



# SRI Alumni Association

April 2013 Newsletter

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## MESSAGE FROM CHAIRMAN TOM ANYOS



### SPRING IS HERE!

We send our warm best wishes to SRI alumni all over the world with hopes that you soon will be experiencing the joys of spring weather—and that means no more snow!

*Tom Anyos*

### Spring Fling 2013

Speaking of spring, don't forget to sign up for this year's Spring Fling if you will be in the Bay Area on April 25! The Monterey Bay Aquarium, always an interesting destination, has new exhibits and programs that I'm sure you will enjoy. Ride in luxury with your fellow SRI alumni in a comfortable Black Tie bus. We'll meet on Thursday, April 25, in the church parking lot at 8:30 a.m. and return about 4:00 p.m. The cost is \$40 per person; this does not include lunch, but you can have lunch at the Aquarium or at any number of restaurants or cafes in the area, and you might even want to do a little shopping. Please contact Dave Harvey at [dave.harvey620@gmail.com](mailto:dave.harvey620@gmail.com) or me at [tomanayos@aol.com](mailto:tomanayos@aol.com) to sign up by April 11.

### Electronic Version of the Newsletter

Catching up to the 21st century, this SRI Alumni Association Newsletter is being issued electronically—truly a landmark! If you're not receiving the full-color electronic version of this newsletter and would like to do so, while saving more than a few trees each year, please contact the Alumni Association Steering Committee ([steering-committee-alumni@sri.com](mailto:steering-committee-alumni@sri.com)).

### Highlights of the Contents of This Issue

In these times of tight government budgets and limited spending, do you want to know where SRI's future lies? Read what Curt Carlson had to say at the February All-Hands Meeting. Do you know that SRI is seeking to modernize its Menlo Park campus? By the way, do you know how SRI wound up on those beautiful 25 acres? Who received this year's SRI Presidential Achievement Award? What did they do to win it? Who are the new leaders of the Education Division, and who is the newest member of the SRI Board of Directors? Which former SRI secretary has become a published author, and how did she do it? Get the answers to these questions and learn about some recent SRI research programs and about a new spin-off in this issue of the newsletter. You'll also enjoy another of Peter Weissshuhn's entertaining *Taxi Tales*.

### Help Recruit New SRI Alumni Association Members and Volunteers

Although we still have an active and dedicated SRI Alumni Association membership, over the years it has been slowly decreasing. The Association Steering Committee is also seeing the effects of this trend. We are seeking SRIers interested in joining or chairing a number of our active committees to ensure the continued benefits of membership to our alumni. We invite your interest and your comments on how we might attract and retain members. Please drop me a line ([tomanayos@aol.com](mailto:tomanayos@aol.com)) or send your thoughts to [steering-committee-alumni@sri.com](mailto:steering-committee-alumni@sri.com). Thank you and enjoy the issue.

## Highlights of February All-Hands Meeting

### Constraint and Competition: The “New Normal”



Photo by Scott Bramwell, used courtesy of SRI.

President and CEO Curt Carlson’s All-Hands Meeting on February 5 had a familiar ring: As was true last year, funding for some very large U.S. government contracts awarded to SRI has been delayed, and competition for scarce research funds will continue to be intense. This funding environment is the new normal for the research community. The congressional sequestration is expected to constrain budgets further and heighten uncertainty.

But this new normal is from the U.S. perspective. When the R&D market is viewed globally, the opportunity is huge, and SRI’s current share is comparatively small. Curt emphasized that the world needs the innovations SRI provides in such sectors as energy, computer intelligence, cyber security, education, economic development, health, environment, national security, virtual personal assistance, and space science. SRI’s longtime strategy to address important client needs and “delight and deliver” for clients has built for the institute a reputation for excellence. Building on this legacy, SRI will seek more opportunities in the world market and attempt to further diversify its client base.

### Teams to Attend Value Creation Workshops

To ensure that SRI is presenting a unified message to the marketplace and that staff members are well versed in the SRI Five Disciplines of Innovation<sup>®</sup>, teams from across the institute will attend two-day Value Creation Workshops during the year. The content is the same as that in the seminars SRI presents to clients all over the world (see the article on the Alumni Annual Reunion in the December 2012 newsletter) and is based on *Innovation: The Five Disciplines for Creating What Customers Want*, by Curt Carlson and William W. Wilmot.

### GEM/AME Team Honored with SRI Presidential Achievement Award

A highlight of the meeting was Curt’s presentation of the SRI Presidential Achievement Award to the GEM/AME (Generalized Emulation of Microcircuits/Advanced Microcircuit Emulation) Team. This medal is presented “for extraordinary contributions that have made a positive and lasting impact on the world, SRI’s clients, and SRI.” The GEM/AME Team was honored for its 25-plus years of sustained achievement for the Defense Logistics Agency.

The GEM team delivers form-fit-function replacements for obsolete microcircuits in legacy Department of Defense systems, such as the Air Force B-2 Bomber, Army M-551 Sheridan Tank, and Navy H-3 Sea King Helicopter. For this, it maintains and operates clean room, packaging, and testing facilities to meet rigorous quality standards.

AME team members develop new processes and equipment to enable emulation of newly obsolete microcircuits, performing reverse engineering of obscure parts. The GEM/AME Team has delivered 400 unique designs and 100,000 parts with no reported failures.

Curt delighted in sharing this praise of the team from Col. Backes, Deputy Commander of the Defense Logistics Agency: “Congratulations on the 25-year mark ... you are just getting started!”



Photo by Scott Bramwell, used courtesy of SRI.

### Education Division Has New Leadership

After Dennis Beatrice retired in spring 2012, SRI launched a search for a new vice president for the Education Division (formerly the Policy Division). The search produced two candidates with such strong qualifications that both now have leadership roles in the division: Denise Borders is vice president of the division, and Patrick Shields is executive director of education.



*Photo by Scott Bramwell, used courtesy of SRI.*

Denise has more than a decade of experience as a senior education executive. Her career includes senior executive positions in management; business operations and development; research, evaluation, and implementation of global education and workforce programs; and sales and marketing. Her experience spans academia and for-profit, nonprofit and government sectors. Most recently, Denise was senior vice president and director of the U.S.

