CONF - 9308207 -- Amend.

Sharing Values Sharing a Vision

The informal proceedings of the Third Technology Transfer/ Communications Conference

August 9, 10 & 11, 1993
Berkeley & Livermore, CA.

DISTRIBUTION OF THIS DOCUMENT IS UNLIMITED

Co-hosted by Lawrence Livermore National Laboratory and the Lawrence Berkeley Laboratory for the U.S. Department of Energy

DISCLAIMER

This document was prepared as an account of work sponsored by an agency of the United States Government. Neither the United States Government nor the University of California nor any of their employees, makes any warranty, express or implied, or assumes any legal liability or responsibility for the accuracy, completeness, or usefulness of any information, apparatus, product, or process disclosed, or represents that its use would not infringe privately owned rights. Reference herein to any specific commercial products, process, or service by trade name, trademark, manufacturer, or otherwise, does not necessarily constitute or imply its endorsement, recommendation, or favoring by the United States Government or the University of California. The views and opinions of authors expressed herein do not necessarily state or reflect those of the United States Government or the University of California, and shall not be used for advertising or product endorsement purposes.

This report has been reproduced
directly from the best available copy.

Available to DOE and DOE contractors from the
Office of Scientific and Technical Information
P.O. Box 62, Oak Ridge, TN 37831
Prices available from (615) 576-8401, FTS 626-8401

Available to the public from the
National Technical Information Service
U.S. Department of Commerce
5285 Port Royal Rd.,
Springfield, VA 22161

Work performed under the auspices of the U.S. Department of Energy by Lawrence Livermore National Laboratory under Contract W-7405-Eng-48.

Sharing Values
Sharing a Vision

The informal proceedings of
the Third Technology Transfer/
Communications Conference

August 9,10 & 11, 1993
Berkeley and Livermore, California

Co-hosted by Lawrence Livermore National
Laboratory and the Lawrence Berkeley
Laboratory for the U.S. Department of Energy

MASTER

DISTRIBUTION OF THIS DOCUMENT IS UNLIMITED

Cheryl Fragiadakis: A stronger and more targeted communications strategy is required.

Cheryl Fragiadakis, manager,

Technology Transfer Program, Lawrence Berkeley Laboratory

The Third Technology Transfer/Communications Conference allows us to start building on what was learned at the two previous conferences. It also gives attendees the opportunity to focus as a group on three challenges that we face in technology transfer.

Our first challenge is to figure out how, from the perspectives of the Department of Energy and the national laboratories, a stronger and more targeted communications strategy can be developed and implemented.

Our second challenge is to determine how to reach more targeted audiences, how to get them excited and motivated and how — without overly promising, without overly hyping — to encourage them to come to the labs with the right sets of expectations. This challenge is a fundamental problem for anybody in communications and marketing. One of the best and worst activities that the labs participated in was the National Technology Initiative's Road Show. It was the best activity because it opened the eyes of companies, universities and local governments to the capabilities of the national labs. At the same time, it was the worst activity because it raised expectations to a level that could not be fulfilled.

Our third challenge is to identify and overcome internally placed impediments to doing our jobs as technology transfer communicators. One example is the prohibition on advertising. Very limited progress has been made on this issue, and it is one we must work together to correct.

It is important that we pool our intellectual resources to meet these challenges. Instead of relying on independent abilities, however strong each may be, our departmental and laboratory programs can be a lot stronger when we work together and add in our various strengths.

Gib Marguth: We must develop a common vision and shared values.

Gib Marguth, manager,

Technology Transfer Initiatives Program, Lawrence Livermore National Laboratory

During a visit to the Lawrence Livermore National Laboratory in July 1993, DOE Secretary Hazel O'Leary met with industry representatives to discuss what has to be accomplished to achieve success in technology transfer.

In the dialogue that took place, I was reminded of what Peters and Waterman referred to as the Seven S's in the book *In Search of Excellence.* Industry traditionally has focused on the first three, the so-called hard S's: *systems, structure* and *strategy.* Now, we are turning our attention to the four soft S's—*staff, skills* and *style,* and, at the heart of every organization, *shared values.*

This concept of shared values is what Secretary O'Leary is going to push the DOE, its laboratories and its production facilities to discover during the next few years. If we don't have a common vision and a sense of who and what we are, as individual organizations and as part of the DOE family, we can't really succeed.

We have to have a common sense of public service and strive for public trust. We have to have ethical and professional behavior, and we have to preserve and nurture the technical excellence that exists at our laboratories and facilities. Finally, we have to maximize the effect of technology transfer on the nation's ability to better compete in the global marketplace.

Events such as the Third Technology Transfer/Communications Conference provide a forum to talk about the issues and to discuss how to develop common values. An open exchange of ideas, such as takes place at our conferences, helps us learn from each other.

And as you all know, effective communications is a key element in the technology transfer process. Communicators must let the public know what is happening in technology transfer, and they must communicate through the media to the country's elected officials and opinion shapers. If they are not successful in their efforts, technology transfer will not succeed in helping American industry become more competitive.

Table of Contents

These proceedings were prepared by the Lawrence Livermore National Laboratory's TID Communications Resources Office under the auspices of the LLNL Technology Transfer Initiatives Program for the U.S. Department of Energy. Proceedings Editor: Dale Sprouse; Proceedings Contributors: Kathy Kaufman, Arnie Heller, Mary Spletter. Graphic Design: Denise Kellom.

Overview

Building on past conferences; moving toward a shared vision

Teamwork, partnership and shared values emerged as recurring themes at the Third Technology Transfer/Communications Conference. The program drew about 100 participants who sat through a packed two days to find ways for their laboratories and facilities to better help American business and the economy.

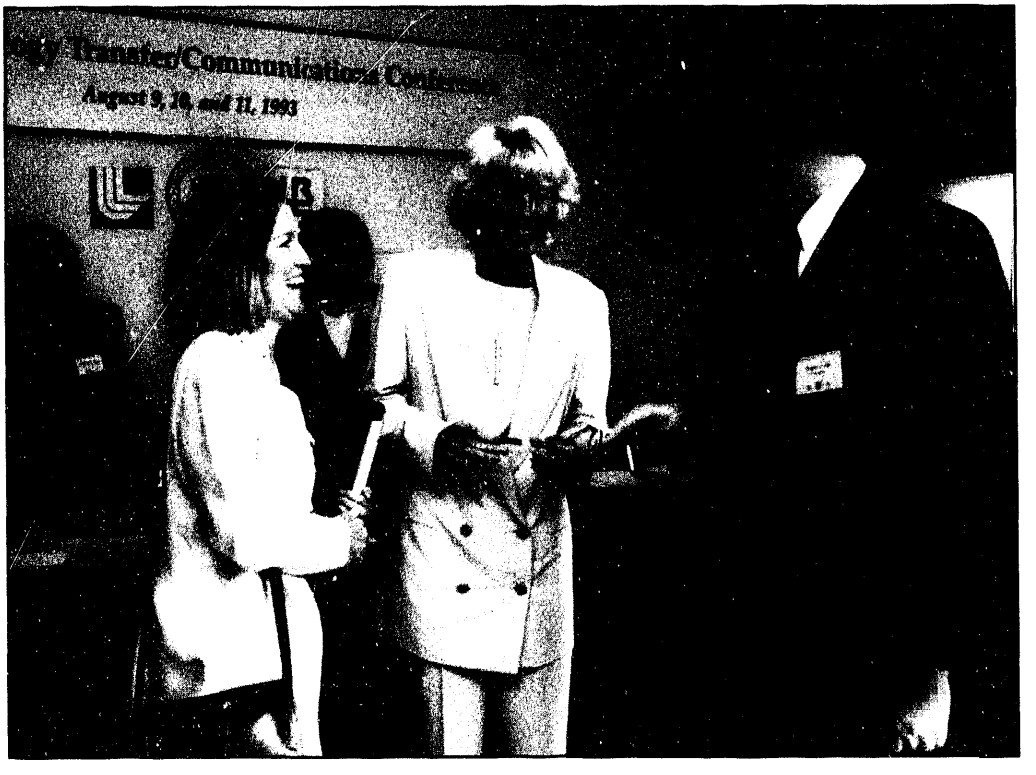
Co-hosts were the Lawrence Livermore National Laboratory and the Lawrence Berkeley Laboratory, where most meetings took place. The conference followed traditions established at the First Technology Transfer/Communications Conference, conceived of and hosted by the Pacific Northwest Laboratory in May 1992 in Richmond, Washington, and the second conference, hosted by the National Renewable Energy Laboratory in January 1993 in Golden, Colorado.

As at the other conferences, participants at the third session represented the fields of technology transfer, public affairs and communications. They came from Department of Energy headquarters and DOE offices, laboratories and production facilities.

Also as at past conferences, participants broke into working groups to address specific issues. Working groups at the third conference explored the topics of conferences and trade shows; media relations and news coverage; implementing a departmental technology transfer outreach strategy; and data, databases, artifacts and displays.

The keynote address, focusing on Secretary Hazel O'Leary's technology transfer strategy and initiatives, was delivered by Pete Didisheim, the Secretary's special assistant for technology transfer.

Two panels made up of special guests gave participants insights into topics that were on everyone's minds—"Getting your message out through TV, radio and print" and "Successful marketing strategies—present and future." Panelists



DOE's Roger Lewis chats with Hallie Gibson (center foreground) of the Lawrence Livermore National Laboratory and Sharon Brown of the Pacific Northwest Laboratory. At the registration table in the rear (from left) are Kathy Kaufman and Ellen Bettencourt of Lawrence Livermore.

represented working media and marketing strategists from the commercial, government and non-profit sectors.

There was also the opportunity to learn from colleagues. Roger Lewis of the DOE Office of Technology Utilization offered his insights into measurements for success; Christina Kielich and Elizabeth Tobey, technology transfer specialists with the Office of Public Affairs at DOE headquarters, discussed what it is like to be in the "line of fire;" Glen Dahlbacka of the Lawrence Berkeley Lab talked about the LBL Advanced Light Source as an illustration of how to interest industry in user facilities; Dallas Martin of the National Renewable Energy Lab revisited the Colorado conference, and Kathy Hyland of the Oak Ridge Institute for Science and Education introduced participants to a new DOE newsletter, *Technology Transfer News.*

In welcoming remarks, Gib Marguth, manager of the LLNL Technology Transfer Initiatives Program, emphasized that "if the labs don't have a common vision and a common sense of who and what they are they won't succeed." He indicated that Secretary O'Leary has stressed that during the next years she is going to push the laboratories to discover their "shared values."

Cheryl Fragiadakis, manager of the Lawrence Berkeley Laboratory Technology Transfer Program, encouraged the labs to work together instead of relying on individual strengths, saying the approach will make them much stronger.

She said that technology transfer communicators must build a stronger and more targeted communications strategy. It is also vital that they reach more targeted audiences, without over promising and over hyping what labs can accomplish, and get them motivated and excited.

Time for innovation

William Reddick, assistant manager for Projects and Management Services at the DOE San Francisco Operations Office, said the message from Secretary O'Leary is loud and clear: It is time for the department, its laboratories and partners to be more effective, productive and flexible and to take actions based on what is beneficial to this country.

This also is the time for innovation and the realization that the DOE and its labs can no longer do business as usual, he said. He noted that a working group has been formed to advise Secretary O'Leary on how to implement her new technology transfer strategy and suggested that a representative from each lab be added to the group.

