

THIRD FRONTIER NETWORK
NATIONAL LIGHTING CEREMONY
NOVEMBER 30, 2004

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THANK YOU, CHANCELLOR. IT IS WITH GREAT PLEASURE AND MUCH ANTICIPATION THAT I STAND HERE TODAY WITH THE HONOR OF MAKING SOME REMARKS IN ADVANCE OF LIGHTING THE THIRD FRONTIER NETWORK FOR OHIO. FIRST, I WANT TO CONGRATULATE THE BOARD OF REGENTS FOR ITS VISION OF THE THIRD FRONTIER NETWORK IN LEADING AND PROPELING THE STATE OF OHIO FORWARD IN OUR QUEST FOR A NEW KNOWLEDGE ECONOMY... AN ECONOMY THAT IS INTER-CONNECTED BEYOND WHAT WE EVER BELIEVED POSSIBLE.

TODAY, I'D LIKE TO TALK ABOUT SOME OF THOSE POSSIBILITIES... AND HOW THEY MAY BECOME REALITIES FOR ALL OF US.

FIRST THOUGH, IT'S IMPORTANT TO REMIND ALL OF US THAT FRONT AND CENTER IN OUR EFFORTS IS THE PUSH TO DRAMATICALLY SHORTEN THE TIME FROM BASIC DISCOVERY TO COMMERCIAL APPLICATION. IN THE END, THIS IS WHAT IS MOST BENEFICIAL IN USING TECHNOLOGY TO IMPROVE OUR WAY OF LIFE.

SO... HOW ARE WE DOING ON THIS FRONT?

WELL, SIXTEEN YEARS AGO, IN 1988, THE NEW YORK TIMES REPORTED ON A STUDY OF THE UNITED STATES PATENT OFFICE AND CAME UP WITH THIS STARTLING CONCLUSION:

QUOTE.... "TODAY... THE DELAY BETWEEN SCIENCE AND TECHNOLOGY... BETWEEN UNDERSTANDING NATURE AND USING THAT KNOWLEDGE TO RE-ORDER THE NATURAL WORLD... CAN BE AS SHORT AS YEARS AND SOMETIMES... MONTHS."¹

TODAY, IN 2004... NO ONE FINDS THE DIRECT AND KINETIC RELATIONSHIP BETWEEN CREATING NEW KNOWLEDGE AND BRINGING IT TO THE MARKETPLACE TO BE SURPRISING AT ALL -- IN FACT, IT'S THE REASON FOR GOVERNOR TAFT'S THIRD FRONTIER PROGRAM.

OF COURSE, WE ARE NOT THE ONLY ONES WORKING IN THIS AREA... BUT THE THIRD FRONTIER NETWORK WILL GIVE US A CRITICAL CAPABILITY. IT CAN PLAY A FUNDAMENTAL ROLE IN MAKING OHIO A LEADER IN CONNECTING RESEARCH TO COMMERCIALIZATION.

THE ESSENCE OF IT ALL IS SIMPLY THIS: HIGH TECH BUSINESSES AND UNIVERSITIES, BY WORKING TOGETHER, CAN STAY AT THE CUTTING EDGE OF TECHNOLOGY, DISCOVERY AND COMMERCIALIZATION HELPING TO SPEED PRODUCTS INTO THE MARKETPLACE. WHO WINS HERE? WE ALL DO.

I HAVE THE PRIVILEGE OF LEADING P&G PHARMACEUTICALS, LOCATED IN MASON, OHIO, A GROWTH DRIVER FOR P&G WITH SALES APPROACHING \$2 BILLION. I HAVE ALSO BEEN PRIVILEGED TO BE APPOINTED BY THE GOVERNOR TO CHAIR THE THIRD FRONTIER ADVISORY BOARD. I HAVE LEARNED MUCH FROM THESE ROLES AND MUCH OF WHAT I HAVE LEARNED GETS ME VERY EXCITED ABOUT THE THIRD FRONTIER NETWORK.

I BELIEVE IN SOME KEY PRINCIPLES WHETHER LEADING A BUSINESS FORWARD OR GUIDING A COMPREHENSIVE STATE PLAN TO REV-UP ITS ECONOMY BY ACCELERATING ITS TECHNOLOGY DEVELOPMENT BASE.