Education and Workforce Development Group at FHI 360 in Washington, D.C. Before that, she was senior vice president at the Academy for Educational Development (AED), which was acquired by FHI 360. At AED, she oversaw programs in education, early child development, gender equity, youth, disabilities, workforce and economic development, research and evaluation, and education policy and practice in the United States and abroad. Prior positions were president and CEO of The McKenzie Group; associate director, Accountability, Assessment, Research and Evaluation, Education and Professional Development, for the Department of Defense Education Activity; chief of Educational Accountability and assistant superintendent for Baltimore City Public Schools; and national/federal government evaluation consultant at CTB/McGraw-Hill Publishing Company, monitoring legislation and appropriations affecting education, and a consultant to government administrators in selection and use of testing and software products. She has been a curriculum specialist, supervisor of teachers, classroom teacher in public and private schools, and university lecturer.

Denise has an Ed.D. in psycholinguistics and research, an M.Ed. in curriculum and teaching, and an M.A. in urban education from Columbia University, Teachers College. She

also has an M.S. in elementary education from the State University of New York Cortland/Cornell University. Denise has received numerous awards and honors and has served on an impressive list of executive, advisory, and trustee boards.



*Photo by Scott Bramwell, used courtesy of SRI.*

Patrick had been director of SRI's Center for Education Policy and was acting vice president of the Education Division during the search process. He has deep roots in the SRI culture, understands the value creation process, and has outstanding credibility with his customers and colleagues. Patrick has more than 25 years of experience managing large-scale research and evaluation projects.

These include national studies of classroom reform's impact on student achievement, school improvement, district reform, and statewide systemic efforts to improve schooling. He serves on the National Academy of Sciences Committee on Strengthening Science Education through a Teacher Learning Continuum and previously served on its Committee on the Influence of Standards in Mathematics, Science, and Technology. He is a member of the Committee of Visitors for the Center for Informal Learning and Schools. Patrick holds a Ph.D. in education policy from Stanford University.

### Robert L. Joss Joins SRI Board of Directors



*Photo by Scott Bramwell, used courtesy of SRI.*

Robert L. Joss, Ph.D., recognized as a visionary leader who fostered collaboration and set a direction for the 21st century as dean of the Stanford University Graduate School of Business, has been elected to SRI's Board of Directors. During his 10 years as dean, Dr. Joss oversaw a new MBA curriculum and planning and fundraising for a new business school campus. He continues to teach general management and organizational leadership courses at the business school.

Before joining Stanford, Dr. Joss was CEO of Westpac Banking Corporation, one of the largest banks in Australia. He has held a variety of executive positions at Wells Fargo



Bank and has worked at the U.S. Treasury, first as a White House Fellow and then as deputy to the assistant secretary for economic policy. Dr. Joss also is a director of Citigroup, Bechtel Group, Makena Capital Management, and CM Capital, as well as co-chair of the Advisory Board for the U.S. Studies Center at Sydney University. In 2001, he was awarded the Centenary Medal for service to Australian society. He is the 42nd recipient of the Ernest C. Arbuckle Award conferred by the Stanford Business School Alumni Association. Dr. Joss has a B.A. (magna cum laude) from the University of Washington. His Ph.D. and MBA are from Stanford.

### Arecibo Observatory Celebrates 50th Anniversary

Throughout 2013, events are planned in Puerto Rico to celebrate the 50th anniversary of the Arecibo Observatory. For example, a lunar rock that astronaut Jack Schmitt collected during the Apollo 17 mission to the moon in 1972 is on display until May, an astronomy conference will be held in October, and educational activities involving the universities in Puerto Rico are under way.



A yearlong celebration is in order, given the contributions from Arecibo, among them better understanding of the earth's atmosphere and of the moon, other planets, asteroids, stars, and the galaxy. In his February 28 blog post, SRI Principal Scientist Robert Kerr noted that "Arecibo's prominent legacy includes the first radar-ranging of an earth orbit crossing asteroid, early maps of several solar system objects, a Nobel Prize for confirming Einstein's general theory of relativity through the timing of binary pulsar orbital decay, and the first detection of planets orbiting another star..." These amazing findings are possible because Arecibo has the world's largest, most sensitive single-dish radio telescope and the most sensitive asteroid-tracking and imaging radar on earth.

Since October 2011, the Arecibo Observatory has been managed, operated, and maintained for the National Science Foundation by SRI, in cooperation with the Universities Space Research Association and the Universidad Metropolitana in San Juan. (See the story in the August 2011 newsletter.)

### Spin-off Tempo AI Offers Smart Mobile Calendar

Tempo AI is another SRI spin-off leveraging the CALO (Cognitive Assistant that Learns and Organizes) and Virtual Personal Assistant technologies for its product. The Tempo Smart Calendar is designed to improve the way people accomplish common business activities on their iPhones, such as dialing in to conference calls or getting driving directions to meetings. It is a mobile productivity app (application) that analyzes data from the iPhone calendar and applies artificial intelligence and machine learning to find and organize everything needed for the user to be prepared for an event—such as contacts, e-mails, and related documents—and puts them into context.



For example, to prepare for a meeting, you do not have to move out of your calendar and into Contacts to search for attendees' details. Tempo finds their contact information, so you can easily text, e-mail, or phone them. Similarly, you can get your airline flight's status for a trip without leaving your calendar. Tempo also coordinates with Siri, so you can have her set up a meeting and Tempo will find the related contact and background information.

The Tempo Smart Calendar is less than a month old, and the response has been enthusiastic—so much so that the company is taking reservations for sign-ups. The calendar is currently available for the United States, but international versions are planned. Go to <http://tempo.ai/> for details and to make a reservation.

### Application to Modernize Menlo Park Headquarters Submitted to City

The 38 buildings on the Menlo Park campus were constructed incrementally, beginning with the earliest structures built as part of the Dibble Army Hospital in the 1940s. Additional office and laboratory buildings were constructed in the 1960s and 1970s, with more recent building expansions in the past decade. SRI researchers have continued to perform outstanding work even with the challenges presented by these aging facilities. However, SRI believes the quality of the buildings must be addressed before physical conditions become barriers to technical excellence. Thus, on November 29, 2012, SRI submitted the application for its Campus Modernization Project to the City of Menlo Park. The application focuses on modernizing the campus by replacing

and improving SRI's facilities without expansion. The project is planned to take place over a span of 25 years.