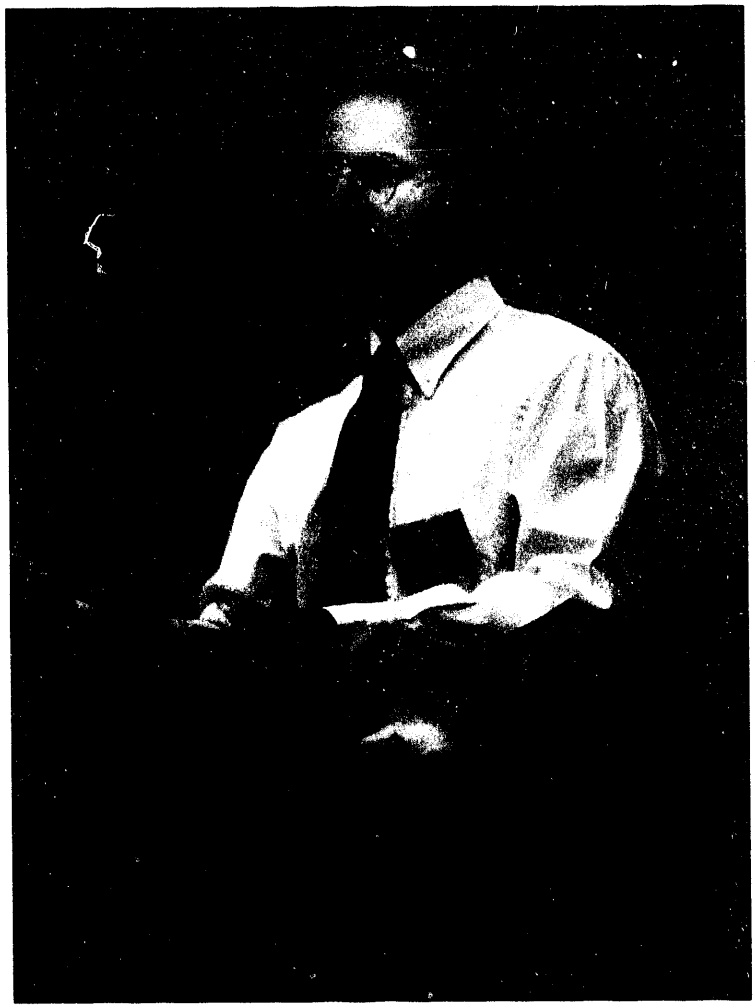
Roger Lewis agreed on the need to be "innovative, flexible and creative as the labs go about accomplishing the people's business."

Lewis emphasized:

- The value of identifying problems and strategies to deal with issues.
- The importance of networking and working together.
- The need to develop an agenda.
- The value of measurement tools.

"What should come out of this meeting is a sense of the direction that the labs want to take, and want headquarters' help in taking, to reach the next step," Lewis said.

He asked that labs not be shy about making requests for help. "This conference and other meetings are designed to help DOE know what is needed, how it can help and when it can get out of the way," he said.



Pete Didisheim outlined Secretary O'Leary's technology transfer vision during his keynote address.

Keynote Address:

"Secretary O'Leary's new technology transfer strategy and initiatives"*

Pete Didisheim, Special Assistant to the Secretary for Technology Transfer, DOE headquarters

DOE today is facing fundamentally new challenges that are really opportunities to help the economy by making the resources of its laboratories increasingly available to the private sector. Such challenges are forcing a "transformation" inside the department and especially at its national laboratories as they focus more on enhancing the nation's economic security.

The emphasis on economic security for the labs does not signal an abandonment of other national security missions or basic R&D. Rather, it means an increased focus on achieving mission goals that serve both the public missions of the department and commercialization interests of the private sector.

Secretary O'Leary wants DOE to be perceived as a leader in technology transfer. We have a fundamental obligation to the administration and to the public to demonstrate the department is moving forward to help the nation's economy. By helping America's industry, the department is ultimately helping the public through new jobs and through advances in areas such as environmental cleanup, industrial performance and energy efficiency.

This new focus of DOE and its laboratories dovetails nicely with President Clinton's technology policy. This policy states in part that federal labs are

encouraged to act as partners with industry wherever possible, that all labs managed by DOE, DOD and NASA should devote at least 10 to 20 percent of their budgets to R&D partnerships with industry, and that new missions will be developed for federal labs to make full use of their talented and experienced men and women.

The department has developed a vision statement that reflects both the Clinton Administration's technology policies and the department's goals for technology transfer. The vision is for the department to be a *recognized leader and partner with industry in developing and transferring science and technology to enhance economic performance and to serve public needs.*

The vision is contained in Secretary O'Leary's strategic plan for technology transfer, titled "Partnerships for Global Competitiveness" (the word "partnerships" is used because it implies a level of mutual trust). She announced the plan on July 29, 1993 before the committee on Science, Space and Technology of the House of Representatives.

Critical strategies

To realize the vision statement, the plan sets forth five critical strategies:

1. The department must change its culture.
2. We must optimize our technology partnership processes.
3. We must make it easier for industry to access departmental technology, resources and facilities.
4. We must ensure that our technology transfer process and technology development programs are guided by market-pull.
5. We must develop, with industry and others, integrated program plans.

From the five critical strategies, some 20 goals have been identified. They are:

- Integrate technology transfer into every DOE mission and activity through continuous emphasis in communications, assignments and performance evaluations.
- Involve all program elements in the "reinvention" of a uniform DOE technology transfer policy that is embraced and implemented throughout DOE.
- Reinforce the core value of customer focus through training, incentives, dialogue and continuous departmental leadership.
- Establish technology transfer as a DOE "team sport" in the DOE strategic plan and emphasize team synergism and recognition for team accomplishments.
- Reduce the average time from the date industry and a DOE contractor agree on a match for a technology transfer project to the execution of a technology transfer agreement.
- Develop a process to provide a timely and reliable source and allocation of resources across all departmental elements for technology transfer activities.
- Develop consistent technology transfer processes that reduce the administrative burden and result in widespread industry acceptance.
- Develop new technology transfer mechanisms to improve time, certainty, and/or consistency of process.
- Develop balanced and flexible processes so that small, simple deals do not have the same process as large, complex deals.
- Develop balanced programs so that the full range of technology is represented (incremental low tech; distinctive-midtech; breakthrough).
- Develop balanced and equitable distribution of industry partners.
- Develop consistent, reliable, standardized and fair policies and procedures across the DOE complex.

- Develop a communications strategy to make resources known.
- Jointly develop and use a set of measures of performance for assessing technology transfer effectiveness.
- Seek active involvement of industry to provide market context for DOE programs.
- Identify and pursue opportunities for strategic partnerships with industrial alliances.
- Partner with existing public and private business networks for reaching small business.
- Integrate technology transfer opportunities into the program planning for all departmental R&D at the earliest possible point.
- In collaboration with industry, other federal agencies and the Office of Science and Technology Policy, select integrated industrial sectors and technology areas for large scale partnerships.
- Develop integrated technology transfer plans across departmental programs to ensure maximum coordination of resources to meet private sector needs.

The strategic plan builds upon strong — and growing — interest in working with the DOE labs. This is evident in the dramatic growth in DOE CRADAs, from 26 in July of 1991 to more than 460 in August, 1993. Despite such heady growth many in private industry are still frustrated by their dealings with the department. They say DOE is doing things better, but also say the department still offers obstacles to reaching agreements.

Steps to improve and streamline DOE's technology transfer process are being taken in the context of Secretary O'Leary's philosophy of quality management principles. The plan outlines concrete steps for streamlining our partnership mechanisms. For example, the Secretary has established a goal of reducing the processing time for CRADAs from initial negotiations until the start of work, by 50 percent within one year. And this fall the Secretary plans to delegate authority to the DOE lab directors to directly execute CRADAs involving $500,000 per year or less in federal funds.

Integrated approaches

One of the most important initiatives is developing integrated program plans with industry, other government agencies and within the department. For that reason DOE is establishing a high-level team for achieving consistent policies and expedited problem solving. At the same time the Secretary is appointing senior executives from the private sector to the Secretary of Energy Advisory Board to independently review the DOE's partnership activities.

The department is also developing an integrated technology partnership plan, which will be coordinated with other federal agencies and the Office of Science and Technology Policy, to provide a multi-year framework for partnership activities. Finally, the department, together with its customers, is developing a system to measure success in the partnership programs.

Congress will fix DOE's problems if the department doesn't. The Secretary recognizes that is DOE's job. We know best where things can be improved; we don't want to have solutions imposed upon us. Rather, the Secretary will work with Congress to change those statutes that impede efficient transfer of technology.

One of the assumptions underlying the strategic plan was that DOE budgets will remain very tight and that no new money will be available for new initiatives. The continuing pressure on the DOE budget means the department must do more with less by integrating private sector interests into the department's mission responsibilities.

Other underlying assumptions were that global economic competition will remain intense and that partnerships (both among former economic rivals

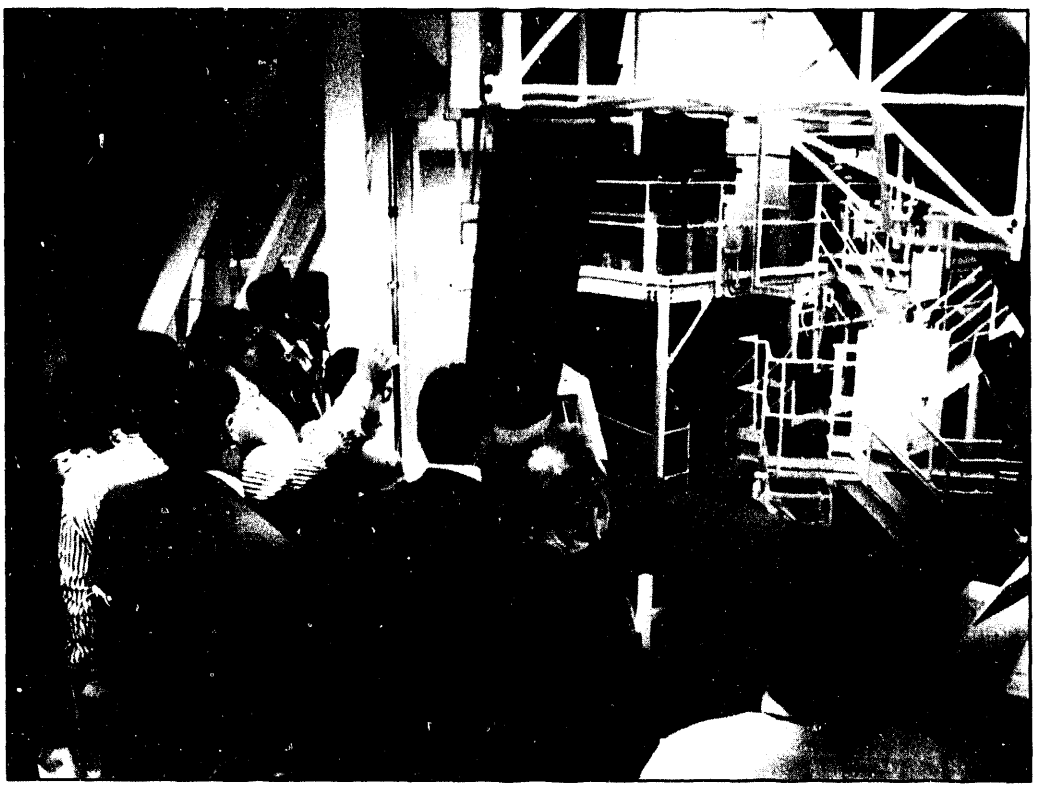
and among government entities and the private sector) are here to stay. The final planning assumption was that program balance is essential. This means balancing basic and applied research, and public and private needs.

The press reports of the new strategic plan have in large part captured the spirit and enumerated the key goals of the plan. However, DOE's communication efforts are fundamentally important to ensure the plan's success. Conference attendees must work to communicate DOE's strengths to the public, the media and potential industrial partners. Communication efforts must also be directed inwardly within the department to identify those areas where improvement is most needed.

The Secretary's plan is a draft document. Comments have been requested from private industry, Congress and DOE and contractor employees. However, the Secretary is not waiting to make important changes. She and her staff are already identifying problem areas and acting on recommended improvements.

---

*This account is a synopsis of Pete Didisheim's conference remarks and the draft strategic plan which he discussed.



Conference attendees toured the Lawrence Livermore National Laboratory's Nova laser facility before the awards banquet at Wente's in Livermore.

