INNOVATION CENTER DENMARK
SILICON VALLEY

Study tour to Oak Ridge and Silicon Valley

June 8th – June 14th, 2009

Prepared for

The Danish Committee for Science and Technology &
the Minister for Science, Technology and Innovation

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1 Participants list

The Committee for Science and Technology

Marianne Jelved, The Social-Liberal Party (chairman)
Malou Aamund, The Liberal Party
Michael Aastrup Jensen, The Liberal Party
Torsten Schack Pedersen, The Liberal Party
Kirsten Brosbøll, The Social Democratic Party
Ole Hækkerup, The Social Democratic Party
Sophie Hæstorp Andersen, The Social Democratic Party
Mikkel Dencker, The Danish People´s Party
Hanne Agersnap, The Socialistic People´s Party
Jonas Dahl, The Socialistic People´s Party
Charlotte Dyremose, The Conservative People's Party
Finn Skriver Frandsen, secretary
Signe Draabe Bruunsgaard, assistant

Ministry of Science, Technology, and Innovation

Helge Sander, Minister for Science, Technology, and Innovation
Hans Müller Pedersen, vice director general
Søren Nedergaard, head of division
Jørgen Sørensen, secretary to the Minister

Embassy of Denmark, Washington, USA

Friis Arne Petersen, Danish Ambassador to the United States
Christian Stenberg, first secretary

Innovation Center Denmark, Silicon Valley, USA

Lars Beer Nielsen, research attaché
Nicole Marie Estelle Hansen, associate

2 Accommodation and Contacts

Accommodation

June 8th – June 9th 2009
Doubletree Oak Ridge, 215 S. Illinois Ave., Oak Ridge, TN 37830, phone +1 865-481-2468, fax: +1 865-481-2474
http://www.doubletree.com

June 9th – June 13th 2009
Sir Francis Drake, 450 Powell St, San Francisco, CA 94102, phone +1 415-392-7755, fax: +1 415-391-8719
http://www.sirfrancisdrake.com

Contacts

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3 Meeting Program

Monday June 8th 2009

Departure from Denmark and arrival in USA

Time	Activity	Keywords
12:20 PM	Departure Copenhagen Airport	SK 925 to Washington Dulles, arrival 3:00 PM, local time
5:00 PM	Departure Washington Dulles	UA 7983 to Knoxville, arrival 6:38 PM, local time
8:30 PM	Arrival and check in at hotel	Doubletree Oak Ridge

Tuesday June 9th 2009

Oak Ridge National Laboratory, ORNL, Oak Ridge, Tennessee[1]

Time	Activity	Keywords
9:00 AM	Bus to ORNL visitor center	Approx. 25 min. of transportation
9:30 AM	Check-in at the visitor center	Security check-in
10:00 AM	Meet with Thomas Zacharia, deputy Director for Science and Technology at ORNL	Zacharia provides an overall view on ORNL and related R&D activities
11:00	Lunch with Dana Christensen, Michelle Buchanan, Tom Ballard and Billy Stair	Informal discussions during lunch with key personnel at ORNL
12:15 PM	Bus to SNS	Approx. 15 min. of transportation
12:30 PM	Meet with Dean Myles, Director for Neutron Scattering Science Division	Briefing about ORNL´s Spallation Neutron Source (SNS)
1:30 PM 2:30 PM	Tour SNS with operations manager Frank Kornegay	Guided tour at SNS
2:45 PM 3:30 PM	Bus to the airport	Approx. 45 min. of transportation
5:25 PM	Departure Knoxville	UA 7919 to Chicago O'Hare, arrival 6:21 PM, local time
7:55 PM	Departure Chicago O'Hare	UA 155 to San Francisco, arrival 10:39 PM, local time
11:30 PM	Arrival and check in at hotel	Sir Francis Drake, San Francisco

[1] Assoc. professor Kim Lefmann from the Niels Bohr Institute will participate during the visit at ORNL. Lefmann is expected to be part of building up ESS in Lund/Copenhagen. Also, Danish Professor Soren P. Sorensen, Head of the Department of Physics and Astronomy at The University of Tennessee will participate during the visit.

Wednesday June 10th 2009

Introduction to Silicon Valley and visit to SuccessFactors, San Francisco

Time	Activity	Keywords
9:00 AM 11:00 AM	Breakfast and introduction to Innovation Center Denmark by dir. Marianna Lubanski and attaché Lars B. Nielsen	Briefing about the activities at Innovation Center Denmark and a short presentation on the phenomenon Silicon Valley
11:30 AM	Lunch	Lunch at the hotel
1:00 PM	Transportation to SuccessFactors	Approx. 20 min. of transportation
1:30 PM 3:00 PM	Visit SuccessFactors and meet with Danish CEO Lars Dalgaard	SuccessFactors is a great example of how a Dane has succeeded in turning a start-up into a Nasdaq listed company
Evening	No program	Sightseeing, dinner etc.

Thursday June 11th 2009

Stanford, H-STAR, Better Place and networking, Palo Alto

Time	Activity	Keywords
8:00 AM	Transportation from San Francisco to Stanford University, Palo Alto	Approx. 50 min. of transportation
9:00 AM	Visit the Human Sciences and Advanced Technologies Research Institute (H-STAR)	Denmark (ICDK) is member of H-STAR. Focus is on applied cross-sectional research within humanities and science
10:00 AM	Coffee	Break
10:30 AM	Meet H-STAR faculty: Dir. Keith Devlin, prof. Byron Reeves, prof. Jeremy Bailenson and prof. Leonid Kazovsky	What can Denmark learn from the way Stanford conducts research? Increased possibilities for international research collaboration?
Noon	Campus tour	Walk to Stanford Faculty Club
12:30-1:30 PM	Lunch at Stanford University Faculty Club	Lunch with Danish visiting scholars and invited guests from Stanford. Lunch talk: Dir. Chuck House, Media X, Stanford University
2:00-2:45 PM	Meet with Dean prof. James D. Plummer, School of Engineering, Stanford University	What can Denmark learn from the way Stanford conducts research? How is world class research integrated in the tight collaboration with enterprises? The financial crisis and the impact at Stanford?
3:30-5:00 PM	Meet with Guryan Tighe, Marke-ting Comm. Manager, Better Place	Better Place works with DONG Energy to bring electric vehicles to Denmark in 2011
6:00 PM	Reception at Innovation Center Denmark	The Danes living and working in Silicon Valley, main university and industry collaborators; friends of ICDK, etc.
8:00 PM	Transportation to San Francisco	Approx. 45 min. of transportation

Friday June 12th 2009

UC Berkeley, CITRIS and Joint Bio Energy Institute (JBEI)

Time	Activity	Keywords
8:00 AM	Transportation from San Francisco to Berkeley	Approx. 40 min. of transportation
9:00 AM 10:00 AM	Meeting with representatives from the board at UC Berkeley	What can Denmark learn from the way Berkeley conducts research? How is world class research integrated in the tight collaboration with enterprises? Increased possibilities for international research collaboration?
10:00 AM 10:15 AM	Coffee	Break
10:15 AM 11:45 AM	Introduction to CITRIS and briefing from selected CITRIS researchers on their research	Denmark (ICDK) is a member of CITRIS. Focus is on research in solving bigger societal problems
11:45 AM	Transportation	Walking to the Campus Faculty Club
12:00 1:30 PM	Lunch at the Faculty Club	Lunch with invited guests
1:30 PM 2:00 PM	Transportation	Approx. 20 min. of transportation
2:00 PM 3:15 PM	Visit JBEI and director, prof. Henrik Vibe Scheller (former prof. at KU-LIFE)	Joint BioEnergy Institute (JBEI) has just received 135 mil. USD to do research in bio-fuels
3:30 PM	Transportation	Approx. 30 min. of transportation
Afternoon	No program	On your own
6:30 PM	Minister Helge Sander invites the Committee to dinner	The Carnelian Room, Bank of America Building, 52. floor

Saturday June 13th 2009

Departure from San Francisco

Time	Activity	Keywords
5:30 AM	Departure Sir Francis Drake	Approx. 25 min. of transportation
7:55 AM	Departure San Francisco Airport	UA 914 direction Washington Dulles, arrival 3:55PM, local time
5:15 PM	Departure Washington Dulles Airport	SK 926 direction Copenhagen

Sunday June 14th 2009

Arrival in Denmark

Time	Activity	Keywords
5:30 AM	Arrival Copenhagen Airport	SK 926 direction Copenhagen

4 Background information on visits

Oak Ridge National Laboratory, ORNL, Tennessee

Oak Ridge National Laboratory (ORNL) is a multiprogram science and technology national laboratory managed for the United States Department of Energy (DOE) by UT-Battelle. ORNL is the DOE's largest science and energy laboratory. ORNL is located in Oak Ridge, Tennessee, near Knoxville.

Scientists and engineers at ORNL conduct basic and applied research and development to create scientific knowledge and technological solutions that build the nation's expertise in key areas of science; increase the availability of clean, abundant energy; restore and protect the environment; and contribute to national security.

With the world's highest flux reactor-based neutron source (the High Flux Isotope Reactor) and the world's most intense pulsed accelerator-based neutron source (the Spallation Neutron Source), ORNL provides neutron scattering capabilities unavailable anywhere else in the world.

Innovation Center Denmark, Silicon Valley

Innovation Center Denmark,

Silicon Valley is one of the direct results of the globalization strategy designed by the Danish government and supported by a big majority in the Danish Parliament in 2005. The goal was to help achieve the ambitious objective of becoming one of the leading knowledge based nations in the world by 2016.

The mission of Innovation Center Denmark is to build bridges between research institutions, companies and capital in Denmark and Silicon Valley. To accelerate the entry of Danish companies into Silicon Valley, promote US investments in Denmark, facilitate research cooperation and provide inspiration to help drive innovation in Denmark.

The focus is on ICT (Information and Communications Technology), Life Science and Renewable Energy.

Two ministries work together at Innovation Center Denmark; the Royal Danish Ministry of Foreign Affairs and the Royal Danish Ministry of Science, Technology and Development. The Center is the 6th official Danish mission in the US and works closely with the Embassy in Washington, the Consulate General in New York and the Trade Offices in Atlanta, Chicago and Los Angeles.

The Innovation center will help companies to establish a basic network that you can build on, and teach them some of the inside Silicon Valley networking skills. This product requires the company to come to Silicon Valley and spend at least a week. Our target group is companies who have decided to establish a US entity or delegations of companies, organizations or institutions that need inspiration for moving forward.

SuccessFactors

Mission

SuccessFactors strive to change the world by making every company we work with a more meritocratic place to work, where promotion and pay is based on performance and not politics. In this way, we are working to increase productivity inside of every company we work with by 50%.

Company snapshot

SuccessFactors provides state-of-the-art Performance & Talent Management solutions that help organizations of every size and category realize their potential through their talent. Serving 2,700+ customers with 4.7+ million users in 185 countries and 31 languages has helped us better grow companies like yours with the insights we've learned along the way.

