



SRI Alumni Association

December 2011 Newsletter

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MESSAGE FROM PRESIDENT BOYD FAIR



Boyd Fair

The end of the year is approaching rapidly, and that means it is time for our final newsletter of 2011. This issue highlights the September alumni reunion in Menlo Park and SRI's 65th anniversary. We also have contributions from two alumni, which I think you will enjoy.

This year's reunion was a great success. Nearly 100 of the SRI family attended and renewed old friendships, got an update on SRI's financial condition, heard a very interesting talk on failure analysis activities by Don Shockey, and witnessed the induction of four new members into the Alumni Hall of Fame. Some folks even went home with some cold hard cash, courtesy of the SRI Federal Credit Union. Read more about it and see pictures of the event within the newsletter.

This year represents the 65th year that SRI has been performing research activities for government and commercial organizations. As you are all aware, many significant achievements in many different science and technology fields have occurred over that time—way too many to itemize here. Since Curt Carlson became CEO of SRI, there has been a major thrust to commercialize these advances and launch new companies to produce new products.

One recent success that many of you now enjoy on your iPhones is the voice recognition feature called Siri. In this newsletter, you can learn more about SRI's role in developing this technology and spinning off the company that was purchased by Apple Inc.

Just as the Alumni Association recognizes and honors in the Hall of Fame alumni who have contributed significantly to SRI's success in the past, SRI recognizes and honors current staff members who are making valued contributions today

with the SRI Fellows position and the Mimi Award. To find out who received these prestigious awards, see the articles inside.

You will also see two articles contributed by alumni members recalling some of their activities at SRI. Jim Selover gives highlights of his 10 years as an economist at SRI, and Peter Weissshuhn has contributed a series of "Taxi Stories," the first being about Helsinki. I am sure you will find them interesting reading.

Last, I want to take this opportunity, as I do every year at this time, to thank all the Steering Committee members for their untiring and continued support to the association. This year, we added several new members-at-large to bring fresh ideas and leadership skills into the organization. As next year progresses, we will implement some changes in existing committee leadership and will be adding some liaisons in the United States, Japan, and Europe who will help us grow our non-Menlo Park membership and provide information about more alumni activities that will be of interest to us all. Stay tuned and look for more information in the next newsletter.

I hope you all have a wonderful holiday season, and I wish you good health and happiness for 2012.

Boyd



2011 SRI Alumni Association Annual Reunion

The SRI alumni and guests attending the 2011 Annual Reunion enjoyed a beautiful fall day in Menlo Park, as well as each other's company and a very interesting program.

Status of the Institute

Tom Furst, Senior Vice President and CFO, delivered the report on the status of the institute. With 2011 being SRI's 65th anniversary, Tom noted that the institute was well established when Silicon Valley began and that SRI helped create it and will continue to contribute. At 65, SRI is growing—and in locations besides Menlo Park, such as Harrisonburg, VA; San Luis Obispo, CA; Ann Arbor, MI; and San Diego, CA; former subsidiary Sarnoff Labs was merged into SRI on January 1, 2011, and is now referred to as SRI Sarnoff or SRI Princeton. Alumni were astounded to hear that the proposal volume for 2011 is expected to approach \$2 billion and were equally impressed with the size of the three projects Tom highlighted as wins this year:



- The DARPA BOLT (Defense Advanced Research Projects Agency Broad Operational Language Translation) project is funded at \$42 million for five years.
- SRI's management of the Arecibo Observatory for NSF (National Science Foundation) is funded at \$50 million for five years (see August 2011 newsletter).
- NIH (National Institutes of Health) awarded Biosciences \$100 million for 10 years to continue evaluating new vaccines and disease treatments.

Commercialization of SRI's intellectual property and patents is also proving lucrative. Tom mentioned two SRI spin-offs: Siri, which invented a personal assistant iPhone application and was acquired by Apple (see the article by Don Nielson), and Tout, an iPhone application that can be likened to Twitter for sharing videos (see the August 2011 newsletter).

Finally, Tom had the reassuring news that SRI has a sizable reserve of cash in the bank and nothing borrowed against its line of credit. With this security, consideration is being given to renewing the Menlo Park campus to showcase SRI as a world-class community of innovation.

Presentation on Making Success Out of Failure

Donald Shockey, Director of the Center for Fracture Physics in the Materials Research Laboratory, Physical Sciences Division, gave a fascinating and entertaining presentation on his research: failure analysis. His first example concerned United Airlines Flight 232, which crash landed in Sioux City, IA, in July 1989. An in-flight catastrophic failure of the tail-mounted engine had caused fragments to penetrate the fuselage and sever the hydraulic lines, causing loss of power to all the flight controls. Don's group won an FAA contract to develop a fabric barrier to protect flight-critical aircraft components from engine fragments. Through ballistic experiments, computer simulations, and field-testing at a military base, the team identified the best fabric material (Zylon, developed in SRI's chem lab) and method for attaching the fabric in the fuselage wall.



On another project, Don and his colleagues, working with Stanford University, produced CT X-ray and MRI images of stented and unstented arteries to provide the information needed by manufacturers to design stents that do not fail in the body.

When NASA astronauts came back to Earth with holes in their gloves, Don's center identified the source of the problem as micrometeorite impact damage on the International Space Station's handrails and developed non-snagable patches for the gloves.

The armoring required to protect against IEDs (improvised explosive devices) is making military vehicles too heavy. Under a Defense Department contract, Don's group worked with a glass company to develop the new lighter-weight window materials that are currently replacing vehicle windows in Afghanistan and Iraq. Don sees applications for the new glass in spacecraft, which are increasingly vulnerable to impact from orbital debris.

The future work in Don's center will be directed toward aging systems, including aircraft, pipes, bridges, and power plants. Don cited the gas pipe explosion in San Bruno, CA, that occurred about a year ago. The crack in that pipe had grown slowly through the pipe wall during the 54 years the pipe was in the ground, but the problem could not be detected. Don thinks that the growth history can be reconstructed

2011 ALUMNI ANNUAL REUNION (Continued)

by applying a technique unique to SRI to analyze the crack surfaces. If so, the results can be correlated with PG&E service records to demonstrate the effects of pressurization and spike loads and thereby provide a tool for the pipeline operators to manage the integrity of their aging pipelines and take them out of service before they fail.

Honoring 2011 SRI Alumni Hall of Fame Inductees

This year the alumni applauded four new members of the SRI Alumni Hall of Fame.



