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ADVOCATING THE DEVELOPMENT OF SPACE ENTERPRISE: THE SPACE BUSINESS ROUNDTABLE MOVEMENT NATIONWIDE

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ABSTRACT

Space Business Roundtables nationwide are building an important constituency for the future of space enterprise development. The Roundtables serve as "**space chambers of commerce**" in their local areas, bringing together individuals and organizations from diverse areas in general and technical business, local, state, and federal government, the military, and the academic community. General direction is provided through a national affiliation with the **Space Foundation, Inc.**, of Houston, Texas, while each individual Roundtable is organized and managed in a manner to best serve its local community. Currently, there are seven Roundtables chartered by the Space Foundation. Roundtable members, and Roundtables as organizations, are beginning to have an impact on the development of space policy, and on the attitude of the business community toward space enterprise. The Florida Roundtable, founded in 1986, is one of the most active Roundtables in the country, conducting a full agenda of **Briefing Meetings**, Roundtable Workshops and Seminars, and publishing Roundtable **Script** and **Space Business Briefing**.

INTRODUCTION

One of the keys to the continued development of space enterprise is strong support from the business and financial communities. Given

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current policy trends, and pressures on the U.S. federal budget, it is apparent that only greater participation by the private sector will ensure a dynamic American space effort. This participation will not only engender greater political support for the national space program, both civil and military, but will also lead to **sustained and growing private investment** in space operations and space product development. Strong participation by the private sector in space endeavors is endorsed by the latest U.S. national policies.

Deriving a general sense of purpose and direction from the National Commission on Space's report, Pioneering the Space Frontier (NCOS, 1986), and the Business Higher Education Forum's report, Space: America's New Competitive Frontier (BHEF, 1986), **Space Business Roundtables** are working throughout the country to build such support. In concert with chambers of commerce, local economic development agencies, universities, and leaders from the aerospace industry, Roundtables seek to bring together individuals from diverse segments of industry, government, and academia to learn about and discuss the opportunities for developing space enterprise.

One important function which Roundtables serve is **the establishment of a common base of understanding between individuals from these diverse segments of the economy**. Before effective action can be taken, community leaders must understand and agree upon the basic definitions which describe the industry they are trying to promote.

For example, the Florida Roundtable defines **space enterprise** as: **space-based or space-oriented commercial activity**. This broad definition encompasses all of the players who have a stake in the development of space enterprise. This definition is broken into three general sectors of activity, including: **space operations and utilization**, space technology **spin-off applications**, and **space related support**. Space operations and utilization involves such industries as space transportation, satellite communications, remote sensing, and micro-gravity materials processing, as examples. These are the types of industries most people think of when they think of space enterprise. However, the areas of spin-off applications and space related support functions (food service, logistics, and supply for spaceports and research centers, for example) form equally important economic categories, especially when considering the impact of space industry upon local areas (see Morgan, 1987).

Using this definition as a base, Roundtables work to encourage greater interaction among individuals from general industry, government,

and academia, with leaders for the aerospace industry -- traditionally strong supporters of space enterprise development. Through this interaction, individuals from each segment gain not only a greater understanding about the importance of space to the nation, but also come to better appreciate and understand the concerns of individuals outside their own area of expertise.

THE SPACE FOUNDATION

Providing a national focus to the Roundtable movement is the **Space Foundation, Inc.**, a non-profit corporation based in Houston, Texas. The major purpose of the Space Foundation is to carry out programs which will "nurture a business climate to create new wealth and opportunity for state and national economic leadership" (Wood, 1987).

The Space Foundation was born through the efforts of a number of individuals from Texas, who met through sheer happenstance. In 1978, the group met as a Board of Directors to form incorporate the Foundation, and initiate a formal agenda of operations. Included in this group were: **Sam Dunnam, Ted Law, Eliza Lovett Randall, David Hannah** (now Chairman of Space Services Inc.), **Dr. Harlan Smith, Art Dula, and Henry Hamman**. The initial activities of the Foundation were directed towards the Houston community, and a national "Space Industrial Fellowship and Achievement Award" program.