Panel discussions:

"Getting your message out through TV, radio and print"

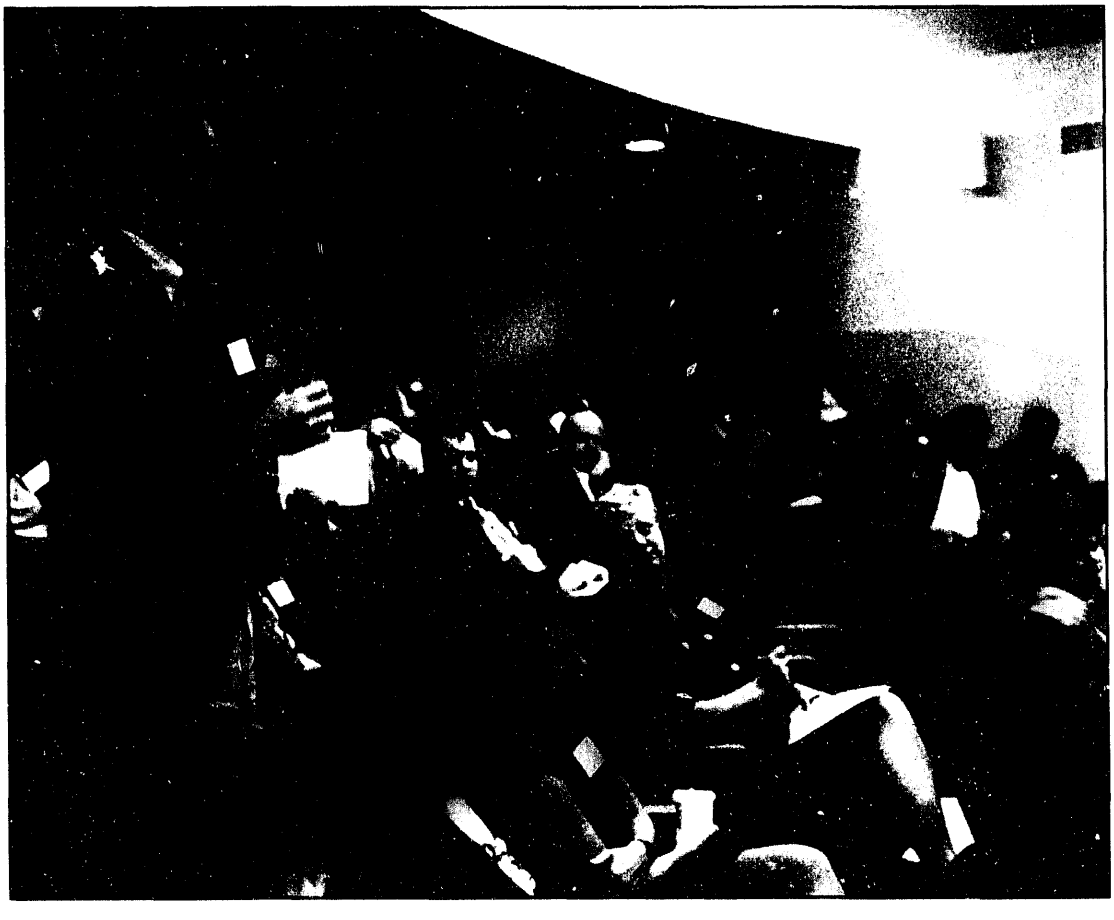
Communicators and members of the news media have the same agenda — seeing to it that an interesting story is told. But before communicators can get their stories in print or broadcast, they have to convince the reporters, editors and producers that the news lead will interest their readers, listeners or viewers.

Sometimes members of the media see eye-to-eye with communicators from the start on the merits of a potential story. Sometimes all that is necessary is a simple recasting into a frame of reference that reporters and producers find comfortable. On some occasions it takes several follow-up calls to sell a story idea. On others, no amount of effort will prevent an idea from being rejected.

Why do potential stories get cast aside? Should they be presented differently? Are they pitched to the wrong people? Is it just a case, sometimes, of bad timing?

The question of what communicators should do to get their messages out was answered by a panel of experts at the Third Technology Transfer/Communications Conference. Panelists were Greg Lefevre, chief of Cable News Network's San Francisco Bureau; Russ Mitchell, manager of *Business Week's* San Francisco Bureau; Darryl Compton, the Region Two director for the Radio-Television News Directors Association; and Dan Stober, a staff writer with the San Jose *Mercury-News*.

The key to getting a message out, they said, is to establish consistent, personal relations with media members. Pitch your item directly to people



Conference participants took advantage of the opportunity to field questions to marketing and media panelists.

you know, instead of to strangers on general assignment desks. Keep your printed releases to the point and very readable. Reporters, conference attendees were told, are inherently lazy, so help them do their work.

Here are some individual insights into the media:

Darryl Compton, Radio-Television News Directors Association: Most assignment desks turn over the job of reading press releases and faxes to an intern. If you use the standard press release routine, you are not going to get anywhere. If you pitch directly to the person you want to talk to, you are going to have a much better chance.

Greg Lefevre, Cable News Network: What rates coverage on CNN is interest and impact. If it is fascinating, we want to know. We have nearly a dozen channels to get your message out. News is not an exclusive club. We want to get you on. But there is a lot of competition. Rejection is typical. Find an angle and keep trying. But don't pester.

Russ Mitchell, Business Week: Even though it may seem we ignore you most of the time, it may seem arrogant that when we do find something we like, we want it immediately. If we call back, it is because we are interested and usually because we want to get it into the magazine as soon as possible. It is very important that you be able to cut through your own bureaucracy so you can get back as quickly as possible. Make sure your managers understand that instant communication is really essential.

Dan Stober, San Jose Mercury -News: Getting your story in a daily newspaper depends a lot upon how easy it is for the newspaper, whom you know at the newspaper, and a gimmick. Cultivating the right people is very important. Get to know the person who is covering your beat. Get to know the editors.

Tips for success

Culled from the lively discussion are these suggestions to help you get your message out:

- Grab the media's attention — Newsrooms are flooded with releases. Make certain your release can compete for the attention you seek. Keep the length of your release to a page. Make up your own catchy headline. Lay out the story in a crisp, one-sentence first paragraph. Keep the supporting material tight. Make technical background a separate attachment, or indicate it is available. If the release is not urgent, you may want to avoid faxing since fax quality varies. As one panelist put it: "Presentation is important. A mailed release can catch the eye of the initial reviewer."
- Develop personal relationships — Don't rely on the general assignment desk for your coverage. Get to know individual reporters, editors and producers and their needs, interests. Get their phone numbers, fax numbers, beeper numbers and stay in touch on a regular basis. Establish relationships of trust.
- Remember the Fascination Factor — Would you consider the item you are pitching fascinating? Does it have impact or potential impact? Is it something that piques interest, something you want to tell somebody about? And don't forget the *Breakfast Test:* Will it make good conversation over breakfast?
- Be creative — Keep on the lookout for new angles. Use a gimmick if necessary. Don't be afraid to ride on the coattails of local, state, national or global events. In fact, make an effort to lash your pitch to a breaking story.
- Assess your markets — Broaden your horizons as to what constitutes print or broadcast media. In the print venue, venture beyond newspapers, mass market magazines and the trade press into airline in-flight magazines, special audience publications. Having a difficult time getting your message out on the weekday evening or late night TV news? Then try public affairs producers or weekend news teams. Pitch to the specialty and syndicated

What are successful marketing strategies? Experts from industrial, government and non-profit sectors offered their insights during a panel discussion.

TV shows. Go the call-in route on radio.

- Be helpful — Make certain those who are pitching technical articles to the media understand what they are talking about, understand the research and can put it in perspective. Anticipate reporter callbacks on major releases you send out. Warn the scientist, engineer or administrator involved to set the day aside to answer media calls. For technical stories, make photographs or drawings available.

More tips

- Pitch news in digest form — Send your media contacts a digest listing a half dozen to a dozen potential news or feature leads. Make each item succinct. Many reporters prefer this approach because they can pick up article ideas with a quick scan. Have more details available — either a press release or fact sheet — when a reporter calls back.
- Don't send video releases — The top 100 markets usually ignore unsolicited tapes. But you might have a better chance in the 200 market. It pays, though, to let the reporter know if B-roll footage is available, particularly if footage is of a process, technique or event that media cameras can't duplicate. As one panelist put it: "If you have pictures that we can't shoot ourselves, your pictures are critical to our story."
- Don't send unsolicited audios either — As with videos, the media doesn't have the luxury of devoting time to previewing unsolicited tapes. There also is a question of tape quality. You have a better chance to score by making a soundbite available over telephone lines.
- Know your fax etiquette — Some news media encourage faxed releases/advisories, others discourage. Before faxing, particularly on a regular basis, check your media contact for preference. Keep in mind that not all faxes are compatible. It is your gamble. To some a fax is like junk mail. Your payoff may be very slim.
- Take advantage of sweeps — Pitch a news series idea to local TV for their

sweeps periods (February, May and November). Don't wait until the last minute. Pitch a couple of months ahead of time. If they buy the pitch, you get news time exposure, promos, sometimes billboards, sometimes real-time standups with anchor feedback.

"Successful marketing strategies — present and future"

The labs are in a new era where they not only have to accept the concept of marketing but also are being challenged to do it better. At the Third Technology Transfer/Communications Conference, participants had the opportunity to gain marketing insights from a panel of four specialists, who represented a cross-section of commercial, government and non-profit interests.

The panelists were Srinivasan Rajagopal, director of engineering at the FMC Corporation; Walter B. Olstad, director of planning and development in the Research & Development Division of Lockheed Missiles & Space Company; Geoffrey S. Lee, a technology utilization officer with NASA/Ames; and David Keaton, vice president of sales at SRI International.

Panelists indicated that their organizations are in competition with the DOE labs in one way or another: either for technology transfer, for R&D dollars or for creative and talented people. Although panelists spoke from different backgrounds, interests and positions within their organizations, their collective experiences and thoughts provided reality-based guidance for the labs' technology transfer specialists and communicators.

Here are some individual observations :

- ***David Keaton, SRI International:*** Technology transfer is a slow process. It can take five to six meetings with a potential partner before there is any interest in proceeding. It is not unusual for the preliminary process to take an entire year.
- ***Walter B. Olstad, Lockheed Missiles & Space Company:*** Experience tells us that the technology developer really must go much more than halfway in this transfer process. The users of your technology typically have their heads down. They are working on their individual problems, deadlines and budgets. We have to be there ready to hand their next technology to them in a form they can understand and easily use. This is not an easy challenge.
- ***Geoffrey S. Lee, NASA/Ames:*** Marketing is not selling but creating a desire for your product in the outside world.
- ***Srinivasan Rajagopal, FMC Corporation:*** The key in marketing isn't how to do more, but how to do less. In all likelihood, your business will be smaller in the future. When you are smaller, you can be efficient and work better than anybody else. Give yourself a pessimistic crystal ball. Identify your core competencies, ask where do you want to be at your end point.

Here are some general points to consider, culled from the individual experiences of the panelists.

Mechanics of technology transfer

- Build a contact base. Advertising in trade journals and publications like the *Commerce Business Daily* isn't as effective as establishing one-on-one relationships with potential partners you meet at trade shows, association meetings, etc.
- Your best business partners will probably come from Fortune 500 companies, rather than from small business. The larger firms usually are willing to buy ideas on a continuing basis.
- Focus resources on technologies that will give businesses the competitive edge. Strive to be competitive with other sources for that technology.
- Conduct joint developments of objectives, annual assessments of success

and customer satisfaction surveys to determine if you are meeting your customers' needs.

- Work hand-in-hand with partners at their facilities. This gives you a chance to see their needs. You come back knowing what you should really be working on.
- Design your technology transfer teams with people who know how to fulfill needs and change directions if necessary. If you have recalcitrant scientists who sit back and say "This is what I do," you will have a very hard road ahead.
- Being perceived as a defense industry can work against you because you are not supposed to know how to do commercialization. Teaming with industry is a way to overcome that perceived barrier.
- Market your services inside your industry as well as outside.
- Embed technology transfer in a long-range business strategy. Look at where business is going 15 years from now and then plan your strategy.