Earl Blackwell, Joe DeGraw, Ed Acton, and Elmer Reist

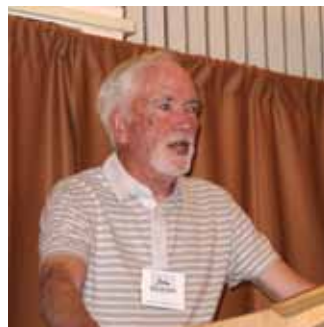
Ed Acton and his colleagues developed and demonstrated techniques for the synthesis of hundreds of new chemicals for screening as potential anticancer drugs. The quality of his work and the straightforwardness of his efforts brought SRI to the attention of cancer researchers around the world and brought a steady stream of funding to SRI's Life Sciences Division, much of it from the National Cancer Institute (NCI).

Earl Blackwell has become well known and highly respected nationally for his development of systems to provide high-accuracy, real-time measurement applications using the satellite-based Global Positioning System assets. One of these, Exploitation of Differential GPS for Guidance Enhancement, culminated more than 17 years of research and innovative techniques that have spawned a number of related projects.

Joe DeGraw led a very extended effort at SRI on antifolates, a class of cancer-fighting drugs that compromise a cancer's ability to use normal blood constituents to grow. One of the drugs Joe and his colleagues synthesized was pralatrexate, the first drug available for relapsed or refractory peripheral T-cell lymphoma, a biologically diverse group of aggressive

blood cancers that have a poor prognosis. Pralatrexate is being evaluated for several other cancers.

Elmer Reist developed several long-running research programs on drug synthesis—antiviral and antimalarial agents, potential carcinogens for the chemical repository of NCI, and new chemicals to treat AIDS and AIDS-related side diseases, such as cytomegalovirus. These programs established SRI's preeminence in the field of drug synthesis. With his many presentations and publications, Elmer became well known in the worldwide research community.



*John McHenry and Mas Tanabe introducing
2011 SRI Alumni Hall of Fame inductees*



*Ed Acton receiving his
Hall of Fame certificate
from Tom Anyos*



*Earl Blackwell receiving his
Hall of Fame certificate
from John McHenry*



*Joe DeGraw receiving his
Hall of Fame certificate
from Tom Anyos*



*Elmer Reist receiving his
Hall of Fame certificate
from Tom Anyos*

2011 ALUMNI ANNUAL REUNION (Continued)



2011 ALUMNI ANNUAL REUNION (Continued)



2011 ALUMNI ANNUAL REUNION (Concluded)



Thanks to Kay Clarke (left) for selecting food and music as well as providing other general arrangements, Marlyn Johnson (center) for acting as the official door greeter, and Augustina Biosic for working at the reception table.



Thanks to Augustina Biosic, Carolyn Terrill, Joyce Berry, and Jane Cano, who staffed the reception table and provided badges and raffle tickets to attendees.

Thanks

Thank you to all who organized this reunion and made contributions to make it such a success, including:

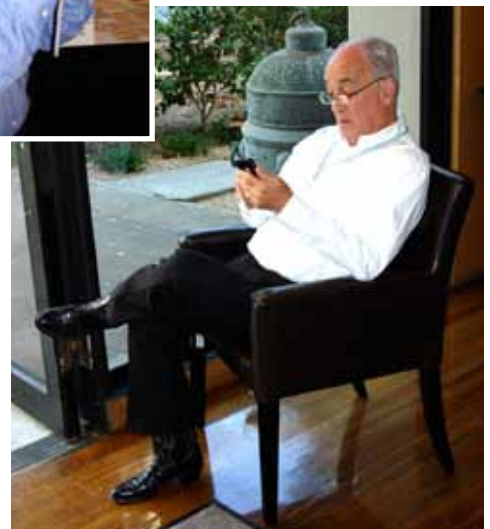
- SAC (Sandy Hinzmann) and the Credit Union for providing door prizes
- Peter Valenti and H-R for the new wood frames for the Hall of Fame certificates
- SRI Security for site access arrangements
- Don Berry and Don Nielson for reunion photographs



Thanks to Jane Cano for floral arrangements on the buffet tables (given as door prizes) and the small potted orchid plants on each dining table (given to a lucky person seated at each table).



Thanks to Arturo Franco and the Conference Services staff for food and services.



Thanks to Tom Anyos for organizing yet another successful event.

SRI Celebrated 65th Anniversary in 2011



On November 6, 2011, SRI celebrated 65 years of innovation. Taking a look from 1946, when Stanford Research Institute was established, to the SRI of today, we see an impressive array of inventions that have become part of our daily lives.

From the processing numbers on checks in 1955 to the introduction of interactive computing and the computer mouse in the 1960s, minimally invasive telerobotic surgery in the 1990s, and the Siri virtual personal assistant in the iPhone in 2011, SRI researchers and technologists have been building on a rich legacy and pushing the boundaries of what is possible.

Current staff members and alumni can be proud that SRI tackles our most challenging problems, such as the need for life-saving drugs and clean energy, the security of physical and Internet infrastructures, and new educational methods that will develop the next generation of scientists and engineers.

To date, SRI has launched more than 40 new ventures. Four spin-offs are now publicly traded and have a combined market capitalization of more than \$20 billion.

Let's take a look at some of SRI's significant breakthroughs.

A Few Recent Breakthroughs

Artificial Intelligence for Consumers

Decades of SRI research in artificial intelligence, including leadership of the largest known artificial intelligence project in U.S. history (CALO), led to the development of the groundbreaking Siri virtual personal assistant technology. SRI spun off Siri, Inc., in 2007 to take the technology to consumers. Apple acquired Siri in April 2010, and Siri was unveiled as an integrated feature of the Apple iPhone 4S in October 2011. (See Don Nielson's accompanying article.)

Improved Video Chat on Android™

Earlier this year, SRI video stabilization technology was embedded into Google Talk applications on Android devices, improving the user experience for video conversations, even if someone is moving.

Leadership of the Development of the U.S. Department of Education's National Education Technology Plan

The 2010 National Education Technology Plan, *Transforming American Education: Learning Powered by Technology*, calls for revolutionary transformation of education—e.g., leverage technology to provide personalized learning and to enable continuous and lifelong learning and use real-world tools for students to grapple with real-world problems.

Cancer Drug Co-Developed by SRI

In 2009, the U.S. Food & Drug Administration approved pralatrexate for the treatment of relapsed or refractory peripheral T-cell lymphoma. Research on drugs of this class began at SRI in the 1950s. (See Joe DeGraw's Hall of Fame item on page 3.)