THE FIRST PRINCIPLE IS THAT YOU HAVE TO MAKE THE NECESSARY CHOICES TO GAIN COMPETITIVE ADVANTAGE. PARITY DOESN'T GAIN GROUND -- IN FACT IT CAUSES YOU TO LOSE GROUND. THE SEARCH FOR COMPETITIVE ADVANTAGE MUST BE CONTINUOUS

AND UNRELENTING. AND THE SEARCH MUST BE FOCUSED ON DOING A BETTER JOB THAN ANYONE ELSE IN MEETING THE NEEDS OF THE PEOPLE YOU SERVE, IN P&G'S CASE, THESE ARE THE WORLD'S CONSUMERS. OUR MARCHING ORDERS ARE CLEAR... THE CONSUMER IS BOSS!

DEVELOPING THE TFN IS A CLEAR CHOICE BY THE STATE OF OHIO TO GAIN COMPETITIVE ADVANTAGE. CURRENT BROADBAND DOES A POOR JOB OF SUPPORTING COLLABORATION AMONG SCIENTISTS, RESEARCHERS, AND EDUCATORS – THE PEOPLE WE MUST SERVE IF WE ARE TO ADVANCE OUR TECHNOLOGICAL-BASED DEVELOPMENT. WITH THE TFN, WE SEIZED THE OPPORTUNITY TO STEP OUT FRONT.

THE OHIO TFN CAN BE A THOUSAND TIMES FASTER THAN CURRENT BROADBAND ALLOWING USERS TO WORK VIRTUALLY SIDE BY SIDE.

IT WILL SUPPORT NEW VIDEO TECHNOLOGIES LIKE HDTV, HIGH QUALITY VIDEO CONFERENCING, AND THE DISPLAY OF GRAPHICALLY RICH DATA PRODUCED BY SCIENTIFIC INSTRUMENTS AND COMPUTER PROGRAMS. THE TFN IS THE MOST ADVANCED STATEWIDE NETWORK IN THE U.S. DEDICATED TO EDUCATION AND ECONOMIC DEVELOPMENT, CONNECTING OUR HIGHER

EDUCATIONAL SYSTEM WITH BUSINESS PARTNERS, HOSPITALS, FEDERAL LABS, AND K-12 SCHOOLS. IT FEATURES THE MOST ADVANCED NETWORKING TECHNOLOGIES WITH GREATER CAPACITY AND MORE SITES THAN THE NETWORKS IN OTHER STATES. IT'S THE BEST AND WE SHOULD BE PROUD TO HAVE IT INSTALLED, LEADING THE WAY FOR A BRIGHT OHIO FUTURE.

THE SECOND LESSON I HAVE LEARNED OVER AND OVER AGAIN IS NEVER TO UNDERESTIMATE THE POTENTIAL OF THE HUMAN SPIRIT IF YOU ENABLE AND EMPOWER PEOPLE TO WORK TOGETHER TO CREATE SOMETHING THAT IS BIGGER AND BETTER THAN THE SUM OF THEIR INDIVIDUAL EFFORTS. PEOPLE ARE CAPABLE OF SO MUCH IF POSITIONED AND SUPPORTED PROPERLY.

THIS OBSERVATION HAS BEEN ONE OF THE FOUNDATIONS FOR SUCCESS AT P&G PHARMACEUTICALS WHERE WE HAVE WORKED HARD TO CREATE ONE TEAM WITH ONE DREAM. WE HAVE KNOCKED DOWN TRADITIONAL WALLS BETWEEN FUNCTIONS, GEOGRAPHIES, CULTURES, AND LEVELS TO CREATE HIGH PERFORMANCE WORK GROUPS WITH SHARED COMMITMENT TO DELIVER AGAINST STRETCHING GOALS.