With a customer-focused ethic that is our single most important and recognized quality, we have worked to achieve a growth rate 3x that of our nearest competitor. It's also helped us earn nearly 100% customer referenceability and become one of the most widely recognized Performance & Talent Management solutions on the planet.

Simply stated, SuccessFactors works every day to help companies just like yours achieve tangible and measurable results with Performance & Talent Management initiatives that use the latest research, the smartest technology, and the most secure systems on the planet.

Products and services

SuccessFactors provides an affordable, integrated, on-demand Performance & Talent Management suite for companies of every shape and size. It ranges from recruiting to performance, compensation and succession and everything in between. Our solutions are designed to be easy for anyone to use but powerful enough to uncover critical insights that help drive never before seen business performance from your most valuable asset: your workforce.

Stanford University

Stanford's founding grant was written on November 11, 1885, and accepted by the first Board of Trustees on November 14. The cornerstone was laid on May 14, 1887, and the University officially opened on October 1, 1891, to 559 students and 15 faculty members, seven of whom hailed from Cornell University. At the opening of the school, there was no tuition for students, a program which lasted into the 1930's. Among the first class of students was a young future president Herbert Hoover, who would claim to be first student *ever* at Stanford, by virtue of having been the first person in the first class to sleep in the dormitory.

Stanford University is governed by a board of trustees, in conjunction with the university president, provosts, faculty senate, and the deans of the various schools. Besides the university, the Stanford trustees oversee Stanford Research Park, the Stanford Shopping Center, the Cantor Center for Visual Arts, Stanford University Medical Center and many associated medical facilities (including the Lucile Packard Children's Hospital), as well as many acres of undeveloped foothills.

Other Stanford-affiliated institutions include the Stanford Linear Accelerator Center (SLAC) and the Stanford Research Institute, a now-independent institution which originated at the University, in addition to the Stanford Humanities Center.

Stanford places a strong focus on residential education. Approximately 98 percent of undergraduate students live in on-campus university housing, with another five percent living in Stanford housing at the overseas campuses. According to the Stanford Housing Assignments Office, undergraduates live in 77 different houses, including dormitories, co-ops, row houses, fraternities and sororities. Residences are located generally just outside the campus core, within ten minutes (on foot or bike) of most classrooms and libraries. Some residences are for freshmen only; others give priority to sophomores, others to both freshmen and sophomores; some are available for upperclass students only, and some are open to all four classes. All residences are coed except for seven all-male fraternities, three all-female sororities, and one all-female house. In most residences men and women live on the same floor, but a few dorms are configured for men and women to live on separate floors.

Stanford facts

- Stanford University's undergraduate program is ranked fourth among national universities by *U.S. News and World Report* (USNWR).

- Stanford University is ranked second among world universities and second among universities in the Americas by Shanghai Jiao Tong University, nineteenth among world universities in the THES-QS World University Rankings, seventh among national universities by *The Washington Monthly*, second among "global universities" by Newsweek,[41] and in the first-tier among national universities by The Center for Measuring University Performance. Stanford University also participates in the National Association of Independent Colleges and Universities (NAICU)'s University and College Accountability Network (U-CAN).

- Stanford received $911 million in private donations for the year ended August 31, 2006, the most of all U.S. universities and seventh highest of all charities.

- Stanford announced recently that it would use some of its endowment to cover the $36,000-a-year tuition for students whose families make under $100,000 a year. For students with family income under $60,000, living costs will also be paid.

H-STAR – New interdisciplinary research center on people and technology

H-STAR, the Human-Sciences and Technologies Advanced Research Institute, is a new interdisciplinary research center at Stanford University. H-STAR emphasize "people and technology" — how people use technology, how to better design technology to make it more usable (and more competitive in the marketplace), how technology affects people's lives, and the innovative use of technologies in research, education, art, business, commerce, entertainment, communication, national security, and other walks of life.

Research agendas

Among the large, complex, global problems that are at the heart of the H-STAR are:

- Reducing complexity of technology to enable its universal uses for work, learning and other vital sectors of life
- Closing digital divides across class, race, gender, age and nations, so that access to and fluencies with technologies can provide equal opportunities to learn and work productively for personal and societal well-being
- Accelerating innovation in the creation and diffusion of products and services that better meet human needs
- Solving security and trust problems of computing, communications, and information systems at home, work and in governmental affairs
- Ensuring pervasive safety and health of people over the lifespan with human-centered technology innovations

H-STAR spans an impressive range of Stanford faculty and research topics, including learning technologies, human-machine interaction design, pervasive computing including mobile devices, speech recognition, automated dialogue systems, collaboration technologies, entertainment and serious games, immersive virtual worlds and virtual humans, technology and the developing world, information and social network visualization, security and privacy, participatory media including web video technologies, simulation, law and information policy, and novel input and display devices.

The agreement

As part of the partnership agreement DASTI has acquired two so-called "Visiting Slots" for PhD´s and researchers for a duration of 24 months. DASTI thereby invites eligible candidates to submit applications for visiting scholarships for a duration of 3-6 months.
The slotting fee paid by DASTI will only cover the Stanford fees for visiting researchers. In 2009 we have 8 researchers from Danish universities placed at Stanford thorugh H-STAR.

Better Place

Det begyndte alt sammen i 2005, da Klaus Schwab, formand og grundlægger af World Economic Forum, på en konference spurgte en forsamling af verdens dygtigste unge ledere: Hvordan vil du gøre verden til et bedre sted at leve inden 2020?

Schwabs udfordring fik Shai Agassi at forestille sig en verden uden olie. Med sin erfaring som iværksætter og med inspiration fra blandt andet statsledere formulerede Agassi en forretningsplan for fremtidens biltransport, der trækker inspiration fra forretningsmodellen fra mobiletelefon industrien og anvender bæredygtig energi. Agassi stiftede Better Place i oktober 2007 med 200 mio. dollars i venturekapital og annoncerede i løbet af de første 15 måneder en række opsigtsvækkende aftaler på vejen mod at ændre verdens transportinfrastruktur fra at være oliebaseret til bygge på bæredygtig energi.

Better Places model fungerer således, at forbrugeren køber et abonnement på transport – meget lig, når man i dag køber taletid til sin mobiltelefon. Blot er taletid her udskiftet med kilometer. Bilproducenterne producerer de elektriske biler, som uden det kostbare batteri er konkurrencedygtige med tilsvarende brændstofdrevne biler. Better Place-netværket af ladestandere og batteriskiftestationer sikrer rækkevidden på elbilerne – enten ved genopladning eller udskiftning af batteriet. Dermed er olien ude af billedet.

Udviklingen verden over hjælper visionen på vej

Regeringer verden over oplever, hvordan miljøinvesteringer er økonomisk rentable og i stand til at puste nyt liv i nationaløkonomien. Samtidig bevæger energiselskaberne sig mod markedet for bæredygtig energi i anerkendelse af det stærke vækstpotentiale. Og bilproducenterne tager skridtet videre og arbejder målrettet på at skabe en ny æra med bæredygtig transport. Og allervigtigst: Klimaet påvirkes positivt i takt med, at Better Places samarbejde med virksomheder, nationer og forbrugere vokser sig stærkere og stærkere. Better Place har sammen med dets partnere allerede opnået store resultater verden over: Renault-Nissan er i fuld gang med at udvikle den første serie af batteridrevne biler til Better Place, og andre bilfabrikanter følger snart efter.

Better Place i Danmark

Better Place har i samarbejde med DONG Energy lukket en aftale på 770 millioner i investeringer og konvertibel gæld til den første etableringsfase af netværket til elbiler i Danmark. Finansieringen viser, at Better Place og DONG Energy som planlagt vil gøre det muligt for den danske befolkning at købe elbiler i 2011. I forbindelse med nyheden om finansieringen udnævner Better Place Jens Moberg til Europa-ansvarlig og adm. direktør for Better Place Danmark. Moberg skal fokusere på at etablere Danmark som det første land i Europa med et fungerende netværk, og introducere Better Place på andre europæiske markeder. Moberg kommer fra en stilling i Microsoft, hvor han var ansvarlig for udviklingen og væksten af Microsofts Enterprise Business i Rusland, Indien og Kina – en forretning i milliardklassen.

UC Berkeley

UC Berkeley is a public research university located in Berkeley, California, United States. The oldest of the ten major campuses affiliated with the University of California, Berkeley offers some 300 undergraduate and graduate degree programs in a wide range of disciplines. The university occupies 6,651 acres (2,692 ha) with the central campus resting on approximately 200 acres (80.9 ha).

The University was founded in 1868 in a merger of the private College of California and the public Agricultural, Mining, and Mechanical Arts College. Berkeley was a founding member of the Association of American Universities. Sixty-two Nobel Laureates have been affiliated with the university as faculty, researchers, or alumni.

Berkeley physicist J. Robert Oppenheimer was the scientific director of the Manhattan Project which he personally headquartered at Los Alamos, New Mexico, during World War II. Since that time, the university has managed or co-managed the Los Alamos National Laboratory, as well as its later rival, the Lawrence Livermore National Laboratory, and the Lawrence Berkeley National Laboratory for the U.S. Department of Energy.

Berkeley is a large, primarily residential research university. The full-time, four year undergraduate program offers 108 degrees in the arts and sciences and has high graduate coexistence. The graduate program is a comprehensive doctoral program with 64 masters programs, 96 doctoral programs, and 32 professional programs. Berkeley is accredited by the Western Association of Schools and Colleges.

Rankings

According to the National Research Council, 35 of 36 Berkeley graduate programs rank in the top 10 in their respective fields. Berkeley is the only university in the nation to achieve top 5 rankings for all of its PhD programs in those disciplines covered by the US News and World Report graduate school survey.

Berkeley's undergraduate program is ranked 21st among National Universities by U.S. News & World Report and 3rd by The Washington Monthly. U.S. News ranked the

undergraduate program in engineering second and the undergraduate program in business third. Berkeley ranks 9th among universities that have produced the largest number of living billionaires.

The THES - QS World University Rankings ranked Berkeley 36th in the world in 2008 and the Shanghai Jiao Tong University's Academic Ranking of World Universities ranked Berkeley third in 2008. In the 2006 international edition of Newsweek, Berkeley was the fifth-ranked global university, and the Center for Measuring University Performance placed Berkeley seventh among national research universities. The Princeton Review ranks Berkeley as a college with a conscience and the 5th best value in public colleges.[68] Berkeley's current faculty includes 227 American Academy of Arts and Sciences Fellows, 2 Fields Medal winners, 83 Fulbright Scholars, 139 Guggenheim Fellows, 87 members of the National Academy of Engineering, 132 members of the National Academy of Sciences, 8 Nobel Prize winners, 3 Pulitzer Prize winners, 84 Sloan Fellows, and 7 Wolf Prize winners.[80] 62 Nobel Laureates have been associated with the university as faculty, alumni or researchers, the sixth most of any university in the world; twenty have served on its faculty.

Sports at UC Berkeley

Cal student-athletes compete intercollegiately as the California Golden Bears. A member of both the Pacific-10 Conference and the Mountain Pacific Sports Federation in the NCAA, Cal students have won national titles in many sports, including football, men's basketball, baseball, softball, water polo, rugby, and crew. In addition, they have won over 100 Olympic medals. The official colors of the university and its athletic teams are Yale blue and California gold.