A Legacy of Breakthroughs

Additional SRI innovations span a wide range of technical disciplines and global markets.

Artificial Intelligence and Robotics

- Artificial intelligence for robots (1972): SRI created Shakey, the first mobile robot that could reason about its actions.
- Advanced robotics (2000–present): SRI has pioneered novel surface-climbing robots, autonomous mobile robots, mapping software, and medical robotics.

Computing and Internet

- Banking (1955): SRI revolutionized banking with automatic check processing and magnetic ink character recognition (MICR), still a standard on today's checks.
- Personal computing (1968): Doug Engelbart and his team introduced many of the tools—such as the computer mouse and concepts of multiple windows and interactive computing—that set the global computer revolution in motion. SRI licensed the computer mouse technology to Apple, Xerox, and other companies.
- Internet (1969): SRI received the first transmission on the ARPANET, the Internet's predecessor, and ran the Network Information Center (NIC), which assigned domain names, for decades.

- Wireless communication (1977): SRI sent the first transmission across three disparate networks—satellite, the ARPANET, and packet radio—in what is known as the first internetworked connection.
- Speech translation (2007–present): SRI is deploying technology on mobile devices to enable real-time communication in local languages. In 1994, SRI spun off market leader Nuance Communications to bring its speech technology to market.

Defense

- Aviation (1950s): SRI developed electrostatic discharge rods to protect airplane wings from radio interference and static electricity. These devices are now standard on aircraft, spacecraft, and tankers.
- Radar (1960s–present): The military uses SRI radars for long-range and concealed-target detection. SRI also operates major radar research facilities for the National Science Foundation at locations around the globe, from Greenland to the Arecibo Observatory in Puerto Rico.

Education

- Longitudinal studies (1978–present): SRI conducted four of the five congressionally mandated longitudinal studies to improve the education of U.S. children and youth with disabilities.

Entertainment

- Movies (1959): SRI won an Academy Award® for co-developing the Technicolor® electronic movie print timer, which allowed the film industry to bring accurate color movie prints to theaters faster.
- Broadcasting (1997): SRI Sarnoff, as part of an Emmy® Award-winning consortium of electronics and telecommunications companies, developed the U.S. high-definition television (HDTV) standard.

Biomedical Sciences and Health

- Drug discovery (1970s): Halofantrine, discovered and developed at SRI, has saved countless lives as a treatment for drug-resistant malaria.
- Minimally invasive telerobotic surgery (1990s): SRI developed the first robotic surgical system, now used by surgeons around the world. SRI spun off Intuitive Surgical, Inc., to bring the technology to surgeons and patients.

Vision and Image Processing

- Real-time video processing (1984–present): SRI Sarnoff developed the first computer system capable of performing sophisticated visual search tasks in real time. SRI's work in computer vision technology augments the way people sense, analyze, and react to the world around them.
- Augmented reality (1993–present): SRI Sarnoff delivered the first system to insert virtual advertising in a live video broadcast as part of the scene. Today, this technology enables immersive training: Users see the real world and computer-generated avatars simultaneously.
- Biometric identification (1996–present): SRI Sarnoff pioneered iris recognition at a distance for user identification at ATMs and other applications.

Just imagine what innovations will emerge in the next 65 years.

Siri Becomes the “Voice” of the New iPhone

By Don Nielson

With Apple's release of the iPhone 4S in October, Siri has hit the street in a big way. Siri is the speech recognition and natural language understanding capability present on the new iPhone, and its introduction is causing quite a stir. (If you are not familiar with Siri and how it migrated from a series of SRI projects to ownership by Apple, see the August 2010 newsletter, page 11, available in the Alumni Association section of the SRI website.)

Both the speech recognition and natural language understanding technologies have an artificial intelligence aspect. Siri's speech recognition and meaning extraction take place entirely on Apple's distributed Internet servers. Should those servers go down, it would be reasonable, as processing power permits, for that processing to occur on board for matters purely internal to the iPhone. Because Siri can make useful inferences based on past user queries, this implies that the Apple servers also compile information with which to characterize each user. Regardless, it is a matter of pride that much of Siri's speech recognition, natural language understanding, and user characterization capabilities had their origin at SRI.

Those of you who have purchased the iPhone 4S are discovering the facility Siri offers and are sampling what I predict will be a new



wave of innovation in human-machine interaction. The interface is significantly different for at least three reasons. First, the ability to speak requests offers an alternative to the Lilliputian keyboards used for text input to cell phones, a vexing problem for many of us. Second, it offers a more efficient, less cumbersome approach to the general functionality of the smart phone—and heaven knows these phones are so laden with capability that it is hard to embrace and use it all. But mostly, and a bit speculatively, Siri shows an inkling of a new paradigm for local and Internet search: the transition to a more circular, context-convergent dialogue that gets to the target information more quickly and more accurately.

This isn't meant to be a commercial for Apple, but having used the 4S for a week or so, I think Siri's breadth of coverage and context capture are more remarkable than I would have expected. I understand it is officially in a beta stage, but in the dialogue relevant to an automated personal assistant, Siri makes some surprising inferences and relatively few dumb mistakes. Its frequent use of Wolfram Alpha, a knowledge-based server on the Web, helps with some precise answers. All that being said, however, natural language researchers at SRI and elsewhere are a bit worried about Apple's aggressive promotion of Siri. They know the difficulty of the undertaking.

That Siri nevertheless is an important innovation is reflected in recent testimony before Congress by former Google CEO Eric Schmidt. His written statement included this: "Apple has launched an entirely new approach to search technology with Siri, its voice-activated search and task-completion service built into the iPhone 4S." Although his comments were meant to downplay Google's dominant position in search services by playing up its competitor's advantages, there are some objective reasons to take his position seriously. And others are noticing. *Time* Magazine's Techland blog highlighted Siri as one of "5 Cool Inventions" from the magazine's November 28 "50 Best Inventions" issue.

Whether Siri becomes a watershed in human-computer interaction is now in the hands of Apple users, and only time will tell. That test will be interesting and worth watching. Google has had in-house R&D in speech recognition under way for at least seven years, but its use has been limited to voice control on its Android operating system and does not involve language understanding. Curiously, Google has also provided an iPhone app that serves as a voice input to Google Search. It is interesting to note that that speech development group is led by Michael Cohen, a former member of both the SRI speech lab and its Nuance spin-off.

Stay tuned.

