JOSHUA LEDERBERG

Bob Kahn
12-30-83

DARPA

NRL ... military transition agent

Dear Bob:
Is this correct?

If so, I feel we have to back to square [1] in looking at procedures for the development of military applications.

I will also need help in teasing out what else is going on semi-circle: every leaf of the onion peeled off seems to reveal another one under it. But Lt. Buffalano has already been very helpful in that direction.

My unease is about uncovering these circuits stochastically rather than by a more systematic procedure: but perhaps that's what our task force is all about.

I admire your ambitious visions for the advancement of civil technology: but I don't think corporate altruism is a sufficient vehicle. Perhaps a mixed institution could work — see enclosure —

Josh.

Personal Memo Form
JOSHUA LEDERBERG

DEC 30 1983

P.S. Ventures vs. mature companies

A further observation on corporate culture:

mature companies are risk-averse but have the technical engines for development.

I am working with some of the financial tycoons in N.Y.C. to try to build structures to connect:

- $/$ – from venture investors
- technical engines – established industry
- smarts – from univ's.
- -- not that these are pure categories

This may work even without govt. (i.e. with tax-benefit rather than grant support.)

J