I AM EXTREMELY EXCITED ABOUT WHAT I AM SEEING AS A RESULT OF THE STATE'S THIRD FRONTIER INITIATIVE. IT IS ENABLING AND EMPOWERING PEOPLE TO WORK TOGETHER AND DO GREAT THINGS. WE HAVE A TECHNOLOGY-DRIVEN ECONOMIC RESURGENCE UNDERWAY IN OHIO THAT IS GAINING MOMENTUM EVERY DAY. THE HALLMARK OF THIS RESURGENCE IS A DIZZYING ARRAY OF NEW PARTNERSHIPS SPANNING THE PUBLIC AND PRIVATE SECTORS, LARGE AND SMALL COMPANIES, AND ACROSS OUR INFAMOUS "CITY-STATES" – PEOPLE WORKING TOGETHER LIKE NEVER BEFORE. THESE PARTNERSHIPS ARE FOCUSED ON DRIVING INNOVATIONS WITH COMMERCIAL POTENTIAL IN THE STATE'S TECHNOLOGY STRONGHOLDS, NAMELY BIOSCIENCE, ENERGY AND PROPULSION, ADVANCED MATERIALS, I-T, AND (ICE) INSTRUMENTS, CONTROLS, AND ELECTRONICS. WE HAVE WHAT I CALL "WOW" PROJECTS THAT ARE GAINING NATIONAL PROMINENCE. LET ME TELL YOU ABOUT ONE THAT INVOLVES P&G.

THE GENOME RESEARCH INSTITUTE PARTNERSHIP (GRIP) BRINGS TOGETHER A CONSORTIUM OF ACADEMIC AND COMMERCIAL PARTNERS TO ADVANCE BIOMEDICAL RESEARCH AND FACILITATE DRUG DISCOVERY. THE UNIVERSITY OF CINCINNATI IS THE LEAD ACADEMIC PARTNER, AND PROCTER & GAMBLE PHARMACEUTICALS IS A MAJOR CORPORATE PARTNER ALONG WITH WRIGHT

STATE UNIVERSITY, CINCINNATI CHILDREN'S HOSPITAL RESEARCH FOUNDATION, ACERO (A BIOINFORMATICS SOFTWARE COMPANY), AND THE U.S. AIR FORCE.

GRIP HAS USED STATE FUNDS TO HELP ESTABLISH SEVERAL CORE RESEARCH FACILITIES AND TO ACCELERATE DEVELOPMENT OF NEW PRODUCTS. THE GRIP RECEIVED A \$200MM DONATION OF LABORATORY AND OFFICE BUILDINGS FROM AVENTIS PHARMACEUTICALS.

A \$45MM RENOVATION OF THESE FACILITIES IN THE PAST TWO YEARS SUPPORTED 200 JOBS DURING CONSTRUCTION. THE PRINCIPAL RESEARCH FOCUS OF GRIP TO DATE HAS BEEN METABOLIC DISEASE, GENOME SCIENCE, AND CANCER. THE GRIP ALSO HAS AN EDUCATIONAL FOCUS; IT HAS AFFILIATED GRADUATE AND UNDERGRADUATE PROGRAMS IN GENOME-RELATED SCIENCE.

HERE ARE SOME OF THE THINGS THE PRESTIGIOUS NATIONAL ACADEMY OF SCIENCES SAID AFTER A RECENT SITE VISIT TO GRIP...

"... ACTIVITIES COMPLETED IN THE FIRST YEAR HAVE BEEN EXECUTED WITH REMARKABLE SPEED AND EFFECTIVENESS... THE GRIP'S SUCCESS IN RECRUITING NEW FACULTY WOULD BE THE ENVY OF ANY MAJOR RESEARCH UNIVERSITY... THE GRIP PARTNERS

HAVE DEVELOPED A UNIQUE STRUCTURE THAT BLENDS THE HYPOTHESIS DRIVEN RESEARCH TYPICAL OF ACADEMIA WITH THE DISCOVERY DRIVEN DEVELOPMENT TYPICAL OF INDUSTRY. THIS PARTNERSHIP IS DRIVEN BY POSITIVE ATTITUDES ON THE PART OF THE PARTNERS, A UNIQUE COMMERCIAL AND INTELLECTUAL ARCHITECTURE AND A PASSION FOR EXECUTION... THE GRIP IS TO BE COMPLIMENTED ON ITS SUPERB EXECUTION OF AN AMBITIOUS AND COMPLEX RESEARCH AND DEVELOPMENT PLAN. IT IS A MODEL FOR SUCCESSFUL COLLABORATION NOT ONLY IN THE STATE OF OHIO BUT ALSO NATIONWIDE. IT APPEARS TO HAVE A HIGH PROBABILITY OF ACHIEVING THE FULL VISION OF THE BENEFITS OF PUBLICLY-ASSISTED COLLABORATIONS BETWEEN ACADEMIA AND INDUSTRY, GENERATING HIGH QUALITY SCIENCE, NEW EDUCATIONAL OPPORTUNITIES, AND ECONOMIC BENEFITS FOR THE STATE.”