Working with government

- Large companies find it difficult to say much good about a CRADA. CRADAs are perceived as being difficult to work with and it is difficult for industry to find a benefit. Nevertheless, companies recognize the labs have a lot of technologies they are interested in, so they will find a way to work together.
- Some businesses have had difficulties working with federal laboratories because they couldn't control what was done on the government side.
- Commercial and government marketing require a different set of skills.
- A major problem with academic "salespeople" is that too many approach industry wanting to give a lecture instead of being willing to listen to needs and problems. Try to choose technical representatives who know how to sell services.
- Marketing strategies aren't respected by scientists and engineers. In today's changing environment, however, you can't ignore marketing.

Workshops:

"Media relations & news coverage"

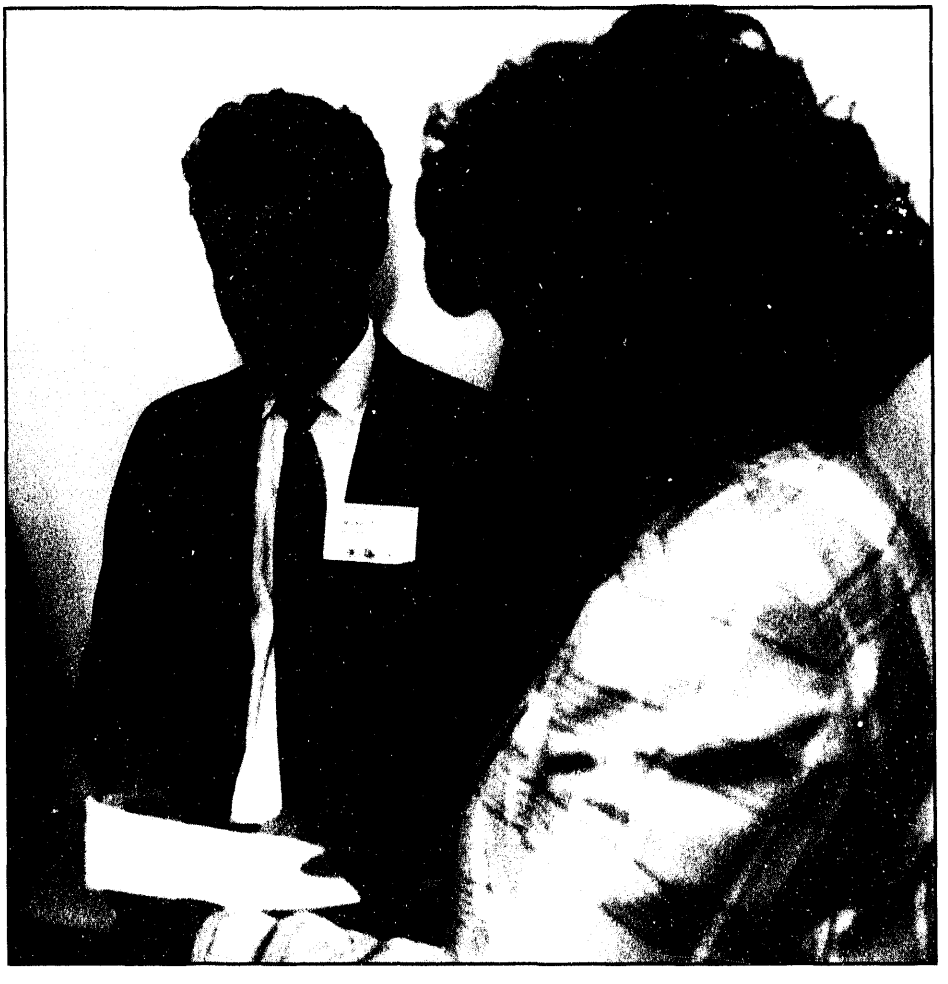
Workshop attendees identified these issues that most interested them: DOE's technology transfer messages; the new technology transfer strategy and its relation to traditional DOE missions; coordination between DOE headquarters, labs, field offices and contractors; the economic story of technology transfer; how to "be seen" in industrial circles; technical production parameters, working with industrial partners; proactive press relations; measuring success; and "good" vs. "bad" stories.

There was not time for all of these issues to be addressed, but two energetic and frank sessions produced these comments:

Under the new administration the "rules have changed." DOE public information officers have the freedom to do more on their own and take matters directly to the Secretary. They want it known that they are there for DOE people throughout the system. There is no reason to avoid headquarters; they will not hold up stories or plans. Often headquarters people can enhance the story by giving it greater visibility.

At the same time, headquarters knows that some industrial partners do not want publicity and headquarters will honor those sensitivities. Such situations can lead to difficult situations because DOE or the laboratory may want publicity. On the other hand, some industrial partners have highly sophisticated press machines and are very easy to work with.

The Secretary is open to new ideas on how to better communicate DOE's technology transfer story. She is open for traveling to attend major technology



Syl Morgan-Smith, director of Corporate Communication at the Midwest Research Institute, confers with Russ Mitchell of Business Week.

transfer events. People should feel free to contact the office to discuss their ideas for involving the Secretary.

Everyone in DOE believes we need better coordination.

Secretary O'Leary wants everyone to coordinate our technology transfer story. To help accomplish this, headquarters' public affairs office needs to be kept abreast of developments so that they can help "carry the banner," possibly heighten visibility of the story, and alert the Secretary to important developments. Ninety day press plans are useful for telling headquarters what is happening so there will be no surprises.

At the other extreme, headquarters also would appreciate a simple "heads up" call that a major publication is asking questions about a particular subject. However, some field offices do not want DOE centers under their purview to call headquarters directly. This is a problem DOE needs to work out. In addition, there is sometimes a discrepancy between what a field office considers a media success and what laboratory public affairs considers a big success.

We need to know what trade publications industry reads, but we also can't ignore the more popular technical and financial press. We need to target where the message is going so people receiving it know it is of use to their particular publication. We also have to make sure that a press release has the content to excite a reporter. Reporters have complained that they are unable to reach DOE spokespeople. Once again, a new administration is in place, so encourage reporters to call headquarters.

Bad news travels much faster than good news. Within DOE, there are many good technology transfer stories that don't get communicated from site to site. For example, it would be valuable to share news clips. Concerning bad news, the key is to give more information than the reporter requests, so that the story doesn't drag on for days.

One news technique that has worked for Los Alamos is to distribute a tip sheet that describes several news items of likely interest to reporters. Another technique is to use electronic bulletin boards.

Facilitators (Session 1) Christina Kielich, technology transfer specialist, Office of Public Affairs, DOE headquarters; (Session 2) Gary Petersen, director of communication, Pacific Northwest Laboratory

"Implementing a departmental technology transfer outreach strategy"

Workshop participants were asked for suggestions (consistent with Secretary O'Leary's strategic plan) on how to put technology transfer outreach on a solid planning footing. In both sessions, participants agreed that a formal structure is needed to "flesh out" the outreach strategic plan. In fact, it was suggested that the title of the session should be "Development and implementation of a departmental technology transfer outreach strategy."

The basic elements of the outreach plan identify:

- Industry needs
- Core competencies that DOE and its facilities and laboratories have to share with industry
- Target groups with which to share the technologies
- Means of communication

Market benchmarks should be applied to technology transfer, i.e., what is best "in practice" for these activities. Applying the same standards that work in the marketplace would allow performance-based appraisals.

Activities that fall within the scope of market benchmarks include:

- Advertising, color printing, printing quantity, business cards
- Exhibits/shows, sponsorships (e.g., E-mail conferences)
- Video, CD-ROMs

- Samples of tangibles
- Procurement practices (e.g., services)
- Subcontracting for public relations services
- Review and streamlining of outreach standards and practices
- Articulation of modern policy to provide tools and maximum flexibility

Target audiences include the legislative branch, economic development groups, state and local government, industries, universities, laboratories, the media and the U.S. population at large (taxpayers).

The appropriate message should be identified for the various audiences. For example, industrial awareness is essential for industry to recognize the organization (laboratory, facility, etc.) as a technological asset. This is done through press releases, trade shows, etc.

To operate like a business, DOE outreach activities should be able to use the term "marketing." This standard would also include the ability to advertise as well as pay attention to very senior level industry leaders to spot market trends.

DOE outreach activities are competing in the marketplace for higher visibility. To do this effectively, DOE communication tools must meet professional standards.

DOE should have an "800" telephone number (e.g., 1-800-DOETECH) to serve as a focal point for inquiries, make it easier for the public to access information, enhance the perception that the agency is eager to help the public, and increase public awareness of DOE. Frequently business people do not know where to begin making inquiries; an 800 number would help solve this problem. The caller would reach a clearinghouse staffed by knowledgeable people (i.e., people able to put the caller in touch with the appropriate group within a facility/laboratory). The clearinghouse could be staffed by Laboratory people on a rotational basis. A suggestion was made that all ORTA office telephone numbers should be "800" numbers.

An industry liaison program should be established that would place a DOE staffer in each of the top 10 industry trade associations. The liaison would communicate industry needs and concerns to the DOE (i.e., laboratories, program offices, facilities, etc.) and handle inquiries from trade association members.

Facilitators: (Session 1) Roger Lewis, director, Office of Technology Utilization, DOE, and Jan Brown, consultant, DOE; (Session 2) Molly Birely, program coordinator, Los Alamos National Laboratory

"Conferences and trade shows"

Workshop participants addressed such issues as: Are "Family Style" shows worthwhile? How do you decide to go to a show? How to get funding in tight times. How DOE can help with the preapproval process.

Participants agreed the "Family Style" trade show that features exhibits from several labs under one DOE-coordinated booth is an innovative and excellent idea and should be expanded to more shows. The concept of the family show offers advantages for industry, the labs and for DOE. The show allows DOE and the labs to make a strong, cohesive statement. The sum of the technology may have more commercial value than components of individual laboratories.

When technologists and principal investigators attend family style shows there also are fertile opportunities for on-the-spot technology teaming with industry and for the cross-pollination of ideas and technologies among labs. It is important that investigators be given time to leave their booths to make contacts with other scientists at the show.

Participants who attended trade shows liked being able to sit down the

night before and talk with each other. High marks also went to the video training program on boothing etiquette, which was produced by Dorry Tooker of Brookhaven National Laboratory.

Trade shows will be the most successful if labs:

- Focus on individual strengths
- Look closely at what they want to accomplish
- Identify and even invite target groups they want to reach

When labs go to a show they should look credible. Coordinated literature is recommended. Bold color and innovative designs are eye catching at these shows and are also required to compete with other exhibitors. Non-traditional communication tools — buttons, objects, plastic bags — also attract interest. This is a problem because government facilities cannot give objects away. A possible way to circumvent this problem in the near future is to use corporate or university funds to purchase giveaways at trade shows.

The preapproval process for exhibits is cumbersome, and not uniform from lab to lab. The process could be greatly improved. Perhaps approval should be delegated to DOE regional offices.

Money for designing exhibits and attending shows seems to be decreasing at some labs. Technology transfer staffs should not look to DOE for funding, unless the request to attend is a mandate.

Document successes

A good way for each lab to make the case for more funds is to document successes (e.g. number of contacts, follow-up visits, resulting CRADAs) and report that data to individual lab managements. Increased funding is more likely when management sees the value of the shows and is confident that something will come out of them.

At the Society for Automotive Engineers conference in March 1992, participants received a "credit card" number. When they wanted more information on a specific technology, they punched their card into a data receiver system at a booth. Using this system, DOE recorded more than 500 contacts. These requests were sent directly to individual labs. It is difficult to know if follow-up to requests occurred, but it is assumed because of budget and staffing concerns this process still needs considerable work.