As time passed, the Foundation leadership recognized that a means was needed to educate and inform the leadership of the general business community regarding the opportunities afforded by space. Thus was born the concept of the "roundtable". The first meeting of the Houston Space Business Roundtable was held in May, 1983. The Houston Roundtable has conducted over 50 consecutive monthly **Briefing Meetings** since that time.

Under the direction of **Dr. William Urban**, then President of the Space Foundation, the organization began in mid-1984 to consider the possibility of expanding the Roundtable organization to other major cities. Today, there are Space Business Roundtable affiliates of the Space Foundation in **Washington (DC), Seattle, Dallas (North Texas), New York City, and Orlando (East Central Florida)**. A new Roundtable is being formed currently in **Los Angeles**, and of course the **Houston** Roundtable is still in operation. (The first "expansion" Roundtable in Austin, Texas, has since ceased operations.) The Space Foundation continues to serve as a focal point for the Roundtable movement, with at least one

representative from each Roundtable serving on the Foundation's Board of Directors.

THE FLORIDA ROUNDTABLE

The **East Central Florida Space Business Roundtable, Inc.**, is an independently incorporated, non-profit, tax-exempt organization, affiliated with the Space Foundation, Inc. Currently, the Florida Roundtable consists of over 50 individual members, 30 corporate members (including Grumman, Sun Banks, Peat Marwick Main, and others), and 15 institutional members (including the Florida Institute of Technology, the University of Florida, and the City of Orlando, among others).

HISTORY. In April, 1986, an Organizing Committee was formed and authorized by the Space Foundation. Members of the Organizing Committee included **Stephen L. Morgan** (then of Harris, now with Synergistics), who served as acting Chair of the Committee, **Robert J. Mellor** (Lockheed), **George E. Mosakowski** (NASA), **William H. Oyler** (NASA), **Erin McColskey** (then with the Industry Education Consortium, now with the Florida Department of Education), **Byrd F. Marshall, Jr.** (Gray, Harris, & Robinson), and **George A. Bunk, Jr.** (then of Harris, now with McDonnell Douglas). This Committee drafted the organizational documents, and invited a number of community business leaders to participate in the development of the organization. In September, 1986, the Organizing Committee dissolved in favor of the **Board of Trustees** of the newly-incorporated Roundtable. **Freddie "Chick" Garcia, Jr.** (Grumman) was elected as the Florida Roundtable's first Chairman of the Board.

The Florida Roundtable conducted its first Briefing Meeting in Orlando, Florida in March, 1987. One-hundred and one people attended to hear guest speaker **Donald E. Fink**, Editor-in-Chief of Aviation Week and Space Technology - the largest "first meeting" of any Roundtable ever held. Space Foundation Executive Director **Nancy Wood** flew to Orlando from Houston to present the organization with its official charter from the Foundation.

ORGANIZATION. As mentioned previously, each Roundtable organizes itself to best serve its own community. The Florida Roundtable is organized as an independent, non-profit, tax-exempt Florida corporation. The Roundtable is governed by a twenty-member **Board of Trustees**, members of which are elected for two-year terms by the membership of

the Roundtable. The Board is led by the **Chairman of the Board**, who is also the chief executive officer of the Roundtable, a **Vice Chairman**, and a **Recording Secretary**. The Board meets approximately quarterly.

The current Board of Trustees includes (organizational affiliations shown for identification purposes only):

Freddie "Chick" Garcia, Jr. *Chairman*
Grumman Corporation

Stephen L. Morgan *Vice Chairman*
Synergistics International

Byrd F. Marshall, Jr. *Recording Secretary*
Gray, Harris, & Robinson

Robert J. Mellor
Lockheed

Gene B. Daniel
Sun Banks/Brevard, N.A.

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Robert N. Johnson
Southeastern Investment Properties

George E. Mosakowski
NASA Kennedy Space Center

William H. Oyler
NASA Kennedy Space Center

Stephen M. Steck
WMFE-TV Public Broadcasting

Warren L. Tedder, Jr.
Peat, Marwick, Main

Dr. Roger Moore
University of Central Florida/STAC

Edward L. Prizer
Orlando Magazine

Charles J. Herbert
Harris Gov't. Aerospace Systems

Glenda E. Hood
City of Orlando

William Grimm
Boroughs, Grimm, Bennet, & Griffin

James Ralph
International Space Corporation

Roy L. Harris, Jr.
Industrial Development Commission

George Faenza
McDonnell Douglas Astronautics Co.