Congratulations to the 2011 SRI Fellows



Harpreet S. Sawhney is technical director of the Vision and Learning Laboratory in SRI's Information and Computing Sciences Division in Princeton. He has extended the scope of vision research at SRI Sarnoff from basic sensor processing to recognition and reasoning about objects and activities in complex scenes. He led the conceptualization and realization of innovative algorithms in two-dimensional and three-dimensional processing. He introduced the idea of video object fingerprinting to tackle the difficult problem of object tracking across non-overlapping cameras. Harpreet has published more than 90 papers and holds 34 patents.



Carolyn Talcott is program director of the symbolic systems technology group in SRI's Information and Computing Sciences Division in Menlo Park and manager of the computational biology group in SRI Shenandoah Valley in Virginia. Her work, published in more than 130 articles, can be summarized under the general heading of formal reasoning about computers and biological systems. The importance of formal reasoning lies in its ability to discover and verify properties of systems that support critical infrastructure, financial, manufacturing, and military applications. Carolyn has also applied formal reasoning to better understand complex biological systems.

SRI's Fellowship Award recognizes exceptional staff members for their outstanding accomplishments. It is SRI's highest recognition for technical, scientific, or professional contributions.



Robert Swezey of Biosciences Division Named 2011 Mimi Award Winner



Robert Swezey, supervisor of bioanalytical chemistry in the Toxicology and Pharmacokinetics group in SRI's Biosciences Division, has been selected to receive the 2011 Mimi Award for inspiring his co-workers and contributing to their growth, development, maturity, and success.

Rob has been nicknamed "Lab Daddy" for how he guides, tutors, and counsels his team, and he is noted as an excellent listener and collaborator. He is also described as a strong, creative scientist who exhibits vivid interest in a variety of topics.

Several staff members nominated Rob for the award. Perhaps one of his nominators said it best: "He is a person who has earned our respect in every way. He treats everyone with respect, too."

SRI's Mimi Award is the highest recognition offered to staff members who have fostered the personal and professional growth of their co-workers. The award is given annually to an SRI staff member who has inspired others to realize their goals and vision. The award, established in 1994, is named in memory of Marian (Mimi) S. Stearns, who was vice president of SRI's Health and Social Policy Division.

RECENT DEPARTURES OF LONGTIME STAFF

We're sad to announce the departure of a longtime newsletter feature, the Recent Departures of Longtime Staff list. For employee privacy considerations, SRI's Human Resources group will no longer be providing us with this information.



My SRI Years

By Jim Selover

Jim Selover, former director of the Long-Range Planning Service, wrote about his years with SRI (1959–1969) for the SRI archives. Excerpts of his memoirs are presented here.

Stanford Village and Whiskey Gulch

After the conclusion of World War II, the U.S. government approached Stanford University to exchange property in Menlo Park that the military had used as a hospital for Stanford land for the future establishment of a veterans hospital. The area in Menlo Park came to be called Stanford Village and was used to house Stanford students as well as to be the home of SRI. During my first year (1950) in the doctoral program in the Stanford Chemistry Department, I was housed in one of the former barracks in Stanford Village.

The economics division of SRI was in a small facility in a part of Palo Alto called Whiskey Gulch. One of the programs at Whiskey Gulch was the newly formed Chemical Economics Handbook (CEH) under the management of Dr. Ray Ewell, who came to SRI from Shell Development. As a graduate student at Stanford in 1951–52, I worked part time in this program at SRI. As a result, I was familiar with SRI.

From Chemist to Economist

After receiving my Ph.D. in organic chemistry, I took my first research job working for a small company in New Jersey. After living in Newark and working in Jersey City for a little over a year, I decided to move back to California. I was interviewed in New York City by the head of SRI's Chemistry Department, Dr. Larry Richards, and his deputy, Dr. Bruce Graham. Larry offered me a job and I accepted. However, just as I was preparing to ship our furniture to Menlo Park, Larry called me and said he had just resigned from SRI to take a job with the Richfield Oil Company in Southern California. Richfield was establishing a research and development operation for the first time in its history. I accepted a job with Richfield, where I spent about five years engaged in interesting projects that included liaison with SRI. In particular, SRI had developed a chemical process for Richfield that was in the large pilot plant development phase at Richfield's Carson, California, refinery. As a result, I maintained contacts with SRI during that period.

When it came time to relocate from Southern California to Northern California, I submitted my resume to SRI's Chemistry Department again and was invited to Menlo Park for an interview. A friend from my Stanford graduate

days, Dr. Bill Sutphen, saw me and asked me what I was doing in Menlo Park. I told him I was looking for a job, and Bill said "You're hired" on the spot. That's how I became an economist at SRI.

The SRI years would truly change my professional career in profound ways that I could not appreciate in 1959. I was now an industrial economist by title and didn't have the vaguest idea what GNP was.

I had the very good fortune to be mentored by a number of excellent senior professionals, including a retired professor from the Stanford Graduate School of Business, Dr. J. Knight Allen, and other senior executives, such as Harry Bridgeman, who had many years of top-level executive experience. During my 10 years at SRI, I had the opportunity to be a team member or leader on some very fascinating projects, both domestically and internationally.

CEH Experience Useful on First Project

My first SRI project was for the Abbott pharmaceutical company. The assignment was to determine the U.S. market for a key intermediate, cyclohexylamine, used in the manufacture of Abbott's artificial sweetener Sucaryl. With the experience I had gained working at SRI part time as a graduate student on the Chemical Economics Handbook, I was easily able to complete the project on time and on budget.

Brussels: A Surprising Fluency in French and an Interesting Officemate

In 1961 I had my first opportunity to pursue an international project when SRI was awarded a study by Société Générale de Belgique, headquartered in Brussels. The Société had a major financial ownership in a company considering becoming more involved in the European plastics industry. The night I arrived in Brussels I was met by SRI's Zürich-based representative, Alan Eagle, who told me that the executives whom I would be meeting with the next day to initiate the project were not fluent in English and that one of them would serve as an interpreter. At the meeting, I had barely got into my presentation when I stopped and told the executive who was interpreting for me that he was not interpreting correctly. Needless to say, the client personnel immediately wondered how I knew what the interpreter was saying. I took the opportunity to explain that I had been raised in my early years by my great-grandmother, who spoke only French and Breton Gaelic. I hadn't realized that I still understood the French language until I listened to the interpreter while I was preparing to discuss the next flipchart page. The client and I established a rapport through this

discussion and proceeded to carry on the project using a mixture of French and English.