CITRIS: A multi-disciplinary attempt to re-engineer engineering

By the late 1990s, engineers within the UC system realized that the real opportunities for impact in research lay not just in developing new and innovative technologies, but in applying these technologies to areas of society where they were most likely to improve people's quality of life.

This recognition coincided with a call for proposals from CA Governor for new California Institutes of Science and Innovation (Cal-ISIs). Berkeley Engineering professor Richard Newton (with the support of more than 150 faculty members from the four campuses – today more than 300 researchers) proposed a multi-disciplinary research institute that would, literally, use information technology research in the interest of society.

CITRIS research areas

CITRIS is currently focused on 1) the creation of centers in healthcare delivery, 2) intelligent infrastructures (including energy, the environment, and transportation), and 3) services'economic activity that encompasses the breadth of jobs from beauticians and custodians to management consultants, accountants, physicians, and entertainers.

CITRIS has built a foundation that can support and deliver long-term sustainable growth. In the coming years, the focus will be on seeding new research, expanding industry partnerships, developing and strengthening its physical and cyber infrastructures, and increasing its collaboration efforts.

Industry partners

CITRIS was created to"shorten the pipeline" between world-class laboratory research and the creation of start-ups, larger companies, and whole industries.

CITRIS could not exist without its industrial partners. UC faculty and students, along with industrial researchers, work together from brain-storming ideas to developing technology that may be transferred easily to the commercial sector. In this relationship, ideas become reality more quickly than if either partner worked alone. Faculty members get the opportunity to see first-hand where the market for technology is headed so they can steer their research and students into this direction. Students benefit by being on the cutting-edge of research that can be commercially applied. Industry reaps the rewards by gaining access to research projects and collaborators as well as the ability to recruit outstanding students. Faculty benefit, students benefit, industry benefits, indeed, the economy of the state benefits.

The Joint BioEnergy Institute (JBEI)

The Joint BioEnergy Institute (JBEI) is a San Francisco Bay Area scientific partnership led by Lawrence Berkeley National Laboratory (Berkeley Lab) and including the Sandia National Laboratories (Sandia), the University of California (UC) campuses of Berkeley and Davis, the Carnegie Institution for Science and the Lawrence Livermore National Laboratory (LLNL). JBEI's primary scientific mission is to advance the development of the next generation of biofuels – liquid fuels derived from the solar energy stored in plant biomass. JBEI is one of three new U.S. Department of Energy (DOE) Bioenergy Research Centers (BRCs).

JBEI is headquartered in EmeryStation East, a new state-of-the-art laboratory building in Emeryville, California, centrally situated among JBEI's six institutional partners. In keeping with its Bay Area heritage and to promote rapid commercialization of its scientific results, JBEI operations are organized along the lines of a biotech company whose goal is to achieve significant scientific progress within the next five years. This organizational structure consists of four divisions: Feedstocks, Deconstruction, Fuels Synthesis and Technologies.

JBEI research

JBEI research is focused on the efficient conversion into fuels of lignocellulosic biomass, the most abundant organic material on the planet. Lignocelluose is a mixture of complex sugars and lignin, a non-carbohydrate polymer that provides strength and structure to plant cell walls. By extracting simple fermentable sugars from lignocellulose and producing biofuels from them, the potential of the most energy-efficient and environmentally sustainable fuel crops can be realized.

The JBEI challenge

It is estimated that each year the surface of the earth receives about 100,000 terawatt-hours of solar energy. Current worldwide human energy consumption is estimated to be running at about 13 terawatts (trillion watts) per year. This means there's enough power in an hour's worth of global sunlight to meet an entire year's worth of human energy needs. A substantial portion of this solar energy is stored within biomass. Harnessing this energy through the production of advanced biofuels, could meet most if not all of the nation's annual transportation energy needs without producing carbon emissions that contribute to global climate change. That is the JBEI challenge.

5 Bio's on people

Thomas Zacharia, Deputy Director for Science and Technology, ORNL

Dr. Zacharia oversees one of the nation's largest research and development programs, with annual expenditures of $1.3 billion in materials and physical sciences, energy and engineering sciences, computing and computational sciences, life and environmental sciences, neutron sciences, and national security. Prior to his present appointment, he served as Oak Ridge National Laboratory's associate laboratory director for computing and computational sciences from 2001 to 2009. In this capacity, he organized and built a computing directorate with funding from the U.S. Department of Energy (DOE), the National Science Foundation (NSF), and the Department of Defense (DOD). In 2004, Secretary of Energy Spencer Abraham awarded the National Leadership Computing Facility to a world-class team led by Zacharia, to "Deliver major research breakthroughs, significant technological innovations, medical and health advances, enhanced economic competitiveness, and improved quality of life for the American people. . .". Dr. Zacharia has done a remarkable job of building ORNL's computational program into one of the world's best. He is a professor in the Electrical Engineering and Computer Science Department at the University of Tennessee, Knoxville. As professor and PI, Zacharia successfully led the proposal to establish the National Institute for Computational Sciences (NICS) through a $65M grant from the NSF, the largest award by the NSF to the State of Tennessee.

Dr. Zacharia joined the Oak Ridge National Laboratory in 1987 as a postdoctoral researcher in the Metals and Ceramics Division. He founded the Materials Modeling and Simulation Group and served as group leader until 1998, when he became the division director of the Computer Science and Mathematics Division.

From 2000-2001, he was Deputy Associate Laboratory Director for High Performance Computing, and then was named Associate Laboratory Director for the newly formed Computing and Computational Sciences Directorate. Dr. Zacharia holds a B.S. in mechanical engineering from Regional Technical College in Karnataka, India, an M.S. in materials science from the University of Mississippi in Oxford, Mississippi, and a Ph.D. in engineering science from Clarkson University in Potsdam, New York. He holds two U.S. patents and is author or co-author of more than 100 publications on high-performance computing for manufacturing processes.

Dana C. Christensen, Assoc. Lab. Director, Energy and Engineering Sciences, ORNL

On June 5, 2006, Dana Christensen became Associate Laboratory Director of the Energy and Engineering Sciences Directorate of the Oak Ridge National Laboratory (ORNL), with responsibility for more than $350M of programs for a variety of government and industrial sponsors in all dimensions of energy science and technology. Included are improvements in energy efficiency, renewable energy concepts, transportation, electricity distribution, fossil energy, hydrogen economy, fusion energy, nuclear technology and nuclear nonproliferation.

Dr. Christensen came to ORNL from Los Alamos National Laboratory where he was the Principal Associate Laboratory Director for Threat Reduction. He has 27 years of management experience in materials science, nuclear energy, fossil and renewable energy, nuclear materials management, and scientific research in support of the U.S. Department of Energy (DOE) and other government agencies, spanning all facets of program development, program management, nurturing science and technology, and managing equipment and facilities according to applicable DOE and federal codes and standards.

He is the recipient of the DOE Gold Quality Award of Excellence and has been recognized with the DOE Weapons Recognition Award of Excellence for scientific contributions.

Dr. Christensen attended New Mexico State University, graduating with baccalaureate and doctoral degrees in chemical engineering, and attended the University of New Mexico, receiving an MBA. He is the author of numerous publications on the science and technology of plutonium chemical processing.

Michelle Buchanan, Associate Laboratory Director, Physical Sciences, ORNL

Dr. Buchanan oversees four ORNL research divisions: Chemical Sciences, Metals and Ceramics, Physics, and Condensed Matter Sciences. Prior to assuming her current position, she served as director of the ORNL Chemical Sciences Division from October 2000 to November 2004. She served as associate director of the Life Sciences Division from January 1999 to September 2000. She initiated the Center for Structural Molecular Biology at ORNL, serving as its director from 1999 to 2003, and led the Organic and Biological Mass Spectrometry Group in the Chemical and Analytical Sciences Division (now the Chemical Sciences Division) from 1986 to 1999. She joined ORNL in 1978 after earning a B.S. in chemistry from the University of Kansas in Lawrence, Kansas, and a Ph.D. in analytical chemistry from the University of Wisconsin in Madison, Wisconsin.

Dr. Buchanan is an adjunct professor in the Department of Chemistry at the University of Tennessee and is on the faculty of the University's Genome Science and Technology Program. She is also director of the Center for Molecular Cellular Systems, a multi-institution program for the identification and characterization of microbial protein complexes. She is the author or co-author of more than 150 scientific publications and reports, holds two patents, and was editor of a book on Fourier transform mass spectrometry.

Dr. Buchanan received an R&D 100 Award in 1986; ORNL Technical Achievement Awards in 1985, 1989, and 1993; UT-Battelle awards for R&D Leadership in 2000 and 2002; and the Knoxville YWCA Tribute to Women award in science and technology in 2003. She currently serves as a Councilor for the Division of Analytical Chemistry of the American Chemical Society (DAC ACS) and is a member of the International Affairs Committee of the ACS.

Dr. Buchanan has also served as treasurer for DAC ACS, treasurer for the American Society for Mass Spectrometry, and chair of the East Tennessee Section of the ACS. She was North American editor of Biological Mass Spectrometry and has served on the editorial boards of Analytical Chemistry, Organic Mass Spectrometry, Journal of Mass Spectrometry, Biological and Environmental Mass Spectrometry, and Fresenius' Journal of Analytical Chemistry. She currently serves on the advisory boards of the NIH Mass Spectrometry Resource at Boston University, the Biotechnology Advisory Committee at Sandia National Laboratories, and the Review Committee for the Structural Biology Program at the University of California-Los Angeles. She also serves on the Chemical Sciences Roundtable for the National Academy of Sciences.

Thomas B. Ballard, Director, the Partnerships Directorate, ORNL

Thomas B. Ballard is Director of the Partnerships Directorate at Oak Ridge National Laboratory. Tom joined Oak Ridge National Laboratory in 2004 as Director for Economic Development and Partnerships in ORNL's Technology Transfer and Economic Development (TTED) Directorate and served as Interim Director of TTED from August to December 2007. On January 1, 2008, TTED became the Partnerships Directorate, and Tom was named the first leader of the new organization.

Under Tom's direction, the Partnerships Directorate is responsible for intellectual property management, licensing, sponsored research, and cultivation of partnerships with businesses, industries, entrepreneurs, economic development organizations, and higher education institutions.

Before joining ORNL, Tom was Vice President for Public and Governmental Relations at the University of Tennessee (UT), where he spent more than three decades helping to facilitate major initiatives in Tennessee, including implementation of the Solid Waste Management Act of 1991 and the Tennessee Growth Policy Act of 1998, development of statewide distance learning and telecommunications networks, and coordination of the planning committee for the first-ever Governor's Economic Summit in 1997. Tom joined the UT staff in 1969 as Director of Alumni Programs and moved to the Institute for Public Service (IPS) in early 1973.

