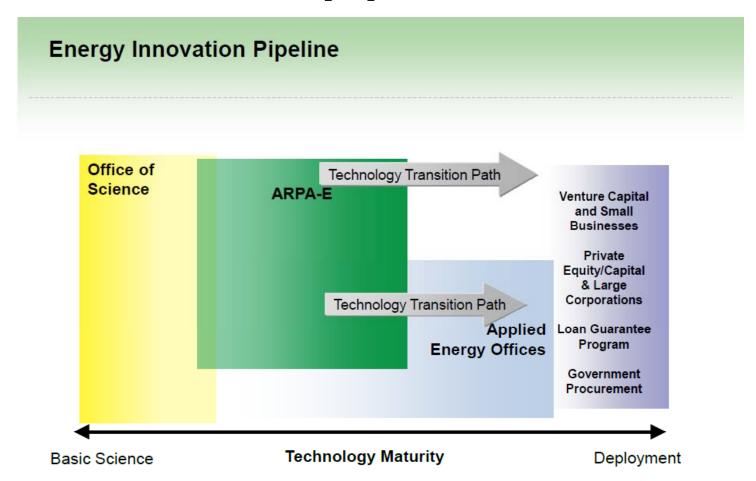


Innovation Policy: It's not a bridge...



FY 2012 NIH Budget Roll-out: http://www.nih.gov/about/director/index.htm

or a pipeline...

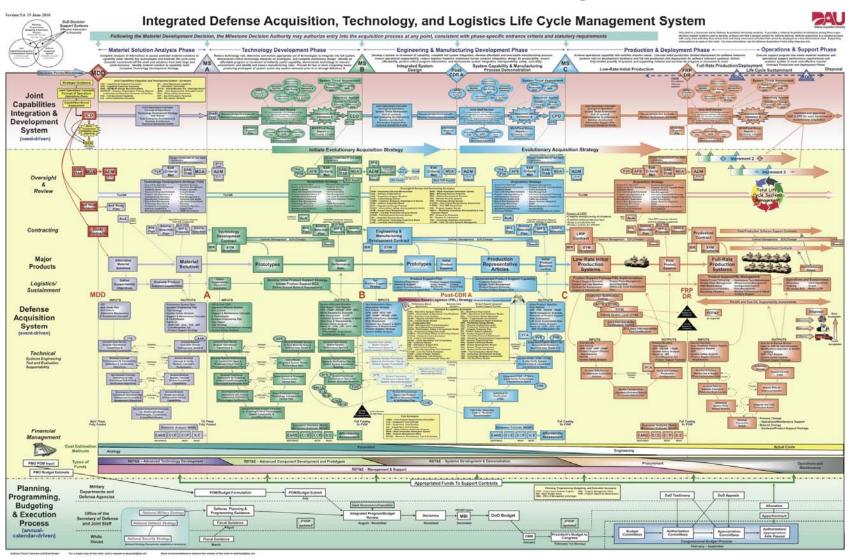






ARPA-E 2011 Energy Innovation Summit: http://arpa-e.energy.gov

it's a complex ecosystem.



Integrated Defense AT&L Life Cycle Management Chart: https://ilc.dau.mil/

10. Huge R&D capacity

- 30,000 scientists and engineers
- 2010 RDT&E budget over \$80 billion
 - Basic Research: \$1.8 billion
 - Applied Research: \$5.0 billion
- Around 66 military labs



9. Strong and enduring ties to academia

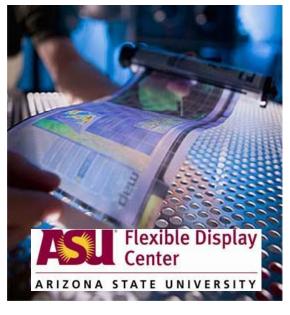
- In late 1940's Office of Naval Research built R&D capacity across U.S. universities
- DOD developed key academic fields like computer science, material science, applied physics, etc.