THIS IS ONE EXAMPLE. THERE ARE MANY MORE... HERE ARE SEVERAL OTHERS.

MOLECULAR IMAGING CENTER (OSU)

POWER PARTNERSHIP OF OHIO (CWRU)

STEM CELL AND REGENERATIVE MEDICINE (CWRU)

ADVANCED DATA MANAGEMENT AND ANALYSIS (CWRU)

OHIO CENTER FOR ADVANCED POWER AND PROPULSION (OSU)
COMPUTATIONAL MEDICINE CENTER (CINCINNATI CHILDREN'S
HOSPITAL)

NEW RELATIONSHIPS ARE FORMING. NEW COMPANIES ARE
EMERGING. MORE VENTURE CAPITAL IS COMING INTO THE STATE.
I BET YOU DIDN'T KNOW THAT OHIO RANKED FIRST AMONG ALL 50
STATES IN THE RATE OF GROWTH OF BIOSCIENCE VENTURE
CAPITAL INVESTED FOR THE 2001-2003 PERIOD. NOT BAD! I HAVE
BEEN DOING THIS FOR SOME TIME AND I CAN TELL YOU THAT THE
THIRD FRONTIER IS CATALYZING SOMETHING REMARKABLE HERE
IN OHIO, WITH PEOPLE WORKING TOGETHER LIKE NEVER BEFORE
TRYING TO DELIVER STRETCHING OUTCOMES THAT MANY
BELIEVED THIS OLD SMOKE STACK STATE DIDN'T HAVE IN HER.
REALLY INSPIRING... A FREE MARKET UNLEASHED, EMPOWERED
AND INCENTIVIZED.

THE TFN IS THE PERFECT NEXT STEP TO FURTHER ENABLE AND
EMPOWER THESE BURGEONING PARTNERSHIPS TO OPERATE MORE
EFFICIENTLY AND EFFECTIVELY, AND TO OFFER THE OPPORTUNITY
FOR NEW PARTNERS TO COME TOGETHER FROM ACROSS THE STATE
IN WAYS NEVER BEFORE ENVISIONED. HOW DO WE ACCOMPLISH
THIS? IN A WORD: NETWORKS. I'M NOT TALKING SOCIALIZING

AND CONVENING IN GROUPS OR COMMITTEES AS A NETWORK OF LEADERS TO JUST TALK ABOUT THE POSSIBILITIES... I MEAN HIGH SPEED AND VERY HIGH SPEED FIBER OPTIC NETWORKS THAT CAN AND WILL BE A KEY ELEMENT IN ACCELERATING CHANGE...

...NETWORKS THAT ENABLE PEOPLE TO WORK TOGETHER ACROSS DISTANCES....

...NETWORKS THAT HELP US TO BETTER SHARE OUR RESOURCES...

... AND NETWORKS THAT CREATE A CRITICAL MASS OF INNOVATION BY REDUCING WHAT I CALL... 'TIME TO INSIGHT.'

AT P&G... WE HAVE LONG SEEN THE VALUE OF ADVANCED NETWORKING.

WE'VE PURCHASED A FIBER RING IN CINCINNATI THAT EXTENDS OVER 60 MILES WITHIN THE CINCINNATI METRO AREA. THIS FIBER RING IS EXPECTED TO BE 'STATE-OF-THE-ART' FOR THE NEXT 20 YEARS.

THE NETWORK CONSISTS OF 72 FIBER RINGS... EACH PAIR CURRENTLY CARRIES 1 GIGABIT, OR 1,000 MEGABITS PER SECOND.