### Objectives

The specific objectives of the project are to

- Revitalize and upgrade the existing campus in a manner that promotes orderly renewal and economic vitality
- Create high-quality, state-of-the-art facilities to promote multidisciplinary research
- Improve the working environment for SRI employees so as to attract and retain top professionals
- Update campus seismic, safety, and security features
- Enhance energy efficiency
- Improve bicycle and pedestrian pathways, as well as internal vehicular circulation patterns
- Allow flexibility to respond to future changes in research needs.

### Some Features of the Project

SRI has posted details and the application for the Campus Modernization Project on its website at [www.sri.com/campus](http://www.sri.com/campus). Here are some of the highlights:

**New campus orientation**—The new buildings will be clustered at the center of the campus, around a central green. Both the relationship of the buildings to one another and the design of each individual building are intended to promote collaboration, cross-disciplinary exchange, and innovation.

**Flexible building design**—The buildings will be designed flexibly to accommodate offices, research laboratories, or both.

**Enhanced amenities**—Amenities will be added, including expanded onsite dining facilities, fitness centers, a new auditorium, and an integrated system of outdoor gathering and walking spaces.

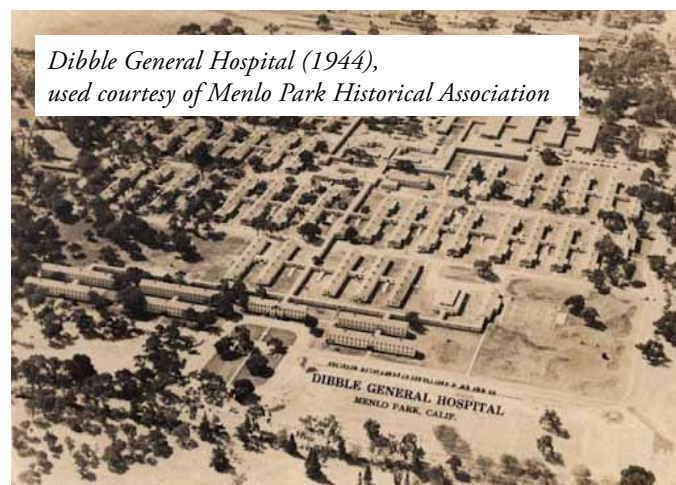
**Reduced carbon footprint**—Energy-efficient building designs, utility systems, and materials will be used to reduce energy demand and associated greenhouse gas emissions. The buildings will be oriented to take advantage of natural daylight for lighting and heating and shade for cooling. SRI will seek U.S. Green Building Council LEED (Leadership in Energy and Environmental Design) certification.

**Increased landscaping**—Landscaping and other pervious materials will increase to 37 percent of the campus, compared with 24 percent at present. Enhanced landscaping is proposed at the campus edges to provide a shady, soft edge that will be visually appealing to neighbors and passersby.

### What Stays and What Will Be New

Under the Campus Modernization Project, up to 33 of the existing buildings will be demolished. The buildings to be retained are the International Building (I Building) and the buildings in the “tab” area (S, T, U, and W) where the cogeneration facility and hazardous waste processing facility are. About 13 new buildings will be built. Most will house a mix of amenity, office, research and development, and support uses. Two buildings are expected to be used exclusively for amenities, and three will be used exclusively for support functions.

Amazing as it is to think of the durability of those homely Dibble General Hospital buildings, it is exciting to contemplate a campus that reflects the creativity and innovation that are the heart of SRI.



### SRI Licenses Bed Bug Detection Technology to Redcoat, a Virginia-Based Start-Up

Scientists at SRI have developed a rapid, sensitive test that recognizes molecules specific to bed bugs. SRI has licensed this proprietary technology to Redcoat Solutions, Inc., a new company developing products to detect and treat insect infestations. Redcoat is in Harrisonburg, Virginia, where SRI has a research center. Redcoat intends to market the technology under the brand name RAPID PURSUIT™.

Current bed bug detection methods and products, such as glue traps and devices that use attractants, require that a bed bug actually come into contact with the device. Visual inspection is estimated to be only 30 percent accurate, and canine inspection, although often accurate, can be expensive and indiscreet.

RAPID PURSUIT eliminates the need to see or handle actual bed bugs because it detects the residue—or “footprints”—that the bugs leave behind. The test requires no sophisticated equipment and registers a response in minutes. In addition, RAPID PURSUIT is designed to detect only bed bugs, avoiding confusion that could be caused by the presence of other pests. It will be a powerful tool for pest control companies and hotel operators, among many others, and a huge relief for travelers.

### Enabling Use of Natural Gas as a Transportation Fuel

Using natural gas as a transportation fuel in passenger vehicles has traditionally had drawbacks, including limited public fueling facilities, limited range relative to comparable gasoline-powered vehicles, and the need to sacrifice trunk space to accommodate the large fuel tank. Yet the surge in U.S. production, low prices, and clean-burning properties of natural gas have made it attractive to consider as a transportation fuel.

Supported by the Advanced Research Programs Agency-Energy (ARPA-E) of the U.S. Department of Energy, SRI is developing a new natural gas storage system that is based on commercially available carbon sorbent. The carbon stores large quantities of natural gas at low pressure by adsorption, has enough structural integrity to act as the pressurized container, and can be made in many shapes and sizes.

Because of the reduced natural gas pressure, this system increases the safety and reduces the cost of public or home fueling stations, and the design flexibility offers promise of smaller storage tanks for vehicles.

### Examining Alzheimer’s Disease as a Syndrome

No drug has yet been developed that can reverse, halt, or slow the progression of Alzheimer’s disease. According to Joseph Rogers, executive director of the Health Sciences Section of the Biosciences Division, this may be because the disorder is a syndrome, with multiple causes and effects. He posits that single-target therapeutics are doomed to failure because so many disease-causing pathogenic pathways go awry in Alzheimer’s disease.

Recognizing this, Dr. Rogers’ Alzheimer’s Drug Discovery Group is pursuing two strategies. The first is to protect nerve cells from pathogenic insults by creating barrier around them; the natural molecules in the brain that do this are deficient in Alzheimer’s. A challenge is to deliver the molecules to the right places at the right times. The second strategy is to develop drugs to target multiple points of vulnerability in nerve cells—to inhibit inflammation, for example.

Dr. Rogers is optimistic about success in this endeavor, given SRI’s success in other human diseases.





### History of the SRI Property

With SRI launching a plan to modernize the campus over the next 25 years, let's take a look at what the property was like pre-SRI. The path takes us through opulent mansions, an Army hospital, and Stanford University housing.