Dr. Lynn E. Weaver, P.E.
Florida Institute of Technology

Carrying out the day-to-day activities of the organization is a volunteer **Executive Staff**, appointed by the Board. The Staff consists of an **Executive Director**, who is also the principal operating officer of the Roundtable, an **Associate Director**, and a **Counsel**. The Staff is assisted in carrying out the work of the Roundtable by a number of

standing and ad-hoc **Committees** created by the Board. Currently, the Florida Roundtable operates with nine Committees, each of which is Chaired and staffed by volunteers from the membership of the Roundtable, and individuals from the local community.

Current Staff and Committee structure includes:

Stephen L. Morgan, *Executive Director*

Robert J. Mellor, *Associate Director* **Byrd F. Marshall, Jr.**, *Counsel*

Freddie Garcia, Jr. , <i>Chair</i>	Operating Committee
Ralph DePalma , <i>Chair</i>	Membership Services Committee
Robert J. Mellor , <i>Chair</i>	Program and Publicity Committee
James A. Yevera , <i>Chair</i>	Publications Committee
Joanne Richart , <i>Chair</i>	Community Liason Committee
Byrd F. Marshall, Jr. , <i>Chair</i>	Records Committee
Robert J. Mellor , <i>Chair</i>	Space Commission Support Committee
Dr. J. Bruce Rafert , <i>Chair</i>	Education and Research Committee
Frank E. Booker, III , <i>Chair</i>	Budget and Development Committee
Warren L. Tedder, Jr. , <i>Chair Pro-Tem and Treasurer</i>	

(A "Space Medicine Institute Development Committee" is also under development.)

The Florida Roundtable also has an **Advisory Council**, consisting of the leaders of major community service organizations in central Florida, government agencies, and other invited institutions. Coordinated by the Chair of the Roundtable Community Liason Committee, the Council currently consists of approximately 25 community leaders, such as Sen. John Vogt of the Florida Senate, Ted Moorhead of Congressman Bill Nelson's office, and others.

ACTIVITIES. The purpose of the Florida Roundtable is to **promote informed action to ensure the development of a strong space enterprise support network in central Florida.** We believe that central Florida plays a special role in the future of the Free World's space effort, as we are home to America's premier civil and military space launch complex at Kennedy Space Center and Cape Canaveral. In order to accomplish our goals, the Roundtable carries out a number of on-going activities designed to enhance community awareness of the general importance of and specific opportunities involving space enterprise, and to foster increased constructive interaction among the differing sectors of the central Florida community. In short, to serve as a **catalyst** between the various segments of the central Florida community which have a stake in the development of space enterprise.

The Florida Roundtable sponsors three types of meetings, including: **Briefing Meetings, Workshops, and Seminars.** At Briefing Meetings, Roundtable members and guests hear nationally prominent policy makers and space industry executives speak on issues of importance to the space business environment. To date, seven semi-monthly Briefing Meetings have been held, with meeting locations alternating between Orlando and Cocoa Beach, Florida. Guest speakers have included: **Donald E. Fink** (Editor-in-Chief, Aviation Week), **Dr. Gerard K. O'Neill** (President, Space Studies Institute and founder of Geostar Corporation), **Bill Schnirring** (Editor-in-Chief, NASA Tech Briefs), **Gen. John Plotrowski**, USAF (Commander-in-Chief, US Space Command), **Dr. Peter C. Bishop**, (Director, Space Business Information Center), **Dr. Joseph Allen, IV** (Vice President, Space Industries, Inc., and Chairman, Space Foundation, Inc.), and **John Egan** (President, The Egan Group).

Roundtable Workshops are working meetings which are attended by invited participants -- community and industry leaders -- for the purpose of developing informal action agendas for the promotion of space enterprise development in central Florida. Only a few Workshops have been held to date, but an enhanced schedule is planned for 1988 and 1989.

The first Roundtable Seminar was held on 16 March 1988, in Orlando, Florida. Roundtable Seminars are content-heavy symposia which feature one or more "experts" in a specific field of space technology, space policy, or space business. Attendees at Seminars are briefed in detail regarding a specific technology area, upcoming opportunities in space, and similar topics.

