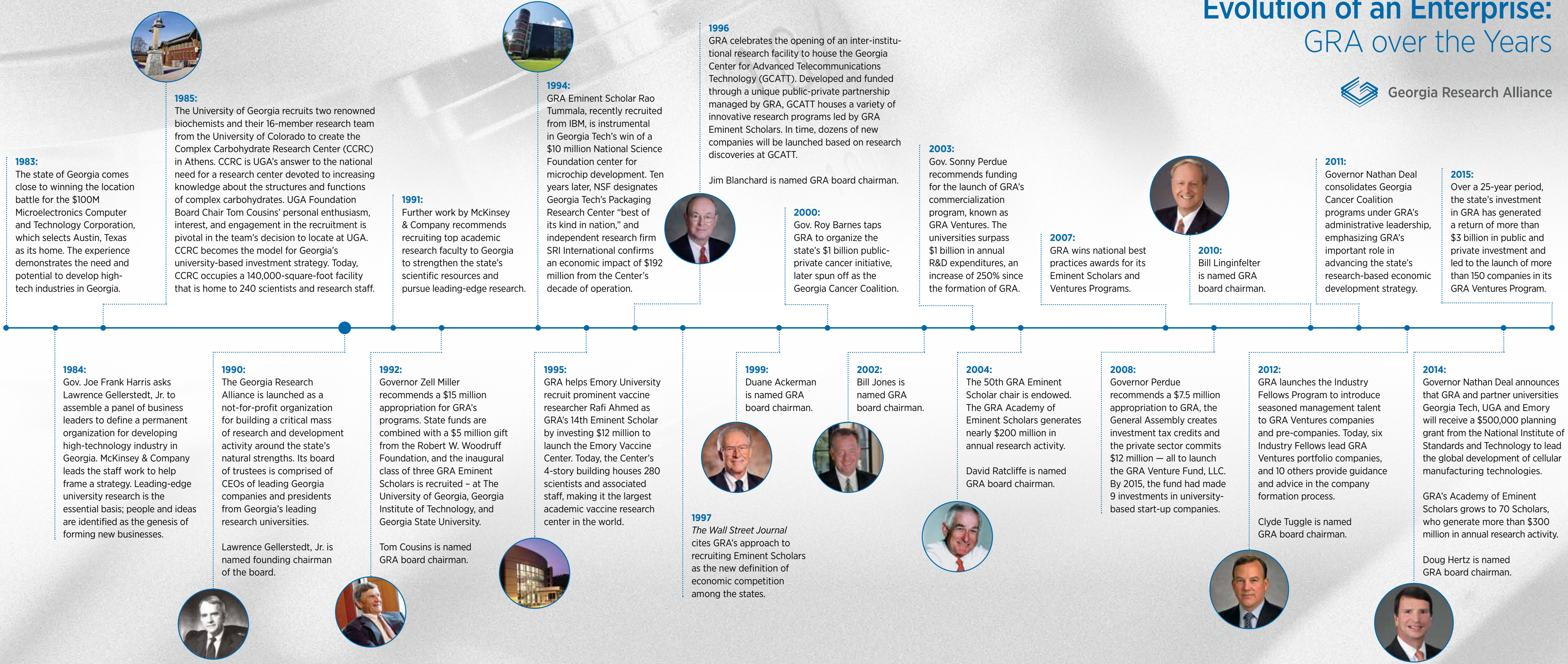
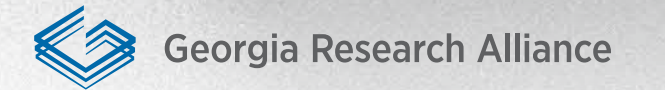


# Evolution of an Enterprise: GRA over the Years



**1983:** The state of Georgia comes close to winning the location battle for the \$100M Microelectronics Computer and Technology Corporation, which selects Austin, Texas as its home. The experience demonstrates the need and potential to develop high-tech industries in Georgia.

**1985:** The University of Georgia recruits two renowned biochemists and their 16-member research team from the University of Colorado to create the Complex Carbohydrate Research Center (CCRC) in Athens. CCRC is UGA's answer to the national need for a research center devoted to increasing knowledge about the structures and functions of complex carbohydrates. UGA Foundation Board Chair Tom Cousins' personal enthusiasm, interest, and engagement in the recruitment is pivotal in the team's decision to locate at UGA. CCRC becomes the model for Georgia's university-based investment strategy. Today, CCRC occupies a 140,000-square-foot facility that is home to 240 scientists and research staff.