Tom serves on the board of directors of a number of local and regional not-for-profit organizations, including the Blount County Chamber of Commerce, East Tennessee Economic Council (Immediate Past Chair), East Tennessee State University's Innovation Park, Knoxville Area Chamber Partnership, National Transportation Research Center Inc., Oak Ridge Economic Partnership (2008 Chair), Tennessee Chamber of Commerce and Industry, Tennessee Technology Development Corporation (Executive Committee), Tennessee Valley Corridor, Inc. (Past Chair), and Tennessee Valley Corridor Foundation (Chair). He also serves on the Advisory Board for UT's Center for Industrial Services and is a member of the Southern Technology Council.

Tom is a graduate of UT with a bachelor's degree in communications and was the 2001 recipient of the College's Hileman Outstanding Alumni Award. He also was named the second "Tennessee Valley Corridor Champion" in 2005.

Billy Stair, Director, Communications and External Relations, ORNL

Mr. Stair is responsible for coordination of media relations, marketing support for the scientific agenda of the Oak Ridge National Laboratory, internal communications, and communication with ORNL retirees. He also serves as the Laboratory's primary liaison with a variety of community and political stakeholders. Other functions under his direction are the operation of the ORNL Research Library, graphic design and publishing services, community outreach efforts, and oversight of the American Museum of Science and Energy.

A native of Kingsport, Tennessee, Mr. Stair received a bachelor's degree in history and political science from Mars Hill College in Mars Hill, North Carolina, and a master's degree in history from Pennsylvania State University in State College, Pennsylvania. He worked in Tennessee's state government for 18 years, serving in both the legislative and executive branches. From 1987 to 1994, he served as Governor Ned Ray McWherter's Senior Policy Advisor.

Mr. Stair left state government in 1994 to serve as Executive Assistant to the President of the University of Tennessee (UT), Dr. Joe Johnson, assisting in government relations, communications, athletics, and various budgetary initiatives. In October 1999, he joined the UT team that partnered with Battelle to develop a successful proposal for managing and operating ORNL for the Department of Energy.

Mr. Stair is co-author of a textbook, *Government and Politics in Tennessee,* released in 2001 by the University of Tennessee Press.

Marianna Lubanski, Director, Innovation Center Denmark

Marianna joined Innovation Center Denmark in August, 2008. As director of ICDK it is her responsibility continuously to develop the offerings of the center as a whole, to support her team members in pursuing their tasks, and to look for new opportunities for Danish and US companies and researchers in the Valley and in Denmark. Marianna's main initiative is in developing and implementing new innovative projects that can create new windows of opportunity for innovative Danish solutions and technologies in the US.

Prior to joining ICDK, Marianna has had a long track record of management and front end innovation, most recently as Development Director at Mandag Morgen, a Danish think tank. At Mandag Morgen Marianna was the head of the Danish Innovation Council, and among others things headed the so-called Billion Dollar Industries Partnership Program, where Danish companies and researchers together look for new innovative solutions to today´s challenges within health, climate, environment, and education among other things.

Marianna has been part of two start ups before that, and has had her own consultancy company for 7 years. She has working experience all over the world including in Eastern Europe, Central America, Africa and the US.

Marianna received her MBA from Copenhagen Business School in 1991. During her studies she was already part of one start up and while simultaneously working for a Swedish company as a consultant on a front end research project in Industrial Marketing.
Apart from work, Marianna enjoys taking long rides on her Italian Bike, cycling the hills of the Valley, and to explore the beautiful landscape of the Bay area with her son, Marius, who is very satisfied by being here and enjoys the challenges of the Los Altos Middle School system! Marianna also has a daughter who is studying in Denmark.

Lars Dalgaard, CEO, SuccessFactors

I worked for Unilever in Amsterdam, Germany, Amsterdam (again), and Denmark. At different points I was globally responsible for two large, recognized product lines, development, marketing and sourcing, I was Business Unit P&L Director, and Board Member in a 13,000 person division, and Country Manager, in a business we ended up merging with 3 other acquisitions.

I also worked for Novartis, at the time one of the largest Pharmaceutical companies globally. I worked for them in New Jersey, USA and Basel, Switzerland, both as a Sales Representative, Product Manager working directly with Engineering and Development, and a Corporate Finance Controller in the head office, overseeing investments at 4 major geo's with the title of "Country Manager".

We have built SuccessFactors from scratch over the last 6 years with 3 things in mind:

1. A passion and ambition to Change the world, increasing productivity by 50% worldwide. A new Industrial Revolution, managing people for performance, pleasure and respect in their work, through stronger alignment, engagement, dialogue, collaboration, career-planning and pay for performance, delivered in an affordable surprisingly exciting application over the web 100%, to give ease of use and proliferation.
2. Build a collaborative and accountable meritocracy with no jerks.
3. Insisting on Measurable Customer Success as a higher priority than anything else.

The company now has > 700 people, > 2,500+ customers, > 60+ industries and 4.5+ million users, and we outpaced the industry every year for 5 years straight, growing 99% CAGR. Most importantly our customers, and users, in 185 countries and 31 languages, are really using our applications for objectively assessing, promoting, training, recruiting, developing, and compensating their staff. Therefore we have an astounding renewal rate.
I have a Masters of Science from Stanford Graduate School of Business, in CA, where I was a Sloan Fellow, and an undergrad from Copenhagen Business School, Denmark. My favorite classes were in new ventures, economics, psychology, statistics (game theory is fun), programming (dbase 2 and Pascal..!) and studying consumer behavior. I am lucky, and work hard to get luckier. I am often wrong, but seldom in doubt.

Home Town: Copenhagen, Denmark - Now adopted a new home in Silicon Valley, USA, overlooking the Pacific Ocean. Other Interests: Playing Squash (fast, hard, intelligent and surprising), hiking, thoughtful, ambitious, and great books, painting, movies and architecture, my family and surprising, passionate, loving, loyal and game changing friends across the world.

Keith Devlin, Professor, Executive Director H-STAR, Stanford

Dr. Keith Devlin is a co-founder and Executive Director of the university's H-STAR institute, a Consulting Professor in the Department of Mathematics, a co-founder of the Stanford Media X research network, and a Senior Researcher at CSLI. He is a World Economic Forum Fellow and a Fellow of the American Association for the Advancement of Science.

His current research is focused on the use of different media to teach and communicate mathematics to diverse audiences. He also works on the design of information/reasoning systems for intelligence analysis. Other research interests include: theory of information, models of reasoning, applications of mathematical techniques in the study of communication, and mathematical cognition.

He has written 28 books and over 80 published research articles. Recipient of the Pythagoras Prize, the Peano Prize, the Carl Sagan Award, and the Joint Policy Board for Mathematics Communications Award. He is "the Math Guy" on National Public Radio.

The Danish connection:

As part of the partnership agreement between H-STAR and Innovation Center Denmark, the center has acquired three so-called “Visiting Slots” for PhD´s and researchers for a duration of 36 months.

8 Danish researchers will carry out their research at Stanford through H-STAR during 2009. Currently, only one researcher is at Stanford and most will come in the fall 2009.

Byron Reeves, Professor, Co-director, H-STAR, Stanford

Professor Byron Reeves is the Paul C. Edwards Professor of Communication, Co-Director, H-STAR (Human Sciences and Technology Advanced Research) and Faculty Director, Media X Partners Program at Stanford University

Byron Reeves received a B.F.A. in graphic design from Southern Methodist University and his M.A. and a Ph.D. in communication from Michigan State University.

Prior to joining Stanford in 1985, he taught at the University of Wisconsin where he was director of graduate studies and associate chair of the Mass Communication Research Center.

He teaches courses in mass communication theory and research, with particular emphasis on psychological processing of interactive media. His research includes message processing, social cognition, and social and emotion responses to media, and has been published in books of collected studies as well as such journals as *Human Communication Research, Journal of Social Issues, Journal of Broadcasting, and Journalism Quarterly*. He is co-author of *The Media Equation: How People Treat Computers, Television, and New Media Like Real People and Places* (Cambridge University Press).

His research has been the basis for a number of new media products for companies such as Microsoft, IBM, and Hewlett-Packard, in the areas of voice interfaces, automated dialogue systems and conversational agents. He is currently working on the applications of multi-player game technology to learning and the conduct of serious work.

Jeremy Bailenson, Ass. professor, Director, Virtual Human Interaction Lab, Stanford

Jeremy Bailenson is assistant Professor of Communication, Director, Graduate Program in Co-terminal Media Studies, Director, Virtual Human Interaction Lab (VHIL), and Assistant Professor of Symbolic Systems *by courtesy.*

Bailenson is founding director of Stanford University's Virtual Human Interaction Lab and an assistant professor in the Dep. of Communication at Stanford. He earned a B.A. cum laude from the University of Michigan in 1994 and a Ph.D. in cognitive psychology from Northwestern University in 1999. After receiving his doctorate, he spent four years at the Research Center for Virtual Environments and Behavior at the University of California, Santa Barbara as a Post-Doctoral Fellow and then an Assistant Research Professor.

Bailenson's main area of interest is the phenomenon of digital human representation, especially in the context of immersive virtual reality. He explores the manner in which people are able to represent themselves when the physical constraints of body and veridically-rendered behaviors are removed. Furthermore, he designs and studies collaborative virtual reality systems that allow physically remote individuals to meet in virtual space, and explores the manner in which these systems change the nature of verbal and nonverbal interaction.

His findings have been published in over 70 academic papers in the fields of communication, computer science, education, law, political science, and psychology. His work has been consistently funded by the National Science Foundation for over a decade, and he also receives grants from various Silicon Valley and international corporations. Bailenson consults regularly for government agencies including the Army, the Department of Defense, the National Research Council, and the National Institute of Health on policy issues surrounding virtual reality.

Leonid G. Kazovsky, Professor, Electrical Engineering, Stanford

Dr. Leonid G. Kazovsky is Professor of Electrical Engineering at Stanford University since 1990. After joining Stanford, Prof. Kazovsky founded Photonics Networking Research Laboratory (PNRL). He leads PNRL since then. Prior to joining Stanford, Prof. Kazovsky was with Bellcore (now Telcordia) doing research on WDM, high-speed and coherent optical fiber communication systems.

While on Bellcore assignments or Stanford sabbaticals, Prof. Kazovsky worked at the Heinrich Hertz Institute, Berlin, Germany; Hewlett-Packard Research Laboratories, Bristol, England; and Technical University of Eindhoven, the Netherland.

Through research contracts, consulting engagements, and other arrangements, Prof. Kazovsky worked with many inductrial companies and U.S. Government agencies including Sprint, DEC, GTE, AT&T, IVP, Lucent, Hitachi, KDD, Furukawa, Fujitsu, Optivision, and Perimeter on the industrial side; and NSF, DARPA, Air Force, Navy, Army, and BMDO on the government side. He also worked extensively with many leading VCs and intellectual property law firms.

In 1998-99, Prof. Kazovsky took a one-year leave from Stanford University and launched a start-up company now known as Alidian Networks. He serves on the Board of Directors of that company. Prof. Kazovksy also serves, on a consulting basis, as a Venture Partner with ICP, a leading southern California venture capital company.