NOW I'VE NEVER PROFESSED TO BE ALL THAT LITERATE IN THE SCIENCE OF I-T, BUT EVEN THOSE NUMBERS ARE HUGE TO ME!

AND WE EXPECT THEM TO GROW. BY 2006, EACH PAIR OF FIBERS WILL INCREASE ITS LOAD TO CARRY 10 GIGABITS PER SECOND... WITH A TOTAL BANDWITH OF 720 GIGABITS PER SECOND.

THINK ABOUT THAT... AT THOSE SPEEDS, YOU COULD TRANSMIT 145,000 PAPERBACK BOOKS IN ONE SECOND. AMAZING STUFF.

JUST LAST YEAR, P&G DONATED A PAIR OF THESE OPTICAL FIBER CABLES TO CINCINNATI STATE TECHNICAL AND COMMUNITY COLLEGE WHICH CREATED THE CINCINNATI EDUCATION RESEARCH FIBER LOOP... OR WHAT WE CALL 'CERF,' WHICH I GUESS YOU COULD CALL SOMETHING OF A PREDECESSOR TO OHIO'S THIRD FRONTIER NETWORK.

WE AND OUR PARTNERS ARE SEEING TANGIBLE BENEFITS FROM THIS ARRANGEMENT -- EVERYONE WINS AS WE ENABLE EDUCATORS, SCIENTISTS, AND BUSINESS PEOPLE TO WORK MORE EFFICIENTLY AND EFFECTIVELY TOGETHER.

THE THIRD AND FINAL KEY PRINCIPLE I WILL MENTION TODAY THAT HAS HELPED ME TO LEAD BUSINESSES AND ORGANIZATIONS EFFECTIVELY IS EXPRESSED IN THE OLD HOCKEY ADAGE; YOU NEED TO ANTICIPATE WHERE THE PUCK IS GOING. IN BUSINESS, YOU NEED TO ANTICIPATE CHANGE, TO GET OUT FRONT OF CONVENTIONAL WISDOM, TO POSITION YOUR ORGANIZATION TO WIN IN THE EMERGING ENVIRONMENT.

I LEAD A PHARMACEUTICAL BUSINESS. DO YOU THINK THE BUSINESS MODEL IS GOING TO STAY THE WAY IT IS TODAY? CAN WE AFFORD THE \$800MM AND 10-15 YEARS IT TAKES TO GET A NEW DRUG TO MARKET? CAN WE ACCEPT EDUCATING PHYSICIANS PRIMARILY THROUGH BRIEF HALLWAY INTERCEPTS STUFFED IN BETWEEN THE PHYSICIAN'S BACK-TO-BACK PATIENT VISITS AT A COST OF \$100 PER VISIT? I HAVE TO ANTICIPATE THE NEED FOR CHANGE AND CREATE A MORE EFFICIENT AND EFFECTIVE COMPANY BUILT TO THRIVE IN THE CHANGING ENVIRONMENT AHEAD.

THE TFN ANTICIPATES WHERE THE TECHNOLOGY PUCK IS GOING. THE AVAILABILITY OF GREATER AMOUNTS OF DATA WITH MORE NEEDS TO ASSEMBLE AND MANIPULATE IT, TO LEARN FROM IT, TO TEACH WITH IT, ALL FROM REMOTE SITES WHERE RESIDENT

EXPERTISE EXISTS, CREATES TREMENDOUS OPPORTUNITIES FOR A SUPERIOR FIBER OPTICS NETWORK. LET'S THINK ABOUT THESE POSSIBILITIES:

- EACH FIBER PAIR IS ULTIMATELY CAPABLE OF MOVING DATA AT 2 TERABITS... OR 2 MILLION MEGABITS... PER SECOND WHEN THE ELECTRONIC INFRASTRUCTURE CATCHES UP. AGAIN... I HAVE NO IDEA WHAT A TER-A-BIT IS... BUT TO ME, IT IS TER-ABLY FACINATING.
- WITH THAT TYPE OF TECHNOLOGY, WE COULD TRANSMIT – NOT 145 THOUSAND PAPERBACKS – BUT 29 MILLION PAPERBACK BOOKS, OR 36-HUNDRED FULL-LENGTH MOVIES... PER SECOND.
- WE COULD TRANSMIT THE ENTIRE LIBRARY OF CONGRESS... IN UNDER 2 SECONDS.
- WE COULD SEND HIGH-QUALITY VIDEO OF EVERY MOMENT OF A PERSON'S ENTIRE 80-YEAR LIFE... IN LESS THAN 2 MINUTES.
- AND... WE COULD TRANSMIT THE ENTIRE HUMAN GENOME... IN ABOUT 1/10 OF A SECOND.