Workshop participants discussed criteria for helping labs determine whether they should attend a specific trade show. The labs should:

- Evaluate a particular show to determine if it will showcase a lab's strengths.
- Know the number of persons expected to attend as well as the profile of participants, possibly from reading *Trade Show Weekly*.
- Determine whether DOE regional offices or headquarters consider it a directive when they notify labs of shows. (Labs should realize that the final decision to attend rests with them. Only they can determine if it is in their best interest to attend.)
- Look at past experience at a particular trade show. Labs should be leery of attending a show for the first time without research into whether contacts are likely to produce results. (Reluctance was expressed about attending future AFCEA [Armed Forces Communications and Electronics Association] shows in Washington. More retiring military personnel attended than members of industry looking for CRADAs.)

DOE headquarters is developing a calendar of upcoming trade shows that will be available to labs and may help them decide which shows are valuable. Participants also asked DOE headquarters for more guidance, perhaps from a market survey.

Facilitators : (First Session) Ralph Burr, leader, Outreach & Education, DOE; (Second Session) Ann Rydalch, outreach director, Technology Transfer, Idaho National Engineering Laboratory

"Data, databases, artifacts & displays"

Attendees at both workshops focused discussions on information requests from the Office of Technology Utilization and other DOE offices. Requests can involve data on CRADAs, CRADA partners, the impact tech transfer activities have on job and economic growth in an area, success stories, photographs, hardware or products (technical artifacts) resulting from R&D and tech transfer activities, etc.

The information/material is used for a variety of purposes: to support Secretary O'Leary with words and visuals during congressional testimony and for her discussions with media, business and opinion leaders; for DOE publications; for exhibits; for fulfilling reporting requirements mandated by statute or policy; or for responding to congressio al or other inquiry.

Discussion at the first session centered on a database system that DOE could use to collect, store and retrieve information from the labs. The system also could log the availability and location of photographs, display materials and technical artifacts. Session No. 2 participants looked at how the labs respond (and should respond) to frequent and often urgent DOE requests for information.

Both groups agreed that there is a need to respond in a timely manner to information requests from the DOE, but that the information gathering/reporting process is not being conducted in a way that is best for everyone. Among the key concerns:

• **Quick turnaround times/costs** — Requests for information/photographs often come with a short response time. Meeting the tight deadlines causes the laboratories to commit significant resources. It is difficult, for example, to have a technical artifact or photograph made in the required time; when it can be done, it often costs premium dollars. The tight time frames also leave open to question the quality of supplied material and the integrity of data. *Suggestion:* Give the labs as much advanced warning as possible. It will save money, reduce stress and permit better use of personnel.

• **Proprietary information** — There is reluctance to generate a DOE database containing proprietary information that can be easily accessed. Some industrial partners are not even interested in the labs making their names public, let alone their technical area of interest. *Suggestion:* Workshop No. 1 recommended that the labs maintain their own data. Information should be sent to DOE as needed.

• **Data fields/level of detail** — DOE should generate a set of data fields to streamline data collection and standardize requests. Agreement between labs and DOE is needed on the level of detail that should be provided to requests that have short turn-around times; i.e., less detail for fast turnarounds, more when there is a longer response period. There is also concern about multiple requests from different DOE offices for the same or very similar information. This points out the need for inter-departmental communication and data sharing. *Suggestion:* Form a data collection subgroup involving Lab personnel. The group would help DOE assess the types of information that should be collected.

• **Use of information** — The labs want to know what happens to the information/material they send to DOE. How is it used? Was it part of a report, or was it used by the Secretary for congressional testimony? Who has access to it? Knowing how it is used helps lab personnel justify to their own management the expense of data collection.

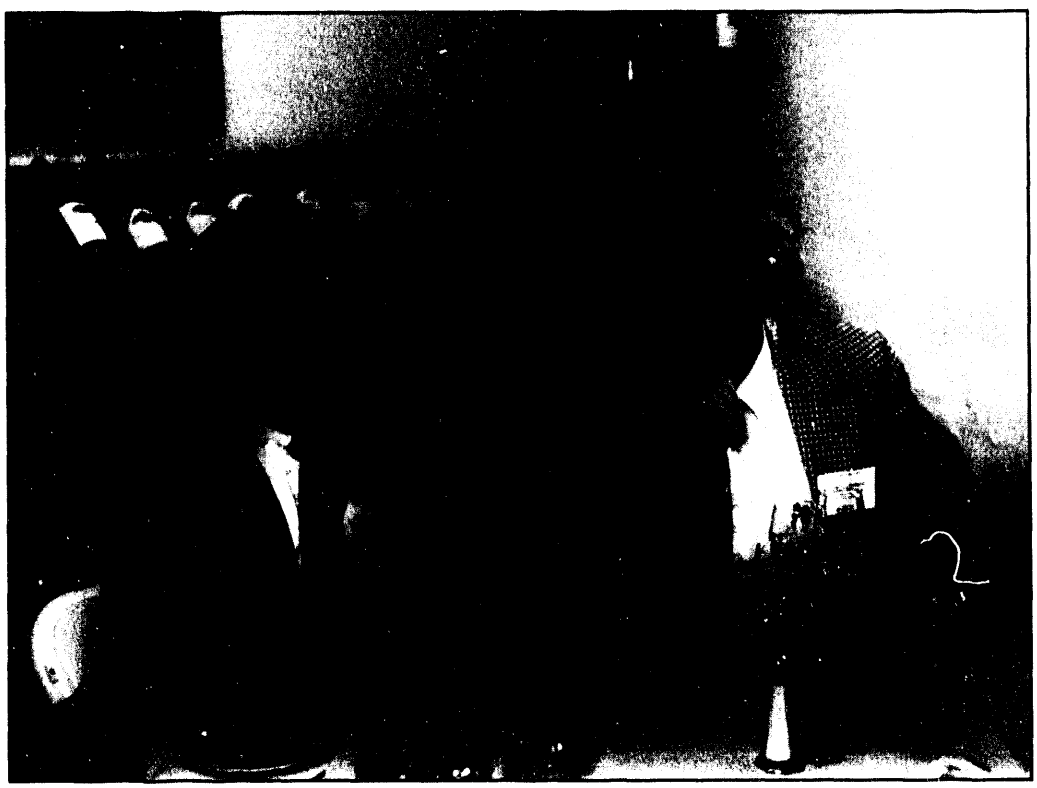
• **Preservation of material** — There is a concern that technical artifacts, photographs, etc. get lost or misplaced when send to headquarters. *Suggestion:* DOE headquarters should establish and maintain a storage repository. A custodian should be assigned to the repository.

During the second session, Roger Lewis challenged workshop participants

to re-think data collection — viewing data flow as a two-way stream, not just one way into headquarters. Sharing information could help the labs solve issues that might surface: i.e., help identify problem partners or provide tips on successful CRADA closing techniques.

Lewis pledged to develop a mechanism, perhaps a quarterly calendar, that could contain dates for data calls that occur on a consistent basis. He cautioned that he does not see a situation where it will be possible to anticipate all data requests.

Facilitators: (First Session) Dorry Tooker, Office of Technology Transfer, Brookhaven National Laboratory; (Second Session) Sue Fenimore, outreach coordinator, Small Business Initiative, Los Alamos National Laboratory



Tablemates at the awards banquet: Dallas Martin (left) from the National Renewable Energy Laboratory and James Leonard of Sandia National Laboratory.

Presentations:

"How to interest industry in user facilities"

Lawrence Berkeley Laboratory's Technology Transfer Office has developed a plan to attract businesses to use LBL's Advanced Light Source (ALS). The plan could serve as a model for other high-tech facilities in the DOE network that seek industrial partners.

Built on the site of the historic 182-inch cyclotron, the ALS is the most brilliant source of X-rays known. It offers applications to biology, chemistry, geology, engineering, environmental sciences, physics and medicine. One of its most exciting applications is helping pharmaceutical companies "design" in three dimensions new drugs to impair the workings of viruses.

The facility can accommodate many different users because about 100 experimental stations can be placed around the light source. LBL's goal is to attract about 30 percent industry participation within five years. To attract industrial partners, LBL is planning to communicate the facility's unique capabilities, user friendliness reliable schedules, a "customer first" attitude, and easy access. LBL knows it must also offer simple contract agreements, joint industry/LBL planning of the facility's present and future use and assure industry its proprietary information will be protected.

ALS facility managers also acknowledge that they need to provide ongoing capital investments to maintain the uniqueness of the facility, make it easy for small businesses to use the facility, make funds available for user friendliness, provide duplicative infrastructure, and furnish a realistic cost structure to potential partners.

Planned communication strategies include personal contacts, lightweight and modular literature, presentation materials, workshops and articles in trade journals. Finally, it is important to communicate the "big picture" to the community at large through newspapers and magazines as well as talks to local service organizations.

Presenter: Glen Dahlbacka, staff scientist, Industrial Program Development, Lawrence Berkeley Laboratory

"Denver conference revisited: Valuable exchanges"

The most valuable contribution from these Technology Transfer/Communications Conferences is the opportunity for communicators and technology transfer specialists to interact with each other and to talk about what works and what doesn't work.

At the Denver meeting, an evaluation form recorded high marks for all the working group meetings, which were held on topics of "Congressional and intergovernmental activities," "Advanced communication techniques," "Exhibits and trade shows," "Advertising" and "Success stories."

The most valuable session was "What makes good business news." The session consisted of a panel of nationwide business writers discussing what it takes to get them interested in stories.

It is clear that the times are changing. We know they are changing radically when we hear from Secretary O'Leary that:

- We have to run the government like a business.
- We have to take prudent risks to bring about change.
- Interactions with industry must be incorporated into all DOE activities.

We are going to be in the center of the storm of change. Our activities in public relations and technology transfer will define what value the government and the public see in the labs. We are clearly a stakeholder in changes that are occurring.

Presenter: Dallas Martin, manager, Technology Transfer Office, National Renewable Energy Laboratory

"In the line of fire"

Christina Kielich and Elizabeth Tobey, the featured speakers at the Third Technology Transfer/Communications Conference awards dinner, stressed three points in their talk titled "In the Line of Fire."

- Outreach specialists must anticipate the outcome of activities and assure that it is positive, must make a quick response and must show initiative.
- Secretary Hazel O'Leary wants the public to understand the DOE technology transfer initiative.
- Public Affairs staffers participated in crafting the strategic plan and worked with the Secretary's office to put together events associated with its unveiling.

Kielich and Tobey emphasized that it is important to anticipate potential problems and handle them honestly and completely. When an agreement with Cray was rejected, Kielich and Tobey worked with the Department of Defense and the DOE laboratories on damage control. Providing solid reasons and principles, they told the media exactly why the agreement was rejected and emphasized that the program was canceled but not the technologies.

Before Secretary O'Leary testified on the DOE strategic plan at a congressional committee hearing July 29, 1993, Kielich and Tobey worked with Pete Didisheim on the final plan. The two technology transfer press officers had developed relationships with many members of the press. These reporters (bureau chiefs for *The Washington Post, Wall Street Journal, New York Times* and others) were invited to breakfast with the Secretary the morning of her appearance. The breakfast meeting was a great success.

Secretary O'Leary has provided a mandate to be proactive, to take risks and to show initiative. She would like the business press, i.e., *Forbes, Fortune,* and *The Washington Post* business section, to do profile articles.

The DOE Public Affairs Office is changing to meet customer needs by:

- Restructuring its office
- Using electronic media
- Holding meetings on "big science" and discussing how to promote this idea to the average American audience

As part of the Secretary's mandate, Kielich and Tobey are working with the Discovery Channel to get funding for a program called "Discover Tomorrow." The two press officers also are trying to think creatively on how best to communicate the technology transfer message.

Presenters: Christina M. Kielich and Elizabeth N. Tobey, technology transfer press officers, Office of Public Affairs, DOE headquarters

"The new DOE newsletter"

In response to requests from personnel throughout the Department of Energy system, DOE created *Technology Transfer News.* The newsletter has adopted an 8 1/2 x 11 format, varies the number of pages per issue, and is currently published on an as-needed basis.

The newsletter will: (1) improve the distribution of information concerning DOE policy and significant events in technology transfer, (2) provide a forum for sharing successful practices and innovations, and (3) share the viewpoints of industry partners on their business goals and partnerships with DOE laboratories and facilities.

