

Lockheed Martin Corporation  
6801 Rockledge Drive  
Bethesda, MD 20817



**John H. Hammond**  
Vice President, Technology

April 14, 2008

Dear University Executive:

Partnerships between universities and Lockheed Martin have for many years brought unique and rewarding combinations of invention, innovation, engineering and systems integration to bear on problems of national importance. Our corporation is seeking to expand this partnering and its mutual benefits. Your institution, recognized for excellence in areas aligned with Lockheed Martin's current and future products, is cordially invited to contact us with ideas for collaboration.

A new initiative, described herein, has the goal of establishing research activities which: 1) focus on technologies enabling strategic growth; 2) provide principal support for a faculty lead investigator and research team; and 3) aim at results in about two years useful for further product development. A summary of our Strategic Technology Threads is attached as a guide to the first point, and you are invited to review our website at <http://www.lockheedmartin.com>. A template for abstract submissions is also attached, along with information on the subsequent process for inviting and selecting formal proposals for funding. Current plans, subject to the proposals received and the funding available, are to initiate approximately three projects this year, and to repeat the process annually.

Mr. Nafiz Karabudak, Senior Manager for University Initiatives in Corporate Engineering and Technology, is the point of contact for this activity. He can be contacted at [nafiz.n.karabudak@lmco.com](mailto:nafiz.n.karabudak@lmco.com). He can also provide information on other potential opportunities, such as visiting professors and smaller university research contracts.

Thank you in advance for your consideration of this initiative.

Sincerely,

A handwritten signature in black ink that reads "John H. Hammond".

w/attachments