INCREDIBLE POSSIBILITIES. AND ALL VERY, VERY REAL. BUT THOSE STATISTICS ARE FUN TO HEAR AND THE MEDIA LOVE

NUMBERS LIKE THOSE, BUT WHAT CAN ALL OF US DO WITH THESE GIGABIT AND TERABIT SPEEDS? LET'S TALK ABOUT THAT.

IMAGINE RUNNING MULTIPLE CORPORATE OR EDUCATION CAMPUSES WITHIN A METROPOLITAN AREA AS THOUGH THEY WERE ONE SITE.

... OR THINK ABOUT MANAGING EXPENSIVE CORPORATE ASSETS, SUCH AS SERVERS AND MAINFRAME COMPUTERS, SITE SECURITY AND BUILDING CONTROL, FROM ONE LOCATION, ELIMINATING DUPLICATION AND SUPPORT COSTS.

...WE COULD PROVIDE VIDEO-ON-DEMAND OR LIVE VIDEO SERVICES FOR JOB TRAINING, EDUCATION, REMOTE SURGERY, AND HUMAN OR MACHINE DIAGNOSTICS.

... WE COULD EASILY COLLABORATE WITH LOCAL SUPPLIERS, UNIVERSITIES, AND BUSINESS PARTNERS THROUGH HIGH-QUALITY VIDEO CONFERENCES, ALLOWING US TO SHARE CONCEPTS AND DESIGNS THROUGH VIRTUAL REALITY, AND THEN SHARE AND JOINTLY WORK ON SCIENTIFIC, PACKAGING, MARKETING, AND SALES IMAGES IN REAL TIME.

REMEMBER THAT QUOTE I READ YOU FROM THE NEW YORK TIMES?
THAT'S WHAT I CALL REALLY SHORTENING THE TIME FROM
DISCOVERY TO COMMERCIALIZATION.

HAD ENOUGH? CONSIDER TWO MORE POSSIBILITIES:

WITH ADVANCED NETWORKING SPEED, WE COULD IMPLEMENT
HIGH-SPEED, GRID COMPUTING NETWORKS WHICH TAKE
ADVANTAGE OF UNUSED COMPUTATION CYCLES ON
WORKSTATIONS AND SERVERS TO DO COMPLEX, PARALLEL
COMPUTATIONS SUCH AS THOSE NEEDED IN MOLECULAR
MODELING, BIO-INFORMATICS, PROTEIN FOLDING,
CRYSTALLOGRAPHY... AND MUCH MORE.

FINALLY, AND IMPORTANT TO ALL OF THE WORK WE DO, WE
COULD PROVIDE MORE SECURE NETWORK CONNECTIONS... SINCE
ENCRYPTION OVERHEAD OR OTHER SECURITY SERVICES ARE OF
NEGLIGIBLE IMPACT AT THESE REMARKABLE SPEEDS.

ALL OF THIS IS NOW POSSIBLE IN OHIO BECAUSE OF THE VISION OF
THE OHIO BOARD OF REGENTS AND ITS PARTNERS TO PUT IN PLACE
THE BEST STATEWIDE FIBER OPTICS NETWORK ANYWHERE IN THE
UNITED STATES.

THAT BRINGS ME TO THE FINAL PART OF MY TALK. THIS IS THE CHALLENGE FOR THE STATE OF OHIO AND ITS RESIDENTS WHO ARE INVOLVED IN TECHNOLOGY DEVELOPMENT AND EDUCATION. YOU HAVE BEEN GIVEN A GIFT... A UNIQUE CAPABILITY TO DO MORE AND BETTER WHAT YOU HAVE STARTED TO DO SO WELL. USE IT! HERE ARE SOME OPPORTUNITIES THAT ARE WELL WITHIN OUR REACH WHEN YOU COMBINE THE RESURGENCE BROUGHT ABOUT BY THE THIRD FRONTIER AND THE CAPABILITIES OF THE THIRD FRONTIER NETWORK.

