

**DARPA Tech, DARPA's 25<sup>th</sup> Systems and Technology Symposium  
August 7, 2007  
Anaheim, California  
Teleprompter Script for Mr. Chris Earl, Special Assistant for  
Technology Transition**

Doing Business with DARPA —  
Technology Transition

» **CHRIS EARL:**

Thanks Mark.

Did you ever wonder what happens to a great DARPA R&D program when it is ready to move beyond the “Far Side” of long-term R&D?

Are you curious about how further development of a promising program might be carried on,  
post-DARPA -- either by another DoD agency ...  
or maybe even by you and your company or your R&D lab?

Or—  
even more interesting—how about getting your work into the hands of our warriors—actually making a difference in our important work around the world?

After hearing so much here at DARPA Tech about the so-called “Far side” of our work,  
don't you think it's time for a little spotlight on the “Near Side”?

Well, listen up – because I'm probably going to be the only guy during all of DARPA Tech who's actually going to talk to you about the “Near Side!”

By which I mean that vital, but often misunderstood phase of our work known as ... **Transition**.

As Bob Leheny said just moments ago, I recently assumed responsibility for “Technology Transition” here at DARPA.

But don’t get me wrong.

Just because this job is newly established that doesn’t mean that it’s a “new business area” for DARPA.

For more than 30 years, our agency has monitored and helped manage the transition of technologies originally funded by DARPA, to better maximize our agency’s “Return on Investment”.

What IS new, however, is the establishment of a separate organization within DARPA—one whose primary function is to engage with our military users in a way that maximizes the impact of our investment in your ideas for creating new warfighter capabilities.

“Transition” occurs in three circumstances:

One, when DARPA S&T dollars no longer are required to further develop a particular technology—technology has been transitioned directly to a military user

Two, when a DoD service or another agency agrees to undertake further development; OR

Three, when further development is undertaken directly by the commercial developer who participated in the program, with a goal of

selling the new capabilities back to the military.

We are convinced that the majority of technology transitions occur when the technology developers are able to sell the “commercial” version of the technology—  
either to an  
industrial application,  
or to a military user.

Therefore, our goal is to ensure that our commercial developers know who the military user could be after the “refinement” of the technology is achieved by the developer,  
and that the potential military users are aware of the technology development and its potential advances.

We have two primary transition strategies:

First, when we anticipate that a technology or technologies developed in a DARPA program will transition to a commercial developer, we will structure the program so that the performer can continue development, using non-DoD funds, after all OUR goals have been achieved and that the future utilization of the technology has been discussed and identified.

Second, for technologies which may have a direct military transition, DARPA will ensure that the appropriate military Services or Agencies are involved in all phases of the technology development.

As the technology matures and specific technical milestones are demonstrated, DARPA will obtain commitments from Senior Service Officials.

In a nutshell,

these commitments stipulate that the Service will accomplish three goals:

Refine the technology;

Fund the acquisition of the technology directly; and

Agree to deploy the technology into an operational use.

The keys to success in achieving smooth, effective transition, are held by a group of DARPA officers known as “Operational Liaisons.”

Operational Liaisons are active duty military O-6’s (Colonels in the Army, Air Force, and Marine Corps, and a Captain in the Navy) plus a representative from National Geospatial-Intelligence Agency assigned to permanent duty to DARPA.

These are very senior individuals—usually sent to us by the chiefs of their respective services or agency.

These liaisons have significant operational expertise within their various areas of specialization, and they all have deep “Rolodex’s”.

Our Operational Liaisons work very closely with the people who have the most invested in each DARPA program – the DARPA program managers, the industrial performers such as yourselves, and the contracting agents within the various Services.

One of the primary tasks for our Operational Liaisons, is to ensure that Program Managers are aware of the current requirements within the Services.

The Op Liaisons and I help ensure that DARPA Program Managers meet early with users from all services which may, upon maturation of the technology, actually utilize the technology.

As Bob stated earlier, when presenting an idea for a program to the Director, the Program Manager is also thinking about a transition partner.

Therefore, the Program Manager is ultimately responsible for transition of the technology.

However, many of our PMs come from industry or university, and have limited experience with the military.

As the program progresses, the Op Liaisons, in conjunction with the DARPA Program Manager, will focus on specific service organizations which have potential for transition and ensure that they are fully engaged in the program.

In general, if the program is designed to directly transition to a military user, the Op Liaisons will ensure that there is strong DoD participation in the program, and that senior Service Leadership has been briefed on the status and potential of the program.

Many of the details concerning Transition, and information about our Team, may be found in the information booklet that has been provided to all of you as part of your registration packet.

All of our Op Liaisons will be at DARPATech throughout the week and are available to talk with you.

I, of course, will also be available and look forward to seeing you either at the displays or in scheduled sidebars.

As I said at the outset, “transition” is not a new phenomenon at DARPA.

But it is a vital one,  
and we are committed to doing the very best we can to see that great ideas – YOUR great ideas, move as far as they possibly can along the path from the “Far Side” to the “Near Side” ... from brainstorm to reality.

We’re here to help!

And now may I introduce Mary VanderLinden,  
who will be discussing, probably, what you have all been waiting for—  
how we hire these  
truly amazing DARPA Program Managers....

Mary?