Personnel from Department of Energy programs, laboratories and facilities are being encouraged to submit articles. Submissions should be about 700

words. If articles need editing, the newsletter staff will work with submitters on necessary trimming.

To submit items or be added to the mailing list contact: Kathy Hyland, Oak Ridge Institute for Science and Education, P.O. Box 117, Oak Ridge, Tennessee 37831-0117. Phone: (615) 576-2266, Fax: (615) 241-3851.

Presenter: Kathleen Hyland, Oak Ridge Institute for Science & Education

DOE technology transfer outreach award

The Pacific Northwest Laboratory and the Department of Energy Headquarters technology transfer press office received the 1993 Innovation in Technology Transfer Outreach Award at the 3rd DOE Technology Transfer/Communications Conference. The award acknowledged the multi-media communication program developed to publicize the Cooperative Research and Development Agreement between DOE and American Textile Partnership (or AMTEX).

AMTEX is a collaboration launched by the DOE, the Pacific Northwest Laboratory and the integrated American textile industry — from cotton and wool growers to finished product manufacturers — to foster development and transfer of technologies from DOE multiprogram laboratories. The communication plan surrounding AMTEX was described in the Outreach Award nomination as "the perfect lesson on how to build a public image: understand the product, share information among the players, creatively define the messages, identify your audiences and spare no chance to hammer home the progress and successes."

The second place 1993 Innovation in Technology Transfer Outreach Award was presented to the Lawrence Livermore National Laboratory's Public Affairs Office for its success in communicating the benefits American industry has received from using the Lab's DYNA3D computer simulation software.

Sharing the prize: Accepting the 1993 Innovation in Technology Transfer Outreach Award are (from left) Elizabeth Tobey and Chris Kielich of the Department of Energy and Gary Petersen and Sharon Brown of the Pacific Northwest Laboratory.

A summing up—Learning, growing and gaining

Roger Lewis, director, Office of Technology Utilization, DOE headquarters

Networking is recognized as valuable in accomplishing what needs to be done in public affairs, public relations, outreach, partnership or technology transfer. In the past, lack of a network has impeded progress.

DOE and its laboratories and facilities must work together. We have shared goals and are discovering shared values. Values must be pursued consistently. It is best that DOE and its labs and facilities collectively create the solutions to common problems, rather than have a solution that is imperfectly prepared by others.

Technology Transfer/Communications Conferences and other meetings are designed to let DOE know what is needed, how it can help and when it should get out of the way. By bringing together people from technology transfer, outreach, public affairs and communications, conferences aid in developing a common language, not only for communicating with each other but with those outside the DOE technology transfer/communications family. To call marketing "marketing" is a recognition of a change in policy, and will facilitate explanation of what is being done and why.

The Berkeley conference produced shared values and shared frustrations and helped develop some specific items that need attention. When conferees meet again, which will probably be next spring in Tennessee, they can map how much progress they made and evaluate the changed situation.

The conference articulated a requirement for better data sharing, better coordination and better planning, which needs to be addressed through a working group. Other issues that still need resolution are what constitutes advertising, and where the best level is to get approval and coordination for participation in events and for exhibit content.

The conference also pointed out the need to "rebaseline" some procedures, based on the changes in focus and changes in technology. A working group should be created on barrier removal. The working group should be comprised of people who have first hand experiences of the effects of the current approaches. Attention has to focus on defining the alternatives; any alternatives should be tested through a Total Quality Management approach.

The conference underscored the need for a working group on event criteria and coordination for the DOE family, and also on literature. The question is whether the DOE technology transfer community wants to develop some common family documents on a capability basis, on a technology basis or on a shared audience basis. Because of resource limitations, the opportunity exists to take a fresh look at broader based communication that achieves an objective for less net cost to each lab and facility.

Technology transfer is going through a period of change, and may never reach a steady state. So it is important that those involved in the DOE technology transfer/communication community be very clear of common goals and the fact that there may not be an answer to some questions or problems.

Among the questions that must be focused on within the next six to 12 months are: What do we want to achieve? What can be done that will make the greatest impact on what we want to achieve? Where do labs need help? Where do they need to set priorities? Where do they need flexibility and where do they need change? Most important, where do they need increased risk taking and innovation?

Feedback from customers and from congressional hearings indicate that things are getting done better and faster than in the past. However, customers

still view some "parts" as broken and as needing improvement. Some of these "parts" are resource driven, some are limited by the process and some are imposed by external sources.

Until recently, technology transfer has proceeded on an ad hoc and unsystematic basis. With the maturing of the program, a system has to be developed both for technology transfer management and for effective communication and outreach purposes.

The system must be nested within the context of the technology transfer strategic plan. It also has to be credible and understandable for taxpayers, partners, managers, doers, owners and bench scientists. People at the labs, particularly, have to be able to assess whether a particular technolgy transfer activity is worth their time, whether it will have a payoff and whether the activity is an effective use of limited resources.

DOE finds its need for data outstripping its ability to define and collect it. Among the problems regarding data collection are: Determining what data should be gathered; how to get "buy-in" internally and externally; and how to communicate the results effectively. Help is needed within the technology transfer committee to assess the data gathering/reporting process.

DOE also needs to work with the outreach community to develop an approach to get industry to agree to share information during the course of a CRADA. In seeking proprietary information DOE and the labs have to show industry that there is a legitimate need for the requested information. Industry

Roger Lewis: Shared values must be consistently pursued.

also has to feel comfortable that DOE has secure methods for gathering information and will protect their business interests and sensitivities when data is communicated. It is, however, in the public interest for CRADA partners to provide information. American taxpayers ultimately must know what has been the economic benefit of what they have supported.

Achieving credibility and respect for DOE activities is fundamental to determining whether DOE and its laboratories succeed in gaining new missions. If the American people don't think they are getting their money's worth, then DOE will not be able to maintain its laboratories at a reasonable size and scope.

Technology transfer leveraging, multiple benefits "for the buck," as well as jobs and economic growth are measures that have been put on DOE and its labs by statute and policy. Those are fundamentally internal measurements, or metrics, that the DOE technology transfer family needs to recognize, to address and report back on. One use of metrics is continuous process improvement. Another is to help us establish credibility with stakeholders.

The strategic plan calls for DOE to jointly develop metrics with its partners— industry, other federal agencies, state and local governments, universities (state and private), not-for-profit organizations, Native American tribes, as well as small businesses, medium size businesses, large businesses and consortia.

The Office of Technology Utilization at DOE headquarters is one of the labs' advocates; the labs are one of its key customers. The OTU has asked the operations offices to hold a series of small workshops involving current partners, prospective partners and those "who have gone away." Input is being sought on three primary questions:

(1) What has been their experience with the DOE technology transfer process. The idea is to identify barriers, and to find out what works and what needs improvement.

(2) What metrics would they like to see established. This is because partners have their own share holders, their owners, their own bottom lines. They need some information from the DOE and its labs as does the DOE family from them.

(3) What is their opinion on the strategic plan. The views are important because the DOE, the labs and the partners will have to live for years with the final strategic plan. It is important that partners also have a sense of ownership of the plan.

DOE also is in the process of developing through a Technology Transfer Committee Working Group and the Interagency Committee on Federal Technology Transfer, a set of data elements that it can collect against internally and externally.

One option is to integrate this into a prototype database system called the Integrated Technology Transfer System. This would involve the Research and Progress Data Base, the DOE New Technologies (which is a licensing data base) and elements of the CRADA Information Management System, to which laboratories currently do not have access.

Appendix A

Attendees List

Margaret Bailey
Outreach Coordinator
Martin Marietta Energy Systems, Inc.
701 Scarboro Road
Oakridge, TN 37831-8242
(615) 576-8368

Dr. Paul Betten
Associate Manager, Cooperative Research
Argonne National Laboratory
9700 S. Cass Avenue, B900
Technology Transfer Center
Argonne, IL 60439
(708) 252-4962

Ellen Bettencourt
Assistant, New Program Development & Outreach
Technology Transfer Initiatives Program
Lawrence Livermore National Laboratory
P.O. Box 808, L-795
Livermore, CA 94551
(510) 423-9754

Charlie Biederman
Director, Public Affairs
Lawrence Livermore National Laboratory
P.O. Box 808, L-404
Livermore, CA 94551
(510) 423-3100

Molly Birely
Program Coordinator
Los Alamos National Laboratory
P.O. Box 1613, MS/C331
Los Alamos, NM 87545
(505) 665-7677

David Blanchfield
Director, Technology Development Division
Golden Field Office/U.S. Department of Energy
1617 Cole Boulevard
Golden, CO 80401
(303) 231-7297

Charles W. Briggs
Manager, Outreach & Information for
Public Affairs Business, Academics & Technology Tfr.
Idaho National Engineering Laboratory
P.O. Box 1625
Idaho Falls, ID 83415-3810
(208) 526-0441

Jan Brown
Consultant
U.S. Department of Energy
1000 Independence Avenue, S.W., Room 7B222
Washington, DC 20585
(202) 586-8504

Sharon Brown
Manager, Public Affairs
Pacific Northwest Laboratory
901 D Street S.W., Suite 900
Washington, DC 20024
(202) 646-5265

Bill Burke
Technology Transfer Specialist
Technology Transfer Initiatives Program
Lawrence Livermore National Laboratory
P.O. Box, L-795
Livermore, CA 94551
(510) 422-2111

Ralph Burr
Leader, Outreach & Education
U.S. Department of Energy
1000 Independence Avenue, S.W.
Washington, DC 20585
(202) 586-6429

Byron Cannady
Senior Engineer
AlliedSignal
P.O. Box 419159
Kansas City, MO 64141-6159
(816) 997-4597

Carol Cole
Speakers Bureau Coordinator
EG&G
P.O. Box 1625
Idaho Falls, ID 83415-1215
(208) 526-0051

David Conrad
Operations Manager
Technology Transfer Initiatives Program
Lawrence Livermore National Laboratory
P.O. Box 808, L-795
Livermore, CA 94551
(510) 422-7839

Joe Culver
Manager, Public Affairs for the
Office of Technology Transfer
Martin Marietta Energy Systems, Inc.
701 Scarboro Road
Oakridge, TN 37831-8242
(615) 576-6349

Jim Danndskiold
Media Relations
Los Alamos National Laboratory
P.O. Box 1663, MS/A177
Los Alamos, NM 87545
(505) 667-7000

Glen Dahlbacka
Staff Scientist, Industrial Program Development
Lawrence Berkeley Laboratory
1 Cyclotron Road
Berkeley, CA 94720
(510) 486-5358

John Davies
Technical Staff Member
Los Alamos National Laboratory
Industrial Partnership Center, MS/C331
Los Alamos, NM 87545
(505) 665-3088

Pete Didisheim
Special Assistant to the Secretary
U.S. Department of Energy
1000 Independence Avenue, S.W.
Washington, DC 20585
(202) 586-7700

Kay Downey
Technology Transfer Officer/ORTA
Pittsburgh Energy Technology Center
U.S. Department of Energy
P.O. Box 10940
Pittsburgh, PA 15236
(412) 892-6029

Reid Edwards
Government & Community Affairs
Lawrence Berkeley Laboratory
1 Cyclotron Road, 50A4112
Berkeley, CA 94720
(510) 486-6601

Barbara Ehlert
Technology Transfer Coordinator
Energy, Manufacturing &
Transportation Technologies
Lawrence Livermore National Laboratory
P.O. Box 808, L-644
Livermore, CA 94551
(510) 422-5205

Ace Etheridge
Media Relations Team Leader
Sandia National Laboratory
P.O. Box 5800, PR Department 7161
Albuquerque, NM 87155-5800
(505) 844-7767

Alex Fassbender
Manager, Technology Transfer
Pacific Northwest Laboratory
P.O. Box 999, K1-34
Richland, WA 99352
(509) 375-6731

Sue Fenimore
Outreach Coordinator
Los Alamos National Laboratory
P.O. Box 1663, MS/C331
Los Alamos, NM 87545
(505) 665-5376

Shaun Fennessey
Community Relations Specialist
Lawrence Berkeley Laboratory
1 Cyclotron Road, 50A/4112
Berkeley, CA 94729
(510) 486-5122