EXPAND COLLABORATIONS AMONG OUR RESEARCH INSTITUTIONS AND BUSINESSES TO FIELD RESEARCH AND COMMERCIALIZATION EFFORTS THAT WILL MAKE OHIO A GLOBAL LEADER IN ITS CORE AREAS OF TECHNOLOGY.

IMPROVE OUR NATIONAL RANKINGS IN THE ATTRACTION OF FEDERAL RESEARCH FUNDING TO OHIO.

IMPROVE THE EFFICIENCY WITH WHICH PUBLIC FUNDS ARE USED BY SHARING RESOURCES INCLUDING UNIQUE AND EXPENSIVE EQUIPMENT AND INSTRUMENTATION.

EXPAND OUR EFFORTS TO ATTRACT WORLD-CLASS RESEARCH AND ENTREPRENEURIAL TALENT, AS WELL AS YOUNG COMPANIES THAT FIT INTO OUR CORE TECHNOLOGY AREAS.

ACCELERATE PRODUCT DEVELOPMENT AND INTRODUCTION THROUGHOUT THE ECONOMY.

MAKE THE TOOLS OF COMPUTATIONAL SCIENCE WIDELY AVAILABLE TO THE MANUFACTURING BASE OF OUR ECONOMY, INCLUDING SMALL AND MEDIUM-SIZED MANUFACTURERS THAT DOMINATE THIS SECTOR OF OUR ECONOMY.

INCREASE OUR CONNECTIVITY WITH GLOBAL RESEARCH CENTERS TO EXPAND THE SHARING OF LEADING-EDGE TECHNOLOGY FROM AROUND THE WORLD.

ACCELERATE THE FORMATION OF NEW TECHNOLOGY-BASED BUSINESSES.

INCREASE THE REACH AND RICHNESS OF LEARNING OPPORTUNITIES FOR STUDENTS AT ALL EDUCATIONAL LEVELS.

INCREASE THE QUALITY AND COST-EFFECTIVENESS OF
HEALTHCARE PROVIDED TO CITIZENS THROUGHOUT OHIO.

IN CLOSING, LET ME EXPRESS MY GRATITUDE FOR HAVING THE
OPPORTUNITY TO SERVE THE GREAT STATE OF OHIO AS IT
SUCCEEDS IN TRANSFORMING ITSELF TO COMPETE AND WIN IN THE
EMERGING TECHNOLOGY DRIVEN ECONOMIC ENVIRONMENT OF
THE FUTURE. THE STATE OF OHIO HAS A PROUD HISTORY OF
INNOVATION AND ACCOMPLISHMENT. THE RECENT CHALLENGES
WE HAVE ENDURED HAVE TAUGHT US LESSONS WE ARE
REAPPLYING AS WE SHAPE OUR FUTURE. THE SPIRIT TO CREATE
AND MAKE A DIFFERENCE IS ALIVE AND WELL IN OHIO. WE HAVE
MOMENTUM BUILDING. OUR GREAT WORK ETHIC IS AS PROMINENT
AS EVER. LET'S CONTINUE TO ENABLE OUR PEOPLE TO WORK
TOGETHER TO ACHIEVE SIGNIFICANT THINGS. THE THIRD
FRONTIER NETWORK IS A BEAUTIFUL EXAMPLE OF WHAT IS
POSSIBLE AND IT POSITIONS US FOR EVEN BETTER THINGS TO
COME.

AT P&G, WE ARE DELIGHTED TO WORK TOGETHER WITH THE STATE
OF OHIO AND ITS HIGHER EDUCATION INSTITUTIONS TO IMPROVE
THE ECONOMY AND... ULTIMATELY... THE QUALITY OF LIFE FOR
ALL OF OUR CITIZENS.

I THANK YOU FOR THE OPPORTUNITY TO PARTICIPATE TODAY... I
THANK YOU FOR YOUR TIME... AND MOST OF ALL... I THANK YOU
FOR YOUR VISION.

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