### Country Retreats

Just as many of today's SRI employees rely on Caltrain, wealthy San Francisco businessmen were attracted to the country when the railroad linking San Francisco and San Jose was finished in 1864, with a station in Menlo Park. Having mansions in the city, they wanted country estates for the weekends and summer, and the train enabled them to be in commuting distance of San Francisco.

**Thurlow Estate.** In 1864, William Eustace Barron built Thurlow Estate. The property was one-third the size of New York's Central Park, a 280-acre expanse from the railroad tracks to Middlefield Road and from Ravenswood Avenue to San Francisquito Creek. Barron constructed a mansion and imported columns from Paris and Pompeii to enhance the landscaping. His passion, however, was the lawns covering the grounds. Given the lack of rainfall in the summer, Barron needed a year-round water supply to keep the lawns verdant. He founded a water works that dammed Bear Gulch Creek to create a reservoir in the foothills. Water piped in from the reservoir fed a sprinkler system that operated twice a day all year.

**Thurlow Lodge.** In the early 1870s, the politician Milton Slocum Latham purchased Thurlow Estate for his bride. He renamed the property Thurlow Lodge and began renovating the mansion, but it was destroyed by fire before it was done. Latham rebuilt it, creating one of the most elaborate estates in California. Latham's passion was fountains, which he brought back from France. One of them is still by the Gatehouse on Ravenswood Avenue. (An interesting fact about Latham is that he was governor of California for the shortest time in the state's history: five days. He resigned to take the U.S. Senate seat held by David C. Broderick, who had been killed in a duel.)

**Sherwood Hall.** The last of the stately-home residents were members of the Hopkins family. Mark Hopkins's widow had purchased the property and renamed it Sherwood Hall, Sherwood being her maiden name. When her adopted son, Timothy, was married, she deeded the estate to him as a wedding present. The 1906 earthquake so damaged the

house that it could no longer be occupied, and Hopkins thereafter used the Gatehouse as the family's summer home. After Hopkins died, his widow sold the property in 1943 to the War Department for a hospital.

### Dibble General Hospital

From 1943 to 1946, Dibble General Hospital cared for soldiers injured in the South Pacific during the war. It specialized in plastic surgery, orthopedics, blind care, and neuropsychiatry. With about 2,500 beds, the hospital accounted for two-thirds of the population of Menlo Park.

### Stanford Village

In 1945, Stanford University established the Planning Office to determine how it could accommodate the influx of veterans enrolling as undergraduates on the GI Bill. New construction was limited because of material shortages. The Planning Office determined that the most pressing need was residential space, so the university bought part of the Dibble Hospital site in 1946 and renamed it Stanford Village. Stanford Village had 300 apartments for married students and 1,500 dormitory beds.

### SRI

In 1946, the Stanford University trustees formed Stanford Research Institute. On May 21, 1947, the SRI staff moved from the Stanford campus to a temporary building of Dibble Hospital in Stanford Village—what became Building 100 of SRI and is still being used.



Sources: Menlo Park City School District, <http://district.mpcsd.org>; Weldon B. Gibson, *SRI, The Founding Years*, Publishing Services Center, Los Altos, CA, 1980.

## Taxi Tales

*This month, we travel to Hamburg with Peter Weissshuhn and learn how gift giving can have unexpected consequences.*

### Hamburg

By Peter Weissshuhn

Normally my exposure to taxi drivers was measured in minutes, only occasionally in hours. But Hamburg was different and more complex than I could ever have imagined.

I arrived at the airport one evening expecting the next day to rent a car to visit companies in several small towns in the vicinity. Tonight I just needed a cab to take me to my hotel. The driver was a gentleman of the old school, pleasant and communicative. When I asked him about the time it might take to drive between those towns, he suggested that he could drive me for little more than the cost of renting a car and I would not have to bother finding my way around. So we spent a companionable day together doing my rounds. Among the things I learned about him and his family was that they loved English tea, which he said could not always be found in the right quality in Hamburg.

At the end of our sojourn, he said we had got on so well he would like nothing better than my coming to dinner at his home on my next trip to Hamburg: "My wife makes an excellent eel soup," a Hamburg specialty I had told him I like. And they could save me a lot of money if I were to board with them rather than stay in a hotel. As their love of tea had cropped up repeatedly in the day, I offered to send him some. He was delighted and pressed money on me for the purpose. The tea was duly bought and sent.

But my assumption that this would be the end of a pleasant encounter turned out to be mistaken. A letter arrived thanking me profusely for the tea and announcing the dispatch of a parcel with "something for your girls." The parcel contained three dresses in different sizes (I had mentioned our daughters' ages). There was a note from my new friend's wife explaining how charmed she had been to hear of my wonderful girls, how she had found these dresses at a sale, and how she hoped they would all fit. Our letter of thanks expressed surprise at these unexpected and quite unwarranted gifts but made no mention of their poor quality nor of our daughters' refusal to wear the old-fashioned patterns. A local charity shop accepted them gratefully.

But things did not rest there. Another such parcel arrived a few months later, then one for Christmas. With each successive thank-you letter, we became more stridently insistent that there was no need for these parcels and that we were embarrassed by not being able to reciprocate. I could of course have sent more tea but desisted, afraid this might fuel a lifelong chain of exchanges. On a subsequent trip to Hamburg, I made no contact but caught myself casting an anxious eye at taxis before boarding them, hoping not to meet the one man in Hamburg I wished to avoid.

Months went by and we had forgotten the affair when a letter from Hamburg arrived. Wolfgang, the taxi driver's son, an officer on a bulk carrier plying between Hamburg and Australia, would have a few days' shore leave in the UK and might contact us. Then one evening, as my wife and I were enjoying a rare pre-dinner drink, the doorbell rang. Clutching a large object wrapped in brown paper, Wolfgang introduced himself and apologised for not having telephoned ahead.

The object turned out to be a wrought iron candleholder of the floor standing variety. It had been a perfectly nice specimen until Wolfgang, perhaps in order to kill boredom on his ship, had attached a lamp fitting on top. Into this he had inserted one of those light bulbs that imitate a candle. A few minutes of its nervous flicker are enough to induce violence in even the most peace-loving soul. Once again we were reduced to insincere expressions of admiration and gratitude. Wolfgang stayed for dinner, which gave me the opportunity to put across gently but firmly that the flow of clothes and other presents had to stop.