Prof. Kazovsky authored or co-authored two books, some 150 journal technical papers, and a similar amount of conference papers. He is a Fellow of IEEE and a Fellow of OSA.

The Danish connection: Danish – US workshop on photonics

Strong relations already exist between researchers at The Photonics and Networking Research Laboratory (PNRL) at Stanford University and at DTU Fotonik, Dep. of Photonics Engineering. Innovation Center Denmark wants to build on this relationship by putting together a workshop with the researchers also bringing in other Danish research environments from Aalborg University and possible other Danish universities as well as industry from Silicon Valley and Denmark. Approx. 60 participants are expected.

The goal of the workshop is: 1) to provide a common platform where Danish and US researchers can get to know each other and present research projects in order to engage in future mutual research projects, 2) provide participants with insights and access to groundbreaking research within this field, and 3) provide access to the DK and Silicon Valley industry with an interest in this research area.

Charles House, Executive Director of Media X, Stanford

Charles "Chuck" House is the executive director of Media X, Stanford University's membership research program on media and technology. He is also a senior research scholar there, continuing his work in technology-enabled communications, collaboration, and community.

Previously, he was the director of Societal Impact of Technology, for Intel Corporation. He has been deeply involved with questions of technology's effect on society, and is currently focused on issues surrounding the attributes and impact of software technologies, particularly distance learning and collaboration using multimediated Web networking. He was instrumental in establishing the new Center for Information Technologies and Society at the University of California, Santa Barbara, and serves as Advisory Chair.

Earlier, Chuck was senior vice president of multi-media communication research for Dialogic (acquired by Intel in 1999), and also President of Spectron Microsystems (sold to Texas Instruments). Chuck was part of the IPO executive team at Veritas Software, and senior vice president of R&D at Informix Software during the very successful turnaround years of 1991-93. He also spent 29 years at Hewlett-Packard in a variety of management and technical roles, including five years as corporate engineering director.

Henrik Bennetsen, Associate Director, The Stanford Humanities Lab, Stanford

Henrik Bennetsen is the associate director of the Stanford Humanities Lab. He maintains a strong interest in virtual worlds and open source technology. Currently Henrik is heading out the Speed Limits research project, a collaboration with the Danish Bornholm's Kunstmuseum to explore artistic expression inside a virtual space.

Previously he lead the Lifesquared research project. The idea was to explore building a 3D immersive archive of the art of Lynn Hershman inside the virtual world of Second Life. The work was recently shown at The Museum of Fine Arts in Montreal and is planned for exhibition the SFMOMA in 2008. In 2007 he co-founded the Stanford Open Source Lab that has since grown to about 60 members from across the Stanford community. In Fall 2006 he was a part of the Stanford course The Human and The Machine that used Second Life as a teaching tool.

Henrik has a MSc. In Media Technology and games from the IT University of Copenhagen and a BSc. in Medialogy from Aalborg University.

Before his return to the world of academia Henrik was a professional musician and still has a strong side interest in creative self expression augmented by technology.
Born and raised in Denmark where he lived for most of his life until he relocated to San Francisco in 2005.

The Danish connection: Conferences and workshops at Stanford

Innovation Center Denmark co-sponsors and co-organizes a conference on Virtual Worlds and open source platforms *Metaverse U* at Stanford in May 2009. The main purpose of this conference is to define a strategy for advancing open source platforms and explore their potential in a broad variety of contexts, including scientific research, education, private enterprise, and cultural programming. A strong Danish role in the conference secures Danish professors as presenters on the conferences and the potential for future research collaborations.

Kim Klyver, Assistant professor SCANCOR, Stanford

Kim is Assistant Professor at University of Southern Denmark and is currently at Stanford through a one-year *post.doc. fellow program* through SCANCOR.

SCANCOR

SCANCOR - The Scandinavian Consortium for Organizational Research - was founded on September 15, 1988. The idea behind SCANCOR was to create a foundation for internationalizing research and education in organization and leadership. Through cooperation among Scandinavian business schools and universities, SCANCOR hopes to promote an international perspective in research and education, as well as to strengthen ties among Scandinavian researchers and encourage joint research projects. On March 10, 1989, SCANCOR established a research base at Stanford University in California, providing Scandinavian researchers with the facilities to work in an international research environment.

Innovation Center Denmark co-sponsored and co-organized SCANCOR's 20th anniversary conference in November 2008 and collaborates with SCANCOR on a ad hoc basis.

The fellowship program

The fellowship is open for high-quality researchers in Denmark, Finland, Norway and Sweden working in the fields of management, organization studies, sociology, education, political science, and other social sciences. We especially encourage applications from researchers working on the following topics: organizational learning and design, user-driven innovation, forms of open innovation, clean technologies, globalization, and well-being in society. The Scancor Postdoctoral Fellowship program will award four fellowships – one fellow from each participating Nordic country. Kim Klyver is the Danish participant

Research area

Kim Klyver's research field is entrepreneurship and the importance of social networks. He has published more than 80 articles on this topic and recently received the Emerald Literatis Highly Commended Award for his article "Shifting family involvement during the entrepreneurial process".

Kim has also for numerous years been a shareholder and part of the management group at Crazy Daisy Vejle, which is an entertainment centre with around 70 employees and a yearly turnover over 3.000.000 Australian Dollars. My main responsibility was human resource management and entertainment.

James D. Plummer, Professor, Dean, School of Engineering, Stanford

Jim Plummer was born in Toronto, Canada. He obtained his BS degree from UCLA and his MS and PhD degrees in Electrical Engineering from Stanford University in 1966, 1967, and 1971, respectively. From 1971 to 1978, he was a research staff member in the Integrated Circuits Lab at Stanford. He joined the Stanford faculty in 1978 as an associate professor and became professor of electrical engineering in 1983. His career at Stanford has included serving as director of the IC Laboratory, senior associate dean in the School of Engineering, and chair of the Electrical Engineering Department. He is currently the Frederick Emmons Terman Dean of the School of Engineering. He also holds the John Fluke Professorship in Electrical Engineering.

Plummer has worked in a variety of areas in the broad field of silicon devices and technology. Much of his early work focused on high-voltage ICs and on high-voltage device structures. He and his group made important contributions to integrating CMOS logic and high-voltage lateral DMOS devices on the same chip and demonstrated circuits operating at several hundred volts. This work also led to several power MOS device concepts such as the IGBT which have become important power switching devices.

Throughout the 1980s and '90s, a major focus of his work was on silicon process modeling. This work involved many students and other faculty, particularly Professor Bob Dutton, and resulted in the development of several generations of SUPREM, which has become the standard process modeling tool used worldwide today. His recent work has focused on nanoscale silicon devices for logic and memory and has demonstrated new device concepts such as the TRAM thyristor based memory cell and the IMOS device.

Plummer is a member of the National Academy of Engineering and a fellow of the IEEE. He has received many awards for his research, including the 1991 Solid State Science and Technology Award from the Electrochemical Society, the 2001 Semiconductor Industry Association University Research Award, and the IEEE Third Millennium Medal. He has graduated more than 80 PhD students with whom he has published more than 400 journal papers and conference presentations. His recent textbook, "Silicon VLSI Technology – Fundamentals, Practice and Modeling," is used by many universities around the world. He has also received three teaching awards at Stanford. He serves on the Board of Directors and on the technical advisory boards of several public and start-up companies and was one of the founders of T-RAM.

Plummer directed the Stanford Nanofabrication Facility from 1994 to 2000 and received an NSF commendation in 2000 for national leadership in building the NNUN, a consortium of five universities who opened their nanofabrication facilities as national resources for industry and for students from around the nation. Jim and his wife Patti live in Portola Valley with their two daughters, Katie and Julie.

Paul K. Wright, Professor, Director of CITRIS, UC Berkeley

Paul K. Wright is the Director of CITRIS -- the Center for Information Technology Research in the Interest of Society. It serves four UC campuses and hosts many multi-disciplinary projects on large societal problems such as energy and the environment; IT for healthcare; and intelligent infrastructures such as: public safety, water management and sustainability.

He is a professor in the mechanical engineering department, and holds the A. Martin Berlin Chair. He is also a co-director of the Berkeley Manufacturing Institute (BMI) and co-director of the Berkeley Wireless Research Center (BWRC). From 1995 to 2005 was the co-chair of the Management of Technology Program (a joint program with the Haas School of Business).

Born in London, he obtained his degrees from the University of Birmingham, England and came to the United States in 1979 following appointments at the University of Auckland, New Zealand and Cambridge University England.

He is a member of the National Academy of Engineering; a Fellow of the American Society of Mechanical Engineers; and a Fellow of the Society of Manufacturing Engineers

Research Interests: Energy scavenging and storage; Smart materials; Design and manufacturing for micro-integration of 'intelligent objects'; Design of wireless sensor systems. Application areas include: Energy efficiency and demand response; First responder applications; Medical products. He is credited for the invention of the first open-architecture control of manufacturing systems, and in the “CyberCut/CyberBuild” project during the 1990s for the development of Internet-based CAD/CAM systems.

Shankar S. Sastry, Professor, Dean of the College of Engineering, UC Berkeley

Dean of the College of Engineering, professor of Electrical Engineering and Computer Science, professor of Bioengineering, Nippon Electronics Corporation (NEC) Distinguished Professorship in the College of Engineering and the Walter A. Haas School of Business.

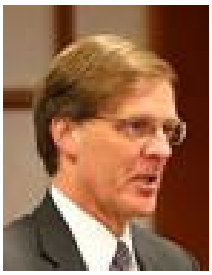
He received his B.Tech. from the Indian Institute of Technology, Bombay, 1977, a M.S. in EECS, M.A. in Mathematics and Ph.D. in EECS from UC Berkeley, 1979, 1980, and 1981 respectively. S. Shankar Sastry is currently dean of the College of Engineering.

He was formerly the Director of CITRIS (Center for Information Technology Research in the Interest of Society) and the Banatao Institute @ CITRIS Berkeley. He served as chair of the EECS department from January, 2001 through June 2004. In 2000, he served as Director of the Information Technology Office at DARPA. From 1996-1999, he was the Director of the Electronics Research Laboratory at Berkeley, an organized research unit on the Berkeley campus conducting research in computer sciences and all aspects of electrical engineering.

He is the NEC Distinguished Professor of Electrical Engineering and Computer Sciences and holds faculty appointments in the Departments of Bioengineering, EECS and Mechanical Engineering.

Prior to joining the EECS faculty in 1983 he was a professor at MIT.

Gary L. Baldwin, PhD, Director of Special Projects, CITRIS, UC Berkeley



Dr. Gary L. Baldwin received his B.S., M.S., and Ph.D. degrees in Electrical Engineering and Computer Science from the University of California, Berkeley, in 1966, 1967, and 1970, respectively.

Dr. Baldwin has extensive experience in the corporate arena, holding technical and management positions at Bell Telephone Laboratories in Holmdel, New Jersey, and Hewlett-Packard Laboratories in Palo Alto, California.