My officemate during the project was a Ph.D. economist, Paul Erdman, who was doing a study for the Italian company Fiat. Paul and I were in Brussels when he was asked to meet with a professor from UCLA and an industrialist named Salik. They asked Paul if he was interested in joining a newly formed Swiss bank that would have an approach to banking very different from that practiced by Swiss bankers at that time. The approach would be a bit like Fuller Brush salesmen, with marketing directly to individuals throughout the country. Paul took the job. Swiss bankers were allowed to use deposits in speculative ventures, and Paul's bank incurred major losses in trying to corner the cocoa and silver futures markets. In the process, Paul fell afoul of the gnomes of Basle and was imprisoned for the futures speculation. Swiss law is based on the Napoleonic legal code, in which an individual is assumed guilty until proven innocent. A person can be held in prison for up to a year before being tried. While in prison, Paul had access to a typewriter, fine food provided by his family, and conjugal visits with his wife. During that time, he wrote his first novel based on his international experiences: *The Billion Dollar Sure Thing*. Paul certainly was able to turn a difficult experience into a very profitable life adventure.

Portugal

In 1965 the Portuguese Ministry of Economics commissioned SRI to perform two major studies, one regarding the development of the nascent automobile industry and the other the development of the chemical industry, which also included the pharmaceutical and petroleum industries. I was selected to be the project manager on the second study with a team consisting only of Portuguese staff; the automotive study was staffed by our mission head, Bob Shreve, and was staffed by American consultants. In addition, SRI was consulting with the national steel company of Portugal, Siderurgia Nacional, to develop its computer systems. Rich Platt was the study manager on that assignment. SRI had a team of about a dozen individuals who were to be resident in Portugal for about a year.

The Portuguese staff helped me prepare the project plan, which included interviews with key industry and academic individuals throughout the country. My major partner and companion during these days was Eng. Gasparinho Correia, who had a good command of English and knew many key players in the Portuguese chemical industry. Gasparinho and I went about collecting data—which were extremely primitive—and meeting with the Portuguese industry

executives to determine the nature of the industry, which was rather moribund, and to establish goals for the future.

The project was challenging on a number of levels because the country was under the strict dictatorship of Antonio Salazar. Salazar and Francisco Franco of Spain were both born and raised in the northwestern part of the Iberian Peninsula and had similar perspectives on the role of government and the people. Salazar's secret police, the PIDE, were constantly inquisitive about our proceedings. Since the country had been under dictatorship for many decades, the people had to be very circumspect in what they discussed for fear that they might fall into the hands of the PIDE. Nonetheless, we became friends with many Portuguese in all walks of life and learned a great deal about the country's history and its wonderful culture.

In due course, the study was finished, and I made a presentation to the Ministry of Economics on our findings and recommendations for growth of the Portuguese chemical industry. Many of the findings and recommendations were not realized until many years later when Portugal eventually joined the European common market.

An Acquisition That Aged Well

One of my clients was Eli Lilly and Co. The last project I was involved in for Lilly was a diversification study that led to the acquisition of Elizabeth Arden, an acquisition that was questioned by the investing public. However, the cosmetics manufacturer that was acquired for \$38 million was sold in 1987 to Fabergé for \$657 million.

From Long Range Planning Service to Bechtel

At various times I had been asked to author or co-author reports for the Long Range Planning Service (LRPS), a very successful commercial program at the Institute. In August 1968 I was appointed director of LRPS.

During my tenure as director, LRPS was able to achieve a significant increase in the number of clients and revenue.

I was quite content with the job but was approached by Dr. J. Knight Allen, who had left SRI to facilitate the transfer of senior management at Bechtel from Steve Bechtel Sr. to Steve Bechtel Jr. Since Knight was already 64 years old and would have to retire at 65 from the management position he held, he recruited me to be his successor as the first manager of corporate planning at Bechtel. Thus began the next major chapter in my career.

Taxi Tales

We are fortunate that Peter Weissshuhn is sharing his Taxi Tales with us. Peter joined SRI's Croydon office in 1976 and left in 1994. Fluent in four European languages, he worked mostly for European clients, as well as for U.S. and Japanese clients in Europe. He headed the European Automotive Group for several years and the Innovation Management Group in his last two years. His Taxi Tales convey some of Peter's experiences in his 18 years with SRI in Europe. Look for more of Peter's Taxi Tales in future newsletters.

Helsinki

By Peter Weissshuhn

Over the years, I have made dozens of business trips to Helsinki and other Finnish towns. I have been impressed with the very high standards of the country's taxis. Finnish taxis were the first in the world to have mobile phones and onboard computers for calculating and printing fare receipts and for directing the car to the next customer's address. They have accepted credit cards for ages. Finnish taxi technology sets the standard for the rest of the world. Only language can still be a problem. The young generation is fluent in English, but the older drivers tend to have only a few words.

My first visit to Helsinki began on a June afternoon. I had flown in for a business meeting on the following morning. The sky was blue, and the sun would set well after 10 p.m. Having checked in to my hotel, I went off to explore the city on foot. Helsinki lends itself to that, as the downtown area with its attractive port is compact and pedestrian friendly. One of my habits in a new city is to survey the restaurant scene. Here I was looking for a characteristic Finnish restaurant for dinner. I found plenty of eating places—American, Italian, Russian, Chinese, Japanese, international—but not one establishment that admitted to Finnish food.

After three hours of wandering about, I was weary and hungry, so I headed for the taxis outside the central railway

station. I asked the first driver if he spoke English, which both he and the two drivers next in line denied. But number 4 nodded and I got in. I explained that I wanted a typical Finnish restaurant serving traditional food. He seemed to understand and we set off. We drove right across town and kept on driving. Doubting that I had been understood, I repeated my specification, and he nodded confidently, apparently knowing exactly where to take me.

When we finally stopped, it was outside a restaurant with white Mediterranean arches called Amigo. I questioned the driver about this, but he assured me with vigorous nods that this was it. On entering, I found myself in Helsinki's only Spanish restaurant. I decided to stay and make a better-informed attempt at Finnish food another day.

Most of the tables were taken, and I got the last one to myself. While neither my food nor the waitresses were Spanish, the place was acceptable and obviously popular. I had just asked for my bill when a somewhat disheveled young man entered, surveyed the scene, and headed for my table. While I could not understand him, his gestures indicated that he asked for permission to join me. I said he was welcome, as I was about to leave. At this he beamed and exclaimed: "Ah, English! You must stay, we must talk! Let's have a drink!"