He could see that we could keep our daughters in clothes and he would explain to his mother. He told us that she had long been desperate for grandchildren. The responsibility to supply them was entirely his, as an only child. But here he was in his late 30s, wedded to the sea, with no girlfriend and fading prospects of living up to his responsibility. Without realising it, we had provided an outlet for a woman's frustrated grandmotherly instincts.

We never heard from them again.





## Writing, Publishing, and Promoting: One Author's Experience

By Linda Henderson



I worked at SRI as a secretary from 1973 to 1987. As the years went by, I got the gut feeling that I should be writing. During my down times in the office, I started writing a story on my computer. I kept getting ideas, and it grew into *The Interview*, my best effort and the one that took the most time to write,

edit, and finally get published. I have written two more books since then and am writing a fourth.

*The Interview* is about two sisters, one of whom causes the other to become homeless. It's like two stories in one. The homeless characters are wonderful, and people who have read this book come away with a favorite one. I based these characters on people I've known in my life. We do write about what and whom we know. *The Interview* took a lot of research into the life of the homeless and is over 500 pages long. I'm very proud of it. It's a story one doesn't forget.

*Loving Without Fear* is about my own life and also tells the reader about all the different kinds of love there are in this world. One must leave one's heart open to love. My granddaughter drew the pictures for each chapter of this uplifting little book. It's for everyone to read; I believe all will benefit from this book.

The idea for the third book, *Mother Earth's Tears*, came to me a couple of years ago when I was visiting a friend on the Olympic Peninsula, where there is a lot of Native American culture. I felt compelled to write this. It's about a builder wanting to construct a strip mall on a Native American burial ground. It takes the children to make the town realize what's happening, and they are responsible for the happy ending to this story. It's for ages 8 to 80. I include the Native American custom of the canoe journey that takes place every year in the Port Angeles area.

The fourth book I'm writing, *The Golden Leaf*, is an adult book about a family who owns a bed and breakfast and a winery in

Napa Valley. It's a love story, and the male protagonist is a Navy SEAL. It has romance, drama, and humor.

I don't write in one particular genre; I write what comes to me. When the thought is persistent, I answer it by writing about that subject. I get the title first and then create the story in my mind before putting it down on paper. Sometimes I wake up in the morning with an idea about a particular chapter or situation in the book I'm writing. Quite often, when I get an idea in my mind and put it on paper, it gets changed. What comes from the mind and then goes into the computer isn't always the best scenario. It's quite a process to write, edit, and come up with a completed book to publish. It takes a lot of time to get it perfect and ready for the reader to enjoy.

I have learned so much about publishing, having self-published these books. It's not an easy challenge, but the idea is it is a challenge and that's what's important. Anything worth doing takes effort and love of the creativity involved in the finished product.

I'll be writing for the rest of my life. I keep getting ideas even when working on the present project. I just want as many people as possible to read what I have to say. I'm not writing just for myself; I'm writing for everyone out there. I want to share what I've learned in my life of 71 years, and writing books is the way for me to do it.

As a self-published author, I am my own agent. Therefore, it's up to me to get my name and books out there so people will know who I am and what I'm writing. I have had two successful book signings at the San Mateo Barnes & Noble in Hillsdale Shopping Center. I will be at the San Mateo Harvest Festival, November 15–17, 2013, in a booth selling my books. I'm working also to participate in the Half Moon Bay Pumpkin Festival in October. All this information will be on my website, [www.lmhendersonbooks.com](http://www.lmhendersonbooks.com).

Please check out my website to read synopses of these books, along with reviews and my bio. My website offers the best price to purchase my signed books. Also, with each order on my site, I will send you a signed complimentary copy of *Loving Without Fear*, a book everyone should read and be uplifted by.

Happy reading.

### Time for Hall of Fame Nominations

Once again, it is time to nominate candidates for the SRI Alumni Hall of Fame. The Hall of Fame honors those former SRI staff members who made exceptional contributions to the success of SRI. All former staff members are eligible, and nominations are due by June 3, 2013.

Please send a write-up of about 300 words describing how your candidate meets the Hall of Fame criteria:

- Significant and lasting contributions to the success of SRI
- Contributions recognized by staff, management, or clients
- Contributions in any area of research, management, or service, such as
  - Establishing a new laboratory or a new field of research
  - Performing an outstanding recognized service
  - Clearly demonstrating qualities of leadership, vision, and creativity
- What did the person leave behind?
  - Enhanced reputation for SRI
  - New or enhanced research, business, or support activity or facility

You can find examples of write-ups at <http://www.sri.com/about/alumni/alumni-hall-fame>

Please send your nominations by June 3, 2013, to [steering-committee-alumni@sri.com](mailto:steering-committee-alumni@sri.com) or SRI Alumni Association, 333 Ravenswood Avenue, AC-108, Menlo Park, CA 94025-3439.

### WELCOME

The SRI Alumni Association welcomes new members:

Edward Davis  
Helen Hammond  
Walter Ogier  
Joanne Parsons  
John Scimone  
Robert Schwartz  
Gerry Shroff

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

### It's Not Too Late to Sign Up for the Spring Fling at the Monterey Bay Aquarium!

#### Sign up by April 11 for the trip on April 25

If you'll be in the Bay Area in April, join your fellow alumni for an outing to the Monterey Bay Aquarium. There is always something new to see and experience at the aquarium in addition to your old favorites.

Here are the details:

- Thursday, April 25, 8:30 a.m. buses leave church parking lot; return about 4:00 p.m.
- \$40 per person
- Contact Tom Anyos at [tomanyos@aol.com](mailto:tomanyos@aol.com) or Dave Harvey at [dave.harvey620@gmail.com](mailto:dave.harvey620@gmail.com) for more information or to sign up.

We hope to see you there!

### A Landmark: This Is an Electronic as Well as Paper SRI Alumni Association Newsletter

About a third of the SRI Alumni Association members are enjoying this newsletter in full color, having opted to receive it electronically. Aside from the aesthetics, this is a great way to save the association postage expenses (for specifics, see the balance sheet in this issue). If you wish to receive the electronic version rather than the paper copy, please contact the Alumni Association Steering Committee ([steering-committee-alumni@sri.com](mailto:steering-committee-alumni@sri.com)).

### Are Your SRI Alumni Friends Members of the Association?

Help us recruit members by telling your SRI friends about the SRI Alumni Association.