A former Acting Assistant Professor of Electrical Engineering at UC Berkeley, Dr. Baldwin has served as the Executive Director of the Gigascale Silicon Research Center from 1999 until 2003. Dr. Baldwin served as the Executive Director of CITRIS from 2003 until 2008 and as the Assistant Dean for Industrial Relations in the College of Engineering at Berkeley.

The Danish connection: Innovation Center Denmark entry person

Gary L. Baldwin is responsible for the Danish membership of CITRIS and is recently appointed as a member at Innovation Center Denmark's Advisory Board. Through the membership Denmark will send researchers to UC Berkeley in 2010 and other CITRIS universities as well as Denmark and CITRIS have and will put together workshops of mutual interest.

IN 2010 Denmark will have at least three researchers at CITRIS through the DASTI-CITRIS visiting researcher program. The researchers will work together with hosts at UC Berkeley and UC Davis. Gary Baldwin is also responsible for the visiting scholar program.

Ravi Nemana, Executive Director Service science, CITRIS, UC Berkeley

Ravi Nemana has a bachelor degree from University of Chicago and a MBA from UC Davis. Nemana is the executive Director for a new initiative at CITRIS: Service science, Management, and Engineering (SSME). In short this is a new academic curriculum and research area. It aims to improve the performance of services through the scientific study of the configurations of people, technology and business. The goal is to improve the predictability, productivity and quality of services by applying scientific, management and engineering disciplines to services.

What are services? Innovation?

- Nonmaterial equivalent of "goods"
- Things of economic value that you can't "kick"
    - Everything from food-service to financial advice and a great deal in between
    - Particularly interested in complex business services (IT-enabled, knowledge intensive)
- Firms, machines, and/or individuals can be service providers Firms can be composed of service components
- Value and competitiveness comes from the chains and interrelationships of the service components
- Service Innovation creates new value (chains)
  INNOVATION = INVENTION + VALUE

The Danish connection: Innovation in Services Conference - Service of Healthcare

This conference, which took place in the fall 2008, asked the deceptively simple question "How can we improve the Service of healthcare?" This topic was examined from a variety of viewpoints including the emerging field of services science, engineering, management, and the field of health services research. Innovation Center Denmark together with among others IBM, TEKES (Finland) and CITRIS (Ravi Nemana) put this conference together and Otto Larsen, Deputy Director General, National Board of Health and Thomas Riisgaard Hansen, PhD, University of Aarhus were the two Danish speakers at the workshop. Ravi Nemana has also been in Denmark where he spoke at DEA´s annual conference.

Carolyn Remick, Executive Director, The Berkeley Water Center, UC Berkeley

The Berkeley Water Center promotes and supports collaborative, water-related research within the Berkeley research community. Our external partners - industry, government, and non-profits - contribute to the vision of the research and benefit from the outcomes, particularly as the research is applied to improve public health and environmental conditions.

Carolyn Remick brings to the Berkeley Water Center more that 15 years of experience working on California and Nevada water issues. She has held senior management positions at non-profit organizations and consulting firms. Her areas of expertise are inter-agency coordination on habitat restoration and developing incentives for habitat and water quality improvements on private lands.

Carolyn was raised in Oakland, California. She received her B.S. degree from U.C. Berkeley's College of Natural Resources and M.S. degree in Geography from the University of Nevada.

The Danish connection: Cross-cutting "Water Solutions Workshop" in California

This cross-cutting activity was organized by Innovation Center Denmark and UC Berkeley (The Berkeley Water Center) to support profiling of Danish water competencies internationally. The workshop took place 23-24th October 2008. Around 10 Danish enterprises as well as selected Dabish researches participated in the workshop.

With the increasing severity of California's water crisis and tremendous new investment opportunities in disruptive water technologies, this joint workshop provided the setting to grow networks between leading innovative companies and research in California and Denmark, form the basis for new business partnerships and collaborative R&D, and share best practices of public and private sector partnerships for water technology development and commercialization.

A number of connections and joint (business and research) development projects were established between Danish and Californian companies and organizations.

Heinz Frei, Deputy Director, Helios Solar Energy Research Center, UC Berkeley

Helios is a joint effort of Berkeley Lab and the University of California at Berkeley to develop methods of storing and utilizing solar energy. Through Helios, the two Berkeley institutions, in partnership with the University of Illinois at Urbana-Champaign, was recently awarded a 500 million dollar grant by the petroleum company BP to find ways of creating transportation fuel from biomass. UC Berkeley and its partners were selected in large part because of the quality of their energy-related research and their excellent track records managing large and complex research projects delivering scientific and technological breakthroughs that can be deployed in the real world.

Heinz Frei: "The goal of our research is to develop robust artificial systems for the synthesis of fuels and chemicals from carbon dioxide and water using sunlight as energy source. Our approach is to assemble well-defined inorganic polynuclear units in nanoporous silica materials that function as visible light photocatalysts for CO2 reduction or H2O oxidation."

The Danish connection: Danish-Californian workshop on Design of Catalytic Materials

In 2008 Innovation Center Denmark and The Rational Design of Catalytic Materials at the U.S. Department of Energy's Lawrence Berkeley National Laboratory brought Danish scientists together with their American counterparts in a quest to create transportation fuels of the future.

Nobel Prize winner, Steven Chu, (now former) director of Berkeley Lab, opened the conference by explaining how new catalytic methods are at the heart of energy storage and will be the long term solution for transportation fuels. He was excited to be working with Denmark on this as the country has long been a leader of research and development in renewable energy sources.

"Look how Denmark made wind energy commercially viable. As a country it is small but its impact on renewable energy is much bigger than the size of its population," he said.

The conference, with 140 scientists attending, kicked off concrete talks on how the Helios project and the Danish scientific community can work together.

Professor Jens Nørskov with the Technical University of Denmark (DTU) has been working with catalysis scientists is excited to enter into a more formalized cooperation with the Helios project. "I anticipate that up to 100 participants from DTU, including PhD students, could somehow be affiliated with the Helios project in the future," he said.

Henrik Vibe Scheller, Professor, Director of Cell Wall Biosynthesis, JBEI

The Joint BioEnergy Institute (JBEI) has recently appointed the Danish professor Henrik V. Scheller as Program Director of Cell Wall Biosynthesis. Scheller came from a position as professor in Plant Molecular Biology at KU-LIFE.

Scheller's research for JBEI focuses on the identification of glycosyl transferases and other enzymes involved in cell wall biosynthesis and determining their biochemical function. The obtained knowledge of the enzymes will be used to generate modified plants that are potentially more suitable for biofuel production.

JBEI is a new San Francisco Bay Area scientific partnership led by Lawrence Berkeley National Laboratory (LBNL) and including the Sandia National Laboratories (Sandia), the University of California campuses of UC Berkeley and UC Davis, the Carnegie Institution for Science and the Lawrence Livermore National Laboratory (LLNL).

JBEI is one of three new U.S. Department of Energy (DOE) sponsored Bioenergy Research Centers (BRCs). The budget is USD 135 million for each center. JBEI's primary scientific mission is to advance the development of the next generation of biofuels – liquid fuels derived from the solar energy stored in plant biomass.

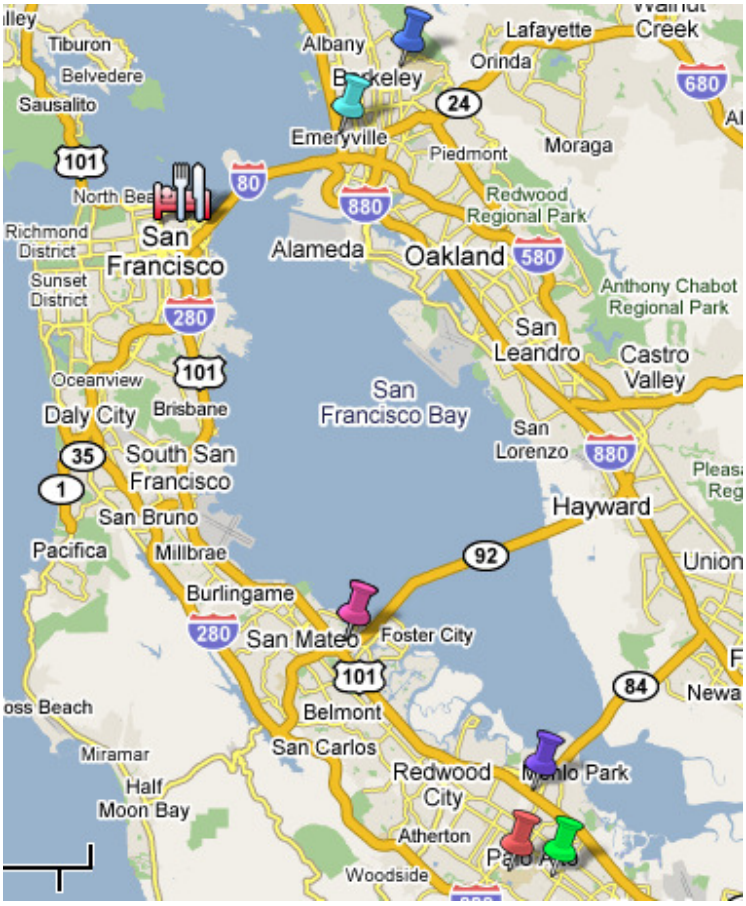
The Danish connection: Danish – US workshop on future biofuels

In an attempt to join forces between US and Danish experts to advance the development of plants as "Green Factories" including the next generation of biofuels, US-Danish workshop on Synthetic Biology will be held from 23rd to 25th of July 2009. The workshop is very timely with the newly started Joint BioEnergy Institute (JBEI) being a leading research center for syntetic biology and the newly granted UNIK program with the title: Synthetic Biology.

UNIK is an initiative from the Ministry of Science, Technology and Innovation in Denmark to support new ambitious elite research initiatives and to support synergies and more research collaboration. The UNIK Synthetic Biology will bridge the gab between Plant Biology and Nanotechnology. Head of UNIK Synthetic Biology is Professor Thomas Bjørnholm, KU, and he and several key scientists within the initiative will participate in the workshop.

The workshop is organized by Innovation Center Denmark in collaboration with Deparment of Plant Biology and Biotechnology, University of Copenhagen. The workshop is supported by The Strategic Research Council, Denmark. Research groups from the Danish universities Aarhus University, Denmarks Technical University, Aalborg University, and University of Copenhagen have all expressed their interest to participate in the workshop.