Well, I had no pressing engagements, it was still early on a bright evening, and I am always interested in meeting the natives. The waitress approached with the bill, casting a disapproving glance at my companion. She must have known him. Given his enthusiastic invitation for a drink, I assumed he would order a round, but somehow he missed the opportunity. So, as the waitress retreated, I ordered a couple of beers. At this, my companion rose in his chair, leaned across the table, and whispered, "Thank you. I have no money, I am alcoholic." This was not a promising start on meeting the natives. I listened to him for a while, but when he started into confidences about his "dark soul," I made my excuses and left. At the door, I looked back. My companion had risen and approached another table with two men and an empty chair. His gesture, inviting himself to their table, now looked familiar.



Marjorie Balazs Awarded Honorary Degree from the University of San Francisco

At commencement on May 20, 2011, the University of San Francisco awarded alumna Marjorie K. Balazs the honorary Doctorate of Humane Letters. The university pointed out that Marjorie “has spent her life obliterating the accepted realm of what is possible by pioneering and advancing digital technology, setting industry standards, and becoming the first woman to lead a company in the semiconductor industry in Silicon Valley.”



Marcelo Camperi, Dean of the College of Arts and Sciences, University of San Francisco; Stephen A. Privett, S.J., University President; Marjorie Balazs; and Teresa Win, University Trustee, at the USF Arts and Sciences commencement ceremony

(Source: *Silicon Valley Chemist*, Vol. 33, No. 7, July 2011)

Perhaps believing women could not go very far in science, a college chemistry professor advised her, “You might as well stop now.” Rather than stop, Marjorie earned a bachelor’s degree in math and chemistry education from Washington University, a master’s degree in chemical education from Stanford University, and a master’s in chemistry from the University of San Francisco.

When she worked at SRI, Marjorie began developing new and better techniques for detecting contaminants in water used during silicon wafer manufacturing. These innovations were the impetus for her founding Balazs Analytical Laboratory in 1975. Her lab gained a reputation worldwide for work in high-purity water, chemicals, and films. In fact, the Balazs lab’s pure water specifications became the semiconductor industry standard. Marjorie has been cited

for her contributions over the years to quality technology in the semiconductor industry.

Marjorie continues to push the boundaries—this time of gravity. She has a ticket on SpaceShipTwo for a two-hour suborbital flight during which she will experience weightlessness.

Your fellow SRI Alumni Association members congratulate you, Marjorie, on this recognition from USF of your significant contributions.

Spring Fling: Computer History Museum

The SRI Alumni Association Steering Committee is planning a 2012 Spring Fling outing to the Computer History Museum



**Computer
History
Museum**

in Mountain View. This repository of Silicon Valley heritage deserves a repeat visit, with the addition of many fascinating exhibits and amenities. We’ll keep you posted on details.

WELCOME

The SRI Alumni Association welcomes new members:

Naveen Bjugam
Sally Branco
Julie Bratsberg
John Chamberlain
Adam Cheyer
Gerry Connolly
Jake Cornett
Roshni Easley
Alyssa Glass
Ida Holmes
Dena Karbo
Teresa Lunt
Sarita Skidmore
Clare Thorpe



We look forward to your participation in the Alumni Association and hope to see you at our next group event.

DIRECTORY ADDENDUM

The enclosed directory addendum (covering the period August 1 through December 3, 2011) contains new members and corrections. Please add it to your 2011 directory.



Put a little jingle in your pocket to make the holidays bright!

Quick Funds with Visa®
Use online banking to transfer funds from your Visa® Credit Card to your SRIFCU checking account, anytime and anywhere.

Sleigh Full of Cash
Access the cash in your vehicle at a low fixed rate of 3.75%-4.25% APR.*

Kiss Your Debt Goodbye
Get your high-rate debt under the mistletoe and kiss it goodbye with \$10,000 at 8% APR* fixed for 24 months.

*APR=Annual Percentage Rate.

Holiday SCHEDULE

Lobby Closed
Monday, December 26, 2011 through
Monday, January 2, 2012

Lobby Reopens
Tuesday, January 3, 2012

During the SRI Campus Holiday Closure period, the credit union staff is here to assist you. A number of options are available:

- Telephone support, limited branch access and email response available daily.
- Online Banking, Mobile Banking, Bill Payer and P.E.T. available 24/7/365!

IMPORTANT NUMBERS:

Main: (800) 986-3669
Lost/Stolen Visa® within US (800) 682-6075
Lost/Stolen Visa® outside US (206) 352-3517
Email: srifcu@srifcu.org
www.SRIFCU.org


SRI FEDERAL CREDIT UNION

Emery Bator*



Emery Bator died in Eureka, California, on July 28, 2011, at age 101. He joined SRI in 1947 as employee number 13 to set up and run the institute's accounting system; he was SRI's Treasurer when he retired in 1975.

A native of Cle Elum, Washington, Emery graduated from Cle Elum High School in 1928. His first jobs were as a truck driver for Standard Oil and a bank teller in his home town. During the Depression, he was a lead foreman with the Civilian Conservation Corps and always fondly remembered his time in the Corps. He received his B.A. in accounting and statistics from the State College of Washington (now Washington State University) in 1938. During the Second World War, he served as resident auditor with the U.S. Maritime Commission in Oakland, and from 1945 until joining SRI, he was auditor for the U.S. Controller General in San Francisco.

Emery provided both a friendly leadership atmosphere and an aura of stability to the SRI management system, which at times not only was needed but also was critically important to the average employee. He was an efficient, innovative cash flow manager, who always found a way to smooth out the "exciting periods" when cash was really needed. Emery was very knowledgeable about contractual and financial maneuvering of both commercial and government clients and was able to resolve problems to the satisfaction of SRI as well as its clients. He was inducted into the SRI Alumni Hall of Fame in 1998 in recognition of his exceptional contributions to SRI.

In retirement, Emery and his wife, Patricia, enjoyed travel, both in the United States and overseas. Emery also kept up with developments at his alma mater, including the fortunes of its football team, the Cougars. He was pleased to see the "Cow College" become internationally recognized in research and veterinary medicine.

Emery is survived by his grandchildren, Rich and Dominique; his great-grandchildren, Jacob and Hailey Chase and Cavanaugh and William Carter; his only surviving sibling, Ed Bator of Moses Lake, Washington; and numerous nieces and nephews.

Robert Allan Beuttler*



Robert "Bob" Beuttler died peacefully at home in Menlo Park on August 6, 2011, at age 90. Bob began his SRI career in 1960. At the time of his retirement in 1990, he was a Senior Compensation Analyst in Human Resources.