### DIRECTORY ADDENDUM

The enclosed directory addendum (covering the period December 8, 2012, to April 4, 2013) contains new members and corrections. Please add it to your 2013 Directory.

## SRI International Alumni Association

### Cash Flow/Income and Expense

Year ending December 31, 2012

|  |                    |                    |
|--|--------------------|--------------------|
| <b>CASH BALANCE as of 01/01/12</b>                   |                    | <b>\$17,609.68</b> |
| <br><b>INCOME</b>                                    |                    |                    |
| Cash income from membership dues and fees            | \$9,590.00         |                    |
| Dividend income from bank account funds              | \$7.87             |                    |
| Contributed funds                                    |                    |                    |
| SRI Federal Credit Union                             | \$2,000.00         |                    |
| SRI International (see reunion expense below)        | \$2,500.00         |                    |
| <b>TOTAL INCOME</b>                                  | <b>\$14,097.87</b> | <b>\$14,097.87</b> |
| <br><b>EXPENSE</b>                                   |                    |                    |
| <b>Services provided by SRI International</b>        |                    |                    |
| Report production services                           | \$5,544.35         |                    |
| Postage and mailing expense                          | \$2,005.62         |                    |
| <br><b>Special events and awards</b>                 |                    |                    |
| Annual Reunion expense (see contributed funds above) |                    |                    |
| Food and beverage                                    | \$4,291.97         |                    |
| Recognition awards                                   | 375.92             |                    |
| Spring Fling (Computer History Museum)               |                    |                    |
| Entry fee/lunch                                      | \$836.00           |                    |
| <br><b>Other expenditures and costs</b>              |                    |                    |
| Office supplies                                      | \$403.68           |                    |
| <b>TOTAL EXPENSE</b>                                 | <b>\$13,457.54</b> | <b>\$13,457.54</b> |
| <b>CASH BALANCE as of 12/31/12</b>                   |                    | <b>\$18,250.01</b> |







## IN MEMORIAM

### Bruce Allen\*

Bruce Allen, a former SRI staff member, died in San Jose on January 15, 2013, at age 93.

At SRI, Bruce worked in the Model Shop as a metal pattern maker. He was known to love a good joke—and a bad one even more.

Bruce is survived by Rosemary, his wife of 66 years; children David, Robert, Mark, Louise, and Paul; 15 grandchildren; and 18 great-grandchildren.

### Arthur Christman, Jr.\*



Arthur “Art” C. Christman, Jr., a former operations researcher at SRI, died at his home in Santa Barbara, California, on November 16, 2012, at age 90.

Born in North Wales, Pennsylvania, Art was the Class of 1940 Valedictorian at North Wales High School. He then attended Pennsylvania State

University, where he received his B.S. and M.S. in physics. He subsequently taught and served on the staffs of George Washington University, the University of Maryland, and the Johns Hopkins University. He served in the U.S. Navy during World War II and was among the first to go ashore at Yokosuka, Japan, in August 1945.

Art began a career in military operations research in the early 1950s, when he joined the Johns Hopkins University Operations Office in Maryland. His work there included assessing the effectiveness of military tactics during the Korean War and analyzing the vulnerability of military facilities and activities for the U.S. Army in Europe.

Art’s long career as an operations researcher included 17 years at SRI, where he served in various management levels and demonstrated the versatile applications of operations research in consulting with the Army, primarily on weapons systems effectiveness; with several major cities on traffic issues; and with the U.S. Post Office on parcel delivery processes. He finished his career as a Senior Scientist and Scientific Advisor to the Army, reviewing and advising on the technical feasibility and analytic soundness of

cost-effectiveness analyses of desert war systems until his retirement in 1987.

After moving to Santa Barbara in 1988, Art became active both in his retirement community, Valle Verde, and in Santa Barbara, serving with numerous community and civic organizations. After traveling to more than 60 countries during his active career, he continued to enjoy traveling with his wife or children in retirement.

Art is survived by children Candace, Tatiana, Deborah, Arthur, Ilia, and Cynthia; 14 grandchildren; and 3 great-grandsons.

### George Durfey\*



George Durfey, a former research engineer at SRI, died on March 4, 2013, after a long struggle with Parkinson’s disease. He was 87 years old.

Born in Brooklyn, New York, George served in the U.S. Army in Germany during World War II. He received a B.S. in electrical engineering from Stanford in 1953 and joined SRI as a Lab Assistant in 1958. He spent most of his career at SRI working in electrical and mechanical research engineering in the Radio Physics Lab. He retired in 1991 as a Senior Research Engineer in the Geoscience and Engineering Center.

George’s technical expertise was in electro/mechanical/hydraulic systems. He was the Engineering Division’s primary resource in this field for at least two decades. Much of his work involved antennas, including the 150-ft. dish in the Stanford hills. That antenna’s drives and controls and wheel-and-track system, which have lasted for more than 50 years, are in large part due to George’s work. In fact, he was known as one of the “Fathers of the Dish.” He worked on numerous antenna projects in many places in the United States and other countries, including in Alaska, Peru, Scotland, and Greenland. Not only was George an antenna expert, he also made major contributions to the design of a motor drive/



control system to enable Kenmore sewing machines to make complicated stitches, an underwater transducer positioning system, and a laser tracker.

George had a great interest in early radio and wireless and had a large radio collection and a library of 6,000 books on the subject. Much of his collection is now in the hands of his collector colleagues and electronic museums. He was also a prolific photographer.

George is survived by his wife, Edith; sons Erik, Kirk, and Craig; daughter Karen; grandchildren Mark, Brian, Nicole, and Danielle; brother William; sister Ruth; and several generations of nieces, nephews, and cousins.

### Lynn Fletcher

Lynn Fletcher, a former administrative aide at SRI, died in hospice care in Woodinville, Washington, on January 6, 2013, at age 78.

A Peninsula native, Lynn was raised in Atherton, where she attended St. Joseph Elementary School, followed by Castilleja School in Palo Alto. She began working at SRI in 1977 and served as Documentation Assistant and Office Aide until her retirement in 1997. Aside from work, Lynn's passion was raising golden retrievers for show and field trials. She bred many American and several Canadian champions.

Lynn is survived by daughters Kathryn, Patricia, and Sara; grandchildren Joanna, Charles, Julia, Elyse, Wyatt, Alexandra, Haley, and Meghan; and two great-grandchildren.