**1991:** Further work by McKinsey & Company recommends recruiting top academic research faculty to Georgia to strengthen the state's scientific resources and pursue leading-edge research.

**1994:** GRA Eminent Scholar Rao Tummala, recently recruited from IBM, is instrumental in Georgia Tech's win of a \$10 million National Science Foundation center for microchip development. Ten years later, NSF designates Georgia Tech's Packaging Research Center "best of its kind in nation," and independent research firm SRI International confirms an economic impact of \$192 million from the Center's decade of operation.

**1996:** GRA celebrates the opening of an inter-institutional research facility to house the Georgia Center for Advanced Telecommunications Technology (GCATT). Developed and funded through a unique public-private partnership managed by GRA, GCATT houses a variety of innovative research programs led by GRA Eminent Scholars. In time, dozens of new companies will be launched based on research discoveries at GCATT.

Jim Blanchard is named GRA board chairman.

**2000:** Gov. Roy Barnes taps GRA to organize the state's \$1 billion public-private cancer initiative, later spun off as the Georgia Cancer Coalition.

**2003:** Gov. Sonny Perdue recommends funding for the launch of GRA's commercialization program, known as GRA Ventures. The universities surpass \$1 billion in annual R&D expenditures, an increase of 250% since the formation of GRA.

**2007:** GRA wins national best practices awards for its Eminent Scholars and Ventures Programs.

**2010:** Bill Linginfelter is named GRA board chairman.

**2011:** Governor Nathan Deal consolidates Georgia Cancer Coalition programs under GRA's administrative leadership, emphasizing GRA's important role in advancing the state's research-based economic development strategy.

**2015:** Over a 25-year period, the state's investment in GRA has generated a return of more than \$3 billion in public and private investment and led to the launch of more than 150 companies in its GRA Ventures Program.

**1984:** Gov. Joe Frank Harris asks Lawrence Gellerstedt, Jr. to assemble a panel of business leaders to define a permanent organization for developing high-technology industry in Georgia. McKinsey & Company leads the staff work to help frame a strategy. Leading-edge university research is the essential basis; people and ideas are identified as the genesis of forming new businesses.

**1990:** The Georgia Research Alliance is launched as a not-for-profit organization for building a critical mass of research and development activity around the state's natural strengths. Its board of trustees is comprised of CEOs of leading Georgia companies and presidents from Georgia's leading research universities.

Lawrence Gellerstedt, Jr. is named founding chairman of the board.

**1992:** Governor Zell Miller recommends a \$15 million appropriation for GRA's programs. State funds are combined with a \$5 million gift from the Robert W. Woodruff Foundation, and the inaugural class of three GRA Eminent Scholars is recruited – at The University of Georgia, Georgia Institute of Technology, and Georgia State University.

Tom Cousins is named GRA board chairman.

**1995:** GRA helps Emory University recruit prominent vaccine researcher Rafi Ahmed as GRA's 14th Eminent Scholar by investing \$12 million to launch the Emory Vaccine Center. Today, the Center's 4-story building houses 280 scientists and associated staff, making it the largest academic vaccine research center in the world.

**1999:** Duane Ackerman is named GRA board chairman.

**2002:** Bill Jones is named GRA board chairman.

**2004:** The 50th GRA Eminent Scholar chair is endowed. The GRA Academy of Eminent Scholars generates nearly \$200 million in annual research activity.

David Ratcliffe is named GRA board chairman.

**2008:** Governor Perdue recommends a \$7.5 million appropriation to GRA, the General Assembly creates investment tax credits and the private sector commits \$12 million – all to launch the GRA Venture Fund, LLC. By 2015, the fund had made 9 investments in university-based start-up companies.

**2012:** GRA launches the Industry Fellows Program to introduce seasoned management talent to GRA Ventures companies and pre-companies. Today, six Industry Fellows lead GRA Ventures portfolio companies, and 10 others provide guidance and advice in the company formation process.

Clyde Tuggle is named GRA board chairman.

**2014:** Governor Nathan Deal announces that GRA and partner universities Georgia Tech, UGA and Emory will receive a \$500,000 planning grant from the National Institute of Standards and Technology to lead the global development of cellular manufacturing technologies.

GRA's Academy of Eminent Scholars grows to 70 Scholars, who generate more than \$300 million in annual research activity.

Doug Hertz is named GRA board chairman.