6 Maps & Driving Directions



Sir Fransic Drake Hotel

Innovation Center Denmark
200 Page Mill Road Palo Alto,

UC Berkeley

Joint BioEnergy Institute
2800 Mitchell Dr # 100, Walnut

Stanford

Better Place

SuccessFactor

Carnelian Room

7 Facts about Silicon Valley (2007)

Size: 3,888 km/sq
(Fyn: 3,550 km/sq)

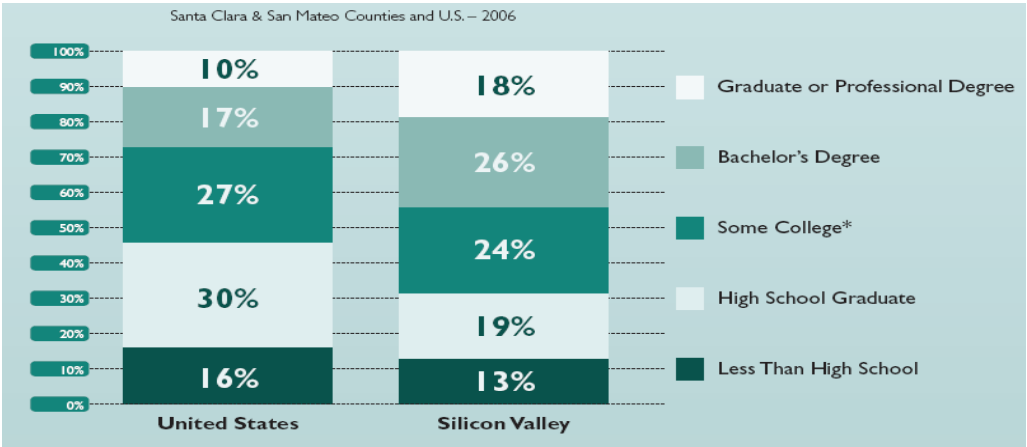
Inhabitants: 2.49 million
(38% foreign born)

Total average income:	$73.300
Per capita income:	$53,633
Median household income:	$84,987

Jobs: 1.381.800 million

GDP:	California:	$1446 billion
	Denmark:	$212 billion

Adult education attainment



Ethnic composition

41%	White, non-Hispanic
28%	Asian, non-Hispanic
25%	Hispanic, 3% other
3%	Black-non-Hispanic
<1%	American Indian, Alaskan Native

Background

Silicon Valley is the southern part of the San Francisco Bay Area in Northern California in the United States. The term originally referred to the region's large number of silicon chip innovators and manufacturers, but eventually came to refer to all the high tech businesses in the area.

Silicon Valley encompasses the northern part of Santa Clara Valley and adjacent communities in the southern parts of the San Francisco Peninsula and East Bay. It reaches approximately from Menlo Park (on the Peninsula) and the Fremont/Newark area in the East Bay down through San Jose, centered roughly on Sunnyvale. The Highway 17 corridor through the Santa Cruz Mountains into Scotts Valley and Santa Cruz in Santa Cruz County is sometimes considered a part of Silicon Valley.

Silicon Valley hosts an extraordinary set of laboratories and research institutions which fuel local innovation. And with the world's highest concentration of venture capital (share of all US venture capital investment is 26%, up from 18% a decade ago) and a dense network of supporting industries, the Silicon Valley innovation "habitat" is uniquely positioned to nurture entrepreneurial activity.

In the years since the dot-com collapse, Silicon Valley has solidified its position as a global center for creativity in business and technology. Silicon Valley has long been effective at attracting entrepreneurs, incubating new companies, creating new products and services and introducing entirely new business models. The region also has a documented, well-established infrastructure of financial, legal, business and other start-up expertise.

Silicon Valley has a much higher concentration of core design, engineering, scientific and business management talent than other regions of the US. This talent group drives the creation of new ideas, methods, products and services, and business models that produce economic value and prosperity. This group comprises 23% of our cluster employment and 14% of total regional employment – well above comparable regions such as Austin, Seattle, and San Diego (all ~8-9%), and the nation overall (2%).

Weather

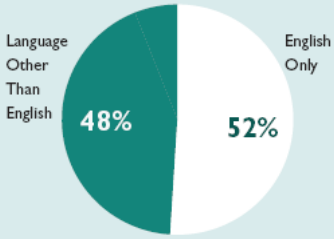
Silicon Valley enjoys a pleasant year-round climate with temperatures never getting too severely hot or too cold. The lows in the winter months hover around the 40s, while the highs of the afternoon crawl into the 50s/low-60s. Spring and late fall tend to have a comfortable average high of 65 degrees, getting down to a night low of about 45 degrees. Late summer and early fall temperatures can get up to the low 80s, with lows averaging 56 degrees. There's always a risk of fog in Silicon Valley, especially in May and June, but as a rule of thumb the climate is seldom something to worry about.

Universities

Silicon Valley encompasses a range of top-tier universities engaged in innovative research and development, including:

- Stanford University
- San Jose State University
- University of California, Berkeley
- University of California, Davis
- University of California, Merced
- University of California, Santa Cruz
- Santa Clara University
- California State University, East Bay
- Carnegie Mellon University (West Coast Campus)

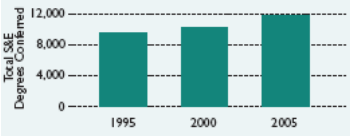
Silicon Valley's population **grew by 1.5%** over the previous year.



Diversity is growing: **almost half** of Silicon Valley's population speaks a language other than English in the home.

Educational Attainment of Silicon Valley Adults

- 82% hold high school diplomas
- 41% hold bachelor's degree
- US average adults holding bachelor's degree: 29%
- 60% more engineering and science degrees are conferred in Silicon Valley, per capita, than in California.



Silicon Valley continues to attract foreign science and engineering students.

Employee Demographic, Wage, and Product

- 53% of engineers and scientists in industry clusters are foreign born.
- Silicon Valley per capita income is 1.55 times greater than the nation.
- Average cluster wage in Silicon Valley is 75% higher than the US average cluster wage.
- Silicon Valley has substantially increased its productivity advantage of the US as a whole, outpacing the national average by 31% in 2004, up from 22% in 1994.
- Value-added by Silicon Valley employees increased from 2004-05 at more than twice the national rate.

Core Technology Clusters

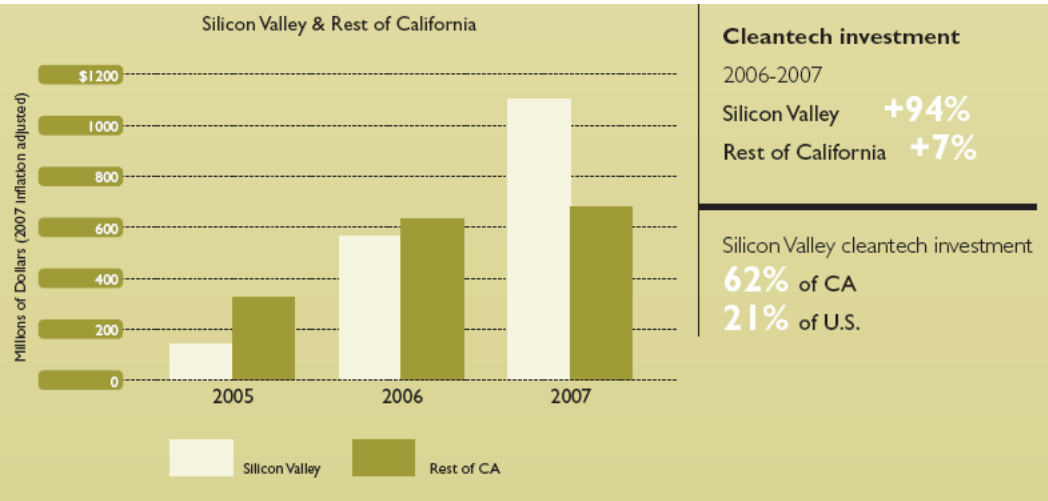
The semiconductor and semiconductor equipment manufacturing, as well as the computer and communications hardware manufacturing clusters are over ten times more concentrated than the nation, and the biomedical cluster is over three times more concentrated than the nation.

In recent years, the creative and innovation services cluster has shown remarkable growth. The cluster includes professional services firms in areas such as research and development, scientific and technical consulting, engineering services, and industrial design. It was the fourth largest cluster in the region in 2001; today, it is the second largest cluster – behind only software. Moreover, creative and innovation services have the largest number of firms of any cluster (6, 565), adding 3% more firms over the 2001-2005 periods.

CLUSTERS	Average Wage FY 2006	Percent Change Q2-05 to Q2-06
Computer and Communications Hardware Manufacturing	$ 160,379	15%
Software	148,935	1%
Semiconductor and Semiconductor Equipment Manufacturing	145,464	14%
Corporate Offices	110,053	4%
Creative and Innovation Services	101,764	3%
Biomedical	98,797	7%
Electronic Component Manufacturing	80,683	4%

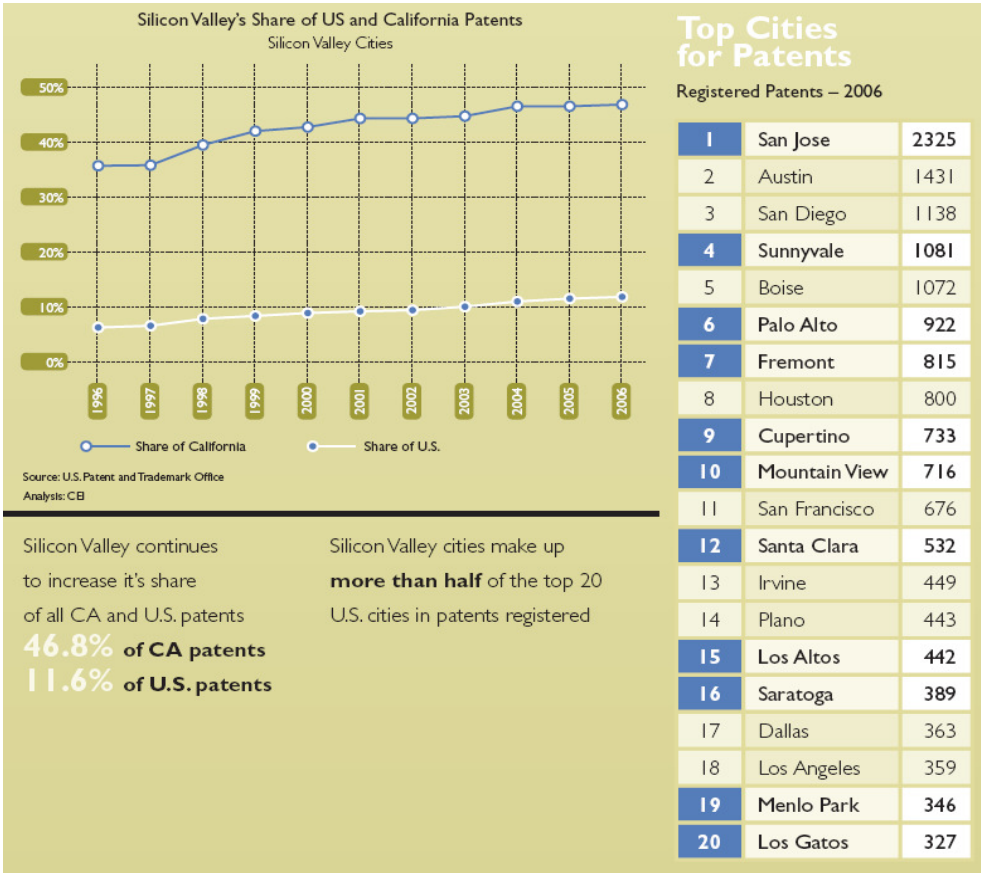
Cleantech

In Cleantech VC investment in 2007, Silicon Valley alone accounted for 62% of California and 21% of U.S. investment. Over 2007, investment in the Valley expanded by 94% and in the rest of the State only by 7%. The bulk of this investment was in energy generation followed by transportation.