Born in San Francisco in 1920, Bob grew up there and in Palo Alto. He attended Palo Alto High School and San Jose State College, and he graduated from UC Berkeley in 1942 with a B.A. in political science and a newly discovered love of statistics.

Shortly after graduation, he was hired by United States Steel Corporation, where he rose to a management position in the company's sales department in late 1948. Unfortunately, the company was forced to make some untimely "organizational changes," and Bob found himself having to take a forced vacation after just a few months in his new position. Making the best of a bad situation, he decided to see the world. He boarded a tramp steamer headed for Buenos Aires, Argentina, via the Panama Canal. He wound up in Cruz Chica, Argentina, a small town on the western edge of the Pampas, working as a soda jerk in an ice cream parlor while he courted Diana Pearson, the woman who would become his wife. He met her while staying at the hotel that was owned by her parents.

After they married, Bob and Diana traveled to England, where Bob landed a job working at the Headquarters of the Third U.S. Air Force in South Ruislip, Middlesex. They returned to the Bay Area in 1954. After working several jobs on the Peninsula, Bob found his career at last in 1960 at SRI, where he worked as a compensation administrator with dedication until he retired after 30 years and 30 days. During his time at SRI, Bob introduced the idea of using personal computers to perform compensation analysis.

Following his retirement, he often attended alumni functions and always kept abreast of whatever new developments were occurring at SRI. He also enjoyed taking walks around his Felton Gables neighborhood and chatting with his neighbors; traveling around the United States, England, and Argentina with Diana; and bowling regularly at the Palo Alto Lanes until after his 90th birthday, when his declining health finally forced him to stop.

Bob is survived by his wife of 60 years, Diana; his son, Jeremy; and his daughter, Cynthia Ishler.

IN MEMORIAM (Continued)

Edwin Sheldon Gould

Edwin Gould died at his home in Kent, Ohio, on October 11, 2011, at age 85. He worked at SRI as a Senior Inorganic Chemist from 1959 until 1966.



Born in Hollywood, California, in 1926, Edwin attended Hollywood High School and graduated from California Institute of Technology in 1946. He received his Ph.D. from the University of California at Los Angeles in 1950. He worked at Polytechnic University of New York, SRI, University of California at Berkeley, and San Francisco State University before accepting a teaching position at Kent State University, where he taught chemistry for the next 44 years. During that time, his experimental research in inorganic reaction mechanisms resulted in 213 research articles. He also wrote two graduate-level textbooks that have been translated into five other languages. He had just retired from Kent State this past summer.

In addition to his numerous accomplishments within the sciences, Edwin was a talented violinist and violist, playing chamber music on a regular basis around the United States and in Kent. He attended annual chamber music workshops in Humboldt, California, and in Interlochen and Sleepy Hollow, Michigan, for more than 40 years. He was also a gifted poet and published a number of chapbooks. He participated frequently in Kent's own series of monthly poetry readings.

Edwin is survived by his second wife, Carol Williams Brown; sons, Richard Gould-Saltman and Kirk Gould; stepdaughter, Laura Darby Singh; five grandchildren and a great-granddaughter; and his sister, Donna E. Gould.

Robert Malgieri



Robert Malgieri, of State College, Pennsylvania, died at his residence on August 23, 2011, at age 61. Robert was the Associate Director for the Center for Signals and Technology in the Engineering Systems Group. He was located in SRI's State College office. His death ended his 11-year career at SRI.

Born in New York City, Robert was a 1968 graduate of Mount Saint Michael Academy in the Bronx. He earned a Bachelor of Arts from Holy Cross College in Worcester, Massachusetts, in 1972. He served in

the U.S. Air Force from 1974 to 1981, flying F4 Phantom fighter/bombers. After leaving the Air Force, he relocated to State College and spent the next 30 years devoted to national defense as a contractor, starting at HRB Singer and culminating at SRI.

Robert is survived by his wife, Linda; four sons, Scott, Eric, Christopher, and Michael; six grandchildren; and four brothers, John, Richard, Patrick, and Paul.

Daniel Montez

Dan Montez died of prostate cancer at home in San Jose on October 31, 2011, with his family and closest friends at his side. He was 64 years old. Dan was the Divisional Manager of Contracts in the Physical Sciences Division. His death ended his 4-year career at SRI. Before coming to SRI, Dan worked as Division Manager of Contracts in the Infrastructure and Technology Division at Parsons Corporation in Southern California and at Northrop Grumman Corporation before that.

Dan was an avid outdoorsman and enjoyed honing his shooting skills at the rifle range. He was also quite competitive in trying to maintain the best lawn care and landscaping in his neighborhood. He enjoyed holidays, especially April Fools Day, which was his birthday, and Halloween; in fact, he had happily given out candy to trick-or-treaters shortly before he died. Those who knew Dan will always remember his people-oriented managerial style and his great sense of humor and welcoming smile.

Dan is survived by his wife, Helen; son, Russell; daughter, Amanda; father, Henry; brother, Michael; and sisters, Katherine Bonifield and Cecilia Witchey.

Barbara Richards

Barbara Richards died at home in Atherton on August 9, 2011, at age 90. She worked at SRI as a Senior Technical Secretary from 1972 to 1983.

Born in San Francisco in 1921, Barbara attended Lowell High School and studied political science at Stanford University, graduating in 1942. In September of that year, she joined the WAVES in Washington, D.C., achieving the rank of lieutenant by the war's end. After leaving the Navy, Barbara began working for the phone company.



After marrying Jack Richards and raising a family, Barbara took a secretarial position in 1972 with SRI's Ionospheric Dynamics Lab, working with Oswald G. "Mike" Villard.

Barbara greatly enjoyed classical music, including opera, ballet, and choir concerts. She performed with the Stanford Chorale and the Menlo Park Presbyterian Church Chancel Choir for more than 20 years. She also volunteered with the Stanford Music Guild and the South Peninsula Chapter of the SF Opera Action Guild, where she was recently recognized for more than 50 years of service, including two terms as Chapter President.

Barbara avidly followed Stanford women's basketball games and attended games often. After retirement, Barbara and Jack enjoyed camping in California and once drove up to Alaska's Kenai Peninsula.

Barbara is survived by her children, Ruth Androwsky and John Richards, and three grandchildren.

Joe Rubenson*

Joe Rubenson died of congestive heart failure in La Jolla, California, on February 24, 2011, at age 90. He was an SRI staff member working on electronic engineering applications, including radar and antenna systems, during the 1960s.