4 Army Collaborative Technology Alliances

5-8 years \$3-\$8 million/yr, e.g. ASU:

10 Army and Navy University
Affiliated Research Centers
e.g. MIT: 5-10 years, \$10 million/yr





8. Diversity of roles and approaches to RD&D



Defense Advance Research Projects Agency high-risk—high-payoff







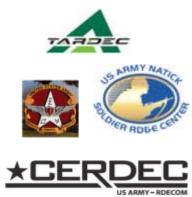
Service Labs

downstream, incremental performance improvement

Other labs and centers

e.g. Tank Automotive RD&E Center





7. Unique role and scale as a test bed

- <u>DOD infrastructure</u> captures the diversity of building types and climates in the U.S.
- **ESTCP**
- 500+ facilities, 300,000 buildings, over 2.2 billion sq. ft., consumed over 209 trillion BTU's in 2009
- 160,000 non-tactical vehicles
- Military operations are a test bed for a myriad of dual-use technologies, from advanced batteries to synthetic fuels
 - \$10 billion / year on liquid fuels





6. Persistent commitment to performance improvement

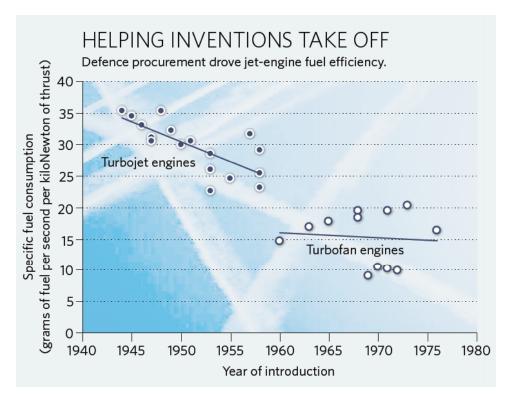
 Long-term programs aimed at continued improvement for mission critical systems, for example:

Gas Turbine Engines





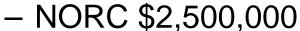


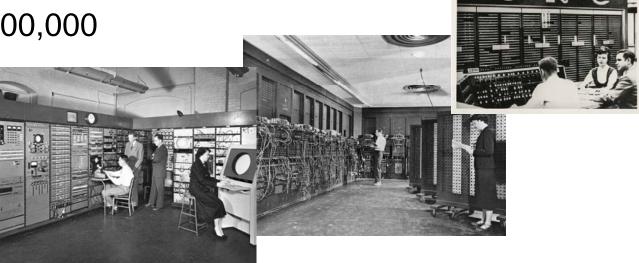


A new strategy for energy innovation: Alic, John et al., Nature, Vol. 446,15 July 2010

High price point for technology that advances the mission

- The fully burdened cost of fuel in Afghanistan can exceeded \$200 per gallon
- The military's first computers cost millions:
 - ENIAC \$750,000
 - Whirlwind \$4,000,000





4. Strong and enduring ties to firms



















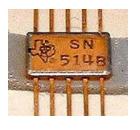
Role as a rich customer and discerning user

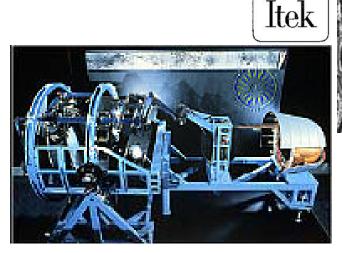
- Procurement (\$105 Billion), not just for weapon systems
- Integrated circuit chips, and satellite imagery and communications in the 1960s







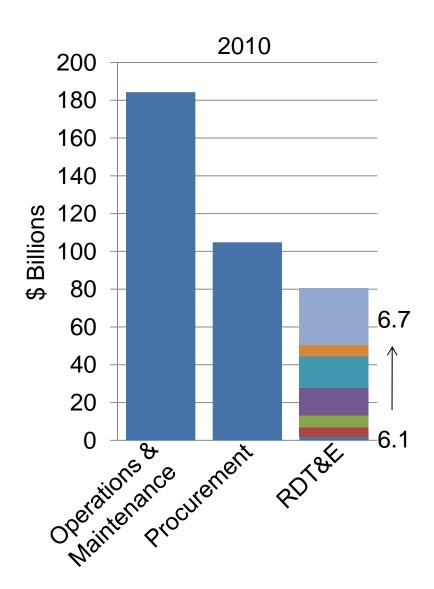


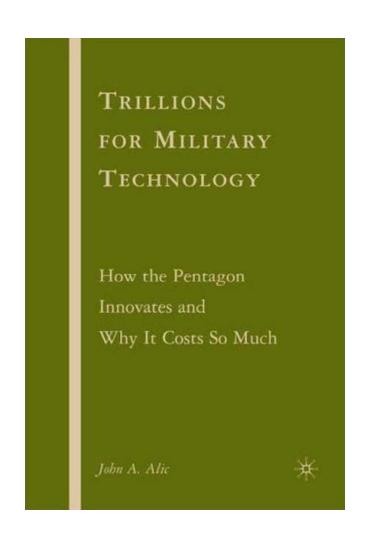




Corona KH-4B satellite camera by Itek, and imagery

2. Trillions of dollars





1. National security mission with broad public support