### Nancy Sutermeister Heubach



Nancy Heubach, a former SRI staff member, died on December 30, 2012, after a long illness, at age 78.

Born and raised in New York, Nancy received a B.A. in physics from the Connecticut College for Women. After working briefly for Electric Boat and Grumman Aircraft, she came to Palo Alto in 1960 to teach physical science at

Castilleja School. She joined SRI as a Scientific Computer Programmer in 1963. In 1964, she met Henry Heubach when he began work at SRI. They were married in 1966, and Nancy left SRI that year to raise a family. When she left, she was a Data Analyst in the Chemical, Theoretical & Applied Physics Department. She eventually went back to work as a copy editor for the California Society of CPAs.

Nancy enjoyed skiing, backpacking, soccer, softball, tennis, bicycling, playing bridge, reading, and traveling. She was a member of several outdoors-oriented organizations, two local book groups, and a weekly bridge foursome. She coached AYSO soccer for a decade and played soccer into her 60s.

Nancy is survived by her husband, Henry\*; daughters Constance and Margaret; granddaughters Margaret and Katherine; and her brother, Robert.

### Paul Jorgensen\*



Paul Jorgensen, a former senior executive at SRI, died of malignant mesothelioma on January 22, 2013, at age 82.

Born and raised in Midway, Utah, Paul received a bachelor's degree in geology from Brigham Young University. After serving in the Army during the Korean War and participating in an expedition to Antarctica as part of Operation Deep Freeze, he completed his Ph.D. in material science at the University of Utah in 1960.

Paul began his 44-year SRI career in 1968. During that time, he served as Program Director and Laboratory Director, Materials Research Lab; Vice President, Physical Sciences Division; Senior Vice President, Physical and Life Sciences Group; and SRI Executive Vice President and Chief Operating Officer.

Among the many things Paul could take credit for were innovative construction of Building P; the revised SRI patent policy, which financially rewarded inventors; and many commercialized ideas that today provide SRI with an enhanced revenue stream and came to be because Paul put the pieces together to let researchers diversify as well as make the financial decisions that supported them prior



## IN MEMORIAM (Continued)

to commercialization. Paul also instituted the SRI Fellows program and a program that taught SRI staff how to work with Japanese clients. To many people he was the backbone of the organization. He was a natural leader who cared about individuals and treated people fairly. He was particularly noted for supporting and promoting women professionals. He helped make SRI an outstanding place to work.



Paul is survived by children Paula, Mark, Janet, LaDell, Brett, and Scott; 16 grandchildren; and 4 great-grandchildren.

### Andrew Kridl\*



Andrew "Andy" Kridl, a former vice president at SRI, died on January 2, 2013, at age 88.

Born in Warsaw, Poland, in 1924, Andy immigrated to the United States in 1941. He received a bachelor's degree from Wesleyan University and a Ph.D. in chemistry from Harvard. After receiving

his degree, he began his career in 1950 by joining Shell Development Company in California. Seven years later, he was transferred to the East Coast, but he and his wife, Elizabeth ("Teddy"), wanted to return to California. They made the move in 1967, settling in Atherton when Andy joined Raychem Corp. in Menlo Park. In 1972, Andy took a position as Senior Industrial Economist in SRI's Chemical Economics Department. Two months after he finished his first assignment, he was promoted to Director of the department. A few years later he became head of a new center formed by combining his department with two others. When SRI reorganized into five major research groups, he and Teddy were in Stockholm when he learned that he would be Executive Director of the Chemicals and Resources Group. He retired as Vice President of the Group in 1987, but he continued working part time in his old department collecting data in Oceania and Poland and writing a yearly essay on happenings in the chemical world during the year before.

Andy and Teddy enjoyed traveling and seeing the world. Just before retirement, they visited New Zealand and fell in love with the country and the people. They bought a vacation home and returned there every January for two months. Andy also traveled to Poland most years to visit with relatives and friends.

Andy was a Life Master bridge player and continued playing until his death. He also volunteered at the Menlo Park Library for many years.

Andy is survived by his wife, Teddy; children Barbara, Jean, and Tom; grandchildren Kate, Michael, Sam, and Leanne; and his sister, Elizabeth.

### Andrew Lipinski



Andrew Lipinski, a former SRI staff member, died on December 29, 2012, at age 92.

Born in Poznan, Poland, in 1920, Andrew enlisted in the Polish military and had several eventful experiences in World War II. He was taken prisoner and released by the Germans in 1939, escaped from Poland by skiing across mountains, rejoined the Polish army in Yugoslavia, and served in military contingents in Paris and then in England and Scotland.

After marrying his wife, Sophia, in 1942 and receiving a B.Sc. in electrical engineering from the Imperial College in London, Andrew started his career in telecommunications engineering and analysis, particularly of the telephone industry and communications policy. The family moved to Canada in 1953 and then to the San Francisco Peninsula in 1961. He joined SRI in 1965, where his work involved developing methods to evaluate competing communications systems. He left SRI in 1969 to work at the Institute for the Future, where he developed methods of generating alternative futures for large corporations. After he retired, he volunteered with the U.S. Executive Service Corps, helping Polish companies find market opportunities.

Andrew is survived by children Christopher, Hubert, Suzanne, Martha, and Linda; 12 grandchildren; and 6 great-grandchildren.

### Frank Ludwig\*



Francis “Frank” Ludwig, a former meteorologist at SRI, died on November 23, 2012, at age 81.

Frank was a meteorologist at SRI from 1959 until he retired in 1999. At the beginning of his SRI career, he was a Staff Scientist in the Atmospheric Sciences Center of the Engineering

R&D Division. After 1987, he worked 50% time at SRI, along with appointments as consulting professor in the Department of Civil Engineering at Stanford University and adjunct professor in the Department of Meteorology at San Jose State University. From 1989 until 1999, he was a Principal Scientist at SRI in the Applied Electromagnetics and Optics Laboratory (now Communications, Radar and Remote Sensing). Frank was a leader in atmospheric sciences at SRI and helped develop innovative applications that contributed to a wide range of projects at SRI and elsewhere. He performed research in such areas as air quality modeling, transport and diffusion modeling, and urban meteorology. He made important contributions in remote sensing during the 1990s. He wrote numerous articles and papers and was an excellent collaborator. Frank could often be seen riding his bike to and from SRI, even after his official retirement.

