



December 21, 2016

Ms. Linda McMahon  
Office of the President-elect  
1800 F St NW  
Washington, DC 20006

Dear Ms. McMahon,

I write today on behalf of the American Association for the Advancement of Science (AAAS), the world's largest general scientific society, to offer you any and all assistance in accessing the scientific resources and technological know-how that you may need as head of the Small Business Administration to address the country's most pressing challenges.

As Administrator, you will be leading an agency that can benefit tremendously from the outcomes of scientific research and input from scientists and engineers across a range of fields. We encourage you to appoint leading scientists and engineers to key posts on your team to ensure you have timely scientific and technical input on the important policy decisions you will face.

Small businesses play an important role in the U.S. innovation ecosystem, with small start-up companies paving the way for and even growing into, some of the largest and most successful ventures in our 21st century economy. The Small Business Administration, in partnership with federal agencies with large research and development (R&D) budgets, administers the Small Business Innovation Research and Small Business Technology Transfer Programs to provide an opportunity for small businesses to compete for federal R&D funding in areas that advance the sponsoring agency's mission. This provides an important lever for helping U.S. small businesses can compete in today's global innovation economy.

The AAAS counts more than 100,000 members across every science and engineering discipline. We have a suite of programs focused on areas where science intersects society – from funding for research and development to education to diplomacy, and more. We publish high-quality research in our *Science* family of journals. The U.S. scientific community and the AAAS, in particular, are American assets at your disposal.

We look forward to working with you and your team at the Small Business Administration to ensure that you are able to draw on high quality scientific evidence to craft policies that best serve the American people.

Sincerely,

A handwritten signature in black ink that reads "Rush Holt". The signature is written in a cursive, flowing style.

Rush D. Holt

Chief Executive Officer, American Association for the Advancement of Science  
Executive Publisher, *Science* Family of Journals

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