In order to adequately disseminate information, the Florida Roundtable publishes three periodicals, including: **Script, Space Business Briefing, and Special Reports.** Script is the organizational newsletter of the Florida Roundtable, and includes information on meetings and opportunities for members. Space Business Briefing is the content, or technical, journal of the Florida Roundtable, and provides readers with in-depth information on a topic of current interest regarding space technology, space policy, or space business opportunities. Titles have included: **The Roundtable and Space Enterprise: Meeting the Challenge** (the first issue, used as an introduction to the Roundtable concept), **Taking Advantage of Spin-Off Technology, The Florida Governor's Commission on Space: An Overview, and Space: America's New Competitive Frontier: A Review** (a summary of the Business Higher Education Forum's policy document on space). In general, each issue of Briefing is geared to the topic of the next Briefing Meeting. Special Reports are published as needed to disseminate miscellaneous information to the membership.

Prior to each semi-monthly Briefing Meeting, Roundtable members are

sent "**Briefing Packages**" which include copies of Script, Briefing, and other material of interest (such as book offers, subscription forms to NASA Tech Briefs, Space, and other magazines, and reprints of articles of interest to the membership). Briefing Packages serve a major purpose of the Roundtable -- the dissemination of useful space enterprise information to a broad-based audience.

The Florida Roundtable is also a member organization of the **Canaveral Council of Technical Societies**, which sponsors the annual international **Space Congress** in Cocoa Beach, Florida. The Roundtable also is a member of the Brevard Small Business Assistance Council, and is pursuing membership or cooperative arrangements with other organizations, as appropriate.

ACCOMPLISHMENTS. In the short period of time it has been in existence, the Florida Roundtable has accomplished a great deal in re-awakening the central Florida community to the importance of space enterprise. Surprising to many visitors to the Space Coast is attitude of many central Florida residents toward space activity. For years, space has been "something that NASA does over at Kennedy"! The Florida Roundtable exists to encourage the region not only to play a greater role in support of the Kennedy Space Center and Cape Canaveral launch facilities, but also to encourage the development of additional space enterprise activities in central Florida.

To date, the Florida Roundtable has been very successful in reaching a broad base of the region's general business community. In fact, the majority of the Roundtable's corporate members are *not* aerospace companies. They are, rather, general businesses and technical industries eager to learn more about the opportunities space enterprise holds.

The Florida Roundtable was the catalyst behind the creation of the **Florida Governor's Commission on Space** (FLAGCOS). As early as the first meeting of the Board of Trustees in September, 1986, the Roundtable took actions which culminated in the creation of the Commission in May, 1987. Governor Bob Martinez signed the executive order establishing the Commission at the Roundtable's Second Briefing Meeting, held at Kennedy Space Center (see Vevera and Morgan, 1987).

An informal Roundtable Workshop was also the catalyst for the development of a greater emphasis on space research in central Florida universities. Through the efforts of several Roundtable members, Committee Chairs, and Board members, the **Florida Institute of Technology** (F.I.T.) and the **University of Central Florida** (UCF) joined together to submit a proposal for the NASA Space Engineering Research

Center program. The proposal calls for research to be conducted in several fields of importance to the space infrastructure through a new, central Florida based "Spaceport Engineering Research Center" (see UCF/F.I.T., 1987). F.I.T. also took a major step towards increasing space-oriented research in central Florida through the creation of its **Space Research Institute**. Several Roundtable members and Board members have been heavily involved in the development of this new organization (see Rafert and Morgan, 1988).

The Florida Roundtable is also the only Roundtable which publishes a regular, technical journal, Space Business Briefing. Several organizations, including other Roundtables, have asked for extensive reprints of selected issues of Briefing.

PLANS FOR THE FUTURE. The Florida Roundtable has a number of specific plans for the near future. First among these is the development of a "**space enterprise developmental assistance program**" in Florida. The Roundtable has a task group working through the Community Liason Committee to formulate a plan for such a program. Such a program would work with existing federal, state, and local agencies to specifically assist space-oriented enterprises to locate or initiate operations in central Florida. This initiative has the support of the FLAGCOS, and was discussed at the 9 February 1988 meeting of FLAGCOS in Tallahassee, Florida.