Linda Ferris
Technical Writer
EG&G Energy Measurement
PO Box 1912, MS/RSL-12
Las Vegas, NV 89125
(702) 295-8645

Cheryl Fragiadakis
Technology Transfer Department Head
Lawrence Berkeley Laboratory
1 Cyclotron Road, Building 90-1070
Berkeley, CA 94729
(510) 486-7020

Ann Freudendahl
Deputy Program Leader
Technology Transfer Initiatives Program
Lawrence Livermore National Laboratory
P.O. Box 808, L-795
Livermore, CA 94551
(510) 422-7299

Hallie Gibson
Manager, New Program Development & Outreach
Technology Transfer Initiatives Program
Lawrence Livermore National Laboratory
P.O. Box 808, L-795
Livermore, CA 94551
(510) 423-7677

Julia Giller
Associate Program Leader
Technology Transfer Initiatives Program
Lawrence Livermore National Laboratory
P.O. Box 808, L-795
Livermore, CA 94551
(510) 423-9353

Sandy Glatt
Technology Transfer Specialist
U.S. Department of Energy
1000 Independence Avenue, S.W., MS/ST-40
Washington, DC 20585
(202) 586-3897

Mary Goldie
Public Affairs Specialist
U.S. Department of Energy
P.O. Box 550, A7-75
Richland, WA 99352
(509) 376-7505

Ron Gould
SLAC Assistant Director, SSRL
Stanford Linear Accelerator Center
P.O. Box 4349 MS 69
Stanford, CA 94309
(415) 926-2009

Bill Grinstein
Assistant Director
Business & Industry, Technology Transfer
Pacific Northwest Laboratory
4000 N.E. 41st Street
Seattle, WA 98105
(206) 528-3013

Steve Hadley
Assistant Associate Director for
Technology Transfer, Physics Department
Lawrence Livermore National Laboratory
P.O. Box 808, L-297
Livermore, CA 94551
(510) 423-2424

Margaret Hanely
Coordinator, Publications & Exhibits
Argonne National Laboratory
9700 South Cass, ITD-900
Argonne, IL 60439
(708) 252-6393

Arnie Heller
Editor/Writer
Communications Resources Office
Lawrence Livermore National Laboratory
P.O. Box 808, L-408
Livermore, CA 94551
(510) 423-3105

Pat Heth
Technical Advisor on Communications
Office of Deputy Science
Advisor to Defense Programs
U.S. Department of Energy, DP-4
1000 Independence Ave., S.W.
Washington, DC 20585
(202) 586-1474

Jerry Holloway
Manager, Media Relations Department
Pacific Northwest Laboratory
P.O. Box 999
Richland, WA 99352
(509) 375-2007

Rena Hookfin
Activity Engineer
Hanford Westinghouse
P.O. Box 1970/H6-28
Richland, WA 99352
(509) 376-9357

Darlene Horne
CACT/CMTC Program Coordinator
Lawrence Livermore National Laboratory
P.O. Box 808, L-444
Livermore, CA 94551
(510) 423-1929

Kathleen Hyland
Program Director
Oak Ridge Institute for Science & Education
P.O. Box 117
Oak Ridge, TN 37831-0117
615-576-2266

Ron Kalb
Deputy Director, Public Affairs
Lawrence Livermore National Laboratory
P.O. Box 808, L-404
Livermore, CA 94551
(510) 422-8995

Kathy Kaufman
New Program Development Specialist
Technology Transfer Initiatives Program
Lawrence Livermore National Laboratory
P.O. Box 808, L-795
Livermore, CA 94551
(510) 422-2646

Chris Kielich
Technology Transfer Press Officer
U.S. Department of Energy
1000 Independence Avenue, S.W.,
PA3, Room 8G087
Washington, DC 20585
(202) 586-0581

Valerie Knighten
Secretary, New Program Development & Outreach
Technology Transfer Initiatives Program
Lawrence Livermore National Laboratory
P.O. Box 808, L-795
Livermore, CA 94551
(510) 423-5660

Margi Legowik
Communications Specialist
Westinghouse Hanford Company
P.O. Box 1970
Richland, WA 99352
(509) 376-2576

James Leonard
Manager, Corporate Publications Program Office
Sandia National Laboratory
P.O. Box 5800, Organization 4521
Albuquerque, NM 87155
(505) 844-4753

Roger Lewis
Director, Office of Technology Utilization
U.S. Department of Energy
1000 Independence Avenue, S.W., ST-40
Washington, DC 20585
(202) 586-6854

Sue Liebetrau
Technical Communications Specialist
Pacific Northwest Laboratory
P.O. Box 999, K104
Richland, WA 99352
(509) 375-3689

Gilbert R. Marguth, Jr.
Program Leader
Technology Transfer Initiatives Program
Lawrence Livermore National Laboratory
P.O. Box 808, L-795
Livermore, CA 94551
(510) 422-6416

Dallas Martin
Manager, Technology Transfer Office
National Renewable Energy Laboratory
1617 Cole Boulevard
Golden, CO 80401
(303) 231-7005

Kerry Masson
Public Affairs Manager
National Renewable Energy Laboratory
1617 Cole Boulevard
Golden, CO 80401
(303) 231-7683

Tom McClain
Director, Corporate Communications
Batelle
505 King Avenue
Columbus, OH 42301
(614) 424-7728

Lew Meixler
Head of Technology Transfer
Princeton University Plasma Physics Laboratory
P.O. Box 451
Princeton, NJ 08543
(609) 243-3009

Barbara Miller
Technical Communicator
National Renewable Energy Laboratory
1617 Cole Boulevard
Golden, CO 80401
(303) 231-1970

Michael Mishoe
Technology Transfer Specialist
U.S. Department of Energy
1000 Independence Avenue, S.W., DP-4.1
Washington, DC 20585
(202) 586-0295

John Mott
Science Writer
Los Alamos National Laboratory
Los Alamos, NM 87545
(505) 665-3896

Dana Moran
Manager, Research & Technology Applications
National Renewable Energy Laboratory
1617 Cole Boulevard
Golden, CO 80401
(303) 231-7115

Lori Parrott
Manager, Corporation Publications Support Office
Sandia National Laboratory
P.O. Box 5800, Organization 4526
Albuquerque, NM 87155
(505) 845-8992

Gary Petersen
Director of Communications
Pacific Northwest Laboratory
P.O. Box 999, K1-77
Richland, WA 99352
(509) 375-2924

Dave Pehrson
Deputy Associate Director for Engineering
Lawrence Livermore National Laboratory
P.O. Box 808, L-151
Livermore, CA 94551
(510) 423-5866

Dick Piekarski
Manager, Marketing Communications
National Renewable Energy Laboratory
1617 Cole Boulevard
Golden, CO 80401-3393
(303) 231-1239

Wayne Pickard
Technician
Lawrence Livermore National Laboratory
P.O. Box 808, L-503
Livermore, CA 94551
(510) 423-8279

Gary Pitchford
Director, Office of Communications
Chicago Operations Office
U.S. Department of Energy
9800 South Cass Avenue
Argonne, IL 60439
(708) 252-2013

Joyce Pole
Manager, Public & Employee Communications
EG&G
P.O. Box 1625
Idaho Falls, ID 83415-1215
(208) 526-0051

Robert Porter
Director of Communications
Office of Fossil Energy, Room 4G085
U.S. Department of Energy
1000 Independence Avenue, S.W.
Washington, DC 20585
(202) 586-6503

Jack Quint
Supervisor, Technology Transfer & New Business
AlliedSignal
P.O. Box 419159
Kansas City, MO 64141-6159
(816) 997-2514

Keith Rawson
Mechanical Engineer
Morgantown Energy Technology Center
U.S. Department of Energy
P.O. Box 880
Morgantown, WV 26507
(304) 284-5431

Deborah Riggs
Adminstrative Assistant, Physics Department
Lawrence Livermore National Laboratory
P.O. Box 808, L-297
Livermore, CA 94551
(510) 423-7252

Dr. Donna Rix
Communications Specialist
Sandia National National Laboratory
P.O. Box 5800, Organization 4200
Albuquerque, NM 97185
(505) 271-7867

Ann Rydalch
Outreach Director, Technology Transfer
Idaho National Engineering Laboratory
P.O. Box 1625
Idaho Falls, ID 83415-3810
(208) 526-1010

Derek Scammell
Public Affairs Officer
Nevada Operations Office
U.S. Department of Energy
P.O. Box 98518
Las Vegas, NV 89193-8518
(702) 295-1130

Patricia Schassburger
Business Development Specialist
Golden Operations Office
U.S. Department of Energy
1617 Cole Boulevard
Golden, CO 80401
(303) 275-4795

Bob Silva
Manager, Technology Transfer
Westinghouse/Hanford
P.O. Box 1970, MS/B2-24
Richland, WA 99352
(509) 372-0206

Syl Morgan-Smith
Director, Corporate Communications Department
Midwest Research Institute
425 Volker Boulevard
Kansas City, MO 64110
(816) 753-7600, Ext. 201 or 202

Mary Spletter
Editor/Writer
Communications Resources Office
Lawrence Livermore National Laboratory
P.O. Box 808, L-408
Livermore, CA 94551
(510) 422-0174

Dale Sprouse
Editor/Writer
Communications Resources Office
Lawrence Livermore National Laboratory
P.O. Box 808, L-408
Livermore, CA 94551
(510) 423-3562

Elizabeth Tobey
Technology Transfer Press Officer
U.S. Department of Energy
1000 Independence Avenue, S.W., PA3, Rm. 8G087
Washington, DC 20585
(202) 586-0581

Art Tressler
Manager, Public Information Department
Lawrence Laboratory Berkeley
1 Cyclotron Road, 65B
Berkeley, CA 94720
(510) 486-5942

Lionel Vera
Technology Transfer Specialist
San Francisco Support Office
U. S. Department of Energy
1301 Clay Street, Room 1060N
Oakland, CA 94612-5219
(510) 637-1945

Floyd Walker
Public Affairs Officer
AlliedSignal
PO Box 419159
Kansas City, MO 64141-6159
(816) 997-3579

Ann Walls
Program Analysis
U.S. Department of Energy
1000 Independence Avenue, S.W.
Washington, DC 20585
(202) 586-3898

John Walsh
Media Relations Representative
EG&G
P.O. Box 1625
Idaho Falls, ID 83415
(208) 526-8646

Natasha Weischenberg
Technology Transfer Specialist
U.S. Department of Energy
1000 Independence Avenue, S.W., MS/ST-40
Washington, DC 20585
(202) 586-5534 or (202) 586-5388

Michael Wilde
Information/Technology Transfer
Energy & Environmental Division
Lawrence Berkeley Laboratory
1 Cyclotron Road, 90-311
Berkeley, CA 94720
(510) 486-6847

Don Williams
Director, Technology Transfer
Pacific Northwest Laboratory
P.O. Box 999, K1-41
Richland, WA 99352
(509) 375-2231

Megan Wold
Public Affairs Specialist
Rocky Flats Office
U.S. Department of Energy
P.O. Box 928
Golden, CO 80402
(303) 966-8054

Shari Zussman
Manager, Outreach
Argonne National Laboratory
9700 South Cass Avenue, ITD-900
Argonne, IL 60439
(708) 252-5361

Appendix B – Agenda

Third Technology Transfer/ Communications Conference, August 9, 10 & 11, 1993

Hosted by Lawrence Livermore National Laboratory (LLNL) and Lawrence Berkeley Laboratory (LBL)

August 9

5:30-7:30 p.m.	Registration and Reception	Marriott Hotel Berkeley Marina

August 10

7:30 a.m.	Bus Departs Marriott Hotel for LBL	Berkeley Marina
8:00 a.m.	Registration/Continental Breakfast	LBL
8:30-9:30 a.m.	Opening Session	

Welcoming Remarks:

- Gib Marguth, Manager, LLNL Technology Transfer Program
- Cheryl Fragiadakis, Manager, LBL Tech.Transfer Program
- William Reddick, Assistant Manager for Projects & Management Services, DOE San Francisco Field Office
- Roger Lewis, Director, Office of Technology Utilization, DOE Headquarters
- Agenda
  Art Tressler, Manager, LBL Public Affairs

9:30-10:30 a.m. Keynote Speaker:
"Secretary O'Leary's New Technology Transfer Strategy & Initiatives"
Pete Didisheim, Special Assistant to the Secretary for Technology Transfer, DOE Headquarters

10:30-10:45 a.m. Break

10:45-11:15 a.m. "Technology Transfer/Communications Conference in Denver Revisited: Valuable Exchanges"
Dallas Martin, Manager, NREL Technology Transfer Office

11:15-11:45 a.m. "How to Interest Industry in Our User Facilities "
Glen Dahlbacka , Industrial Program Development Specialist, LBL Technology Transfer Office

11:45-12:00 p.m. New DOE Newsletter
Kathy Hyland, OakRidge Institute for Science & Education

12:00-1:00 p.m. Lunch

1:00-1:45 p.m. Working Groups "Conferences and Trade Shows" "Media Relations & News Coverage" "Implementing a Departmental Technology Transfer Outreach Strategy" "Data, Databases, Artifacts & Displays"

1:45-2:00 p.m. Break

2:00-2:45 p.m. Working Groups "Conferences and Trade Shows" "Media Relations & News Coverage" "Implementing a Departmental Technology Transfer Outreach Strategy" "Data, Databases, Artifacts & Displays"

3:30 p.m. Buses Depart LBL - travel to LLNL; LBL (guests picked up at Marriott & then on to LBL, all buses depart together)

4:30 p.m. Tours LLNL Nova Laser & Micro-Technology Center

6:00 p.m. Buses Depart for Wente's LLNL

6:30 p.m. Reception, Awards Dinner Wente Sparkling Cellars, Livermore

Master of Ceremonies:
Charlie Biederman, Director, LLNL Public Affairs

Chris Kielich and Elizabeth Tobey,
Technology Transfer Specialists,
Office of Public Affairs,
DOE Headquarters
"Innovation in Technology Transfer Outreach"

Awards Presentation:
Roger Lewis, Director, Office of Technology Utilization, DOE Headquarters

8:30 p.m. Bus Departs for Marriott Hotel, Wente's, Livermore

August 11

7:30 a.m. Bus Departs Marriott Hotel Berkeley Marina

8:00 a.m. Continental Breakfast LBL

8:30-9:30a.m. Working Group Reports and Discussions

9:30-10:15a.m. Panel
"Getting Your Message out Through TV, Radio, Print"
Introductions: Art Tressler, Director, LBL Public Affairs

- Greg Lefevre, Bureau Chief, CNN San Francisco
- Russ Mitchell, Bureau Manager, Business Week, San Francisco Bureau
- Darryl Compton, Region Two Director, Radio-Television News Directors Association
- Dan Stober, Staff Writer, San Jose Mercury-News

10:15-10:30a.m. Break

10:30-11:30a.m. Panel
"Successful Marketing Strategies - Present and Future"
Introductions: Charlie Biederman, Director, LLNL Public Affairs

- Srinivasan Rajagopal, Director of Engineering, FMC Coporation
- Walter B. Olstad, Director of Planning & Development, Research & Development Division, Lockheed Missiles & Space Company
- Geoffrey S. Lee, Technology Utilization Officer, NASA Ames
- David Keaton, Vice President of Sales, SRI International

11:30-12:00 Noon Workshop Wrap-Up/Discussion of Future Goals

- Roger Lewis, Director, Office of Technology Utilization, DOE Headquarters

Noon Conclusion of Proceedings and Announcement of Arrangements for Tour: Art Tressler, Manager, LBL Public Affairs

12-12:45p.m. Tour of LBL's Advanced Light Source (ALS) Facility LBL

12:00 p.m. Buses Depart for Marriott Hotel (for those who cannot attend the ALS tour)

12:45 p.m. Buses Depart for Mariott Hotel

Appendix C – Conference evaluations

At the conclusion of the Third Technology Transfer/Communications Conference, participants were asked to complete an evaluation form. Results of the evaluation are below:

Participants were asked to give each session a grade of A, B,or C, etc. for its relevance and value. An "A" grade is the highest.

1. **Keynote speech — Secretary O'Leary's strategy.**
   Total responses: 43
   Grades: A. 11, B. 22, C. 9, D. 0
   No grade/other: 1
2. **Report on January (1993) technology transfer conference.**
   Total responses: 43
   Grades: A. 12, B. 22, C. 7, D. 0
   No grade/other: 2
3. **How to interest industry in our user facilities.**
   Total responses: 43
   Grades: A. 13, B. 17, C. 7, D. 0
   No grade/other: 6
4. **Data, databases, artifacts & displays.**
   Total responses: 43
   Grades: A. 4, B.13, C. 8, D. 1
   No grade/other: 17
5. **Implementing a departmental technology transfer outreach strategy.**
   Total responses: 43
   Grades: A. 11, B. 16, C. 8, D. 0
   No grade/other: 8
6. **Media relations & news coverage.**
   Total responses: 43
   Grades: A. 13, B. 6, C. 9, D. 0
   No grade/other: 15
7. **Conferences and trade shows.**
   Total responses: 43
   Grades: A. 6, B. 9, C. 6, D. 0
   No grade/other: 22
8. **Getting your message out through TV, radio, print.**
   Total responses: 43
   Grades: A. 39, B. 3, C. 0, D. 0
   No grade/other: 1
9. **Successful marketing strategies — present and future.**
   Total responses: 43
   Grades: A. 16, B. 21 C. 2, D. 0
   No grade/other: 4

Participants were asked to indicate which sessions gave them new ideas or information useful to their work. (Number of responses follow listing of session.)

No. 1, Keynote speech, 6
No. 2, January T2 conference, 0
No. 3, User facilities, O
No. 4, Data, databases, etc. 6
No. 5, Outreach strategy, 9
No. 6, Media relations, 11
No. 7, Conferences, trade shows, 3
No. 8, Getting message out, 17
No. 9, Marketing strategies, 7
All sessions, 5
No answer, 9

Participants were asked to indicate which sessions they would like to see repeated at the next conference.

No. 1, Keynote speech, 7
No. 2, January T2 conference, 3
No. 3, User facilities, 4
No. 4, Data, databases, etc. 5
No. 5, Outreach strategy, 7
No. 6, Media relations, 12
No. 7, Conferences, trade shows, 4
No. 8, Getting message out, 13
No. 9, Marketing strategies, 19
All sessions, 5
No answer, 4

Participants were asked whether the working group sessions should be shortened, lengthened, or left about where they are.

Shorten, 0
Lengthen, 29
No Change, 11
Other, 1
No answer, 2

Participants were asked how often the conferences should be held.

Annually, 29
Semi-annually, 12
Other, 2

Participants were asked whether there should be one outreach award or several.

Several awards: Yes, 25 **No,** 1
Other, 3
No answer, 14.

Participants were asked what other discussion topics they would like to see at future conferences.

- Share actual negotiation techniques to successfully award a CRADA.
- How to get information to target audience. How to identify that audience. What information products work to get a positive response.
- Marketing communications, use of media.
- Print techniques and technologies (use of color photo copy, etc.).

- Advertising and printing.
- Models for others—An update, feedback and progress-to-date talk.
- In media, how is a successful campaign built? How do you work with national media and direct them where you want some emphasis?
- What constitutes acceptable advertising?
- Innovative aproaches to outreach; lessons learned. (Share your most surprising success or your most resounding failure.)
- Industry representatives discuss what DOE/lab activities might interest them.
- More on media strategies; information on DOE technology transfer policies, strategies.
- Identifying technology transfer opportunities, lessons learned from other facilities.
- Exhibit design, displays, trade shows.
- DOE publication policy.
- Marketing issues. Outreach issues.
- Team building with industry, laboratories, community & DOE.
- Why DOE-HQ ignores advice from its contractors? Vice President Al Gore's concept of reorganizing government.
- The use of videos.
- New ideas for using high technology systems in PA outreach; Public Affairs/Technology Transfer success stories.
- Metrics for outreach. Barrier removal. Local recognition for outreach.
- Workshop by headquarters on publication DO's and DON'Ts.
- Case studies; success stories.
- More presentation from DOE HQ/PA at highest level about what's possible.
- Marketing; laboratory successes.
- Selected case studies with success/failures.

Participants also made these general comments on the conference:

- Conference and working group sessions should be a little longer; add another day.
- Conference extremely beneficial. New ideas and meeting other people is a help. Delight in DOE-HQ supporting the T2 efforts. We are a team and the synergy is gaining momentum.
- Break out sections were not well organized; a significant amount of the discussion time was used up trying to figure out what we were supposed to be working on.
- Group sessions needs to be more structured, with several items to be discussed. More effective—10-15 minutes to come up with specific items; If we have no direction we'll be doomed to more discussion and no solutions.
- Tours were very good.
- There should be some mechanism to follow through with ideas. Too much time on the bus. The conference should have been at LBL or LLNL. Presentation of LBL's highlights would have been nice. A short presentation explaining the project that wins the Outreach Award.
- More emphasis on marketing communications and on measuring and response mechanism.
- Conference provides a valuable overview of T2/Communication issues. Session lacks direction; wasted time on talking.

- Too much emphases on DOE HQ and labs, very little on contractors or field offices. Need public/external affairs/T2 conference. Focus on gathering, writing and marketing T2 through media to the public, business and political leaders. Panels were good.
- Representatives from all areas that have an impact on T2 outreach. A better diversity of guests.
- Workshops need more structure. Need to get topics within a session ahead of time.
- Not much time for networking. Too much time on buses, breakdown on the schedule on Tuesday all contributed to rushing about with no time for talking. Breaks were infrequent and short.
- Enjoyed the hospitality, more specifically by the LBL/LLNL people.
- Met other lab reps, which was useful. See other DOE support offices represented. Perhaps hold a marketing workshop/seminar.
- Print names and especially labs names larger. All reps. to bring samples of their documents. Set up display area, session of constructive critique.
- Bus ride too long. Build in more opportunities for networking, trading best practices, etc. Notify discussion group leaders in advance to prepare talk.
- Appreciate more basic info on sessions. The logistics teams were knowledgeable.
- Need to stay on schedule. Tours not needed;maybe a drive though of the lab or a presentation on lab's core competency. Would like more discussion on what the labs should do. Need a better mix of strategy and how-to discussion.
- Conference should be more focused and defined. Work session as presently structured is a waste of time. Too many hours spent on the conference.
- One and one-half days is about right; 2 days would be OK. Allow a bit of rest time before dinner, Tuesday was too long. Continental breakfast include fruit, bagel, or muffins; skip the sweet rolls/doughnuts.
- Laser tour should be 45 minutes max. Next time please put fax number on attendance list. Open awards to more than labs.
- Evening reception was good. Conference could have been at the hotel; was a bit tiresome traveling on buses. Group sessions needed more thought; also they seemed to be based on issues for DOE. Good job LLNL and LBL.
- Excellent conference; repeat at next conference.
- Proprietary information and industrial security issues must be addressed.
- Tuesday was too long (7:30 a.m.-11 p.m.). Wente's dinner was excellent. The box lunches were fair; Why didn't we go to the cafeteria for a selection?
- DOE HQ sponsor annual National Tech Transfer/Partnership Conference 3-5 days. All labs included. Working sessions, etc. Lab should display exhibits, success stories, etc. Have awards ceremonial and Hazel O'Leary as the keynote speaker and industry speakers for specific areas.
- Use communication professionals to speak, teach and lead workshops. Hard to believe this is the third conference; very little useful info. Tours were wonderful.
- The logistics were poor. Tuesday was poor. The $100 fee was too much.
- There should be a break between the day and evening activities. Excellent tour and hospitality. Seminar panel w/journalists was excellent; provided helpful information.
- Need more labs/OPs office presenters (optional).

DATE
FILMED
5/26/94
END