Patents

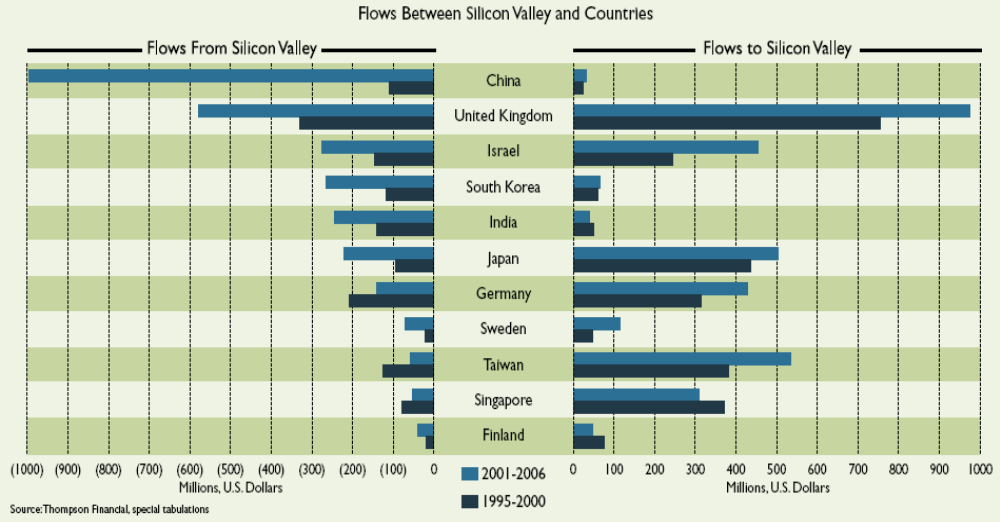
The share of patents granted to Silicon Valley inventors increased at a faster rate during 2003-2004 than any period since 1997-1998. In 2004, 47% of California patents were granted to Silicon Valley, and 11% of all patents in the United States were granted to Silicon Valley, up from 5% a decade ago. Patents per capita have more than tripled, from 114 to 377 per 100,000 residents between 1994 and 2004.

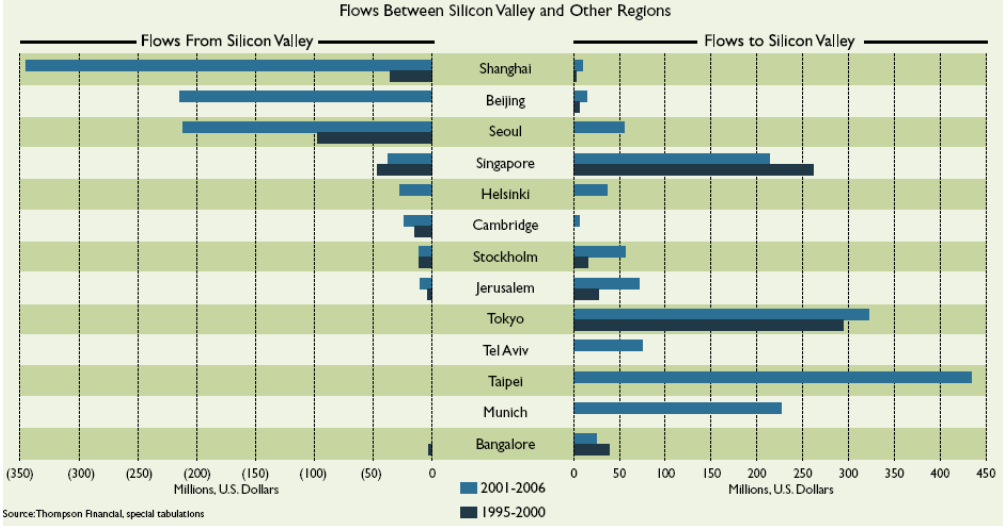


Competitiveness

The competitiveness of high-cost regions depends on the ability to add value in new and creative ways. Silicon Valley's competitive edge is its ability to create new ideas, methods, product designs, services and businesses based on its engineering, science, and management expertise.

As the global community grows, not only will China, India and other developing countries be able to do things once exclusive to SV, but they will also demand more products and services. This means they will be large and growing markets for Silicon Valley's idea economy, bringing prosperity to our region and creating jobs for our residents.


Flows Between Silicon Valley and Countries
Flows From Silicon Valley
Flows to Silicon Valley
China
United Kingdom
Israel
South Korea
India
Japan
Germany
Sweden
Taiwan
Singapore
Finland
(1000) (900) (800) (700) (600) (500) (400) (300) (200) (100) 0
0 100 200 300 400 500 600 700 800 900 1000
Millions, U.S. Dollars
Millions, U.S. Dollars
2001-2006
1995-2000
Source: Thompson Financial, special tabulations


Flows Between Silicon Valley and Other Regions
Flows From Silicon Valley
Flows to Silicon Valley
Shanghai
Beijing
Seoul
Singapore
Helsinki
Cambridge
Stockholm
Jerusalem
Tokyo
Tel Aviv
Taipei
Munich
Bangalore
(350) (300) (250) (200) (150) (100) (50) 0
0 50 100 150 200 250 300 350 400 450
Millions, U.S. Dollars
Millions, U.S. Dollars
2001-2006
1995-2000
Source: Thompson Financial, special tabulations

8 Facts USA

Geografi	
Hovedstad	Washington D.C. (572.000 indbyggere)
Areal	9,6 mio. km² (Danmark 43.000)
Indbyggertal	300 mio.
Befolkning	68 pct. af europæisk afstamning, 14 pct. af latinamerikansk afstamning, 13 pct. sorte, 5 pct. øvrige.
Sprog	Engelsk (ikke officielt)
Religion	Ingen statsreligion. (86 pct. identificerer sig med en religiøs retning, heraf 89 pct. kristne, 2 pct. jøder, under 1 pct. muslimer)

Økonomi	
BNI pr. capita	46.859 dollars (2008)
Vækst i BNP pr. capita	-6,2 pct. (2008 fjerde kvartal), 0,0 pct. (skøn 2009)
Valuta	1 US Dollar = 5.61379 DKK (pr. 1. maj 2009)

Regering	
Statsoverhoved	Præsident Barack Hussein Obama
Udenrigsminister	Hillary Clinton
Vicepræsident	Joe Biden
Forsvarsminister	Robert M. Gates

Indenrigspolitisk situation
USA er et præsidentielt demokrati. USA har to store partier: demokraterne og republikanerne. Valgsystemet er flertalsvalg i enkeltmandskredse.
Siden den 20. januar 2009 har præsidenten været Barack Obama. Den første afroamerikanske præsident. Efter det amerikanske kongresvalg 2006, sidder Demokraterne på flertallet af pladserne i både Repræsentanternes Hus og Senatet for første gang siden 1994, bortset fra et demokratisk flertal i Senatet i 2001–2002.

Udenrigsforhold og militær
USA har en enorm global økonomisk, politisk og militær indflydelse, som gør landets udenrigspolitik genstand for stor bevågenhed og diskussion over hele verden. Næsten alle lande har ambassader i Washington, D.C., og konsulater rundt omkring i landet. Cuba, Iran, Nordkorea og Sudan har dog ingen formelle diplomatiske forbindelser til USA. USA var et af de stiftende medlemmer af de Forenede Nationer (og er permanent medlem af Sikkerhedsrådet), blandt mange andre internationale organisationer.
USA's militær består af 1,4 millioner mand i aktiv tjeneste, sammen med flere hundrede tusinde både i reserven og nationalgarden. Tjeneste i militæret er frivillig, selvom der dog

kan være værnepligt gennem Selective Service System i krigstid. Man mener at USA har verdens stærkeste militær, delvist på grund af størrelsen på dets militærbudget; Amerikanske udgifter til forsvaret blev i 2005 vurderet til at være større end de næste 14 største nationale forsvarsbudgetter tilsammen, selvom USA's militærbudget kun er omkring 4% af landets BNI per indbygger. USA's militær opretholder over 700 baser og faciliteter. Det har også baser på alle kontinenter, bortset fra Antarktis.

Administrative opdelinger

Der er i USA 50 delstater, de 48 delstater som grænser op til hinanden — alle bortset fra Alaska og Hawaii — kaldes også det kontinentale USA. Nogle betragter Alaska som en af de "kontinentale" delstater, fordi den er en del af det nordamerikanske fastland, selvom den er adskilt fra de andre stater af Canada.
USA omfatter også flere andre territorier og distrikter, deriblandt det føderale distrikt District of Columbia — som har nationens hovedstad, Washington — og flere isolerede områder rundt om i verden, bedst kendte er amerikansk Samoa, Guam, Nordmaranerne, Puerto Rico og De Amerikanske Jomfruøer (De dansk-vestindiske øer).

Økonomisk situation

New York Stock Exchange på Wall Street i New York, er symbol på USA's rolle som en stor global finansiel magt.
USA er den største økonomi i verden med et bruttonationalprodukt (BNP) i 2005 på 12.760 mia. dollars. De seneste år er væksten tiltaget idet investeringsaktiviteten er tiltaget. En kraftig indenlandsk efterspørgsel kombineret med svagere vækst i resten af verden har dog givet sig udslag i store underskud på betalingsbalancen. Sammen med store offentlige underskud og en høj gældsætning i husholdningerne har det medført betydelig bekymring i mange internationale organisationer og investeringsbanker. Fortsatte høje produktivitetsstigninger kombineret med en stabil indvandring giver et langsigtet potentiale for den økonomiske vækst på 3,0 pct.
Budgetunderskuddet som følge af udgifter til de militære indsatser i Irak og Afghanistan samt genopbygningen efter orkankatastrofen har ikke ændret ved det generelle vækstbillede. Bush-administrationen fastholder USA's frihandelspolitiske linje. USA er Danmarks fjerdestørste eksportmarked. Den danske eksport til USA er koncentreret om industrivarer. Den vigtigste varegruppe for den danske eksport til USA er medicinske og farmaceutiske produkter. Den danske vareimport fra USA har også oplevet negative vækstrater i de senere år. Maskiner og transportmidler udgør ca. halvdelen af den samlede danske import fra USA.

Den danske ambassade i Washington
wasamb@um.dk
www.denmarkemb.org

Links

Det Hvide Hus: www.whitehouse.gov

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Website: www.innovationcenterdenmark.com
Email: info@innovationcenterdenmark.com

Facilitate, connect, innovate!

Innovation Center Denmark facilitates the entry of technology based Danish companies into Silicon Valley, connects research, capital and companies, innovates business models and market strategies and delivers inspiration that drives innovation. Innovation Center Denmark is a joint effort between The Ministry of Foreign Affairs and the Ministry of Science and Technology and a new type of commercial mission located in technological hot spots around the world. The next Innovation Centers open in Shanghai in September 2007 and in Munich early 2008.