### John Pickens



John Pickens, a former research engineer at SRI, died in a bicycle accident on December 8, 2012, at age 66. He was riding in a rural area of Alameda County near Fremont and apparently moved to the side to let a truck pass. When his bike hit the gravel on the shoulder, he lost control. His head hit a boulder, and the blow was fatal, even though he was wearing a helmet.

John joined SRI in 1978 as a Senior Research Engineer, after more than 20 years of experience in network and communications engineering positions. At SRI, he led

projects for government and commercial clients, focusing on electronic mail, network naming and addressing, and protocol design. He also oversaw the development and enhancement of SRI’s internal e-mail system. After leaving SRI in 1981, he continued contributing to numerous network and other technologies, culminating in his position as Distinguished Engineer with Cisco Systems at the time of his death. John was known and admired for his intelligence and hard work by all who knew him.

John enjoyed biking, running, tai chi, genealogy, and playing the guitar. He loved time spent with his family. He is survived by Melinda, his wife of 42 years; children Jeremy, Ben, and Susanna; grandchildren Kyra, Andrew, Shannon, and Sean; and siblings Carol, Robert, David, Karen, and Chris.

### Nancy Ramey\*

Nancy Ramey, a long-time SRI staff member, died after a long illness on February 7, 2013, at age 84. Nancy had been a Senior Staff Advisor in the Human Resources Benefits Department for 30 years. After retiring in 1993, she returned to her family home in Kentucky, where she enjoyed her passion—gardening. She also was a world traveler, visiting European and Asian countries.

Nancy is survived by two nieces, Cay Lane and Karen Dyster, and a nephew, Clark Ramey.

### Thora Ann Richardson



Thora Ann Richardson, a former SRI staff member, died of a stroke in San Francisco on November 5, 2012, at age 75.

After entering Stanford University with Honors at Entrance at age 16, Thora graduated in less than four years with a B.S. in mathematics and promptly joined SRI as a mathematician. Having married in 1957 and started a family, Thora left SRI, and the family moved to Southern California, then to Michigan, then to Vancouver, B.C., and finally back to Menlo Park in 1985. Over the last 26 years, she was deeply involved in the management and operations

of the Palo Alto Auxiliary, including the Allied Arts Guild, where she was a server and co-hostess for more than 20 years.

Thora is survived by her husband, John; children David, Eric, Karen, Kristen, and Tom; and 10 grandchildren.

### **Pierino Robbiano**

Pierino “Paul” Robbiano, a former SRI staff member, died on January 6, 2013, at age 91.

Born in Palo Alto in 1921, Paul received a degree in electronics engineering from Stanford in 1943. He then worked for Fred Terman at the Radio Research Lab at Harvard, before returning to Menlo Park and joining SRI. He began his career at SRI in 1950 and worked as an electrical engineer on projects involving radio communications and antennas. He left SRI in 1952 to join Varian Associates in Palo Alto, from which he retired after 33 years.

Paul is survived by Mary Ann, his wife of 65 years; children Kathleen, Paul, and Angela; grandchildren Vincent and Joseph; and great-grandchild Henry.

### **William S. Royce\***



Bill Royce, a former industrial economist at SRI, died at his home in Bend, Oregon, on November 21, 2012, at age 94.

Born in Spokane, Washington, Bill received a B.A. degree from Gonzaga University in 1940. He then worked as a journalist, served in the U.S. Army, and was a principal aide to a member of

Congress in Washington, D.C. He joined SRI's Washington office in 1954 as a Business Economist, starting a 30-year career in which he contributed importantly to both project substance and the leadership of SRI's marketing offices.

Bill's major areas of interest were competitive strategies for mature and high-tech businesses, societal issues affecting business, revitalizing management, changing distribution systems, Japan-U.S. business relations, and California exports. The diversity of his projects and assignments is reflected in a few examples:

- The first computerized studies of potential impacts of nuclear attack on the North American continent.
- Feasibility and location study for what is now the Kennedy Center for the Performing Arts in Washington, D.C.
- Assistance to the Commission for Seattle Century 21 in economic planning and site location for the 1962 Seattle World's Fair, the first financially successful world's fair.
- Leader of a Ford Foundation economic development team in New Delhi, India (where he and his family lived in 1959-60), to help the country become economically more self-sufficient.
- Co-founder of the SRI Long Range Planning Service (later called Business Intelligence Center), the first research-based comprehensive forecasting effort for business planners, and was its director from 1965 to 1968.
- Manager of SRI's East Asia office in Tokyo, Japan, where he lived with his family from 1971 to 1976.

After retiring from SRI in 1984, Bill continued his contributions by volunteering with the International Executive Service Corps. He also helped in the formation and operation of the SRI Alumni Association, and he was inducted into the SRI Alumni Hall of Fame in 2003.

Bill is survived by Elizabeth, his wife of 66 years; children Elizabeth (Beth), William Stephen (Steve), Thomas, and Susanna; his brother, the Rev. Thomas R. Royce, S.J.; and numerous grandchildren, great-grandchildren, nieces, and nephews.

### **Ewald Edward Spitzer**

Ed Spitzer, a former mechanical engineer at SRI, died on February 24, 2013, at age 87.

Ed was born and raised in Kenosha, Wisconsin, but was a Californian for most of his life. After receiving a B.S. in mechanical engineering from Stanford in 1950, he worked as a mechanical engineer for Boeing and California Research & Development Company before joining SRI in 1953. He retired in 1989 as Director of Technical Support Services in the Engineering Group.

Ed is survived by children Karen and Steven; grandchildren Thomas, Jesse, Jackson, Sonia, Brian, and Kirsten; and great-grandchildren Lydia and Haley.



## IN MEMORIAM (Concluded)

### Renato Velasquez



Renato Velasquez, a Biology Technician at SRI since 2007, died of cancer on March 18, 2013, at age 59.

Renato will be remembered as a strong and joyful person who fought cancer with courage and a positive attitude for the last four years of his life. He is survived by Wildie, his wife of 34 years; children Jacqueline, Jordana, and Juan Carlos; grandson Anthony; and 11 siblings.

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\*Member of the SRI Alumni Association

*The SRI Alumni Newsletter is published three times a year (in April, August, and December) by the SRI Alumni Association,  
333 Ravenswood Avenue, Room AC-108, Menlo Park, CA 94025.  
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