Joe was born in Newburgh, New York, and grew up in Brooklyn. He graduated from City College of New York with a degree in physics in 1940 and earned a master's degree in electrical engineering at Polytechnic Institute of Brooklyn in 1943. To keep abreast of new technology, he attended Stanford University and graduated from its engineering program in 1966.

In 1943, Joe married Marjorie ("Marge") Wasch, an artist and mathematician, and embarked on a successful career as an engineer in the New York area. In 1958, the couple moved with their young children to Los Altos, where he worked for several firms, including Sylvania, Watkins-Johnson, and SRI. He left SRI in 1971 and retired in the San Diego area in 1990.

Joe had a lifelong enthusiasm for the outdoors and for photography. Soon after retiring, he dedicated himself to his passion, traveling around the United States and to more than 85 countries, including every continent except Antarctica, to take pictures of people and places. His photographs can be found in private collections and have been exhibited in many shows.

Joe is survived by his wife, Marge; sons, Dave and Dan; daughter, Linda; and six grandchildren and three great-grandchildren.

Donald Eugene Schmitt

Donald Schmitt died on September 4, 2011, at age 84. He began his work at SRI in 1959 and departed in 1961 to work at Lockheed.



Donald graduated from Texas Tech in electrical engineering and did graduate studies at Stanford and Santa Clara University. He served in the U.S. Merchant Marine and the Navy. After working at SRI and Lockheed for more than 30 years, he became a Texas farmer and a California rancher at his beloved Dobbryn Creek Ranch in Humboldt County. He also piloted his Mooney 231 airplane and was a member of the Mooney Aircraft Pilots Association.

Donald is survived by his wife of 62 years, Gwen; their two children, Gary and Janet; seven grandchildren; his brothers, Leonard and Thomas; and many other relatives in Texas.

Earl Eugene Schultz, Jr.

Gene Schultz died as the result of an accidental fall in Minneapolis, Minnesota, on October 2, 2011, at age 65. He was manager of the I-4 (International Information Integrity Institute) program at SRI from 1994 to 1998.



Gene was born in Chicago in 1946, but the family moved to California in 1948. Gene graduated from UCLA and earned his M.S. and Ph.D. (in cognitive science, 1977) at Purdue University in Indiana, where he met and married Cathy Brown.

Gene was a notable and respected figure in computing security over the last few decades. During his career, he was professor of computer science at several universities, including the University of California at Davis, Purdue University, and the University of California at Berkeley, from which he retired. He consulted for a wide range of clients, including U.S. and foreign governments and the banking, petroleum, and pharmaceutical industries. He also managed several information security practices and served as chief technology officer for two companies.

Gene was instrumental in founding several computer security organizations and testified as an expert several times before

IN MEMORIAM (Concluded)

Senate and House congressional committees. He authored or coauthored more than 120 papers and five books in the security field and held editorial positions with two security journals. He received numerous awards and honors for his contributions to the field.

Gene is survived by his wife of 36 years, Cathy Brown Schultz; father, Gene Schultz, Sr.; sister, Nancy Baker; daughters, Sarah Vanier, Rachel Nguyen, and Leah Martin; and two grandchildren, Nola and Drake Nguyen.

Marijean “Jeannie” Seelbach

Jeannie Seelbach died at her home in Sunnyvale on October 28, 2011, at age 63. In 1997, she became SRI’s first female Senior Vice President of Engineering Sciences and Systems Development.

Born and raised in Hettick, Illinois, Jeannie graduated from Northwestern High School in Palmyra, Illinois, in 1965 and from Blackburn College in 1968. She earned her Ph.D. degree in mathematics from the University of Wyoming in 1973. Before joining SRI, she was Vice President and General Manager of the National Systems Division of TRW in Sunnyvale. In 18 years at TRW and ESL (a subsidiary of TRW), she led defense-related and high-tech programs. At SRI, she assumed responsibility for major business segments that included work for such clients as the U.S. Department of Defense, Defense Advanced Research Projects Agency, Army, Navy, and Air Force. After leaving SRI, she was also President and CEO of Quakefinder and VP of Business Development at Lockheed Martin Space Systems.

Jeannie is survived by her husband of 44 years, Gene Seelbach; brothers, David Taylor and Don Taylor; sisters, Esther Powell, Jana Wofford, and Linda Schramm; and many nieces and nephews.

Ed Sevilla

Edward “Ed” Sevilla died in Fremont on August 4, 2011, at age 80. He started his career at SRI in 1978 as a Chemical Engineering Assistant in the Polymer Sciences Lab of the Physical Sciences Division. At the time of his retirement in 1999, he was a Senior Chemical Technician.



The oldest of four siblings, Ed was born and raised in San Francisco. After graduating from St. Ignatius High School in 1949, he attended S. F. City College until he enlisted and served as a Corpsman in the U.S. Navy from 1951 to 1955. Ed married Agnes (“Aggie”) Wiseman in 1954, and they moved their family to Newark in 1961, where they bought a home and raised their children. He was known to his family as Dad, Pops, Uncle Ed, and Grandpa and as “Mr. S” (by his children’s friends).

Ed was dedicated to his faith, family, and work, yet he was willing to help anyone and was always accepting of others for who they were. He enjoyed traveling, camping, and road trips in a VW “Bus” with Aggie and his family. At home, Ed liked new gadgets and listening to a variety of music. He enjoyed watching his San Francisco sports teams; he was season ticket holder for 20 plus years and a true 49er faithful.

Ed is survived by his wife, Agnes; brother, Most Reverend Carlos Sevilla; sisters, Mary Sevilla and Elena Kasberg; sons, Richard Sevilla, David Sevilla, and Ronald Sevilla; daughter, Diane Sevilla; 10 grandchildren; and 5 great-grandchildren.

Charles Clifford Tokarcik

Charles Tokarcik died suddenly on August 23, 2011, in Hamilton, New Jersey, at age 49. He joined SRI Princeton in 2010 as a Security Professional I.

Born in Trenton, New Jersey, Charles was a lifelong area resident. Before joining SRI Princeton, he worked for the State of New Jersey Department of Corrections, from which he retired in 2007. He was a 3rd Degree Black Belt instructor at Godwin’s Shin Karate Institute of Hamilton.

Charles was a loving husband, father, and grandfather. He is survived by his wife of 28 years, Lori Bright Tokarcik; his daughter, Misty A. Sabbatini; his son, Matthew C. Tokarcik; a granddaughter, Abigail Sabbatini; his father, Charles F. Tokarcik; two sisters, Charmaine Martel and June Kustrup; and many nieces and nephews.

*Member of the SRI Alumni Association

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