university or by suspicious or hostile attitudes toward such offices.

Other factors, however, have played a positive role in developing the offices. As faculty have become more alert to the commercial potential of their work and more interested in interacting with external groups, their demands for assistance have increased and the volume and range of office activities have grown. The foresight of university research managers has also been a positive factor. Many of them have attempted to provide technology transfer services, to gain control over technology transfer efforts, or to better realize the potential of these efforts.

3. IMPACT

Determining the impact of university offices for technology transfer is a difficult and complex task. An evaluation would require reviewing the effectiveness and efficiency of the offices, determining their major consequences, and interviewing all involved, from students to business people. The task would be further complicated by the newness and diversity of the offices. It is perhaps too soon to determine their impact in a final way. But it is worthwhile to point out some achievements.

The offices have shaped attitudes toward the university and changed its organization and activities. Although the offices are still fragile and somewhat marginal to the main functions of the university, they have the potential to help redefine that institution. Perhaps more than other mechanisms for technology transfer, they are creating an environment within the university that is conducive to redefining its mandate and "'lowering the threshold' to commercial interaction at all levels". Thus the impact of the offices on the teaching and research programs, as well as on the attitudes of faculty and students toward interaction with industry,