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LETTER OF PARTICIPATION

Dr. Kathleen Hetherington  
President  
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March 28, 2011

Building upon our successful partnership under the NSF Technology Assessment Program (TAP), the Johns Hopkins University, Applied Physics Laboratory (JHU/APL) is excited to have the opportunity to work with you under a Department of Labor (DOL) grant for which you are applying. The Partnership for Entrepreneurial Economic Recovery (PEER) Project is in accord with our innovation, intrapreneurship and technology transfer objectives, as well as our interest in the economic vitality of the region.

Specifically, we will participate in the PEER Project as follows:

- Identify and provide APL innovations for new business startups and the Innovations 4 Biz program;
- Provide input and feedback on course development and improvement during the pilot stage of Innovation 4 Biz;
- Participate in local entrepreneurship forums to match innovations to entrepreneurs; and
- As appropriate, offer college students opportunities for summer entrepreneurship internships (E-Internship) in our Office of Technology Transfer.

In addition to the creation of new high tech-high skill jobs generated from technology transfer, the educational components of the PEER project, including the on-line components, may offer opportunities for our employees to grow in their knowledge and understanding of intrapreneurship and innovation.

We believe our involvement in the PEER Project would have a positive impact on our organization and envision this program as very important to the country's workforce development efforts. Entrepreneurship, intrapreneurship and innovation are key elements in furthering the capabilities of the nation's workforce of the future and keeping the US competitive in the world economy of the 21<sup>st</sup> century.

Sincerely,



Norma Lee Todd  
Technology Transfer Senior Manager