The Roundtable is developing an agenda of informal meetings and workshops in support of FLAGCOS, to aid in implementing its recommendations. This work is being coordinated through the Roundtable's Space Commission Support Committee.

The Roundtable is also assisting in the development of a **Space Medicine Institute** in Florida, to be based in central Florida, with research locations at universities throughout the state, and later, throughout the nation. This initiative is being conducted through an ad-hoc Roundtable Committee, which plans to dissolve in favor of the Board of Trustees of the Institute consortium.

Another priority is the continued development of the Roundtable as an organization. To date, the Roundtable has conducted its business on a budget of only a few thousand dollars, raised through contributions and membership dues. The Board of Trustees of the Roundtable feels strongly that the organization must be supported by the community, as evidenced by these memberships and contributions. The level of support for the Roundtable as an organization, we believe, is a direct measure of the level

of support in the community for increased space enterprise activities. The organization's Budget and Development Committee is currently implementing a plan for increased membership growth and involvement.

OTHER ROUNDTABLES

As mentioned previously, there are six other Space Business Roundtables chartered by the Space Foundation. These include the **Houston** Roundtable, and chapters in **Washington** (DC), **Seattle**, **New York City**, **North Texas** (Dallas), and a Roundtable under development in the **Los Angeles** area. Contacts for these organizations are:

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Los Angeles

William F. Lite

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(818) 796-3089

For information on starting a Roundtable, contact the Space Foundation directly:

Space Foundation

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Houston, TX 77258
(713) 332-0779

The Houston Roundtable conducts an extensive Briefing Meeting agenda, hosting approximately 200-250 members and guests each month. They are also working very closely with various economic development organizations in the Houston area (Houston Economic Development Council, Houston Area Research Center, and the Houston Chamber of Commerce) to continue Houston's aggressive marketing to the space entrepreneurial community. The Washington Roundtable's Briefing Meetings are legendary for the number of influential people usually in attendance. The Washington Roundtable also conducted a major policy study, which was a comprehensive review of all existing policy studies. Other Roundtables conduct similar activities.

CONCLUSION

In the broad view, the Roundtable movement exists to encourage the continued development and utilization of space for the benefit of the entire world. In the development of the Foundation and Roundtable programs, the leadership of the organizations supports and is guided by the reports of the National Commission on Space, and the Business Higher Education Forum.

The NCOS report outlines a bold, visionary strategy for the future of the U.S. civil space program for the next 50 years: "The solar system is our extended home. We must stimulate individual initiative and free enterprise in space. In undertaking this great venture we must plan logically and build wisely. We urge the administration and the Congress to work in concert to raise American aspirations and to set new goals for civilian space activities in which planned programs are carefully phased to achieve a well-understood, sustained national purpose" (NCOS, 1986). However, NCOS Chairman Dr. Thomas O. Paine has cautioned on several occasions that the extent to which the recommendations made in the NCOS report are implemented depend upon a commitment and close working relationship between government, industry, and the academic communities.

Shortly after the NCOS report was issued, the Business Higher Education Forum issued its report, Space: America's New Competitive Frontier. The BHEF is a national coalition of industries and universities based in Washington, DC. Its report is intended to be a short range supplement to the NCOS report, and contains specific recommendations for business and academic institutions (summarized in Morgan and Vevera, 1987). "Competitiveness was a driving factor accelerating America's entry into the space age. This effort resulted in the development of a scientific and technological base, which has supported major endeavors ... The future holds many opportunities for building on this foundation. To ensure that those opportunities are not squandered will require cooperation and interaction among the major forces of the private sector, working in conjunction with the public sector" (BHEF, 1986).

Several reports issued since these two, including NASA's Ride Report (Ride, 1987) have reiterated upon these themes, and have outlined a number of specific plans for action, many of which call for a team approach to space utilization between government, academia, and private industry.

In the Declaration attached to the Article of Incorporation of the Florida Roundtable, the Board of Trustees stated:

"We challenge the leadership and membership of this organization to be the living embodiment of a new partnership between industry, government, and the academic communities. We charge this new partnership with the duty to go forth, in the spirit of constructive American competition, to harness the bounty of the limitless frontier of space, with the purpose of fostering free societies on new worlds, and improving the quality of life on Earth."

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